QI TALK TIME
Building an Irish Network of Quality Improvers

hello
my name is…

@QITALKTIME

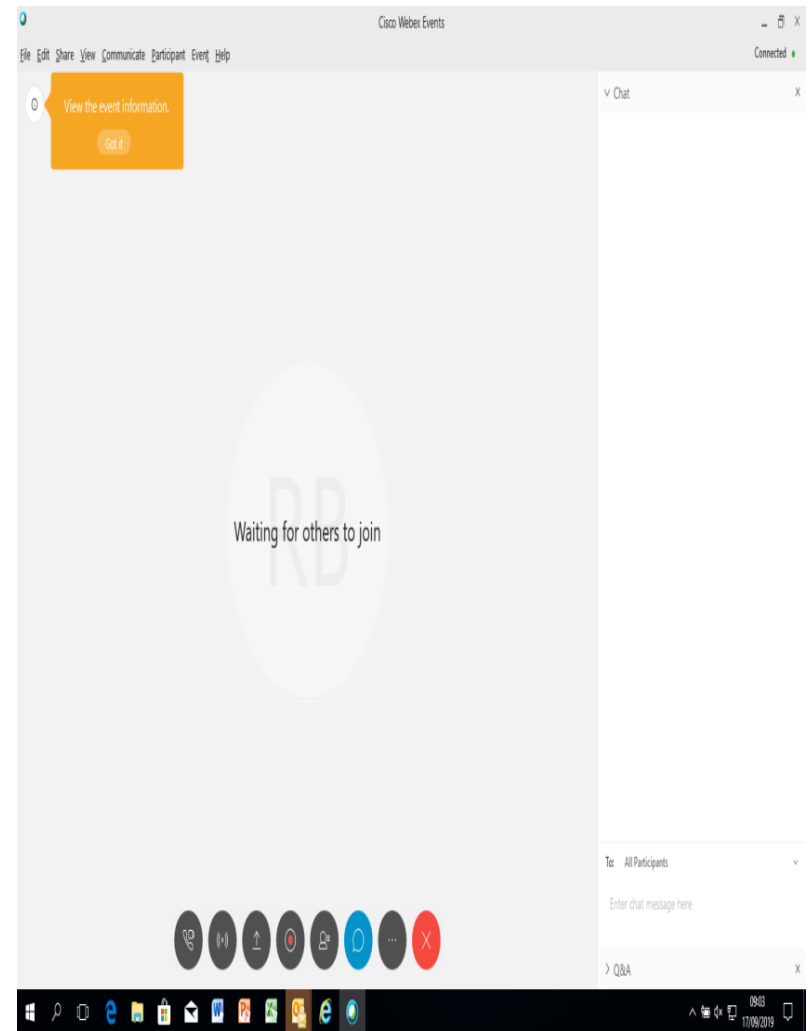# The UL Hospitals Group Journey in Quality Improvement

Speakers

Dr Mendinaro Imcha is a Consultant Obstetrician & Gynaecologist at University Maternity Hospital Limerick and is the lead for the Perinatal Mental Service. She is the Chief Clinical Information Officer for ULHG. She is also the Chairperson of ULHG's Quality Improvement Committee tasked with the duties of sustaining a quality and safety culture, as well as building the infrastructure for systemic quality and safety practice.

Dr Louise Reid, Nurse by background has an MSc in Health Informatics from TCD subsequently completed her PhD in Software Engineering in UL, Her current role is Quality Facilitator for the UL Hospitals Group. A key leader in the development and alignment of QI across UL Hospitals Group. She is driving the development and progression of number of information systems in the hospital.

Dr Deirdre Mullins has worked in a number of National Programme Management Offices such as Children and Families and the System Reform Group and National Projects. In 2017 Deirdre joined the UL Hospitals Group as Portfolio Lead for the Programme Management Office. Deirdre is passionate about QI and its ability to create sustainable change while bringing joy to work.

Instructions

- Sound:

Computer or dial in:

Telephone no: 01-5260058

Event no: 842 894 925 #

- Chat box function
  - Comments/Ideas
  - Keep the questions coming
- **Twitter: @QITalktime**

UL Hospitals Group
Journey in Quality Improvement

Dr Naro Imcha, Dr Louise Reid, Dr Deirdre Mullins

Achieving Better Care

Outline of Presentation

- Journey in QI for UL Hospitals

- Framework for QI at UL Hospitals

- Governance Structure

- Phase I: Awareness

- Phase II: Appreciation

- Phase III: Accountability

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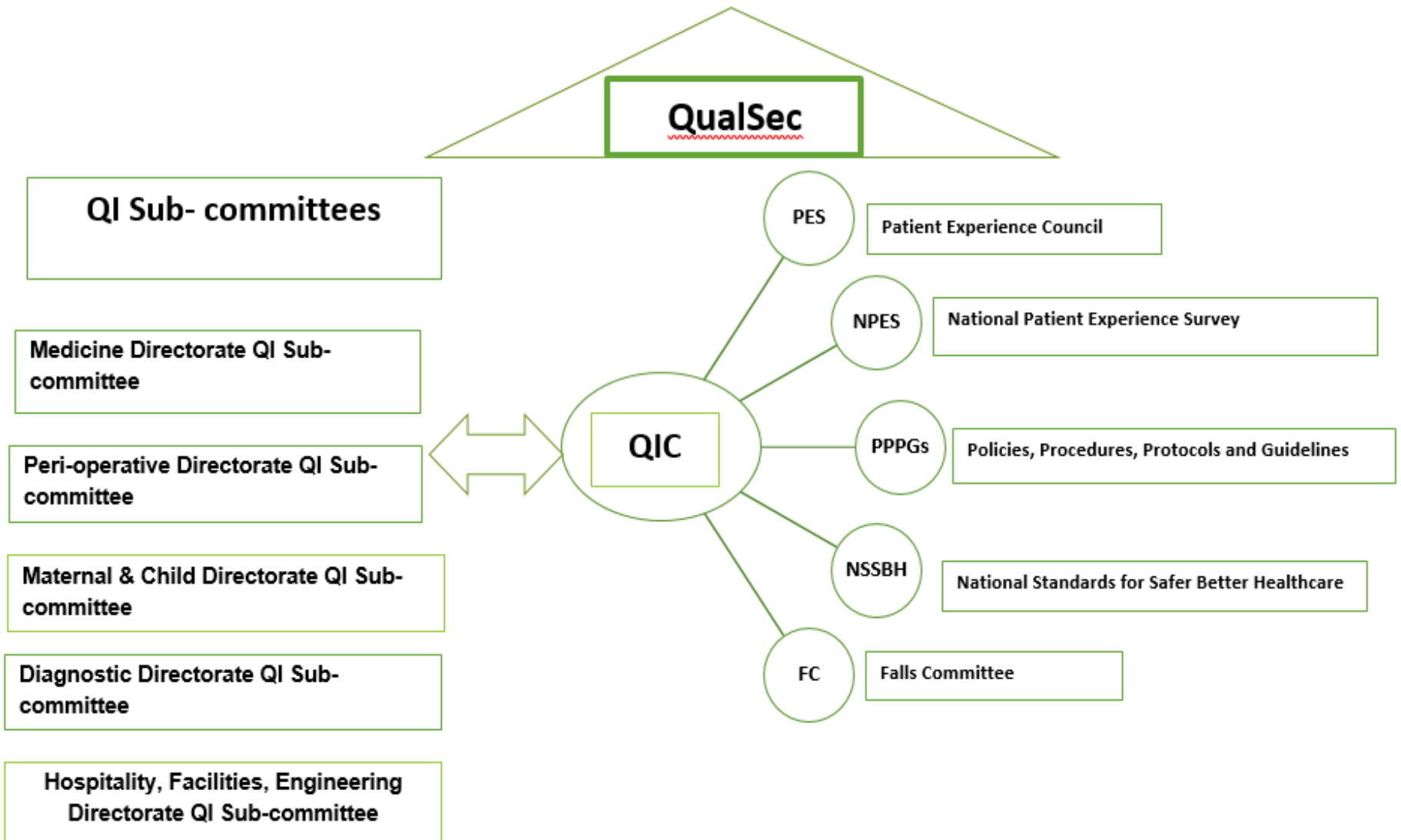
Journey in QI at UL Hospitals

Journey in QI at UL Hospitals

- Quality Improvement Committee
  - Formed in January 2017
  - Reporting to the Quality and Safety Executive Committee (QUALSEC)
  - All Directorates represented
- Executive Support from CEO and CCD
- Chair appointed

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Organogram

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Journey in QI at UL Hospitals

- Mission
  - To encourage a culture of quality consciousness in the acute hospital group

- Objectives
  - Advise and support the enhancement of structures and processes to continuously improve quality of healthcare outcomes

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Framework for QI

Framework for QI

Continuous Quality Improvement

Phase	Activity	Outcome
Awareness	Knowing	Learning
Appreciation	Doing	Loving
Accountability	Expanding	Living

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Phase 1: Awareness

Phase I - Awareness

- Identify currently ongoing QI Projects (QIP) to:
  - Prepare QIP Posters using QI Poster Template
  - Display QIP Posters
  - Register QIP on QPulse
- Form an MDT QI Team
- Fix a schedule for QI Lunch and Learn
- Train with the curriculum and create QI Champions
- Use QI Drivers to Prioritise QI Project Implementation
- Follow QI Project Implementation Process (QIPIP)
- Support project teams with QI Walk-In Support Clinic

Awareness Milestones

- Nov '17 – Awareness pilot project in Maternal & Child Health Directorate

- Mar '18 – Awareness project launch for all directorates

- Jun '18/19 – Audit and Quality Improvement Conference at UHL

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Culture of QI

- Top Down Support
  - Recognise QI Efforts
  - Allocate QI Resources
  - Establish Governance
- Bottom-Up Enthusiasm
  - Acquiring QI Knowledge
  - Participation in QI Projects
  - Developing QI Champions

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10 Steps to Excellence

	Steps	Phase
1	Triggers / Drivers	Awareness Phase
2	Project Initiation Document	
3	Stakeholder Analysis	
4	Process Mapping	
5	Project Meetings	
6	Quality Improvement Plan	Appreciation Phase
7	Implementation Plan	
8	Education / Academic output	Accountability Phase
9	Audit Plan	
10	Sustainabilty	

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Phase II: Appreciation

Framework for QI

Continuous Quality Improvement

Phase	Activity	Outcome
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We want a community working together

STEER

- Simple
- Testable
- Repeatable
- Effective
- Enjoyable
- Replicable

Gentle Pull System

- Event in the Maternity
  - So much good work being done that we needed to be shared and acknowledged
- Surveyed the staff and asked them what do you need in relation to Quality Improvement and Clinical Audit.
- It turns out we all need

   Support, support, support

Phase II - Appreciation

- Actions to improve appreciation:
  - Train on QI Knowledge
  - Develop QI Champions
  - Showcase QI Projects
  - Record QI Efforts
  - Learn & Share
  - Spread to other sites

Lunch time presentations

- Present QI's and Audits
- Working Project using Formal Project Management Techniques
- Cross Directorate Collaboration
  - RED Spot – 6 minutes 6 slides
  - Quick QIPs 4 minutes 4 slides

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Quality and Data Protection Support Clinic

Back row: Joanne O Connor, Eleanor Mann, Eoin Kennedy. Front Row: Annette Ridley, Louise Reid

- Every Monday 3-5pm Collaboration Room, 1st Floor CERC Building

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- Not promoting quick fixes. Strategically aligned. Deep and correct

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10 Steps to Excellence

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Appreciation – Success Factors

- Organisational culture that supports the implementation plan
- Common understanding
- Widespread participation in projects
- Knowledge, training, mentoring, and guidance
- Systematic, strategically aligned, approach

QI Champs

- 127 trained
- 2 expert QI coaches

Further Supports

- Starter pack

- Developing online audit registration

- Mixed Methodologies such as
  - Model for Improvement
  - Clinical Audit
  - Implementation Science

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Online Registration Template

Sample Certificate

Clinical Audit Certificate

Ospidéil OL
UL Hospitals
Working together, caring for you

This Certificate is awarded to:

AUDIT PROJECT

Date of completion:

SKILLS DEMONSTRATED

☐ Data Collection. ☐ Supporting Presentation. ☐ Presenting the Audit Project.

☐ Quality Improvement Plan. ☐Completion of Audit Cycle.

Dr Gerry Burke
Director Maternal and Child health

Margaret Quigley
Director of Midwifery

Dr Mendinaro Imcha
Lead for Clinical Audit
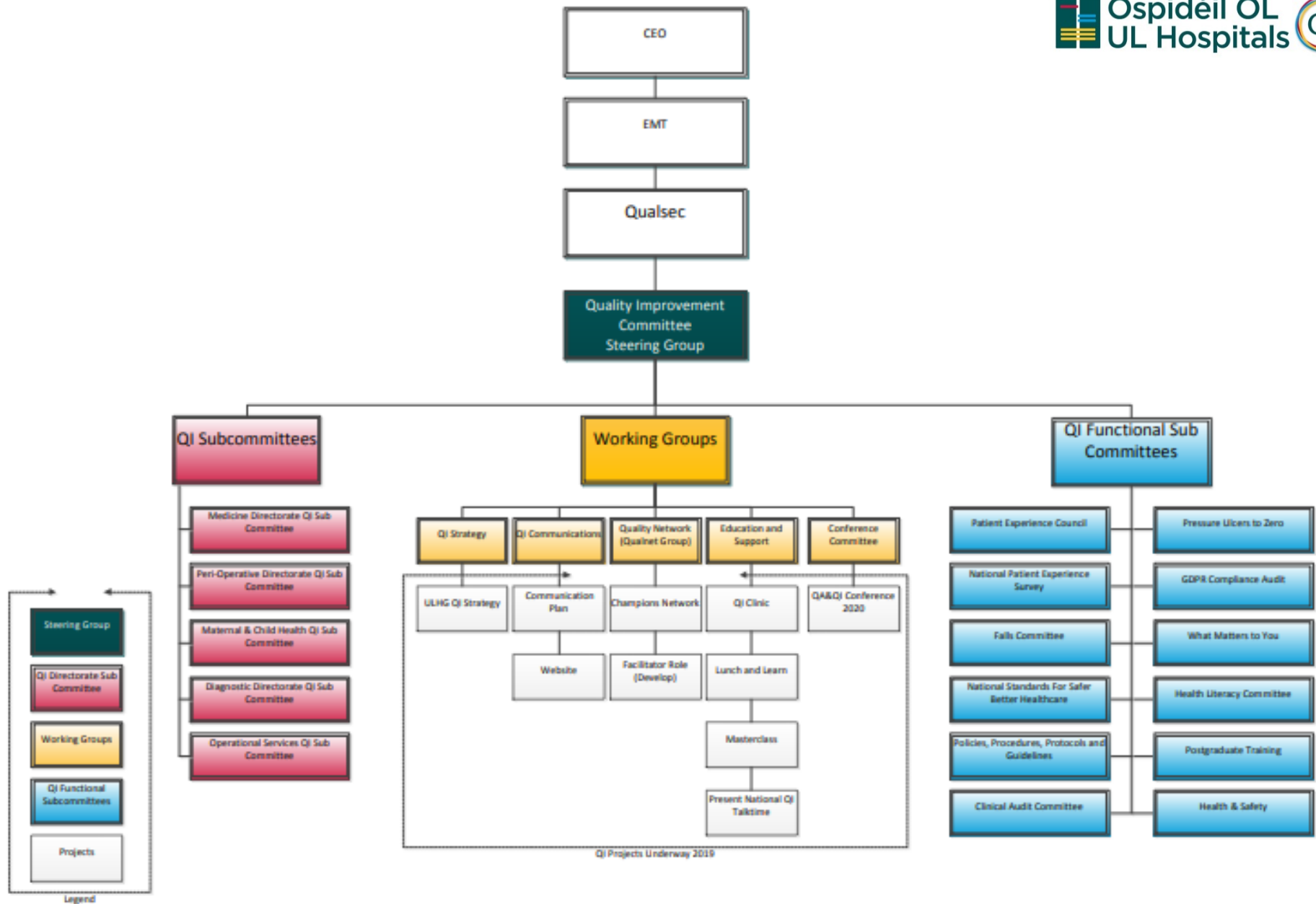
University Maternity Hospital Limerick

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Phase III: Accountability

Governance

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Framework for QI

Continuous Quality Improvement

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10 Steps to Excellence

8	Education / Academic output	Accountability Phase
9	Audit Plan	
10	Sustainability	

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Education / Academic Output

- Actions to improve accountability:
  - Learning Notices
    - Also Celebrate Excellence!
  - Lunch and Learn Sessions
  - Mentors
  - Peer Reviewed Outputs

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Audit Plan

- Actions to improve accountability:
    - QIs must include audit plan for future
    - Assessing maturity of PDSA cycles
    - Close the loop

The PDSA Cycle for Learning and Improving

Act
- What changes are to be made?
- Next Cycle?

Plan
- Objective
- Question and predictions (why)
- Plan to carry out the cycle (who, what, where, when)
- Plan for data collection

Study
- Complete the analysis of the data
- Compare data to predictions
- Summarize what was learned

Do
- Carry out the plan
- Document problems and unexpected observations
- Begin analysis of the data
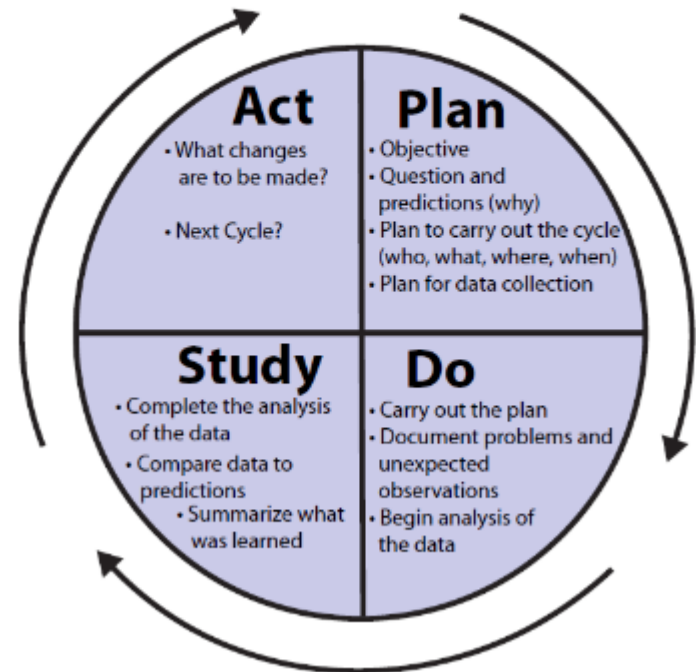
Sustainability

- Acknowledge and celebrate success
- Clear Leadership and commitment
- Measure and share
- Design for success:
- Make it easy to do the right thing
  - Standardise
  - Remove unnecessary work
  - Embed the new practice
  - Develop easy education and support materials
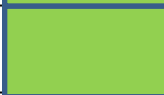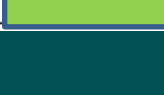
Priorities 2019

Patient Flow
Medication Safety
Radiation Safety
Hand Hygiene
Infection prevention and Control
Data Protection
Clinical handover

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Action Plan, 2019 - Tracker

Action	Status
Invite Directorate Team and delegates to attend QI training	🟩
Executive and Directorate QI priorities to be obtained	🟩
Collaborate with QID for the Masterclass	🟩
Schedule teaching timetable with QI champs	🟧
Schedule teaching timetable for QI project presentation	🟩
Establish QI forums	🟧
Develop bank of mentors	🟧
PMO Office to assist with Project Vision to track the projects	🟩
Certificates to recognise staff training and participation	🟩
Electronic registration for QI and Audit	🟩
Clinical Audit and Quality Improvement Conference	🟩
Plan for online reports using project vision	🟩

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QIC Education Plan

Education session : Mondays 14:00 – 15:00	🟩
Support Clinic : Mondays 15:00 – 17:00	🟩
National QID: Masterclass as part of microsystems	🟧
Starter Pack	🟩
Certificates	🟩
QI Mentorship	🟩

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Project Vision

Project	Status	PM	Sponsor	
QICG. Clinical Audit and Quality Improvement Conference (CA & QI)	G	Dr Naro Imcha, Dr John Kennedy, Deirdre KingDeMontano	CEO and CCD UL Hospitals Group	

Key Progress	Next Steps
Q3 2019 - Date for next year in process of being bedded down. - Meeting to secure funding for 2020 being arranged.	- Finalise dates - Invite keynote speakers

Project	Status	PM	Sponsor	
QICH. What Matters To You (WMTY)	G	B Slevin, C Cotter, B O'Malley	CDONM	

Key Progress	Next Steps
Q4 2019 What Matters to You Project introduced in the ULHG in 2017 following on the National Programme Pilot in St. Vincent's Hospital (SVUH) and Midlands Hospital Portlaoise (MHP).The initiative promotes patient centred compassionate care. - June Boulger requested a submission from Ennis Hospital to include WMTY project- same attached. - Nenagh Hospital is inviting all medical inpatients to participate in the project. Teleconference this month to reinvigorate project in 2D and encourage 3B and 1D to participate. - Ennis Hospital WMTY garden flourishing	- Funding secured for 2 IHF WMTY training dates in 2020. Dates cancelled for Nov and Dec 2019 due to facilitator's leave, await confirmation of new dates. - Team from Children's Ark visited Ennis in October as there is great interest there in rollout. - Plan in progress with HSE QID and IHF for a Train the Trainer programme for WMTY facilitators. QID will fund 50%-ULHG 50%. Deirdre Lang will update when the facilitator's programme has been designed. Being explored. - Exploring wipeable WMTY storyboards.

Project	Status	PM	Sponsor	
QICI. Health Literacy Committee	G	Tim Sllery	CEO UL Hospitals	

Key Progress	Next Steps
Q4 2019 - There is a literacy programme in planning for new members and literacy clinic attendees.	

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Drivers for QI

- Leadership – Adaptive/disruptive
- Person and family – person centred care
- Staff – Front line action to improve
- Build QI Knowledge and Skills
- Measure for Improvement
- Governance – Committees, Audit

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Future Plans

- Develop
  - QI Education
  - QI Academic Output
  - QI Hub
  - QI Strategic Plan

- Annual
  - QI Report
  - QI Conference

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Thank You

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Dates of QITalktime 2019	Topic	Speakers
Tuesday 10th Dec 1-2pm	Co-Lead Collective Leadership – Introduction to Tools available for teams use	Dr Aoife Dr Brun, UCD Health Systems

Thank you from all the team @QITalktime

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