Strategic Approach 2020 - 2024

QI TALK TIME
Building an Irish Network of Quality Improvers

By all, with all, for all: A strategic approach to improving quality 2020-2024

14th January 2020

Dr. Philip Crowley

National Director, Quality Improvement

@crowley_philip #QIreland

Speaker

Dr Philip Crowley is the National Director for Quality Improvement in the HSE. He is a graduate of the Advanced Training Programme in Healthcare Delivery Improvement, Intermountain Healthcare Salt Lake City Utah. He leads a national team that supports the health service in improving care through the application of a framework for improving quality.

He is a doctor who works part-time as a GP. He worked for five years in Nicaragua, trained in public health in Newcastle Upon Tyne and worked for 6 years as Deputy Chief Medical Officer in the Department of Health. He has been in his current post for 5 years and worked in the HSE for 9 years.

Instructions

- **Sound**

  Computer or dial in:

  Telephone no: 01-5260058

  Event number: 840 655 029#

- **Chat box function**
  - Comments/Ideas
  - Keep the questions coming

- **Twitter**

  @QITalktime
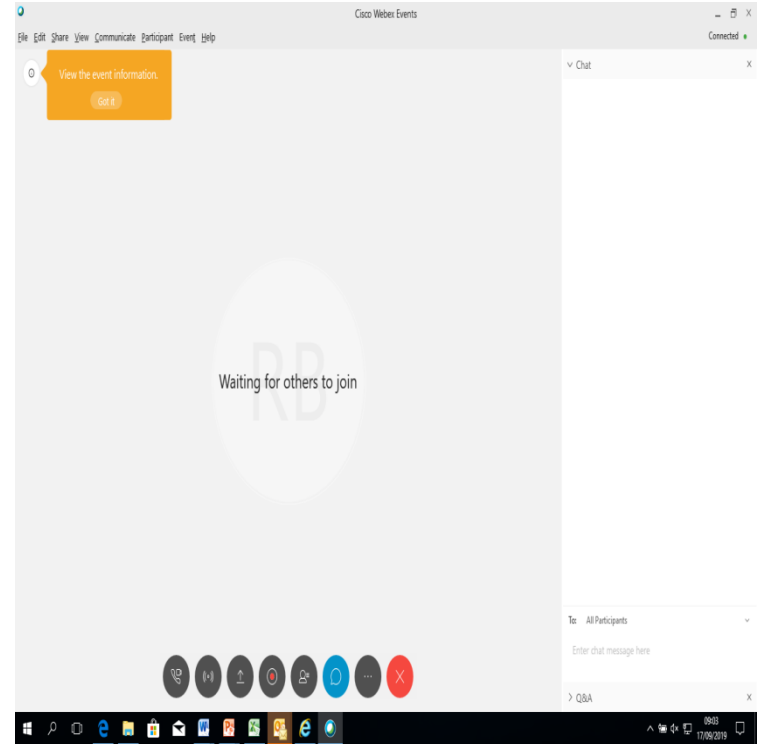
Challenges in our health service

Fears of more overspending as health spending accelerates

Figures from Department of Health cause 'deep unease' within Government

about 11 hours ago   Updated: about 3 hours ago

Fiach Kelly Deputy Political Editor

Irish Times Front Page 13-6-19

System challenges

Coordination not competition

Strategic and proactive not Reactive

Integration not silos

Prevention and social solutions not patching up

Inequity

Hierarchy and culture

What is quality improvement?

"Quality improvement (QI) is the combined and unceasing efforts of everyone - healthcare professionals, patients and their families, researchers, commissioners, providers and educators - to make the changes that will lead to:

(i)   better patient outcomes,

(ii)   better experience of care, and

(iii)   continued development and supporting of staff in delivering quality care"

(adapted from Batalden, Davidoff QualSafHealth Care, 2007)

Quality a technical problem with a technical solution?

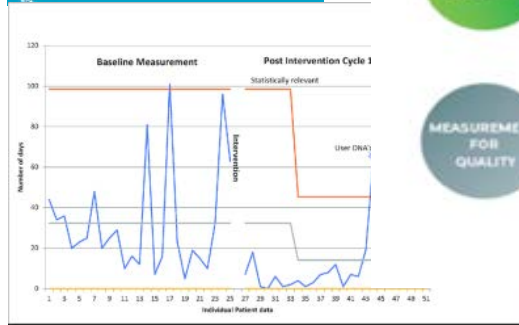Safety issues - safety solutions - collaboratives.

Very hard to sustain improvement

Staff survey - bullying, staff not able to Improve care

Must fix environment

Must address culture

PAST: Partnerships - achievements
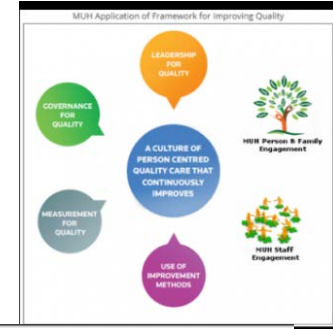
PRESENT: National Quality Improvement Team Future Plan 2020 - 2024

Our purpose is to support and enable lasting improvements across our health service.

We aim to

- use our leadership, knowledge and skills to support services to innovate and sustainably improve quality of care and practice, and

- support a co-ordinated and prioritised approach to improvement work **within the CCO**.

By all, with all, for all: a strategic approach to improving quality 2020–2024
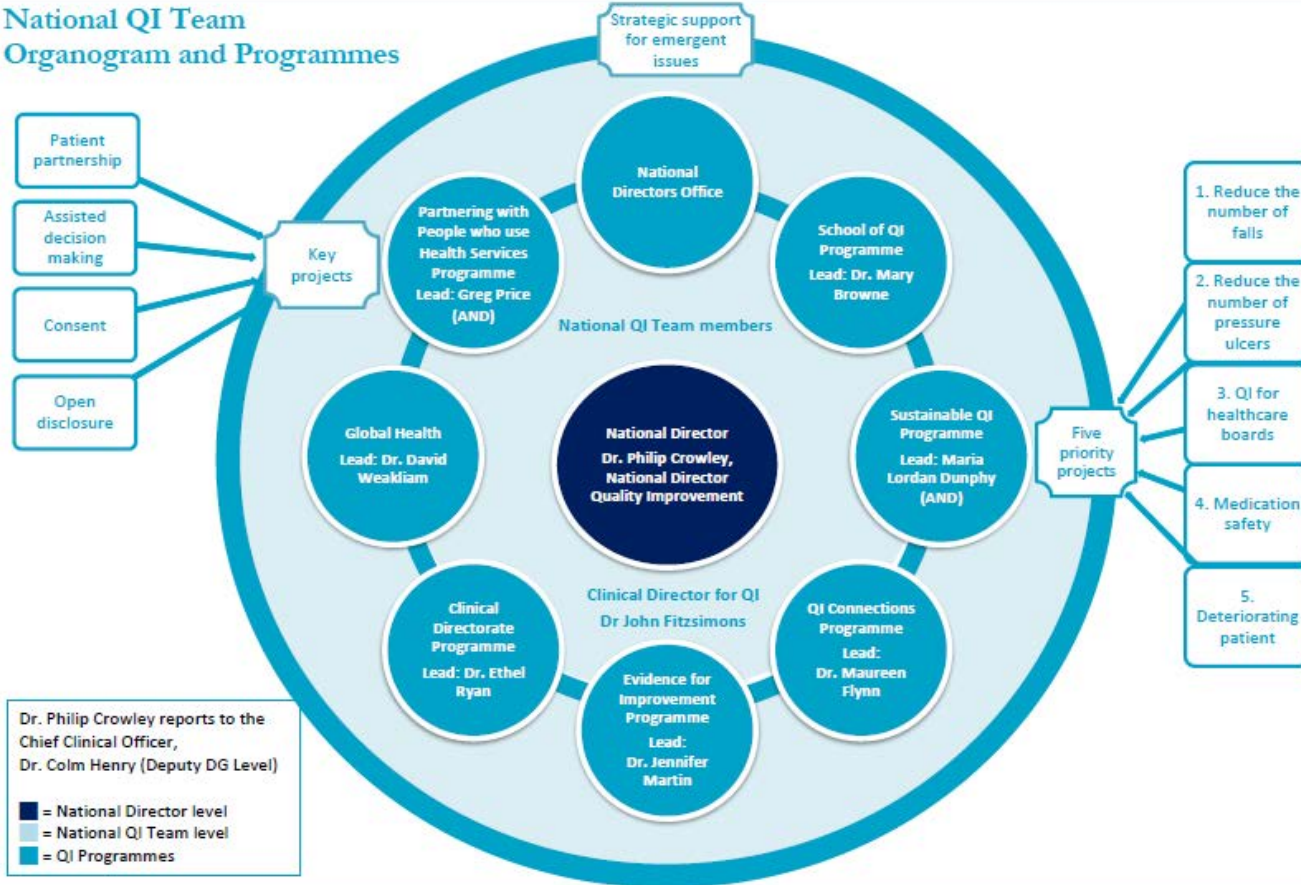
National QI Team
Organogram and Programmes

Strategic support for emergent issues

National QI Team members

National Director
Dr. Philip Crowley, National Director Quality Improvement

Clinical Director for QI
Dr John Fitzsimons

National Directors Office

School of QI Programme
Lead: Dr. Mary Browne

Sustainable QI Programme
Lead: Maria Lordan Dunphy (AND)

QI Connections Programme
Lead: Dr. Maureen Flynn

Evidence for Improvement Programme
Lead: Dr. Jennifer Martin

Clinical Directorate Programme
Lead: Dr. Ethel Ryan

Global Health
Lead: Dr. David Weakliam

Partnering with People who use Health Services Programme
Lead: Greg Price (AND)

Key projects
- Patient partnership
- Assisted decision making
- Consent
- Open disclosure

Five priority projects
1. Reduce the number of falls
2. Reduce the number of pressure ulcers
3. QI for healthcare boards
4. Medication safety
5. Deteriorating patient

Dr. Philip Crowley reports to the Chief Clinical Officer, Dr. Colm Henry (Deputy DG Level)

■ = National Director level
■ = National QI Team level
■ = QI Programmes

How can we develop a safety culture and a QI focused health service?

1. Develop real partnerships with people

2. Collaborate and share learning across our system

3. Invest in QI and create QI posts in all our organisations

4. Commit to QI learning and development for all staff

5. Work on relationships and culture so that staff feel valued and their input is encouraged

6. Work with our leaders and managers to create a work environment where staff are enabled to work on improving care

7. Use measurement for improvement approaches to understand our data better

8. Ensure we have quality at the centre of our management and governance of health care

9. Work to integrate services

10. Partner with communities so that we contribute to improving the social issues that profoundly affect health outcomes

- **Support all staff to have up to date improvement knowledge and skills which they can use in their day to day work.**

- **Engage with champions, facilitators and educators to support the development of a culture that is person centred and seeks to continually improve and innovate.**
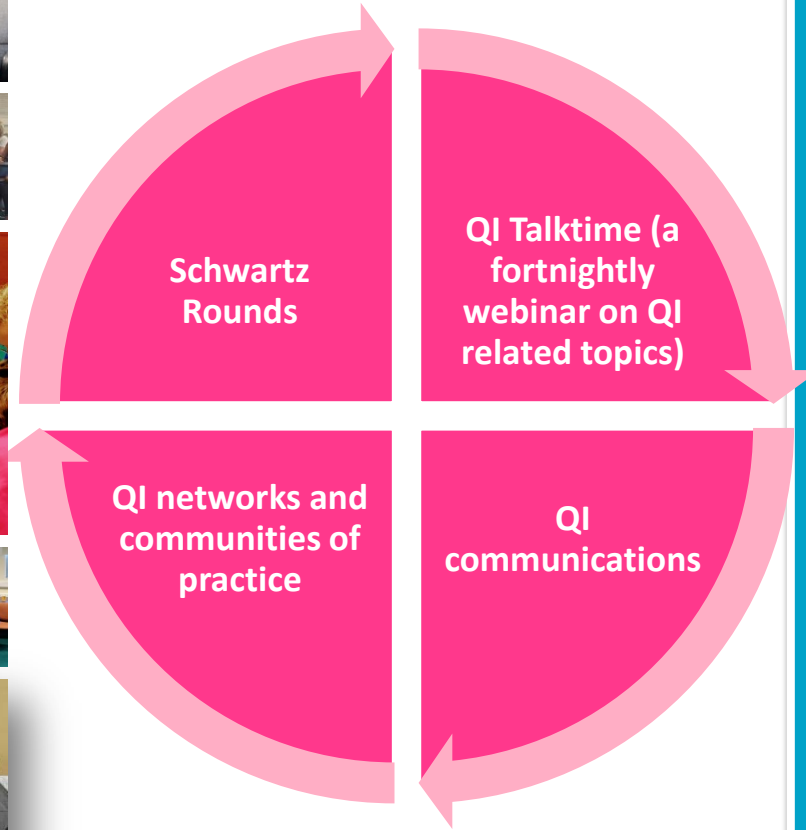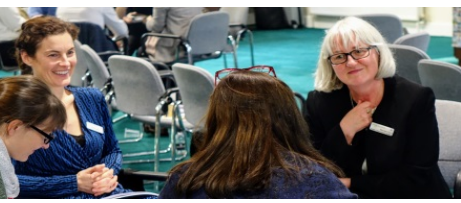
- **Align, influence and integrate the School of QI learning programmes with other HSE programmes that build quality, safety and leadership capability**

School of QI Programme

Purpose

Enable a culture of learning and development that is person centred and inspires individuals, teams and services to make a positive difference across our health service.

QI Connections Programme

Purpose

Help people to communicate, connect, collaborate and network to further QI development and learning. This will help sustain the improvement work of those interested in and trained in QI.

QI Talktime (a fortnightly webinar on QI related topics)

QI communications

QI networks and communities of practice

Schwartz Rounds

Evidence for Improvement

Purpose

Support the use of evidence to identify opportunities for improvement and measure and evaluate the impact of QI initiatives. Promote measurement for improvement approaches to using our data.

- Design, test and make widely available measurement tools and techniques to support staff.

- Embed effective analysis, display and use of information at all levels from frontline to national level.

- Support staff to build knowledge and skills in measurement for improvement.

- Develop an online QI Evidence Hub for improvers.

- Develop a systematic approach to evaluation of National QI Teamwork to identify which initiatives work.

Partnering with People who use Health Services Programme

Purpose

Drive and promote true partnership with people who use health services. A true partnership involves engaging people from the start in the planning, design and delivery of services. It involves supporting, mentoring them and valuing their input.

- Support patient representatives as members of the National QI Management Team.

- Provide guidance, support, online resources and advice on partnering with people who use health services.

- Support and promote Patients for Patient Safety Ireland (PFPSI), National Patient Forum and National Patient Representative Panel.

- Further develop networking opportunities for staff who work on partnering with people who use health services.

- Embed partnering with people who use health services in all QI programmes.

- Network with international colleagues to share examples of best practice and learning resources.

- Manage service level agreement with Sage Advocacy and Supporters of Unique Narcolepsy Disorder (SOUND)

- Manage the reimbursement of expenses to patients with narcolepsy.

Open disclosure

Improve the implementation and practice of Open Disclosure for all patients, clients and service users.

Assisted Decision Making

Achieve compliance with the HSE National Consent Policy, the Assisted Decision Making (Capacity) Act 2015, Part 3 of the Disability Act 2005 and the Irish Human Rights and Equality Act 2014.

Partnering with People who use Health Services Programme

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- Partnerships with low and middle-income countries.

- Contribute to humanitarian action

- Strengthen Ireland's health security through global health emergency preparedness and response.

- Reciprocal benefits from global engagement and working with less developed countries.

Global Health

Purpose

Develop a global approach by Irish healthcare services to improve the health and quality of healthcare in Ireland and less developed countries.

- Develop both clinical leadership and directorate structures to assist the implementation of the CD role.

  Work to support the CD in their role through:
  - Masterclasses/workshops
  - Provision of a CD and multidisciplinary team (MDT) training course and CD Executive Skills

- Foster and develop leadership across the board in all trainee doctors.

Clinical Directorate Programme

Purpose

Improve the quality of healthcare delivered to patients by developing a Clinical Directorate model. Support the Clinical Director (CD) in their role.

Challenges for Sustainability

"Too busy to keep going"

"The guys doing this have all gone"

"We fixed it - but nobody seemed to notice or said thank you"

"The old way was easier"

"We've move on to something new"

Framework for Improving Quality

Working on all 6 drivers

Framework for Improving Quality in our Health Service

Part 1:
Introducing the Framework

www.hse.ie/eng/about/Who/QID/

A CULTURE OF PERSON CENTRED QUALITY CARE THAT CONTINUOUSLY IMPROVES

- LEADERSHIP FOR QUALITY
- GOVERNANCE FOR QUALITY
- PERSON AND FAMILY ENGAGEMENT
- MEASUREMENT FOR QUALITY
- STAFF ENGAGEMENT
- USE OF IMPROVEMENT METHODS

Leadership

collective/distributive, training leaders

Person and family

person centred care, patient activation, patient participation in decisions

Staff engagement

front line action to improve, Schwartz Rounds, National Staff Engagement Forum

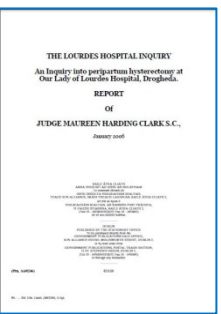Build QI **knowledge and skills**

Diploma

Measure for improvement

SPCs, funnel plots

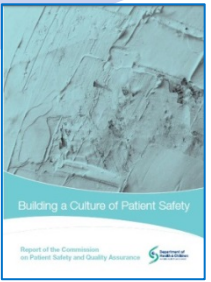**Governance**

quality committees, walk-rounds

National QI journey

2006

2008

THE LOURDES HOSPITAL INQUIRY

An Inquiry into peripartum hysterectomy at Our Lady of Lourdes Hospital, Drogheda.

REPORT

of

JUDGE MAUREEN HARDING CLARK S.C.,

January 2006

Building a Culture of Patient Safety

Report of the Commission on Patient Safety and Quality Assurance

2011

Quality and Patient Safety Directorate

2015

Quality Improvement Division

QPS

Quality Assurance and Verification Division

2018
Sustainable QI National level

2020
Quality as the national priority

National Quality Improvement Team

Strategic Plan 2020 - 2024

Working in partnership to lead innovation and lasting quality improvement to achieve better and safer care

Patient Safety Strategy 2019-2

Pre-Consultation

Irish and international evidence

- Quality focussed health care

  - Ireland – 5 years QI Division experience

  - Intermountain, East London Trust, Cincinnati Children's, Salford, Southern Trust (NI), Virginia Mason, Kingston General Hospital Ontario

- And what they do…………

A Quality Focused Health Service that we can all pursue?

1. Develop real **partnerships** with people - **staff and patients** (McCaughy, Dalton)

2. Promote **research** and **share learning** across our system (Jonkoping)

3. Invest in QI and **create QI posts** in all our organisations (Bohmer at al 2002, Shah, 2018)

4. Commit to **QI training** for all staff - networks of improvers (NHS Improvement 2017)

A Quality Focused Health Service that we can all pursue?

5. Work on **relationships and culture** so that staff feel valued and their input is encouraged, safety pauses (Shaufelli)

6. Work with managers to create a work environment where **staff are enabled to work on improving care** (The Health Foundation 2015)

7. Use **measurement for improvement** approaches to understand our data better (Harden 2019)

A Quality Focused Health Service that we can all pursue?

8. Ensure we have quality at the centre of our **management and governance** of health care, core business NOT a *priority* (they can change) (The Health Foundation 2015)

9. Work to **integrate** services – RHAs

10. **Partner with communities** to contribute to improving the social issues that profoundly affect health outcomes and Equity (Cincinnati Childrens hospital 2019)

FUTURE: Outcomes

People who use health services
- Better experience
- Improved outcomes
- Reduced harm
- Greater collaboration
- Improved trust in the health system
- Greater participation in decision making

People who deliver health services
- Increased capacity, capability and confidence to use QI
- Improved collaboration and team work
- Opportunities to lead improvement
- Self-supporting QI Networks
- Joy and meaning at work
- Increased capacity to influence and scope own work

Health service organisations
- Improved quality, safety and efficiency of services
- QI embedded in strategy and governance systems
- Intelligent use of information and peoples' voices
- A person centred culture of learning and sustained improvement
- Mobilising people who have QI skills

The health system
- Improved care and quality of services
- Collective ownership for QI
- Sustained QI leadership
- Consistent use of improvement methods
- Greater collaboration and sharing of learning between organisations

Follow us on Twitter @QITalktime

Missed a webinar - Don't worry you can watch recorded webinars on the HSE National QI Team QITalktime page www.qualityimprovement.ie

Next QITalktime:

Date: Tuesday 28th January 2020 1-2pm

Topic: Leadership skills for engaging staff in QI

Speaker: Juanita Guidera, QI Facilitator Staff Engagement for Quality, National QI Team

Thank you from all the team @QITalktime roisin.breen@hse.ie noemi.palacios@hse.ie

- Additional slides which may be helpful…

Why

a shared understanding of how best to support sustained QI in frontline services

a plan to partner with you - the people using and delivering health services - to address current and future needs to improve the experience and outcomes of care.

Only by working together will we be able to tackle the many challenges we face in healthcare.

How can we develop a safety culture and a QI focused health service?

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QI in practice

- **Start small**

- **Invite people to get involved**

- **Test your change idea**

- **Modify your change idea from what you learn from your test**

- **After retests implement at scale when you have confidence that your change achieves the improvement you are measuring**

- **Celebrate the success of our team**

10 key lessons for quality improvement

1. **Relationships and culture are critical.**

2. **Enable all staff to use QI to improve their work - free some staff time, train them.**

3. **Involve people using our services - they identify problems and solutions.**

4. **Work as a system - learn across organisations, share knowledge, work together.**

5. **Make QI a priority for boards.**

6. **QI must be seen as a responsibility for leaders at all levels.**

7. **Don't look for quick fixes or magic bullets - it takes time.**

8. **Develop skills and capabilities.**

9. **Have a consistent proven method for pursuing QI.**

10. **Use data effectively - avoid excess data burden and targets that are gamed.**