Building Quality Improvement Capability Through a National and Local Lens

Linda Kelly - South Eastern Health and Social Care Trust, Northern Ireland

Veronica Hanlon - National Quality Improvement Team – Health Service Executive, Rep. of Ireland

Dorothy Breen - Cork University Hospital, HSE Rep. of Ireland

Linda Kelly, Assistant Director, South Eastern Health and Social Care Trust, Northern Ireland

Building Capability and Capacity in Quality Improvement

HSC
South Eastern Health and Social Care Trust

South Eastern HSC Trust

Integrated Health and Social Care Trust

Budget of c. £600m

10,000 staff

Serves a population of c. 400k (19% of NI population)

One DGH, 2 other acute hospitals

Aging population (Bangor / Lisburn)

Points I will cover:

- Share our Journey - Quality Improvement through SQE

- Building capability & capacity

- Structures + Process + Culture = Outcomes

- Some reflections…..

  - What has been the most important?

  - What would we do differently?

  - Where would we want to go in the future

South Eastern Health and Social Care Trust

Our SQE Approach

Some Questions..if you don't like PM/LSD :

- How would you want your service assessed?
- How would you prove its safe?
- What are your teams/services objectives?
- How would you improve your service?
- How would you make it better?
- What was your experience?

In 2011…..What are we trying to do and why?

Purpose:

- What – **To develop a culture of commitment to continuous improvement through innovation and the growth of knowledge**

- Why – **to ensure that services provided are safe (S), of a high quality (Q) and create a positive experience (E) for all who use them**

- When – **by end of March 2020**

- Population focus: **All staff employed within the SEHSCT**

HSC South Eastern Health and Social Care Trust
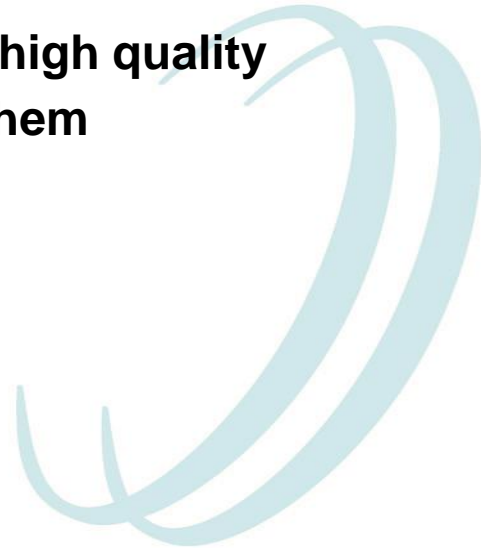
Bottoms Up – Our SQE Approach

Some Questions…...if you don't like PM/LSD :

Is your service **Safe**?

Is it of the highest **Quality**?

How is the **Experience** for your patients or clients?

Using QI – to know the answers to these questions?

South Eastern Health and Social Care Trust

(Virginia Mason Institute)

YES WE CAN!

SQE: Every member of staff has two jobs:
1. Run the business/do the job
2. Improve the business/service

1000+ Pressure Ulcer Free Days
Ward 12, Medicine, UHD

1000+ Pressure Ulcer Free Days
Ward 10, surgical UHD

1000+ Pressure Ulcer Free Days
Ards GP ward

1000+ Pressure Ulcer Free Days
Ward 8, Surgical, UHD

To date, seven wards across three hospital sites that have achieved 1'000 plus pressure ulcer free days!

HSC South Eastern Health and Social Care Trust

Our Journey…. SQE supported by QI

2011 SQE corporate priority

2012
Structure +
Processes +
Culture =
Outcomes
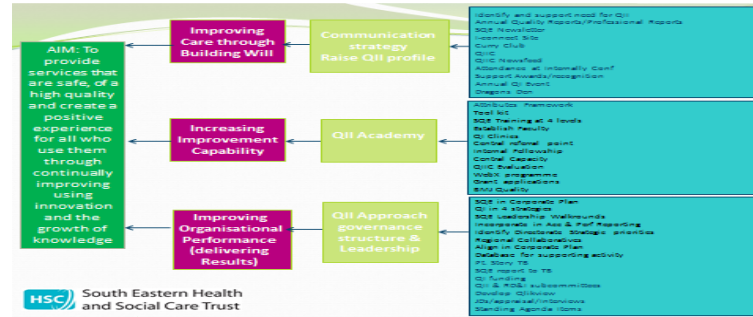
Nov 2011
Quality 2020
Published

South Eastern Health and Social Care Trust
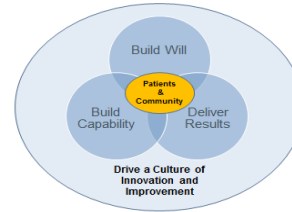
IHI's Framework for Leading Improvement and Innovation

Structures - Top Down, Bottom Up and Across the Organisation

Corporate Priority

SQE — Safety.Quality.Experience

Every Employee has two jobs – Do the Job and Improve the SQE
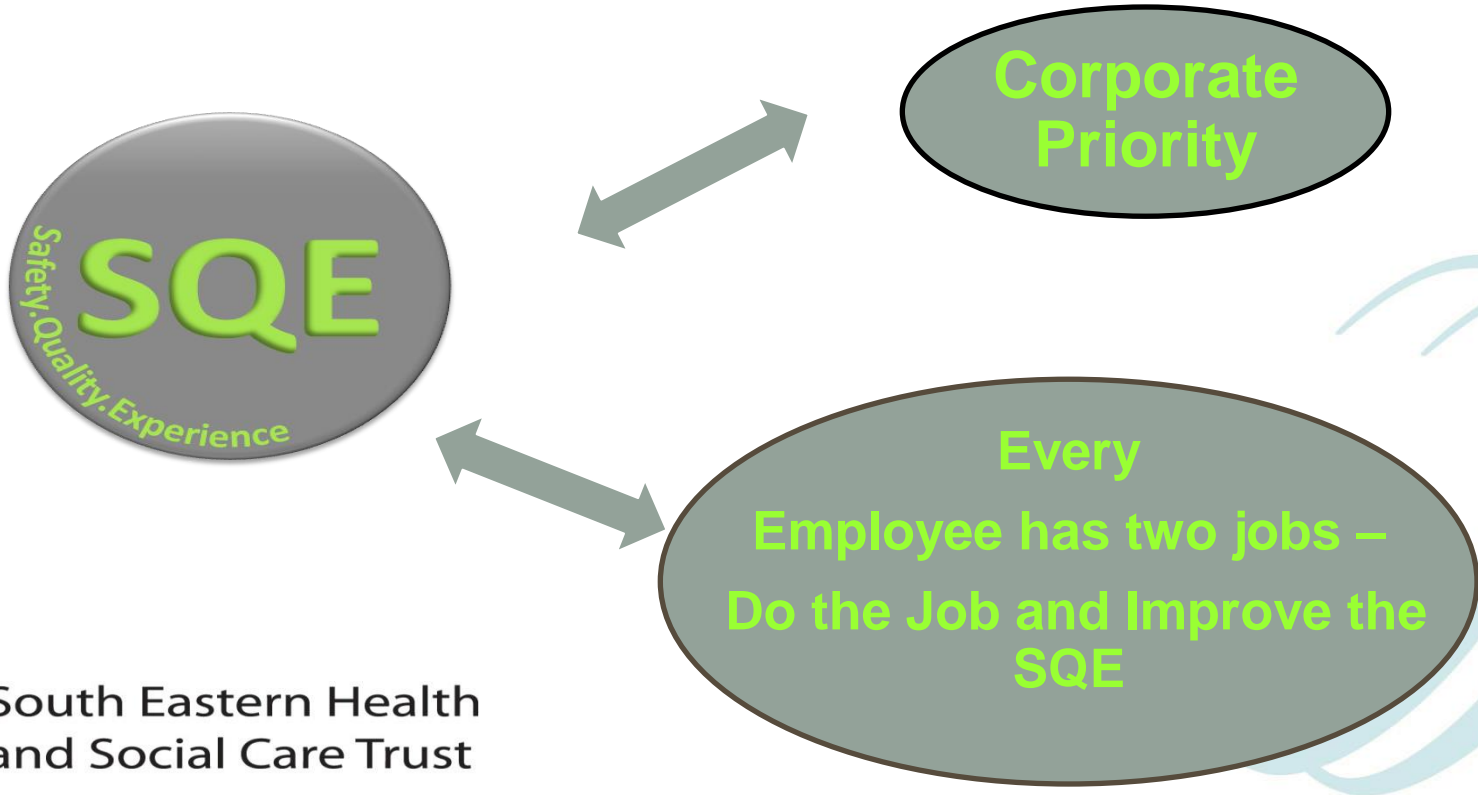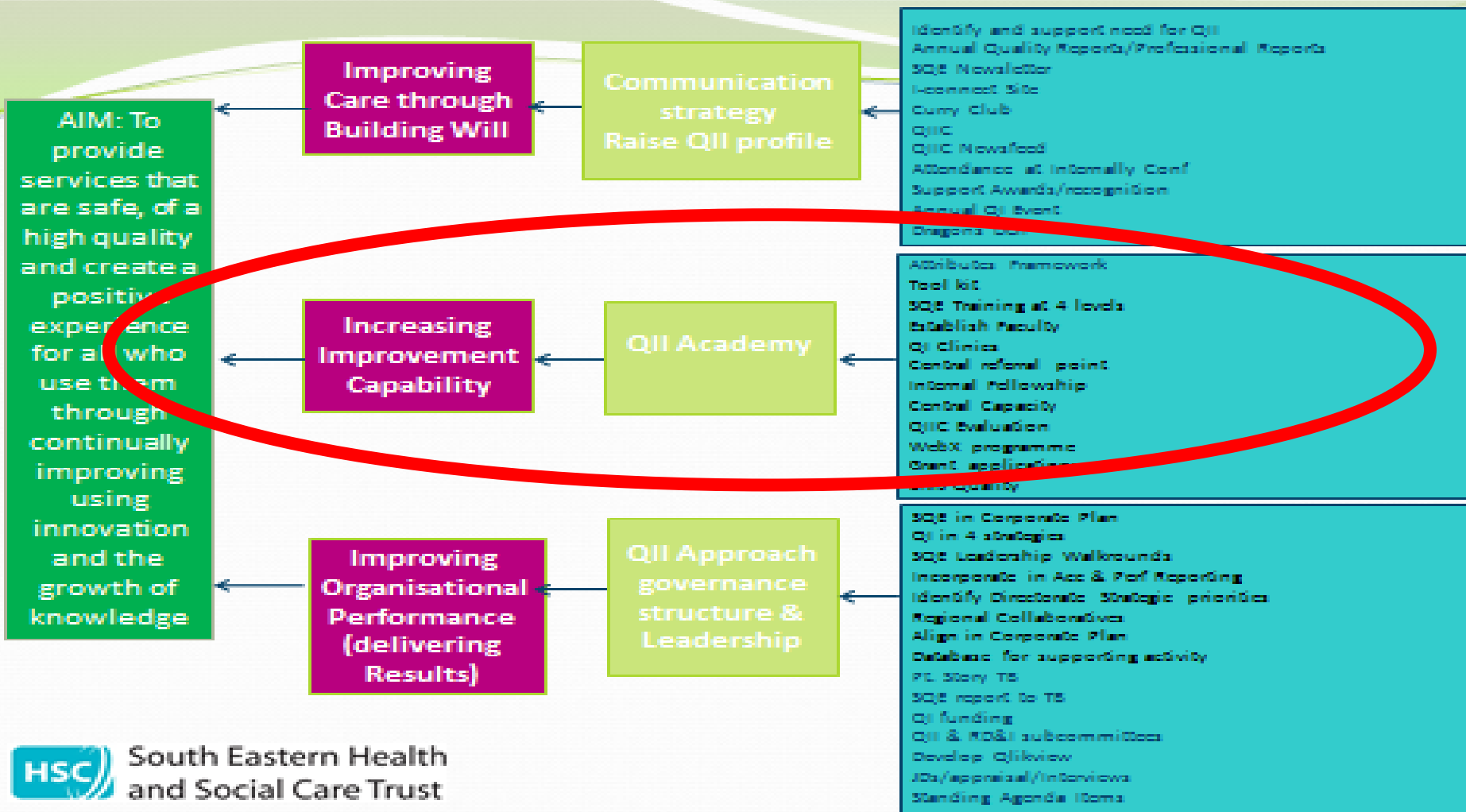
South Eastern Health and Social Care Trust

Launched April 2014

The purpose of this framework is to:

1. Assist individuals in assessing:

   a. their current attributes (knowledge, skills and attitudes) in relation to leadership for quality improvement and safety

   and

   b. their learning and development needs for their current role or for future roles.

2. Help organisations to build the capability and capacity of the workforce[1] to participate in, and lead, initiatives which develop quality care and services.

South Eastern Health and Social Care Trust

Figure 1: Learning and Development Journey for Quality Improvement and Safety

Experts

Experts
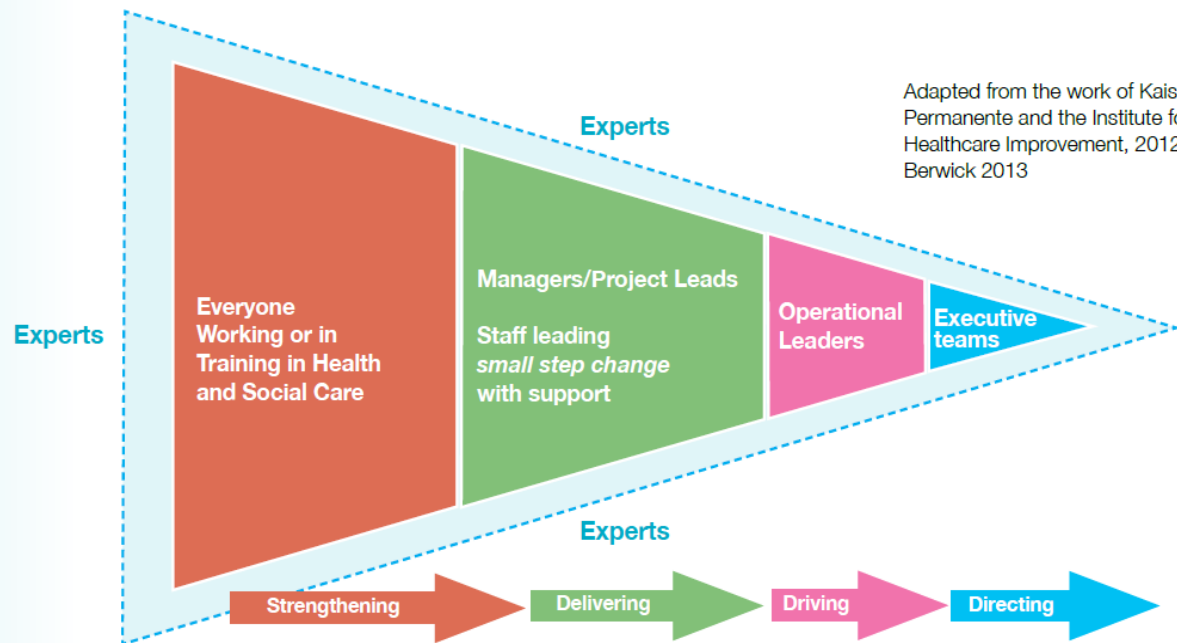
Adapted from the work of Kaiser Permanente and the Institute for Healthcare Improvement, 2012 & Berwick 2013

Everyone Working or in Training in Health and Social Care

Managers/Project Leads

Staff leading *small step change* **with support**

Operational Leaders

Executive teams

Experts

Strengthening → Delivering → Driving → Directing

South Eastern Health and Social Care Trust

What About the Users
Capability Building for QI

Quality Improvement Award Programme

Are you a Service User/Carer who would like to develop your quality improvement knowledge and skills whilst gaining a recognised qualification?

5 Step Quality Improvement Model
- 1 Preparation
- 2 Getting started
- 3 Diagnose Problem
- 4 Implement Solution
- 5 Evaluation

The **Quality Improvement Award Programme** will equip you with the methodologies, tools and resources required to deliver **Quality Improvement**

To register your interest & find out more about the programme please email: nicola.gullen@setrust.hscni.net

HSCQI   OCN northern ireland   QIIC

South Eastern Health and Social Care Trust

What do we do?

Quality Improvement – focusing on the system
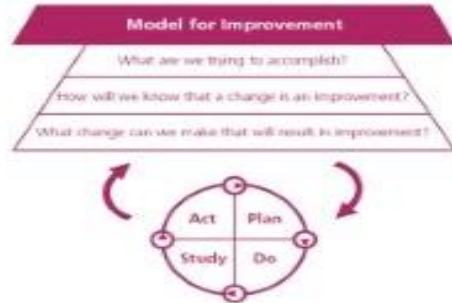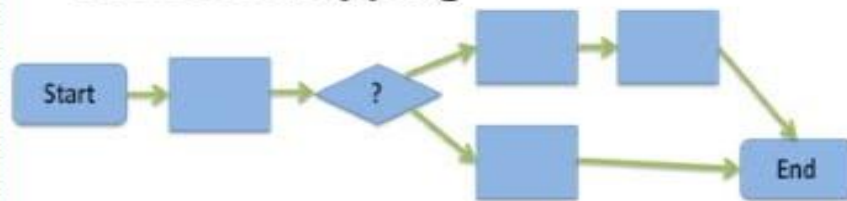
Safety and Quality Dashboards
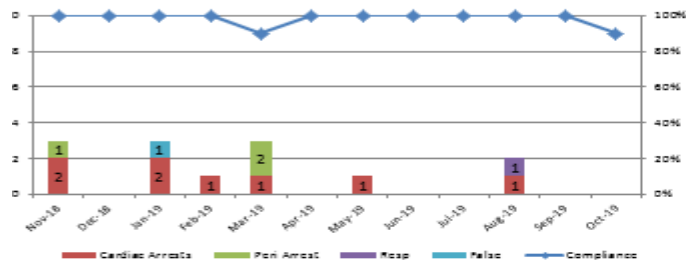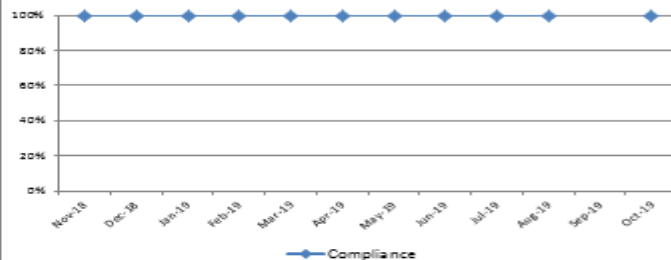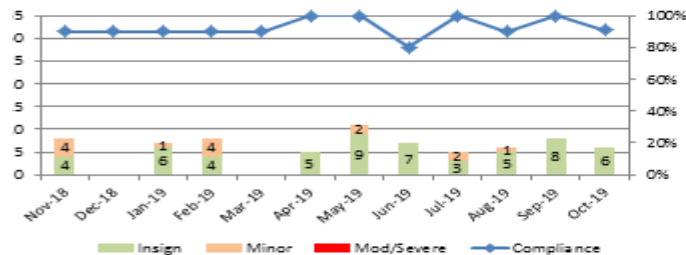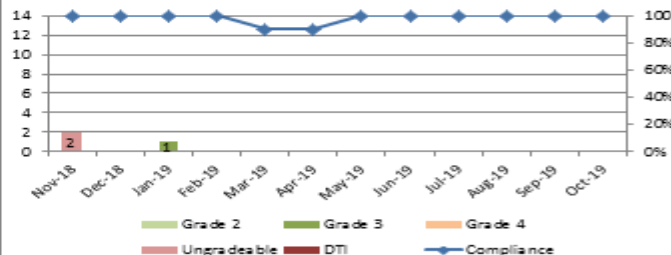
Focus on Experience data: Wards/Dept – SQE HOT Boards

HSC | South Eastern Health and Social Care Trust

QUALITY IMPROVEMENT ACADEMY - Reporting Period: 2011-2019

Introduction

Building capacity and capability for innovation and improvement will bring huge benefits for patients, carers and staff, as well as increased quality and value. The Quality Improvement (QI) Academy was designed to build and develop skills and knowledge in continuous quality improvement and rapid cycle testing, providing participants with the ability to make changes that would improve patient and client outcomes.

The Academy offers a wide range of QI educational programmes and resources that can be choosen from to meet individual and team needs – on organisational or system-wide levels.

How much did we do?

Level 1 - End Dec 2019

Q2020 Strengthening Foundations for Improvement	SQE Lite	ILM Level 2 (Offered Under OWD)	ILM Level 3 (Offered Under OWD)
In 3 years 3740 participants	In 3 years 1238 participants	In 3 year 106 participants	In 3 years 122 participants

Level 2 - End Dec 2019

SQE Programme	SQE for Junior Doctors	STEP	Regional QI in Social Work	Regional QI in Nursing	Micro-system Coaching
In 8 years 680 participants	In 3 years 65 participants	In 1 year 4 participants	In 4 years 84 Participants (Regional Figures)	In 2 years 26 Participants (Regional Figures)	In 5 years 6 participants

Level 3 - End Dec 2019

IHI Improvement Advisor Programme	Scottish Fellowship Programme	Masters In Business	QI Fellowship / Coaching	ScILS	Flow Coaching
In 4 years 11 participants	In 5 years 3 participants	In 2 years 6 participants	In 2 years 17 participants	In 1 year 6 participants	In 1 year 2 participants

How well did we do it?

Sum of …

Number of Projects undertaken by Year

Year	Projects
2012	15
2013	27
2014	28
2015	42
2016	39
2017	53
2018	54
2019	67
2020	4

Y…

Sum of …

Number of Projects undertaken by Programme

Programme	Projects
E Programme	254
SQE for Junior Doctors	30
QI Fellowship	15
IHI IA	10
Regional QI in Social Work Programme	8
ScIL	6
Regional QI in Nursing Programme	3
STEP	3
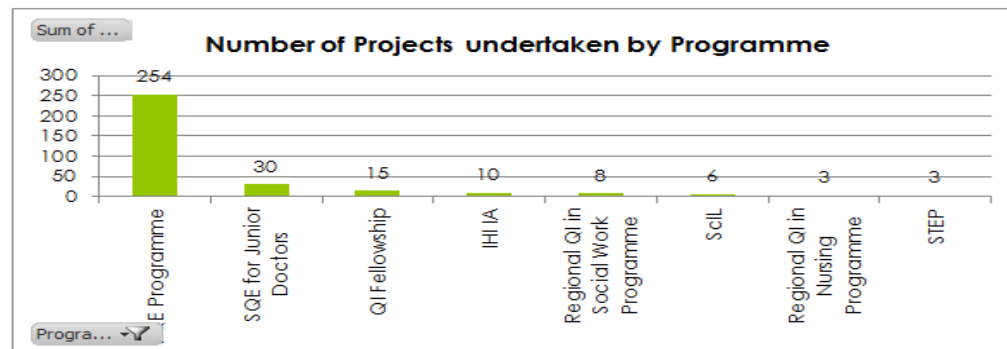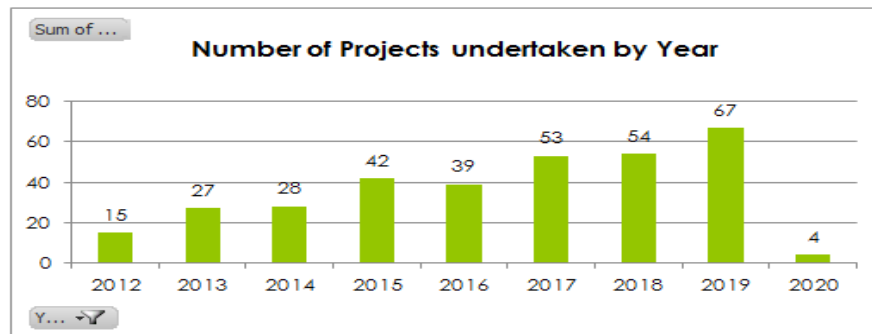
Progra…

Change vs Improvement

"Of all changes I've observed, only about 5% were improvements, the rest, at best, were illusions of progress."

W. Edwards Deming

QI SQE Framework -

We must embed a QI science in daily work

Use data to inform changes

We must learn how to improve rapidly – spread and scale

We must learn to discern the difference between improvement and illusions of progress

Outcome Based Accountability – (OBA) …………Board to Ward

- Bottom Up designed
- Clinician Driven
- Locally Owned Accountability

How much did we do?

How well did we do?

Is anyone better off? …….

Project Repository

Moving from Pilotitis to Strategic Priorities
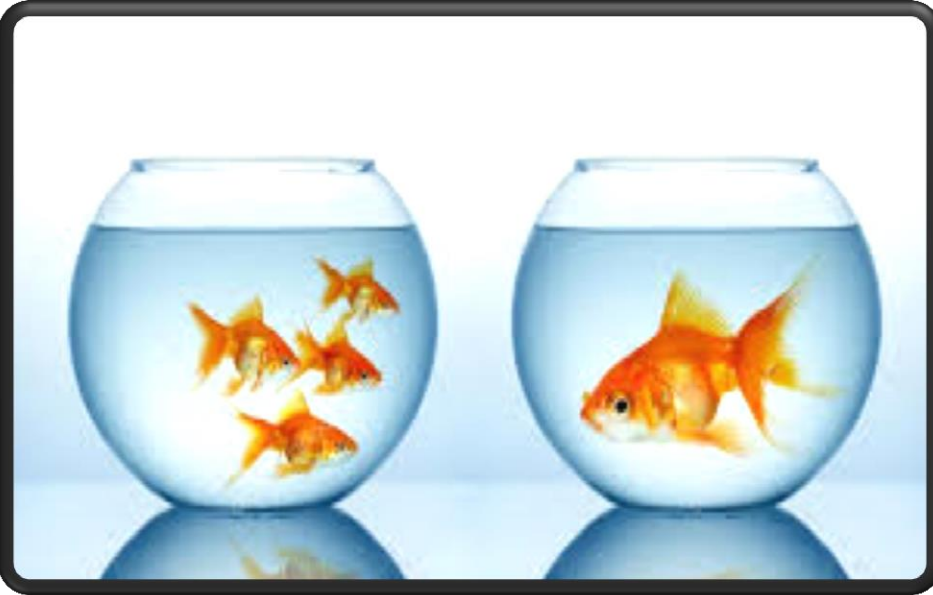
Regional Patient Designed Always Events Prototypes

- Pain Management
- Noise at Night
- Family Presence
- Carers Involvement
- ED – Mealtime Matters
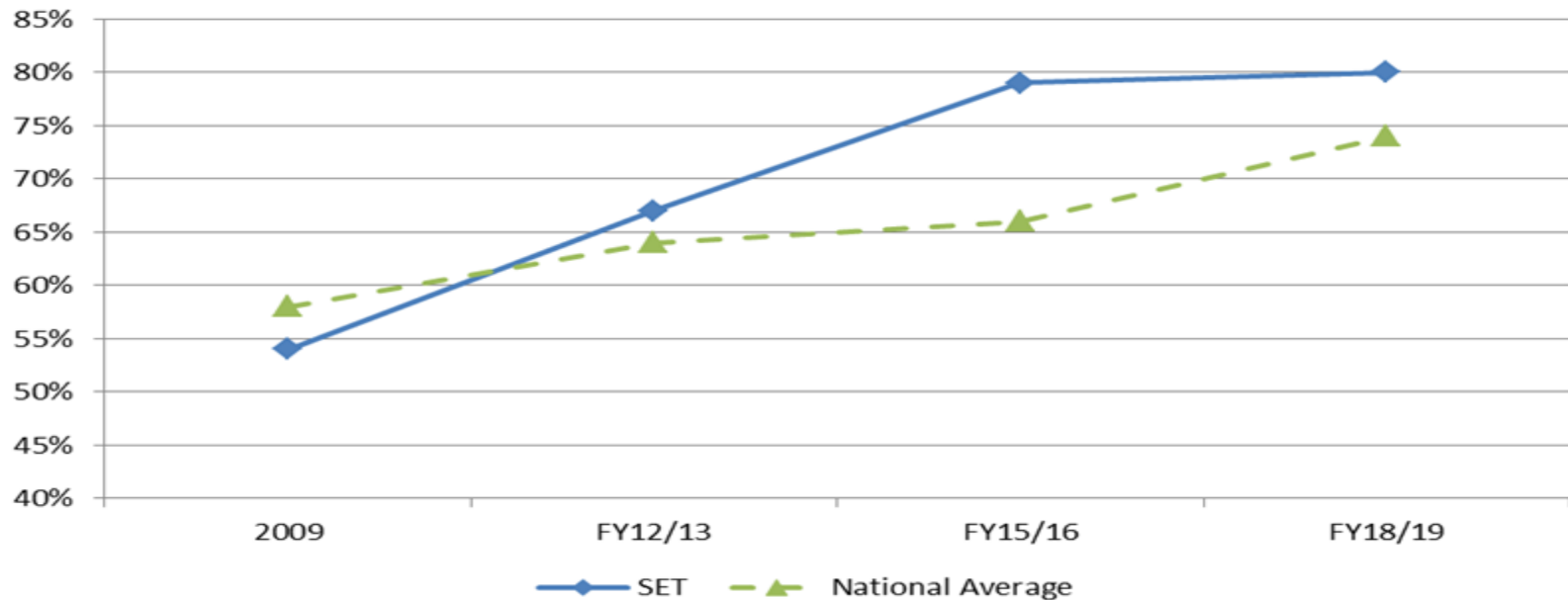
HSC South Eastern Health and Social Care Trust

Regional going forward
CAPACITY – Who needs to know what?

All Board members

Senior Leaders
Band 8a and above

Middle Managers
Band 5/6/7

Everyone
All staff working in HSC

Quality Experts
15/20 per 4000 employees equates to **330**

Quality Coaches
5% of org / protected time equated to **3,300**

QUALITY EXPERTS

QUALITY EXPERTS

QUALITY COACHES

QUALITY COACHES

92
Directing

Driving
Level 3
8000

Delivering
Level 2
31,300

Strengthening
Level 1
65,500

QUALITY EXPERTS

Regional Capability – knowledge.

QI Training for Boards – currently only formal programme delivered for one Trust.

Quality Coaches – protected time by organisation to coach / mentor. May have completed flow coaching programme, IHI Improvement coaching, clinical microsystem coaching or a recognised level 2/3

Middle Managers – Completed a recognised level 2 QI programme and is delivering QI within their local teams.

QI experts – Improvement advisor. Work daily in the field of QI and have a wealth of experience. Would be considered 'experts' by their organisation.

Senior leaders – Completed a level 3 QI programme and is leading improvement from within their area of work. Programmes include - IHI Improvement advisor, Scottish fellowship, Scottish Improvement Leader programme. improvement

Everyone – currently Level 1 programme for everyone working in HSC as introduction to basic QI. Incorporated into

QUALITY EXPERTS

QUALITY EXPERTS

QUALITY COACHES

QUALITY COACHES

92
Directing

Driving
Level 3
8000

Delivering
Level 2
31,300

Strengthening
Level 1
65,500

QUALITY EXPERTS

CAPACITY & CAPABILITY GAP IN NI

All Board members
Exec & non exec Directors
Senior Leaders
Band 8a and above
Middle Managers
Band 5/6/7
Everyone
All staff working in HSC
Quality Experts
15/20 per 4000 employees
Quality Coaches
5% of org /protected time

Pyramid diagram:

- Directing — 92 (QUALITY EXPERTS) — 18 – 18%
- Driving — 8000 — 225 – 2.8%
- Delivering — 31,300 (QUALITY COACHES) — 2,608 – 8%
- Strengthening — 65,500 — 28,439 – 43%

Quality Experts < 10 with protected time

Quality Coaches < 50 with protected time
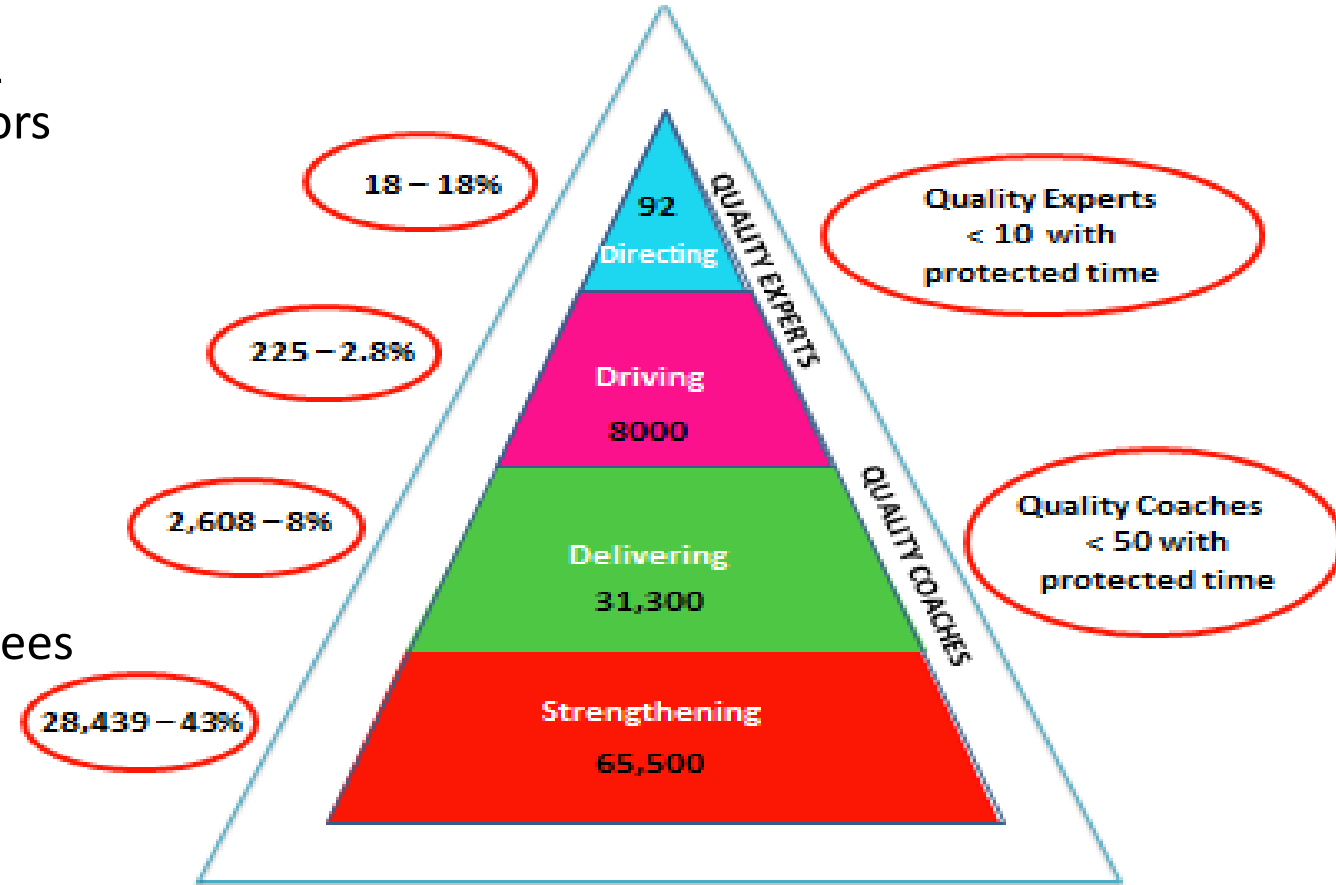
OUR JOURNEY
some final reflections

- **What has been important?**
  - Setting a vision that staff could relate to is critical
  - Keep telling the patient stories: Board to bedside
  - Make …SQ & E a real priority !
  - Take the burden of collection of frontline staff
  - Let clinicians dictate what success looks like
  - Give staff head space and skills to improve
  - Learn from others and with others
  - Celebrate success….together

Safety.Quality.Experience

SQE
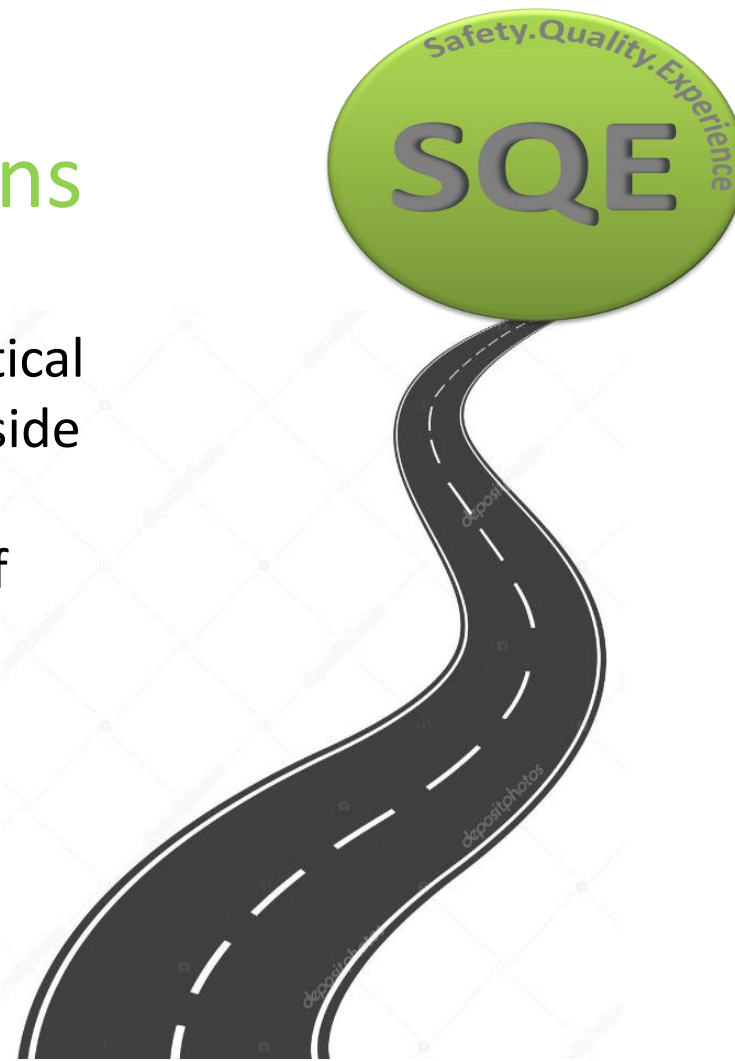
OUR JOURNEY
some final reflections

- **What we would do differently?**

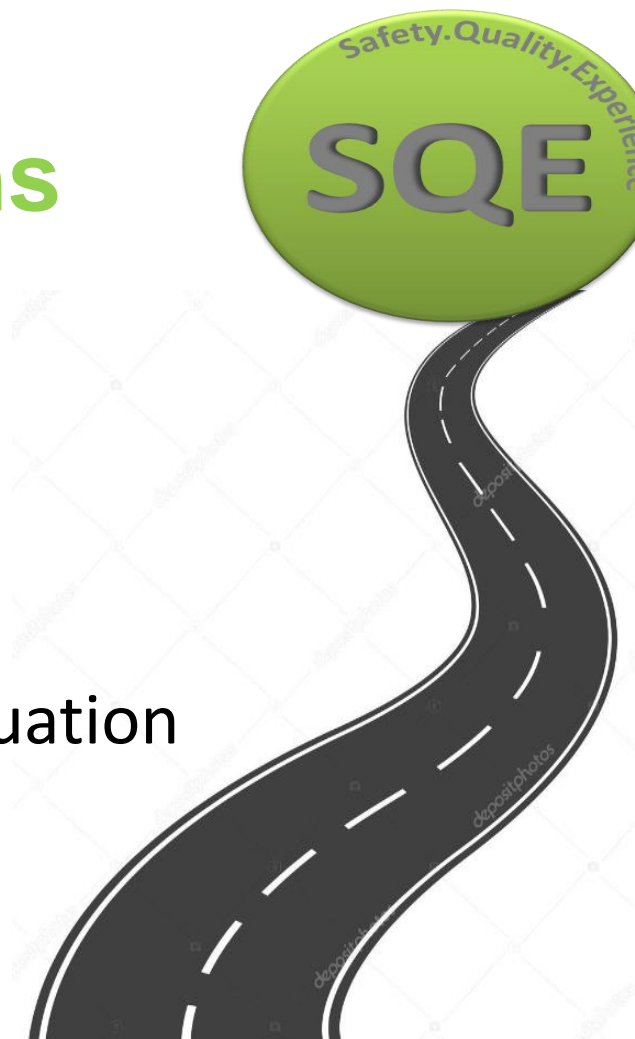- Planned Investment and Resources

- Co-production….. from start

- Prioritise scale and spread

- Culture assessment with on-going evaluation

- Leadership and Board Development

- Better use of technology

- Consider financial outcomes

Safety.Quality.Experience

SQE

Thank you for listening

Contact:

Email: linda.kelly@setrust.hscni.net

Health Service Executive Ireland
National Quality Improvement Team
Veronica Hanlon

Champion
Partner
Enable
Demonstrate

Working in partnership with you to lead innovation and sustainable quality improvement to achieve measurably better and safer care

CHAMPION   PARTNER   ENABLE   DEMONSTRATE   www.qualityimprovement.ie   @NationalQI

HSE Building a Better Health Service | Seirbhís Sláinte Níos Fearr á Forbairt
National Quality Improvement Team

Framework for Improving Quality

Our mission

"We work in partnership with staff and people who use our health and social care services to lead innovation and sustainable QI to achieve measurably better and safer care"

PARTNER
Work with and connect people across the system (service users, clinicians, managers, national bodies) to inform and align development

ENABLE
Build capability for leadership and quality improvement through learning and development opportunities

CHAMPION
Continually share information, evidence and learning to support people working in practice and policy to improve care

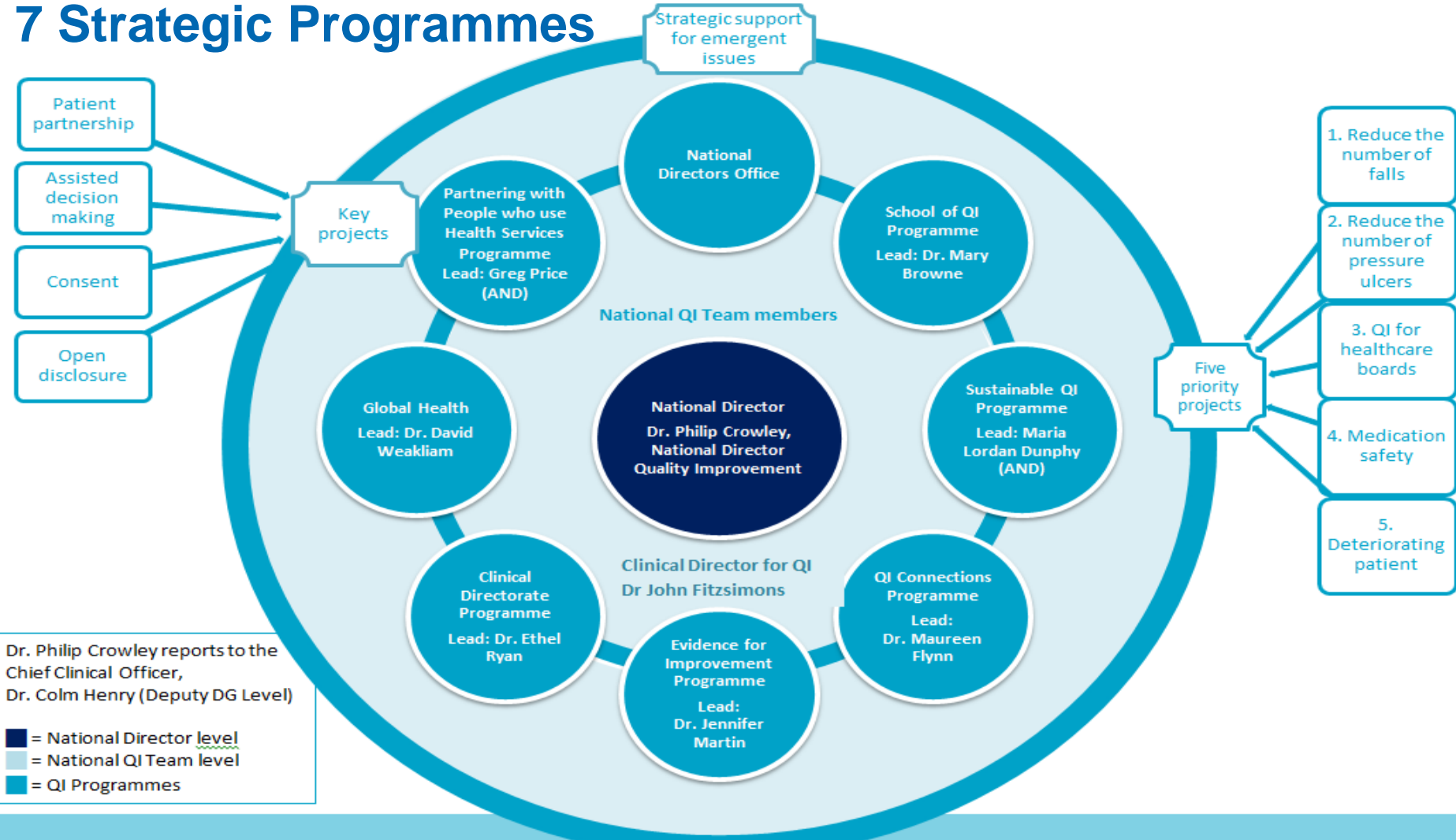**DEMONSTRATE**
Use evidence to identify the need for, and demonstrate the impact of quality improvement

HSE Building a Better Health Service | Seirbhís Sláinte Níos Fearr á Forbairt | National Quality Improvement Team

Framework for Improving Quality

7 Strategic Programmes

Strategic support for emergent issues

Patient partnership

Assisted decision making

Consent

Open disclosure

Key projects

National Directors Office

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

School of QI Programme
Lead: Dr. Mary Browne

National QI Team members

Global Health
Lead: Dr. David Weakliam

National Director
Dr. Philip Crowley,
National Director
Quality Improvement

Sustainable QI Programme
Lead: Maria Lordan Dunphy (AND)

Clinical Director for QI
Dr John Fitzsimons

Clinical Directorate Programme
Lead: Dr. Ethel Ryan

Evidence for Improvement Programme
Lead:
Dr. Jennifer Martin

QI Connections Programme
Lead:
Dr. Maureen Flynn

1. Reduce the number of falls

2. Reduce the number of pressure ulcers

3. QI for healthcare boards

4. Medication safety

5. Deteriorating patient

Five priority projects

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

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

Taking a strategic approach to Improving Quality

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

National Quality Improvement Team working in partnership to lead innovation and lasting quality improvement to achieve better and safer care

Champion
Partner
Enable
Demonstrate

January 2020

www.qualityimprovement.ie

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

Building a Better Health Service | Seirbhís Sláinte Níos Fearr á Forbairt
National Quality Improvement Team

Framework for Improving Quality

Our Journey so far..
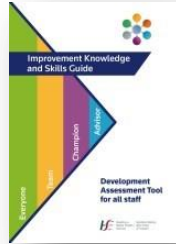
2016

2017

2016-2020
Diploma in Leadership & Quality in Healthcare (2011)
Collaborative Learning sessions
A MicroSystems approach to QI
Foundation in QI-Decontamination
Staff Engagement Workshops
Enabling Cultures of Person Centredness Workshops
Clinical Audit Training..& more…
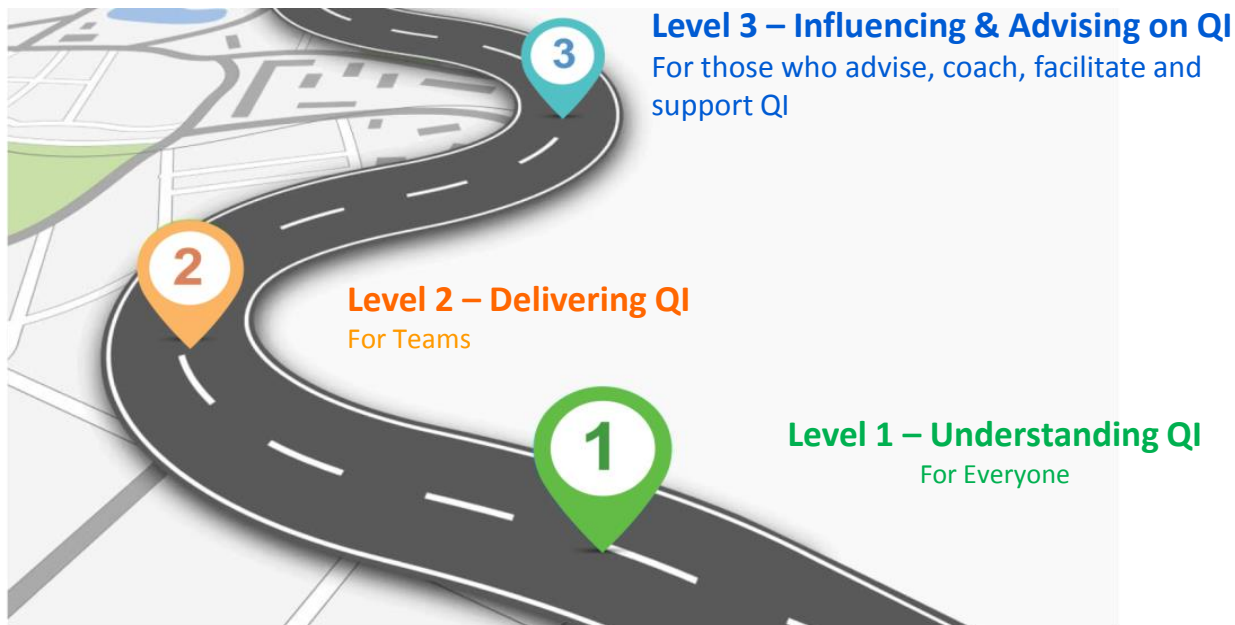
2019
School of QI Team
Standardise the approach to QI education and learning
Review & revise the Improvement K&S Guide
Design appropriate QI learning programmes
Build local capability to deliver QI programmes

Levels of Learning

Level 3 – Influencing & Advising on QI
For those who advise, coach, facilitate and support QI

Level 2 – Delivering QI
For Teams

Level 1 – Understanding QI
For Everyone

Building a Better Health Service | Seirbhís Sláinte Níos Fearr á Forbairt
National Quality Improvement Team

Framework for Improving Quality

Our programmes of learning

Level 1
Building the Foundations for Quality Improvement

Level 2
Quality Improvement in Practice

Level 3
Diploma Leadership & Quality in Healthcare

ROYAL COLLEGE OF PHYSICIANS OF IRELAND

Digital Introduction to QI hosted on HSELand, and NQI Team Website

Delivered as a Face-Face 1 Day Workshop or online module for **everyone**

Delivered via a series of Face to Face Workshops and project clinics over a 6 month period for **teams**

Co-delivered by HSE & RCPI over a 9 month period for those who influence, facilitate, coach and advise on QI **- team** based

HSE Building a Better Health Service | Seirbhís Sláinte Níos Fearr á Forbairt
National Quality Improvement Team

Framework for Improving Quality

Building & supporting local capability

Guide for Developing & Providing Quality Improvement Programmes

Guide for developing and providing QI programmes

COACHING
MENTORING

Train-the-Trainer Facilitation Skills Coaching for QI
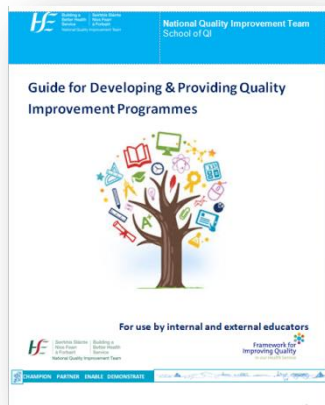
PROJECT

Local Project Clinic Support

Master class series

Resources

COMING SOON
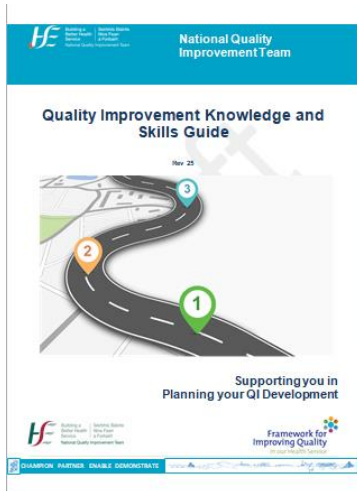
COMING SOON

Quality Improvement Knowledge & Skills Guide Self-Assessment Tool
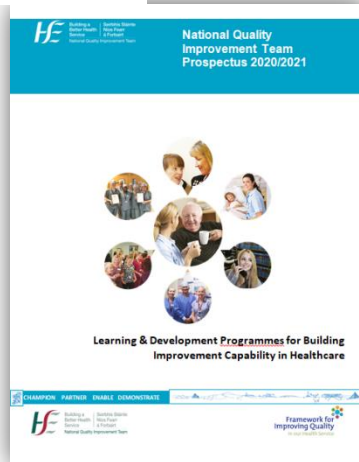
NQI Team Prospectus of Learning Programmes

Guide for developing and providing QI programmes

Qualityimprovement.ie

Revamped website & online resource repository

Champion

Partner

Enable

Demonstrate

Twitter: **@NationalQI**

Web: **www.qualityimprovement.ie**

Email: **veronica.hanlon@hse.ie**

Phone: **087-0613687**

HSE | Building a Better Health Service | Seirbhís Sláinte Níos Fearr á Forbairt
National Quality Improvement Team

Framework for Improving Quality

Quality Improvement Journey, Cork University Hospital

Quality Improvement Journey in CUH

Quality Improvement Journey in CUH

The Mountain

- ≈4,500 staff
- Referral base > 1M
- Moratorium-recruitment
- No QA/QI manager
- Changing leadership
- Growing referral base/access problems
- Difficulty participating in collaboratives

The Assets

- ≈4,500 staff
- Lean Academy
- Diploma graduates
- Initiatives +++++
  - QSWR
  - Schwartz
  - After Action Review
  - Previous collaboratives/projects PU/falls/sepsis/med safety/deteriorating patient +++
  - Departmental QI +++

Quality Improvement Journey in CUH

Mission Impossible

Creating a social movement

- 1-2-4 All

- Diploma Graduates

- Oct 2019

- Lean?

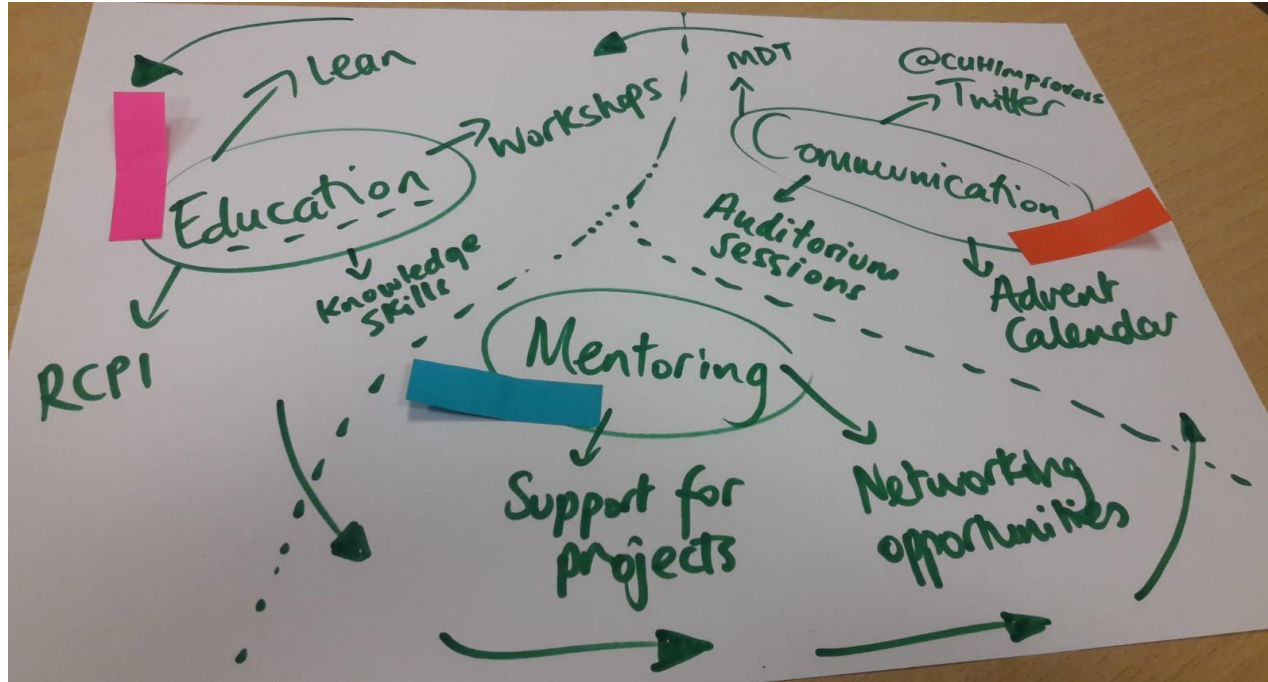# Liberating Structures – creating a social movement ?

TRIZ

The First Followers ….

3 themes

Launch CUH Improvers Nov 14th – World Quality Day

- Grand Rounds

- Twitter

- Introduce National QI tools

- 3 Work-streams

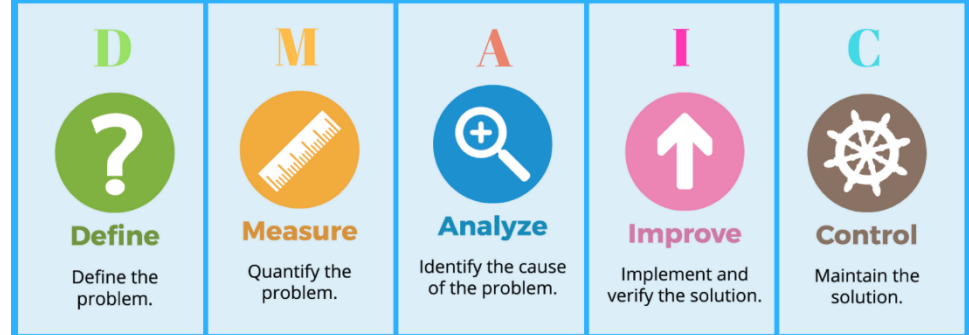A Community of Improvers

Join us on Twitter
@CUHImprovers
#CUHQI

Improvement Methodology:

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

Act | Plan
Study | Do

Lean Six Sigma

DMAIC

D	M	A	I	C
Define	**Measure**	**Analyze**	**Improve**	**Control**
Define the problem.	Quantify the problem.	Identify the cause of the problem.	Implement and verify the solution.	Maintain the solution.

CUH Community of Improvers

Thank you for all the feedback in sessions to date.

What's next:

Mentoring	Communication/Networking	Education
•Develop a mentors list	•Social media (@CUHImprovers) •Email •Increase visibility of QI work •QI Advent Calendar (December) •Networking events	•Deliver short education sessions focused on QI tools (Jan/Feb)

Have fun! Showcase and celebrate improvement work

- From your feedback
- Advent Calendar
- Celebrate good work
- Displayed in canteen for December 2019
- Christmas Networking event Dec 22

CUH QI ADVENT CALENDAR

Are you a CUH improver?

Have you carried out a change in your ward, department or service that has resulted in an improvement for patients or staff? We want to hear from you.

MONTH OF DECEMBER 2019
EACH DAY IN THE MAIN CANTEEN YOUR WORK WILL BE DISPLAYED

Please make sure your area is celebrated and visible to all.
The event is open to all CUH wards, departments and services.
Contact cuhquality@hse.ie with your nomination by 26/11/2019.
You do not need a poster or presentation - we can help you with this.
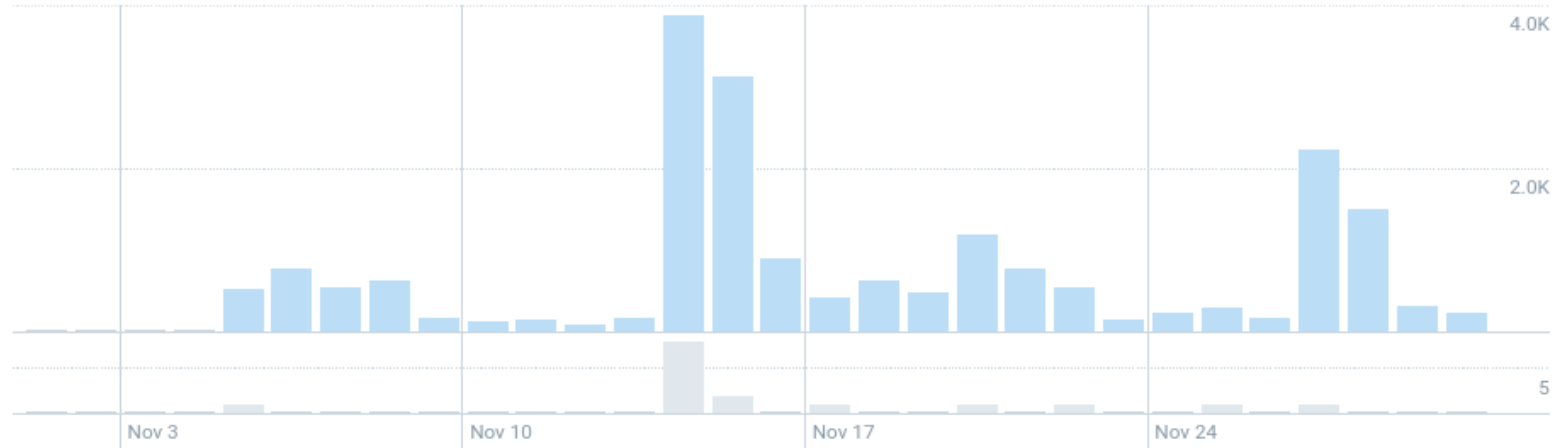
@cuhimprovers advent calendar
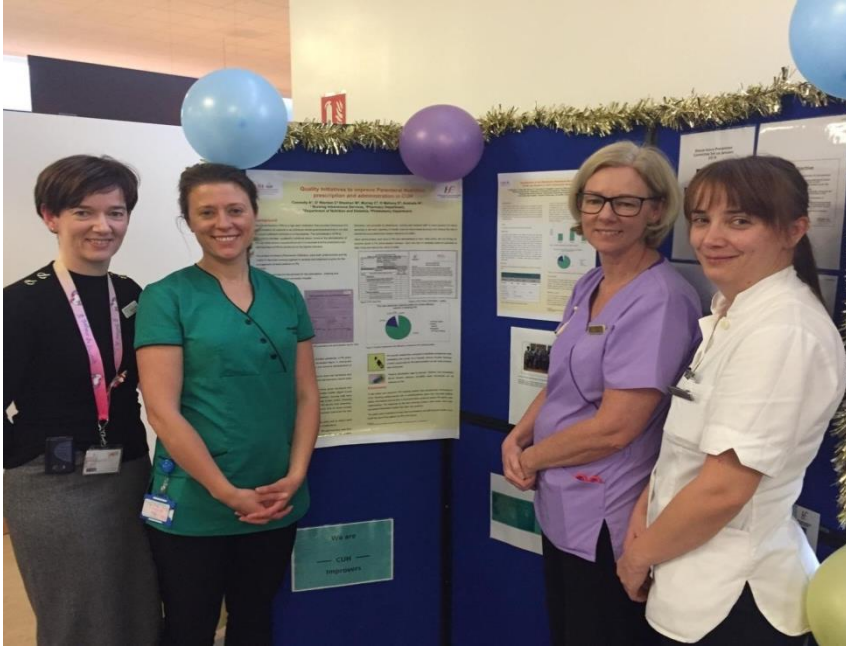
Final showcase Dec 22
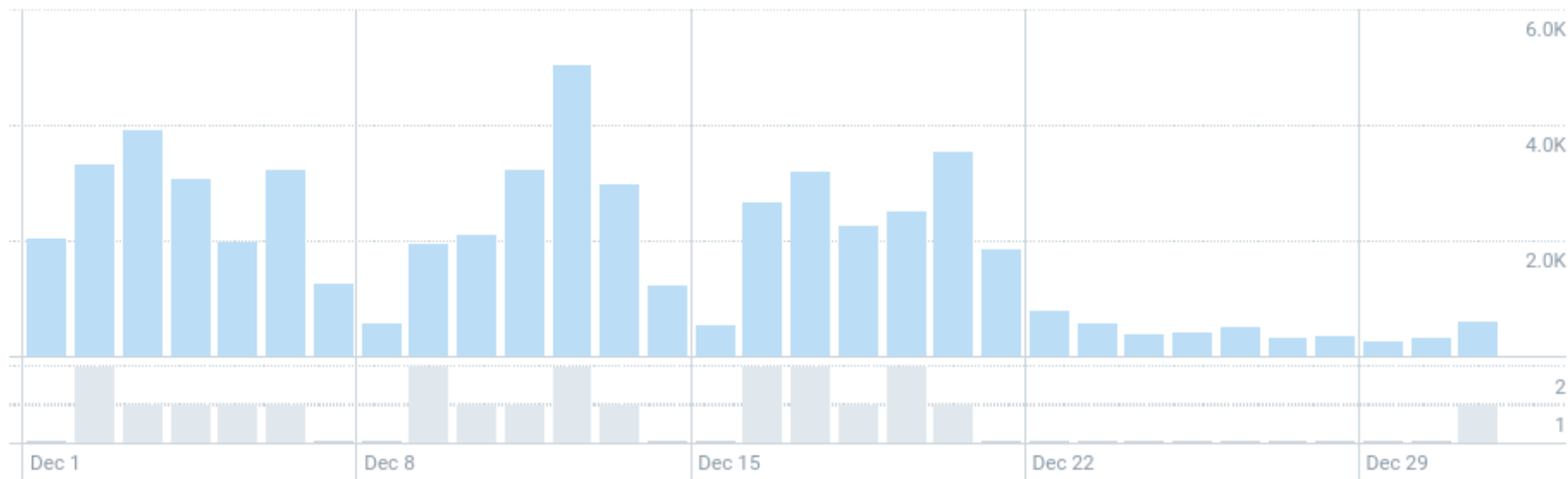# Mince pies and coffee/tea

Data November 2019

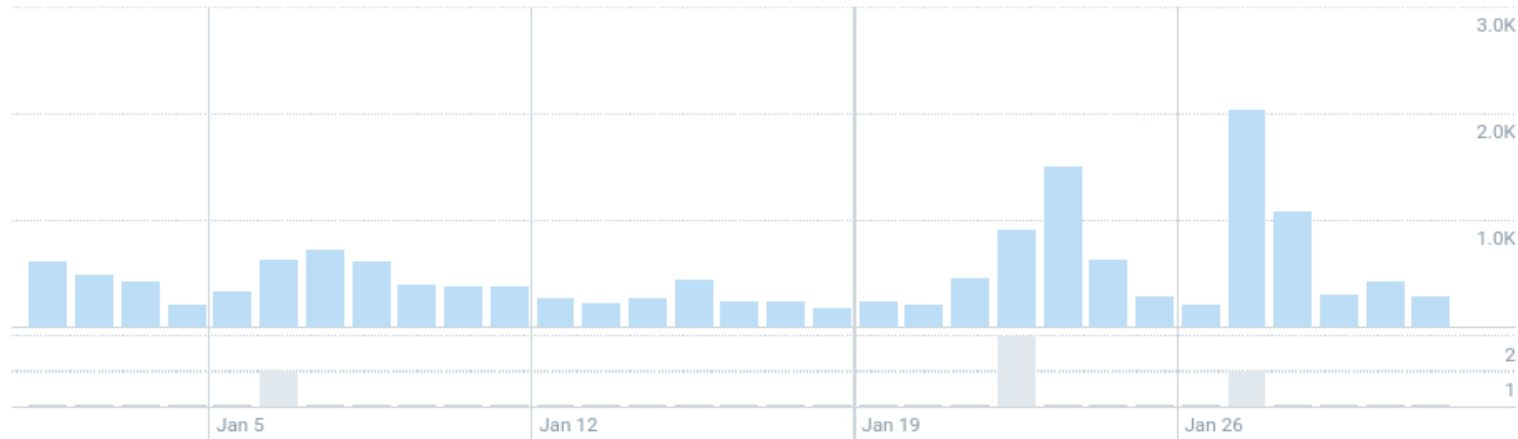Your Tweets earned **20.3K impressions** over this **30 day** period

Measures December 2019 – Advent calendar

Your Tweets earned **57.0K impressions** over this **31 day** period

Measures January 2020

Your Tweets earned **15.6K impressions** over this **31 day** period

Top tweets per month:

- Top tweet in November got:
  - 5663 impressions, 281 engagements
  - Announcement of Advent calendar (Canva picture)
- Top tweet in December got:
  - 4913 impressions, 563 engagements
  - Week 2 of Advent Calendar (staff pics)
- Top tweet in January got:
  - 3601 impressions, 351 engagements
  - Team photo with @cuhimprovers with Lean acadmey

Feedback from Advent Calendar event

"Proud to stand alongside some fantastic quality projects in a wide variety of clinical areas"

"Engaging, empowering and proud. Thank you @CUHImprovers... many fantastic initiatives"

"Such a positive lead into Christmas celebrating all that is good about @CUH_Cork. Enabling QI movement. Here's to what 2020 will bring"

"Two brilliant quality initiatives standing side by side proving cultures can change #joyinwork #positiveworkinglives"

2020 vision @cuhimprovers

- SMART goals – 3 workstreams
  - Education
  - Mentoring
  - Networking

- Use the QI toolkit on @cuhimprovers

- Research

- Lunchtime QI clinic

2020 vision @cuhimprovers

Connections

Communication

Networks

Thank You
@CUHImprovers