

# Quality and Safety Walk-rounds

A Co-designed Approach

Toolkit and Case Study Report







# # hello my name is...

Dr Philip Crowley

National Director

Quality Improvement Division





- @HSEQI
- Launch and Learn event hashtag...

#GovernanceQ&S



## **Programme**



Sharing the Learning from Beaumont Hospital

Quality Improvement Project: Quality and Safety Walk-rounds

Location: Board Room, Dr. Steevens' Hospital, Dublin 8

Date: Wednesday 8th June 2016

Time: 16.00-18.00



PROGRAMME		
16.00	Welcome to the launch of 'Quality and Safety Walk-rounds – Guidance and Beaumont Hospital Case Study'	Dr. Philip Crowley National Director, HSE Quality Improvement Division
16.15	Introducing Beaumont Hospital: Quality and Safety Walk-rounds Improvement (QI) Project A CEO's Perspective'	Mr. Llam Duffy CEO, Beaumont Hospital
16.30	Reflections of a Quality and Safety Walk-rounds Team Member: 'How this Qi project changed our way of working'	Prof. Edmond Smyth Consultant Microbiologist and Director of Clinical Governance, Beaumont Hospital
16.45	How this QI project can help other organisations'	Ms. Kate Costello Head of Education, Learning and Development, Beaumont Hospital Ms. Petrina Donnelly Deputy Director of Nursing, Beaumont Hospital
17.00	Video for Sharing: 'Standing up In thework together' Dr. Philip Crowley and Mr. Liam Duffy in conversation	Ms. Barbara Keogh Dunne Patient Flow Manager, Beaumont Hospital
17.05	Questions to the Panel	Chaired by Dr. Fidelma Fitzpatrick Consultant Microbiologist, Senior lecturer in RCSI  Panel Members: Ms. Karen Greene Director of Nursing, Beaumont Hospital Dr. Phillp Crowley National Director, HSE Quality Improvement Division Dr Peter Lachman CEO, International Society for Quality in Health Care Ms. Maureen Flynn Director of Nursing ONMSD, HSE Quality Improvement Division
17.30	Reflection and Close of Session	Ms. Angela Fitzgerald Deputy National Director, Acute Hospital Division



## **Quality Improvement Division Role**

#### CHAMPION

Provide information and evidence to support people working in practice and policy to improve care.

#### **EDUCATE**

Build capacity for leadership and quality improvement through training programmes and education events.

QUALITY
IMPROVEMENT
DIVISION

#### **DEMONSTRATE**

Share new ideas, test and develop ideas in practice and support the spread of sustainable solutions.

#### PARTNER

Work with people across the system-service users, clinicians, managers, national bodies to inform and align improvement.



## **Framework for Improving Quality**





## Governance for Quality.....

#### **Executive and Board**

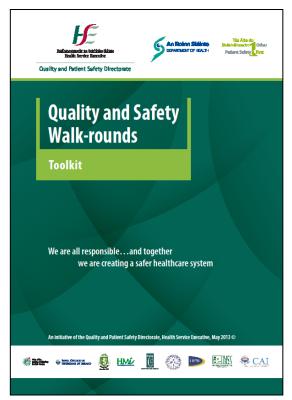
- Your role, knowledge and skill in driving QI
- Your accountability for quality and safety
- Your use of information
- Promote a culture of learning
- Build relationships with staff and patients
- Seek a quality improvement plan



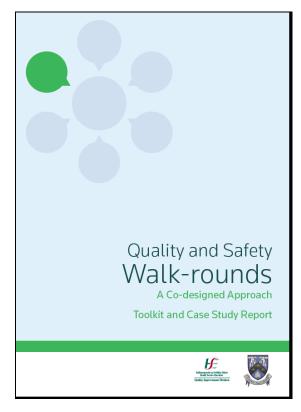
### Why Quality and Safety Walk-rounds?

- Demonstrate senior managers' commitment to quality and safety for service users, staff and the public
- Increase staff engagement and ensure staff ideas for change are actioned
- Identify, acknowledge and celebrate good practice
- Opportunity for the leadership to truly understand front line work
- Strengthen commitment and accountability for quality
   and safety

#### 2013 .....to



#### **2016.....**



- Champion (2013) Quality and Safety Walk-rounds published
- Educate (2014) Tailored education programme through NQIP
- Partner (2014 to 2016) Beaumont Hospital and Quality Improvement Division
- Demonstrate (2016) Launch and Learn toolkit published



## Step by Step: Guidance

#### Step by Step Guide to Quality and Safety Walk-rounds AIM: Demonstrate senior managers' commitment to quality and safety for service users, staff and the public; Increase staff engagement and develop a culture of open communication; Identify, acknowledge and share good practice; Support a proactive approach to minimising risk, timely reporting and feedback; and Strengthen commitment and accountability for quality and safety. Set up Steering Group/Project Group Step 1 Identify coordinator Establish Teams Identify leadership team (Visiting) Identify unit teams (Participating) Identify training needs DevelopTraining Develop training programme / workshops Programme /Refine Review available tools and templates Customise and test tools Agree measures of improvement Develop a communication plan Notice (Resource 8) Create schedule for year Schedule Notify staff Remind leadership and unit teams Meet unit team Meet service uers/family Undertake Discuss quality and safety topics Walk-rounds Record agreed actions Step 5 Circulate to team in draft Agree Action Plans Confirm actions Update central records/database Step 6 Identify trends Action Plan Template (Resource 10) Database (Resource 13) Report on progress to relevant committees on Trends Close the loop on actions Database (Resource 13) After Action Review Review effectiveness of process Analyse outcomes and measures of improvement Evaluate, Spread and Sustain Identify further training needs Share learning with staff and service users locally and nationally



#### What have we learned?

- Adapt international models locally
- Leadership from senior staff and management
- Respect for frontline expertise
- Careful planning takes time, plan sustainability
- Tailored education programme
- Several tests of change
- Build into existing governance structures





#### Launch of

Quality and Safety Walk-rounds

A Co-designed Approach

Toolkit and Case Study Report

**Dr Philip Crowley and Mr Liam Duffy** 

# # hello my name is...

#### Prof. Edmond Smyth

Consultant Microbiologist and Director of Clinical Governance, Beaumont Hospital

Reflections of a Quality and Safety Walk-rounds team member





#### **Clinical Governance**

- Audit & quality improvement
- Serious incident reviews
- Learning from complaints, serious incidents etc
- Responding to external reports
- Implementing national guidelines
- Reacting to inspections by regulators
- Education & training



## THE PATIENT SAFETY CULTURE LADDER





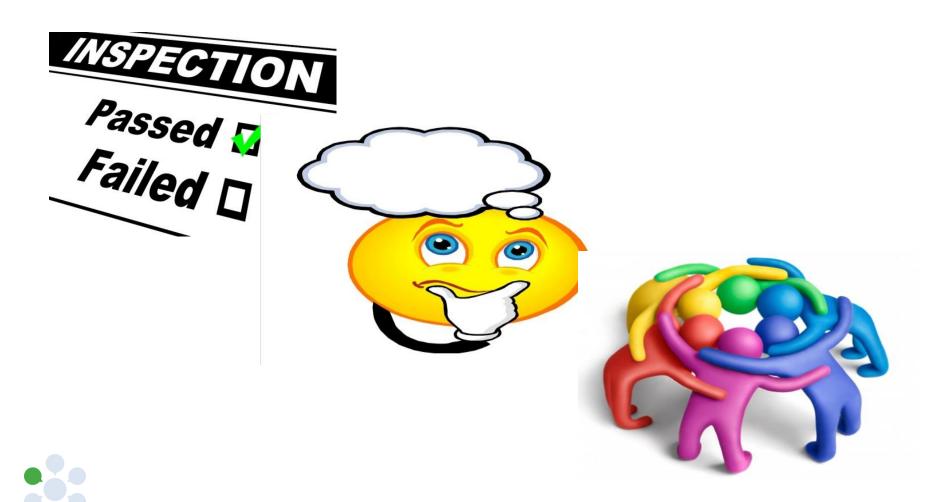
## Walk Rounds in Action 'A different conversation'







# Walk Rounds in Action 'A different conversation'



#### **Quality and Safety Walk-rounds**

Structured process to bring senior managers and frontline staff together to have quality and safety conversations with a purpose to prevent, detect and mitigate patient/staff harm

## **Philosophy**

- Demonstrating management's commitment
- Using standardised but not constrained approach
- Involving senior staff
  - CEO etc, clinician, IQS, scribe
- Having an open discussion
- Showing deference & respect
- Actively listening
- Providing feedback and listing 'actions'
- Sharing good practice

# Training and Planning for QSWRs in Beaumont Hospital

- Clinician engagement: bringing clinicians and managers together to design the initiative
- Commitment to undertake education/ leadership development for walk rounds
- Being part of the <u>BH</u> QSWR toolkit design team
- Training & teamwork
- Role play and simulation to test the toolkit

### **Preparation for QSWRs**

- Scheduling & respecting clinicians' time
- Preparation for the clinical staff
- Encouraging broad representation
- Meeting with QSWR team members prior to visit
  - Briefing
  - Ascribing roles
- Setting timelines
  - For the visit
  - For the report
  - For the actions
  - Consider opening questions

#### The QSWR

- The opening statement
- Walk round!
- The first question
- Be inclusive
- Involve a patient if possible
- Listen, interact, comment, feedback
- Agree an action plan with all present

#### **Post-Walk Round**

- Post-walk round evaluation by team members.
- Scribe completes action plan
- Database populated
- Links to local Directorate Clinical Governance Structures
- Reporting to Hospital Clinical Governance Committee



## **Diversity of QSWR Sites visited**

- Out patients
- Renal
- Cardiology
- Renal Out Patients
- Immunology Service
- Critical Care
- Neurology
- Residential Care Unit
- Haematology
- Renal Home Therapies
- Cardiology Diagnostics & Intervention

#### Feedback: Clinical Nurse Manager 3

'The safety walk-round gave all members of the ward team an opportunity to 'show off' our achievements, and also to raise areas of concern.

The meeting was relaxed and interactive, with all participants being involved, and the team doing the walk-round were really interested in what was going on at ground level. Staff commented afterwards how important this was, and they would like to see more of this'.

#### Feedback: Clinical Nurse Manager 1

'Being part of the Quality and Safety Walk-rounds was an excellent opportunity to demonstrate and collaborate with the Senior Management Team to develop clearly structured solutions that we can undertake to ensure high quality care for patients and a safe environment for staff. I would highly recommend any CNM to become involved."

#### Feedback: Consultant

'Maybe I was a little bit sceptical about this at first, but I enjoyed the meeting and felt it was very positive. It was great to have the chance to show members of the Senior Executive Team the work we are doing in the unit, and I like the fact that this process is proactive rather than reactive. There should be more of this type of interaction in the hospital'

#### **Personal Reflections**

- Fascinating
- Awe & pride
- Empowering for staff
- Multi- disciplinary team work
- Responsibility but not overly so
- Effective
- Expensive
- Logistically challenging





# # hello my name is...

#### Ms. Kate Costello

Head of Education, Learning and Development

#### Ms. Petrina Donnelly

**Deputy Director of Nursing** 

How this QI Project can Help other Organisations



## How This QI Project Can help Other Organisations

What worked

Challenges along the way

Critical success factors



#### **Inspiring Others.....**

https://www.youtube.com/watch?v=c47otcg1 3Z8

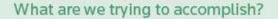


#### What worked....

- Leadership & strategic alignment
- Motivation & commitment
- Collaborative with HSE-NQID & RCPI
- Co-designing the approach tapping into local staff potential, diversity & expertise
- Planning & use of QI methodology
- Keeping mutual values & respect to the forefront
- On-going evaluation and learning

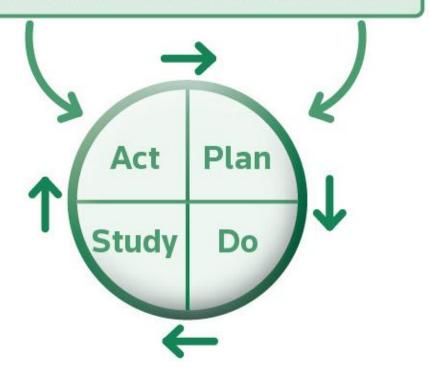


#### Method: Model for Improvement



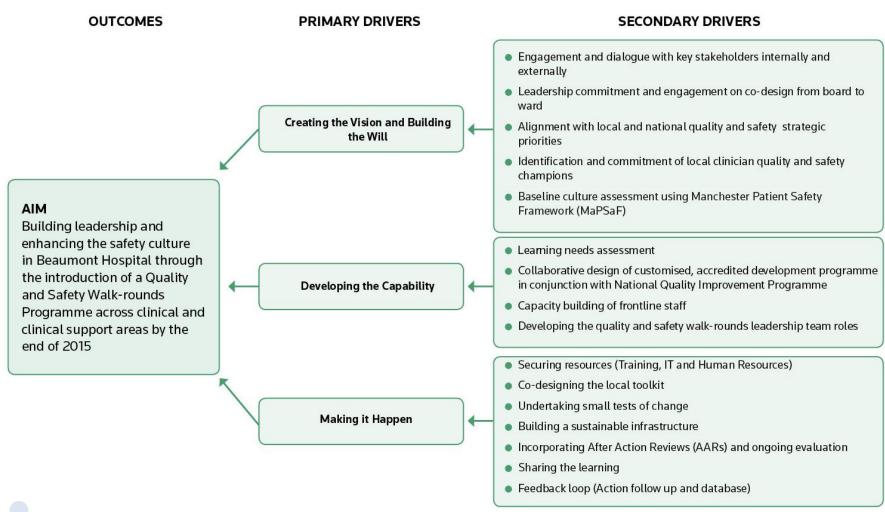
How will we know that a change is an improvement?

What change can we make that will result in improvement?





#### **Method: Driver Diagram**





## Challenges along the way

- Competing demands strategic & operational
- Building capacity and capability
- Securing and sustaining Clinician engagement
- Sign up and commitment to training programme
- Building the Infrastructure to ensure sustainability



#### **Critical Success Factors**

- Executive sponsorship
- Clinician engagement
- Co-designed approach
- Deference to the frontline
- Education and training
- Customised QSWR toolkit
- Infrastructure to support sustainability
- Follow-up and links to existing governance structures

Shared learning

#### **QSWR** Implementation Time Line

#### APRIL 2014

- QSWRs a Strategic Change project as part of Beaumont / Dublin City University /Royal College of Surgeons Ireland MSc in Organisational Change and Leadership Programme
- Desktop research
- Site Visits: Great Ormond Street and Industry
- Review of local patient safety culture
- Collaboration with HSE Quality Improvement Division (QID)
- Senior Management Team sponsorship and approval

#### JAN - OCT 2015

- Senior Management and Clinician Champions
- Collaborative Design and Delivery of Leadership Development Programme with Royal College Physicians Ireland (RCPI) and HSE National Quality Improvement Programme (QID/ RCPI)
- Development of local QSWR toolkit
- Engagement and preparation of frontline staff in QSWR sites
- Securing resources and funding for training and administration

#### JAN 2016 - PRESENT

- Strategic priority for Beaumont
- Planned Schedule of QSWRs 2015-16
- Administration support for process secured
- Management of action plan and follow up database
- Feedback to Board and frontline staff
- Extend QSWR Leadership Team
- Further education and leadership development in 2016

CREATING THE VISION

**BUILDING THE WILL** 

BUILDING CAPACITY
AND CAPABILITY

MAKING IT HAPPEN

**SUSTAINABILITY** 

#### DECEMBER 2014

- Presentation to Board and Senior Management Team
- Engagement and support from Clinical Governance
- Presentation to Heads of Department
- Clinician engagement and buy-in
- Establishment of Multidisciplinary QSWR Leadership Team

#### JAN - OCT 2015

- Phased implementation of QSWRs (using rapid cycles of change PDSA Model)
- Pilot QSWRs and After Action Review (AAR)
- Schedule of QSWRs
- QSWRs including AAR
- Leadership Team AAR evaluation session
- Action plan and follow up with QSWR site staff



# # hello my name is...

#### Ms. Barbara Keogh Dunne

Patient Flow Manager, Beaumont Hospital

Introducing video conversation

Standing up in the Work Together

https://vimeo.com/169731002



## # hello my name is...

#### Dr. Fidelma Fitzpatrick

Consultant Microbiologist, Senior Lecturer RCSI

Introducing the Panel and Your Questions

Ms. Karen Greene, Director of Nursing Beaumont Hospital Dr Philip Crowley, National Director, HSE Quality Improvement Division

**Dr. Peter Lachman**, CEO, International Society for Quality in Health Care (ISQua)

Ms. Maureen Flynn, Director of Nursing, ONMSD, HSE Quality Improvement Division

#### Where to find the resources



Twitter: @HSEQI

Web: <u>www.qualityimprovement.ie</u>

Email: nationalqid@hse.ie



HSE Quality Improvement – working in partnership with patients, families and all who work in the health system to innovate and improve the quality and safety of care

