Welcome!

Quality and Safety Walk-rounds

A Co-designed Approach

Toolkit and Case Study Report

Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Quality Improvement Division

Launch and Learn 8th June 2016

#hello my name is…

Dr Philip Crowley

National Director

Quality Improvement Division

Live-tweeting

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

#GovernanceQ&S

Programme

Governance for Quality

Sharing the Learning from Beaumont Hospital

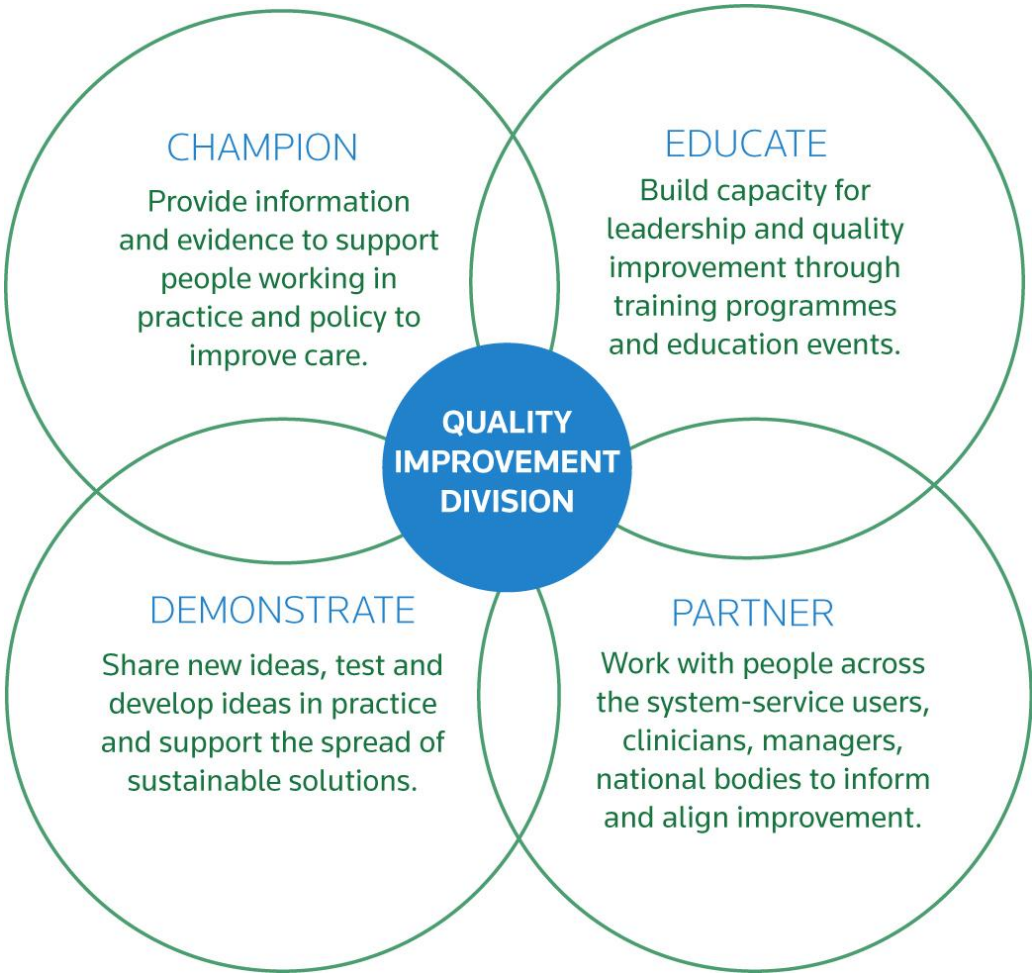
Quality Improvement Project: Quality and Safety Walk-rounds

Location: Board Room, Dr. Steevens' Hospital, Dublin 8
Date: Wednesday 8th June 2016
Time: 16.00-18.00

"Launch and Learn"

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. Liam 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 the work 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. Philip 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



Framework for Improving Quality

Governance for Quality.....

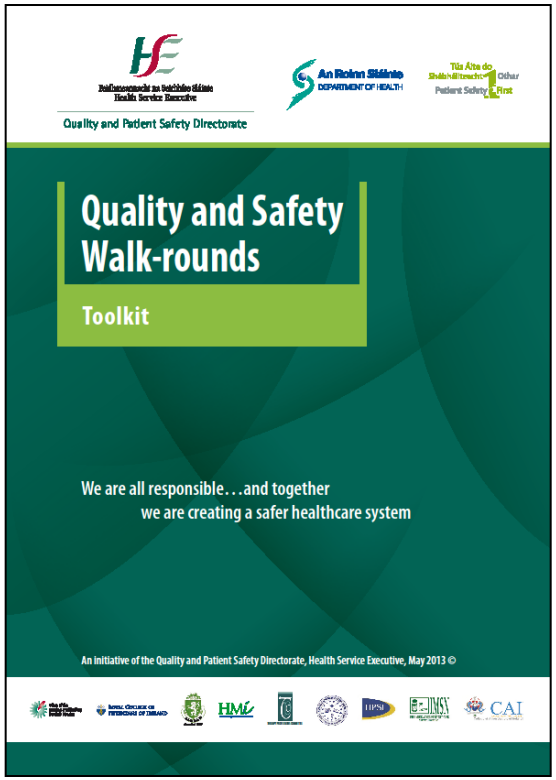
Executive and Board

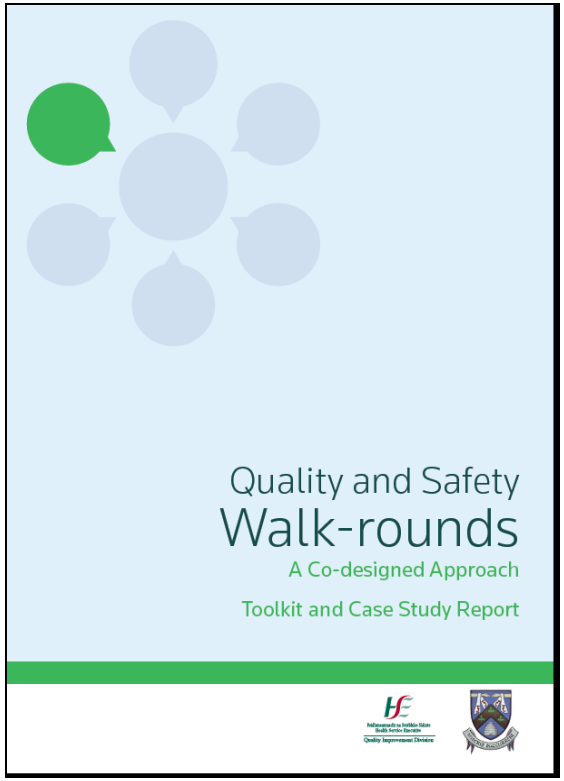
- Your role, knowledge and skill in driving QI
- Your accountability for quality and safety
- Your use of information
- Promote a culture of learning
- Build relationships with staff and patients
- Seek a quality improvement plan

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.....



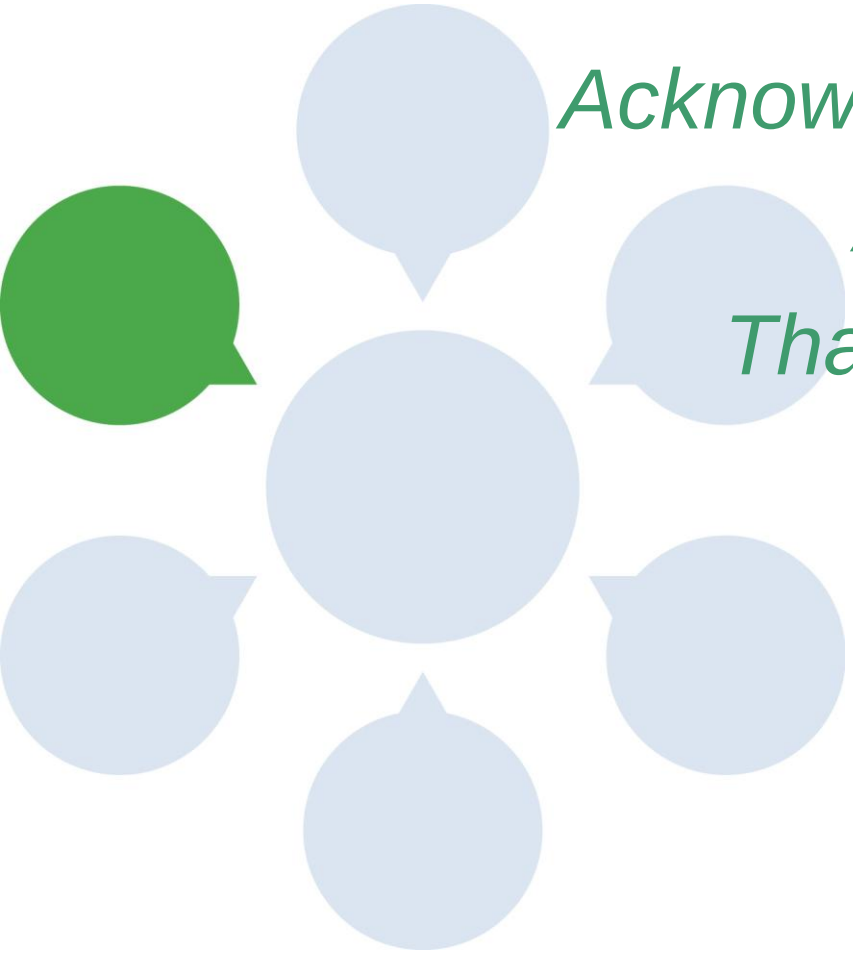


- Champion (2013) *Quality and Safety Walk-rounds* published
- Educate (2014) *Tailored education programme* through NQIP
- Partner (2014 to 2016) *Beaumont Hospital* and *Quality Improvement Division*
- Demonstrate (2016) *Launch and Learn* toolkit published

Step by Step: Guidance

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



Acknowledgements

And

Thank You

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

How this QI Project Changed our Way of Working

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 BH 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


Thank
you

#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

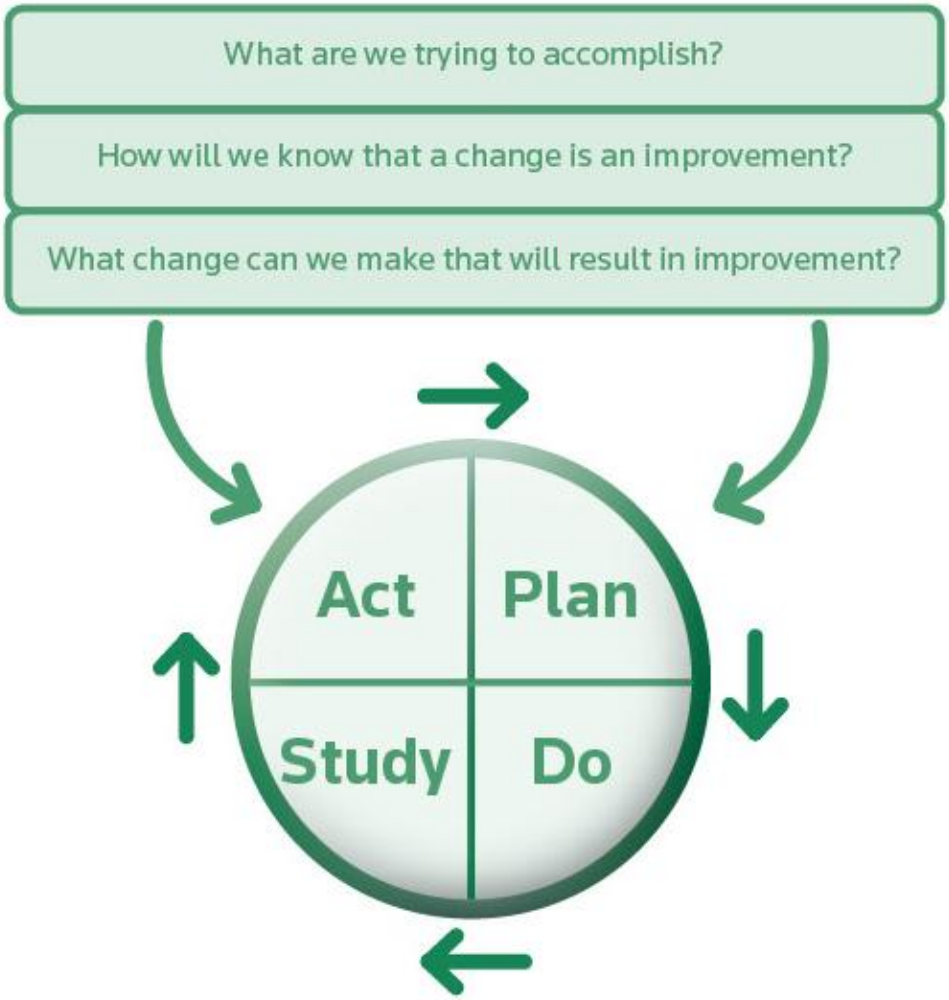
Inspiring Others……..

https://www.youtube.com/watch?v=c47otcg13Z8

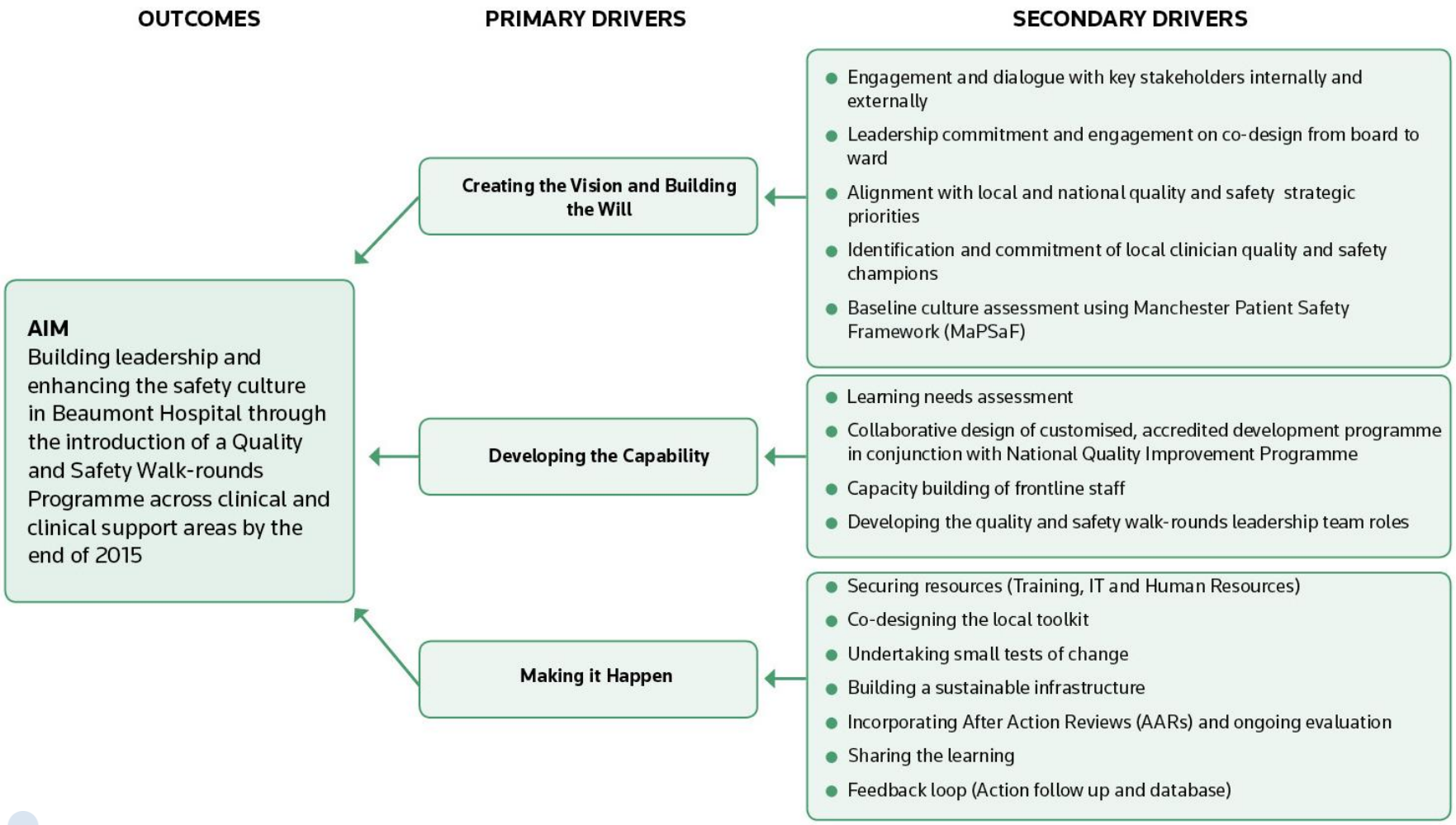
What worked….

- 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



Method: Driver Diagram



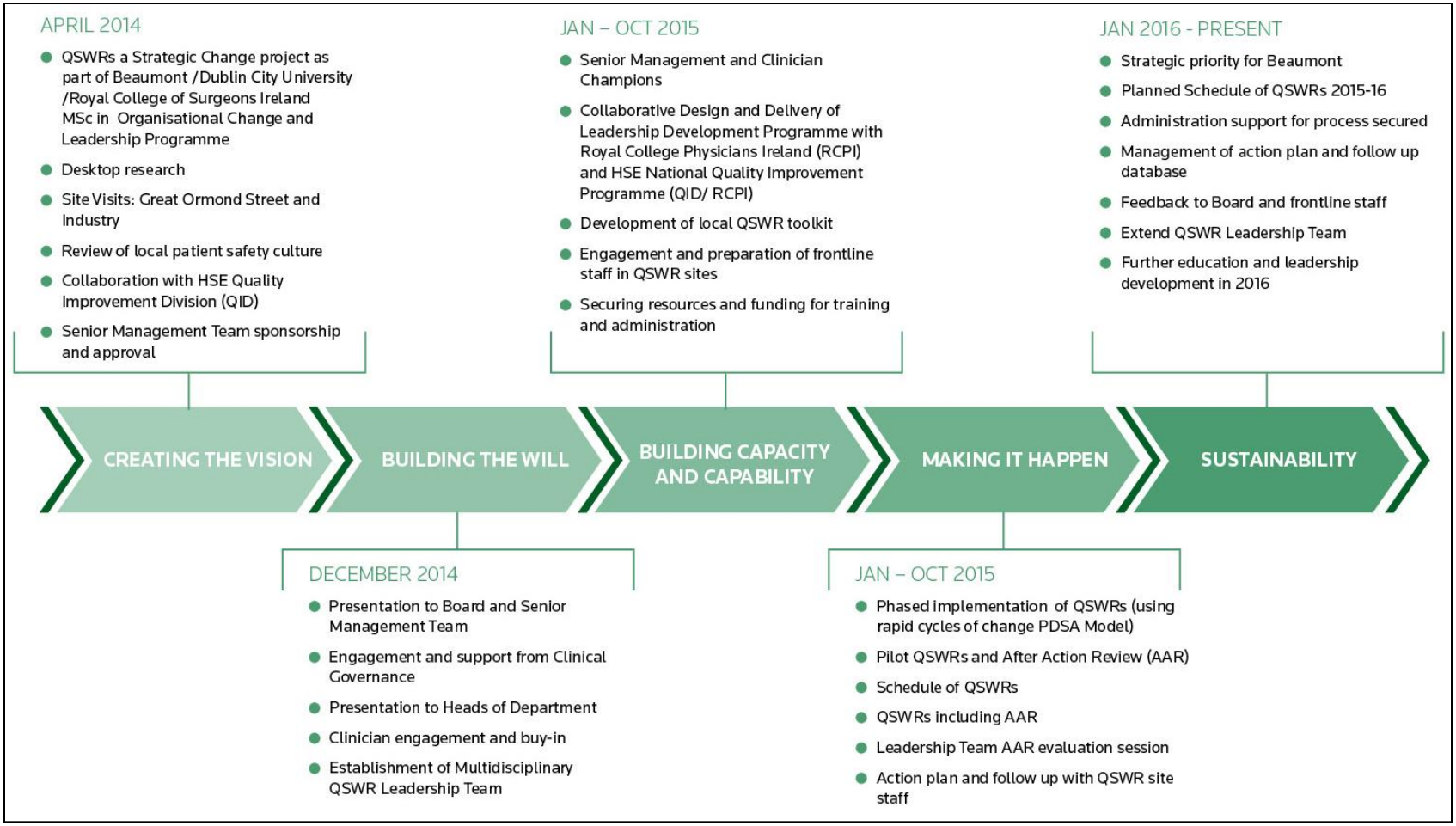
Challenges along the way

- 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



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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: www.qualityimprovement.ie

Email: nationalqid@hse.ie