QI TALK TIME

Building an Irish Network of Quality improvers

Tuesday 4 May 2021

hello
my name is...

A session with Zuneera Khurshid

"Nothing like a Crisis to get things done" – Storytelling and Experiences of Quality Improvement during COVID-19

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

Framework for Improving Quality

Welcome

- ## Sound: <u>Computer or dial in:</u>
  - **Telephone no: 01-5260058**
  - **Event number: 183 005 3898#**

- ## Chat box function
  - Comments/Ideas
  - Keep the questions coming!

- ## Recording

- ## Engage with the team
  - **Twitter: @QITalktime / #QITalktime**

- ## New feature
  - **Short feedback form after the session, please help us to improve our QITalktime Webinars**
  - **A window will pop up before logging out**

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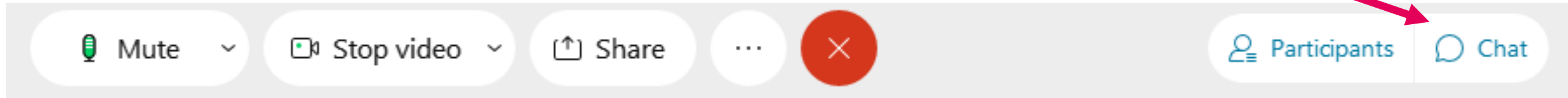
Speaker today

Zuneera Khurshid

PhD Candidate at Centre for Research, Education and Innovation at the School of Nursing, Midwifery and Health Systems at University College Dublin

Completing her PhD in collaboration with the National QI Team

Panellists

Dr John Fitzsimons
Consultant Paediatrician at Temple Street Children's Hospital and Clinical Director with the HSE National QI Team. He is a course co-director for the HSE/RCPI Quality Improvement and Leadership Programme

Aoife De Brun
Assistant Professor, Centre for Interdisciplinary Research, Education and Innovation in Health Systems at the School of Nursing, Midwifery and Health Systems at University College Dublin

Kahlil Coyle
Stakeholder Engagement Lead
HSE Communications – Previously Deputy Head of HSE Values in Action

Vera Kelly
General Manager Organisation Design & Development.
National HR Lead for Staff Engagement & Culture

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"Nothing like a Crisis to get things done" – Storytelling and Experiences of Quality Improvement during COVID-19

Outline of today's session

A brief description of methods

The stories

Lessons learned

METHODOLOGY

Listening to the voices and stories of our healthcare workers

"Stories reshape the past and imaginatively project the future. Stories revise people's sense of self, and they situate people in groups" [1]

Where we looked:

- Twitter
- Health Matters Magazine of the HSE

What we looked for:

- Healthcare team or healthcare delivered by a team
- Changes in service provision
- Changes to ensure continuous service delivery
- Innovation and initiatives
- Teamwork and leadership
- Quality improvement
- Patient centered care

Who we collaborated with:

- Collective leadership team at UCD
- National Quality Improvement Team HSE
- HSE Workplace Health & Wellbeing
- Communications
- Organisational design
- Staff engagement/Values in action

How we selected stories:

- Shortlisting and voting against the inclusion/exclusion criteria
- From 1048 identified stories to 41 shortlisted stories for recruitment

FRANK, A. Practicing Dialogical Narrative Analysis. 2011.

20 people,
19 stories,
multiple teams
and one health
system
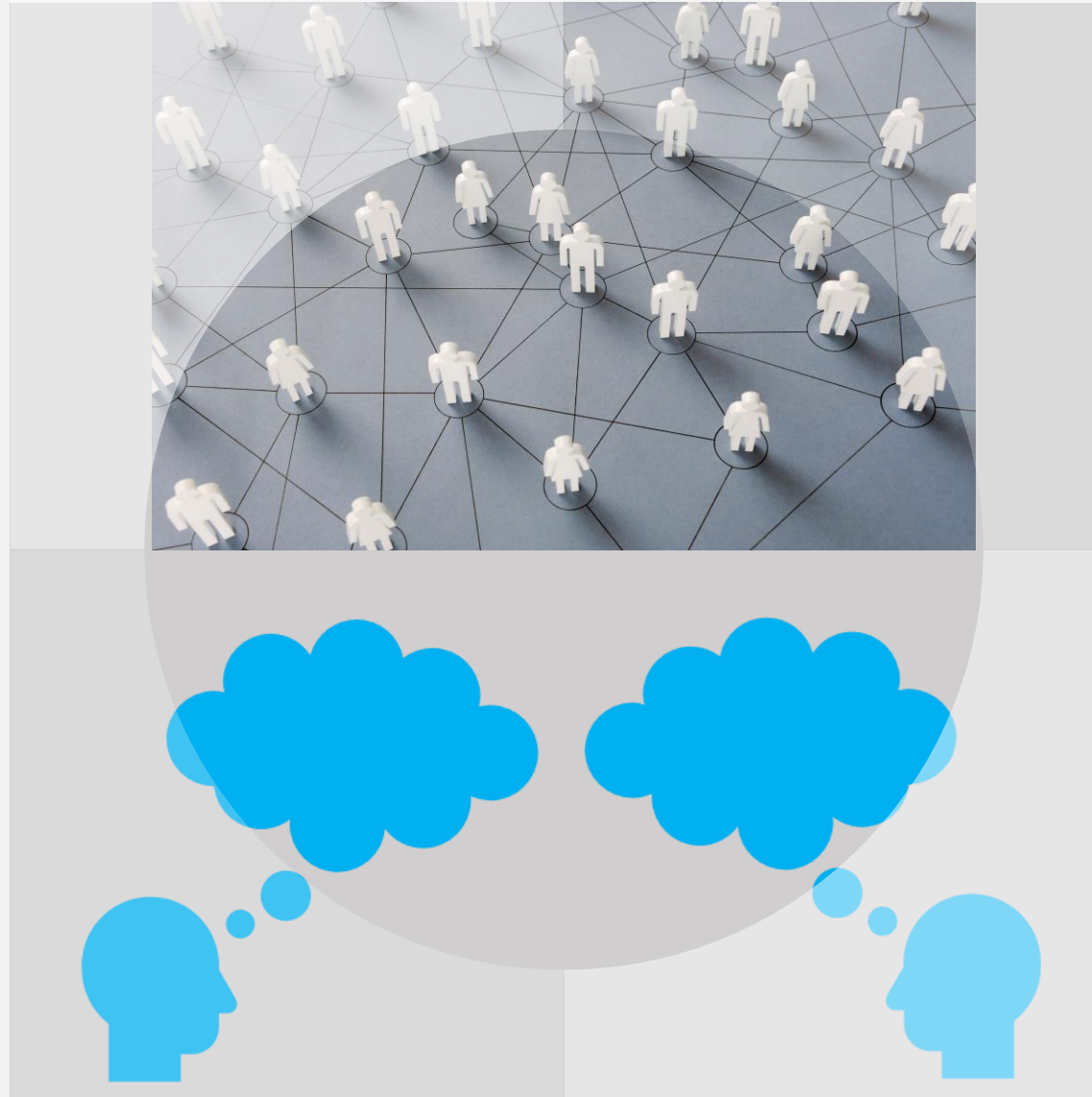
Story of the rapid development of a staff communication app

This story is set in the communications department at a large university Hospital…

- Designing a staff App to quickly communicate with staff across the hospital group

- App development within 2 weeks!

- Less time planning and more time doing

- 2,000 verified users within 10 days

- Keeping the App relevant, interesting and turning it into a *"proactive tool"*

- This story is about the need to set up a national test and trace system for COVID-19

- An urgent need to develop training and supporting materials to support the process of contact tracing

- Driven by the QI methodology

- *"It's not perfect, it was never going to be perfect, but I do think it's a really valuable tool in the response"*

The story of keeping patients connected with their families

This story is set in a Hospice..

- All visitation revoked for rehab patients, limited visitation for those near end of life

- Virtual visits to stay connected during this time.

- A shared human experience driving change, garnering support and overcoming traditional barriers to change

- Positive feedback from patients, residents and families
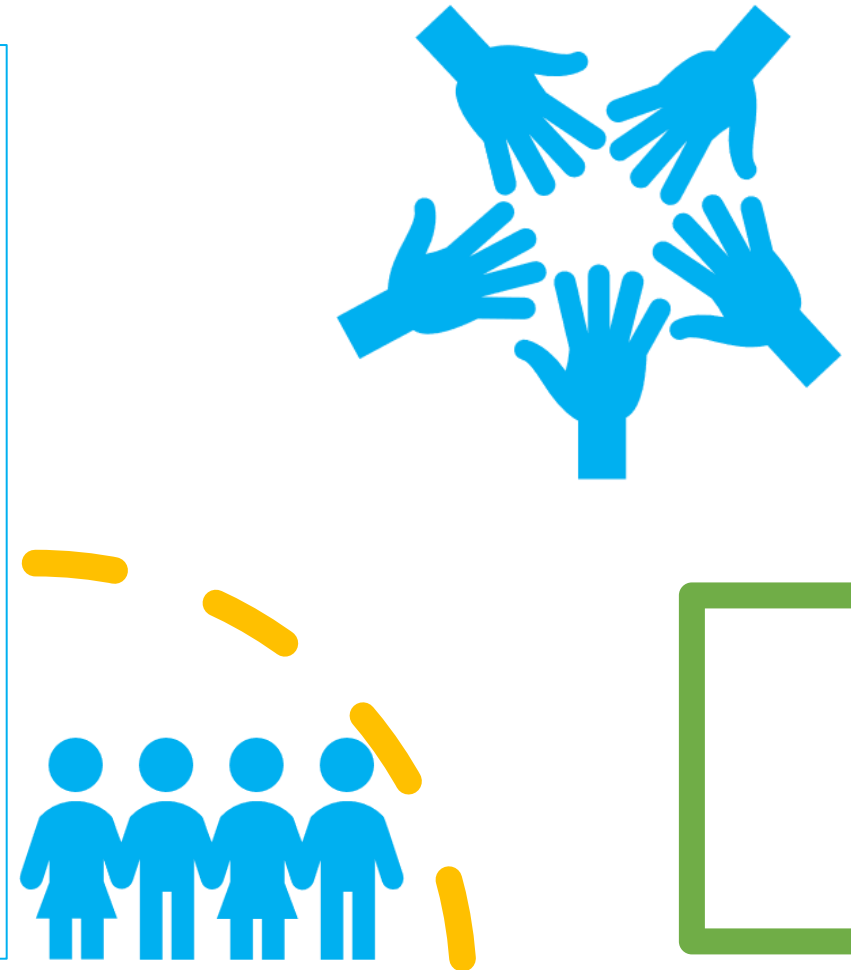
The story of conducting rehab assessments and classes virtually

This story is set in an acute hospital..

- Delivering pulmonary rehab virtually while ensuring patient and staff safety

- Using an already available solution for virtual classes and sharing educational videos

- 97% of patients rated pulmonary rehab as an acceptable way to receive care
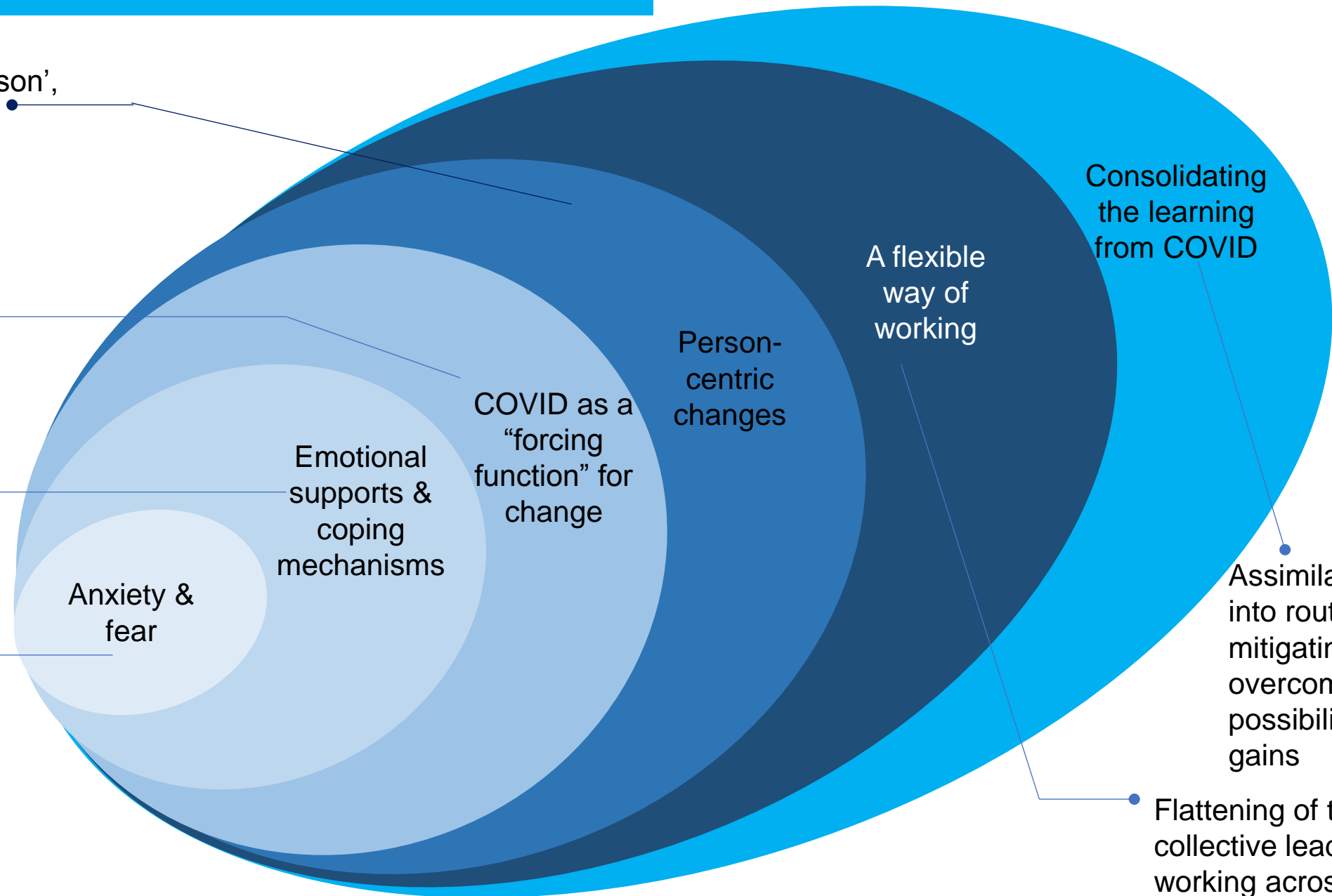
What is common across these stories?

Changes guided by concern for the 'person', empathy and compassion

COVID accelerating & enabling change

Employing different mechanisms to deal with stress & anxiety

COVID dominating all aspects of work and life coupled with a fear for safety

Anxiety & fear

Emotional supports & coping mechanisms

COVID as a "forcing function" for change

Person-centric changes

A flexible way of working

Consolidating the learning from COVID

Assimilating changes into routine, mitigating risks and overcoming the possibility of losing gains

Flattening of the hierarchy, collective leadership & working across disciplines

QI learning from the stories

COVID provided a high-level shared goal which was translated into SMART goals locally by teams

Small changes leading to big impact

Leveraging and acknowledging the strengths of team members

COVID as a common experience between staff and service users enabled staff engagement and motivation

QI learning from the stories

Reduced time spent planning and more time spent testing & implementing changes

Removed traditional QI barriers, such as lack of leadership engagement and support, resource constraints, project teams not having the power to make decisions, long approval times and procedures

More efficient solutions:
"Prior to COVID there was no communication, electronic communication between GPs and primary care and it was actually quite a barrier for the work [..] with the COVID test engaging the GP Healthlink system with the HSE through Swiftqueue"

QI learning from the stories

Accelerated change process:

- *"a forcing function with COVID that allowed us to put changes in place that we'd been looking for, for quite some time"*

- *"we would have spent a lot more time planning had we had that time but because we didn't, we just as I say, put our shoulder to the wheel and got it I suppose"*

- *"And then just even then once you've done ten swabs, you were the expert and you were expected to teach the next person"*

- *"we had immediate access to approval, for whatever we were trying to do. In terms of the work we were doing, I mean again, things were done at a far faster pace. Things were approved in an accelerated fashion"*

QI learning from the stories

Application of QI methods:
- *"there's hasn't been sort of a formal QI programme behind this, in practice a lot of the sort of QI principles have been applied"*

- *"we always kept that (QI methodology) in the back of our mind. Even from the very beginning, it was very paramount that we were going to adapt, change, try new things, very much along that QI methodology element"*

- *"from the very beginning, it was very paramount that we were going to adapt, change, try new things, very much along that QI methodology element"*

- *"make sure that any clients that are here, any patients that are here get the best possible care, given the fact that they can't be with loved ones, we have to try and be their family for now"*

The power of stories

Participants were more engaged in sharing their experiences

Stories allowed the researcher to capture the depth of human experience, point of view and experiences of staff from a social, personal and work perspective and the important connections between these three perspectives

Stories allow participants to verbalise and express their emotions and feelings and offer a cathartic outlet which were central to the COVID experience

These stories demonstrated the possibility of staff producing innovative ideas, implementing, testing and refining those ideas and the removal of traditional barriers to QI

The power of stories

These stories demonstrated how important it is to listen to staff voices and benefit from their insights

Storytelling can also be an important leadership tool

These stories can be used as exemplars, inspiration and learning for QI work, training and setting future direction

These stories also demonstrated the importance of all drivers of the Framework for improvement quality (leadership, person and family engagement, staff engagement, use of improvement methods, measuring quality and governance) to varying degrees.

Although COVID-19 has served as a propelling force for change, these gains and improved ways of working may be lost if we do not plan now and assimilate the learning into our health system

Thank you!

Some resources..

- Central & Northwest London NHS Trust: The power of storytelling

https://www.qi.cnwl.nhs.uk/news/blog/issue-31-power-storytelling

- The Health Foundation: The power of storytelling

https://www.health.org.uk/newsletter-feature/power-of-storytelling

The knowledge network NHS Scotland:The Power of Story in Driving Improvement

http://www.knowledge.scot.nhs.uk/erf/qi/events/the-power-of-story-in-driving-improvement-19-mar-15.aspx

- US Department of veteran affairs: The power of stories in improving patient care

https://blogs.va.gov/VAntage/69524/va-geriatric-scholar-uses-power-story-improve-patient-care/

- TEDx Talks: Why storytelling is more trustworthy than presenting data | Karen Eber

https://www.youtube.com/watch?v=Ez5yS4Q5ASA

- Applying ethnography to the study of context in healthcare quality and safety

https://qualitysafety.bmj.com/content/23/2/99.short?casa_token=9ltRN81ZT94AAAAA:NruO9FXK7hsXJwLdwggIrRonK61jcJ43Dx3AhE_g7H5ZicfJNdduz10qUYNXyUFpAuBi6xEDyw

Questions & Answers

- We now invite our panellists and Zuneera to answer your questions and queries that you have entered in our Chat Box.

- Please feel free to type in any questions you may have in the   ◯ Chat

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Let us know how we did today ....

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We really appreciate your time, thank you

Thank you

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Two of 30 winning ideas from Ireland

29/04/2021   About Q   Q

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Q https://q.health.org.uk/join-q/

When you've accessed the Q website, scroll down the page and under

'How Can I apply'

you'll see the link to the online portal – click on this link to submit your membership application

If you have any queries or require support in completing your application, you're most welcome to email:
Caroline.Lennonnally@hse.ie

Upcoming Webinars: Dates for your diary ...

Dates	Topics	Speakers
18 May	A Conversation with Dr Amar Shah	Dr Amar Shah Chief Quality Officer East London NHS , National Lead on Quality with the Royal College of Psychiatrists UK
1 June	Clinical Decision Support and QI – the Challenge of Comorbidities	Dr Kieran Walsh BMJ

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