Quality Management: A Healthcare Improvement Scotland Approach

Q Visit
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Welcome

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Aims for this morning

Share with you

Approach to Quality Management

and

Evolving thinking around Quality Improvement
What does quality mean to you?
Why quality management?
A coordinated and consistent approach to managing the quality of what we do across the whole health and care system

Quality Management System is how we deliver our purpose
Core concept of quality management

Juran’s Trilogy

Reduce the risk of poor delivery by planning quality into services
Quality Management System

A *coordinated* and *consistent* approach to managing the *quality* of what we do across the whole health and care system

with the ultimate aim of delivering better population health and wellbeing, better care experience, better value and better staff experience.
Our challenge.........

Developing a common framework for quality management across health and social care that could be applied at a national, NHS Board and IJB level

(and latterly agreed also at team/ward level)
Our approach - 90 Day Cycle:

Phase 1: Scan
6 Nov – 1 Dec

Learn what’s out there
Look to other industries
Understand best practice

Phase 2: Focus
4 Dec – 19 Jan

What does good look like?
Could this work for us?
Focus groups to test and improve our theory

Phase 3: Summarise
22 Jan – 23 Feb

Refine final summary of learning
Recommendations on next steps

Park and Takahashi, Carnegie Foundation, 2013
Essentially, all models are wrong, but some are useful

George Box
High-level Quality Management System Framework (working draft 1)
High-level Quality Management System Framework (working draft 2)
What Does Quality Management Look Like at Organisational Level?
High-level Quality Management System Framework (working draft 2)

Maintain quality
Quality Control

Quality Assurance

Previous Months Data Collection
- What went well
- What we must do better on
- BadgerNet Completion
- Parental Feedback

Tests of Change

NNU Occupancy
- June 63%
- July 62%
- July 93%

% of exchanges that use high quality SBAR 100%.

% of babies with documented consultation with experienced clinician 76%.

Missing admission temperature ↑7.4%

'Midwives/nurses always sat down and had a chat about how we felt.'

Exploring opportunity of trying 'needle safe' Vygon cannula's following guidance from health and safety.

Peer review 14-18-17
- If decision made to commence passive cooling during a resuscitation it can be useful to apply a temperature probe to avoid overheating.

- Although insulin vials can be used up to 4 weeks after being opened, after discussion with pharmacist they may be discarded after 7 days from first use.

Fire Safety
- Infection Control
- Safe Transfusions
- Child Protection

- Tier 1A
- Every 3 years

1:1 for isolation 30 days in July 21-8-17

Hand Hygiene
- 100%
- Monthly PPE
What is your organisational strategy for embedding the skills to fix problems within their control at the microsystem level?

Where is your organisation on that journey?
Does your organisation have the processes and culture, which ensure that issues individuals/teams can’t fix are escalated and appropriately responded to?

How do you know this is actually the case in practice?
Implement the improvement
Learning since SPSP began

Building improvement
capacity & capability

Consistent application of
method

Open and transparent use of
data

Culture of Safety and Learning

Langley et al., 2009.
Understand your priorities
Design interventions

High-level Quality Management System Framework (working draft 2)
Quality Planning

Understand need and assets from the customer or population perspective, the gap with what you provide and hence the priorities for improvement/redesign

Understand the contributory factors of issues feeding from quality control

Set clear priorities and goals for improvement with a focus on those issues which will have the biggest impact

- Develop a clear theory of change which aligns with outcomes
- Choose the appropriate method/s for the nature of the improvement challenge
- Design new systems / models of care / processes and change packages using evidence and technology as appropriate
- Allocate resources for the improvement work
- Clarify roles, responsibilities and leadership
High-level Quality Management System Framework (working draft 2)
High-level Quality Management System Framework (working draft 2)
Participation ladder

- Co-producing
- Co-designing
- Engaging
- Consulting
- Informing
- Educating
- Coercing

*Adapted from Arnstein’s participation ladder, 1969*
The squiggle of design by Damien Newman

Uncertainty / patterns / insights

Research

Concept

Clarity / Focus

Design
Scottish Approach to Service Design

**User-centred**
Putting user needs and journeys at the heart of the process and referring back to ‘problem’ being solved at every step in the process.

**Research based**
Building service with evidence of ‘real life’ users with quantitative and qualitative research methods.

**Co-design**
When possible, designing service with and not for users and organisational staff.

**Iterative**
Continually testing and developing the design of a service with the users journey in mind.

**Collaborative**
In the public sector services are delivered by multiple organisations. Therefore they need to look outside of their organisation boundaries.

https://www.gov.scot/publications/the-scottish-approach-to-service-design/
High-level Quality Management System Framework (working draft 2)
High-level Quality Management System Framework (working draft 2)
Independently check
Key messages from the 90 day process

**Language**

*Understanding customer need*

**Holistic approach**
Challenge – getting the right balance between quality planning, quality control/assurance and quality improvement
Table Discussion

When it comes to quality management
a) what does your organisation do well?
b) where are the key opportunities for improvement?
c) what does the balance feel like?
Embedding the approach

**Board**
Creating the conditions for QMS

**Diagnostic and development**

**Organisation**
Capability building

**Spread within Directorates**

**Learning System**

**Team**
The “QMS Habit”

High-level Quality Management System Framework (working draft 2)
Questions
Our evolving approach to Quality Improvement
Bears are a pain for beekeepers; here's how to keep them out

Lydia Lohrer | Special to the Detroit Free Press
Published 6:45 PM EDT Jul 29, 2017
Our approach to supporting improvement

Adapted from Napper (2010)

Context

A co-created system

System/Process

People/Relationships

Adapted from Napper (2010)
People at heart of everything we do

Start Here

- Understand
- Design
- Implement
- Evaluate
- Embed/Sustain
- Spread learning

Relational Approaches
Technical Approaches
Understanding the current system and the problem and/or opportunity for improvement

The diagnostic stage involves assessments to understand the issues and the context. This includes gauging readiness for change and supporting local agreement about the key issues and priorities. The conclusions inform the design stage of the improvement framework.

<table>
<thead>
<tr>
<th>Relational Approaches include:</th>
<th>Technical Approaches include:</th>
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<tbody>
<tr>
<td>• Systems theory</td>
<td>• Data for diagnosis – qualitative and quantitative including comparative data with ‘best in class’</td>
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<tr>
<td>• Cultural diagnostics</td>
<td>• Observation (Video Ethnography, Lean and Experience Based Co-design (EBCD))</td>
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<td>(e.g. Cultural Web,</td>
<td>• Define value from the customer perspective (Lean, Personal Outcomes, Vanguard)</td>
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<td>Systemic Constellations)</td>
<td>• Value Stream Mapping (Lean)</td>
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<td>• Appreciative Inquiry</td>
<td>• Problem Structuring Methodologies for working with situations where multiple stakeholders with multiple views on the nature of the problem (eg Strategic Choice Approach, Causal Mapping, Soft Systems Methodology)</td>
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<td>• Theory U (Co-sensing)</td>
<td>• Current state mapping of process (Lean, Model for Improvement (MfI), Vanguard)</td>
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<td>• Facilitation</td>
<td>• Current state mapping of experience of engaging with system/process (EBCD)</td>
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<td>• Group processes</td>
<td>• Quantify failure and value demand (Vanguard)</td>
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<td>• Dialogic approaches</td>
<td>• Root Cause Analysis (Lean and MfI)</td>
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<td>• Emotional Touchpoints</td>
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**improvement phases**

- **Understand**
- **Design**
- **Prototype/Test**
- **Implement**
- **Embed / Sustain**

**Data Driven Intelligence; People's Experiences; Evidence**

- Principles of Coproduction and Human Rights
- Change Management and Organisational Culture
- Strategic Context: Legislation, Policy, Strategy, Standards

**project management stages**

- Start up
- Initiation
- Delivery
- Close

**Quality Management System approaches also support these phases**

- Learning systems
- Data systems
- Infrastructure for scale-up
- Human capacity for scale-up
- Capability for scale-up
- Sustainability

**Underpinned by an Intentional Learning System including evaluation**

**Change Management and Organisational Culture**

- Strategic Context: Legislation, Policy, Strategy, Standards

**Principles of Coproduction and Human Rights**

**Data Driven Intelligence; People's Experiences; Evidence**

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Creating the conditions for change including leadership behaviours, infrastructures and culture

Setting the high level vision and agreeing priority areas for redesign and continuous improvement

strategic (quality) planning –

Innovation

New ways of delivering services including new interventions, new services, new types of multidisciplinary teams

Process Improvement

Making the difficult choices about where to focus resources and improvement attention

Doing the right thing – rethinking what we do and how we do it

Doing things right – ensuring reliable, effective and efficient clinical and care processes
Underpinned by Effective Infrastructures

- Good governance through robust Programme Mgt, Financial Mgt & Risk Mgt
- Multidisciplinary Change Teams

This model is based on approach developed by Tan Tock Seng Hospital, Singapore

System and Process Redesign
- New Models of Care
- Redesigned Pathways
- Process Improvement

Workforce Redesign
- New roles
- Upskilling
- Job substitution (including through digital)

Technology
- Automation, IT Devices, Robotics and AI analysis

Drives cultural change including
- User led design
- User Choice and Control
- Community empowerment
- Prevention/early intervention
- Integration

Innovation
New ways of delivering services including new interventions, new services, new types of multidisciplinary teams

Process Improvement
Multidisciplinary Transformation Teams

- Strategic Planning
- Service Design Expertise
- Analytics
- Workforce Redesign
- Project Management
- Financial Analysis
- HR
- Training
- Organisation Development
- Evidence
- Public Involvement
- Digital
- Behavioural Science
- Quality Improvement
- Estates
- Subject Matter Expertise

Composition of team will change over life of a programme. Ideally formed locally but may be times where national capacity needed to supplement.
Assessment of value of spreading approach

If value – assessment of most suitable spread mechanism/s (might be a combination of below)

Capture case studies and share through multi-media channels but left to local areas to choose whether to adopt/adapt

Not valuable to spread

Value in spreading intervention and/or new model

Generalisable learning is method not new model so focus is on spreading the approach to change rather than the output/outcome

Provide guidance, guidelines and implementation tools

Provide training

Improvement Collaborative where support spread of intervention

Redesign Collaborative where support spread of method

National spread programme which includes proactive support for adopters to adapt to local context.

Local infrastructures to check existing good practice and evidence when designing improvement interventions

Local infrastructures able to take guidance and guidelines and adapt to local context

Identification of innovation and/or good practice

Working Draft
More information

Please see our website:

http://www.healthcareimprovementscotland.org/previous_resources/policy_and_strategy/quality_management_system.aspx