QUALITY IMPROVEMENT IN HEALTHCARE
The Critical Success Factors

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INTEGRATION AGENDA NOT NEW!

Key policy objective since 1970

- Joint working
- Partnership working
- Joint Improvement Fund
- Single shared assessment
- LHCC
- Managed Clinical Networks and, and, and
KEY FACTORS INFLUENCING INTEGRATED WORKING

• Policy frameworks
  ➢ Joined up
  ➢ Realistic

• Local planning context
  ➢ Joint acceptance of unmet need
  ➢ Vision owned at all levels

• Operational factors
  ➢ Relationships
  ➢ Cultures
  ➢ Behaviours
QUALITY IMPROVEMENT IN HEALTH

- Audit
- Clinical Governance
- Business Process Redesign
- Total Quality Management
- Clinical Effectiveness
- Quality Assurance
- HEAT Targets
- Research
C. diff inquiry told of 'poor hygiene' at Vale of Leven

A public inquiry into Scotland's worst outbreak of Clostridium difficile (C.diff) has been told of poor hygiene standards at the hospital involved.

Brenda Bowes described how her mother Margaret developed diarrhoea a few weeks after admission to the Vale of Leven Hospital in West Dunbartonshire.

A total of 55 patients developed C.diff and 18 died at the hospital between December 2007 and June 2008.

C.diff was blamed for nine deaths and was a contributory factor in nine more.

The inquiry, chaired by retired judge Lord MacLean, heard testimonies at the Community Central Halls in Maryhill, Glasgow.

Related Stories

NHS Lothian hospital waiting times 'manipulated', report finds

Health Secretary Nicola Sturgeon has told MSPs she is "shocked and extremely angry" at a report into manipulation of waiting times by NHS Lothian.

From Democracy Live: Health Secretary Nicola Sturgeon said she was "shocked".

TOP STORIES
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Adrie Fraser tells...
DEFINING QUALITY IN HEALTHCARE

To Err is Human-2000

Crossing the Quality Chasm-2001
HEALTHCARE QUALITY STRATEGY

Safe
Effective
Person Centred
Efficient
Timely
Equitable
CRITICAL SUCCESS FACTORS IN QUALITY IMPROVEMENT

What the literature says

• Need to understand system
• Value role of customer
• Reduce variation
• Leadership at every level
• Data and measurement
• Resources to support implementation and staff development
LARGE SCALE IMPROVEMENT

• Culture

• Context

• Leadership
CULTURE

• Increasing recognition that culture of hospital or healthcare system has a significant impact on its ability to achieve improvement

• High profile failures have demonstrated that informal psychological and social aspects of an organisation play a significant role in performance

• Few hospitals taking steps to assess or understand their culture

• Organisations which focus on teams and supportive infrastructures to support innovation and staff development perform better
CONTEXT

• Size
• Teaching status
• Leadership
• Competition
• Culture
• Years involved in quality improvement activities
LEADERSHIP

• Identified in almost all literature as critical.
• Leadership at every level (wicked problems cannot be solved by one person alone)
• Key leadership behaviours and skills
   Engagement and relationship skills
   Enabling and facilitating others
• Clinical leadership essential—particularly medical staff
What factors are influencing the implementation of neurology standards?

To what extent is the implementation and improvement support programme provided by HIS been successful in supporting NHS boards to implement standards?
IMPLEMENTATION SUPPORT

Helpful

• Identifications of an improvement lead in every board
• Improvement leads network
• Focused implementation support from HIS
• Funding support

Challenges

• Two year programme too short
• Time limited funding
• Integration challenging
• Data on patient outcomes
• Leadership and engagement at local level
PRACTICAL APPLICATION

• Clear clinical engagement/ leadership engagement strategy at start of any project
• Culture/Language is important. Need to understand difference and similarities
• Measurement for improvement
• Consider my own leadership style
• Spend more time engaging with staff and stakeholders
REFERENCES


• Institute of Medicine, 2008. To Err is Human. Building a Safer Health System. 7th ed. USA: National Academy Press.


