

Our Quality Improvement (QI) Journey: Small changes need small steps



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Background

Our shared vision is to integrate QI into our normal working day, to support a culture of continuous improvement.

We launched our QI journey with two small steps. Firstly, a 3.5 day QI Programme delivered between June & September 2021. Then, with staff who have completed the programme, we are now co-designing our FutureQI@Hospice, including the development of QI Champions/Buddies to continue the improvement work. This poster focuses on our first ever Hospice QI Programme.

QI Programme Methods

The Delivery

Day 1

- What is Quality and Quality Improvement?
- The **Model for Improvement** and Variation
- Understanding the problem
 - *5 Whys
 - *Fishbone
 - *Process Mapping
- Aim and Driver Diagrams

Day 2

- Stakeholders and the QI team
- PDSA Cycles
- Types of data / Measurement for Improvement
- Creating run charts

Day 3

- Supporting Structures** (i.e. topics to support successful QI) chosen by Cohort 1 participants:
- Psychological Safety
 - Human Factors
 - Negotiation
 - Team Work
 - Leadership

Day 4 (half day)

- Scale Up of QI
- QI connections
- Designing the FutureQI@Hospice

Summer QI Project & Optional QI Hubs

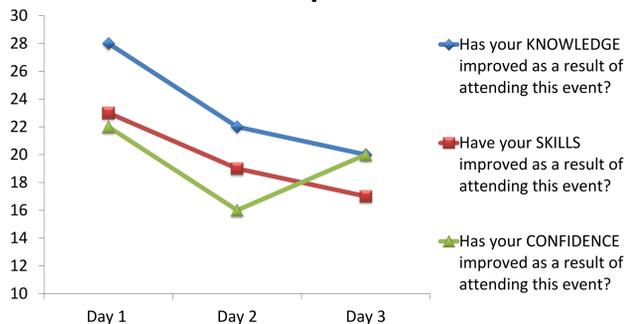
The Evaluation

- ❖ **Pre-programme self assessment**
Based on QI **K**nowledge, **S**kills and **C**onfidence (**KSC**), how it felt at work (last 3-6 months) and their habits (as an improver)
- ❖ **Session Evaluation** (at the end of each full day)
Topic & speaker rating, participant level of **KSC**, if they would recommend the programme and if they would like to become a future QI Champion / Buddy
- ❖ **Post-programme self assessment**
Repeat of pre-programme assessment to ascertain any changes, including **KSC**
- ❖ **Faculty evaluation**
Completed by 2 faculty at end of programme

Many thanks to Cohort 1 - Graham, Cathy, Justine, Val, Chris, Sara, Rosie and Nigel - for their amazing enthusiasm, humour, challenge and perseverance.

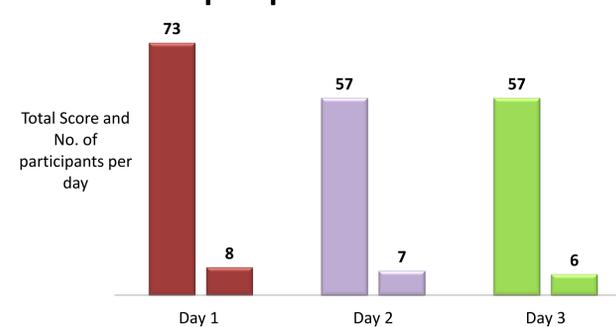
QI Programme Results

QI Knowledge, Skills and Confidence Improvement scores



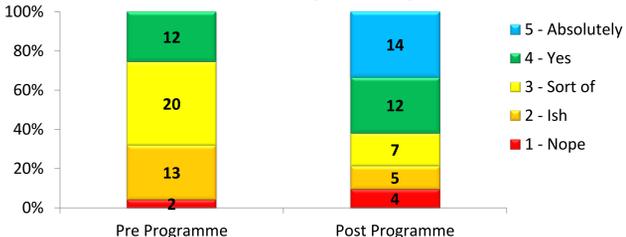
- ❖ Session evaluation showed that staff improved their QI **K**nowledge, **S**kills and **C**onfidence each day they attended the programme (building on the previous)
- ❖ Day 1 had the largest **group** improvement score
- ❖ Day 3 had the largest **average individual** improvement score

Group Improvement Scores

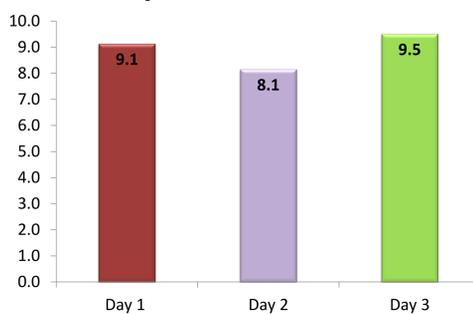


- ❖ Post programme there were fewer middle/low scores (2 & 3) with increased high (4 & 5) and very low (1) scores.

How has it generally felt at work? (asked to score 6 positive questions)

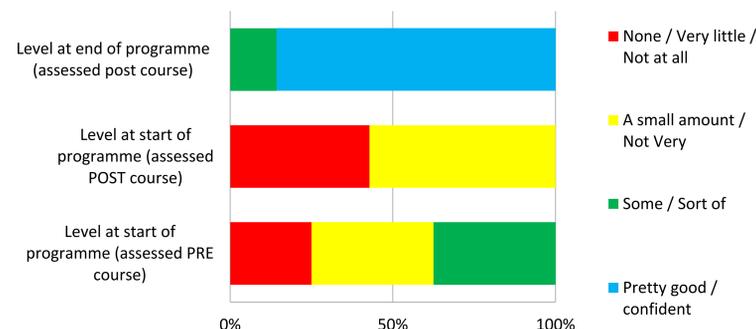


Average Individual Improvement Score



- ❖ Post programme we repeated and then compared the pre programme **KSC** scores

Knowledge, Skills and Confidence Scores



Summer QI project

Cohort 1 are now testing out their new QI skills by undertaking a small QI project at work.

Project topics include: use of a new pain tool, safer clinical waste storage, creating a technical user guide for staff, improving IPU mouth care, testing out a salad bar for staff, refining team communication and assessing referral pathways into the psychological support team and Admiral Nurse Service. Staff are starting to practice their use of QI tools, including PDSA cycles & run charts, to help structure their improvement.

QI Programme Conclusions

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- ❖ Evaluation showed that Cohort 1 improved their **K**nowledge, **S**kills and **C**onfidence during the QI programme
- ❖ The **QI project** moves classroom learning into reality with staff being “given permission” to test out new QI skills in the work place
- ❖ Delivery of QIP was cost neutral; Hospice already had senior staff with QI experience to lead the programme and facilitate sessions
- ❖ Feedback suggests that QI needs to be spread in the organisation to enable a culture of continuous quality improvement to flourish