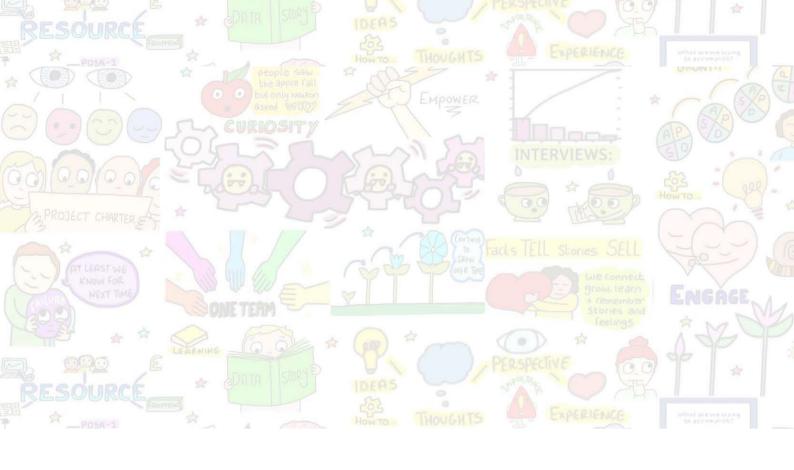




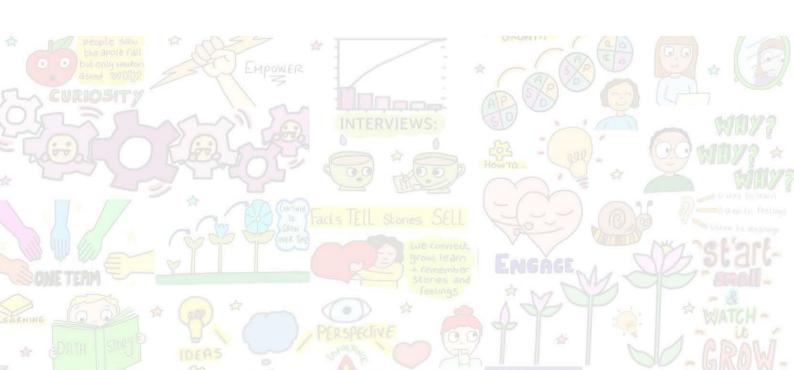
Participant Manual

EAST LONDON NHS FOUNDATION TRUST

QUALITY IMPROVEMENT DEPARTMENT 9 Alie St, London, E1 8DE



Day 1





Participant Manual

Each module of the Participant Manual contains the following information:

	LEARNING OBJECTIVES The expected knowledge and skills participants will gain by the end of each module.	
	KEY CONTENT Key content covered during each module.	
e-e	RESOURCES A list of resources used during each module.	
	TRAINING ACTIVITIES A list of exercises done by participant's during each module.	
Ļ	ASSESSMENT AND TAKE AWAY WORK An assessment of key information covered during each module.	



Day 1

Module 1.1

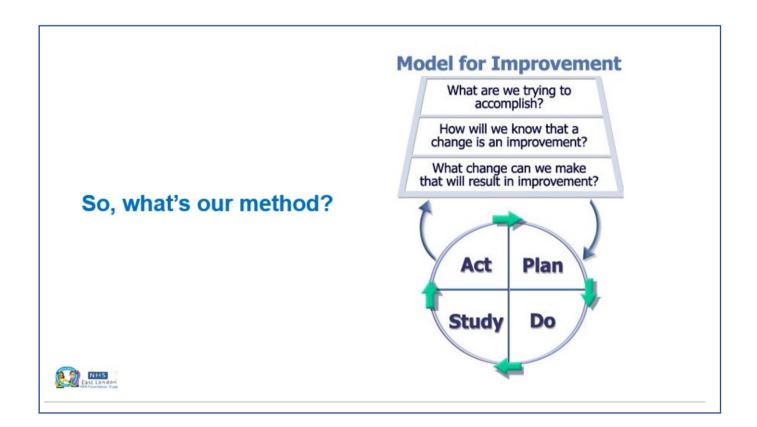
Introduction to Quality Improvement

	Introductions and the history of Quality Improvement
	 KEY CONTENT History of QI Deciding what to improve
8-8	RESOURCES • Presentation
	TRAINING ACTIVITIES • N/A
<u><u>İ</u></u>	ASSESSMENT • N/A

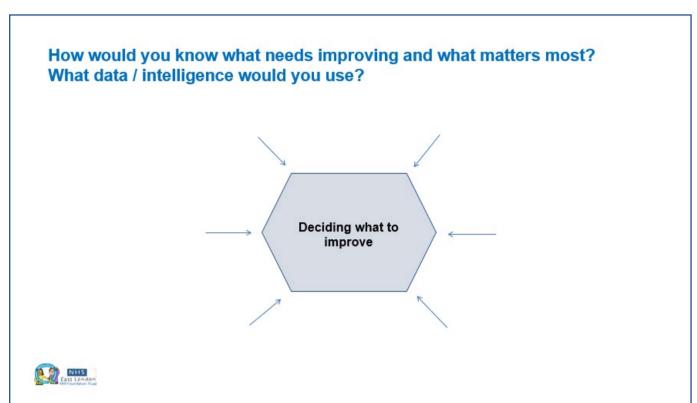














My Notes 🥕			



Module 1.2

Understanding the problem

	Understand the use of graphical tools used for understanding the problem when exploring a quality issue.		
	KEY CONTENTSequence of improvementFlowcharting		
8-8	RESOURCES • Presentation		
	TRAINING ACTIVITIES • Jamboard		
İ	ASSESSMENT • N/A		



The sequence of improvement

Identifying the quality issue

Understand the problem Developing a strategy and change ideas

Testing

Implement & sustaining the gains

- Deciding what to improve
- When to use QI
- · Forming a team
- Understanding the context (MUSIQ)
- · Gathering info
- Pareto
- · Flow Chart
- FishboneScatter plot
- · 3-part data review
- Divergent/ convergent
 - thinking Driver diagram
- Engaging the team
- · Creativity methods
- PDSA
- Time series analysis (run charts, control charts)
- Policy, training,
- manuals, resource
- Quality control,
- Audit and assurance processes
- Benchmarking



Why use flowcharting?

 Flow-charting is when teams create a visual depiction of how processes are functioning.

Helps with:

- · Understand problems are and areas for improvement
- · Clarify complex processes
- Communicate processes with colleagues
- Identify part of the process that do not add value
- · Target improvement efforts
- · Design new processes



Source: IHI



High level block / top down diagram

Referral received

Admin log referral

enough informatio

Opened to service

Clarify if

Allocated

for triage

Passed to

triage clinician

 Referral checked for required

Triage

- details
 Follow up if needed
- Sent to referrals co-ordinator to collate

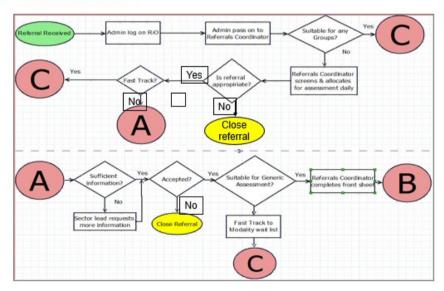
Referral's meeting

- Referrals discussed
- Clarify suitability for groups, 1:1 or needing further assessment
- Assessment request passed to admin

- Assessment or therapy booking
- Assessment slot allocated
- Patient contacted/booked in



Detailed Flowchart







Detailed Flow Charting/ Process Mapping Symbols



Shows the activities of the process.



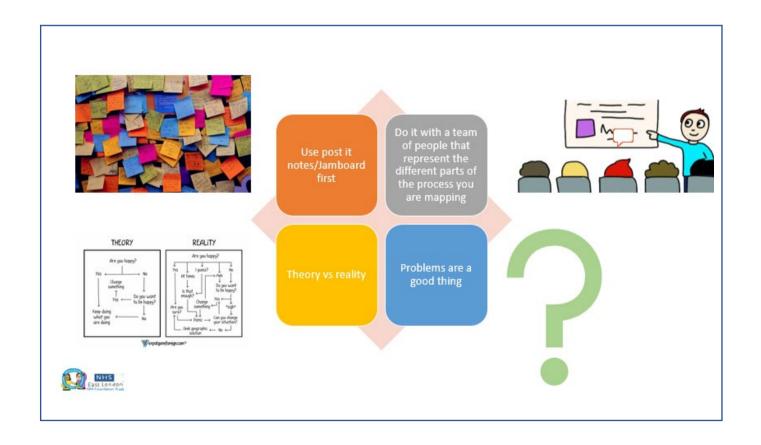
Represents the stage in the process where a question is asked or a decision is required.



Shows the start of a process and the inputs required. Also used to mark the end of the process with the results or outputs.



Shows the direction or flow of the process.

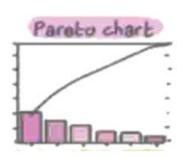




Pareto Chart

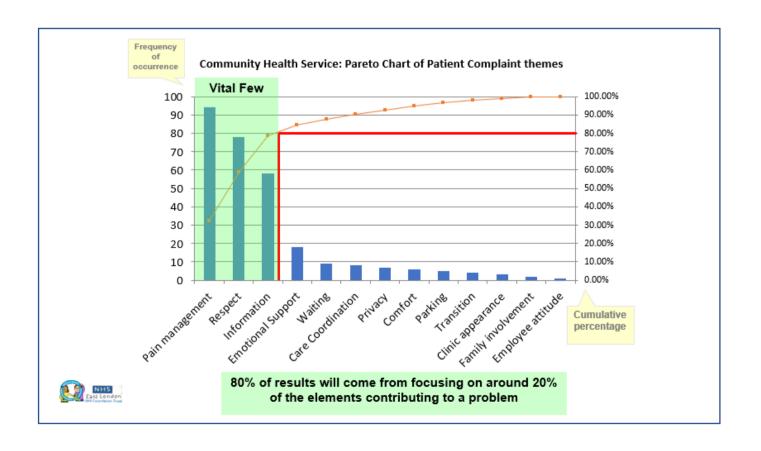


Vilfredo Pareto, Economist and political scientist, 1848 -1923



80% of results will come from focusing on around 20% of the elements contributing to a problem







Cause & Effect Diagram

(a.k.a. the Fishbone Diagram or the Ishikawa Diagram)

- It is used to identify, explore and graphically display the variables that "cause" a particular problem or condition to occur.
- The "effect" is the problem or undesirable outcome, issue or event being studied.
- The "branches" (i.e., the fishbones) lead to functions or categories of causes that can be broken down further when conducting a root cause analysis (RCA).

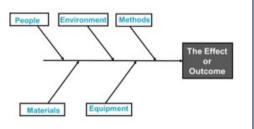


Cause & Effect Diagram Categories

(How do I organise the causes?

- There are several ways to organize the categories.
- The <u>traditional category labels</u> for the main bones of the diagram are:
 - People (the individuals involved such as physicians, nurses, patients, family members, support staff)
 - Methods (how work is done including procedures and policies)
 - Materials (inputs to the process such as tubing, needles, cleaning agents, medications, forms, supplies, etc.)
 - · Equipment (machines)
 - Environment (physical environment as well as social environment, weather conditions and human interactions)







Cause & Effect Diagram

(Identifying 'causes of causes' using the '5 Whys')

5 Whys is an iterative interrogative technique used to explore the causeand-effect relationships underlying a particular problem.

- Problem: Patients are missing their appointments...
- Why? They forget (people). (First why)
- Why? The reminders are not effective (methods). (Second why)
- Why? The only reminder is a letter 3 months in advance (materials). (Third why)
- Why? The organisation does not allow any other way (environment). (Fourth why)
- Why? The letters are autogenerated on the patients records system (equipment). (Fifth why, a root cause)





My Notes 🥕			



Module 1.3

Early Steps for projects

	Start thinking about who needs to be in your project team Start thinking how to involve your 'customers' Think about what structures and support systems will be useful for your project
	 KEY CONTENT Ingredients of a successful QI project team Who to involve in projects
9-8	RESOURCES • Presentation
	TRAINING ACTIVITIES • Menti
· ·	ASSESSMENT • N/A



Mix of people in the team with dedicated lead End User of the project is involved

Frequent opportunities to meet together

Use of tools to facilitate effective meetings

Active support from a QI coach and sponsor

Ways of communicating with your wider team



In our experience the ideal number of people to include in your project team is between 4-6 people including:



Project Lead



End user of the system you are looking to improve





People involved in delivering parts of the process or system you are wanting to improve





Project lead

- The day-to-day project leader, overseeing testing, data collection and implementation
- · Encourage, involve and communicate with the team
- Accountable for project outcomes
- Coordinate meetings, organise agenda, record actions, track actions between meetings
- Responsibilities Monitor progress of the project, and send monthly progress update to sponsor & coach
 - Liaise with sponsor regarding challenges faced by
 - Ensure involvement of service users / carers within
 - Actively participate as a team member, contributing ideas and participating in the team processes and



Who are end users of projects?

Many QI projects

Service users and carers

Some QI projects

Staff (Enjoying Work, some corporate projects) **Triple Aim Projects**

Citizens within a defined population



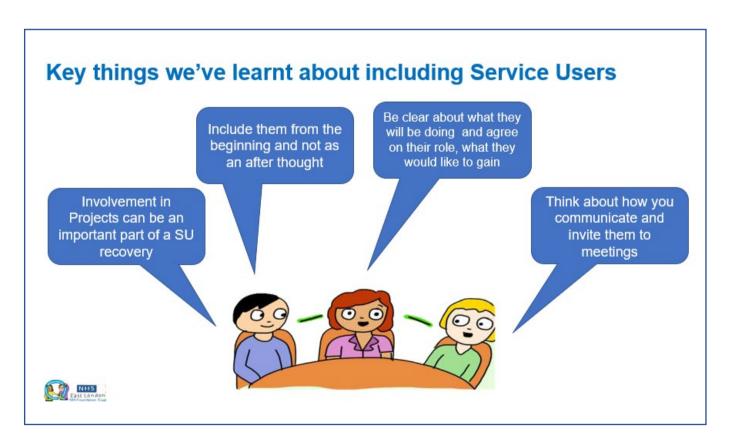














Time and space to meet frequently

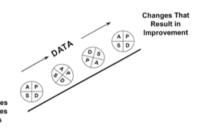
Meet as often as possible. Weekly/Fortnightly for 30mins rather than 2hrs every 3 months

Repurpose existing meeting spaces to reduce extra work

Have a plan for your meetings to make the most out of them



This rhythm and approach is conducive to the model for improvement and rapid cycle testing





QI coaches

Coaching QI teams within directorates, meeting with the team regularly

- Deeper knowledge of improvement methods and tools
- Support the development of directorate structures and processes for QI
- Help engage people and teams in QI
- Support project teams to develop ideas and strategy, **Responsibilities** using QI tools, and advise on how to complete project
 - Support project teams in using QI methodology, including PDSA cycles and data over time
 - Provide monthly update on team progress to sponsor
 - Teach and explain use of QI tools and methods
 - Attend supervision with QI lead locally, and Trust-wide support sessions

Working well with your coach

- It is helpful to have a written agreement or "contract" with your coach so it is clear what support they will offer
- · Make sure you invite your QI coach to your project team meetings
- Sometimes it is helpful to meet with your QI coach ahead of meetings so they can help you plan the best use of time and which tools to use





Sponsors

- Keep an eye on project progression, helping unblock barriers and championing the work
 Support DAT
 - Support DMTs in developing improvement priorities, and planning QI training
 - Manage allocation of resource and effort to QI
 - Accountable for project progression (not outcomes)

- · Support formation of stable team at start of projects
- · Scan the monthly progress reports from project leads
- · Regular liaison with project leads (at least monthly, ideally face-to-face)
- Attend/chair monthly QI forum in directorate
- Champion successes and engage staff in QI
- · Help unblock barriers faced by project teams
- Determine when a project should be closed

Working well with your sponsor

- Meet with them at the start of your project so they can help you
- Have a way of regularly communicating how you are getting on - Emails, meeting invites



Quick Exercise: Review what have you got in place so far?

Successful Team Component	Where are you now?	Ideas that could help you move forward
Having the right people in your team		
Having the 'customer' of your project involved		
Frequent opportunities to meet		
Ways of hosting meetings and getting the most out of them		
Active support from a QI coach and sponsor		
Ways of engaging the wider team		





Activity

Spiral Journaling

One thing I learned from the teaching this morning	One thing I learned about myself today
What one tool I will use to understand the	What will help me to succeed in completing the action period work?
problem	the action period work?