

The Journey Continues

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Kentucky
Hospital
Association

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Objective

- **At the conclusion of this session, participants will be able to:**
 - **Describe sustainability efforts for quality improvement initiatives**



X: There is No Final Destination on the Improvement Journey



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The Path to Sustainability

**Now that you've made
improvements how can you
sustain efforts?**

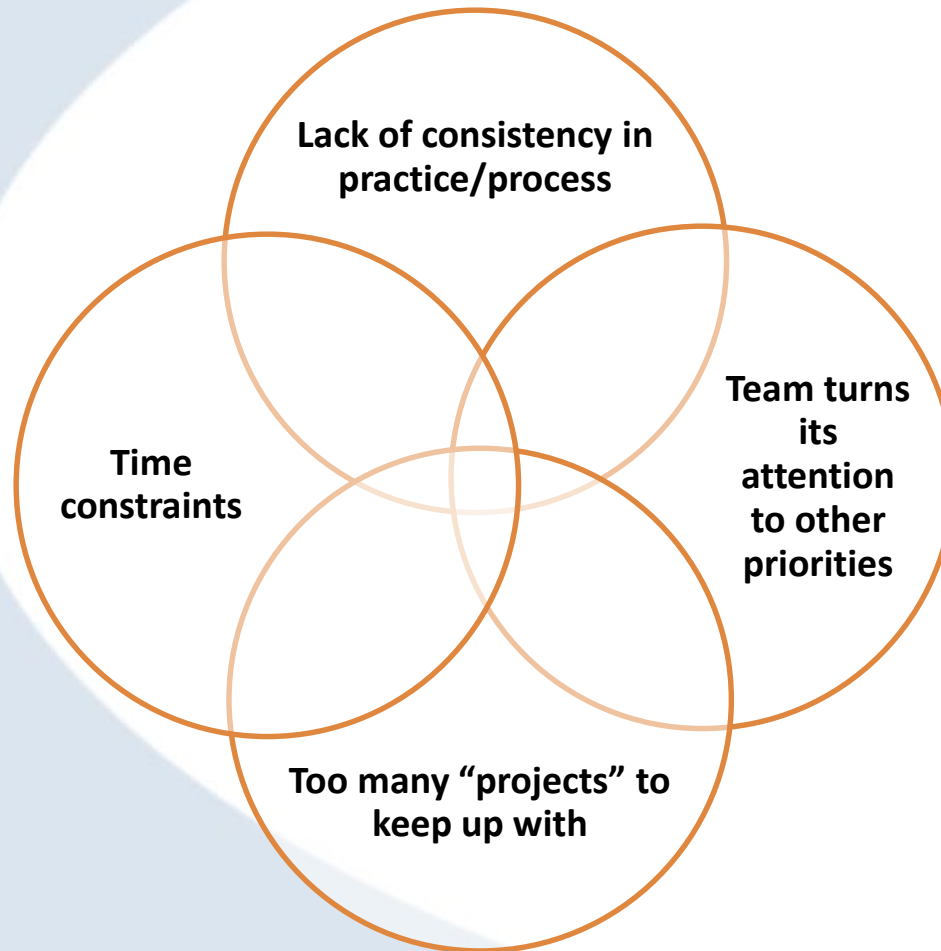


What is Sustainability?

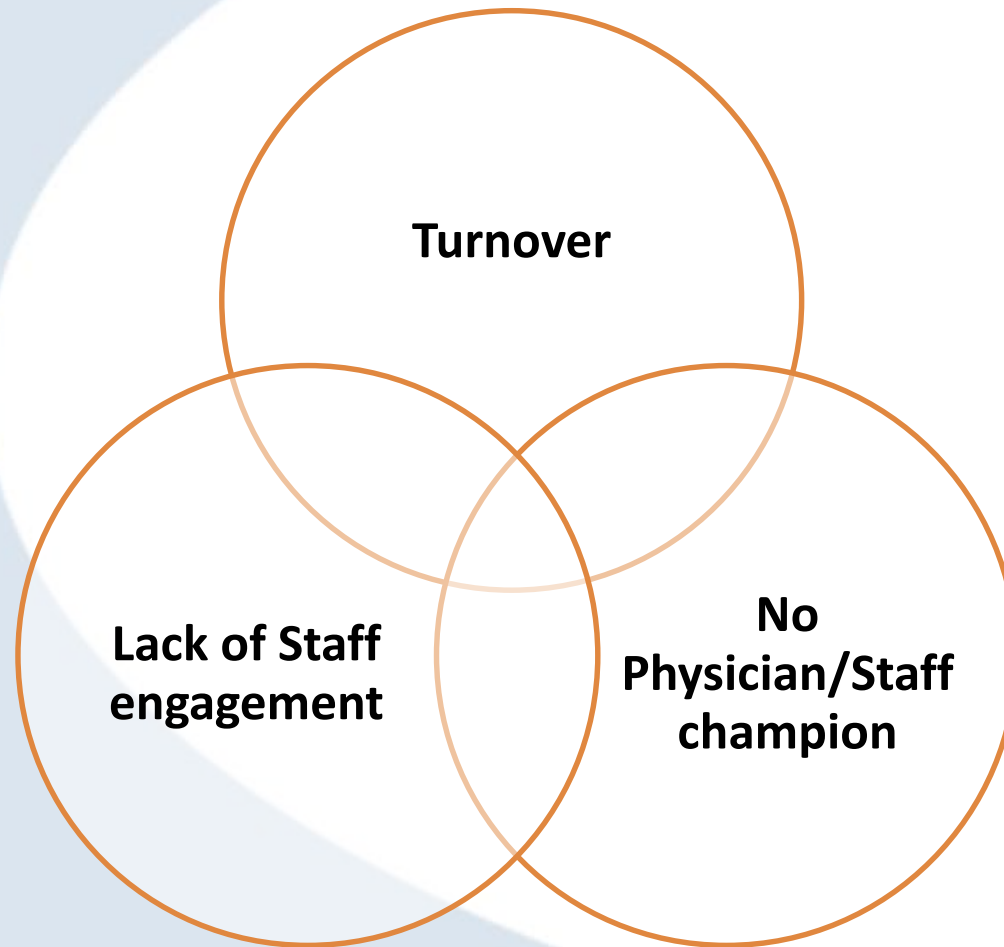
- Incorporating sustainable practices in hospitals
- Hardwiring the change/process
- Embedding practice/process into everyday practice
- Keeping sight of continuous improvement



Barriers to Sustainability



Barriers to Sustainability



Key Questions to consider

- 1. How do you make improvements part of your daily routine?**
- 2. How will you know the improvements are sustained?**
- 3. How will you celebrate success?**



Accountability

Holding each other Accountable- Everyone has to own it!

- **Need processes in place to review standard work- “Trust but Verify”**
- **Frontline Huddles (catch issues early)**
 - Occurs at the beginning of each workday or shift
 - Huddles help staff prioritize patient care and focus on patient safety
 - Discuss safety events- “Days since last CAUTI”
 - Catch issues early and Act quickly
 - Higher level managers to regularly participate in staff huddles
 - To monitoring and supporting quality work and reliability
 - Demonstrates organization’s support and commitment



Visual Management during Huddles

- **Visual management** involves the use of clear and simple data displays at the unit level
 - Displays performance on key quality measures over time/look for trends
 - Displays real-time events/issues (Days since last CLABSI)
 - Frontline staff assists in selecting metrics to be consistent with departmental or organizational goals- meaningful metrics
 - Staff reviews daily



Problem Solving/Escalation

- Staff to address issues as they arise
- Provide a forum for raising and triaging quality problems
- Build culture of trust/team work
- Escalation
 - Problems that frontline staff cannot solve immediately are escalated to the appropriate level of management
 - Escalation becomes part of the standard work for frontline staff and managers alike.
- **Make it easy to do the Right Thing** and hard to do the Wrong Thing!
 - Are there systems in place to support this?
 - Documentation in the EMR
 - Alerts in the EMR



Integration

Active communication between Providers, Staff and Management

- Emphasize the “why” /”What’s in it for me?”
 - Frontline (staff and physicians)
 - What does it mean for the patient (no infection, no antibiotics, keep patient safe, better outcomes, less time spent in the hospital, return to pre-hospital functionality)
 - Provider/Staff Engagement
 - Mindset of Every Patient, Every Time
 - Manage improvement initiatives
 - Building culture of trust



Need a daily Standardized process

- **Process of Hardwiring/part of day to day activities-**
 - **Specific, detailed, documented standard procedures**
 - Do you have a policy
 - Do you have a work flow process?
 - Are you educating to workflow, process, policy, expectation?
 - **Ensuring that frontline staff know what to do and when to do it**
 - Annual competencies
 - New hire orientation
 - Staff meetings
 - **For example, if the expectation is to complete a central line insertion checklist every patient/every time:**
 - How does staff know this is the expectation? (policy, education, communication)
 - The “Why”
 - Where to locate? (is it on paper and near the central line kit or embedded in the EMR?)
 - What do you do with the information (do you audit?)



Quality Improvement Tools

Drill Down- “Every event every time”

Utilize tools when you have an event

- Transparency of findings/opportunities with staff and providers involved in care
- **Cause and Effect Diagram- (Fishbone)**
 - Analyzes the root causes that contributed to the outcome/event
- **Failure Modes and Effect Analysis**
 - Proactive method for identifying potential risks and their impact

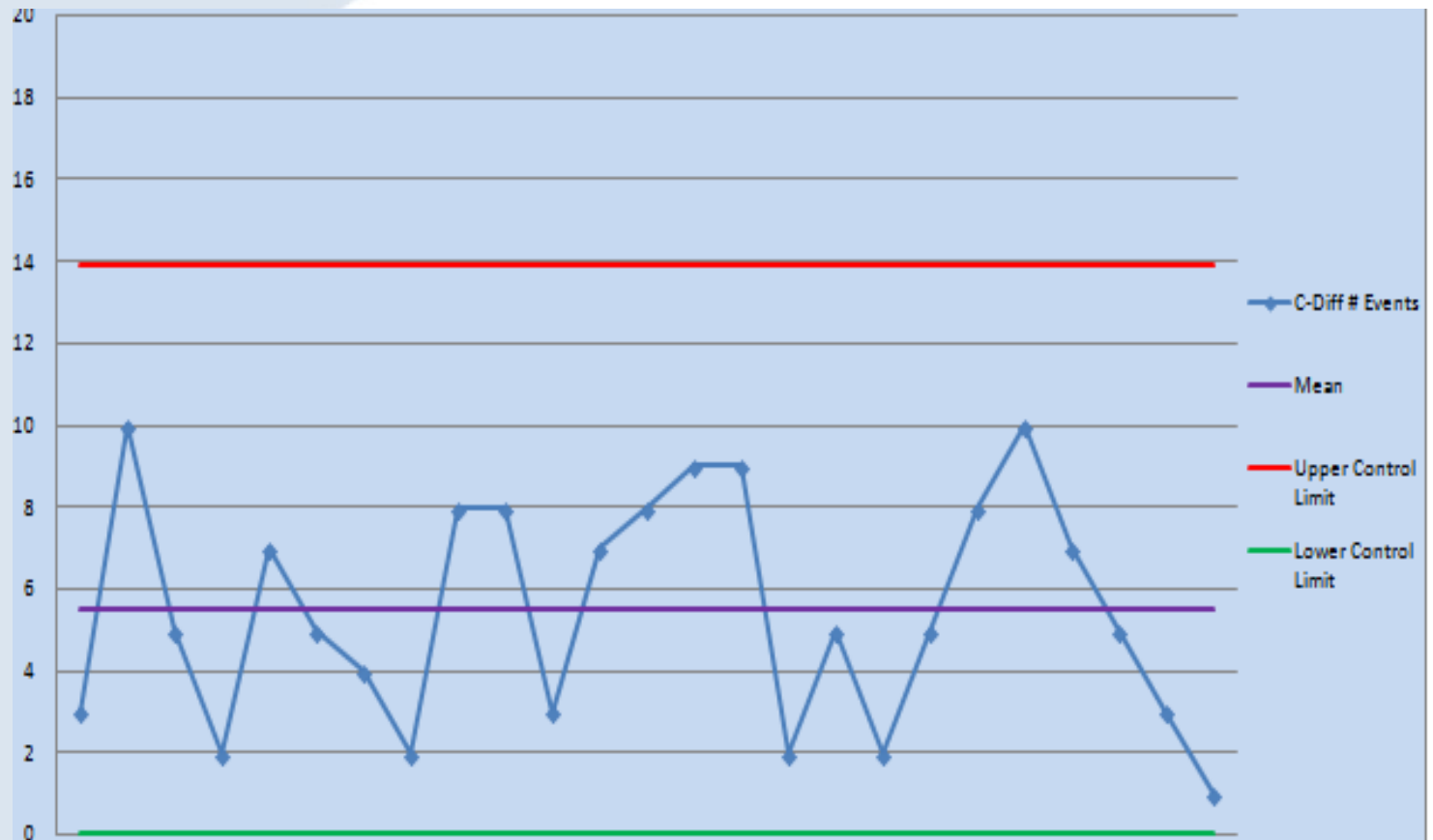


Additional Tools/Resources

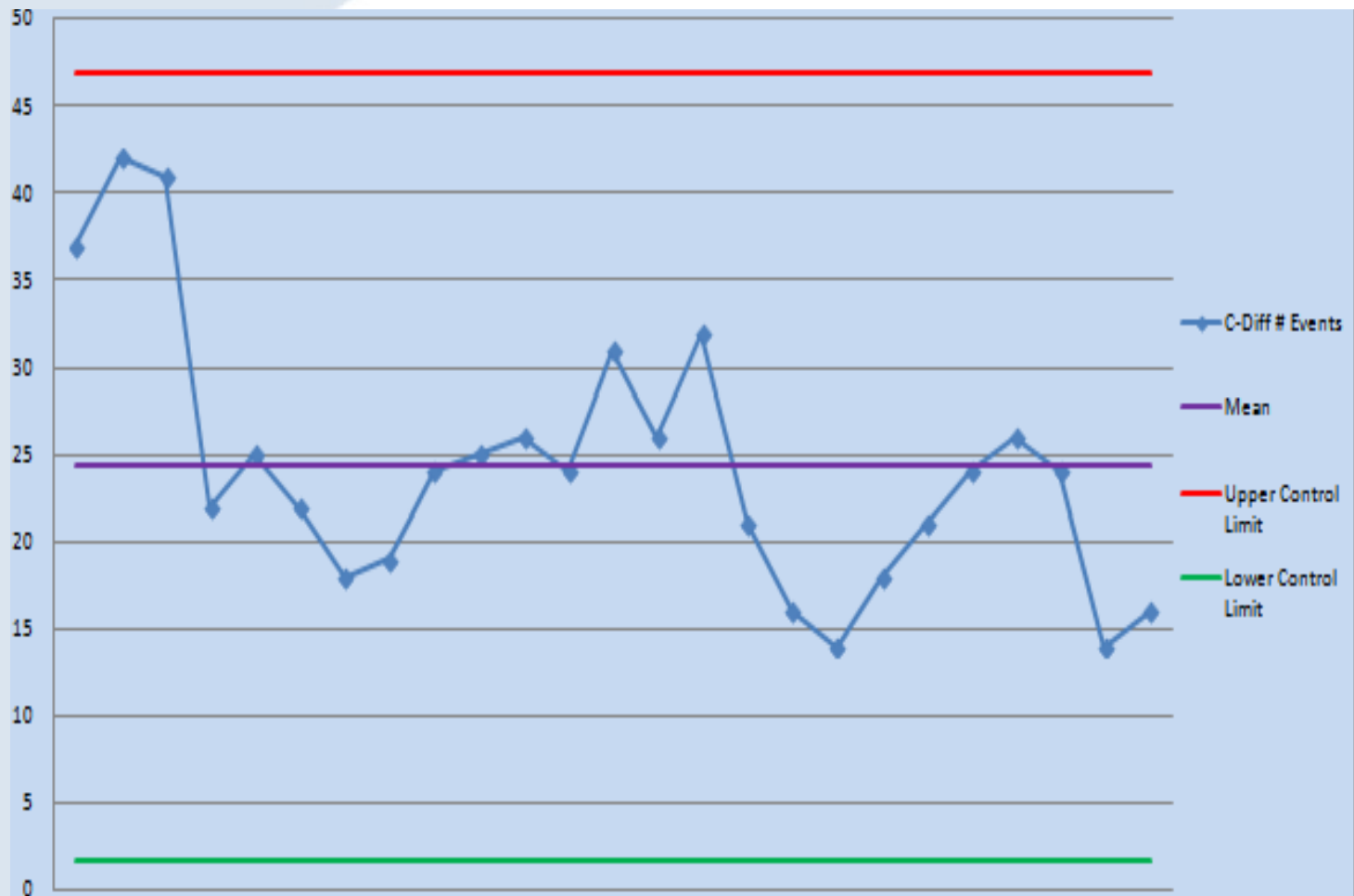
- **Run charts/Control charts**
 - Help monitor performance/trends/visual variations



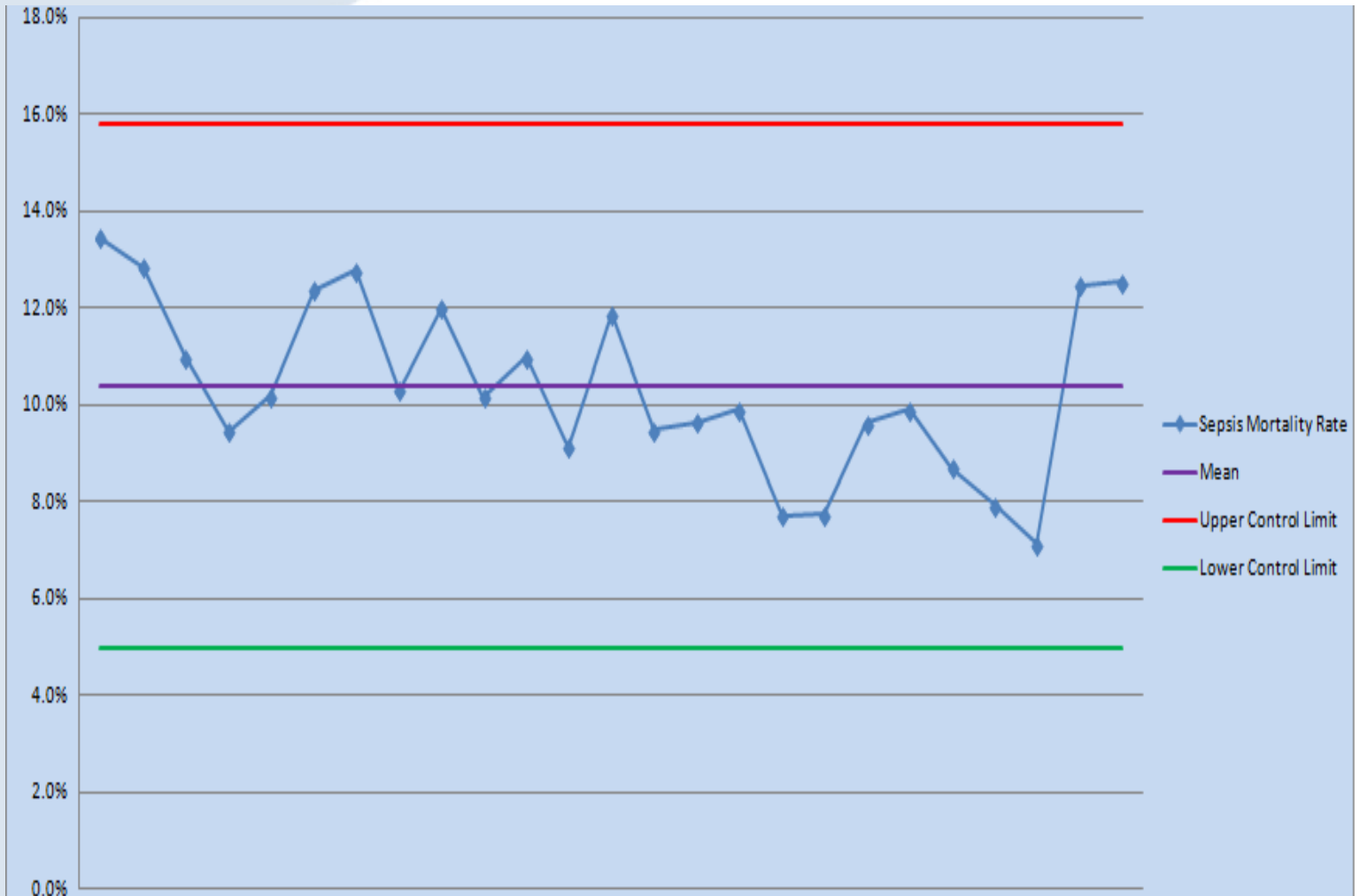
Control Chart



Control Chart



Control Chart



Additional Tools/Resources

- **Kentucky Quality Counts**
 - Pulling/reviewing comparison reports



Who is responsible for Sustainability?

- Sustainability is ultimately the responsibility of **everyone** including physicians and senior leaders.
- It also requires direction, support, and recognition for frontline clinical leaders
 - “The boots on the ground”
 - Celebrate small successes
- The standard work:
 - Everyone “owns” the process/initiative
 - Everyone takes an active, daily role in Quality Control



Physician and staff engagement

- **Appoint a physician and staff champion/leader**
 - To champion the work
 - To have peer to peer conversations when opportunities arise
 - Create attraction for desired change
 - What's in it for the end-user (staff/physician)
 - To be involved in the solution
 - Keep improvements evidence-based and data driven



Physician and staff engagement

- **Characteristics of a champion/leader**
 - Respected by others (physicians, staff, management)
 - Participates
 - Good social skills and relationships (essential for peer to peer conversations)
 - Positive influence
 - Knows the recent evidence
 - Ability to have difficult conversations



Cascading Communication/Education

- **Multiple venues**
 - Staff meetings
 - Huddles
 - Physician venues
 - Operations meetings
 - Annual competencies
 - New hire orientation for staff and physicians
- **Transparency of data**
 - Show trends
 - Celebrate the Wins
 - Are there opportunities for improvement
 - Performance comparison (healthy competition- unit to unit, physician to physician)



KHA support

- **KHA Quality team are here to support your sustainability efforts**
 - One on one consultations
 - Site visits
 - Speaking to Leadership, Physicians/Providers
 - Providing TeamStepps if needed
 - Educate/encourage Process Measures and Quality Improvement Tools

