

HA Convention 2011 – Master Class II

Day after tomorrowS -
Sustainability

Grace Cheng

KCC CC(Q&S) / QEH SNM(Q&St)

A photograph of the Statue of Liberty in New York City at sunset. The sky is a mix of orange, yellow, and blue. The city skyline is visible in the background. The Statue of Liberty is on the left side of the frame. There are several yellow callout boxes with text overlaid on the image. The text in the callouts is: PYNEH, QEH, CMC, QMH, and TMH. There are also several small yellow circles scattered across the sky and water.

PYNEH

QEH

CMC

QMH

TMH

EQuIP Cycle

Evaluation and Quality Improvement Program Begins





Sustainability:

- *New ways of working and improved outcomes become the norm.*
- *Not only have the process and outcome changed, but also*
- *the thinking and attitudes behind them are fundamentally altered and*
- *the systems surrounding them are transformed in support.....*

NHS Institute for Innovation and Improvement 2007

Quality Improvement often takes longer than expected to take hold and longer still to become widely and firmly established within an organization.

(Ham et al, 2002)

Strategy
Strategy Implementation

Balanced Strategy
Leadership development

Focusing strategy, engaging people and driving improvement

Lean
Consistent
Customer focused

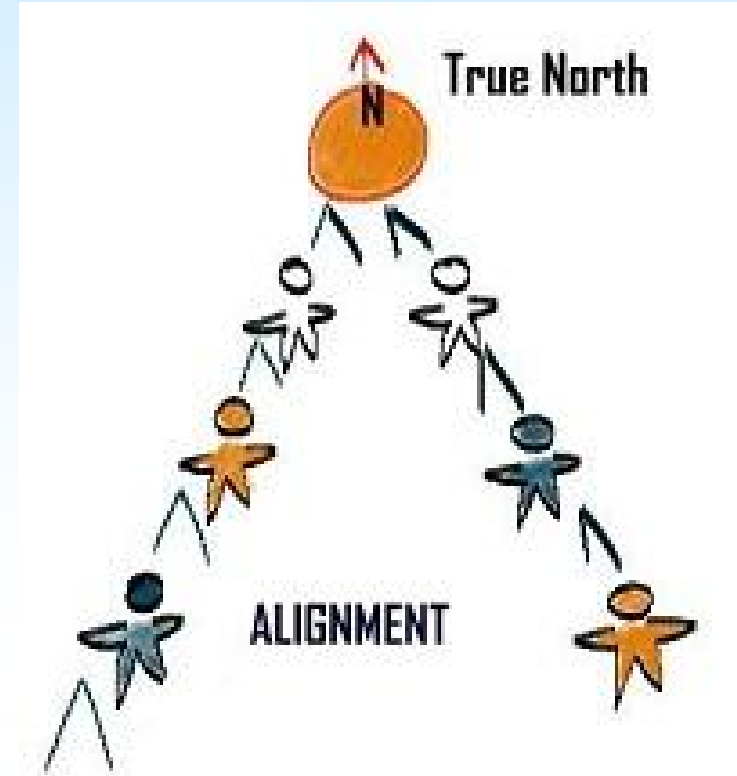
Agility
Operation excellence

CQI culture
Team development

Energy
People engagement

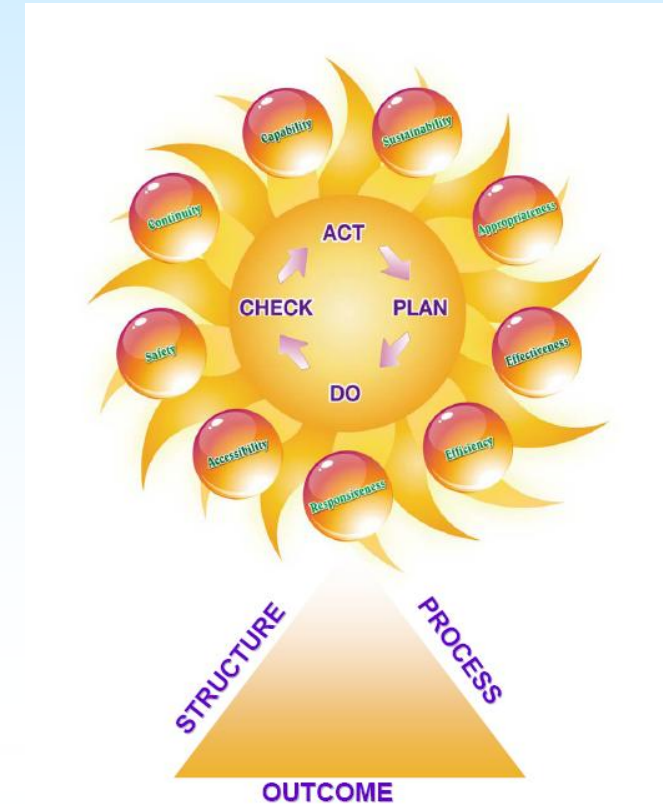
Leadership and Strategy Alignment

- *Credentialing*
- *Document Control*
- *Infection Control*
-
-
- *Phase 2 implementation*
- *“EA” oriented?*



Continuous Improvement Systems

- *Donabedian framework*
- *PDCA*
-
- *LEAN*
- *WISER*
-
- *“CQI” ---- “EAT”*



Staff Engagement

- *Sharing responsibility*
- *Recognizing accomplishment*
-
-
- *Teamwork*
- *Culture*



Cultural Barriers

- “Silo” organizational culture
 - Structure inhibits cross organizational change
- Competing professional cultures
 - Physicians and management
- “Culture of Blame”
 - Prevents adverse event reporting
 - Prevents addressing system issues

Common Frustrations (1)

- Initiative decay – things slip back over time due to lack of ownership



- *Collective responsibilities*
- *Understanding of personal contribution*

Common Frustrations (2)

- Isolated improvements – fail to influence improvement widely across



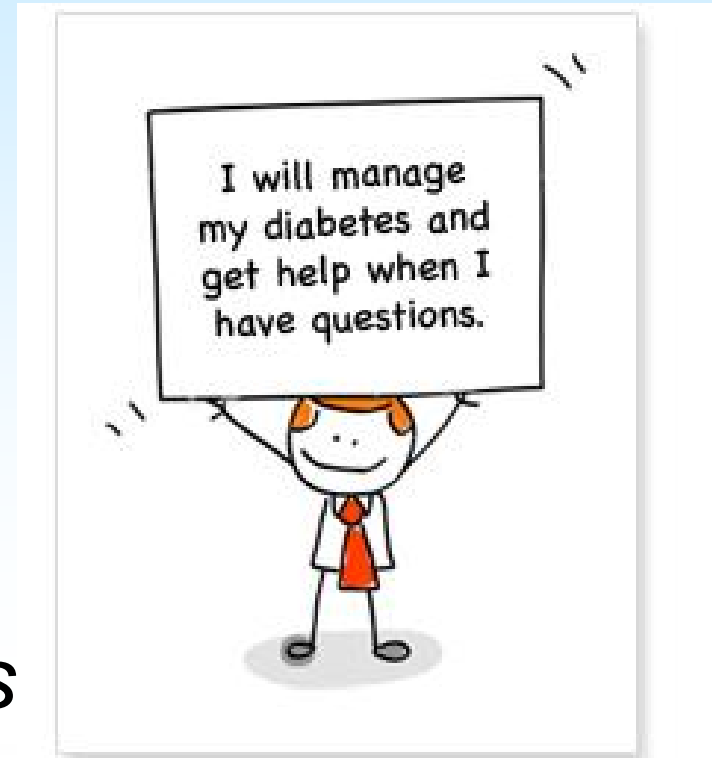
- *Sharing of good ideas that make real benefits*
- *Recognizing team effort - “small things make a great difference”*

People



Consumer Participation

- *Partnership*
- *Communication*
-
-
- *Rights and Responsibilities*



Welcome aboard !

Quality

Ark

