



Service Priorities and Programmes
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Engagement of frontline staff in Quality and Safety improvement programmes - our experience in Hong Kong Eye Hospital

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Introduction

Traditionally, quality and safety improvement activities were thought by some to be “top-down” tasks and hence may not be actively engaged by many frontline staff members. On the other hand, effective engagement of frontline staff in such activities is one of the important factors determining its outcome.

Objectives

The aim of the current study is to evaluate the effectiveness of establishing a “frontline-friendly” platform with a bundle approach in enhancing hospital’s service and procedures.

Methodology

This is a non-comparative study reviewing our experience in promoting healthcare quality and safety improvement culture among frontline staff members in our hospital. We established a “frontline-friendly” and easily accessible platform, WISER HKEH (We Innervate, Services Excel Regularly – a branch of KCC WISER taskforce) and utilized a bundle approach in promoting and engaging frontline staff in quality and safety improvement activities. The bundle includes (1) solicit support from middle grade and senior managers, (2) brand-building, (3) structured-education on basic concepts on quality improvement (4) project-based coaching and (5) recognition of staff effort and results. Subjective outcomes (questionnaire-based) included frontline staff members’ awareness and acceptance of the platform and willingness to participate in hospital’s quality and safety improvement activities. Objective outcomes included the number of projects initiated in the past three years and the outcomes of the projects.

Result

Results: A total of 30 projects were initiated in the past 3 years. Nineteen of them were completed. Most of them were still in effect or with further monitoring / improvement

cycle in progress. Staff members were generally aware of and accepted the “frontline-friendly” and easily accessible platform. Conclusions: Our experience suggested that a “frontline-friendly” and easily assessable platform with a bundle approach for promoting quality improvement activities could enhance frontline staff members’ awareness, acceptance and participation of hospital quality improvement work.