

Learning to Make a Difference

RCP/JRCPTB

QI What is it?

Learning to Make a Difference Rationale:

- Previously all core medical trainees were expected to perform an audit each year as part of their training.
- Most projects achieved little, but simply consisted of an initial data collection exercise with no subsequent action or second data collection.



“Here is Edward Bear, coming downstairs now, bump, bump, bump on the back of his head, behind Christopher Robin.

It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it”.

AA Milne – Winnie the Pooh



“QI is an organised system to continually improve processes, outcomes, and service, regardless of prior excellence, in order to be the best we can be.”

– Brent C. James



What does it **REALLY** mean?

- An attempt to improve an aspect of the system we work in
- Any attempt – the smaller the better
- Any aspect – clinical or non-clinical
- Anybody can do it (everybody should do it)

Learning to Make a Difference for CMTs

- Learning To Make a Difference (LTMD) is an initiative to enhance the training of core medical trainees to enable them to learn, develop and embed new skills in quality improvement and put these new skills into practice.
- Introducing quality improvement methodology into training enables trainees to make a real difference to the quality of their clinical practice and patient care.
- All CMT trainees must do a quality improvement project



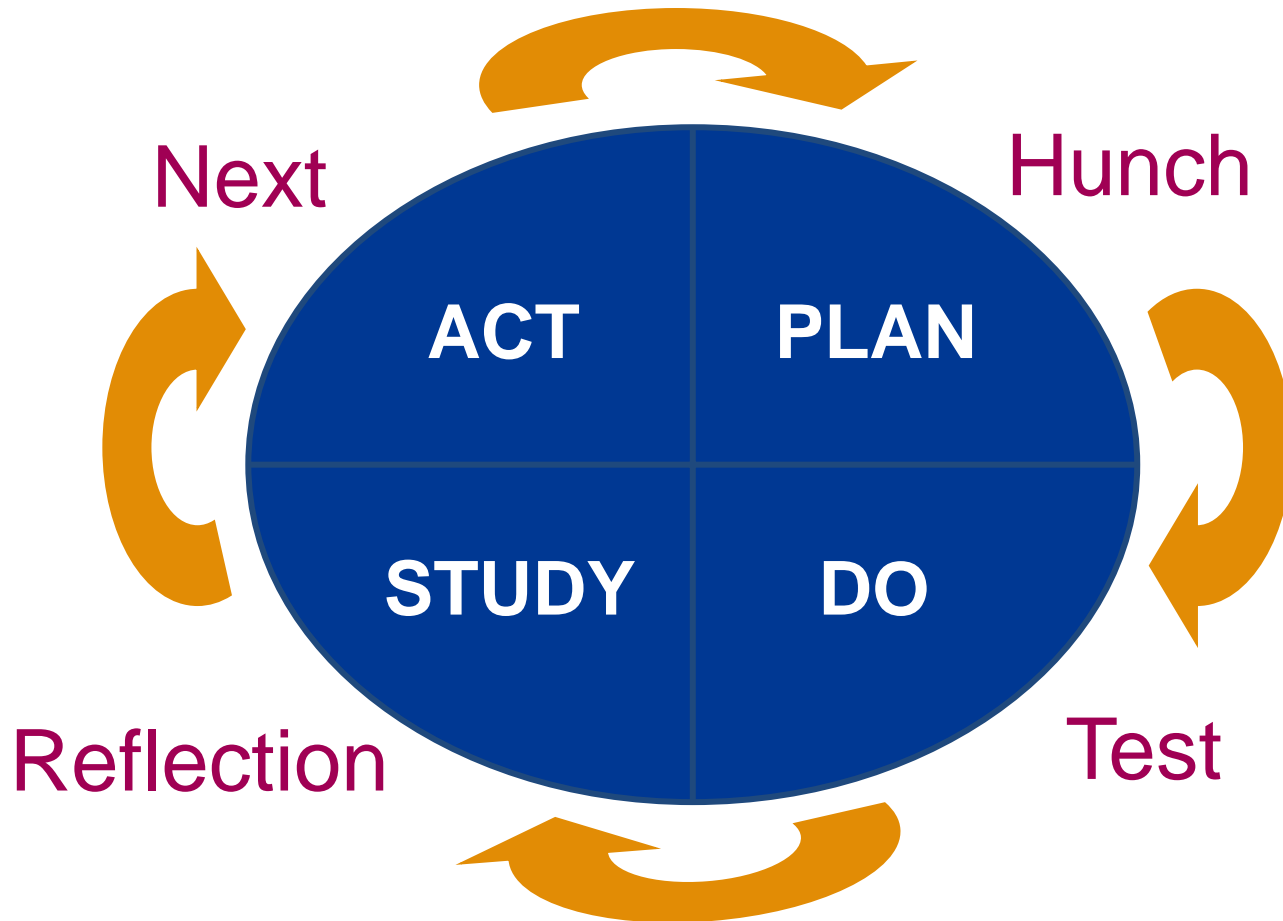
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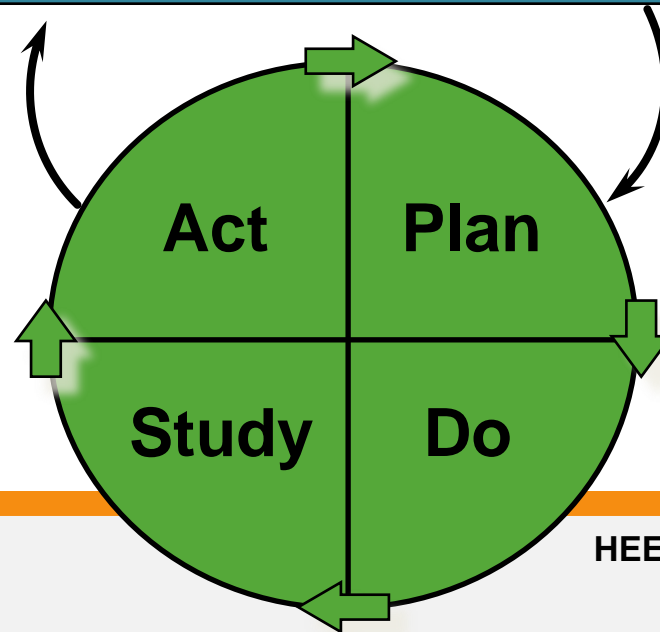


Model for Improvement

What are we trying to accomplish?

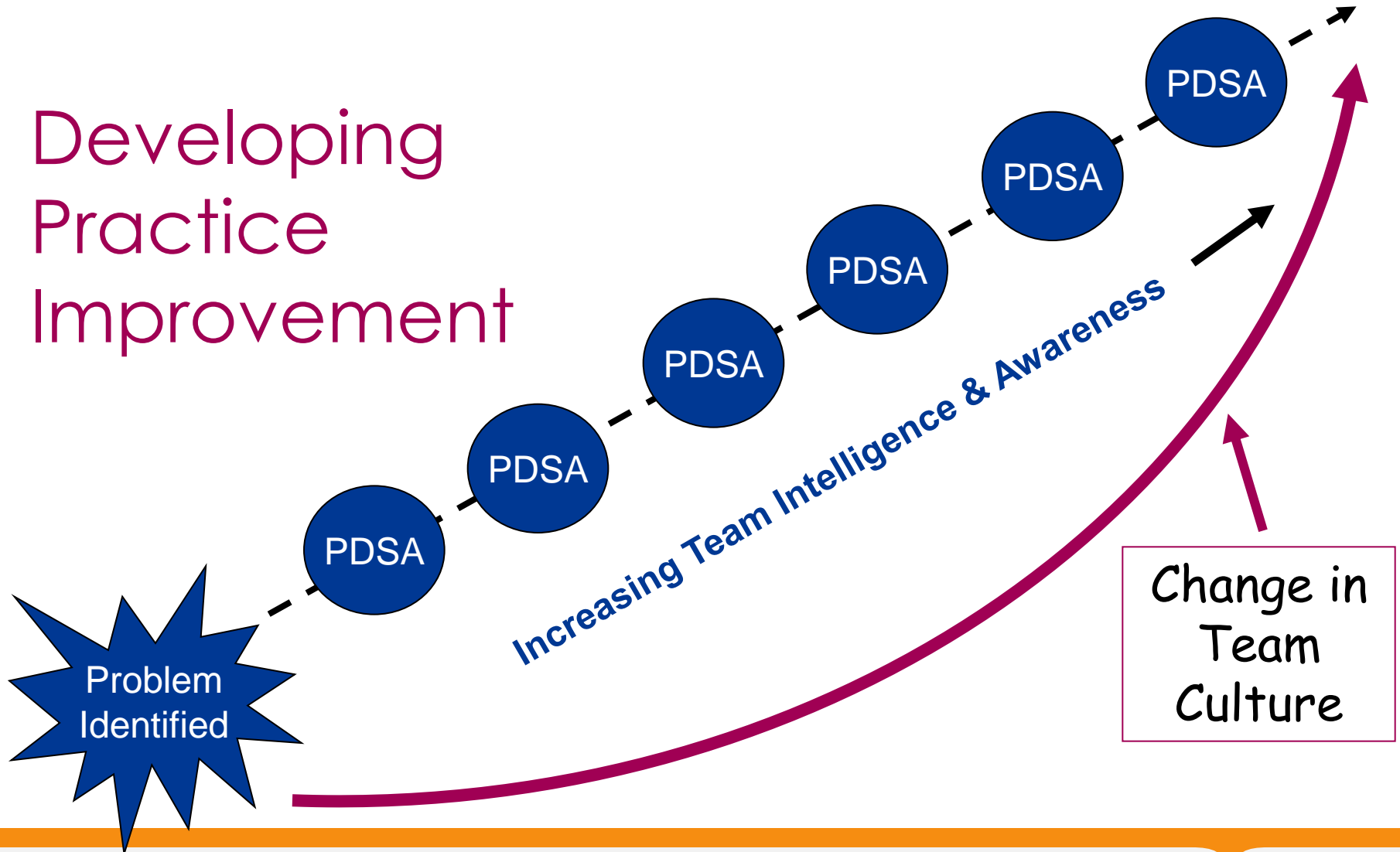
How will we know that a change is an improvement?

What change can we make that will result in improvement?



Langley G, Nolan K, Nolan T, Norman C, Provost L, (1996), *The improvement guide: a practical approach to enhancing organisational performance*, Jossey Bass Publishers, San Francisco

Developing Practice Improvement



What does QI involve for CMT?

What does it involve?

- A CMT would complete a QI project within a 4 -6 month training post
- Each trainee has a supervisor
- The trainee may work on their own, as a group and/or involve the multi-disciplinary team
- The trainee would decide on a project and then follow the guidelines outlined in the 'trainee tool kit'
- Suggest start by first 2 weeks into rotation !!



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The overview...

All about following a structured process

Guides to how to make this happen

- For the trainee
- For the supervisor

All accessed via the LTMD website



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A QI project in a nutshell

- Identify a clear and focussed aim
- Decide what change(s) going to make
- Decide what going to measure before you start to monitor the impact of any change

An example

Aim:

To reduce the number of inappropriate urinary catheters inserted into patients admitted to the clinical decision unit by 50% by January 2012

Change:

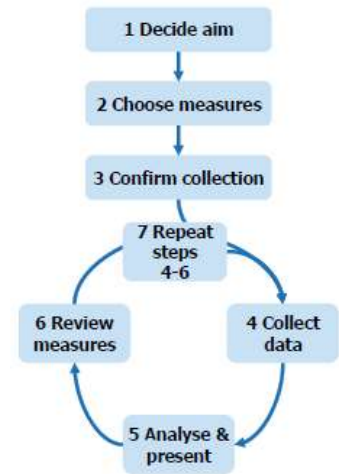
Introduce a checklist to be completed prior to any catheter insertion

Measure:

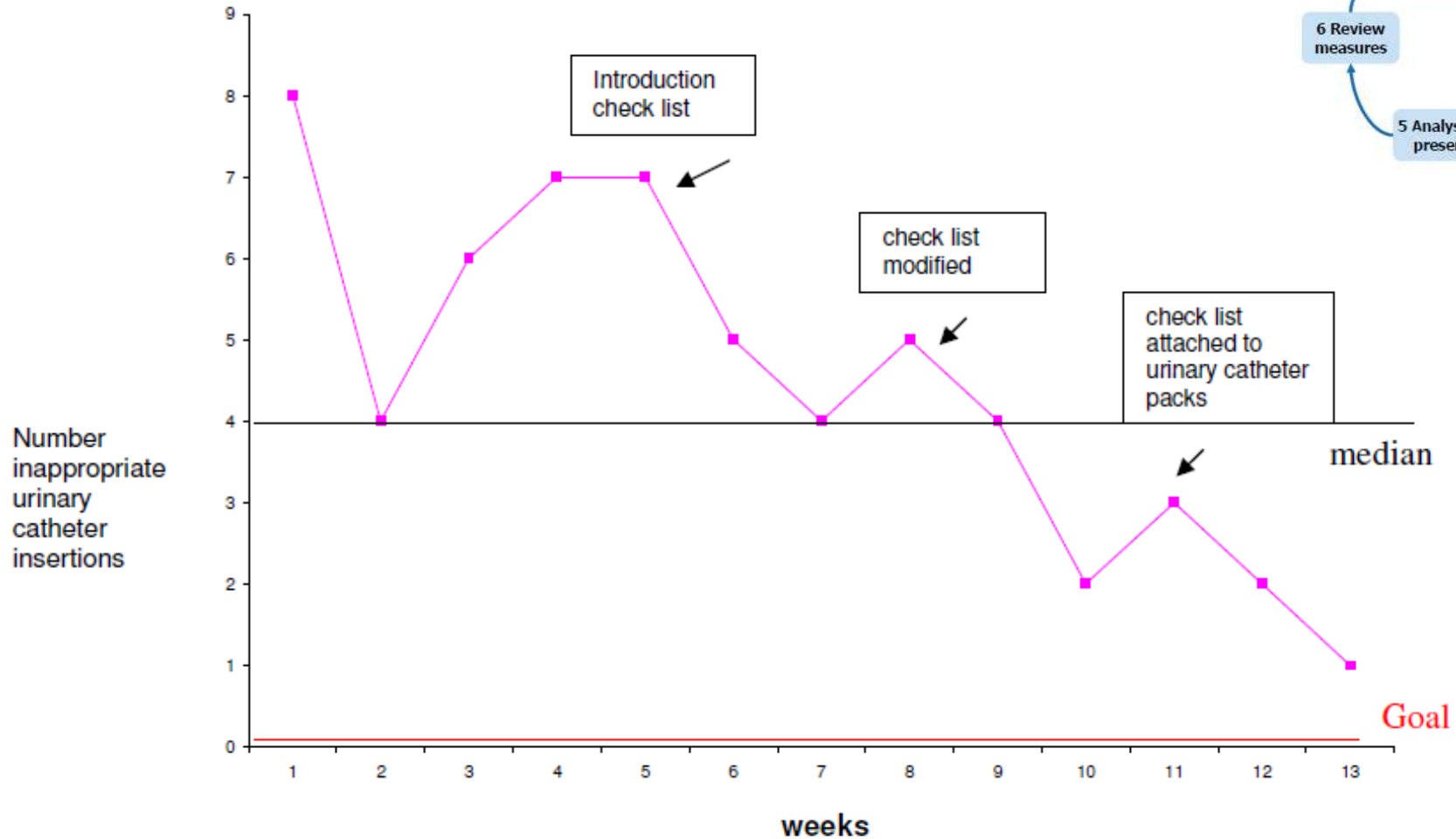
Number of catheters inserted according to trust guidelines measured on a weekly basis....start with baseline before any change made and then keep measuring frequently

Test out the next change and keep measuring.....

Measurement



RUN CHART EXAMPLE



Example of an Aim Statement

Aim Statement for a Hospital Acquired Infections Improvement Project :

Overall, to reduce infections from MRSA and *C. diff* by 30% within 12 months.

How good? By When?

Hope is not a plan!

Three Types of Measures

Outcome Measures: Voice of the customer or patient.
How is the system performing? What is the result?

Process Measures: Voice of the workings of the system.
Are the parts/steps in the system performing as planned?

Balancing Measures: Looking at a system from different directions/dimensions. What happened to the system as we improved the outcome and process measures (e.g. unanticipated consequences, other factors influencing outcome)?

Example Set of Measures for Improvement in the A/E

Topic	Outcome Measures	Process Measures	Balancing Measures
<p>Improve patient experience by: Improving access and reduce waiting time</p>	<p>Total Length of Stay in the A/E</p> <p>Patient Satisfaction Scores</p>	<p>Time to registration</p> <p>Time to admission</p> <p>Patient / staff comments on flow</p> <p>% patient receiving discharge materials</p> <p>Availability of diagnostic results</p>	<p>Volumes of work</p> <p>% Leaving without being seen</p> <p>Staff satisfaction</p> <p>Financials</p>

Question 3. What changes can we make to deliver improvement ?

Nine general groupings of change concepts

- Eliminate waste
- Improve workflow
- Optimise inventory
- Change the work environment
- Provider/customer interface
- Focus on time
- Focus on variation
- Mistake proofing
- Focus on product or service

“A change concept is a general notion or approach to change that has been found to be useful in developing changes that lead to improvement.”

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How do we analyse variation for quality improvement?

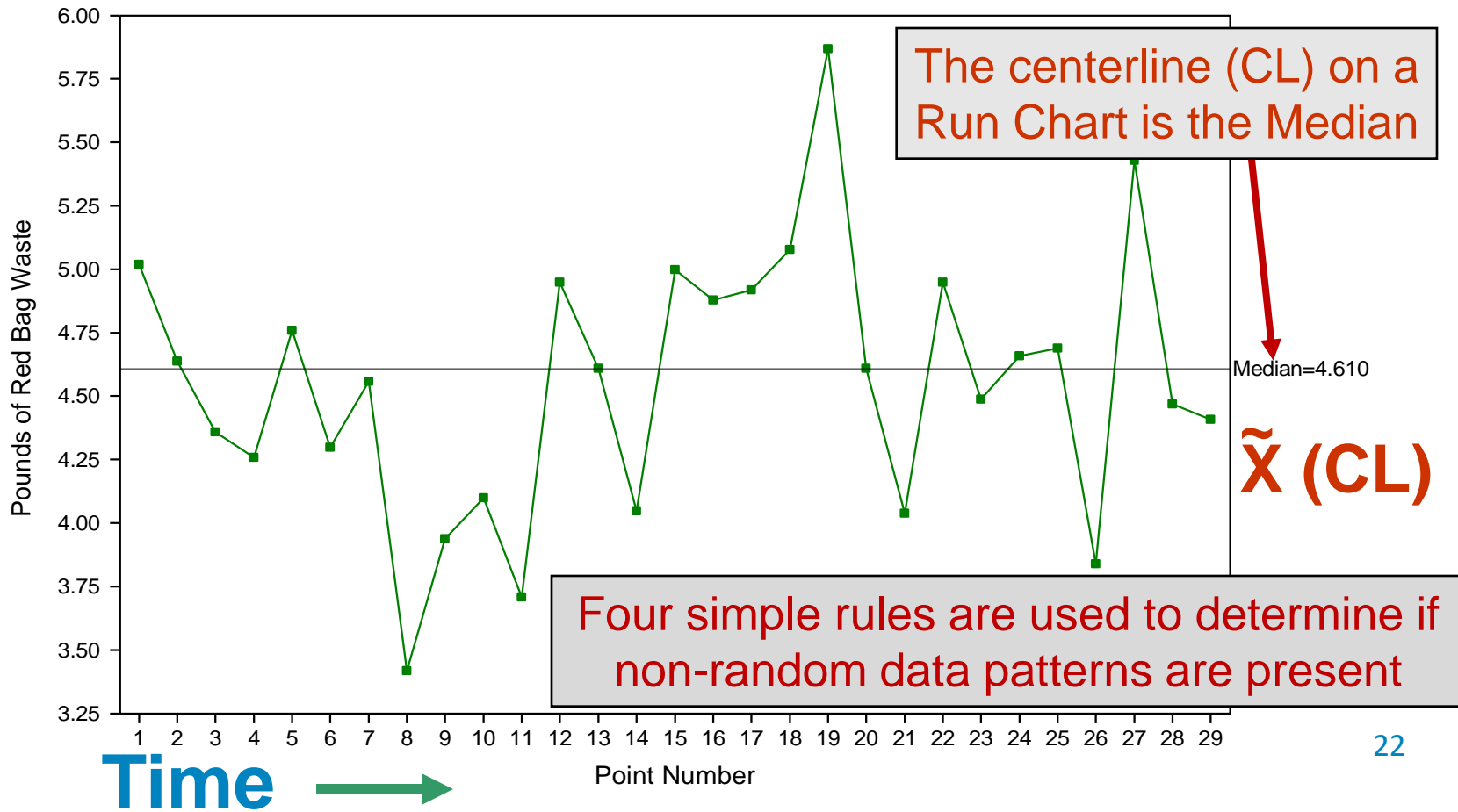
Run and *Control Charts* are the best tools to determine if our improvement strategies have had the desired effect.

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Elements of a Run Chart

Measure



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Testing is not Implementation

Testing

Trying and adapting existing knowledge on small scale. Learning what works and does not work in your system.

Implementation

Making this change a permanent part of the day-to-day operation of the system

Would the change persist even if its champion were to leave the organisation?

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Success.....

SMART Aim

(specific, measurable, achievable,
realistic, timeframe)

Know what you're going to measure and
how?

Small scale change



South Implementation

Decide on your project

Identify who is going to do the work

Identify the 'Sponsor'

Register your project:

csmith52@nhs.net

Brief Summary:

1. who 2. what 3. how

Do project, write report



On completion...to help you present your findings and identify any learning

- QI project Report template to help the writing up
- QI Project Assessment Tool now on the e-portfolio to complete with your supervisor



What Support Do I Get?

- Your local CMT lead and College Tutor
- Your TPD's
- **LTMD website for trainee packs and example projects**
<https://www.rcplondon.ac.uk/search/career-stage/core-medical-trainee>
- **ann.tweddel@hey.nhs.uk**



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