Fostering a culture of quality improvement A clinician's perspective

Walter Kuchenbecker
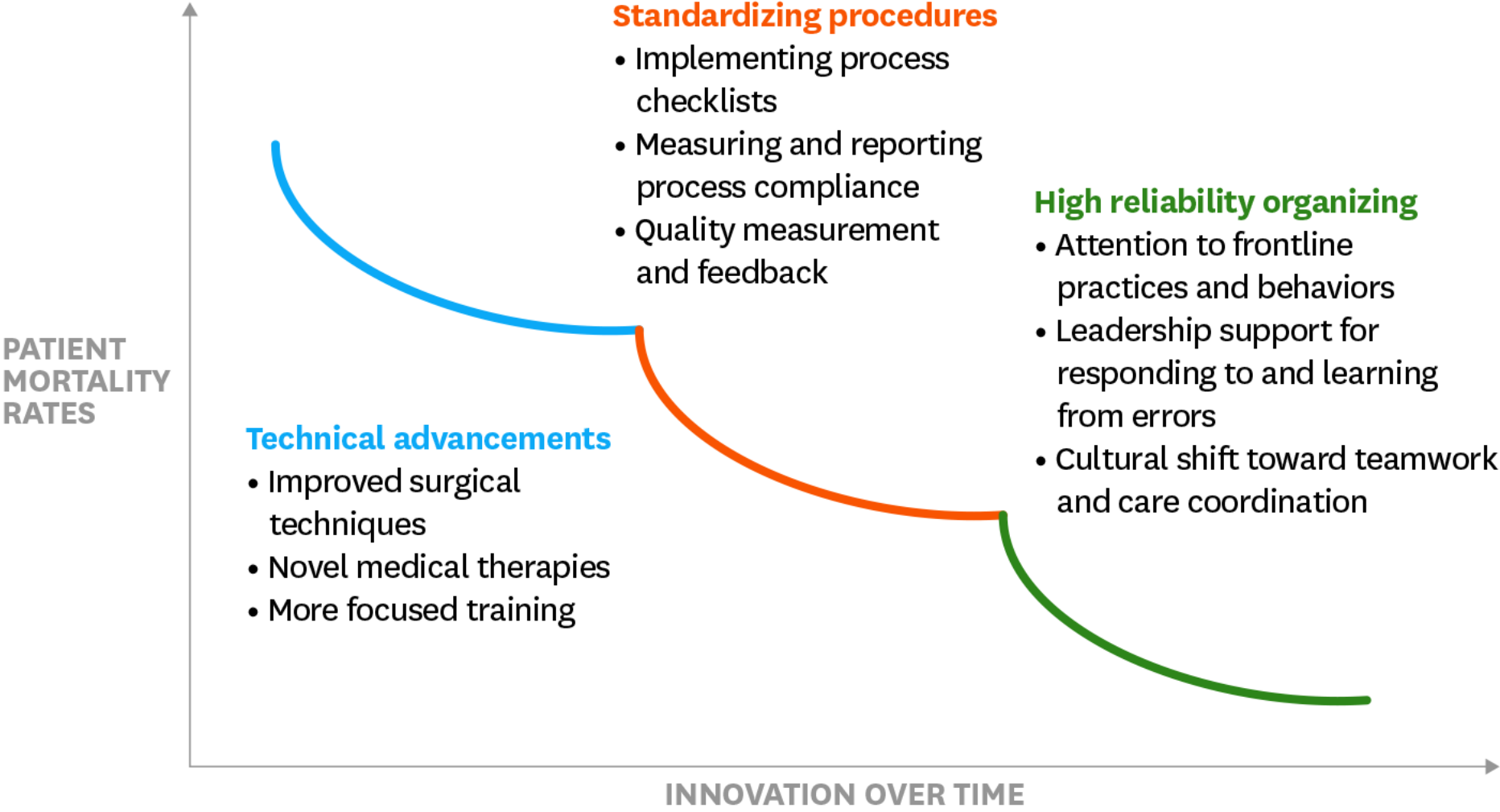
Isala

The Netherlands

isala

Women and Children's Hospital

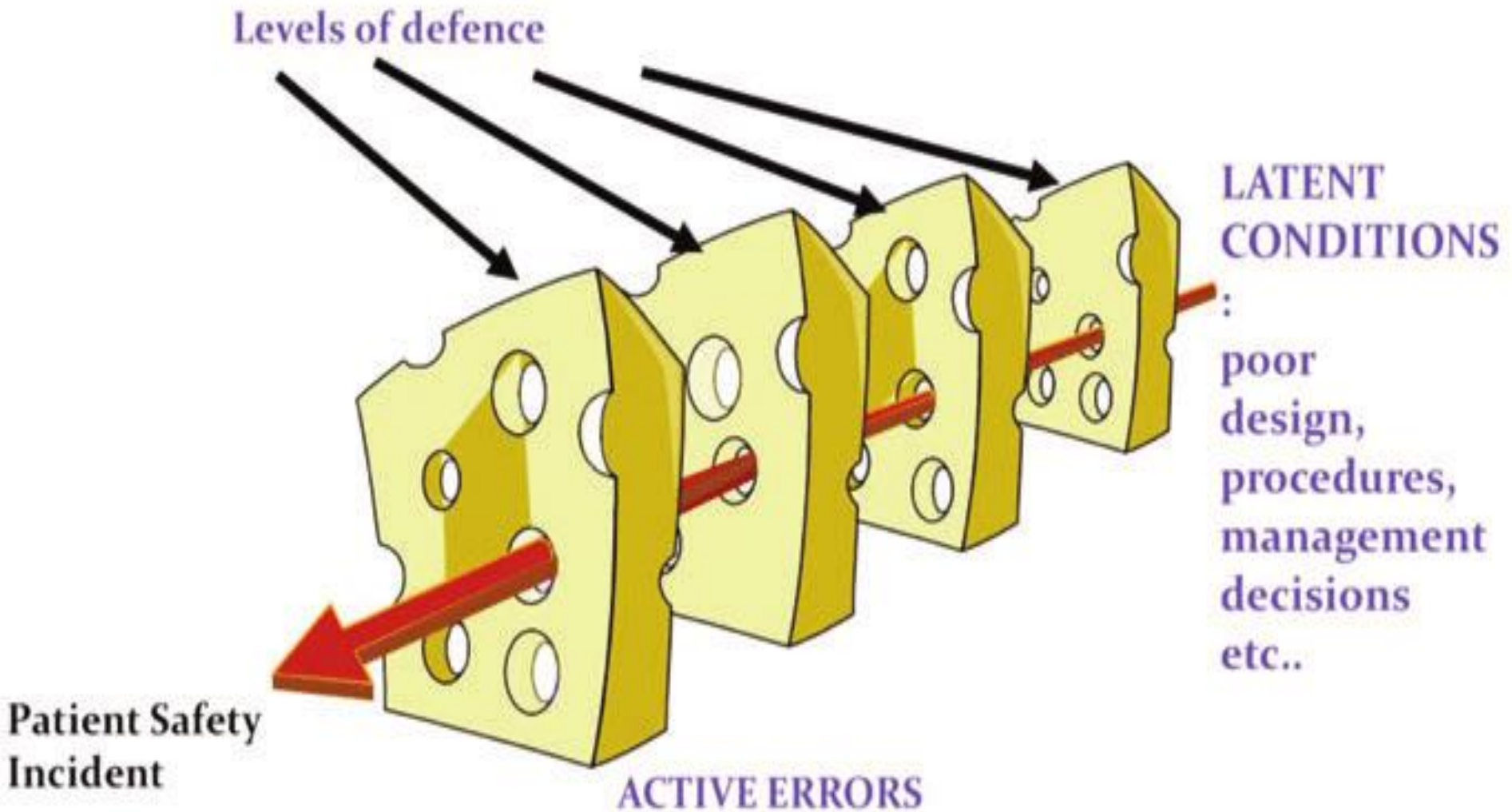# Culture of quality improvement (QI)

- Systems and control are fallible!
- High reliability organizing
- The secret of microsystems
- Clinical leadership is essential
- The role of health care leaders
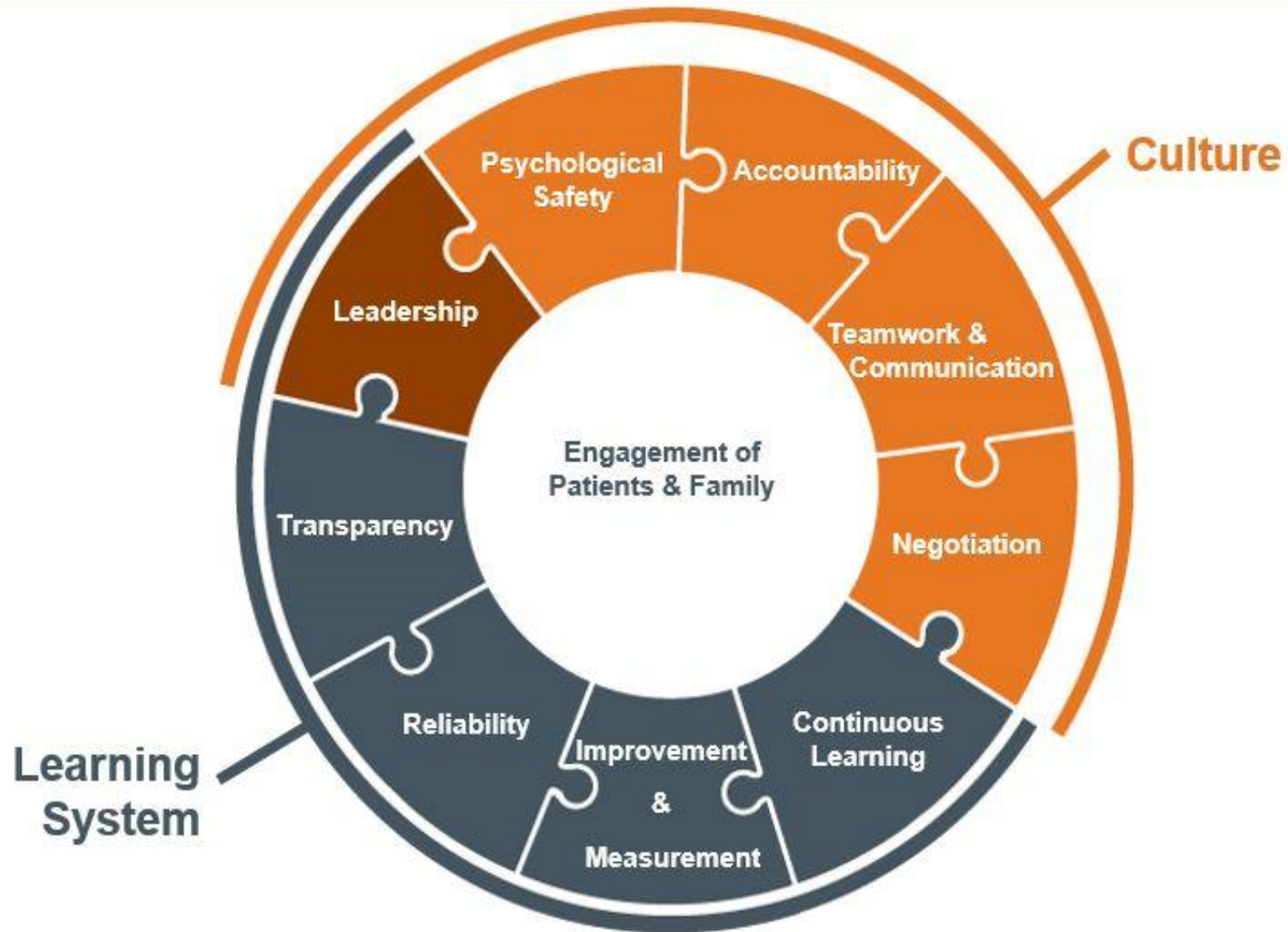
3 Waves of Innovation in Patient Safety

Technical and procedural improvements have made surgery safer, but future innovation will focus on reliably organizing the work of patient care.

PATIENT MORTALITY RATES

INNOVATION OVER TIME

Standardizing procedures
- Implementing process checklists
- Measuring and reporting process compliance
- Quality measurement and feedback

High reliability organizing
- Attention to frontline practices and behaviors
- Leadership support for responding to and learning from errors
- Cultural shift toward teamwork and care coordination

Technical advancements
- Improved surgical techniques
- Novel medical therapies
- More focused training

Reason's Swiss cheese model

Levels of defence

LATENT CONDITIONS : poor design, procedures, management decisions etc..

Patient Safety Incident

ACTIVE ERRORS

Framework for Safe, Reliable, and Effective Care

Source: Frankel A, Haraden C, Federico F, Lenoci-Edwards J. *A Framework for Safe, Reliable, and Effective Care*. White Paper. Cambridge, MA: Institute for Healthcare Improvement and Safe & Reliable Healthcare; 2017. (Available on ihi.org)

Quality improvement (QI)

QI = combination of a 'change' (improvement) and a 'method' (an approach with appropriate tools), while paying attention to the context, in order to achieve better outcomes

Effective change management
Deming 2000

Understanding the systems

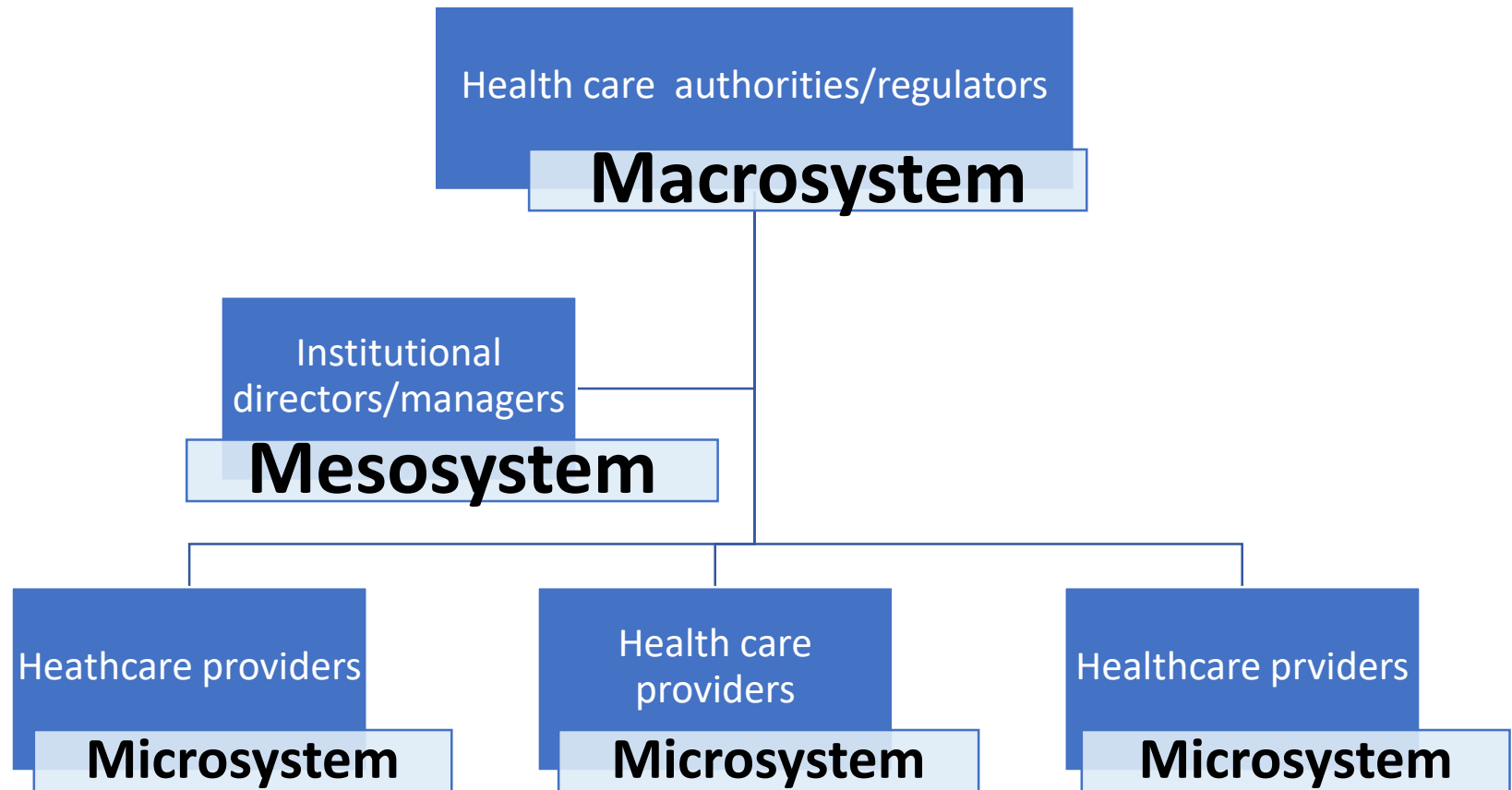= essential in order to improve proces

Psychology of change

= we need to understand values, assumptions and believes of people

Knowledge and testing change

= PDSA

Management of variation

Systems in health care

QI is about the patient!

The most meaningful quality improvement occurs at the patient bedside/in the consulting rooms

To achieve meaningful QI you have to engage the health care professionals

The secret of microsystems

- Highly organized multidisciplinary teams
- Patient centered
- Joint goals and mission
- Continuous learning
- Psychological safety and mutual trust
- Committment, awareness and resilience
- Feedback and discuss outcomes
- Continuous improvement

Lachman Arch Dis Child Educ Pract Ed 2015

The most successful teams are cognitively diverse and psychologically safe

COGNITIVE DIVERSITY (vertical axis: High / Low)
PSYCHOLOGICAL SAFETY (horizontal axis: Low / High)

OPPOSITIONAL
Cautious
Controlling
Flexible
Hierarchical
Reasoned
Resistant

GENERATIVE
Curious
Encouraging
Experimental
Forceful
Inquiring
Nurturing

DEFENSIVE
Cautious
Conforming
Controlling
Directive
Hierarchical
Resistant

UNIFORM
Appreciative
Considered
Controlling
Competitive
Flexible
Hierarchical

Psychological safety

is a belief

that one will not

be punished or humilated for speaking up with ideas, questions, concerns or mistakes

Amy Edmondson

**https://www.youtube.com/watch?v=jbLjdFqrUNs**

Psychological safety

The Cone of Learning

I see and I forget.
I hear and I remember.
I do and I understand.
— Confucius

After 2 weeks, we tend to remember ...

Reading

Hearing Words

Seeing

Watching a Movie
Looking at an Exhibit
Watching a Demonstration
Seeing It Done on Location

Participating in a Discussion
Giving a Talk

Doing a Dramatic Presentation
Simulating the Real Experience
Doing the Real Thing

- 10% of what we READ
- 20% of what we HEAR
- 30% of what we SEE
- 50% of what we SEE & HEAR
- 70% of what we SAY
- 90% of what we SAY & DO

Passive

Active

Source: Edgar Dale (1969)

Continuous learning, awareness of applicability contributes to knowlegde =
Justified true belief
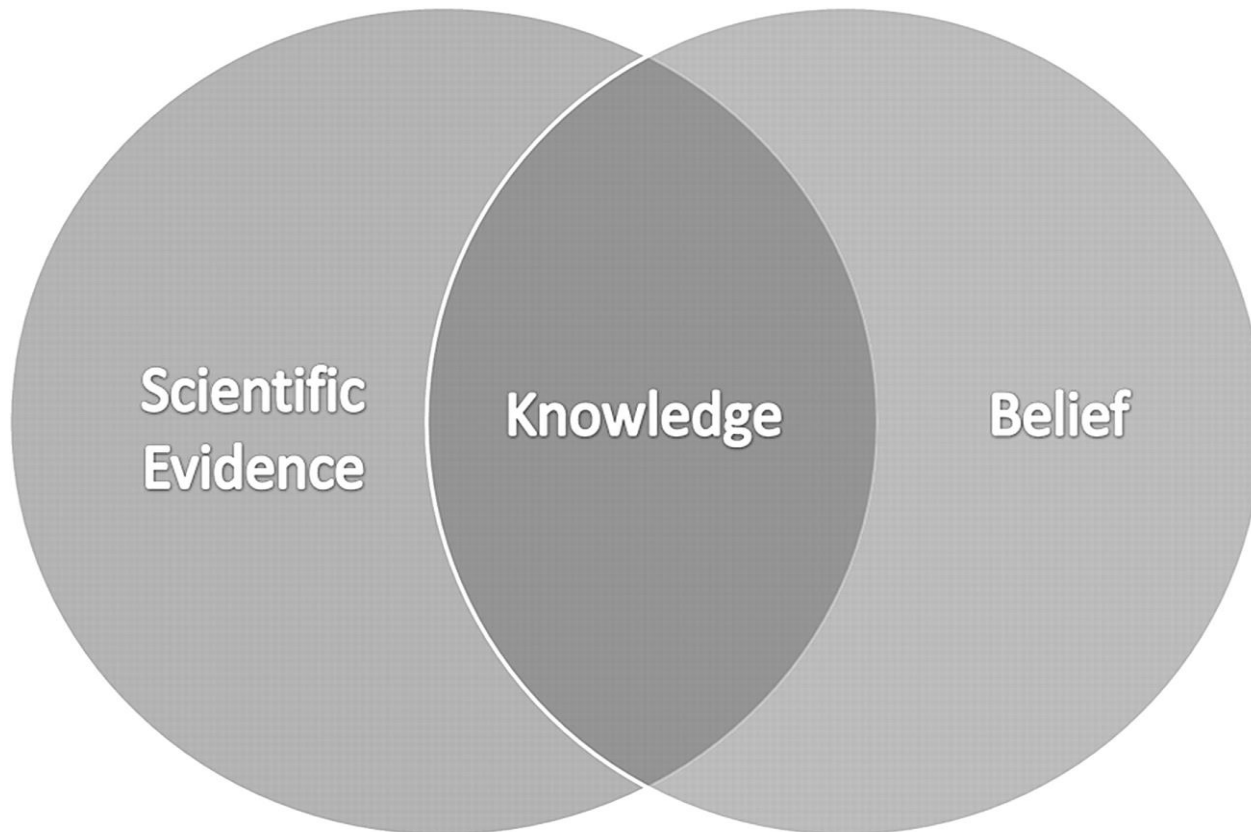
Effective microsystem shows

1. Preoccupation with failure

2. Reluctance to simplify interpretations

3. Sensitivity to operations

4. Commitment to resilience

5. Deference to expertise

Ghaferi et al 2016

Role of clinical leaders

- Lead by inspiring the microsystem
- Promote clinical teaching in team
- Promote/embrace psychological safety
- Encourage critical thinking
- Embrace imput and innovation
- Give feedback and foster common goals
- Implement evidence based improvement
- Collaborate with QI programmes

Role of mesosystem

- Build a quality management system
- Involve clinical leaders in QI programmes
- Be aware of applicability and context of QI
- Provide feedback and data on QI
- Generate mutual trust/psychological safety
- Encourage safe incident reporting and transparancy
- Be involved!
- Share and promote common vision

Role of macrosystem

- Understand the systems and collaborate with health care professionals
- Avoid excessive regulations, rules and control
- Shared vision and common goal!
- Be a trustable partner
- "Care for the carers"
- Protect health care worker
- Endeveour to limit unnecessary litigation

Culture of QI

= thriving network of microsystems, engaged clinical leaders, accompanied by

continuous learning and improvement

will improve patient outcome and safety
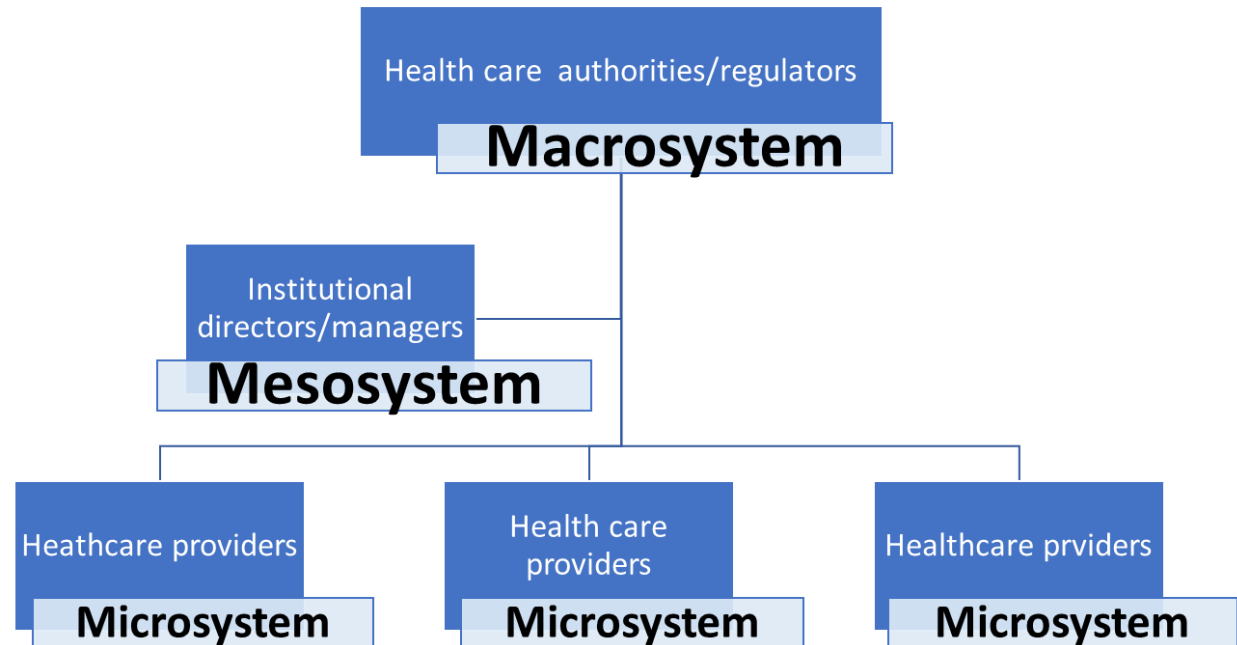
"This is what distinguished the great from the mediocre.

They didn't fail less. They rescued more."

Atul Gawande