



Quality Improvement Division

Annual Report 2017



QUALITY IMPROVEMENT DIVISION



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Introduction

This report is a high level overview of work completed by the Quality Improvement Division (QID) in 2017. The intended audience is anyone who wishes to get an understanding of the quality improvement initiatives that the QID leads out on or supports in the service delivery system.

The work of QID covers three main areas:

- Building capacity in the HSE for Quality Improvement using the Framework for Improving Quality.
- Leading on delivery of three national safety initiatives.
- Other work covering a range of support to services.

Role and function

Our role is to champion, educate and build capacity for quality improvement and demonstrate new ideas and approaches to quality improvement.

Framework for Improving Quality

The Framework for Improving Quality was developed with the aim of creating an environment in which a culture of person-centred quality of care continuously improves.

The '*Framework for Improving Quality in our Health Service*' resource introduces the Framework and the six critical success factors (Drivers) for delivering and supporting continuous quality improvement. It is the combination of these six drivers working together that creates the environment and acceleration for improvement. <https://www.hse.ie/eng/about/who/qid/framework-for-quality-improvement/>

The Six Drivers for Improving Quality are:

1. Leadership for Quality.
2. Person and Family Engagement.
3. Staff Engagement.
4. Use of Improvement Methods.
5. Measurement for Improvement.
6. Governance for Quality.

The Quality Improvement Division has partnered with a number of organisations to learn from the application of the framework and use this experience to demonstrate how the framework can be applied.

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2017 Summary

Application of the Framework for Improving Quality was tested in three sites (two Acute Hospitals and the National Rehabilitation Hospital). The learning from these sites will be used to inform the wider application of the framework. The Framework has also underpinned the continued support for Intellectual disability services that is jointly run by the service and QID.

Specific initiatives in the elements of the framework were implemented across a range of services these include:

- Governance arrangements for Boards and Community Health Officers (CHOs).
- Schwartz Rounds and Microsystems as staff engagement methodologies.
- Ongoing use of the National Patient Forum and the Patients for Patient Safety groups to build capacity for patient engagement in the development and management of services.
- Development and publication of a HSE Knowledge and Skills Guide for Quality Improvement which everyone can use to assess current capability and identify future development of staff.
- Continued development of national Quality Profiles.
- Additional educational opportunities for CHOs with the addition of new Diplomas in QI targeted at these areas and bespoke academic programme developed and commissioned for Clinical Directors.

Patient Safety initiatives continued in the areas of Medication Safety, Pressure Ulcers and Decontamination which have proved to be very beneficial to and appreciated by the services. The embedded education and training that is a key part of these programmes has contributed significantly to building QI capability and capacity within the system.

Work continued in preparing the HSE for the implementation of the Assisted Decision Making legislation and on rolling out the policy on Open Disclosure.

The Healthcare commitments of the Irish Overseas Aid programme were very successfully carried out by the division in 2017 with significant capacity building work in Mozambique.

The Six Drivers:

1. Leadership

Diploma in Leadership and Quality in Healthcare 2017

It is recognised that to build a culture of improvement in any large organisation that building a critical mass of leaders with expertise in quality improvement is an essential success factor. To build this capacity the Diploma in Leadership and Quality in Healthcare was developed in collaboration with the Royal College of Physicians of Ireland. In 2017, 60 healthcare professionals graduated from the Diploma. A further 90 participants began the Diploma in 2017 and are due to graduate at the end of 2018. This gives a total of over 550 graduates completing the Diploma and completing quality improvement projects across the Irish Health System. This has heightened awareness of quality in leadership teams and senior management across all services. This demonstrates HSE commitment to developing leadership and knowledge in QI and management teams have senior staff and clinicians who understand the importance of quality and have training to support their organisations/services deliver on QI initiatives.

<https://www.hse.ie/eng/about/who/qid/leadershipquality/>

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Clinical Director Programme

The Clinical Director programme sits within the National Quality Improvement Division and is designed to support Clinical Directors in their role and also to support the development of the Clinical Directorate (CD) model in hospital groups and Community Health Organisation structures.

The National CD programme is led by **Dr. Julie McCarthy**, National Clinical Lead and **Ms. Angela Hughes**, Programme Manager. The programme provides education and training opportunities for Clinical Directors and their multidisciplinary teams through a series of masterclasses and workshops with international leadership and quality experts, national best practice project developments and current topical presentations as follows;

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CD Workshops and Masterclasses:

This provides opportunities for CDs, Executive Clinical Directors in Mental Health Services and on occasion Lead NCHD to meet and network with colleagues. Workshops were held in January and September including topics like “the 21st Century Landscape of Care: creating a resilient health care system in Ireland that is fit for the future”.

Clinical Directorate Team Leadership Development:

Four Future Leaders Programmes secured from HR and tailored to meet the needs of the Clinical Directors and their multidisciplinary Clinical Directorate teams. CD Team Leadership development programmes were completed by Saolta Hospital Group, South/South West Hospital Group, University of Limerick Hospital Group/CHO3/National Ambulance Service and one programme commenced in the Children’s Hospital Group in 2017.



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Clinical Director Executive Skills Programme:

The first formal education programme in Ireland for Clinical Directors and Consultants aspiring to undertake such leadership roles in healthcare was officially launched on Wednesday 29th November in the RCSI by Mr. Tony O'Brien, Director General, HSE.

The training programme is funded by the Quality Improvement Division, HSE, and is delivered by the Institute of Leadership, RCSI. It extends to acute hospital clinical leaders, those in the mental health service, providing a unique opportunity to gather senior clinical leaders together and provide a platform for networking across boundaries in an educational setting.

It is co-designed with the participating clinical directors to meet the bespoke needs to fulfil the executive function and leadership roles towards improved services and better patient outcomes.

Furthermore, the new Clinical Director Executive Skills Programme is in line with the health system Reform Agenda for the citizens of Ireland and meets recommendations of the Joint Oireachtas Report on Future Health. The Quality Improvement Division supports input into the programmes of the Leadership Academy.

<https://www.hse.ie/eng/about/who/qid/leadershipquality/clinical-director>

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2. Person and Family Engagement

Engaging patients and families in the planning, service design and improvement demonstrates accountability and transparency, brings diverse perspectives into the planning process, helps identify issues that need to be addressed and offers innovative solutions.

Promoting patient and family engagement at all levels of the organisation, identifying opportunities for meaningful engagement and supporting patients and families to get involved were the focus of our patient and family engagement in 2017.

QID undertook a number of programmes to ensure person and family centeredness are integral to the health service design and delivery as follows:

National Patient Forum

The National Patient Forum is the first point of reference for HSE when seeking a patient input into national policy and programme development. The QID continues to play a pivotal role in facilitating engagement between the HSE and the National Patient Forum.

Patients for Patients Safety Ireland (PFPSI)

Patients for Patient Safety Ireland (PFPSI) is part of the World Health Organisation, works to improve patient safety in health care. The QID supports and facilitates patient safety as a central tenet of all programmes through integration ethos and inclusion of PFPSI members on a large number of programmes and projects in 2017, both at national and international level including journal publications.

Networking Group for Patient Liaison Staff and Quality Managers

The forum was established to share experience and learning in the area of quality improvement and patient engagement and comprises of quality managers and PALs staff from acute hospitals both HSE and Voluntary. The group has been evaluated and proved to be valuable, feedback has informed agenda 2018.

National Patient Representative Panel

In 2017, to promote and facilitate patient input into the planning, design and improvement of services, expressions of interest were sought from a wide community of patients, carers, members of local patient councils to register for the National Patient Representative Panel. Sixty one patients, family members and carers from diverse backgrounds and different geographical areas registered. Representatives from the panel participate in focus groups, steering and working groups and provide an input into a wide range of programmes and projects. Members of the panel have participated in numerous focus groups commencing with an induction day for panel members in September 2017 and including participation on focus group for review of services.

Person Centredness

Person centredness is a facilitator development programme to enable cultures of person-centredness for persons who both use and provide services throughout the Irish healthcare system. The programme involves developing work-based facilitators to lead culture change that supports person-centred practice within their own services. The programme is delivered by members of the Quality Improvement Division and Office of the Nursing and Midwifery Services Division of the HSE in partnership with Queen Margaret University, Edinburgh. This accredited programme builds sustainable capacity by embedding cultures of person-centredness within services systematically and incrementally.

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The first year long programme finished in February 2018 with two cohorts of participants: Cohort 1 from ID services and Cohort 2 from all other HSE services. Seventy participants started and sixty completed the programme. In partnership with Queen Margaret University (QMU), Edinburgh the programme was co-constructed based on the facilitation knowledge and skills requirement necessary to lead this programme in service areas, and in response to participant evaluations of each programme day. Along with ongoing programme evaluation by participants an in-depth and extensive evaluation process was undertaken including participant claims, concerns and issues, focus groups, individual interviews and questionnaires as part of the agreed evaluation of the programme. In addition participants used local evaluation processes to review progress in their practice areas. Interim reports from cohorts 1 and 2 were circulated to key stakeholders along with status updates. The final programme evaluation report for Cohort 1 will be available by end of Q2 and end of Q3 for cohort 2. Some participants in cohorts 1 and 2 are applying for accreditation through the accreditation process in QMU.

<https://www.hse.ie/eng/about/who/qid/person-family-engagement/>

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Open Disclosure

Work continued in 2017 in relation to the implementation of the National Open Disclosure Policy. The responsibility for the implementation of this policy rests with Hospital Groups, Community Healthcare Organisations and National Ambulance Service. QID continued to support this work in 2017 as follows: Identification of Open Disclosure Leads in all hospital groups, CHOs and in the National Ambulance Service.

Train the Trainer programme x 4 two day programmes delivered in 2017, 314 people trained as Open Disclosure Trainers and 20,000 staff have attended briefing or workshops to date. Further training options are being explored at undergraduate level in NUIG and training at Graduate Diploma in UCD and for NCHDs continues.

- Open Disclosure is now fully integrated into the revised Safety Incident Management Framework and the revised 'Your Service Your Say'.
- The audit of four early adopter acute hospital sites was published in January 2017 with very positive findings.
- Work has commenced on various tools for measuring learning, the impact of training and education and the impact of implementation programmes locally.

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- The National “Train the Trainer Programme” was revised; the new training manual is being tested prior to publication.
- Open Disclosure presentations and participation at various national conferences.

<https://www.hse.ie/eng/about/who/qid/other-quality-improvement-programmes/opendisclosure/more-information.html>

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The Assisted Decision Making Programme

The following work has been undertaken to date to support and prepare services for implementation of the Assisted Decision Making (Capacity) Act 2015;

- Establishment of National ADM Steering Committee and 3 working groups:
 - Training and Education
 - Information and Communications
 - Guidance and Documentation
- Development of draft national guidance for health and social care professionals on the Act, with a national consultation process with relevant stakeholders on the draft.
- Oversight and management of the Advance Healthcare Directives Multi-Disciplinary working group and sub-group on behalf of the Minister for Health.
- Oversight and development of the recommendations for the Codes of Practice on Advance Healthcare Directives:
 - Code for Health and Social Care Professionals
 - Code on the making of an Advance Healthcare Directive
 - Code on the Designated Healthcare Representative
- Member of the National Disability Authority Technical Group developing the non-healthcare Codes of Practice on behalf of the Department of Justice.
- Nine national ADM divisional leads were assigned by HSE National Directors and actively engaged.
- Impact assessment with front-line service - approximately 3,500 staff consulted to date.
- Development of an operational response to the Act - local teams and local leads.
- Provision of supporting information on www.assisteddecisionmaking.ie

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- Development of a draft education and training programme.

Strong links built with key government departments, agencies and stakeholders central to the implementation of the 2015 Act for example Department of Health, Mental Health Commission, National Disability Authority, HIQA, Department of Justice and Equality and Director of the Decision Support Service. On-going work to support and engage the Community Healthcare Organisations and the Acute Hospital Groups.

Work has now commenced with the CHOs to develop a standardised approach to implementation for all CHOs. Further work to be undertaken with the Hospital Groups to develop a standardised approach to implementation and impact assessment of the Act on services pending agreement with the Hospital Group CEOs.

www.assisteddecisionmaking.ie

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3. Staff Engagement

The Staff Engagement Improving Programme supports leaders to continuously develop their staff engagement skills to value staff and their creativity in quality improvement. We partner with services to design and test approaches and a core focus of our work is to share learning within the health sector.

We understand staff engagement to be when staff feel valued, are emotionally connected, fully involved, enthusiastic and committed to providing a good service when each person knows that what they do and say matters and makes a difference. This definition was developed by the National Forum for Staff Engagement.

In alignment with the Framework for Improving Quality in our Health Services, the Staff Engagement Improving Programme collaborates with key strategic stakeholders as part of the Programme for Health Service Reform and the National Staff Engagement Forum.

The following is a brief summary of the Staff Engagement for Improving Quality team work in 2017.

Developing Leadership Skills for Staff Engagement:

- Capacity building through strategic collaboration with programmes like the Lead NCHD Programmes, Clinical Directorate Programme and Pressure Ulcer to Zero Collaborative.

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- Supported the implementation of the Framework for Improving Quality by collaborating across the QID to input on training sessions, provision of advice to test sites and design of workshop to establish QI Goal using a front line ownership approach.
- Established a Liberating Structures User Group and introductory liberating structures training.
- Design and implementation of the Valuing Voices, ELIAS Programme (Engage, Listen, Inspire, Act and Share) in partnership with Mercy University Hospital (Winner of National Lead NCHD Award 2017).

Collaborated with various divisions to develop staff engagement community in practice and also provided numerous lectures and educational programmes.

Establishing Schwartz Rounds

- Schwartz Rounds being established in 30 sites in Ireland in collaboration with the Point of Care Foundation through a Service Level Agreement process with training facilitation and mentorship being provided in Ireland in 2017.
- Capacity building through information days and staff training.



Picture 1: Staff in Blackrock Hospice and University Hospital Galway with colleagues from the Quality Improvement Division and Nicki Power, Point of Care Foundation involved in the test of concept in Ireland in 2016 at an information day for staff interested in Introducing Schwartz Rounds.



Picture 2: Clinical leads and facilitators pictured at the first ever Schwartz Rounds Training held in Dr Steevens' Hospital, Ireland with Dr Philip Crowley, National Director Quality Improvement and Nicki Power and Alison Proudfoot, Schwartz Rounds Mentors with the Point of Care Foundation.

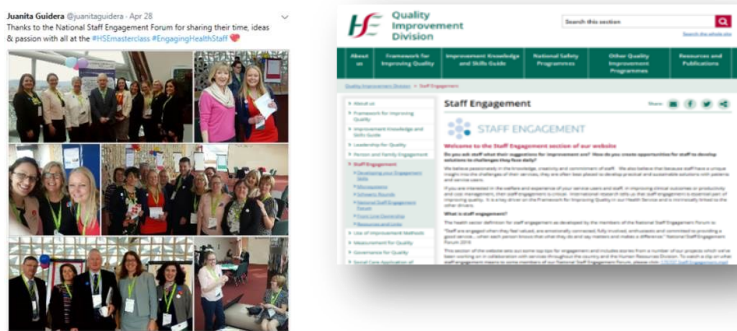
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Establishing Microsystems in collaboration with the Emergency Medicine Programme

- Working with (i) RCSI and (ii) Dublin Midlands Hospital Groups to support multidisciplinary teams in the implementation of a microsystems approach to quality improvement in Emergency Departments.

Facilitating the voice of staff through the National Staff Engagement Forum

- In collaboration with members of the HR Division, a one year anniversary, video clip has been developed and supporting guidance made available and launched at the HSE Leaders Masterclass.



Picture 3: Members of the National Staff Engagement Forum with visitors to the staff engagement interactive space at the HSE Healthcare Leaders Masterclass.

Knowledge sharing through social media

- In excess of 449,300 twitter impressions, increased profile with development of webpage www.staffengagement.ie and hosting two QI Talktimes.

<https://www.hse.ie/eng/about/who/qid/staff-engagement/>

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4. Use of Improvement Methods

QI Talktime

QID has continued to develop QITalktime based on the previous success in 2016. The web based series of talks aims at building a network of quality improvers in our health service. The webinars are open to anyone in any part of the health system who are interested in improving quality.

Twenty QITalktime webinars have been delivered on a wide range of topics with national and international speakers in 2017. QITalktime numbers are growing with a large volume of participants (individual and teams) logging in from across the country. Average login approximately 72 participants per webinar. A user survey was carried out June 2017 which provided extremely positive feedback.

An active twitter @QITalktime page has been very successful in maintaining memberships and growing interest in QITalktime.

<https://www.hse.ie/eng/about/who/qid/resourcespublications/qitalktime.html>

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Improvement Knowledge & Skills Guide

The Improvement Knowledge & Skills Guide was developed and published in 2017. This guide helps to support the ongoing learning and professional development of all staff both clinical and non-clinical by providing a list of improvement knowledge and skills which can help to educate, train and guide staff on how to deliver improvement in the health service.

The purpose of the guide is to:

- Assist individuals to self-assess their current knowledge and skills in relation to improvement and also their learning and development needs for current or future roles.
- Assist Hospital Groups, Community Healthcare Organisations and the National Ambulance Service to assess and build improvement capability and capacity that enable staff to participate in and lead improvement initiatives.
- Assist health sector trainers, third level colleges, institutions and professional bodies to design academic curricula and education and training programmes for improvement.

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The Diploma in Leadership and Quality in Healthcare

The Diploma in Leadership and Quality in Healthcare is a collaboration between the RCPI and the HSE and runs from September to June each year. There are 11 in-house training days, with additional online learning and mentoring sessions. Participants are required to attend 100% of the in-house and online sessions.

The most crucial aspect of the Diploma is the application of theory and methodology in a real world setting. Participants will undertake a year-long quality improvement project in the workplace, tackling a problem specific to your day-to-day service and formulating a practical, realistic, measurable plan of action, with plenty of guidance and mentoring from our expert team.

At the end of the course, participants will deliver a project report, summarising their experience and what they have learned. They will also be required to submit regular project progress reports and/or presentations over the duration of the programme.

The improvement knowledge and skills are structured around the six drivers of the Framework for Improving Quality and the four levels of the learning and development journey in improvement - (Everyone, Team, Champion and Advisor).

<https://www.hse.ie/eng/about/who/qid/improvement-knowledge-and-skillsguide/>

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5. Measurement for Improvement

Quality Profiles

During 2017, the National Quality Profile was further developed which demonstrated how Statistical Process Control (SPC) charts could be used to present key national quality indicator data in a way that facilitates a greater understanding of trends and patterns over time. Similarly, QID worked in partnership with the Social Care Division in developing a Social Care Division Quality Profile which included the development of a number of indicators which are now included in the National Quality Profile.

Resources and Tools

We continue to add to the number of resources, tools and templates available through the QID website*. In 2017, we also participated in two QI Talktime WebEx presentations, the recordings for which are available online.

<https://www.hse.ie/eng/about/who/qid/measurementquality/measurementimprovement/>

<https://www.hse.ie/eng/about/who/qid/resourcespublications/qitalktime.html>

Training and Education

The Measurement for Improvement Team continued to provide training and education sessions to participants on the Pressure Ulcer to Zero collaborative, ED Microsystems and sites implementing the HSE Framework for Improving Quality in Our Health Service. To support our training and education programme, we developed the Measurement for Improvement (MFI) Curriculum; a reference document to support consistent Measurement for Improvement training in Irish healthcare. The MFI Curriculum complements QID's Improvement Knowledge and Skills Guide by identifying the essential training components required to achieve competence across its four levels.

Research and Evaluation

The QID Measurement for Improvement Team completed a literature review on Emergency Department overcrowding and its association with mortality. This review is being submitted for peer review publication. In collaboration with the QID Staff Engagement Team we completed a qualitative study entitled 'Staff Perspectives on Using and Sustaining Clinical Microsystems (CM); the Frontline journey' which explored the challenges and facilitators to using and sustaining CM experienced by staff in several Irish ED's.

An evaluation of our value and impact on the system during 2017 was conducted using a combination of surveys and qualitative interviews. Initial findings suggest that Measurement for Improvement is viewed as critical to most QI initiatives and projects and those we engage with highly value our support and utilize our guidance. Feedback has centred on the need for measurement training to reach more staff within the system.

<https://www.hse.ie/eng/about/who/qid/measurementquality/measurementimprovement/>

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6. Governance for Quality

The aim of the Governance for Quality team is to provide quality improvement support to frontline services (or divisions working with the frontline) and advice across the key components of effective governance for quality and safety in healthcare services.

The Governance programme focused on four main projects in 2017, firstly to support the implementation of Quality and Safety Committees.

- Development of Quality and Safety Committees in CHOs, CHO Social Care Divisional Quality and Safety Committee, CHO Primary Care Quality and Safety Committee TOR and CHO Mental Health Quality and Safety Committee.
- Facilitation of monthly learning set with Quality Leads on CHO Quality and Safety Committee Development.
- Partner with two CHOs for committee development projects to include: assessment of committee documentation; committee mapping process; design of organograms; development of committee framework (in final phase).

The second work stream supported the implementation of Quality and Safety Walk-Rounds (QSWRs) in four hospitals. Training resources and materials were developed and education and training provided in partnership with the National Older Persons Services in St. Mary's Hospital Phoenix Park, Kerry Community Hospital and St. Josephs Care Centre, Longford. While QSWRs education and Training in Cavan General Hospital has commenced.

Thirdly, we partnered with board members and executives to support "Board on Board" with Quality of Clinical Care QI Projects. This was instrumental in informing the development of Board Guidance and Resources on "A Board's Role" in Improving Quality and Safety. Saolta University Healthcare Group completed phase 1 of the Board project. Temple Street Children's University Hospital board project (with QID Measurement for Improvement Team) presented their experience of "Bringing the Board of Directors on Board with Quality and Safety of Clinical Care", at the 2nd National Patient Safety Office Conference (winning poster). A case study and toolkit of resources will be made available in 2018.

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A new guidance and resource for executive and non-executive members of boards 'A Board's Role in Improving Quality and Safety' was developed and launched at the 2nd *National Patient Safety Conference*. The Board Guidance and Resource has been made available on the redesigned webpage on QID website.

Finally the Governance programme partnered with key stakeholders and departments to provide advice and support; key areas include the following, which is not exhaustive:

- Participation with Programme for Healthcare Improvement – development of CHO Quality and Safety operating model .
- Facilitation of monthly Governance for Quality and Safety Development Learning Set – for nominated quality and safety staff in Acute Hospitals.
- Publication of monthly Quality and Safety Column in the INMO World of Irish Nursing
- Partnership with National Ambulance Services to establish National Ambulance Service Quality and Safety Committee.
- Collaboration with Professor Robin Gauld and colleagues with the publication in the Journal of Health Organization and Management "Do different approaches to clinical governance development and implementation make a difference?"

<https://www.hse.ie/eng/about/who/qid/governancequality/>

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National Safety Programmes

<https://www.hse.ie/eng/about/who/qid/nationalsafetyprogrammes/>

Decontamination Safety Programme

The Decontamination Safety Programme published three guidance documents in 2017, to support safe endoscope and ultrasound probe decontamination practice. The Safety Programme supports:

- Hospitals in preparation for external accreditation to ISO 13485. Our Lady's Hospital Navan was the first hospital to achieve external certification in 2017.
- A Network event was hosted in Dr. Steevens' Hospital for HSE Decontamination Leads, 46 hospitals were represented with over 70 delegates attending.
- A collaborative approach to Decontamination Safety across all networks including the Private Hospitals Association (PHA) CEO, Directors of Nursing, and Quality Managers.

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- The National Medical Device Equipment Replacement project which allocated €3.04 million to replace decontamination equipment and refurbish facilities across the service.
- In partnership with IT Tallaght and Industry the Decontamination Safety Programme has developed a blended learning Level 6 Minor Award in Endoscope and Surgical Instrument Decontamination. To date over 220 students have either graduated or are in training. A new single award programme focusing on Ultrasound Probe Decontamination will commence at the end of February 2018.

Foundation Programme for Quality Improvement in Decontamination Practice

A new Foundation Program for Quality Improvement, sponsored by Dr Philip Crowley, commenced in September 2017. Working directly with hospital Decontamination Unit teams, the QID provide coaching on the science, methods, knowledge and skills for Quality Improvement and focus on the 6 drivers of the HSE Framework for Improvement to ensure sustainable improvement over time. This programme has realised significant improvements in capacity planning, reduction of waste and cost savings at local level including for example, increasing capacity for endoscope decontamination by 20%, reducing torn wraps by 100%, increasing compliance to tracking systems by 60% and reducing overstocking of sterile single instruments by 50%.

<https://www.hse.ie/eng/about/who/qid/nationalsetyprogrammes/decontamination>

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National Medication Safety Improvement Programme - Safermeds

The programme works with patients, healthcare professionals and organisations to reduce patient harm associated with medication or its omission. 2017 brought involvement in many areas including guidance for medication management in disability settings, HIQA inspections of medication safety in acute hospitals, eHealth and research. Key projects completed in 2017 are highlighted below:

National Venous ThromboEmbolic (VTE, blood clots) Improvement Collaborative

The Medication Safety Programme delivered a coordinated improvement collaborative programme to improve blood clot prevention for hospital in-patients. In the 12 months to September 2017, we facilitated training and support for 27 hospital teams to carry out quality improvement projects. The appropriateness of blood clot prevention at 24 hours into admission increased by one third, from a median of 61% to 81%. All categories of inappropriate prevention decreased. In the hospitals and the patient group(s) in the collaborative alone, 34,000 additional patients will receive appropriate

prevention over the next 12 months. This will reduce both hospital-acquired blood clots and bleeding associated with prevention. 102 individuals engaged with learning sessions and improvement projects, increasing national capacity and capability for quality improvement.

Medication Record Templates for Acute Hospitals

A series of templates which may be used by acute hospitals as a medication record (drug chart) or to aid revisions of existing charts was made available on www.safermeds.ie in April 2017. The templates incorporate human factors-based design to aid safe prescribing, administration and monitoring. Safer practice in priority areas is facilitated, e.g. transitions (medication history/medication reconciliation form and prompts) with venous thromboembolism risk assessment and prevention (pre-printed prescriptions and guidance template) structured oxygen prescribing, administering and monitoring section patient identification and allergy information visible from every page without transcription. Many hospitals have updated their medication records utilising some or all of the features of the templates. In 2018, templates will be developed for use in other non-acute healthcare settings.

www.safermeds.ie

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National Pressure Ulcers Prevention Safety Programme

(Pressure Ulcers to Zero) PUTZ THREE COLLABORATIVE (March 2017 - February 2018)

Phase 3 of the PUTZ collaborative (PUTZ 3) commenced in March 2017. PUTZ3 focused on the acute sector with 23 multidisciplinary participating teams from all acute hospitals in the South South-West Hospital Group (SSWHG) and Dublin Midlands Hospital Group (DMLHG). The collaborative is based on the Institute for Healthcare Improvement (IHI) (2003). Breakthrough Series Collaborative Model and the Framework for Improving Quality (HSE, 2016). PUTZ 3 achieved a 49% reduction in ward acquired pressure ulcers across the 23 participating teams in the two groups within the six month timeframe to September 2017. Discussions with regard to planning Phase 4 commenced with the HSE Social Care Division in November 2017 in response to a request to focus the next collaborative in a Community Healthcare Organisation.

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(Pressure Ulcer) PU TOOLKIT – A Practical Guide to Reviewing Pressure Ulcers

QID PUTZ team membership of a working group established by QAV to develop a document to offer service providers a practical guide to reviewing pressure ulcers. The final draft is nearing completion.

<https://www.hse.ie/eng/about/who/qid/nationalsafetyprogrammes/pressureulcerszero/pressure-ulcers-to-zero.html>

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Picture 1 - The Tallaght team participants from PUTZ 3 Phase 3 at the Pressure Ulcers to Zero: A celebration and Network Event on 16th November 2017.



Picture 2 - The Mallow team participants from PUTZ 3 Phase 3 at the Pressure Ulcers to Zero: A celebration and Network Event on 16th November 2017.

Other Work sponsored by QID

Clinical Audit Training and Support

The Clinical Audit training aims to equip staff with the skills necessary to carry out clinical audits and build capacity and capability within the service through the delivery of a one day clinical audit skills course to all healthcare staff wishing to undertake audit, and also offers support and advice to staff conducting clinical audits. Excel based audit tools are developed to enable staff to analyse the data from their audit.

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Five hundred and ninety three HSE staff received training in Clinical Audit Skills in 2017 this includes staff from Acute Hospitals (164), Community Health Organisations (CHOs), (339) and Our Lady's Hospice Harold's Cross and Marymount University Hospice (67) and Peamount Hospital (23).

Audit tool templates have been developed to allow staff to develop their own audit tools, these tools analyse the audit data and present it graphically. Audit tools developed to date have been made available on the Quality Improvement webpage.

The following work has been conducted on national audit tools:

- A tool was developed for Paediatric Early Warning Score (PEWS).
- Support has advice has been given to the Homebirths service.
- Audit tools are being developed national with Mental Health.
- Audit tool being developed for Maternity Early Warning Score (IMEWS).

Support to National Surveys

- The clinical audit and support function developed a tool to allow for the analysis of a repeat of the Primary Care Service User Experience Survey.

<https://www.hse.ie/eng/about/who/qid/other-quality-improvement-programmes/auditsupport/>

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Research Collaborative for Quality and Safety (RCQPS) - Improvement Research

Commissioning Process

RCQPS, collaboration between the Quality Improvement Division and the Health Research Board funds two projects per cycle up to the value of €280,000. The collaborative connects researchers and health professionals to make sure the right research questions about quality and patient safety are being addressed. In 2017, two projects were funded:

1. OPTI-MEND: Optimising early assessment and intervention by Health and Social Care Professionals in the Emergency Department (ED).
2. How can mental health services and primary care best collaborate to enhance physical health outcomes among patients presenting with first episode of psychosis? A mixed methods study. The Irish National Adverse Events Study (INAES): the frequency and nature of adverse events in Irish hospitals—a retrospective record review study, was the first study from RCQPS to be completed and published in BMJ.

QUALITY IMPROVEMENT DIVISION

Specialty Quality Improvement Programmes (SQI)

There are three National Specialty Quality Improvement (SQI) Programmes in Histopathology, Radiology, and G.I. Endoscopy. These programmes are managed by the RCPI and funded by the QID.

Key Achievements in 2017 include:

Histopathology QI Programme (HQI)

- 32 hospitals live on NQAIS Histopathology at the end of 2017, with 100% involvement of 25 Public and also 7 private hospitals.
- HQI Annual National Data Report presented at annual meeting and published.
- Published round 3 targets, NDR and revised Guidelines.
- Working to ensure NQAIS Histopathology integration with new national MedLis Project rollout.

GI Endoscopy QI Programme

- 39 Hospitals live on NQAIS Endoscopy 32 public and 7 private hospitals.
- Two National Data Reports circulated in 2017, as more data became available a second report was shared at EQI National Workshop in RCPI in October 2017.
- New Hospital Group Clinical Leads were appointed and joined the EQI Working Group.

Radiology QI Programme

- The National Clinical Audit application was submitted to National Clinical Effectiveness Committee.
- The first set of preliminary RQI targets were set.
- The RQI escalation process was finalised.
- Annual RQI Participant Workshop held in RCPI in November 2017.

<https://www.rcpi.ie/quality-improvement-programmes/national-quality-improvement-programme>

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National Office of Clinical Audit (NOCA)

NOCA was established in 2012 to create sustainable clinical audit programmes at national level. NOCA is funded by the Quality Improvement Division and supported by the Royal College of Surgeons in Ireland.

The current national audits governed by NOCA are as follows:

- Major Trauma Audit (MTA), clinically led by Dr Conor Deasy.
- Irish National Orthopaedic Register (INOR) clinically led by Mr David Moore, Mr Paddy Kenny, Mr James Cashman.
- National Intensive Care Audit (ICU Audit), clinically led by Dr Rory Dwyer.
- Irish Hip Fracture Database (IHFD), clinically led by Dr Conor Hurson, Dr Emer Ahern.
- National Audit of Hospital Mortality, clinically led by Dr Brian Creedon.
- National Perinatal Epidemiology Centre (NPEC) clinically led by Prof Richard Greene.

Key Achievements in 2017:

- 8 National Reports Published.
 - Irish Hip Fracture Database (IHFD) 1st Hospital Level Report
 - National Perinatal Epidemiology Centre (NPEC) 1st Island of Ireland Perinatal Mortality Report
- Launched strategy for 2017-2020.
- Data from Major Trauma Audit (MTA) used to inform the Trauma System for Ireland Report.
- Growth of Patient and Public Representatives in NOCA.
- NOCA hosted National Training Days for ICU, MTA and IHFD Audits. NPEC held a study day in 2017.
- Collaborated with the HSE in establishing a process to identify and assign owners to recommendations arising from all national reports.
- NOCA Staff presented at various conferences nationally and internationally including The Fragility Fracture Network Malmo Sweden, Irish Association of Emergency Medicine Conference and Healthcare Pricing Office Conference.

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Policies Procedures, Protocols and Guidelines (PPPG)

The HSE National Framework for developing PPPGs was published in December 2016 and implementation commenced in 2017. The Framework was developed as a guidance document for HSE staff and HSE funded services to assist them in meeting the National Clinical Effectiveness Committee (NCEC) Standards for Clinical Practice Guidance when developing PPPGs.

Deliverables are:

PPPG Website in place and resources available with ongoing updates in 2017 to assist staff when developing PPPGs and these can be accessed on the PPPG website: www.qualityimprovement.ie

A PPPG Training Programme was developed and piloted in 2017 and in January 2018: Information session will be held in May 2018 for key HSE staff on how to deliver the Programme to staff within their area. It is the responsibility of each senior manager and line manager to ensure all new and existing PPPGs due for review adopt the HSE PPPG Framework. In parallel a National Central Repository (NCR) will be established to hold all national approved HSE PPPGs in a central location, facilitating access to staff and services users.

<https://www.hse.ie/eng/about/who/qid/use-of-improvement-methods/nationalframeworkdevelopingpolicies/national-framework-for-developing-policies-procedures-protocols-and-guidelines-pppg-.html>

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Quality Improvement Programme in Social Care – Disability Services

The Social Care Division (SCD) and the Quality Improvement Division (QID) jointly resource a cross-divisional Quality Improvement Programme to advise and support HSE residential services for adults with ID on enhancing structures and processes to improve the delivery of quality and person-centred services.

Support Reconfiguration

In February 2017, the SCD/QID Team reconfigured its available resources and modified its way of working in order to maximise ongoing support to Disability Services to focus in-depth support on specific identified services.

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CHO Area	Number of HSE Units
Area 1: Donegal, Sligo, Leitrim, Cavan, Monaghan	108
Area 2: Galway, Roscommon, Mayo	11
Area 3: Clare, Limerick, North Tipperary, East Limerick	29
Area 4: Cork and Kerry	16
Area 5: Carlow, Kilkenny, South Tipperary, Waterford, Wexford	11
Area 6: Wicklow, Dun Laoghaire, Dublin South East	23
Area 8: Laois, Offaly, Longford, Westmeath, Louth, Meath	32
TOTAL Houses / Units	230

Table: Number of HSE Units provided by SCD/QID QI Programme Team to Services

As per the table above, despite the reduction in staffing in 2017, the Team made every effort to maintain service support visits onsite with disability services in the targeted areas. As such, the total number of hours of support provided to services in 2017 was similar to that of 2016, although the focus of work in 2017 was providing more intensive and directive support to fewer services.

Supports to National Disability Services Provided by SCD/QID Programme Developing

Cultures of Person-Centredness: In February 2017, members of the QI Team as well as nominated managers in ID Services began working together on a year-long National Programme for Developing Cultures of Person Centredness, developing service-based facilitators (with QI Team as co-facilitators) to lead culture change and person-centred practice in local disability services. Co-facilitation provided by the SCD/QID Team will continue through the first half of 2018 to help sustain and spread improvements.

Project Toolbox: In Dec 2015, the QI Team launched a bespoke Toolbox for HSE adult residential ID services. The Toolbox includes tools, guides, policies, templates, and signposts to resources from HIQA, the HSE, and other national bodies, and is aligned to the 18 outcomes upon which services are inspected by HIQA against regulations and standards.

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In Q3 2017, as part of the Sustainability Plan for Disability Services, the Toolbox was formally handed over to SCD for management and maintenance of the Toolbox, with linked support from QID.

QI Training for Residential Services for Adults with ID - QI Diploma: The QI Team worked with stakeholders in the QID and the RCPI to support the rollout of the RCPI Diploma in Leadership and Quality in Healthcare, aimed specifically at community based services. Seven members of the QI Team and a number of managers in community services are currently participating in the Diploma Programme, which commenced in November 2017 and is due to be completed in June 2018.

Leadership and Quality Training: In 2017, members of the QI Team with relevant experience (e.g. a previous Director of Nursing in a residential disability service) worked with local NMPDUs in Sligo, Donegal, Dublin, Tipperary and Limerick to deliver part of a Leadership and Quality Training Programme for Persons in Charge (PICs) and Persons Participating in Management (PPIMs) in Disability Services.

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Global Health

The HSE Global Health Office was formally established in 2017 with dedicated staff and a new cross-divisional oversight group. The Global Health Programme was further strengthened with renewal of the Memorandum of Understanding between the HSE and Irish Aid in May.

Under the HSE partnership agreement with Mozambique, the collaboration proceeded as planned with completion of an 8-month training programme in QI for teams from 15 hospitals and the Ministry of Health. This was followed by a 3-day 'Training of Trainers' workshop for hospital leaders.

In November, the HSE formalised a long history of cooperation between Ireland and Sudan in health by signing a new partnership agreement with the Sudan Ministry of Health.

The HSE co-hosted the 'Fourth Global Forum on Human Resources for Health' in Dublin in November. There were one thousand delegates registered from 60 countries. This was a successful event culminating in a political outcome statement, the Dublin Declaration.

In order to promote responsible engagement in global health, the HSE became a signatory to supporter status for the Comhlámh Code of Good Practice for Volunteer Sending Agencies.

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Mozambique Collaboration

A collaborative process between QID and the Ministry of Health in Mozambique supported by the Embassy of Ireland Mozambique and HSE Global Health commenced in September 2017 to plan a blended learning QI Pressure Ulcer Prevention programme to support a national initiative. The 12 month programme commenced in Mozambique in December 2017 with a traditional style workshop to be followed by two monthly webinars and access to online.

<https://www.hse.ie/eng/about/who/qid/other-quality-improvement-programmes/globalhealth/>

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Picture 1: Lorraine Murphy, National Lead Pressure Ulcer to Zero with Mozambique healthcare staff at a QID Pressure Ulcer Prevention workshop as part of a Ministry for Health in Mozambique and HSE collaboration.



Picture 2: Tony O'Brien, DG and Joe McHugh TD, Minister of State for the Diaspora and International Development signing Memorandum of Understanding between HSE and Irish Aid in May 2017.



Picture 3: Tony O'Brien, DG signing the Sudan Ireland - Partnership Agreement with Dr Issam El Deen Mohamed Abdulla undersecretary of Sudan's Federal Ministry of Health.

QUALITY IMPROVEMENT DIVISION



Further Information

More information is available on the Quality Improvement Division section of the HSE website:

<https://www.hse.ie/eng/about/who/qid/>

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