

DEVELOPING EXCELLENCE IN WALSALL

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INTRODUCTION

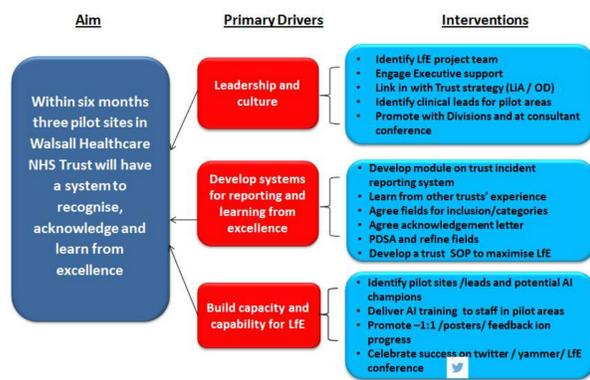
Safety in healthcare has traditionally focused on avoiding harm by learning from error. But it is becoming increasingly recognised that learning from excellence (Lfe) can also provide a means of improving practice and making staff feel valued.

In March 2017 Walsall Healthcare NHS Trust embarked on a journey to develop a system enable staff to systematically recognise, report and learn from excellent practice. Having secured executive support for the initiative the initial Lfe project team (Paediatric Consultant, Quality Improvement Lead, Governance Lead) identified three initial pilot sites for Lfe (Paediatrics, Community, Surgery) who received Appreciative Inquiry training.

The Lfe project team has rapidly expanded into an Lfe Faculty which now includes colleagues from Emergency Department (ED), Patient Safety, and Organisational Development (OD)

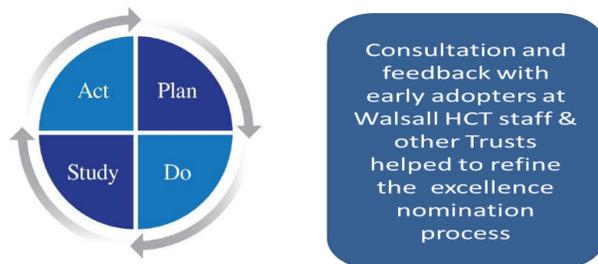
AIMS AND METHODS

An initial diver diagram was developed outlining the aims of the project.



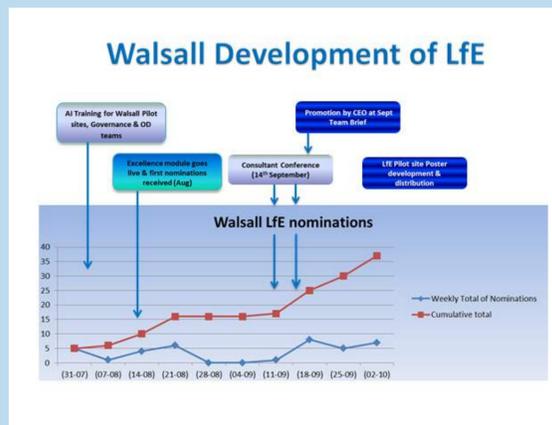
USE OF QI METHODOLOGY

The Lfe team has worked collaboratively using Quality Improvement methodology and small scale tests of change (PDSA) to develop the automated excellence reporting module



DEVELOPMENTS AND IMPROVEMENT

The Excellence nomination module sits within the trust incident reporting system. PDSA cycles have been used to develop and refine the nomination process, the governance framework and posters for pilot sites. These revisions proved useful to increase nominations in pilot sites. There was however a pull from other sites and natural diffusion elsewhere. Interventions listed on the run chart below (Consultant Conference and CEO team brief) prompted further spread across the organisation.

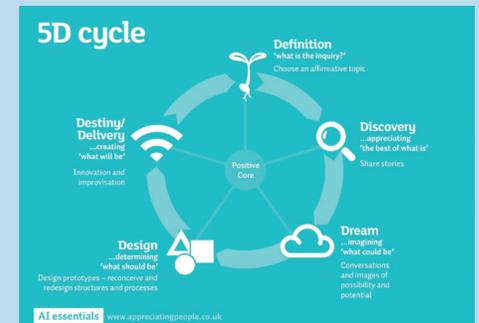


LEARNING FROM EXCELLENCE USING 5D PRINCIPLES

Following the successful MRI brain scan above we dreamt, "What if it were this good, every time."

We then interviewed all those involved in the patient pathway- consultant, play specialist, radiographer, parent and child, asking the question, "What made it so excellent?"

We then re-designed the process around this great experience and develop a Standard Operating Protocol (SOP).



EXCELLENCE CATEGORIES

- Delivery of Safe, High Quality Care
- Excellent Communication
- Facilitating Care at Home
- Good Use of Resources
- Innovative Working
- Valuing Colleagues
- Working well with Partners

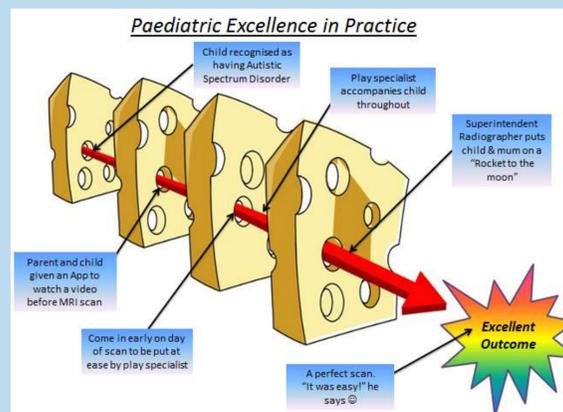
The excellence categories were initially developed from other Lfe sites however they were subsequently tailored to the trust values to encourage and reward behaviours that align with organisational espoused values

EXCELLENCE THEMES



Early analysis of first 30 excellence reports at WHT revealed that **above and beyond** was the most frequently cited theme.

This is an interesting finding and could be indicative of the caring predisposition of staff working in healthcare and could indicate system gaps so staff working above and beyond to maintain quality of care for patients. It thereby acts as an alert for where system improvement are needed. We have also found that integrating Lfe into current IT systems helps with acceptability and spread but comes with inherent limitations – compared to a bespoke solution.



KEYS TO PROJECT SUCCESS



BARRIERS AND SOLUTIONS

| BARRIERS | SOLUTIONS |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Resistance from some clinicians | Use of examples of benefits to persuade |
| IT limitations – not able to report teams | Option for multiple nominees added |
| IT limitations- some staff groups not on Trust Incident Reporting system / email | Facility to 'add' nominees to Trust IR system enabled, hard copy letter |
| Demoralisation of other team members who have not been nominated | Nomination generated from teams rather than individuals |
| Challenges with getting messages out to multiple community sites | Poster development and distribution supported with education & email progress updates |

CONCLUSIONS

The NHS is under immense pressure – we have to 'do more with less' and this is only achievable with engaged, motivated staff and through using all opportunities for learning. Within a relatively short space of time we have run successful pilot sites with over 50 nominations and are in a position to scale up to other areas in the trust. Lfe reports for pilot sites have been embedded within the existing trust governance frameworks and regular reporting framework has been developed.

ACKNOWLEDGEMENTS

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