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Birmingham Women's and Children's NHS Foundation Trust

Where did it all go so right?

Learning from Excellence uncovers the conditions that lead to success in antibiotic stewardship

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Introduction and Aims

Learning from Excellence (LfE) is a positive reporting initiative that originated in Birmingham Women's and Children's Hospital (BWCH) in 2014[1]. It has two main objectives: to capture and learn from episodes of 'every day' excellent practice and to boost morale through positive feedback.

Appreciative Inquiry (AI) is the action research methodology used to generate insights into what led to success in the reported situations (fig 1). Working through the 5D cycle (fig 2), inquiry into strengths and positive experiences engages people in a process of improvement: to create a better future.

Method

The **PRAISe** Project (Positive Reporting and Appreciative Inquiry in Sepsis) tested the hypothesis that LfE can be used as an intervention to facilitate improvement in the related areas of sepsis management and antimicrobial stewardship.

554 positive reports (IR2s) were generated by the PICU Research Team in response to excellence in prescribing, timely administration of antibiotics and de-escalation of antimicrobial therapy.

75 IR2-reported staff were interviewed using an abbreviated AI protocol - **Mini-AI** - that allowed appreciative conversations to take place at the bed-side with minimal disruption to work.

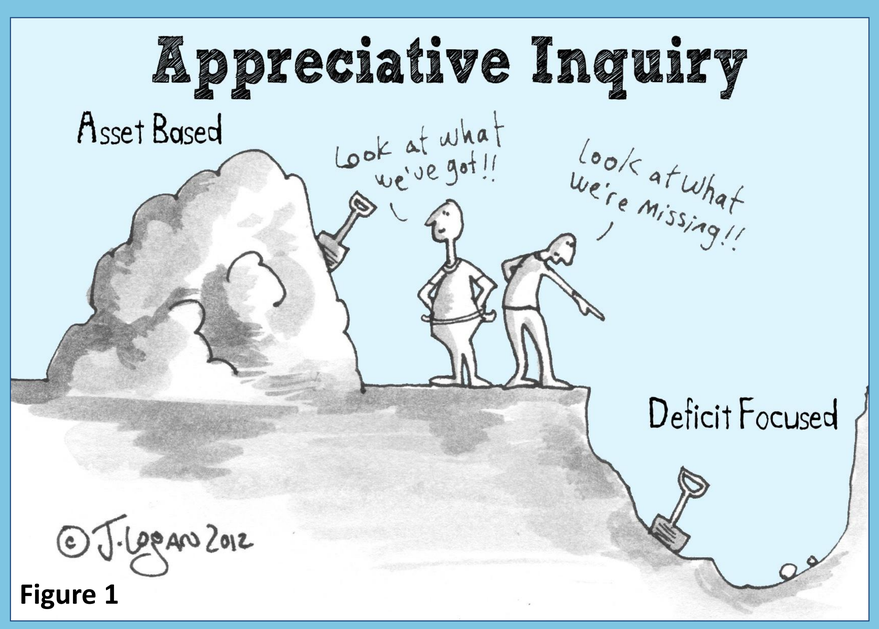

Figure 1

'Praise is reassuring but there's a lot more potential in appreciation with inquiry'
Cathy Sharp @researchforreal

'…. qualitative research to elucidate the logic of care …. i.e. the numerous elements of good illness management' [2]
Trish Greenhalgh @trishgreenhalgh

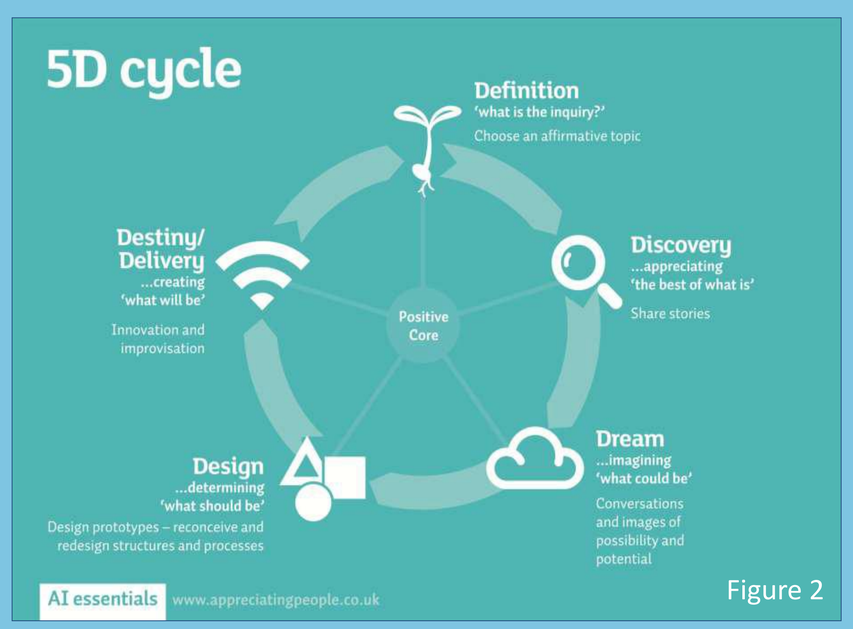

Figure 2

Results: AI Questions and Main Themes

"There is a general ethos about prescribing standards here"

"I think of a prescription as a form of communication"

"The pharmacy team are approachable and have tremendous knowledge"

"Nurses are empowered to ask if the prescription isn't right"

"The charts are well designed, they 'allow' us to do well"

Prescribing Themes	5Ds ← Definition →	Antibiotic Administration Themes
✓ Intrinsic motivators: meticulous, 'OCD', need to understand the 'why?', follow the rules, do it properly, ✓ Experience, training, exams ✓ Pharmacist, role model ✓ Well-designed charts, environment	**Discovery** What is it about you and/or the team that enabled this good practice to happen?	✓ Good communication ✓ Multidisciplinary teamwork ✓ The PRAISe Team ✓ The PRAISe sticker
✓ Assertiveness, politely stop interruptions ✓ Ownership of prescribing area to make it 'fit for purpose'	What techniques do you use to overcome challenges?	✓ Assertiveness ✓ Ability to prioritise
✓ Culture, strong policy, no interruptions, open to challenge ✓ Electronic prescribing	**Dream** Imagine that this excellent practice is routine – what has changed?	✓ Knowledge and training ✓ Empower the nurses ✓ Sepsis nurse role
✓ Improve prescribing areas ✓ Culture, all meds not just antibiotics ✓ Involvement in microbiology rounds	**Design** What are the smallest steps we can take to achieve this?	✓ Education, information ✓ PRAISe sticker to remain
✓ IR2s, positive feedback, share improvement results, good examples in sight ✓ Empower nurses to challenge	**Destiny** How can we promote and share this good practice?	✓ Evidence [cf information], examples of good practice ✓ Continue with IR2s ✓ Sepsis champions

"The sticker helps everyone to focus"

"The sticker made me realise I needed to prioritise giving the antibiotics"

"Clear communication everyone is thinking SEPSIS, everyone knows the plan"

"Let's get everyone talking about it!"

How does it feel to receive a LfE report?

Conclusions

- Mini-AI conversations are feasible and generate meaningful insights into the conditions that lead to success in healthcare.
- IR2s have an exclusively positive impact on recipients and are cited as a way to sustain good practice.
- Intrinsic motivation is prevalent in good prescribers and this is positively reinforced by the LfE system.
- Non-technical skills e.g. teamwork, assertiveness, empowerment, are often cited and valued in descriptions of successful work.
- Appreciative Inquiry generates real-world improvement ideas from frontline staff.

References: 1. Kelly N, Blake S, Plunkett A. , BMJarticle2016 as 10.1136/archdischild-2015-310021; 2. T.Greenhalgh, J Howick, N. Maskrey, BMJ 2014;348:g3725