

Implementation of an excellence reporting system (GREATix) in theatres.

Laure Martin, Consultant Anaesthetist
Southern Health & Social Care Trust, Northern Ireland.

Background

Learning from Excellence (LfE) is an innovation that focuses on capturing and learning from episodes of excellence in healthcare in an attempt to further improve the quality and safety of care we provide.



An excellence reporting system, GREATix, had been started in our theatres, from a desire to redress the balance of perceived negativity associated with incident investigations and learn from what was going well in our department. However, despite numerous examples of excellent practice, nominations were surprisingly infrequent (4/months).

Aim

To increase GREATix nominations to **8 a month by June 2020** to improve learning and enhance staff morale.

Methodology

- Brainstorm sessions to agree on measures, driver diagrams and change ideas.
- Survey monkey to gauge thoughts from staff using or receiving GREATix.
- Weekly count of GREATix received and content entered into a database to analyse themes.
- 30 GREATix 'time to process' analysed after the 2 changes in reporting system (online form and App).

Process change

- Regular **feedback** presentations at the monthly patients safety meetings.
- Celebration **event** to thank staff for being 'GREAT'
- Individual** contact to encourage reporting.
- Replacement of paper form by an **electronic form**.
- Introduction of an **App** to support the GREATix champions in processing each nomination.

Key learning

- Recognition** is crucial to maintain staff morale and retention.
- Electronic form** is easier to use but still not readily accessible for staff to nominate peers.
- Regular **reminder** for staff to nominate peers is necessary to maintain momentum.
- Processing the data received must be **less time** consuming to secure engagement from champions.

Next step

- Incorporate GREATix in the Trust **staff recognition strategy**.
- Include the **learnings** from GREATix in the 'Learning from experience' Trust reports to balance critical incidents and complaint forms.
- Development of a more **accessible** reporting system.
- Dedicated **support** staff to process the GREATix.
- Use of GREATix nomination as a **tool** for Quality Improvement projects: intravenous fluid prescription, sepsis 6 bundle, antibiotic stewardship.

Results

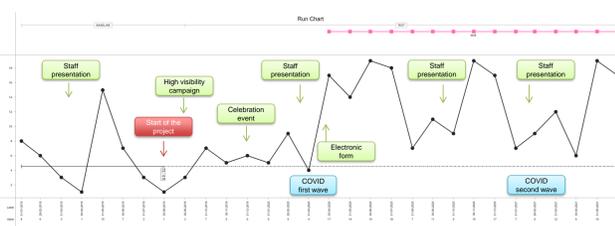


Fig 1. Number of GREATix nominated per month in theatres in SHSCT

- GREATix nominations are more frequent in theatres but are reliant on regular staff reminders at meetings, in newsletters or by individual contacts and have been affected at times of challenging working conditions (Fig 1).



Fig 2. Document sent to staff and management team that compiled all the GREATix sent in theatres, obstetric department and paediatric ward in 2020.



- All GREATix were collated into an electronic booklet and sent to staff (Fig 2).
- 'Team work', 'colleague support', 'leadership' and 'going above and beyond' are the most common themes.

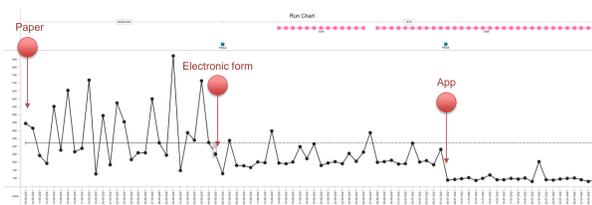
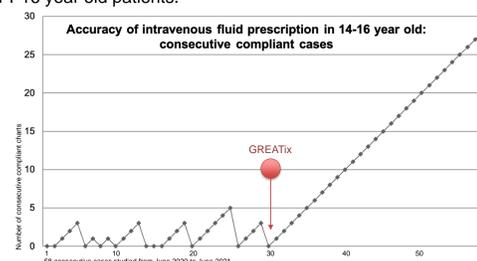


Fig 4. Time to process a GREATix nominations with paper form, electronic form and app.

- Reducing the time to process the forms (Fig 4) helps the champions to send the GREATix timely and allows a more efficient use of their time.

All intravenous fluid prescription charts have been compliant after introducing GREATix (Fig 5) suggesting that **learning can be influenced by positive feedback**.

Fig 5. Use of excellence reporting (GREATix) as a tool to improve the compliance of the intravenous fluid prescription in 14-16 year old patients.



Each GREATix nominations had a **positive impact on staff morale** (Fig 3).

Fig 3. Staff survey sent by text message that highlights the positive impact receiving a GREATix had on the staff morale and confidence.

How receiving a GREATix made you feel?

In all my years with the Trust, no-one has ever commended me on my work – it is nice to know that there is appreciation out there for what you do as one sometimes loses sight of this. I will be walking across the car park this Friday with a big grin on my face! 😊

I'm the kind of person who thrives on positive feedback so most definitely made me feel good to receive one! Makes it all feel worthwhile and would encourage me to continue good practice

The best thing about receiving a GREATix is realising that someone took the time to recognise and acknowledge the effort we put into our making sure we deliver the best for our patients. This sort of recognition means more as it comes from our colleagues who face all the same challenges as us and know the difference a word of encouragement makes.

Receiving a GREATix was confidence boost & affirmation that I was doing something worthwhile & making a positive contribution to the department, to the team & indirectly to the patients.

This made me feel valued at a time when plenty of us don't feel valued, when we don't feel like we are making a difference. And the end result is a better job satisfaction and an increased willingness on my part to remain after my duties should the same occur again.

Now, more than ever, low morale and burnout are so common. Positive reinforcement of good team work is so necessary. [...] Improved communication and team working will make it more likely for these examples of exemplary practice to continue.

References

Kelly N, Blake S, Plunkett A. Learning from excellence in healthcare: a new approach to incident reporting. *Arch Dis Child*. 2016;101:788–791
Zhang H. "How Do I Recognize Thee, Let Me Count the Ways". Thought Leadership Whitepaper, IBM Smarter Workforce Institute, 2015.
Jones AS, Isaac RE, Price KL, Plunkett AC. Impact of Positive Feedback on Antimicrobial Stewardship in a Paediatric Intensive Care Unit: A Quality Improvement Project. *Pediatr Qual Saf* 2019;5:e206.

Contact:

laure.martin@southerntrust.hscni.net

greatix@southerntrust.hscni.net

@LaureMartin13

Thank you to my mentor Maria O'Kane and to Roisin Carolan, Rebecca Wallace, Eireann Toner, James Crockett and all theatre staff for their support.

