



Being Open to Improvement: The Leadership of Nurses

National Conference September 2015

Nursing: Shaping our Healthcare



HEALTH QUALITY & SAFETY
COMMISSION NEW ZEALAND
Kupu Taurangi Hauora o Aotearoa

The Commission

*Supporting the health and disability sector
to deliver safe and quality health care
to all New Zealanders*



It's about...

- ***'Shining a light'*** on important quality and safety issues through public reporting
- ***'Lending a hand'*** through making expert advice, guidance and tools available
- 'Being an ***intelligent commentator*** and advocate for change'

“Doing the right thing, and doing it right, first time”



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Our Role (in legislation)

Provide **advice** to the Minister of Health to drive improvement in quality and safety in health and disability services

Lead and coordinate improvements in safety and quality in health care

Report publicly on the state of safety and quality, including performance against national indicators

Identify data sets and key indicators to inform improvements in safety and quality

Disseminate knowledge on and advocating for safety and quality

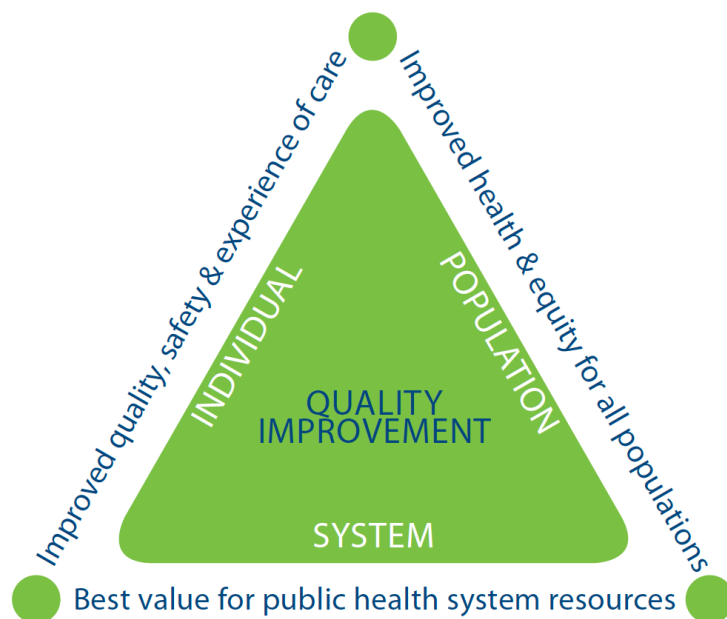


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The New Zealand Triple Aim



Sector quality and safety outcomes

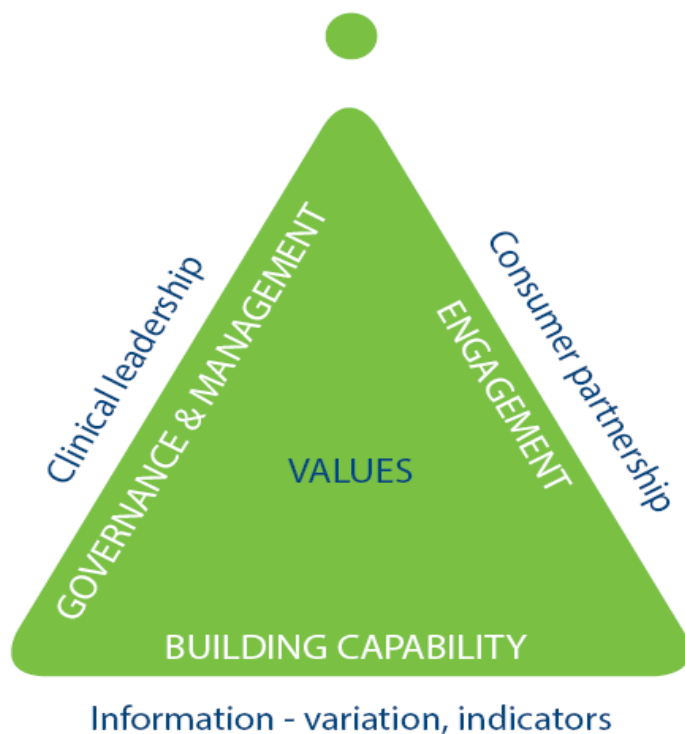


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What we don't do

- Handle individual consumer cases or complaints
- Enforce regulations or legislation
- Quality assurance or compliance auditing
e.g. for certification
- Credentialing or registration of individual clinicians
- Fund health and disability services

Key Elements of Quality



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Our past and current focus



Reducing harm from:

falls

healthcare associated infections

medication

surgery

Sector capability
& clinical
leadership

Consumer
engagement

Information, analysis
and evaluation



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open
FOR BETTER CARE

Hāpai ake te toiora

It's about being open to:

- change, improvement and innovation
- working with patients and consumers, family and whānau
- communicating clearly and listening carefully
- supporting an honest, transparent culture
- admitting mistakes and learning from them
- working as a team and across teams
- working across the primary and secondary sector
- sharing learnings, and learning from the successes of others



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COMMISSION PROGRAMME

CAMPAIGN TOPIC

Reducing Harm from
Falls Programme



May-Nov 2013

Infection Prevention and
Control Programme



Oct 13-Mar 14

Reducing Perioperative
Harm Programme



April-Sept 14

Medication Safety
Programme



Oct 14-Mar 15

Programme

Programme

Programme

2013

2014

2015

2016

Why a campaign?



“...use the energy of a campaign, built around collaboration, to achieve measureable improvement and reusable networks”



our common goal



**"The very first
requirement in a
hospital is that it
should do the sick
no harm."**

-Florence Nightingale



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Doing things right first time

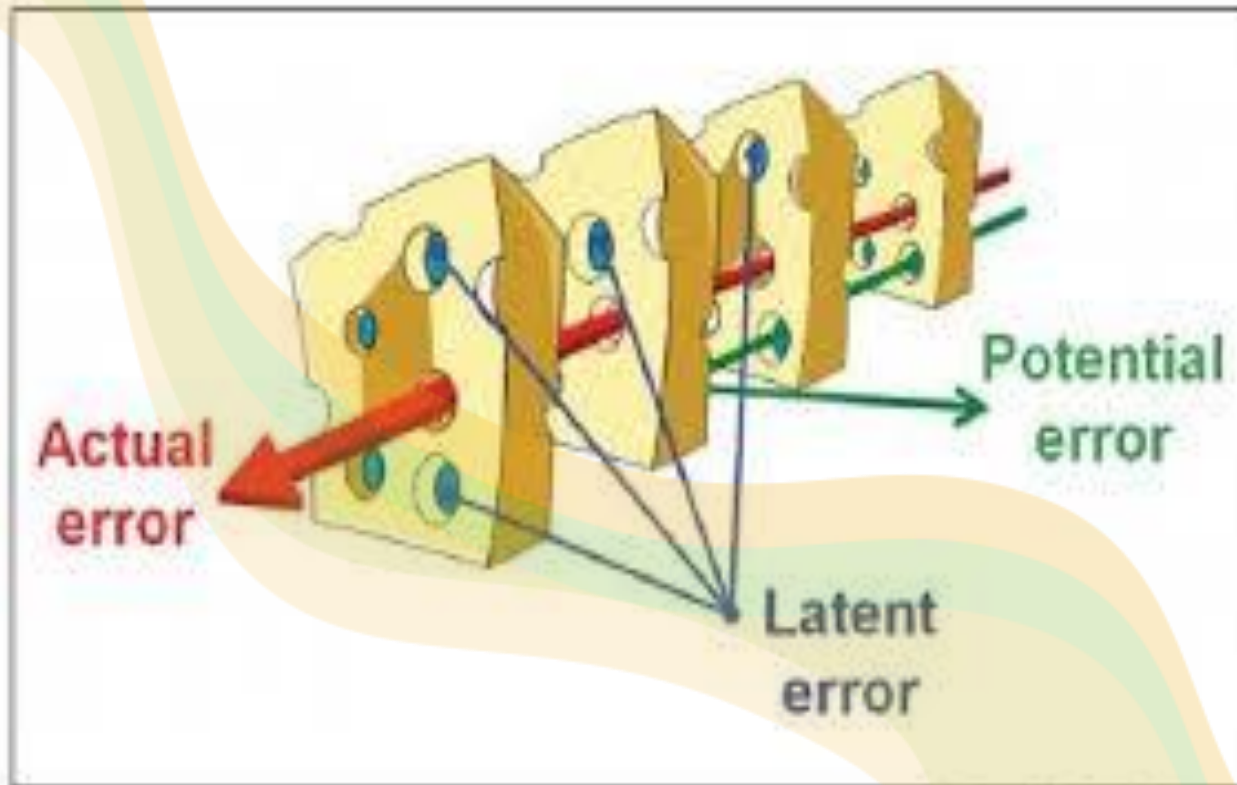


Figure 2: Error Trajectory

Nurses and quality

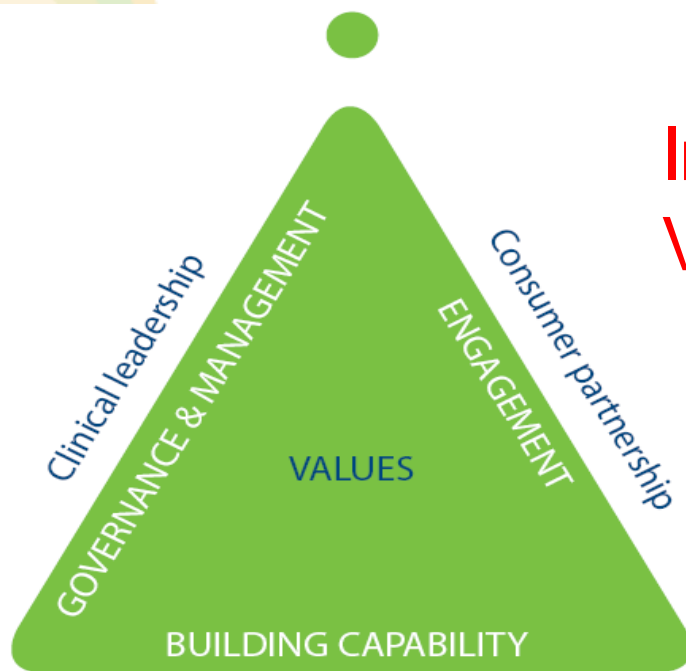
Nurses play a vital role in improving quality and safety not only in hospitals but also in primary and community-based care.

One hospital CEO said of nurses, they are the “heart and soul of the hospital.”

- Nurses are the key caregivers in health services and can significantly influence the quality of care provided.
- They are integral to quality improvement and patient safety because of their day-to-day patient care responsibilities.

A CNO noted, ‘Nurses are the safety net. They are the folks that are right there, real time, catching medication errors, catching patient falls, recognising when a patient needs something, alert to patient deterioration.’

Key Elements of Quality



Information: measurement,
Variation, indicators

Information - variation, indicators



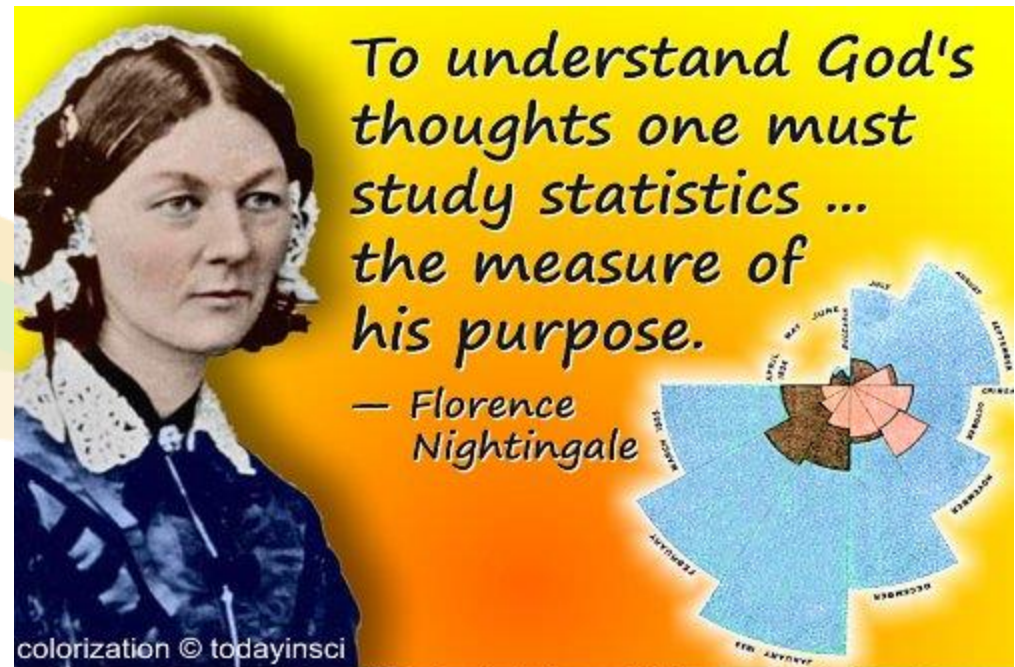
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Nursing's improvement history



The first nurse to use data for improvement
... and publish the results?

Measurement and
Information



More science quotes at Today in Science History todayinsci.com



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Taking action



If nurses identify a problem and are encouraged to take responsibility for fixing it, it is “the difference between reading the memo and thinking about it and writing the memo and doing

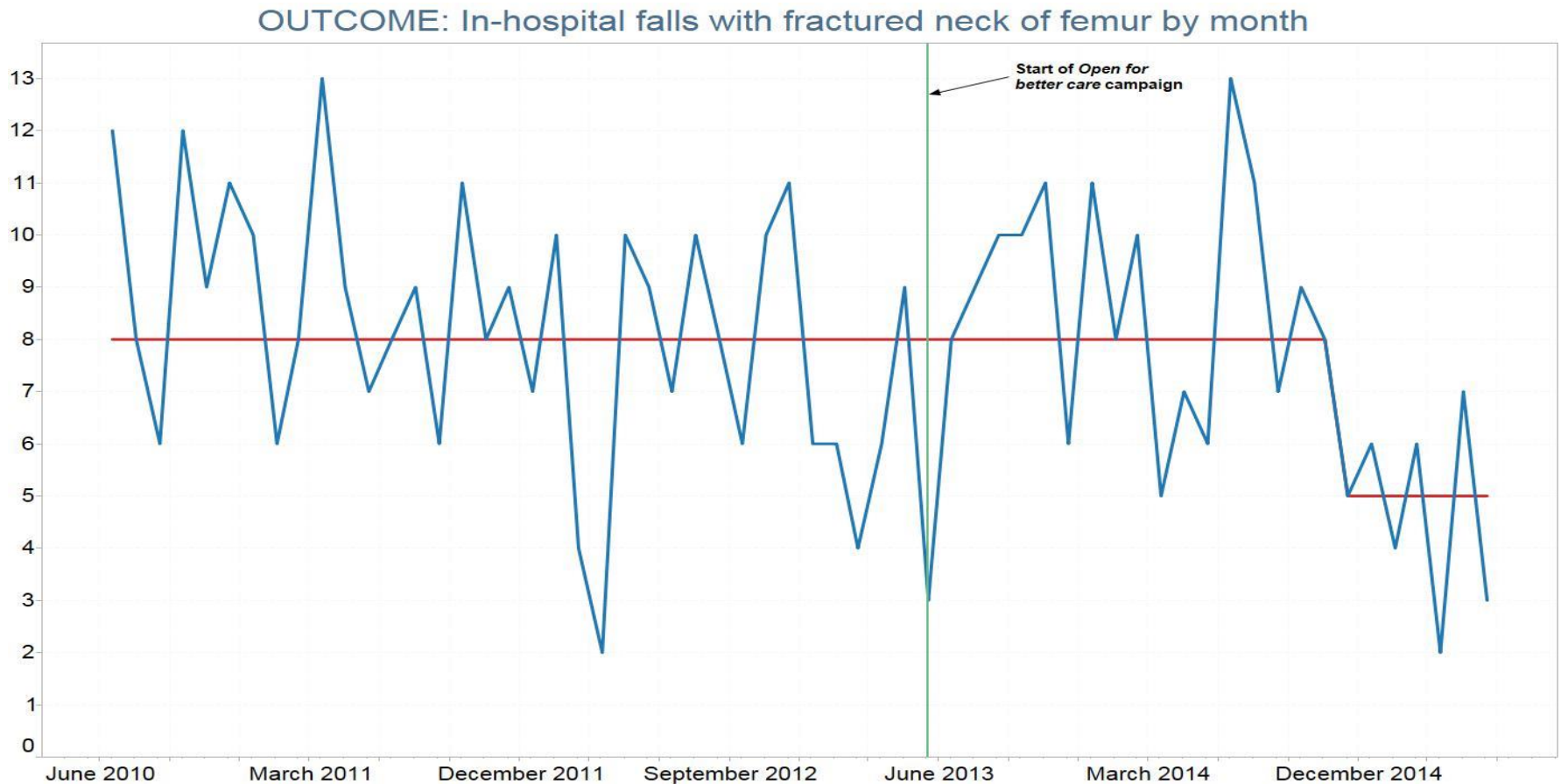


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Nurses unique contribution

- Nurses provide valuable insights into care processes following **adverse events** or as part of a **root cause analysis team**.
- Nurses' knowledge of the care provided is essential for **designing the best improvements** in care processes.
- Contributing their **expert understanding** is professionally gratifying work that most nurses feel will lead to **more robust patient safety** innovations (Hall et al., 2007).

Quality 7 Safety Marker - results of falls



Hand Hygiene



- Nationally, compliance with best practice hand hygiene requirements has increased from 62 percent in 2013 to 80 percent in 2015 – similar to rates in Australia and Canada.

**FOR SAFE HANDS
CLEAN AT THESE TIMES:**

- Directly before touching a patient.
- After touching a patient, before you leave.
- Directly before and after a procedure.
- Directly after body fluid exposure.
- After touching the patient's surroundings if none of the above have occurred.
- Wearing gloves does not change any of the above.

www.handhygiene.org.nz



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Medication Safety

Medication safety is about making sure the right patient gets the right medicine in the right dose at the right time and by the right route

Our focus is on:

- prescribing and administration
- safety of transitions of care
- electronic medicines management in hospitals
- high-risk medicines and situations
- measurement and evaluation

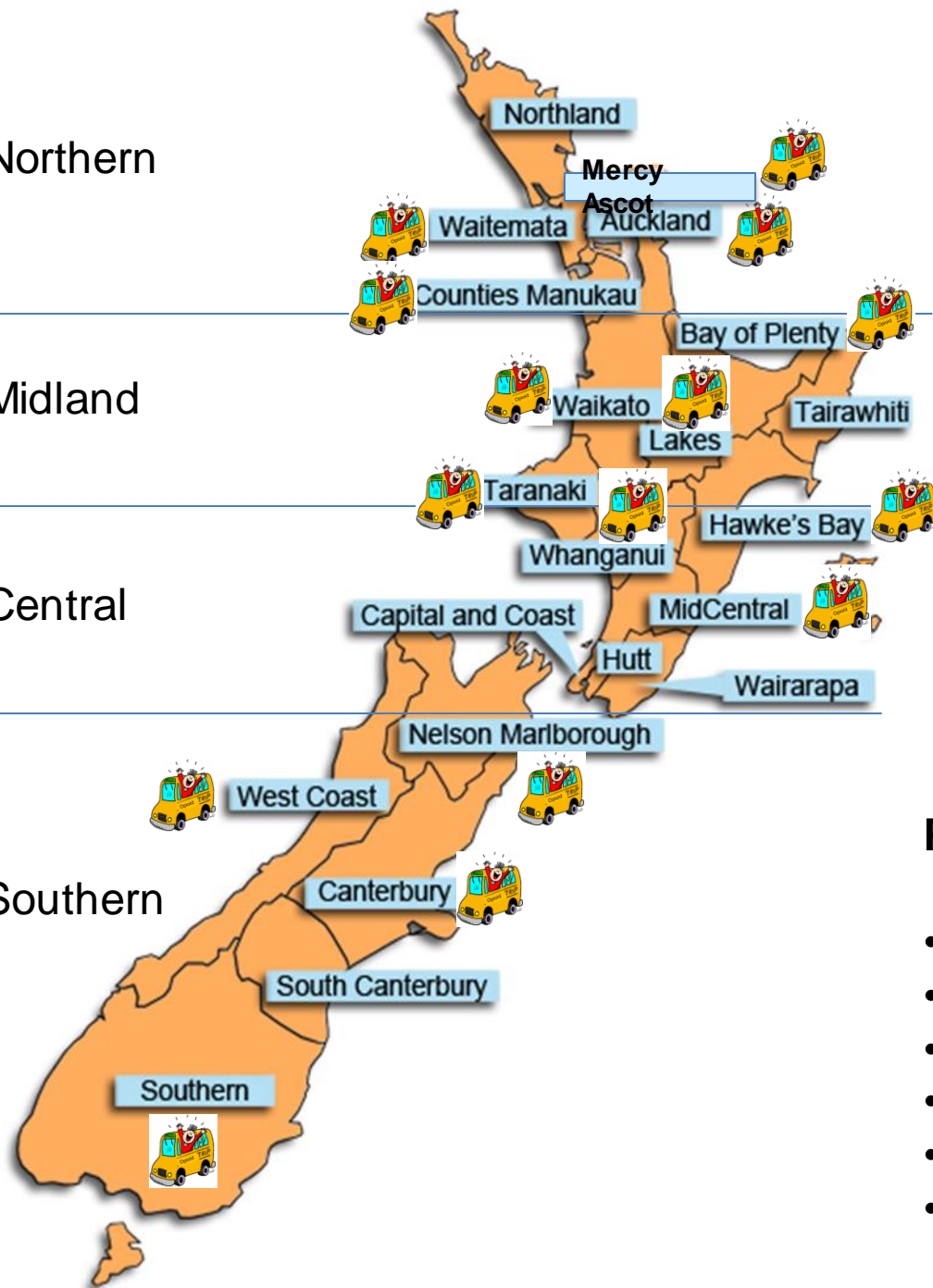


Northern

Midland

Central

Southern



15 visits

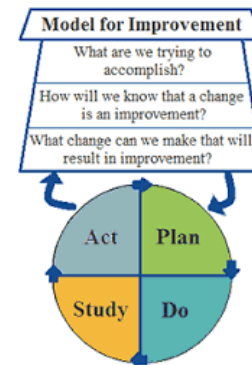
Purpose

- Measurement systems
- Theory and change ideas
- Quality improvement training
- Partnership and engagement
- Meet with wider team
- Understand the local environment

Share and learn from each other
and strengthen networks



Gain a deeper understanding of
quality improvement
methodologies and tools



Learn methods to accelerate
testing of changes and
improvements



Develop change ideas to
reduce harm associated with
opioids and learn how to
apply them practically



Develop a strategy and a plan for
action period two

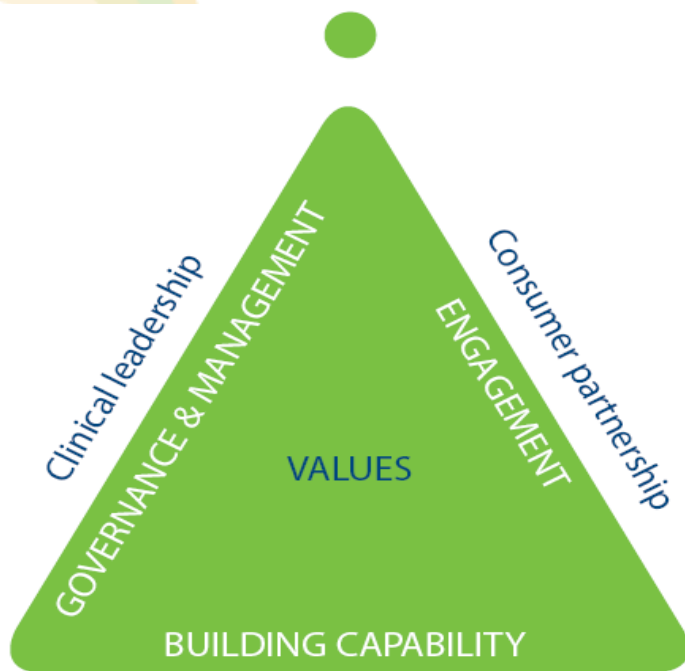


Discuss and learn about
measurement, data collection and
reporting related to opioid safety



Learning session 2 objectives

Key Elements of Quality



Information - variation, indicators

Clinical Leadership



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*“I think
one's feelings
waste
themselves
in words;
they ought all to
be distilled into
actions which
bring results.*

FLORENCE NIGHTINGALE

Clinical Leadership



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Strategies that foster nursing quality improvement

- Supportive nursing leadership actively engaged in improvement work;
- Setting expectations for all nurses that quality is an individual and shared responsibility;
- Educating nurses in improvement methods and tools;
- Inspiring and using nurses to champion efforts;
- Providing ongoing feedback that engages staff.

Working IN the System and ON the System



- Capabilities -- need to moving from a concept to a core competency
- Become universal for all nurses
- Can positively impact the day-to-day lives of nurses.
- Increase job satisfaction for nurses,
- Address systemic problems
- Create opportunities team-based inter-professional systematic improvements
- Create a culture that views challenges in care delivery as opportunities for improvement .

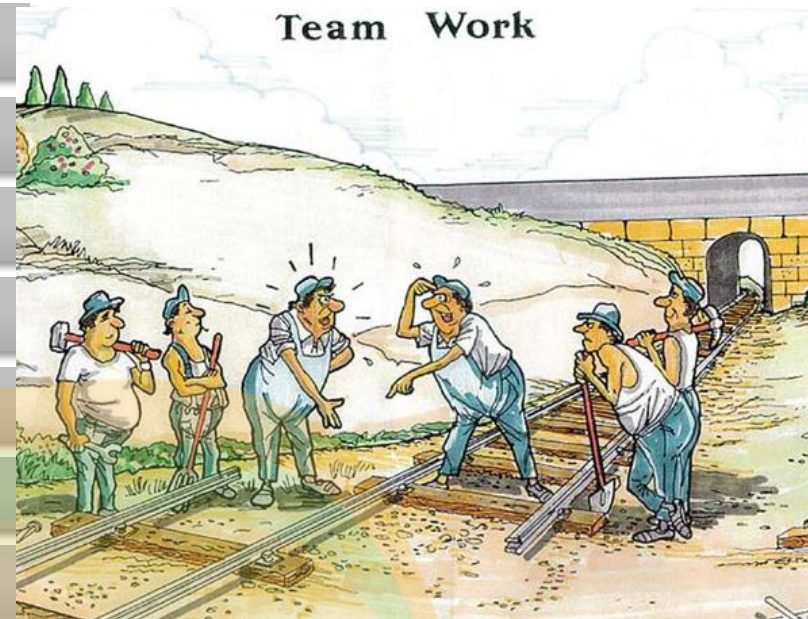
Leadership is also about Teamwork and Communication



Teamwork and communication



- 1 Teamwork impossible without good communication
- 2 Requires everyone to have a similar vision
- 3 Done poorly it commonly leads to errors and omissions
- 4 Needs training and practice
- 5 Needs everyone engaged in a common task
- 6 Needs to be present throughout the duration of the task
- 7 Good teamwork requires effective leadership



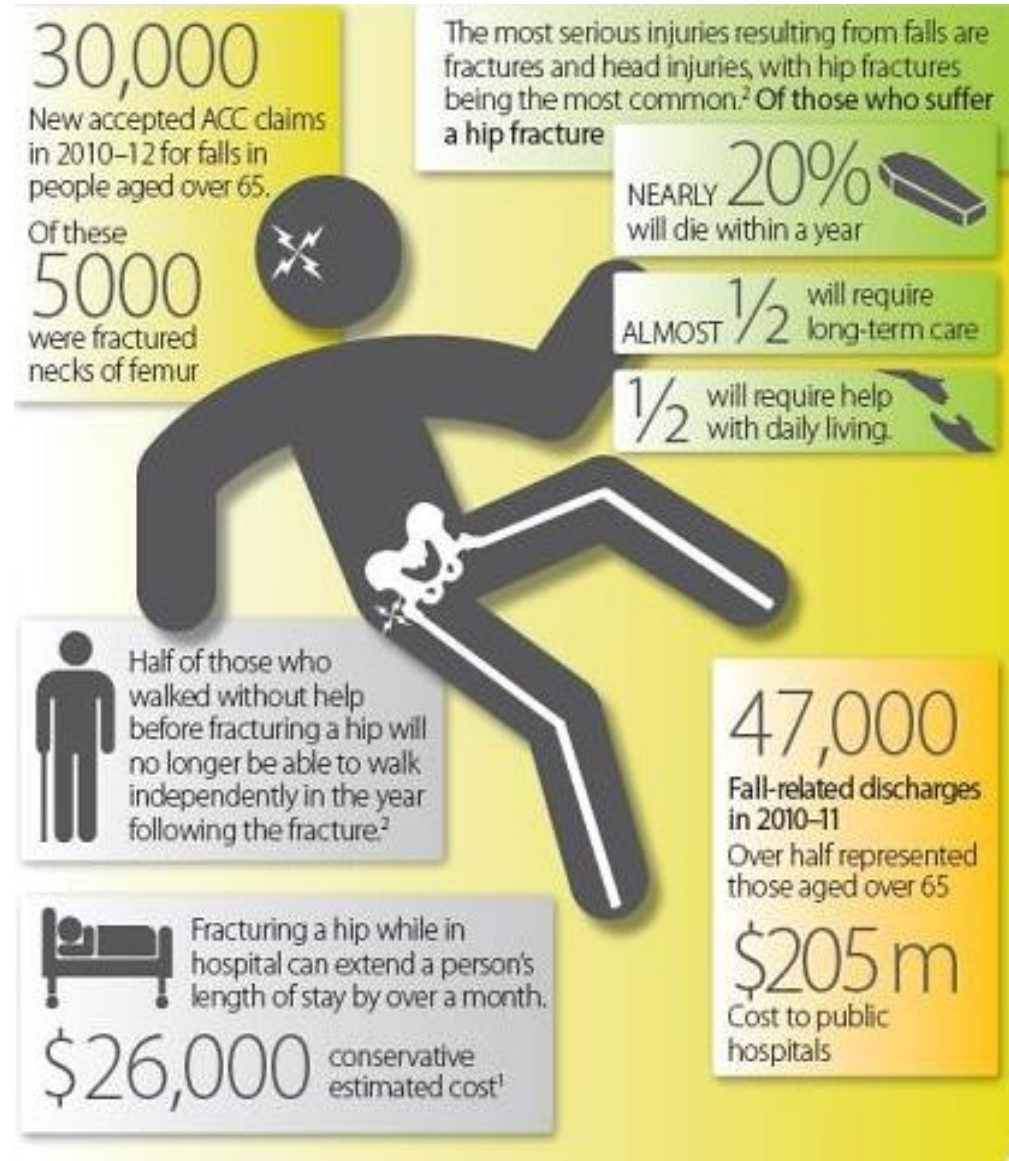
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Topic 1: Reducing harm from falls

Nurse lead implementation

Ask, Assess, Act

April Falls



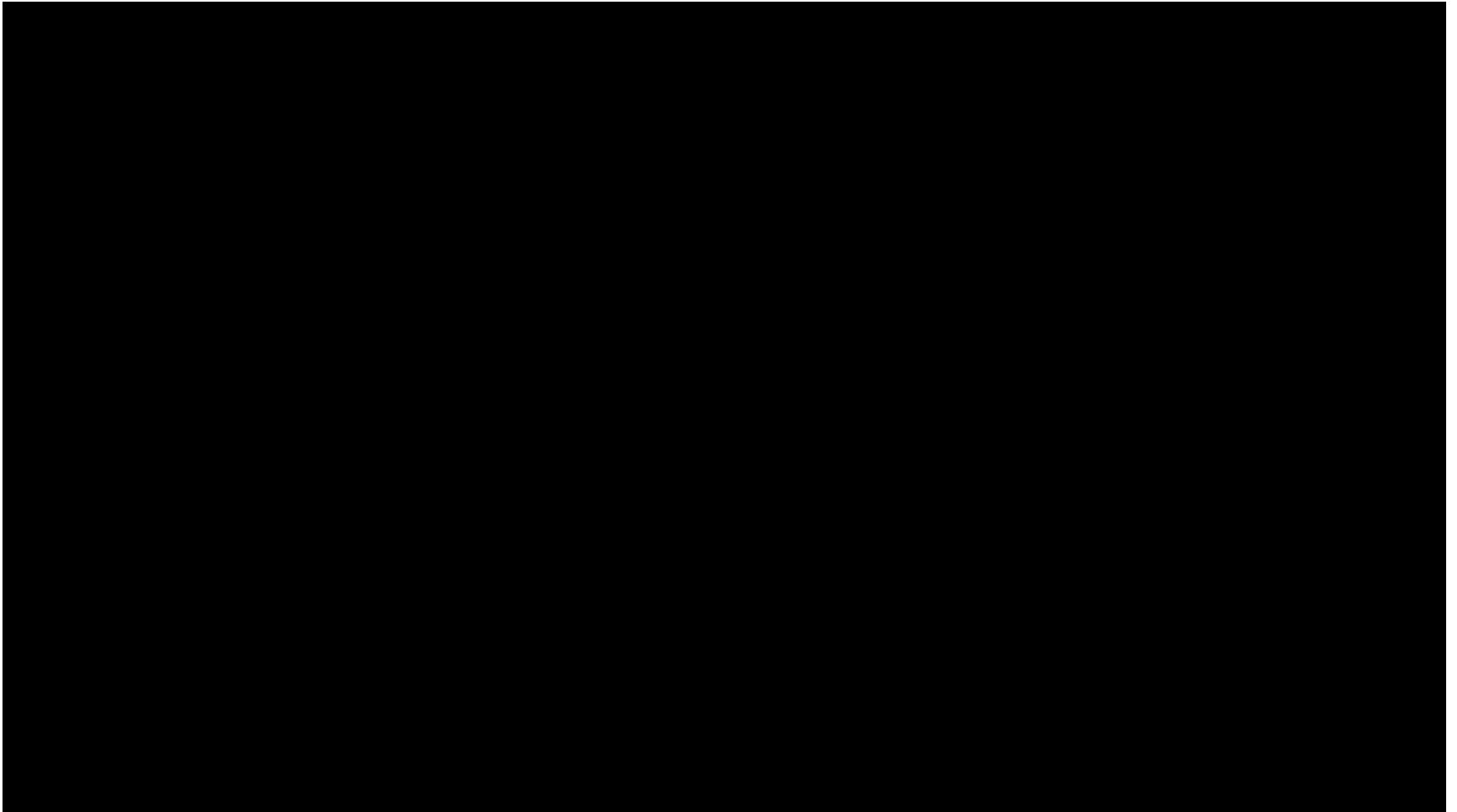
Falls displays

- Nurses across the country showed their creative side as they created fun displays
- Walls showcased the different roles staff can play in preventing falls
- Wairarapa DHB won a box of chocolate fish for their effort



Northland

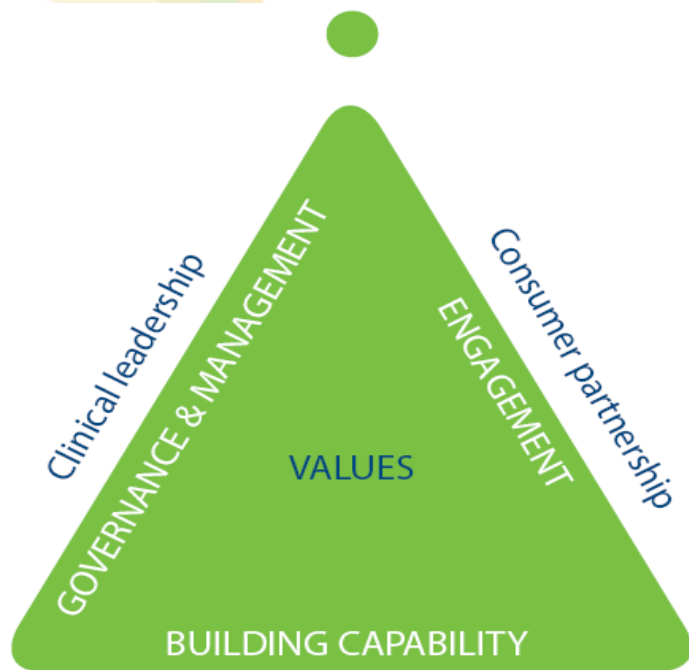
- Northland DHB wrote and filmed a music video to promote falls messages in a fun way



Key Elements of Quality



Consumer Partnership



Information - variation, indicators



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Partnerships with Patients/Consumers



Co- Design

Head & Neck Cancer Treatment

Often post-surgery

6 weeks daily radiation

Requires precise positioning (mask)

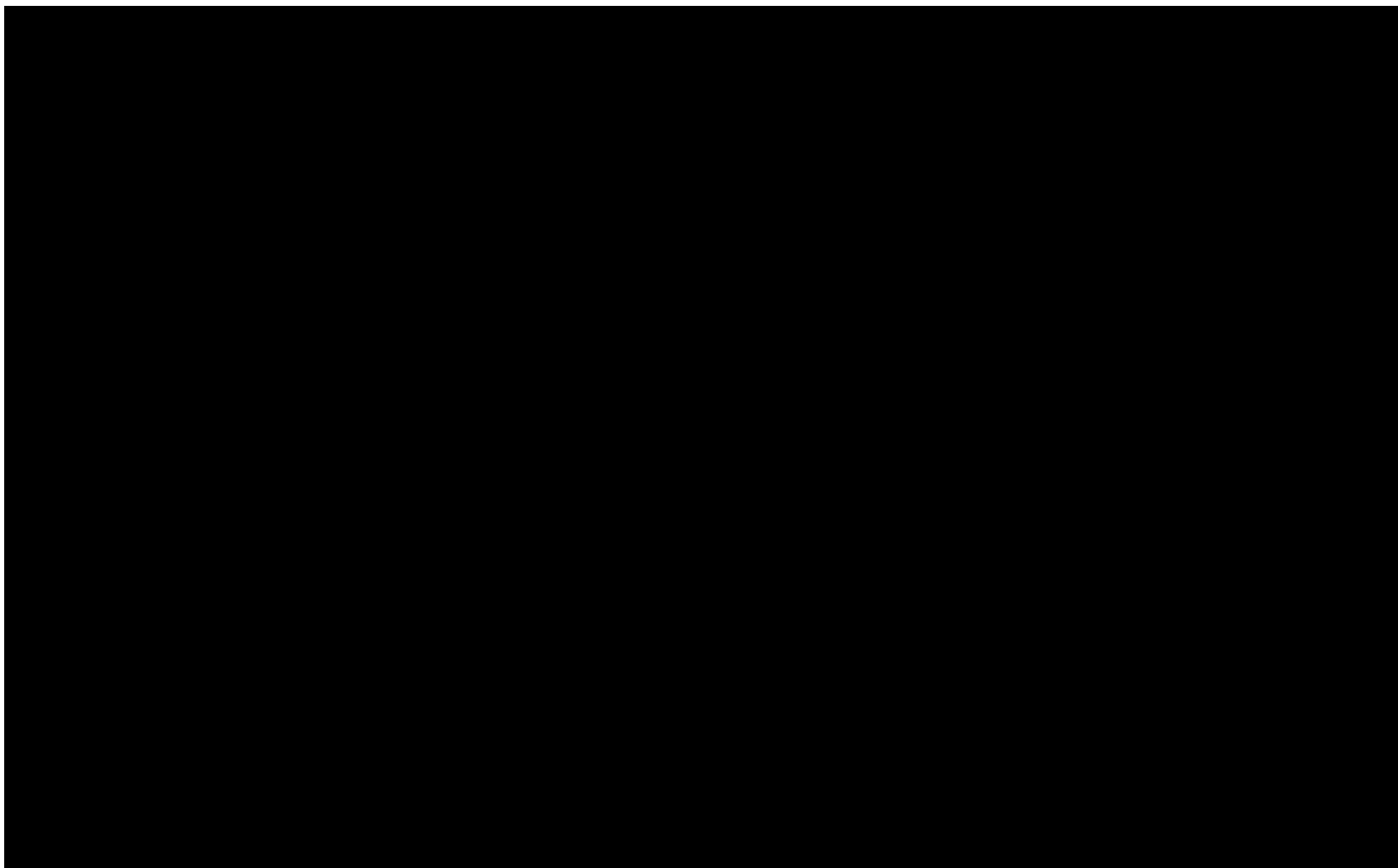
Chemo

Takes at least a year to get back to normal (physical, emotional)

Side effects:

- Skin reaction/burn
 - Pain
 - Taste changes
 - Swallowing function
 - Tiredness
- ... and many more!





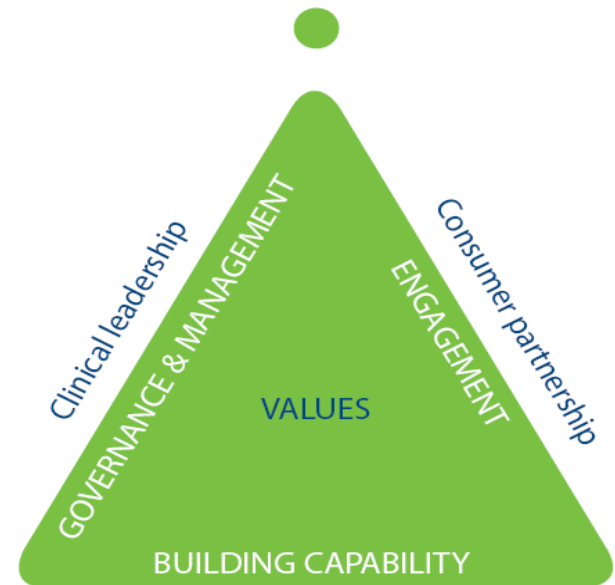
Safety Culture



- An informed culture
- A reporting culture
- A learning culture
- A just culture
- A flexible culture



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Information - variation, indicators

Agenda next 4 years



- **Improvement programmes** – increasing move into primary care and aged care
- **Adverse events and trigger tools** – increasing capability building and use of IT systems to assist in assessment and analysis – strong focus on imbedding changes
- **Mortality Review Committees** – turning recommendation into action
- **Patient Safety Week** – 1st week November



Agenda next 4 years continued



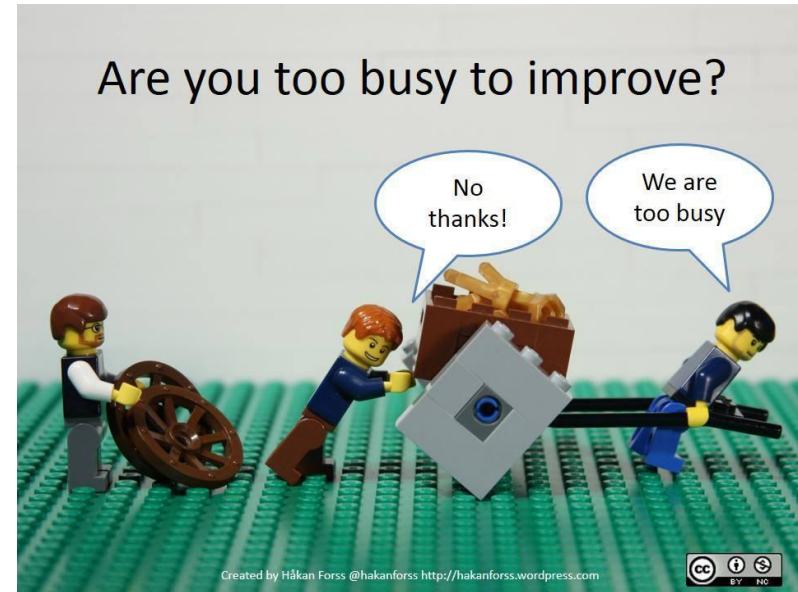
- **Increasing capability:** Open Forum; Framework for knowledge and skills; specific training.
- **Partners in Care:** Focus on co-design; facilitating engagement throughout the sector; evaluations.
- **Measurement and evaluation:** Using the Atlas as an improvement tool; Quality and Safety Markers; Assessments of system quality and safety; DHB “dashboard”, Publications



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Challenges to nurses involvement

- Engaging nurses at all levels from bedside to management;
- Facing growing demands to participate in more quality improvement activities,
- Finding time when resources are scarce;
- Obtaining new knowledge and skills required for team and organisation improvement and patient safety activities.



The quality and safety agenda

- **Resources** are becoming more **limited** in healthcare
- Focus on **quality improvement** vital for using resources as best as possible
- Quality improvement means greater **effectiveness and efficiency**
- Providers, and thus nurses, do face **increasing demands to participate** in a wide range of quality improvement activities,



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National
Patient
Safety
Campaign