

Journeys in Quality Improvement


Anna Burhouse

Consultant Child and Adolescent Psychotherapist 2gether NHS Foundation
Trust

Director of Quality Development Northumbria Healthcare NHS Foundation Trust

Massive QI geek





HIKERS and BIKERS
Move to the side of
the road when a
vehicle approaches

“A bad system will beat a good person every time.”

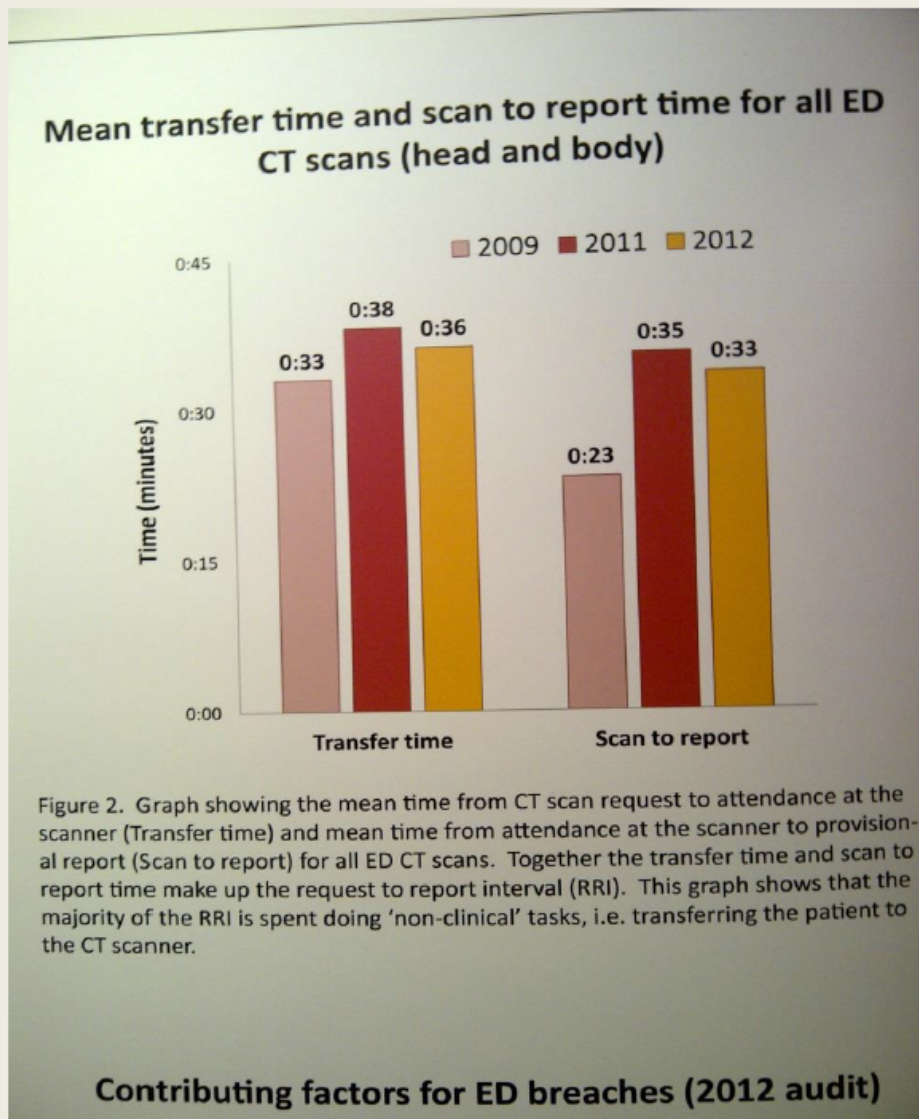
🎲 **W. Edwards Deming**



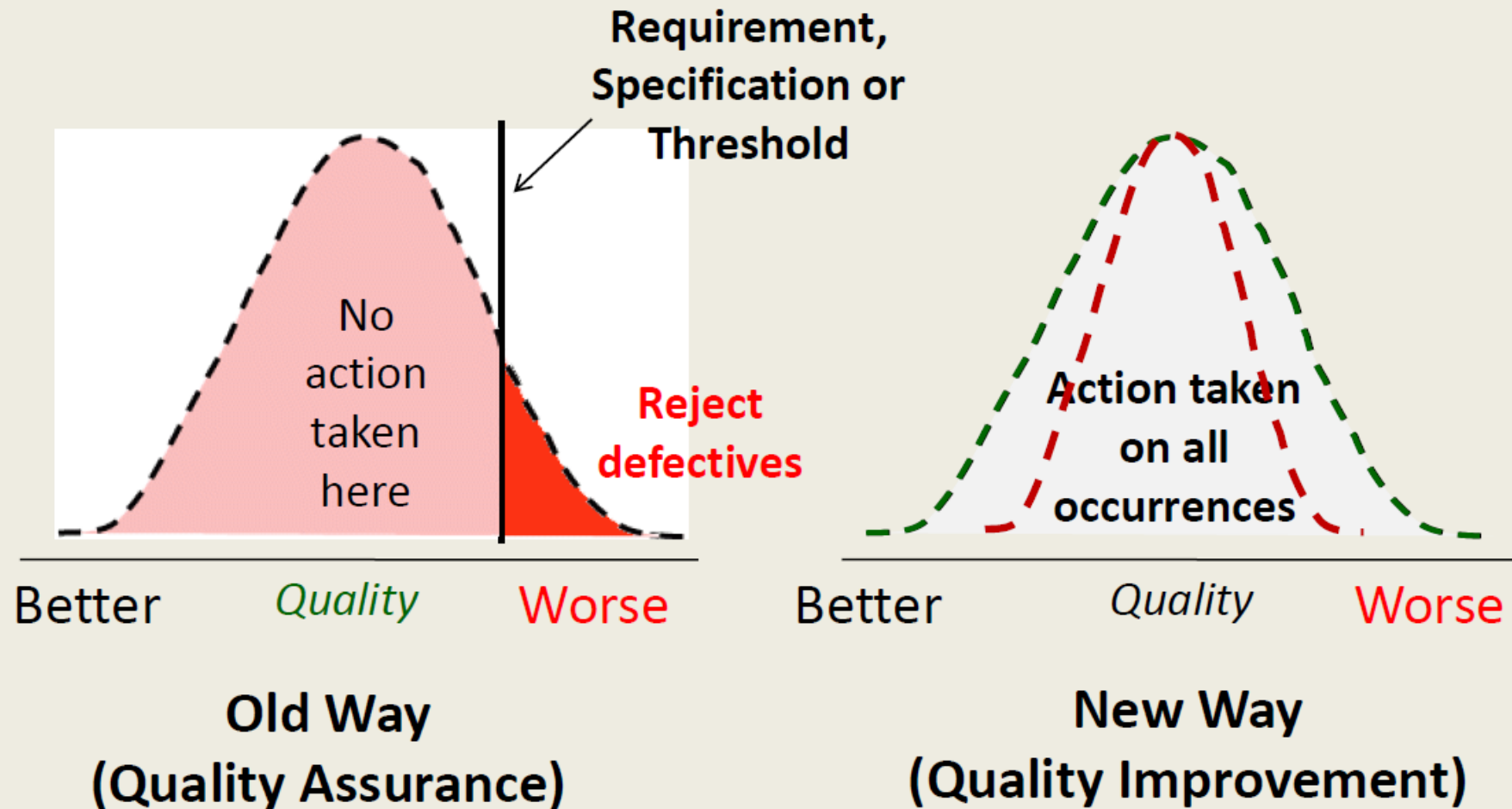
Whaaaaaat?!
You're not THRIVING?



Audits and Policies- are they reliable change methods



Changing our approach

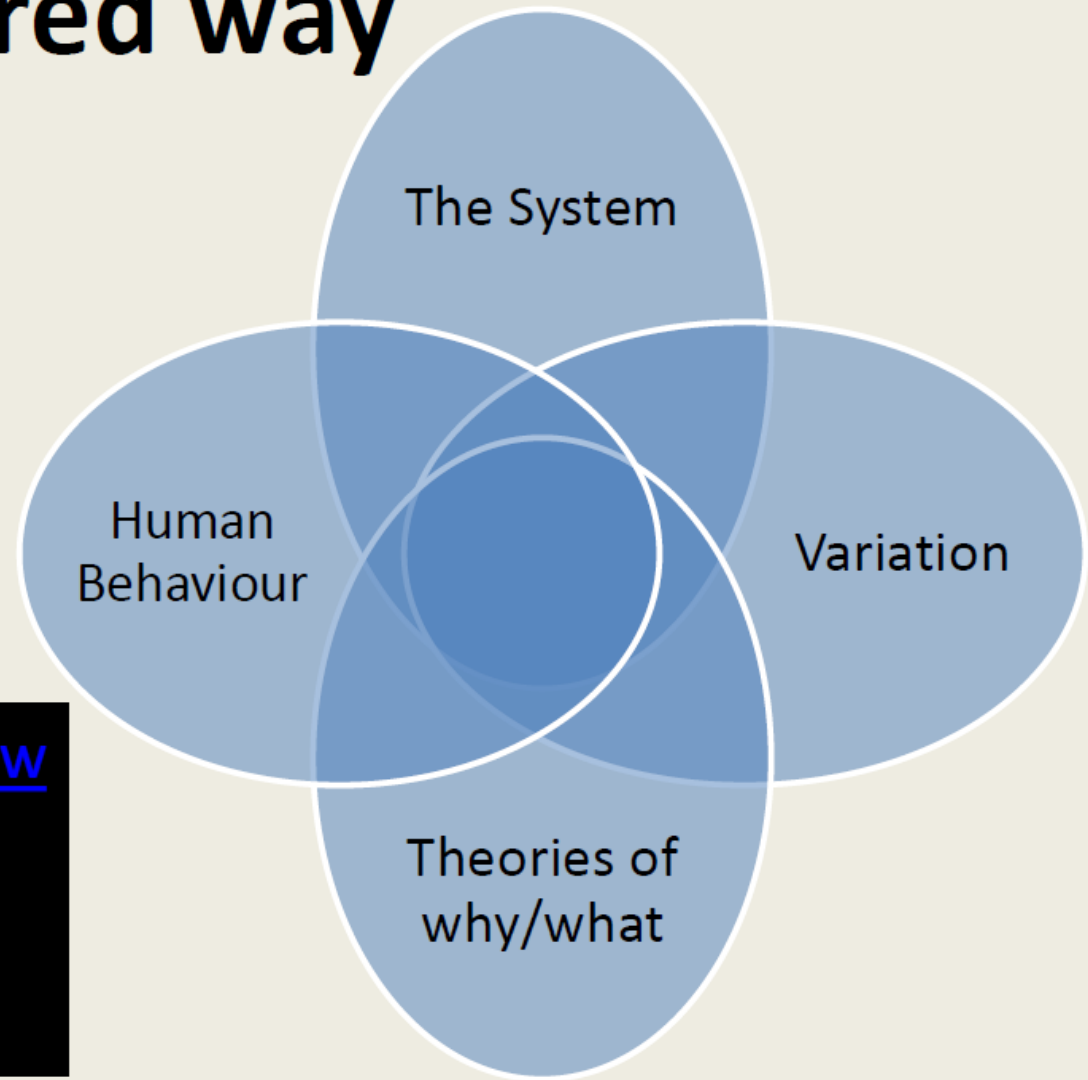


The Three Faces of Performance Measurement

Aspect	Improvement	Accountability	Research
<u>Aim</u>	Improvement of care (efficiency & effectiveness)	Comparison, choice, reassurance, motivation for change	New knowledge (efficacy)
<u>Methods:</u> • Test Observability	Test observable	No test, evaluate current performance	Test blinded or controlled
• Bias	Accept consistent bias	Measure and adjust to reduce bias	Design to eliminate bias
• Sample Size	“Just enough” data, small sequential samples	Obtain 100% of available, relevant data	“Just in case” data
• Flexibility of Hypothesis	Flexible hypotheses, changes as learning takes place	No hypothesis	Fixed hypothesis (null hypothesis)
• Testing Strategy	Sequential tests	No tests	One large test
• Determining if a change is an improvement	Analytic Statistics (statistical process control) Run & Control charts	No change focus (maybe compute a percent change or rank order the results)	Enumerative Statistics (t-test, F-test, chi square, p-values)
• Confidentiality of the data	Data used only by those involved with improvement	Data available for public consumption and review	Research subjects’ identities protected

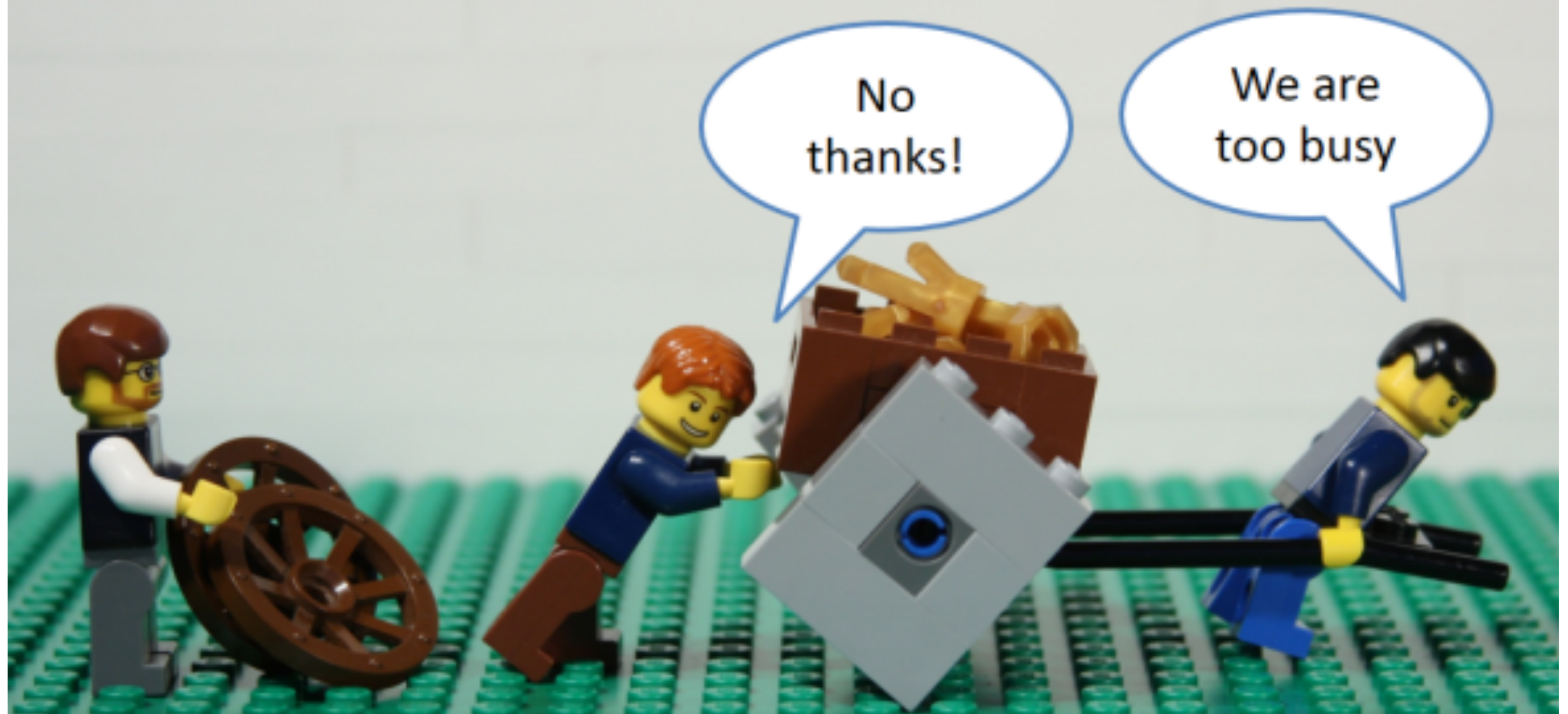
Address the complexity in a structured way

The lens through which an Improver looks at a problem



- <http://www.youtube.com/watch?v=xKv--YA8XJE&feature=related>

Are you too busy to improve?



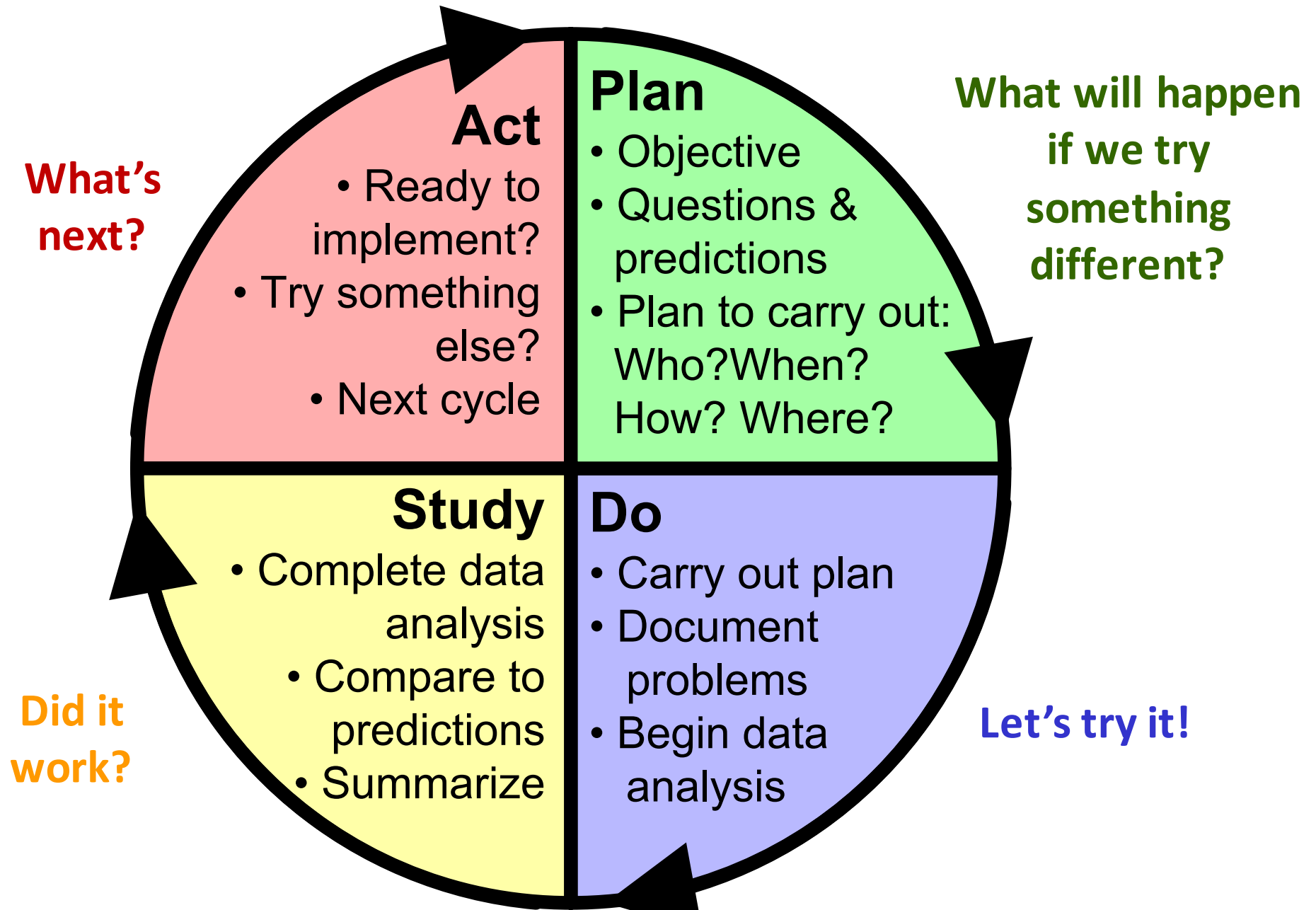
Håkan Forss @hakanforss <http://hakanforss.wordpress.com>

This illustration is inspired by and in part derived from the work by Scott Simmerman, "The Square Wheels Guy" <http://www.performancemanagementcompany.com/>



We had 6.68 wte (3 whole time staff and 7 part time staff) with 1 wte on long term sick leave and 0.6 wte on M/L, so a true figure of 5.08 wte.

The PDSA Cycle for Learning and Improvement

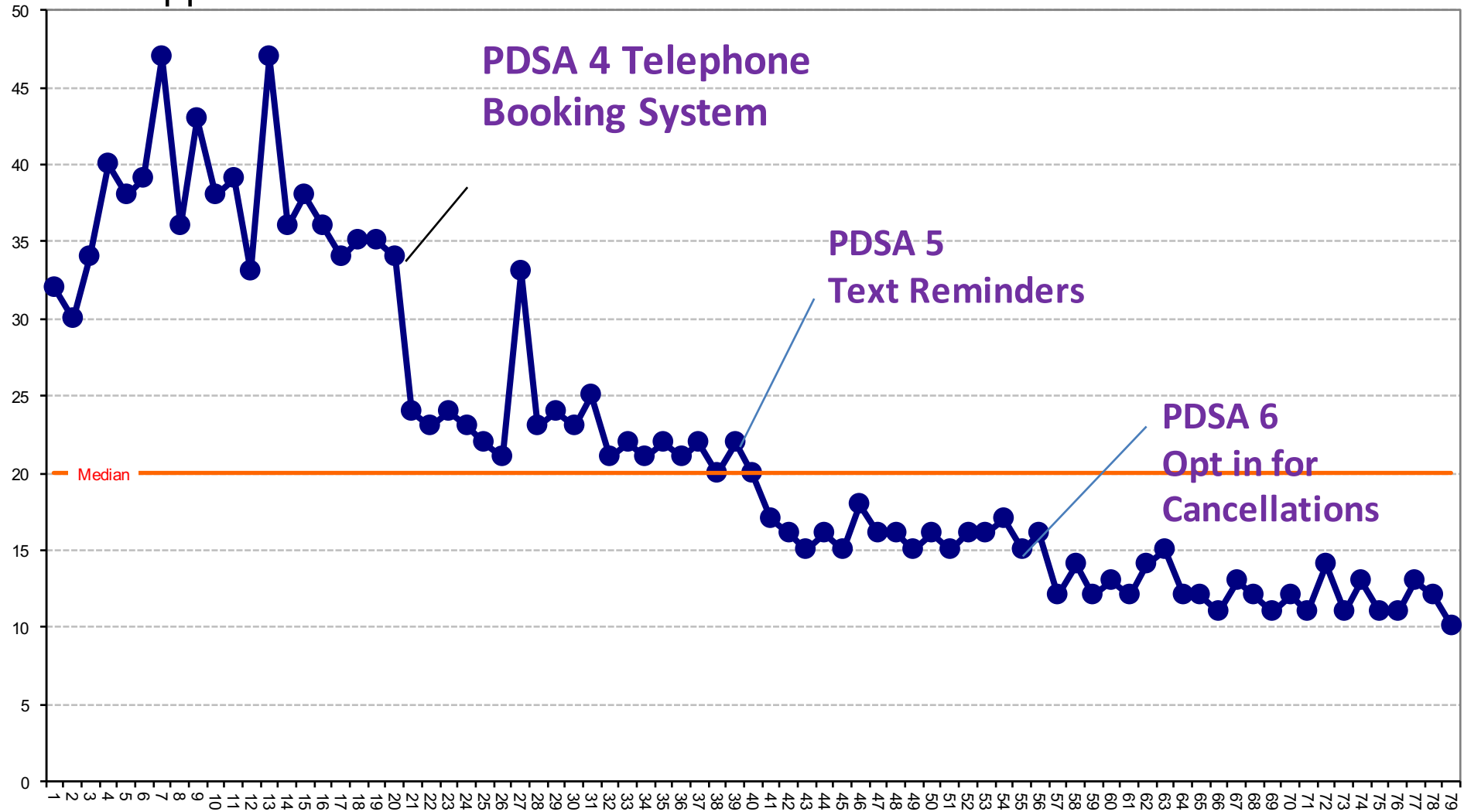


Plan, Do, Study, Act

- Process mapping
- Understanding the current referral, treatment, discharge and demographic data
- Developing standard processes for each step of the way aiming to reduce waste and variation
- Care pathways and bundles

PDSA Cycle: Waiting time reduction in CAMHS

Days from Referral Receipt to First Appointment





EBI:



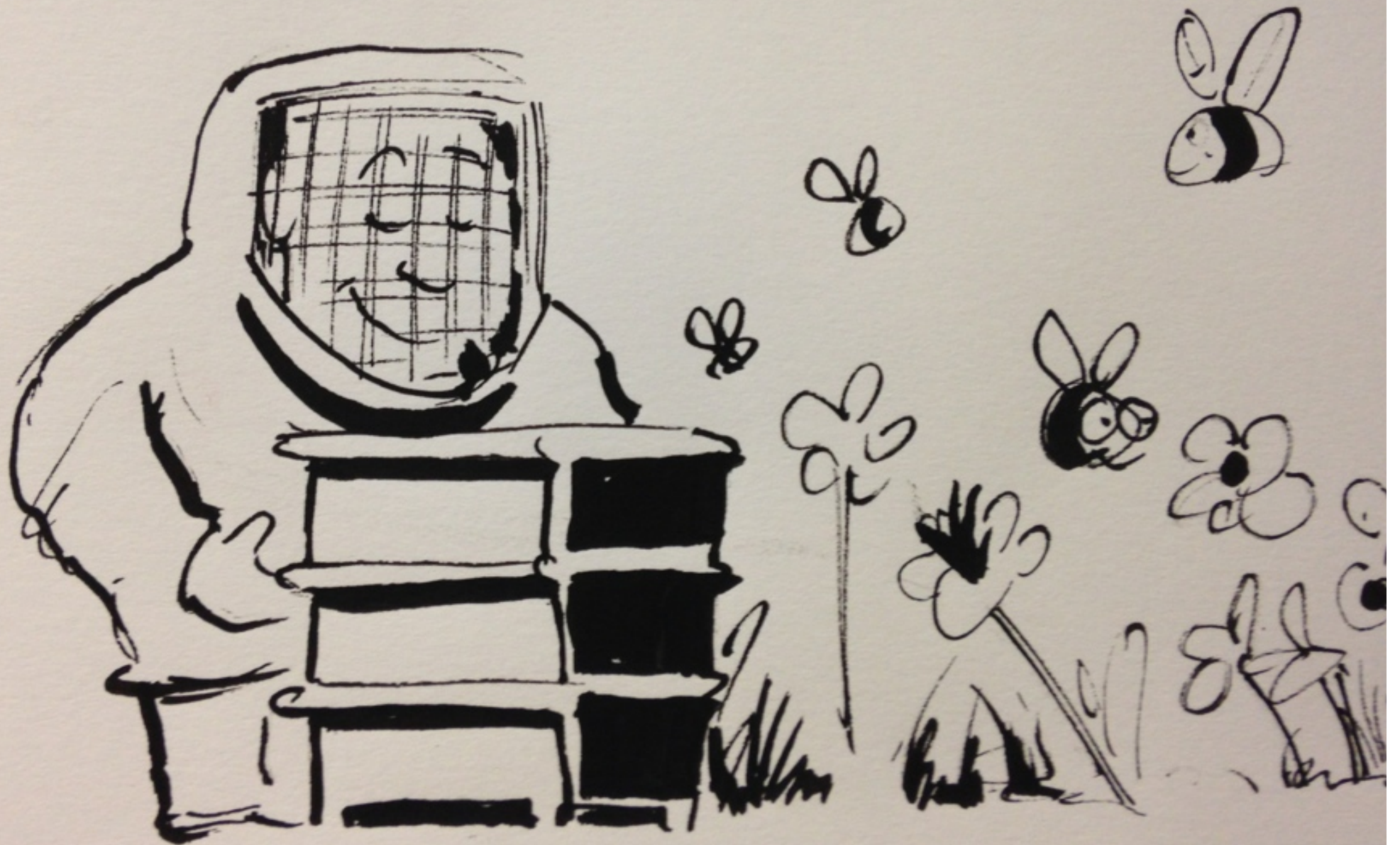
DALYs are Disability Adjusted Life Years

They're a measure of the total length of time that a specific illness is disabling to an individual over the course of their life span





Healthcare is just one
part of health



A Recovery College....

Is educational rather than traditional 'health care'

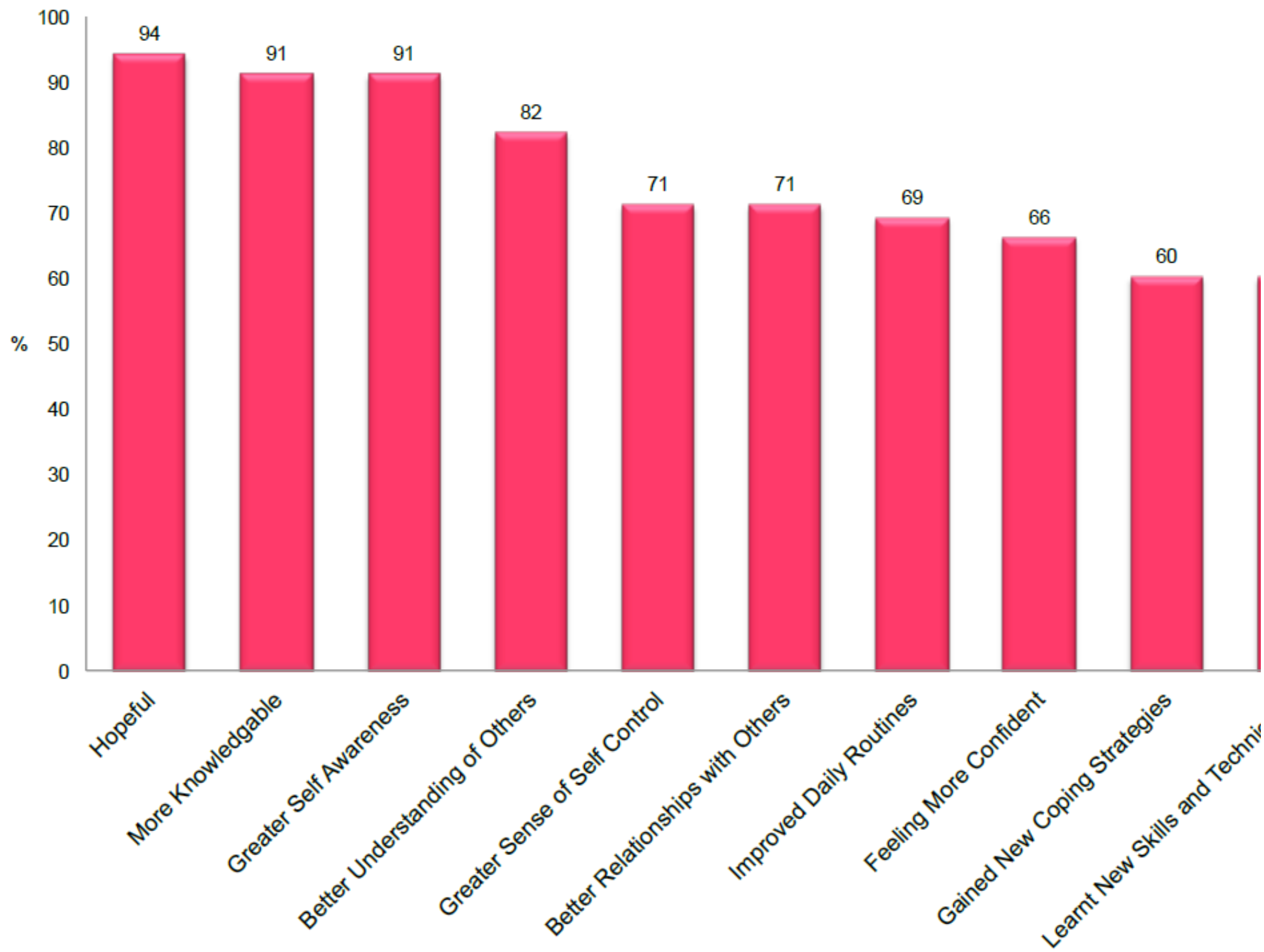
Offers courses based on a blend of real life experience and testimony as well as evidence from research

Is designed and taught by people with lived experience of mental illness

Offers students the opportunity to learn more about their condition and treatments, develop fresh insights, learn new life skills and gain a sense of hope that recovery is possible

A place where people learn from each other and can offer each other friendship, support, validation and recognition of people's strengths and attributes





<https://vimeo.com/146294950>

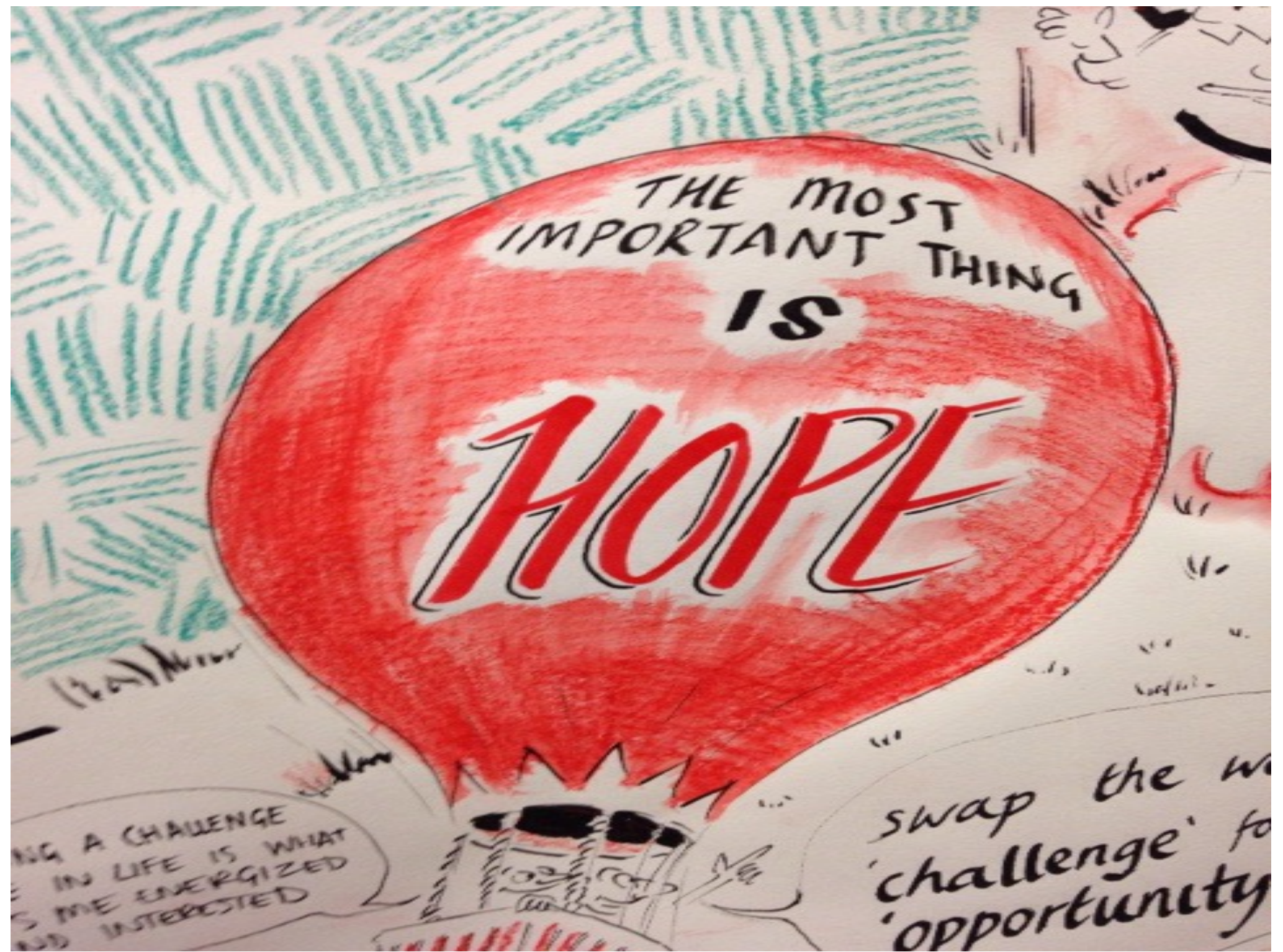


THE MOST
IMPORTANT THING
IS

HOPE

ING A CHALLENGE
IN LIFE IS WHAT
S ME ENERGIZED
AND INTERESTED

swap the w
'challenge' fo
'opportunity



Discovery College

The Discovery College is a peer led 8 week course for young people aged 16-25 experiencing mental health difficulties to:

- Discover more about mental health and resilience
- Discover new skills
- Discover their own strengths
- Learn techniques, tools and life lessons from other young people with lived experience of mental illness

Highlighting strengths, resilience, the evidence base for wellbeing and through sharing experiences to tackle thorny issues like stigma and isolation





**“We are what we repeatedly do.
Excellence, then, is *not an act*,
but a habit.”**

 **Aristotle**



Improvement Habits

The habits of improvers



https://www.google.co.uk/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&cad=rja&uact=8&ved=0ahUKEwi57_3B1eTTAhXqJMAKHUjQCYkQFggwMAI&url=http%3A%2F%2Fwww.health.org.uk%2Fpublication%2Fhabits-improver&usg=AFQjCNESNjFSjruDOkJI7cBEV50w1iiypw&sig2=hDyZDnPAFmhfVmB3PS65sw

The Quality Improvement Journey

Develop a shared purpose and work together



Implement and spread



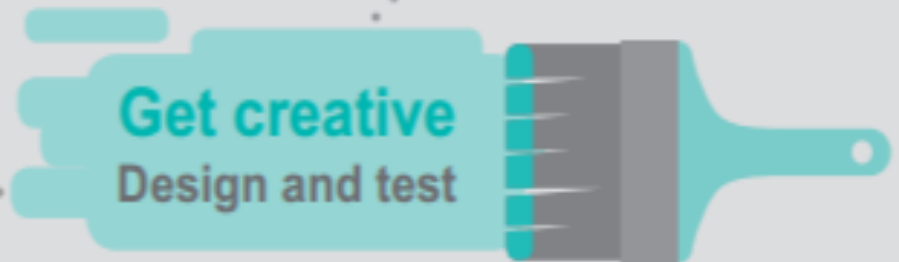
Discover and understand the problem

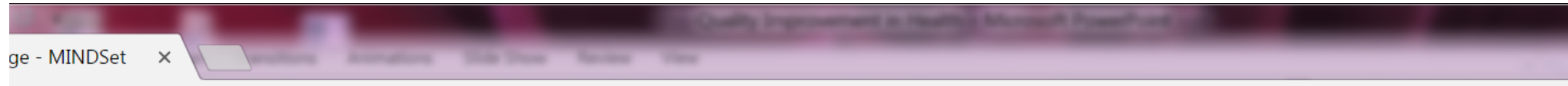


Measure, evaluate, learn and re-test



Get creative Design and test





NDSet Set Goals. Set Actions. See Results. Search

Improvement | Access to Services | Crisis Care | Perinatal Mental Health | Physical Health | Recovery | Resources



MINDSet
Working together to achieve
improvements in mental health

ONLINE COURSE

Quality Improvement in Healthcare: the Case for Change

Explore new and better ways of organising health and social care services, to improve quality, with this free online course.

Rectangular Snip



Join free

Upgrade - £69

What's the difference?





HOPE!





[anna.burhouse](#)

anna.burhouse@nhs.net