Case Studies in Quality Improvement using Front-Line Ownership

Dr Michael Gardam
UHN, Toronto, Canada
Case Studies in Quality Improvement using Front-Line Ownership

Michael Gardam
University of Toronto
Outline

The Old Me  
“I’m the expert”
• What I thought I knew about leading quality improvement

Me in Transition  
“Dazed and confused”
• What I learned through trial and error (mostly error) and learning from others

The New Me  
“Humble”
• Some examples
WE:

- Were the experts
- Made and hung the posters
- Educated, educated and educated
- Sent admonishing emails
- Decided where product should go
- Created rewards
I AM HERE
**Streptococcus pyogenes:**
Can cause scarlet fever, skin, bone, lung infections...toxic shock and flesh eating disease

**Staphylococcus aureus:**
Can cause bone, joint, skin, lung, indwelling device infections...
A common cause of sepsis

You can share many things with your cell phone...

*bacterial culture of a doctor's personal phone*
Timbits given as reward for handwashing

LISA PRIEST
From Tuesday's Globe and Mail
Published Tuesday, Nov. 20, 2007 12:00AM EST
Last updated Saturday, Mar. 14, 2009 1:30AM EDT

Doctors, nurses and other health-care workers at Canada's largest research hospital will soon learn that cleanliness is not only next to godliness - it also brings them that much closer to a Timbit.

In an effort to persuade hospital workers to properly clean their hands, a roaming posse of infection control staff at University Health Network will give a $2 Tim Hortons gift certificate to some of those caught cleaning their hands at its Princess Margaret, Toronto General and Toronto Western hospitals.
A HEALTH CARE WORKER TALKS...

FOR WASHING MY HANDS THEY GAVE ME A TIM HORTON'S GIFT CERTIFICATE.

I KEPT WASHING AND GOT A WAFFLE IRON, A FREEZER AND A TRIP TO MEXICO.

I KEPT WASHING AND WASHING AND THEY GAVE ME A SKIN GRAFT. I CAN SEE MY BONES.
MP from Ottawa, Canada writes: Why is it so hard to get compliance on hand washing in Canadian hospitals? Hospitals in some European countries hardly have these bacterial outbreaks and it seems like handwashing is just part of the very established routines that their staff follow to ensure there are no outbreaks. What’s the problem here?

- Posted 20/11/07 at 6:43 AM EST

Mei-Xing Xu from Canada writes: screw the timbits, I have a better idea, the reward for hand washing should be being able to keep your job.

Russell Kissooon from trawna, Canada writes: Confirms the theory: You can buy anything in this country with Tim Horton’s. Cleanliness and disease control with doughnuts and coffee. excellent! Conceivably we could change the basis of the legal fines and penalties system: Tim's doughnuts and coffee for random individuals who abide by the law.

- Posted 20/11/07 at 5:45 AM EST
L Poulin from Markham, Canada writes: Contact Dr. Gardam office at 416-340-3155 to express your opinion.

I am OUTRAGED by the article in the Globe and Mail and the fact that people with PH degree let the health care workers eat "CRAP" and sending the wrong message to the public. It is OK to eat fatty food loaded with sugar and fat. How can you promote proper Health and Nutrition with this type of food? How can you trust a Doctor that approve of this? Which school has he got his degree? Which medical school would say that eating doughnut is a healthy choice. Shame on the Health Care. You should rename yourself "Ministry of the Sick Care".

○ Posted 20/11/07 at 9:19 AM EST | Alert an Editor | Link to Comment
Instead of risking anything new, let's play it safe by continuing our slow decline into obsolescence.
Regina, Saskatchewan
January 2008

-35° Celsius
Perhaps we:

• Don’t have the answers
• Don’t know what motivates people
• Focus too much on education
• Squash good ideas
• Assume ideas can be spread
• Are part of the problem?
Positive Deviance

Liberating Structures
Generative approach, ownership, relationships, change, success, FLO, improvement, ward, people, work, frequent, group, staff, senior, nurses, QI, leadership, compliance, ward, hospital, issue, hospital, hospital, people, ownership, relationships, change, success, FLO, improvement, ward, people, work, frequent, group, staff, senior, nurse, QI, leadership, compliance.
3 years of pain

- Shift from talking to listening
- Leading from behind
- Stop filtering ideas
- Giving up control
- Dealing with “role guilt”
- “screaming for structure”
UHN hand hygiene data
Figure 3: Change in national hand hygiene compliance over time by moment, October 2012 to June 2016
BOZ Collaborative Phase 1 Falls: 3 years later

After - 36%
Sepsis Mortality Rate in Participating Hospitals, Cohort 1
(n=10)

Sepsis Mortality Rate in Participating Hospitals, Cohort 2
(n=11)

-9%

-26%
• Local engagement with University Hospital Kerry
  • Waste management
  • Communications and culture
  • Training and education
• National engagement with Quality Improvement Division
• Work had to be completed in 6 months (!)
Results

• Increase in
  • Equality
  • Well-being
  • “Pro-social” behaviours
  • Resilience

• Identification and movement on improvement ideas
  • Increased recycling, decreased food waste
  • Survey, scheduling for mandatory training
  • “Hello, my name is” campaign
  • Staff engagement sessions in the canteen
  • Staff choir
  • Staff garden
The journey continues...

From: John
Date: Friday, November 11, 2016 at 7:04 PM
To: "Gardam, Michael Dr." <Dr.Michael.Gardam@uhn.ca>
Subject: QI Days

Hi Michael,

Hope things are going well.

Just wanted to keep you in the loop on a couple things.

3) Just had an interim semi-annual report from NSQIP. Its the first one we've had that incorporates data from the beginning of 2016 when we started all this culture shift/positive deviance work at RCH. I've attached the report along with the same report from 2015 to compare. In a nutshell, its one of the best reports we've seen in a decade.

John
Front-Line Ownership Philosophy

• Accept, don’t fight complexity
• Work with willing participants
• No “right” way to spread change
• Make the invisible visible
• Include the unusual suspects
• Go slow to go fast
• Simple rules

• Nothing about me without me
• Act your way into a new way of thinking
• Encourage divergent thinking
• Ownership, not buy in
• The path to improvement is rarely linear
Thank you