

Patient Safety Leadership WalkRounds Implementation in Heart Hospital

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INTRODUCTION

Strong effective leadership is essential to build a safety oriented organizational culture and to deliver the necessary culture change. Leaders are not only to 'Talk the talk' but also to 'Walk the walk'. The Patient Safety Leadership WalkRounds is an environment in which shared responsibility, role clarity and open frequent communications are the norm.

It is a tool to connect senior leadership to patient safety and to integrate safety ideas into the health care system.

Leadership WalkRounds have been proven to improve safety cultures in hospitals.

In Heart hospital, we started leadership WalkRounds from Feb 2015. Now it's a routine part of the process and being conducted regularly since 3 years.

AIM/OBJECTIVES

Our Quality improvement methodology is using Model for Improvement as a framework to guide improvement work and small frequent tests of changes.

Aim —To Conduct 3 WalkRounds per month in Heart Hospital by end of December 2017

Objectives —

1. To identify any processes that could be a risk to patient or staff.
2. To identify opportunities to improve patient care and to reduce risk
3. Close the gap between leadership and frontline staff on the perspective of Patient safety.

Measurements —

We are measuring two indicators

- A) Number of WalkRounds completed in a given month
- B) Number of issues completed which were raised during WalkRounds



METHOD—PDSA

PDSA 1 To fix a day and timings for WalkRounds when majority of leaders can attend

PDSA 2 To inform the unit in advance so that staff is prepared with their concerns to be raised in front of leaders

PDSA 3 Distribute pamphlets to leaders and units about aims of WalkRounds and how to maximize its benefits.

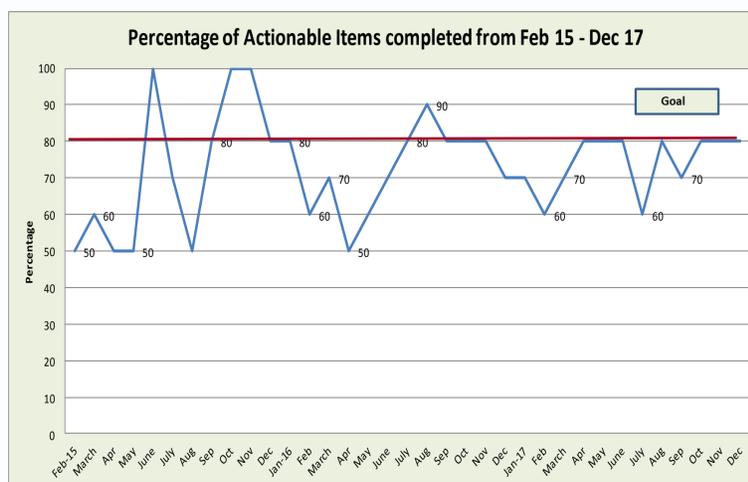
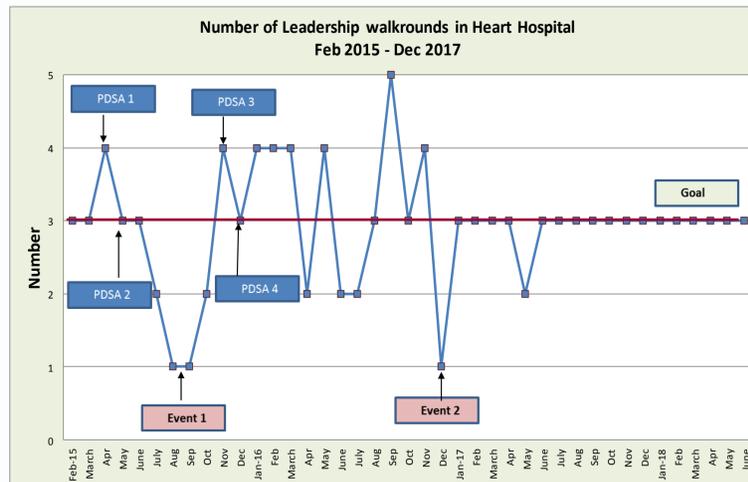
PDSA 4 Feedback provided to all the units with in 3 days of WalkRounds

PDSA 5 Feedback was collected from staffs and worked upon

Event 1 Ramadan and Eid Holidays

Event 2 Due to Winter vacations, majority of members were on leave

RESULTS



CONCLUSION

There were several issues which were not known to the leaders before WalkRounds started. After this, leaders are aware of those issues.

- One of the major issue was about rounds of cardiologists in wards. Chaotic physician rounds due to three teams trying to round at the same time discovered on Walk Rounds. This was raised to leadership and they fixed it by assigning one team for one ward.
- Echopack system capacity reached to 97% that may affect old data in non invasive lab. The system was integrated with GE with the help of leadership and sorted out.
- Pre-operative briefings were discussed whereby surgeons were supposed to be a part of it. Its being implemented.
- Frontline staffs feedback was collected and their suggestion being asked. 30 Frontline staffs are being surveyed and universal agreement was noted that WalkRounds implementation is a useful initiative and it will enhance patient safety.
- Findings, action plan and results communication to the concerned unit is vital.

SUSTAINABILITY

- Keep the momentum going by sharing the data and celebrating success. Frontline teams feedback and suggestions are playing a key role in our next steps planning and sustaining.
- Apart from patient areas, few WalkRounds in non patient care areas such as cafeteria, outpatient registration and patient and visit customer care areas.
- Its being sustained since 3 years in Heart hospital and now part of routine practices for the leaders.

LESSONS LEARNT

- Communication is the Key. Staff should be aware about WalkRounds schedule so that they can prepare in advance.
- Feedback about the actions taken for the issue raised is very important. It makes staff feel that their voice is being heard and actions are being taken. It keeps them motivated.
- Key success factor is being regular. Walkrounds are only being cancelled if there are some unavoidable circumstances.
- Clarity and knowledge about the format of WalkRounds is essential otherwise discussion may be directed to unrelated topics. Our awareness pamphlet serves this purpose which includes all the details about questions to be asked during patient safety leadership WalkRounds.

TEAM

Prof. William J. Mckenna, CEO, MD Heart Hospital
Mr. Paul Mevin, Executive Director, Heart hospital
Mr. Ian McDonald, EDON Heart Hospital
Mr. Mohammad Al Naema, Ass. CEO Heart Hospital
Dr. Bill Andrews, Director Performance Improvement, Heart Hospital
Mr. David Kitchener, AED Support Services



REFERENCE

Institute For Healthcare Improvement IHI

Awareness Pamphlet

