

Patient Safety Leadership WalkRounds Implementation in Heart Hospital

Author— Dr. Poonam Gupta, Senior Quality Improvement Reviewer, Heart Hospital

INTRODUCTION

Strong effective leadership is essential in helping build a safety oriented organizational culture and facilitating culture change. The Patient Safety Leadership WalkRounds is a mechanism in which shared responsibility, role clarity and open frequent communications are the norm between leaders and frontline staff.

It is a tool that connects senior leadership to patient safety at the unit level. Leadership WalkRounds have been proven to improve safety cultures in hospitals.

In the Heart Hospital, we started Leadership WalkRounds in Feb 2015. Now it's a routine Leadership activity and has been conducted regularly for over 3 years.

AIM/OBJECTIVES

Our Quality improvement methodology was the Model for Improvement as a framework to guide improvement work using small frequent tests of change.

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

Objectives —

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

Measurements —

We are measuring two indicators

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



METHOD—PDSA

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

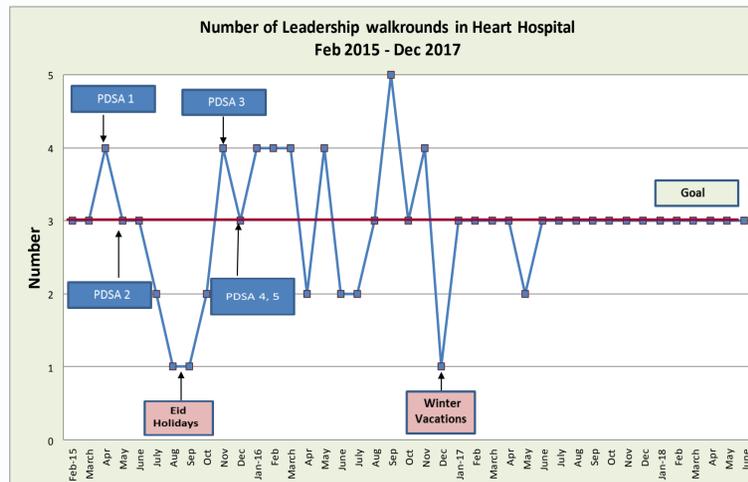
PDSA 2 To inform the unit in advance so that staff is prepared with their concerns to be raised in front of leaders

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 within 3 days of WalkRounds

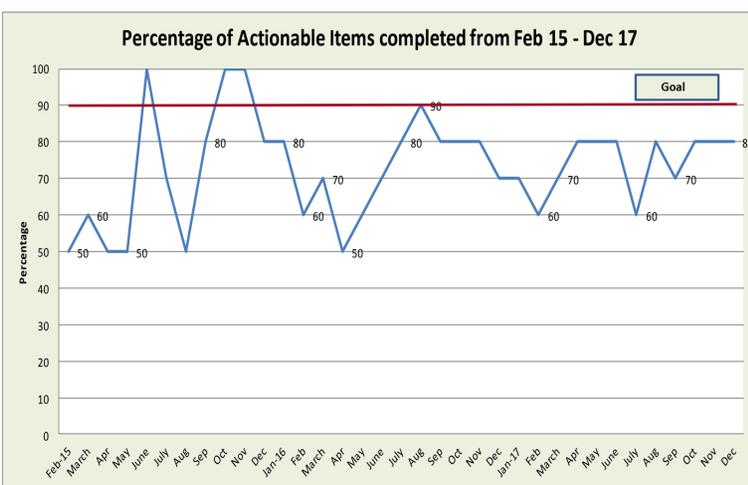
PDSA 5 Feedback was collected from staffs and worked upon

RESULTS



Event 1 Ramadan and Eid Holidays

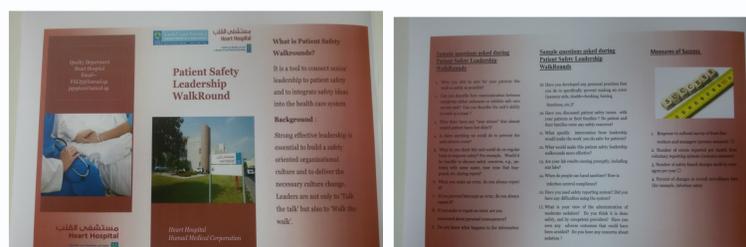
Event 2 Due to Winter vacations, majority of members were on leave



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 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.

Awareness Pamphlet



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.

TEAM

Prof. William J. Mckenna, CEO, MD Heart Hospital
Mr. Paul Mavin, 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
Ms. Fadia Ali, AED Patient Safety, Heart Hospital



REFERENCE

Institute For Healthcare Improvement IHI