

Improvement is a journey not
a destination.....

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Factors Used By Leading QI Organisations to Deliver Improved Outcomes



6 Essential Capabilities to Creating High-Performing Organisations

Leadership and the ability of leaders to identify the “vital few breakthrough opportunities”

A systems approach

Measurement capability at all levels

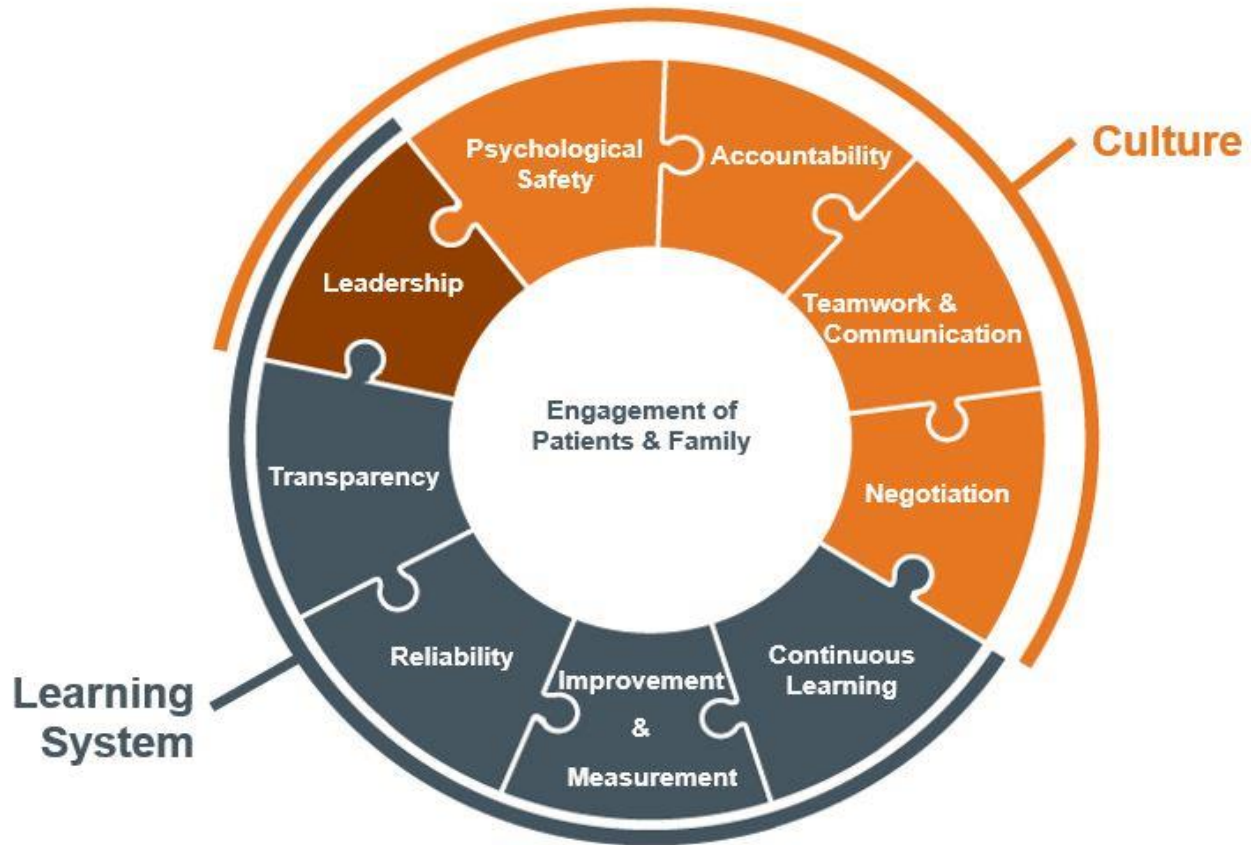
The culture of a learning organisation (with an infrastructure to harvest best practices for sharing and learning to create potential for spreading practices with the greatest impact)

Team engagement from the bottom up

A strong internal capability to improve

Bosignano, M & Kennedy, C (2012) *Pursing the Triple Aim*

Framework for Safe, Reliable, and Effective Care



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NSW Health Strategic Priorities

- Patient Safety First
- Better Value Care
- Systems Integration
- Governance and Accountability
- Data and Analytics

Key Issues

- Improving quality remains a stated priority but implementation is a challenge
- Compliance and improvement are out of balance
- Decluttering the landscape
- Unfocused approach to building capability
- Clarity re local accountabilities for safety and quality
- Lack of meaningful measurement and reporting

Socio -Technical Framework for Healthcare

GENERATIVE

Organization wired for safety and improvement

PROACTIVE

Playing offense - thinking ahead, anticipating, solving problems

SYSTEMATIC

Systems in place to manage hazards

REACTIVE

Playing defense – reacting to events

UNMINDFUL

No awareness of safety culture

- Senior leadership
- Clinical Leadership
- Reliable processes of care
- Process improvement
- Psychological Safety
- Effective teamwork
- Just and accountable culture
- Person and Family Centred Care

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(Frankall, A 2012)

Components of Proactive/Generative Learning Systems

- **People**

- Leadership –senior & clinical, teamwork, psychological safety, human factors, organisational fairness, negotiation, engagement, resilience, communication

- **External**

- Regulation, reporting requirements, competition

- **Organization Values**

- Goals, rules, accountabilities, focus

- **Workflow**

- Normative actions: procedures, protocols, idea generation, learning, reliable processes, measurement, process improvement, transparency

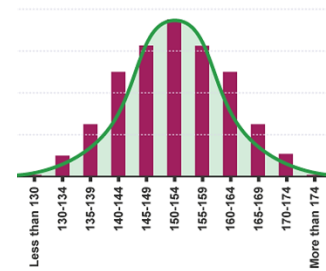
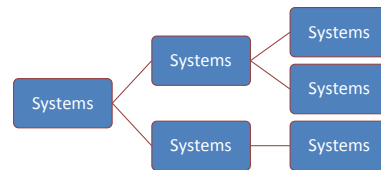
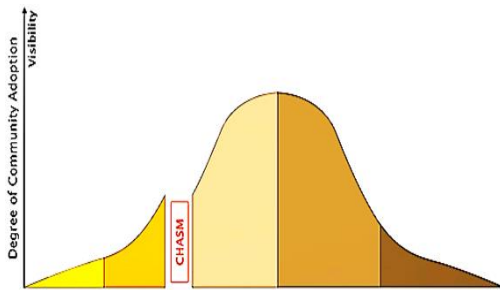
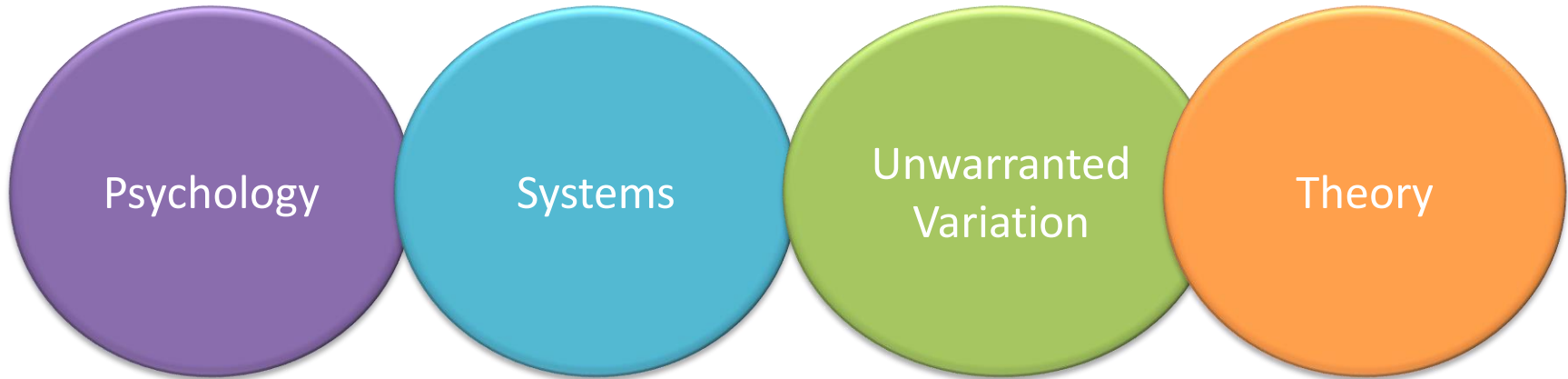
- **Technology**

- Hardware, software, prediction, measurement

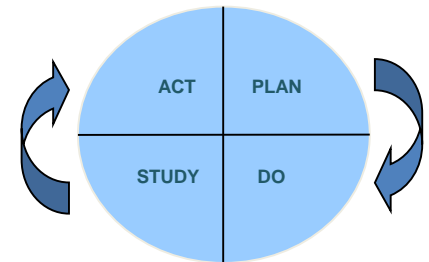
Highly Reliable Organisations Guiding Principles

- 🌿 Focus on being predictive and proactive
- 🌿 Openness about failures
- 🌿 They are not harm free, but harm does not disable them
- 🌿 Emphasis on learning
- 🌿 Obligation to act
- 🌿 Accountability
- 🌿 Just culture
- 🌿 Believe daily work practices produce safer care
- 🌿 Teamwork and leadership

Our focus for change.....



- What are we trying to accomplish ?
- How will we know that a change is an improvement?
- What changes can we make that will result in an improvement?



Langley, Nolan et al 1992

Supporting the microsystem



Thank You

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