NHS SCOTLAND

TSH3030
Make your ideas matter

The State Hospital — NHS SCOTLAND

Creating a culture of Quality Improvement in a High Secure Psychiatric Hospital
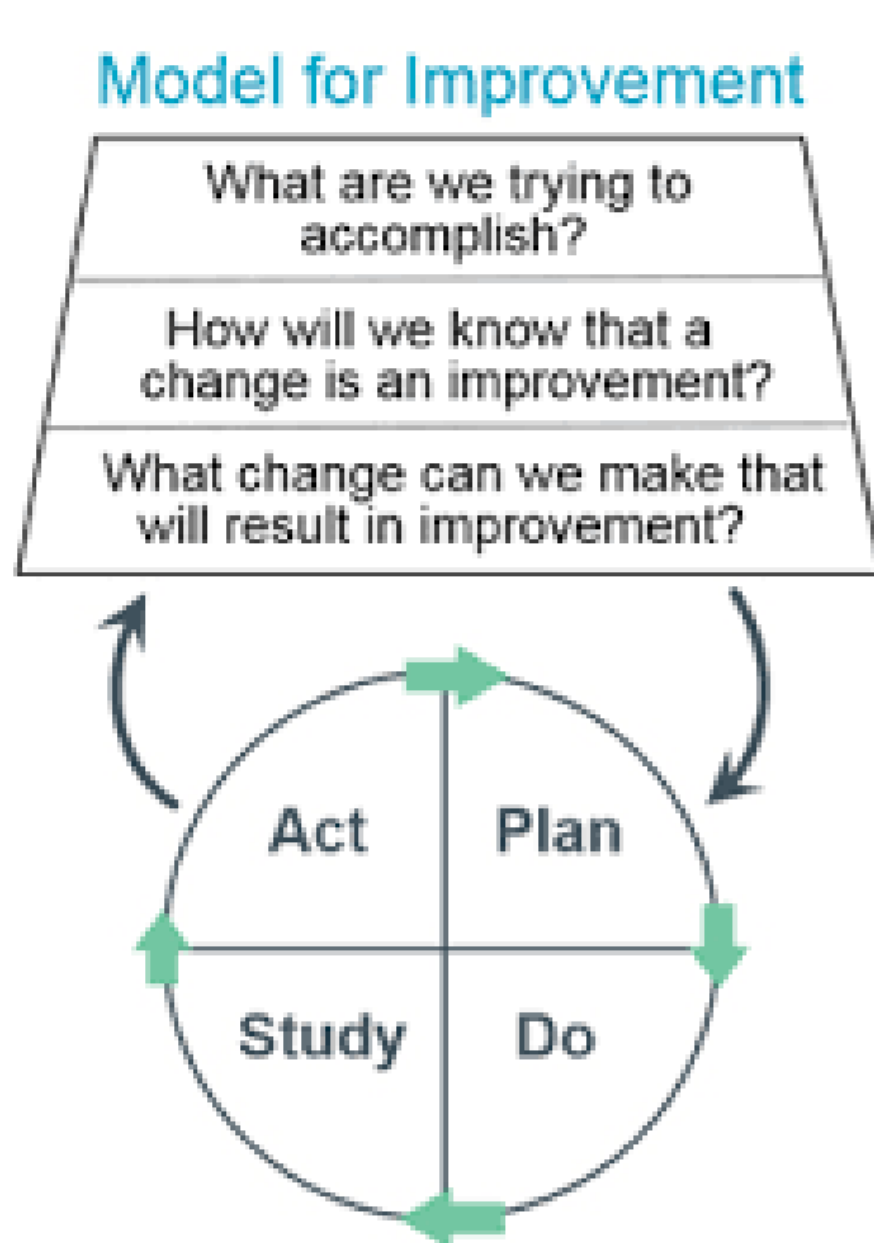
Description

The State Hospital implemented a Quality Improvement (QI) initiative TSH3030 to embed QI hospital wide. This placed patients at the heart and with their involvement empowered staff to shape and impact services, that resulted in improvements to the overall quality of care within a safe, person centred, effective and quality assured environment. Overall 20% of staff and 30% of patients were engaged.
The aims of TSH3030 were to:
• Develop a process to engage staff across the hospital in QI and raise awareness
   of the model for improvement, enabling a QI culture to be embedded.
• Demystify QI methods and support all staff to use QI to make improvements .

Background

Quality Improvement is a central aspect of the Clinical Quality Strategy. Across the Hospital 16 staff members had been involved in QI training including ScIL , Scottish Improvement Skills, Scottish Quality and Safety Fellowship and MHAIST. Building on the skills and experience developed from these national initiatives, and using the model for improvement, the QI Forum set out to embed a culture of QI in The State Hospital.

Model for Improvement

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

Act — Plan
Study — Do

Setting

The State Hospital is a 120 bed high secure psychiatric hospital in South Lanarkshire, Scotland. It serves Scotland and Northern Ireland (pop 7.2 million) It provides psychiatric care and treatment in conditions of special security for mentally disordered men with dangerous, violent or criminal propensities.

Approach

TSH3030 was launched in October. Staff from all areas were invited to form teams and spend 30 minutes a day for 30 days on QI projects, throughout November 2018.

STEP 1 Have an improvement idea

STEP 2 Form a team

STEP 3 Complete an entry form

STEP 4 Start improving!

Each team submitted an entry form and then were supported with QI methods and process by a QI mentor. The teams provided weekly updates which were viewed by the CEO and Directors and made visible to all staff on notice boards at the reception of the hospital. 'Team of the Week' awards were given over the four week period to teams who had progressed most over the week. At the end of the 30 days, teams produced final posters to highlight their QI projects and learning. Posters were judged and an awards event 'TSH QI Oscars' was held in December to recognise the achievements of teams.

Acknowledgements

The delivery of the TSH3030 initiative in The State Hospital was based on the 30 day QI work carried out by NHS Ayrshire and Arran in an Emergency Department. Thanks to Dr Claire Gilroy for sharing the learning from #ED3030 for this QI project. QI is a team sport, thanks to all QI mentors and those across the hospital who made TSH3030 such a success.

Outcomes

TSH3030 was delivered across the whole system building QI capacity and capability
• Twenty three teams registered and **21 completed** the 4 week initiative, supported by 7 QI mentors.
• **111 members of staff** across all disciplines worked together to improve the quality of our services.
• **Thirty patients** were team members and played a key role in projects.
• QI methods and approaches became more accessible; teams used more than **20 different QI methods** including process mapping, run
   charts, patient's feedback surveys and fishbone analysis charts.
• **Eight of the twenty three projects** resulted in improved and meaningful therapeutic engagement.

Impact

An evaluation of TSH3030 was completed 12 weeks after the initiative finished, 18 of the 21 teams completed the evaluation, from these:
All teams reported that TSH3030 had a positive impact on team working and QI culture.

Feedback included;
'The buzz around TSH3030 was very positive within the hospital'
'People were motivated to get involved and TSH3030 allowed the opportunity to do something positive'
'The QI tools we used really helped us to make improvements and understand factors affecting us'
Feedback from patients included;
'I learned to work in a group and how to organise', 'Fine wee group, enjoyed it'

Teams were asked for their 'word of the week',

Key Learning

TSH3030 provided a platform for QI methods and approaches to be used across the hospital from the canteen to the wards. It demonstrated that QI is an inclusive approach and can help to engage staff and patients to improve services.
The 30 days provided a focus and momentum for QI and was manageable for most teams, not all teams were able to submit weekly posters.
The ripple of small changes can be wide ranging, positivity and appreciation are contagious.
Setting a team name and aim helped teams to form and have a unique identity, team names included Plants not Plastic, Greatix ,#teamselfie, Peaky B-liners.
All teams made progress with their projects, half of the projects continued after the initiative ended and many staff commented on using QI to start new projects.
QI mentors helped team's to develop QI skills and to maintain their motivation. Leadership to direct the process and having the right people in the team made a difference to teams' progress.

Future Plans

TSH3030 created a positive energy and enthusiasm for QI. It enabled and empowered staff to make a difference to what was important to them in service improvement. The QI Forum will support the projects that have continued and plan to run TSH3030 in 2019 building on learning and feedback from staff and patients. We will continue to develop QI skills and capability over the year with QI drop in sessions, QI connect and QI Forum communications with staff.

The State Hospital Board for Scotland