

# Making a success of trainee projects

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# Learning outcomes for this session

- After participating in this session, you should be able to:
  - Understand the concepts of quality and quality improvement
  - Define a QI approach
  - Apply this approach to your own everyday practice

# Quality improvement in leadership training

- QIP provides the best opportunity to get leadership experience during training.
- Requires you to
  - Have a belief and a stake in the departments in which you work.
  - Look critically at what you do day-to-day in your job.
  - Think how things could be done differently to enhance the care of your patients.
  - Utilise the experience of working in different organisations.
  - Have the confidence to then act on these thoughts and challenge the status quo.

## Challenges and opportunities

- Within organisations such as the NHS there are hierarchies that appear daunting and maybe stifling of innovation.
- However, the NHS needs to utilise the energy and talents of junior doctors who are going to be some of the most intelligent and skilled people in your age group in our country.
- Successful and dynamic companies outside medicine are much better at harnessing this young talent to drive change in their organisations to help them adapt to a rapidly changing world.

# What defines Quality?

# Six Dimensions



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# Two key tools for planning and measuring quality



- PDSA
- Run charts

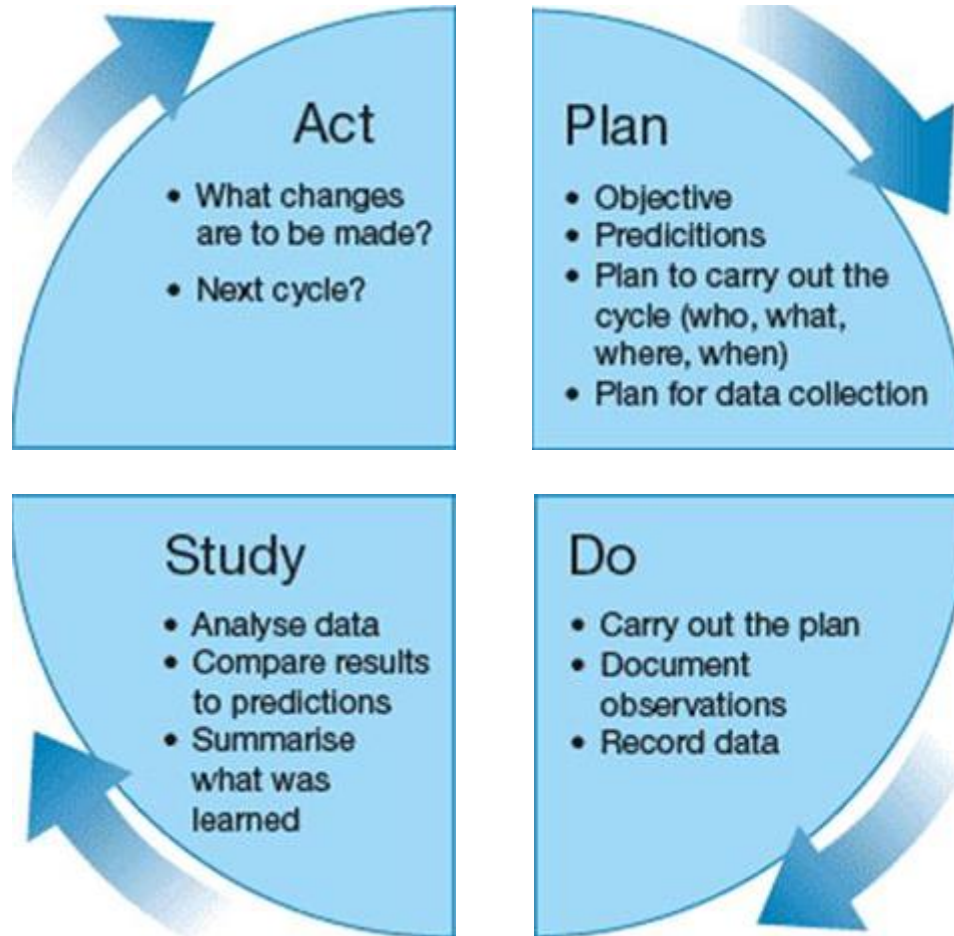
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# PDSA- What and why?

- Cyclical four stage continual improvement process
- Methodical sequence of stages
- Careful planning
- Best result

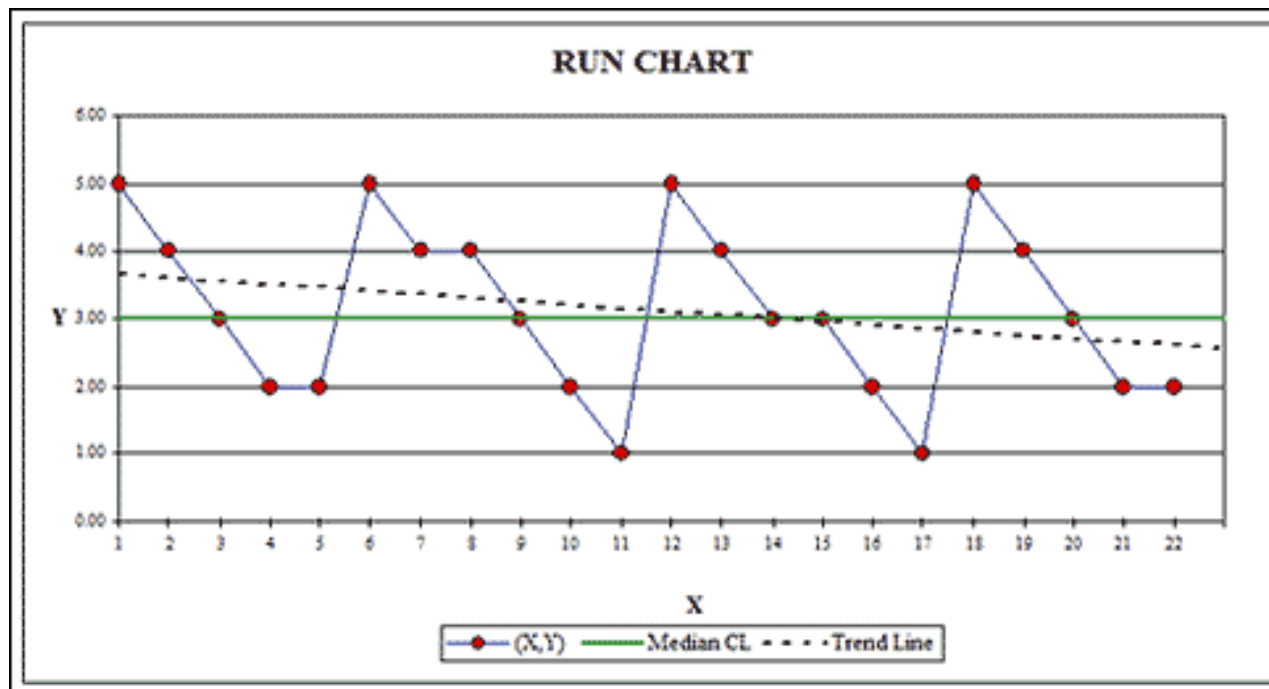


# PDSA



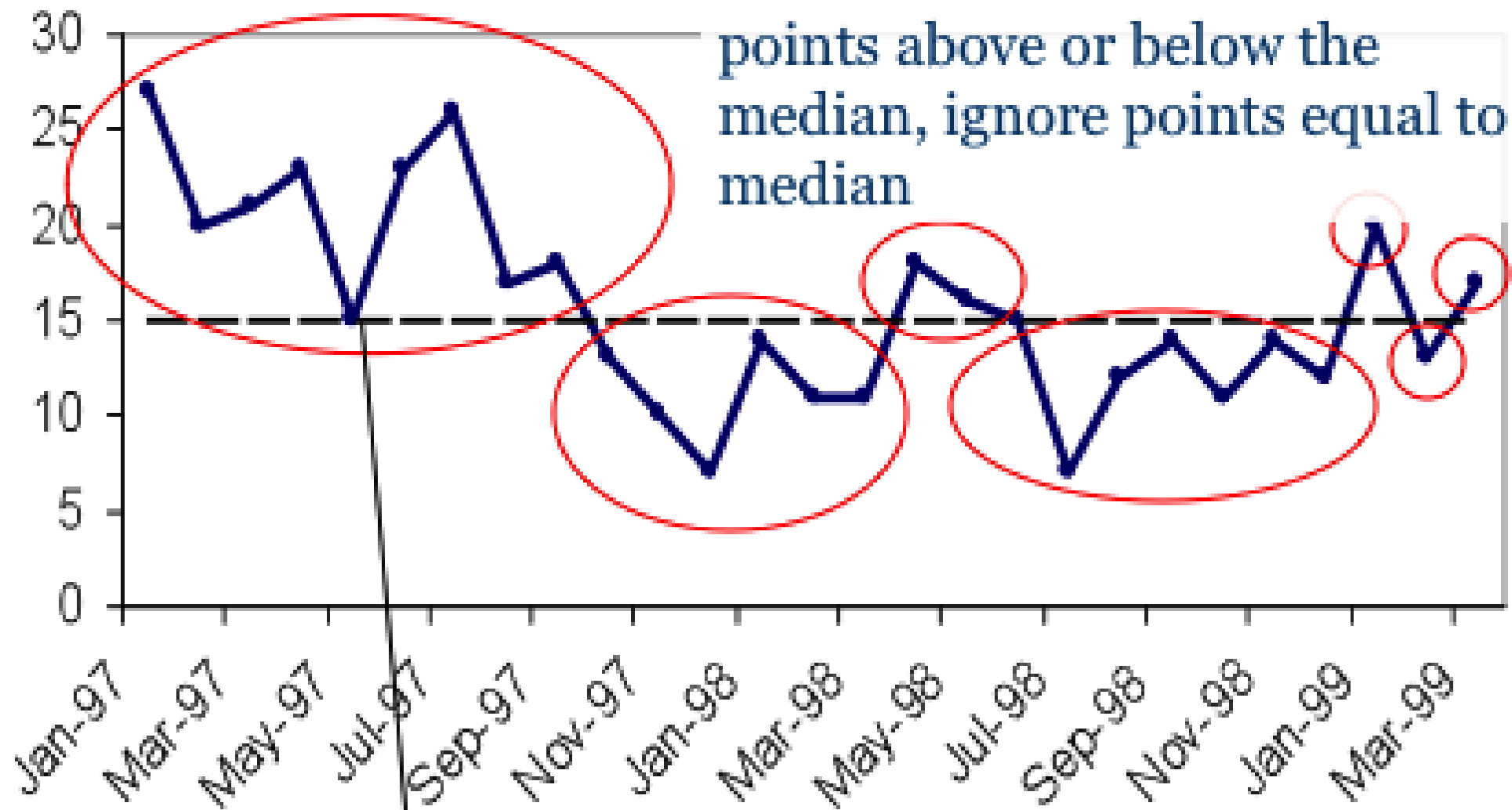
# A Run

- A run is a sequence of consecutive points which all lie on the same side of the line
- Ignore points exactly on the line!



# Counting Runs

Run = series consecutive points above or below the median, ignore points equal to median



**This point is on the center line - IGNORE**

# Run Charts Rules Summary

Signals of non-random patterns:

1. Shift - 6 or more consecutive points either all above or all below the median
2. Trend - 5 or more consecutive points all going up or all going down.
3. Runs - Too few or too many runs.
4. Astronomical point - A point obviously different from the rest, "everyone agrees." This rule is subjective, unlike rules 1-3, which are probability based.

See Perla et al. (2010) for further explanation and details



# Keys to successful project

- Do some self-directed learning using
  - National leadership academy “Leadership conversations” content (page 18)
  - Courses provided by your trust, check what support is available.
- Ensure that it is patient centred and will improve patient care
  - Look at existing patient experience data for your service (feedback/complaints)
- Gather a multidisciplinary team and listen to their views on the problem. Try to include the key groups of staff that might be impacted by the change. Choose a good supervisor.
- Start with a modest change of perhaps one aspect of the problem.

# Keys to successful project

- Decide what you are going measure to demonstrate a change has occurred.
  - Try to ensure this data collection is going to be as easy as possible to allow quick analysis of the data to allow multiple rapid PDSA cycles occur with hopefully incremental improvement.
- Decide how you are going communicate what you are going to do and who would the important allies be, and why they may resist change.
- Work out a timeline for the project and don't be afraid to hand over projects when having to rotate to the incoming team.
- **Reflect on your experience good and bad so that when you do the next one you have learnt from the experience.**

# Exercise



## In breakout rooms

- Discuss what are the issues for patient care in your day to day work that might need improvement?
- What do you think you could do to improve on it?
- What are you going to measure to show things have improved?
- Who would you need to involve to do this project?

# Summary

- Understand what quality means.
- Make you project truly patient-centred.
- Identify who you need on your team and who you need to influence.
- Small incremental changes through multiple PDSA cycles.
- **Reflect on all aspects of the process to make you a better leader.**



# The Reality...local actions empower system change



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