



KAAUH-IHI Open School 2017 THE STORY

QUALITY IMPROVEMENT &
PATIENT SAFETY DEPARTMENT

The Beginning

During 2014, the Quality and Patient Safety (QPS) Council, as the highest authority for quality improvement and patient safety in King Abdullah bin Abdulaziz University Hospital (KAAUH), Princess Noura University in Riyadh, made a strategic decision to provide full access to the IHI Open School (IHI-OS) for its staff. This was implemented in 2017, the year of the hospital commissioning. The access was given to around 700 of clinical and non-clinical hospital staff.

The First Encounter

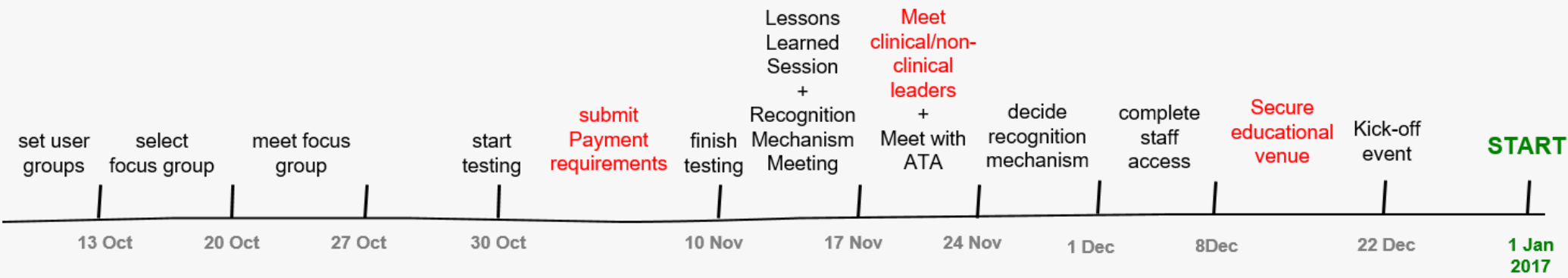
In October 2016, 10 members from different hospital departments were nominated to participate in an experimental focus group as a pilot test for the IHI-OS. The objectives were to understand the experience of new members with the IHI Open School courses, and to identify any concerns that should be considered before launching the program in 2017. The group members were tasked with completing 2 basic courses within two weeks.

By the end of the two weeks, feedback from the participants was solicited through a survey which focused on several aspects like the registration process, accessing the courses, the clarity of the content, the relevance and applicability to work, and the length of the courses. A meeting was held to discuss the feedback of the group, and some of the common points mentioned are:

- 1- There is a need to assist the staff in understanding the content through educational activities provided by the Quality Improvement & Patient Safety Department (QI&PS).
- 2- Study groups would be more beneficial to discuss and share knowledge between the staff.
- 3- Staff must be allowed to dedicate time for studying the courses during working hours.
- 4- Some of the best safety practices found in the courses are easy to apply by the staff themselves.

A very helpful comment from one of the group members was to download and use the IHI application on smart phones, which was shared with the staff in the membership guide distributed.



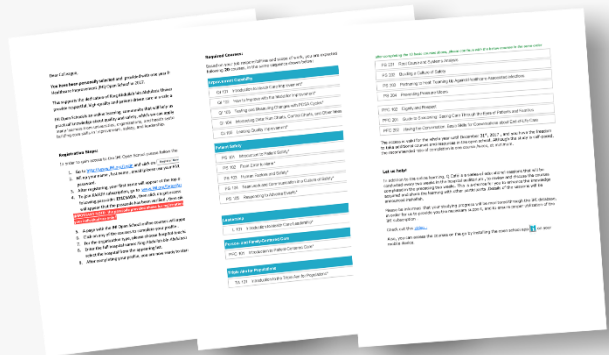


The Kick-off

The first IHI Open School subscription in KAAUH was kicked off officially during the general staff meeting on December 28th, 2016. This was preceded by an introduction of the program to the Executive Directors, and the roll-out plan was discussed and approved by the Deputy CEO for Excellence, Development, and Quality.

During the general staff meeting, a presentation was given to introduce the IHI Open School, the registration process, the courses, and the accompanying activities in 2017.

To help the staff understand the process of registration, the required courses from KAAUH perspective, the benefits, the related hospital activities, and the available resources, a member guide was developed and emailed immediately after the kick-off event.



Staff Categories

In order to maximize the benefit of the Open School courses and to accommodate the different needs and interests, staff were divided into 6 categories (A-F) based on their scope of work and job level in KAAUH. Each category has a unique list of required courses that the staff need to complete, starting from the basic 13 courses, up to the complete list of 32 courses. Some of the factors considered in the categorization are clinical vs managerial, senior vs junior staff...etc. Those who complete the required list according to their categories are referred to as KAAUH " Graduates" of the IHI Open School.

Q Café

This series of informal gatherings was held to allow the staff to share their knowledge acquired from the courses, and to provide a venue to ask questions, discuss the content, and gain deep understanding.

Each Q-Café session conducted was a 2-hour session with coffee provided (hence the name). During the session, key points from 2 courses (one course per hour) were presented, along with videos and

Spreading the word

To communicate with KAAUH staff about the Open School and to encourage them to participate, various methods were used to share and market the activity including but not limited to email announcement and follow-up, Q café sessions announcements, Roll-up banners distributed in several locations in the hospital, flyers disturbed to clinical departments, several one-to-one meetings with Medical and nursing departments, broadcasting of some content through TV screens located at several areas in the hospital, including key concepts from the courses, and study tips to enhance the learning process.



anecdotes, during which the the floor was open for discussion and debate. Eight Q Café sessions were conducted once every 2 weeks in the first 4 months, to cover the 13 basic courses. This was planned in collaboration with Academic & Training Affairs Department.



Randomized coffee trials were also introduced at the end of some sessions to give the attendees a chance to identify the most important lessons learned from each course, which was useful to consolidate the learning and network with other staff.

IHI-OS Snippets

Short excerpts from some courses were shared with all staff in the form of IHI-OS Snippets to highlight key concepts and practices in quality improvement and patient safety. These were sent by email and broadcasted through the internal TV screens in the hospital.

Recognizing Champions

An important success factor for such hospital-wide program that is relatively new to most staff is acknowledging the efforts made to take the courses, and recognize those graduates who completed the required courses and showed an excellent track record. The first graduate, Mr. Elmer Balbalin from Nursing Affairs completed 20 required courses within only the first month of subscription, and was recognized in one of the Q-Café sessions by the hospital CEO.

Names of initial batch of graduates were also presented during the first General Staff Meetings in 2017 to recognize their achievements and encourage other staff to follow their track. Golden pins to be worn by the graduates are currently being produced.

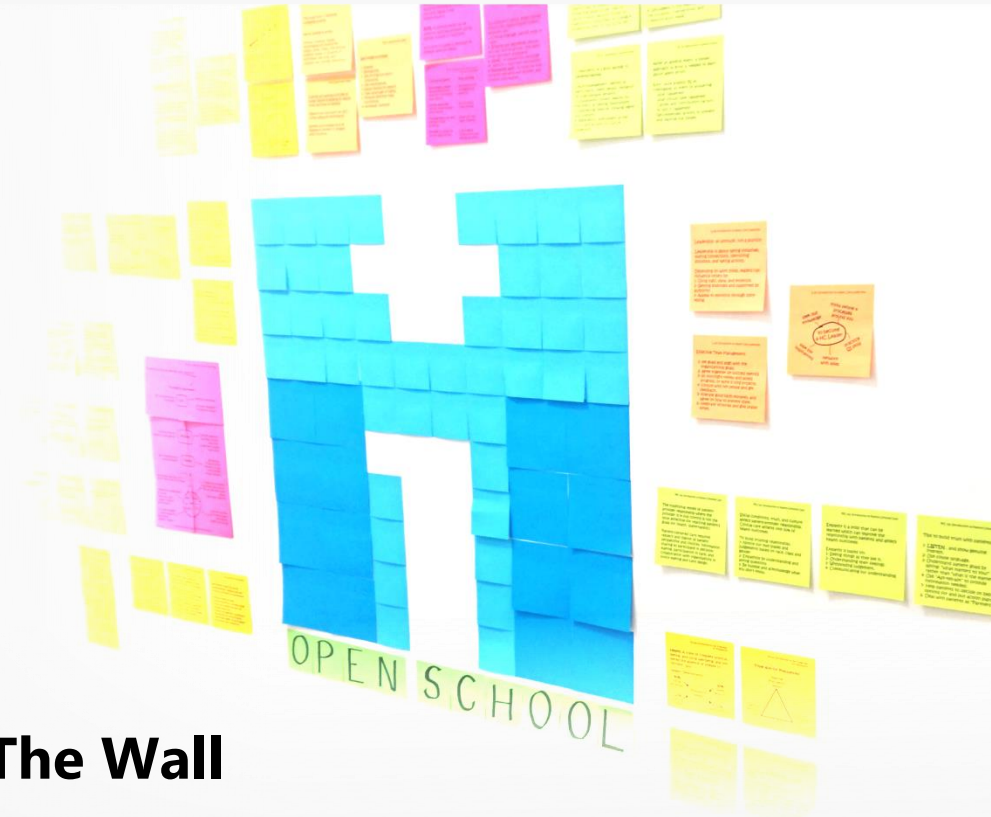


The first KAAUH "Graduate"
Mr. Elmer Balbalin – Nurse Specialist

The Wall

Key points from each of the 13 basic courses were printed on sticky notes and posted on the wall inside the QI&PS Department for all staff to see. In addition to its aesthetic advantage, it represented a chance to recap the most important ideas of each course as a quick-reference.

In addition to the courses, feedback from staff during Q-Café sessions and Randomized Coffee trials was also recorded on sticky-notes and posted next to the corresponding lesson on the IHI Wall.



Supporting the efforts

Since the inception of the program, QI&PS provided support to all users of the IHI Open School. This included but not limited to technical issues on registration and accessing courses, explanation of the content through the Q-Café and one-to-one as needed, guidance and coaching to individuals and teams who wanted to put the knowledge gained into practice.

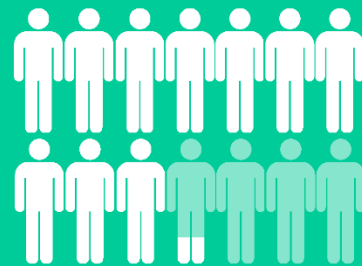
The IHI Open School team has been also very helpful and provided excellent support and troubleshooting for technical issues, in addition to advise and guidance on how to utilize such valuable resource.

IHI-OS Dashboard

Part of the support is giving feedback on the progress of completing the courses to individuals and major divisions of the hospital. A dashboard was designed and communicated on monthly basis to the leaders of each division/affairs, and was occasionally presented during some QPS Council meetings.

The dashboard shows the registration rate, completion of the Basic Certificate, graduates who completed courses required by KAAUH, the average post-assessment scoring, and the attendance to the Q Café.

The dashboard served as a motivation for all staff to progress and complete the courses, and helped recognize departments with outstanding achievements.



73%

of 703 candidates registered in the IHI-OS

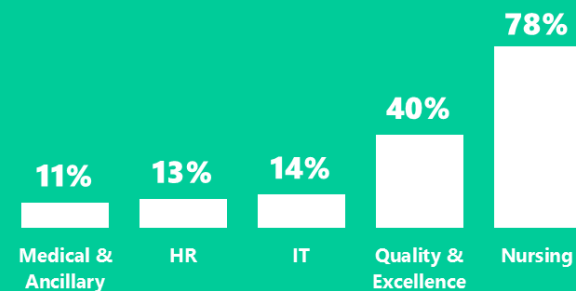


361 of those who registered completed the 13 basic courses



Graduates

40%



% of graduates from candidates for each division/affair

Practicing it

In addition to the shifting in mind sets and adoption of safe and high quality practices, one of the earliest applications of the IHI improvement framework was the Pediatric ICU (PICU) quality improvement project. The aim was to decrease the transit time from PICU to the general Pediatric ward to one hour by January 2018. After several PDSA testing cycles the team managed to reduce the transit time by more than 60% after implementing some process changes and new tools. One of the recommendations is to spread similar changes to other transit processes in the hospital.

Reflection and Learning

Throughout the annual subscription, lessons learned were documented and shared with other staff through the Q Café sessions, Randomized Coffee Trials, informal feedback, and other venues. To wrap up the Open School subscription for 2017, focus group meetings were held on January 2018 with two different teams, the first one was with those who showed slow or poor progress through the courses, and the second one was with high achievers who managed to complete the courses and apply the learning. Several points were discussed through the meetings, and the reflection of the attendees was documented. Some of the common challenges staff has faced were the difficulty to dedicate time during busy schedules and frequent distractions at work, and the lack of motivation or encouragement from superiors. The low attendance to the Q Café sessions was also discussed and the attendees felt that the 2-hours sessions

were too long to attend and difficult to schedule, in addition to that some superiors didn't release them during sessions timings.

The focus group of high achievers agreed that the IHI open school is a great and useful recourse, and that conducting Q café sessions made the experience with the IHI –OS more interesting and interactive. The courses have also helped them understand the patient perspective more, and how to provide them their rights in a high quality and safe manner. The curriculum increased their awareness about having a no-blame culture, and how it shifted their thinking to focus on fixing system issues rather than focusing on individuals. One of the physicians strongly recommended to make some of the courses mandatory to all medical staff.

For new staff who will enroll in the Open School courses in 2018, the members recommended to focus on high priority courses first, not to delay studying, have dedicated time, apply the learning, share the knowledge with others through study groups, and use system thinking to close gaps. Good luck to all!

