

HCAI CONFERENCE

November 2007

HCAI IMPROVEMENT TEAM

OUR EXPERIENCE

INTRODUCTION

- Personal Observations / Views
- Our pre-visit mind-set
- Stages of the Review
- Where were we in April, what we did then and where we are now

PRE-VISIT MIND-SET

- “Nonsense target”
 - For us, a reduction of 48% in a year when activity had just increased by 10%
 - Working with very small numbers (target of 41 pa)
 - All about politics
- “Everybody is coming in with it”
- Nursing homes
- There are other bigger clinical priorities (C-Diff)
- All about cleanliness and our hospitals are spotless
- Data, information and analysis
- They won't give us anything more than we've already got
- Not used to missing targets and having outsiders come into the Organisation

STAGES OF THE REVIEW

■ One – Genuine Hope

- We invited the Team in at the request of our Infection Control Team
- Met the Team and felt hopeful
- Open books and will to learn

STAGES OF THE REVIEW

- Two – Irritation, Anger...

STAGES OF THE REVIEW

STAGES OF THE REVIEW

■ Three – Pre Visit Preparations

- Repairing the damage
- Pick our Team Up and ensure frame of mind ok
- Meet the Team
 - very wary / suspicious
- Big team session to get everyone on same page and in synch, clarify process and rules
- Pulling everything together and ensuring we hadn't missed anything obvious

STAGES OF THE REVIEW

■ Four – The Kick Off

- Very professional approach
- Not at all intrusive
- Quietly probing
- Thorough digging and analysis
- Lots of double-checking to ensure they didn't jump to wrong conclusions
- Regular touching base to check progress, fine tune, pick up on queries/observations

STAGES OF THE REVIEW

■ Five – Coming together

- Really felt like we were working together
- No silver bullets
- Wood for Trees
 - Objective analysis showed some potential problem areas to focus on
 - Looking at us/our data from a different direction
 - Picture became clearer as review went on

STAGES OF THE REVIEW

■ Six – Feedback and actions

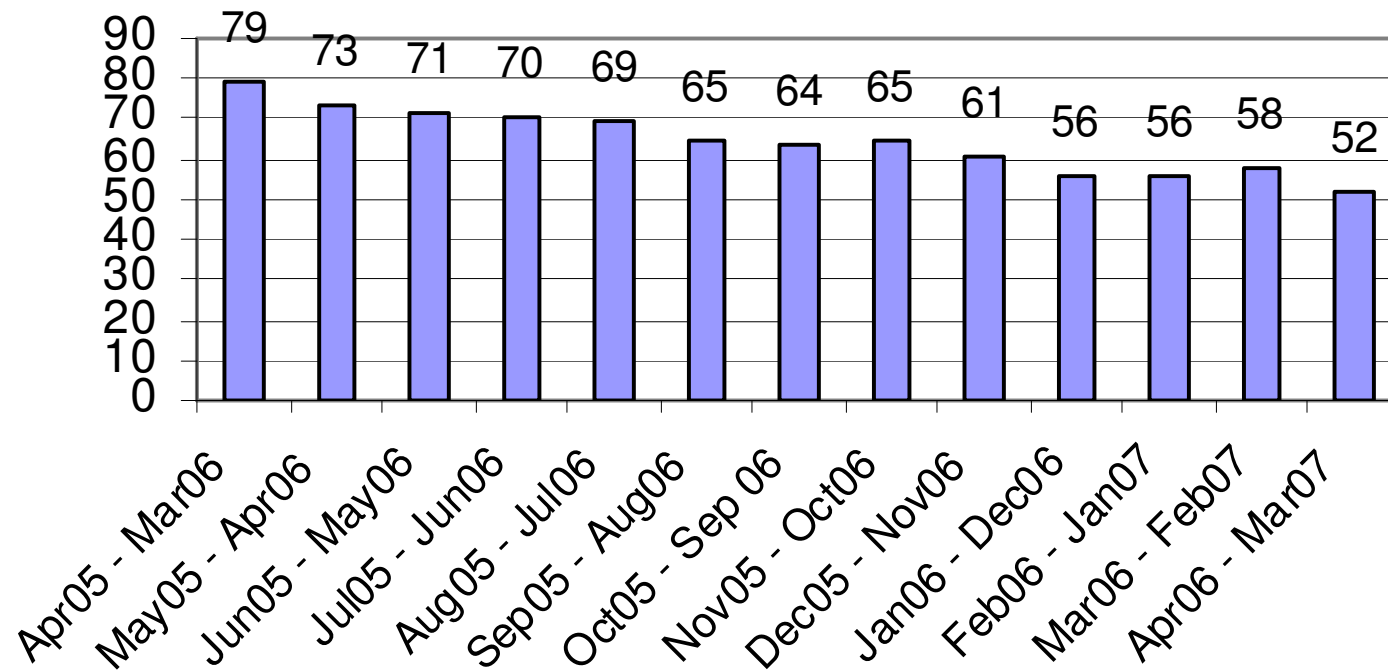
- Feedback to me first
- Final clarification
- Full Team to Team Session
- One or two sensitive issues but handled very professionally
- No great shocks but objectivity made a difference
- FOCUS

STAGES OF THE REVIEW

■ Six – Immediate Post Review State

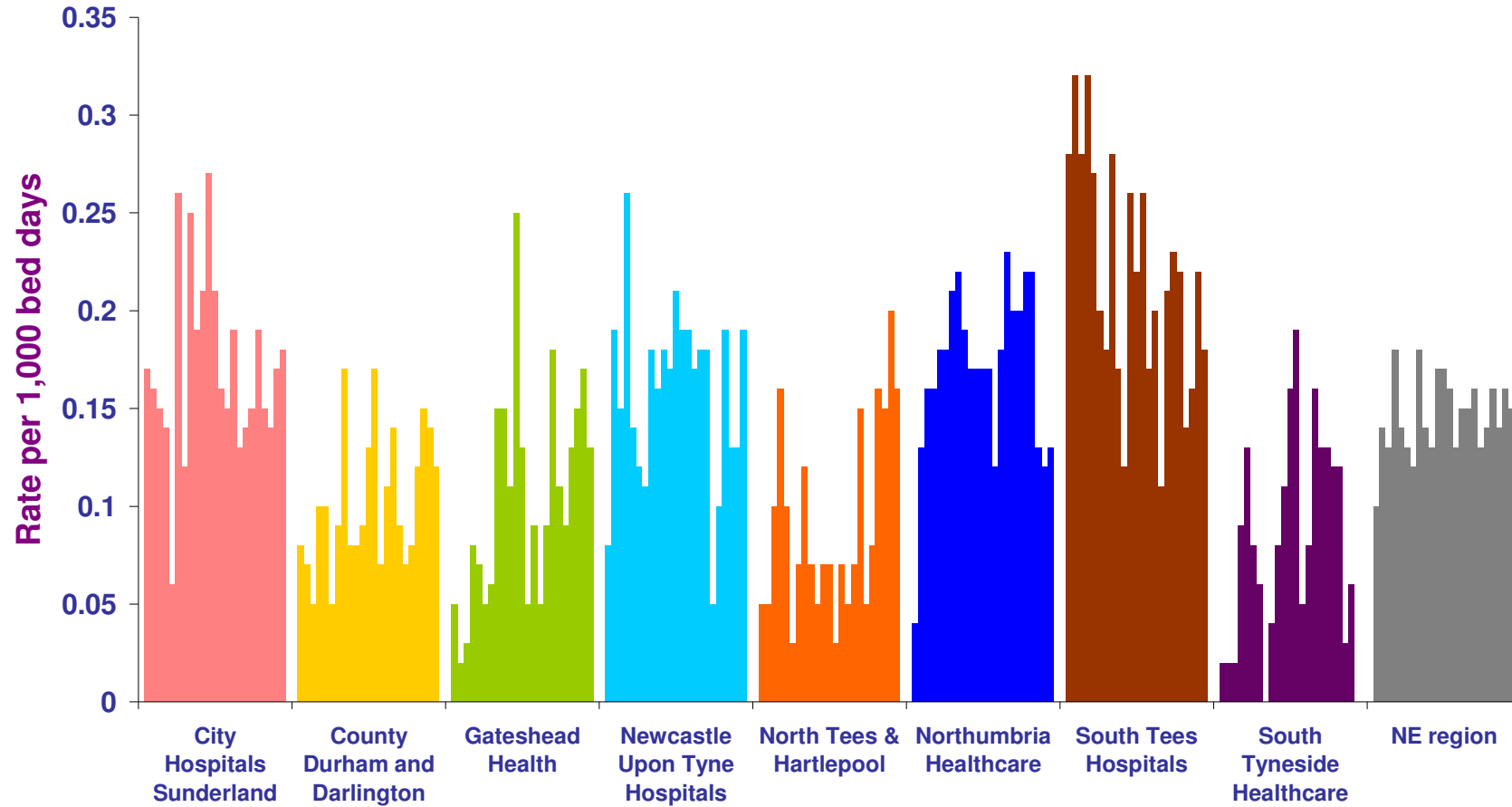
- Massive enthusiasm and momentum
- No guarantees regarding success but prepared to have a go
- Focus on a few key areas re action but profile, engagement and focus much improved

MRSA 12 month rolling position



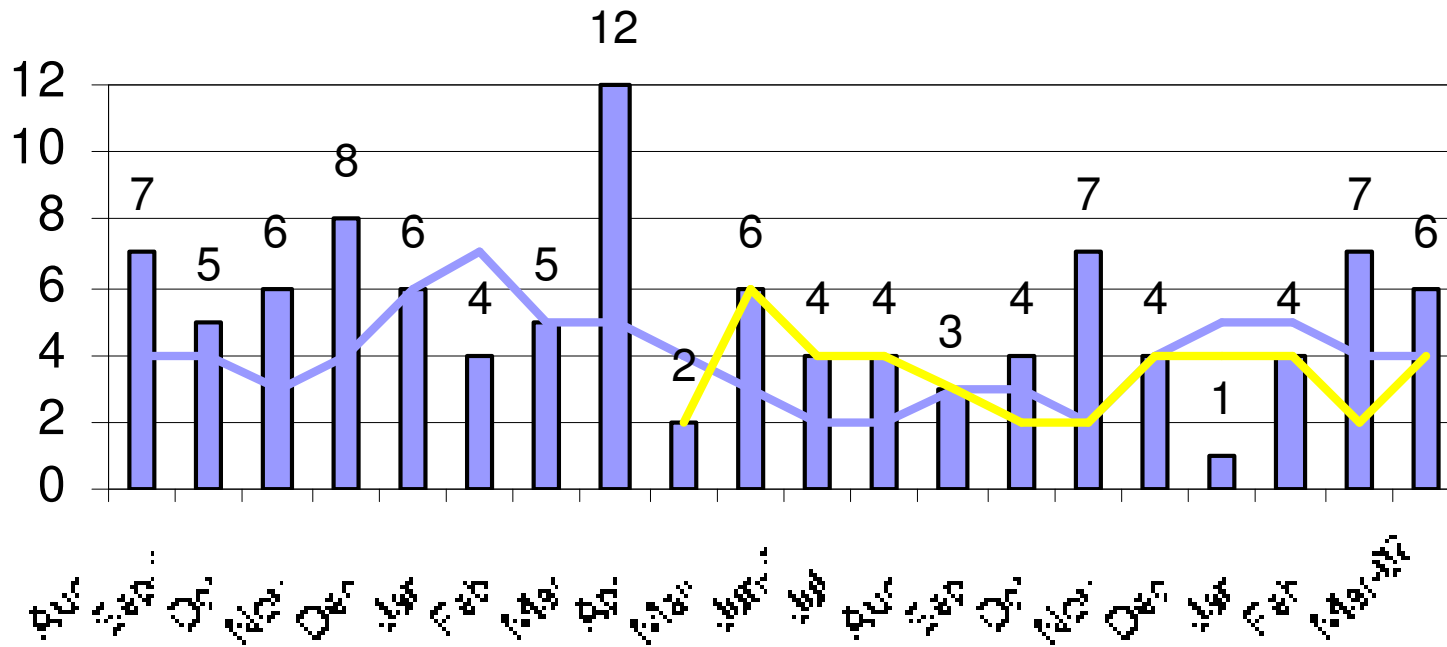
MRSA bacteraemia - NE region

(quarter 2/2001 through to quarter 4/2006 from left to right)



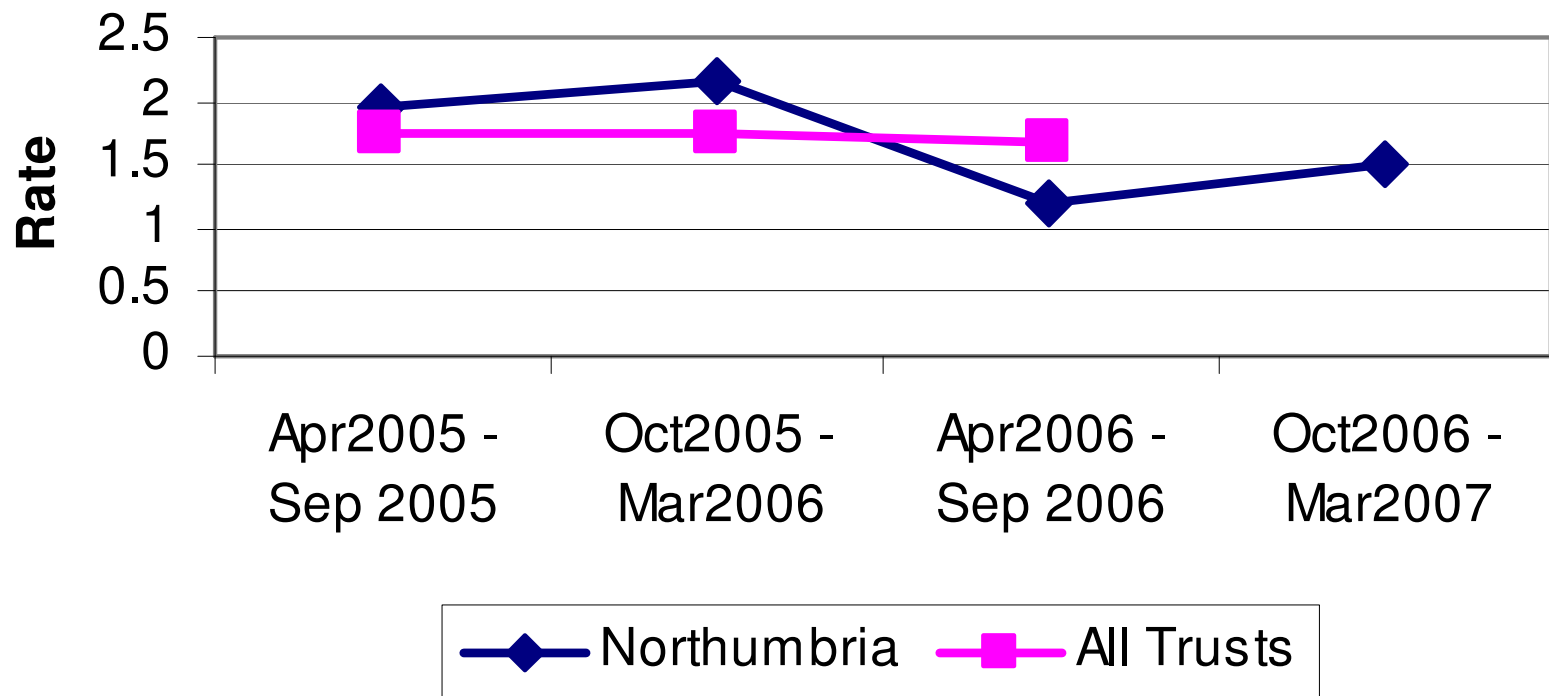
Acute Trusts in NE England

MRSA monthly reports



Monthly actual
 LDP trajectory
 Recovery plan trajectory

MRSA: rate per 10,000 bed days Northumbria vs All Trusts



Post Review

- Massive progress very quickly but still nowhere near target
- Post review visit (Sept '06) – very close to a zero month (it is possible)
- Small number volatility
- Need to keep re-grouping and standing back to assess trends, effectiveness of actions, culture and attitudes

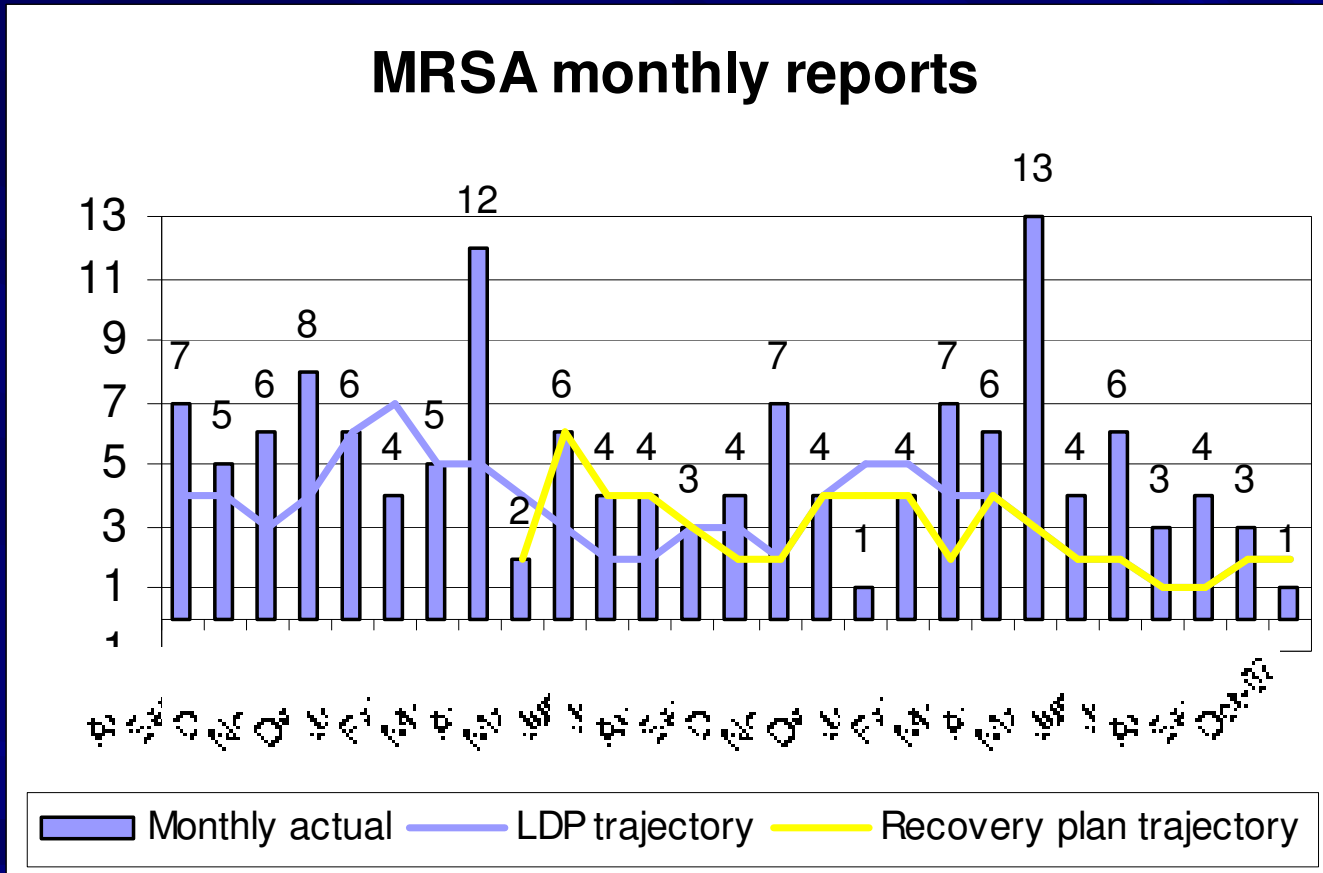
Where were we in April ?

- We had dropped our rates by 34% in a year but are still miles from target
- Taking stock again to re-group and re-focus
- Key areas now
 - Complex end-stage liver disease patients
 - Eradication policy
 - Emergency care system
 - Blood cultures
 - Culture, attitude and support
 - Levers and incentives
 - Broader factors (staffing and occupancy)
- To hit our target, we had to halve our rates and become virtually the best in the Country

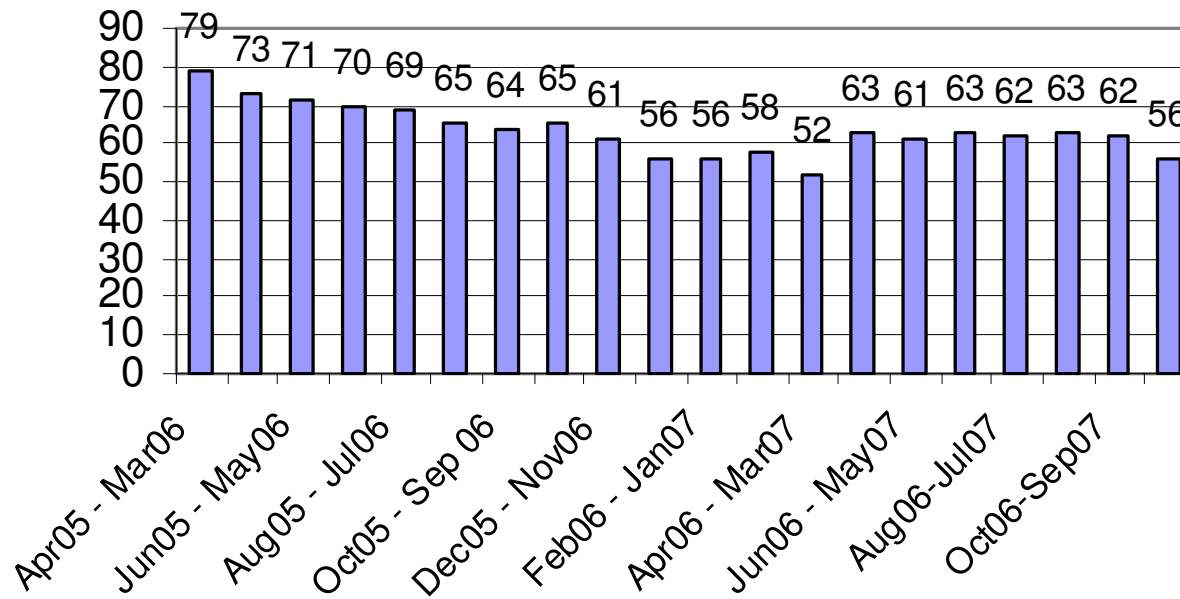
Then what happened ?

- 13 bacteraemia in April !
- Major re-group
 - Strengthened RCA
 - Screening of all admissions (100+ per day)
 - De-colonisation
 - Blood culture technique
 - IV management
 - Anti-biotic policy
- Massive change in pace, lots of arguments, bemused re: April

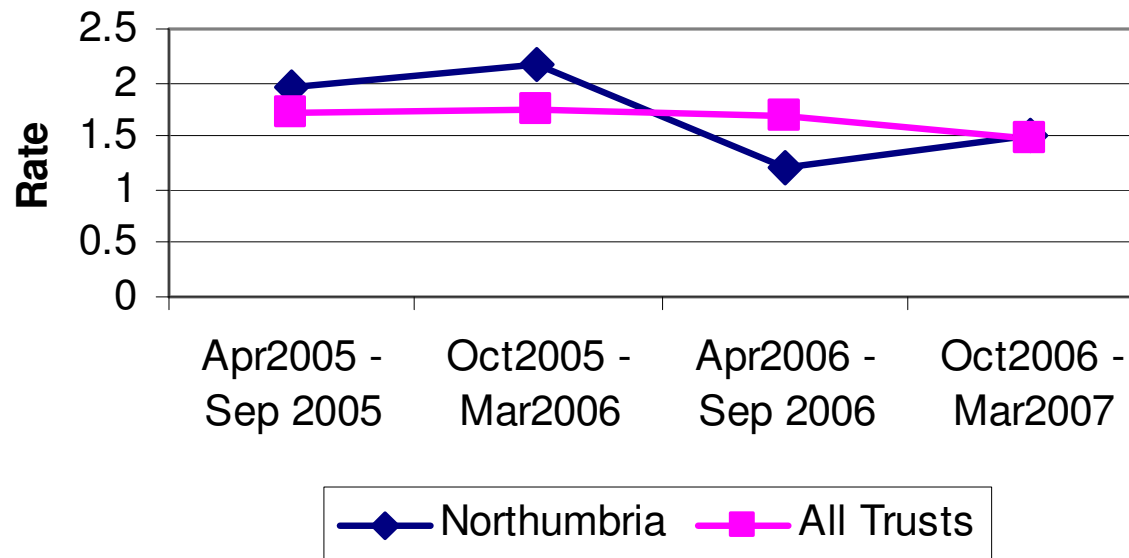
What has happened since ?



MRSA 12 month rolling position



MRSA: rate per 10,000 bed days Northumbria vs All Trusts



What has happened since ?

- Zero tolerance (community acquired ?)
- Tues am meetings
- Focus on RCA and audit of compliance
- Antibiotic policy
- Isolation
- Cleanliness
- Ward rounds and walkabouts
- Accountability and standards
- Motivation and morale
- Learning from the best
- Cultural shift !

Summary

- The Review Team were very professional and didn't feel at all intrusive
- We did benefit greatly from the process
 - Pointed out things we couldn't see
 - Experience of what worked elsewhere
 - Focus
- Our performance had improved massively, we had a blip and needed a major re-group
- Zero tolerance !
- Still a long way to go....