Large Scale Initiative: Reduce Harm in Patients (Execution on our LSI Journey)

26 September 2016
All Teach, All Learn, All Share

- Agenda Setting Forums
- Programme Managers’ Meetings
- Learning Sessions
- Site Visits
- Onboarding programmes for new teams
- SHINe Extranet
Programme Managers’ Training Workshop
conducted by IHI and Local Faculty

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<table>
<thead>
<tr>
<th>Time</th>
<th>Mins</th>
<th>Topic</th>
<th>Lead</th>
<th>Content</th>
<th>Design</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1330-</td>
<td>5</td>
<td>Welcome</td>
<td>Sue Guillo, Dr. Tai</td>
<td>Introductions and Overview, Review PPI Planning Meeting Agenda</td>
<td>Opening Slide</td>
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<tr>
<td>1335-</td>
<td>25</td>
<td>Reflection</td>
<td>Dr. Tai, Mini Yee</td>
<td>Benefits and Challenges of Participating in PPI</td>
<td>Sharing Reflections</td>
<td></td>
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<tr>
<td>1400-</td>
<td>60</td>
<td>Sequence of Improvement: Focus</td>
<td>Gina Croone</td>
<td>Interactive workshop on Sustaining Improvement. Discussion will focus on</td>
<td>Interactive lecture</td>
<td>Slides</td>
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<tr>
<td></td>
<td></td>
<td>on Sustaining</td>
<td></td>
<td>applicable action to take during testing, implementation and after</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>implementation to support holding gains. Reliability will also be</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>discussed, specifically in relationship to sustaining.</td>
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<tr>
<td>1515-</td>
<td>1645</td>
<td>Improvement Content: What</td>
<td>Sue Guillo, Mini Yee</td>
<td>Review of content areas through self-assessment:</td>
<td>Large and</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>specifically do we want to</td>
<td>PPI and SHINE Faculty</td>
<td>- MFI, Reliability, Measurement, Driver Diagrams, Performance</td>
<td>Small Group</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>learn? Seeking knowledge</td>
<td>Teams</td>
<td>Assessment</td>
<td>Discussion</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>1. Identify top two areas for learning opportunities</td>
<td>Dotted and Plan for Next 6 months</td>
<td></td>
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</tbody>
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Image of the workshop in session.
14 April 2014
Pre-planning & Programme Managers’ Training

15 April 2014 - Day 1
• Welcome address
• Ice-breaking
• Why we are here
• Introduction to theory of change
• Breakout session
• Introduction to extranet

16 April - Day 2
• Leadership and breakout session
• Launch of SHINe
• Reliable design
• Breakout session
• Working together
• Closing address
Learning Session 1

13 Oct 2014
Pre-planning & Programme Managers’ Training

14 Oct 2014 - Day 1
• Welcome address
• Establishing a World Class System of Safety – It Takes a Team
• Storyboard Rounds
• Breakout session
• Team & Leadership Discussion
• Improvement Theory – Exploring the Lens of Profound Knowledge
• Organisation Team Planning Meetings

15 Oct 2014 Day 2
• Details of Measurement – use of run charts, interpreting data over time
• Building Teams and Change Management
• Building a pilot plan and scale
• Breakout session
• Team Planning
• Next Step in Action Period
Learning Session 2

15 April 2015
Pre-planning & Programme Managers’ Training

16 April 2015 - Day 1
- Welcome address
- Sustaining and Spreading Improvements
- All Teach, All Learn
- Breakout session
- Team & Leadership Discussion
- Improvement Theory – Exploring the Lens of Profound Knowledge
- Organisation Team Planning Meetings

17 April 2015 - Day 2
- Safety Culture
- Learning from PDSAs and Change Management
- Breakout session
- View from the other side of bed
- Next Step in Action Period
Learning Session 3

3 Sep 2015
Pre-planning & Programme Managers’ Training

8 Sep 2015 - Day 1
• Introduction to SHINE Learning Session and Programme Orientation
• Revisiting Why We are Here
• Change Management - All Share, All Learn
• Mini-Celebration /Teabreak and Story Board Rounds
• Breakout session
• Building Confidence and Reliability with your Changes
• Closing comments
• Huddle with New teams in LSI

9 Sep 2015 – Day 2
• Issues and Storyboard Headlines
• Patient and Family Centered Care : To Me, For Me or With Me
• Engaging Teams for Patient Safety : To Me, For Me or With Me
• Breakout session
• All Teach, All Learn World café
• Creating a Learning Network – Across your Organisation and SHINE
• Next Steps in the Action Period
• Closing comments
• Huddle with New teams in LSI
Storyboards at Learning Session 3
Faculty Planning Learning Session 4

Draft

Discussion on Implementation

Delivering at Learning Session

Test
Learning Session 4

4 April 2016
Pre-planning & Programme Managers’ Training

- Programme Managers in Sustaining Improvement and Spread - Frontline team & Leadership team
- Continue to Building A learning Plan together

7 April 2016 - Day 1
- How are We doing?
- Sustainability and Spread
- Why measure?
- Workstream breakout sessions
- Spread and Reliability

8 April 2016 - Day 2
- Learn, Share and Shine (Joy in Improvement)
- Safety Conversation Anywhere, Everywhere
- What is our culture?
- All Teach, All Learn World Cafe
Site Visits

All Teach, All Learn, All Share

- First site visit in February 2015
- Faculty visits teams
- Site visits held over 3 days
- Teams would do a short presentation at their organisations to Faculty and show us their pilot sites
- Senior leaders would be present to support their teams
- Teams from other organisations were invited to site visits
## Site Visit Programme - August 2015

<table>
<thead>
<tr>
<th>DAY 0</th>
<th>DAY 1</th>
<th>DAY 2</th>
<th>DAY 3</th>
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</thead>
<tbody>
<tr>
<td>Pre-planning meeting (2.5 hours)</td>
<td>KTPH</td>
<td>SGH</td>
<td>CGH</td>
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<td></td>
<td>IMH</td>
<td>SNEC</td>
<td>KKH</td>
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<td>NHGP</td>
<td>NDCS</td>
<td>NSC</td>
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<tr>
<td>Debriefing: IHI and SHINE Faculty</td>
<td>NUH</td>
<td></td>
<td>SHP</td>
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<td>TTSH &amp; NNI</td>
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<td>Debriefing: IHI and SHINE Faculty</td>
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IHI = Institute for Healthcare Improvement
SHINE = Singapore Health Innovation Centre
Feedback after the first Site Visit

N = 15

This site visit has helped the team move forward:
- Strongly Agree: 10
- Agree: 4
- Neutral: 1
- Disagree: 1
- Strongly Disagree: 0

There is adequate time for each institution:
- Scale 5 (Strongly Agree): 11
- Scale 4 (Agree): 2
- Scale 3 (Neutral): 1
- Scale 2 (Disagree): 1
- Scale 1 (Strongly Disagree): 0

The advice from the faculty is helpful:
- Strongly Agree: 13
- Agree: 2
- Neutral: 0
- Disagree: 0
- Strongly Disagree: 0
Onboarding Programme for New Teams

ONBOARDING PROGRAMME
19 February 2016
Room 3T001 and 3T002, NHQ HQ, Level 3, Nexus @ One North (South Tower)

<table>
<thead>
<tr>
<th>Time</th>
<th>Programme</th>
<th>Speakers/Facilitators</th>
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<tbody>
<tr>
<td>0800</td>
<td>Registration of participants</td>
<td></td>
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<tr>
<td>0815</td>
<td>Overview of the Large Scale Initiative</td>
<td>A/Prof Tai Huei Yee</td>
</tr>
<tr>
<td>0915</td>
<td>Theory of Change &amp; Model for Improvement</td>
<td>Ms Debbie Wild</td>
</tr>
<tr>
<td>1000</td>
<td>Tea Break</td>
<td></td>
</tr>
<tr>
<td>1030</td>
<td>Reliable Design</td>
<td>Ms Debbie Wild</td>
</tr>
<tr>
<td>1115</td>
<td>Details of Measurement, use of run charts, interpreting data over time</td>
<td>A/Prof Lau Tang Ching</td>
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<tr>
<td>1215</td>
<td>Lunch</td>
<td></td>
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<tr>
<td>1315</td>
<td>Gaps analysis, Measurement strategy and change package</td>
<td>A/Prof Tai Huei Yee, A/Prof Ong Blauw Chi Ms Jancy Matthews</td>
</tr>
<tr>
<td>1515</td>
<td>Tea break</td>
<td></td>
</tr>
<tr>
<td>1530</td>
<td>Building an effective teams</td>
<td>Ms Fatinah Lte Musteen Kutty</td>
</tr>
<tr>
<td>1630</td>
<td>Submission of data andEntrust</td>
<td>Ms Ng Toon Hwee</td>
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<tr>
<td>1650</td>
<td>Wrap-up and summarise</td>
<td>A/Prof Tai Huei Yee</td>
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<td>1700</td>
<td>End of Day</td>
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SHINE LARGE SCALE INITIATIVE
APRIL, 2016

PRE-WORK MATERIALS

Welcome to the SHINE large scale initiative (LSI) Reduce Harm in Patients. With you, we will improve the delivery of care, generate real depth of learning, and create centres of excellence from whom others will learn.

These pre-work materials provide information and preparatory assignments that will help you plan for your participation in the programme and prepare for the first meeting in April, 2016.

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Major Deadlines
24 March 2016 - completion of Pre Work.
Extranet

- Teams upload their progress on the Extranet every month for Faculty to review and assess
- Platform for programme managers to communicate with each other and with SHINE Office and Faculty
Learning Points

All Teach, All Learn, All Share

• People are more engaged and committed than you think when it comes to patient safety – you just need to provide them with a platform to discuss, plan, implement and reflect

• Power of sharing – opens minds, opens hearts and accelerates change

• Remember to celebrate little victories!
Challenges

• Engaging teams – beware of team ‘burnout’ and change in team dynamics eg attrition of programme managers, team members
• Continual engagement with leadership
• Time
• Logistics - finding a venue which can accommodate all the teams for the learning sessions
• $
It has been a great journey!