

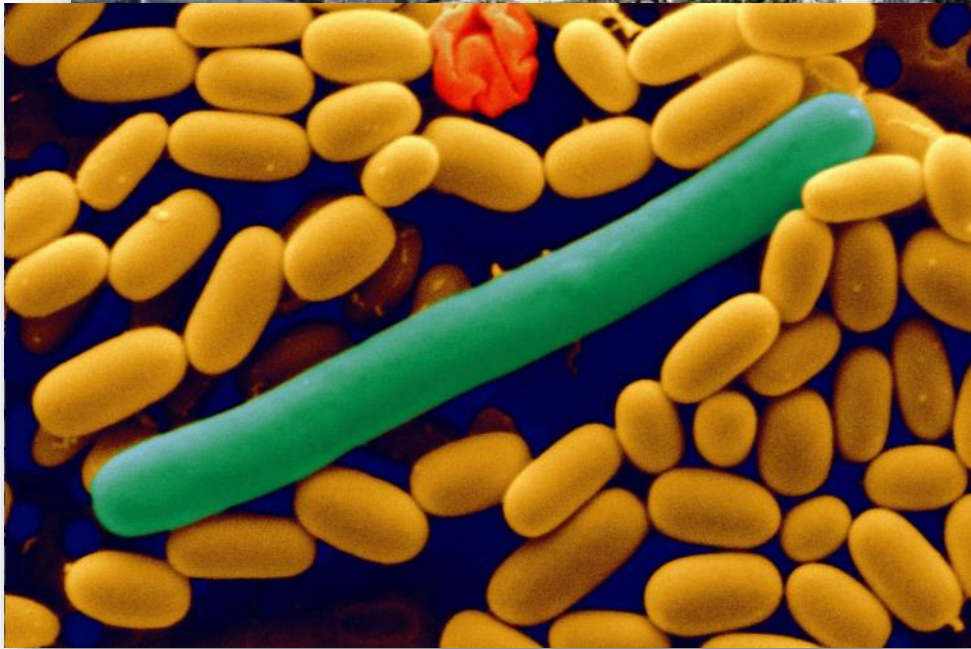
Learning from failure and also from bright spots

Professor Jason Leitch
National Clinical Director

Scottish Government



@jasonleitch





A blue and white flag, possibly a signal flag, is shown waving against a clear blue sky. The flag has a white diagonal stripe running from the top-left to the bottom-right. The text "Our Approach" is overlaid in the center of the flag.

Our Approach

Juran's Trilogy



Juran's Trilogy



- Inspection-looking for the “Bad Apples”
- Retrospective Review
- Risk Management

- Process and system improvement
- Reduce Variation
- Align outputs to customer needs
- Continuous & part of daily work
- Science of Improvement

- Monitor Key Process Indicators (KPI's) against targets
- Take Action when not meeting targets
- Regulatory approach

Juran's Trilogy



Quality planning

HAI Taskforce
Infection control nurses
Cleanliness champions
HEAT Targets

HAI Taskforce

Quality Control

HIS Scrutiny
Healthcare Environment Inspectorate
Vale of Leven Enquiry

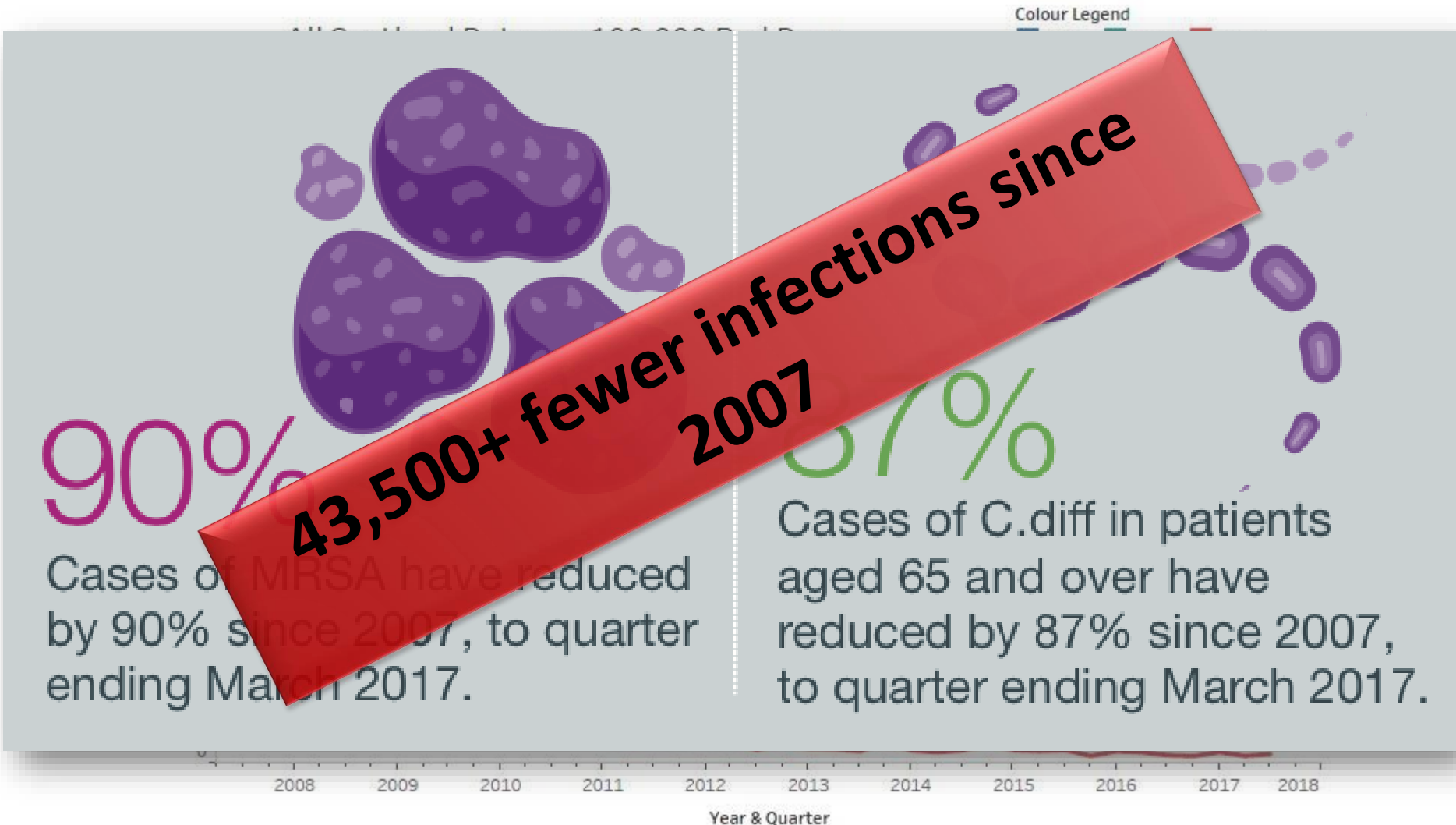
Healthcare Environment Inspectorate



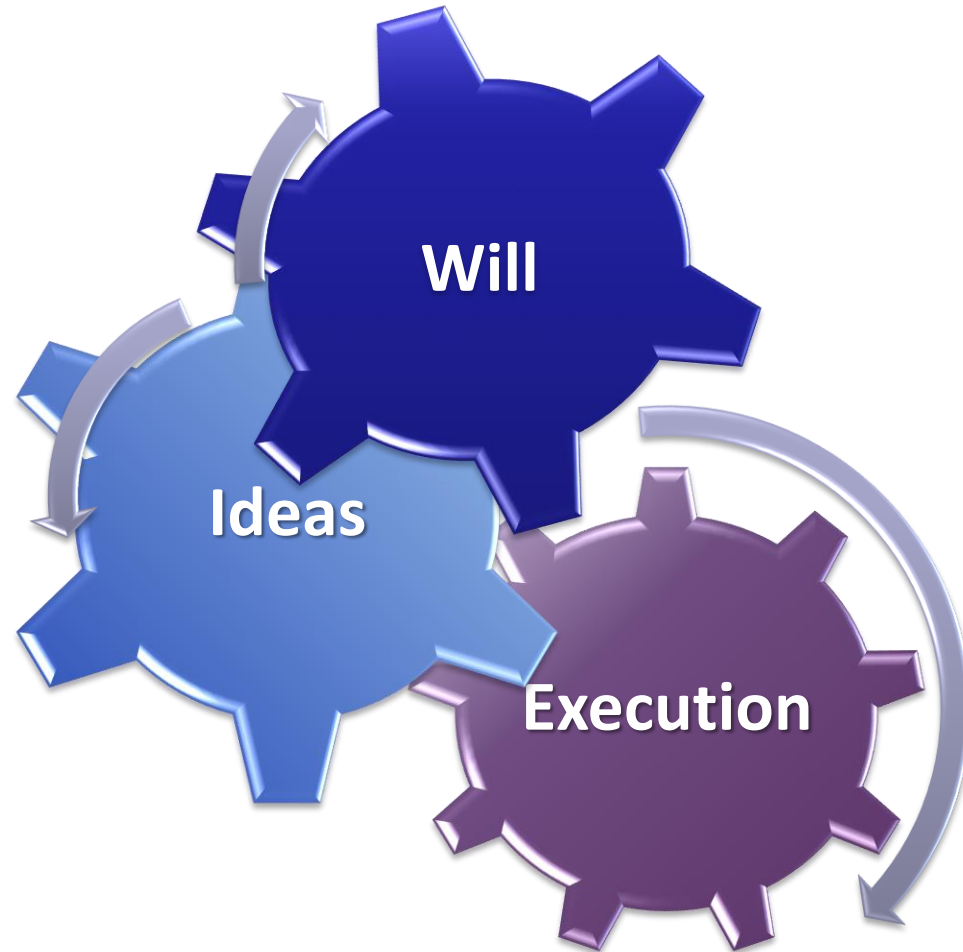
Quality Improvement

Scottish Patient Safety Programme
Antibiotic Prescribing

Scotland's 10 year Healthcare Associated Infection reduction story



Implementing at scale.... can it be done?



“By what method?...
only the method
counts”

W Edwards Deming



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Our Method

The Typical Approach...

Conference Room



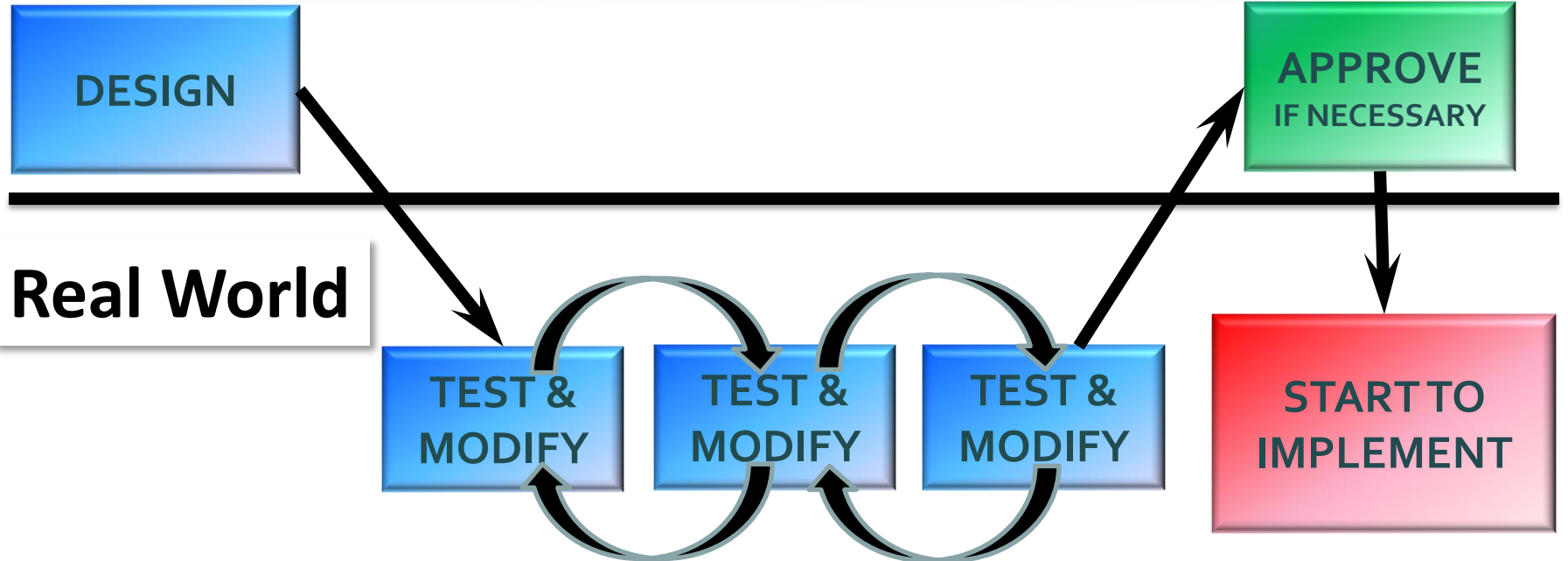
Real World



IMPLEMENT

The Quality Improvement Approach

Conference Room



Our change theory

A clear and stretch goal

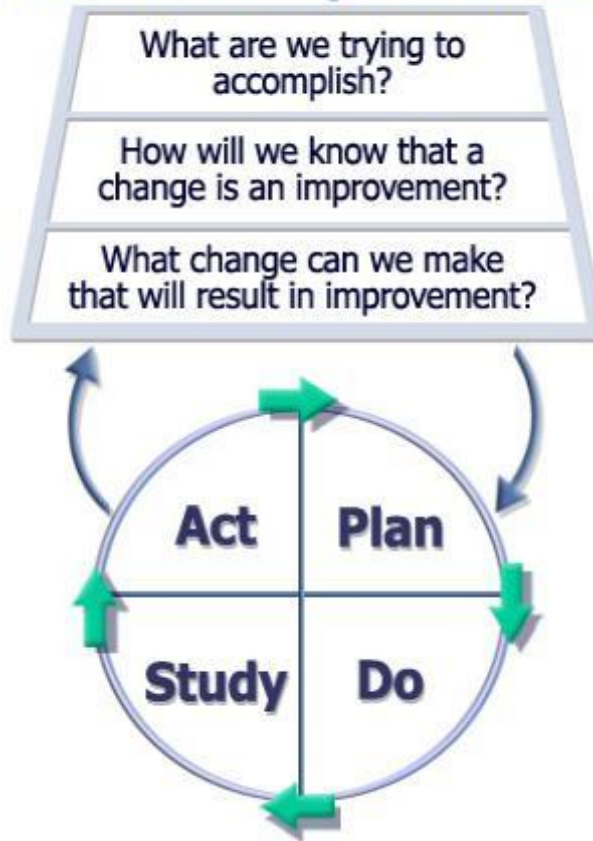
A method

Predictive, iterative testing



The Model for Improvement

Model for Improvement



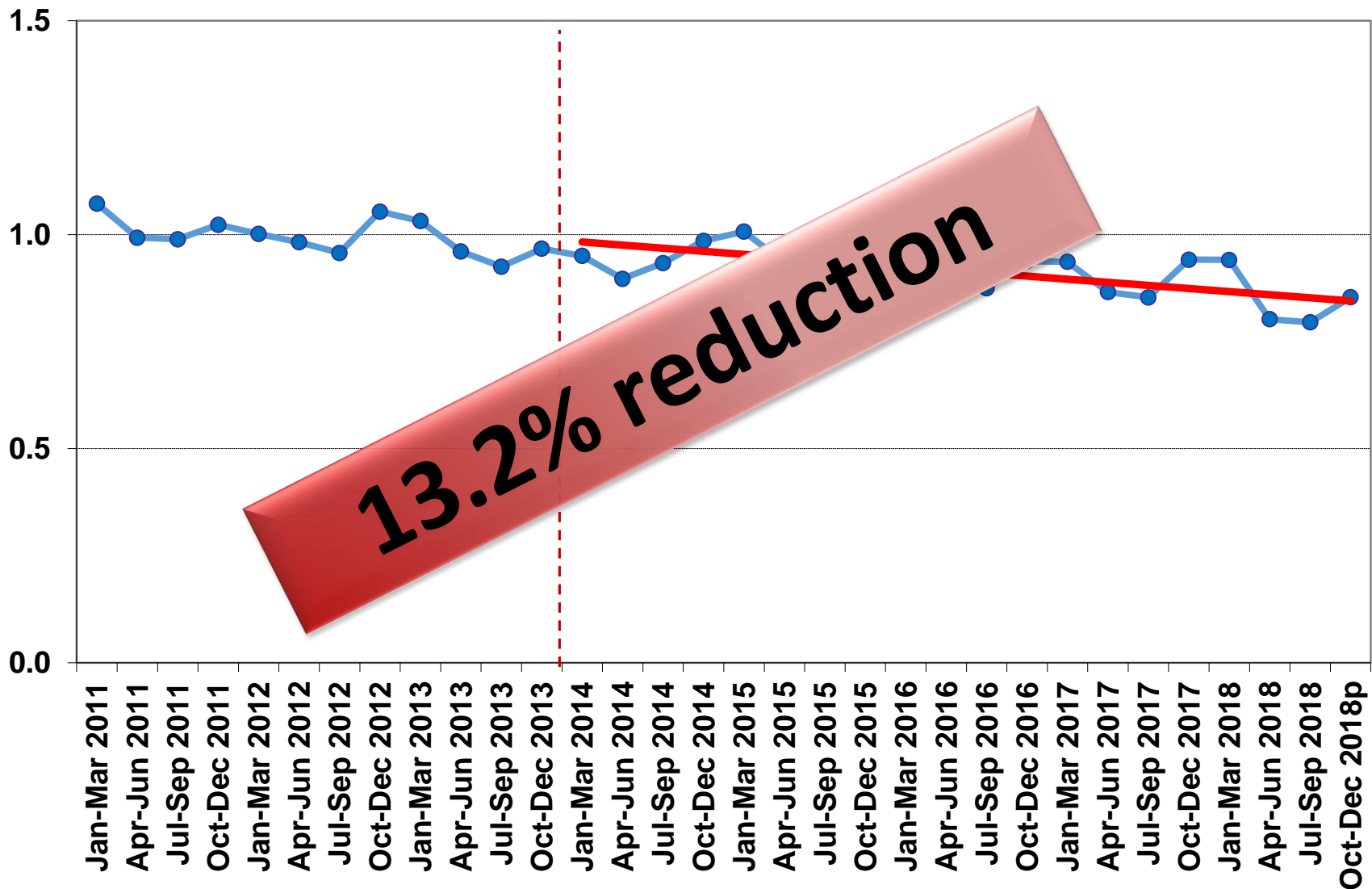
‘This model is not magic, but it is probably the most useful single framework I have encountered in twenty years of my own work on quality improvement’

Dr Donald M. Berwick
Former Administrator of the Centres for Medicare & Medicaid Services
Professor of Paediatrics and Health Care Policy at the Harvard Medical School

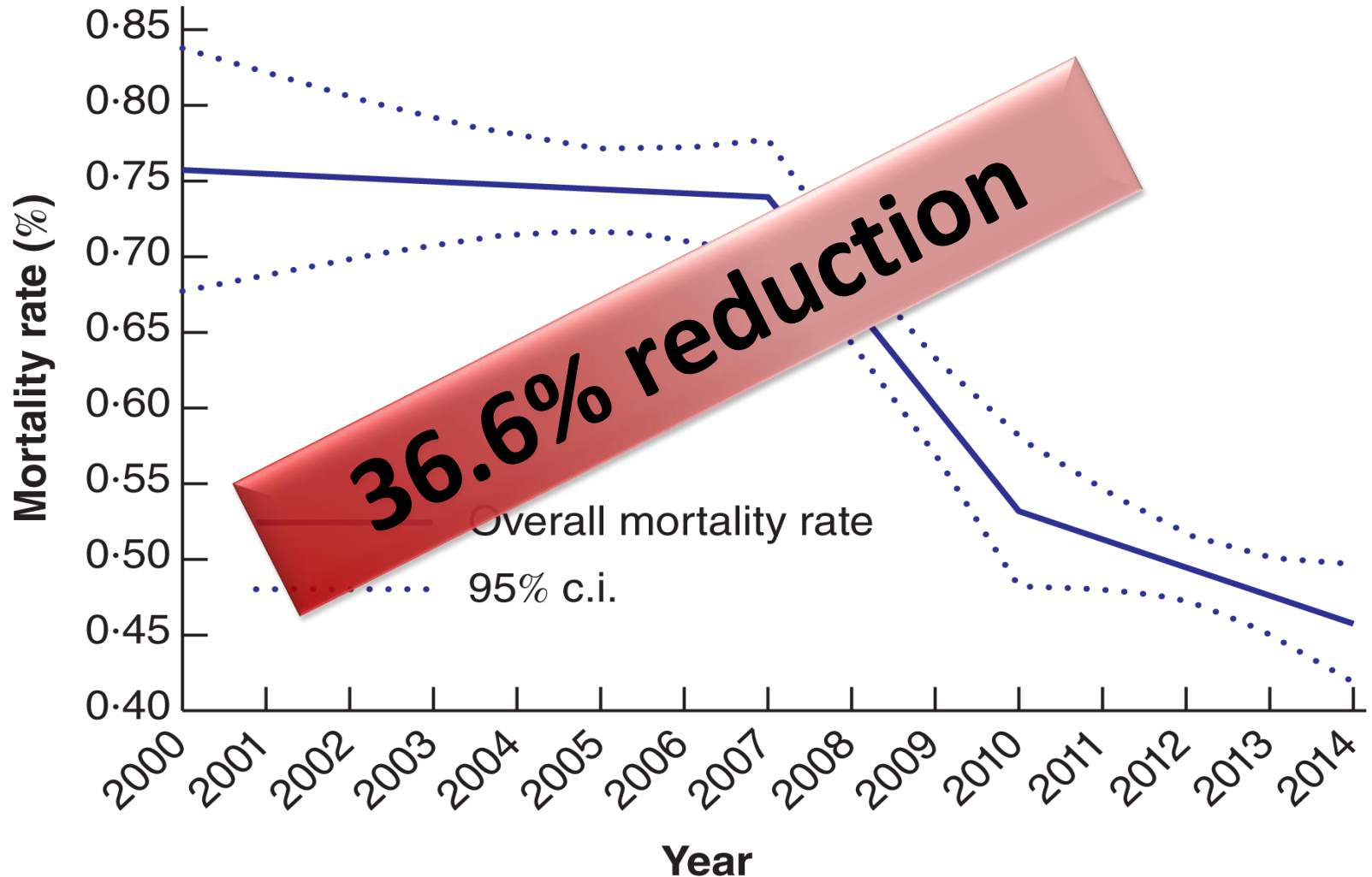


Results...

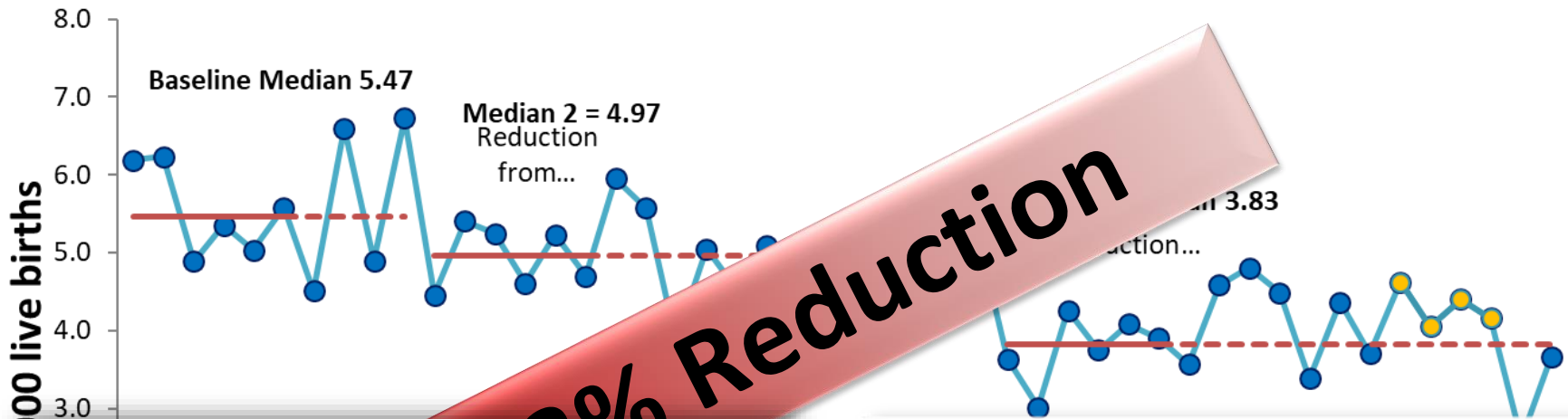
Hospital Standardised Mortality Ratio January 2011 – December 2018



Reducing surgical mortality in Scotland by use of the WHO Surgical Safety Checklist



Scottish Stillbirth Rate (per 1000 births) 1991 - 2017



Children and
Young People
Improvement
Collaborative

2013 01



BEHAVIOR

MISTAKES

EXPERIMENTS

PRACTICES

SUCCESS

YOU LUCKY
*#@** !

YAY, YOU
SUCCEEDED
AND YOU
LEARNED!

YAY, YOU
SUCCEEDED
BY DOING
THE RIGHT
THINGS!

SUCCESS

WTF,
DUDE YOU
SCREWED UP!
WHERE'S
YOUR BRAIN?

OK,
YOU FAILED
BUT YOU
LEARNED!

ARGH,
BAD LUCK!

FAILURE

NO
LEARNING

LEARNING

NO
LEARNING

OUTCOME


FAILURE





**Learning &
celebrating
bright spots**

Journal of Sports Sciences, July 2010; 28(9): 983–992

 Routledge
Taylor & Francis Group

Emotional contagion in soccer penalty shootouts: Celebration of individual success is associated with ultimate team success

TJERK MOLL^{1,3}, GEIR JORDET², & GERT-JAN PEPPING¹

¹*Centre for Human Movement Sciences, University Medical Centre Groningen, University of Groningen, Groningen, The Netherlands,* ²*Norwegian School of Sport Sciences, Oslo, Norway,* and ³*School of Sport and Health Sciences, University of Exeter, Exeter, UK*

(Accepted 6 April 2010)

325 penalty shootouts,
244 successful

Chi² test

Phi coefficients

Binary logistic
regression

P-values



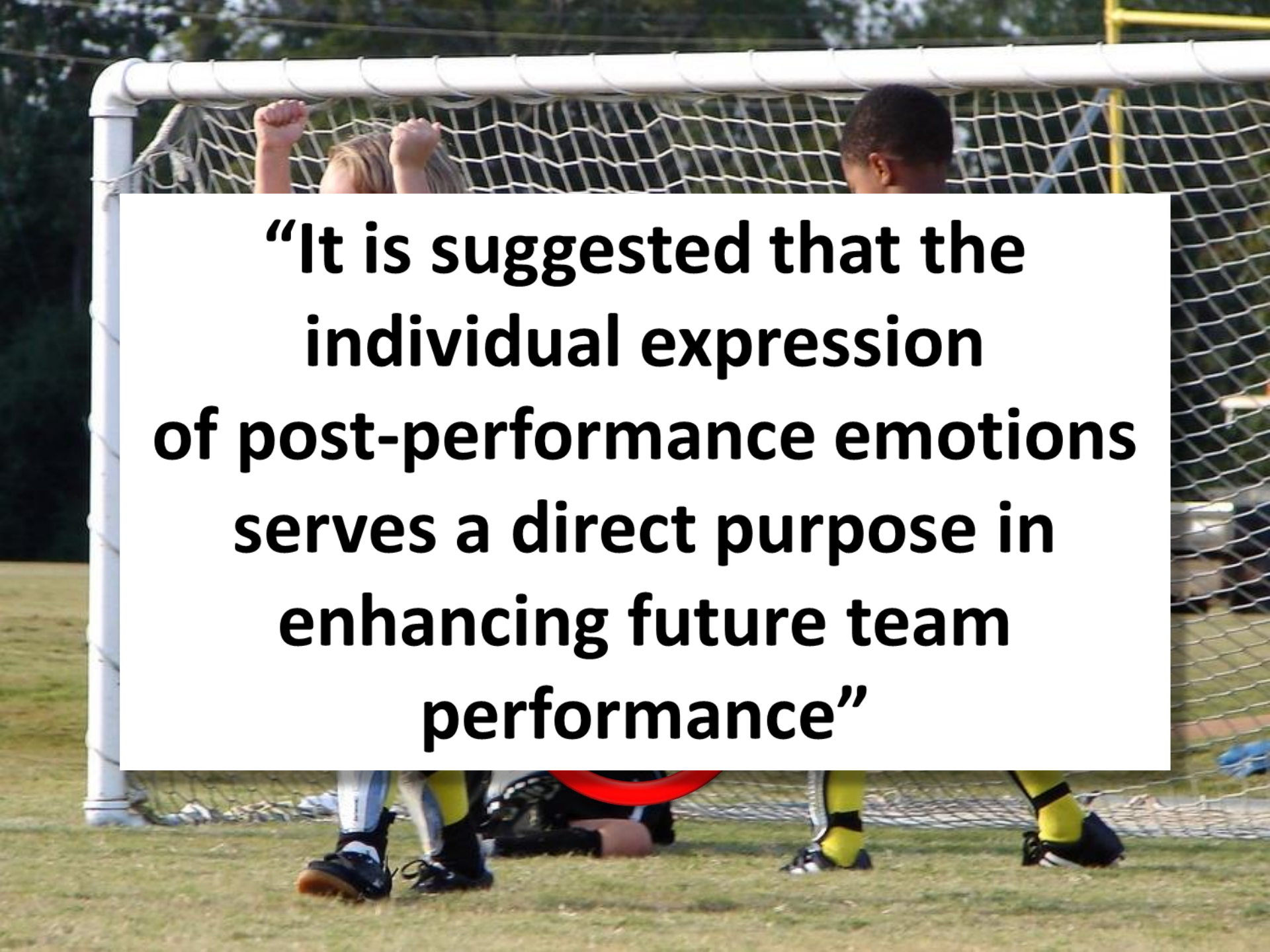


“Two hands made into fists”

**“Both arms raised
above head height”**

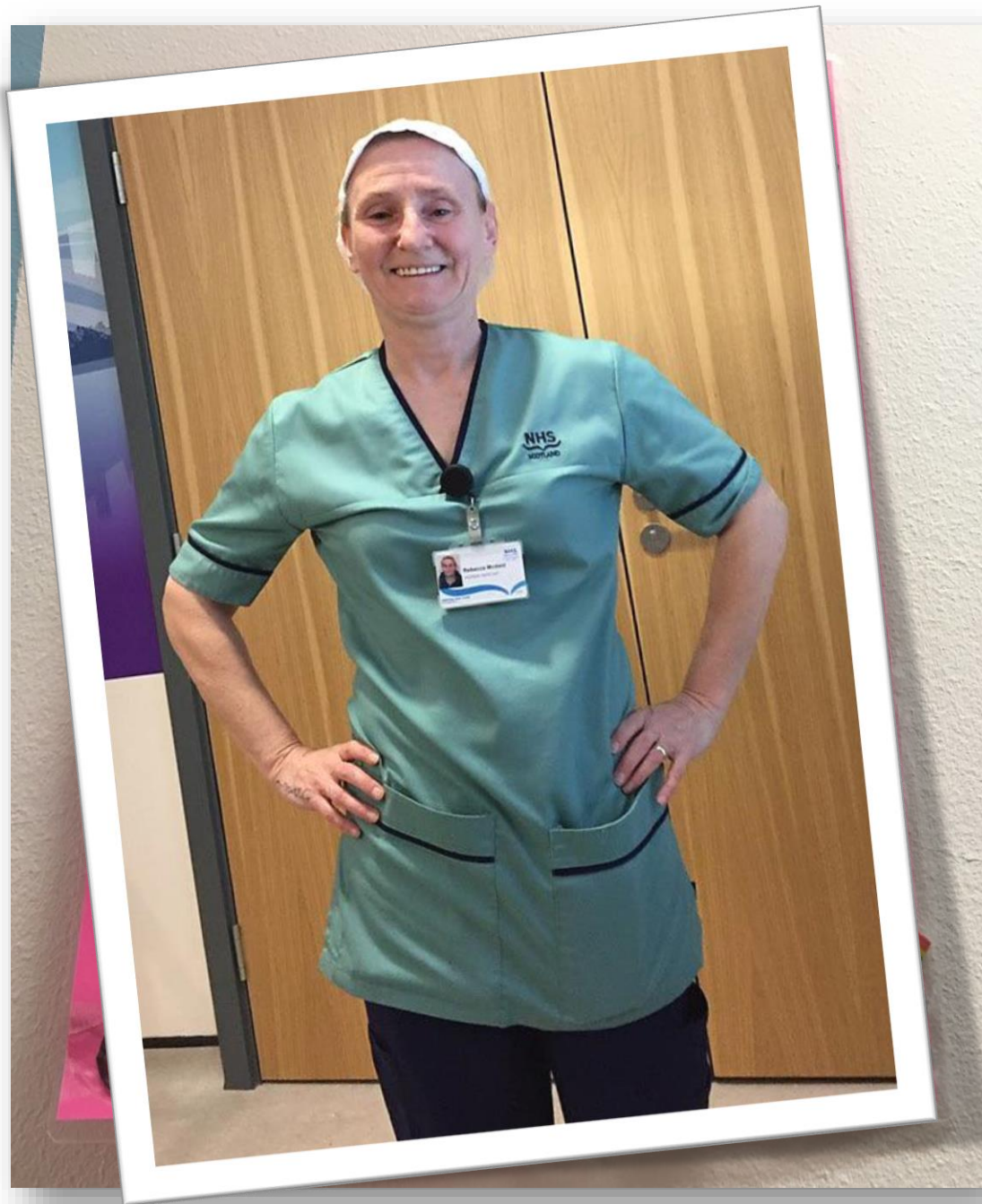
“Large smile”

“Chest expanded”

A photograph of a soccer goal on a grassy field. The goal is white with a white net. In the foreground, the lower legs and feet of several players are visible, wearing black and yellow socks and black cleats. A red circle is drawn around the lower legs of one player. The background shows a blurred green field and trees.

“It is suggested that the individual expression of post-performance emotions serves a direct purpose in enhancing future team performance”

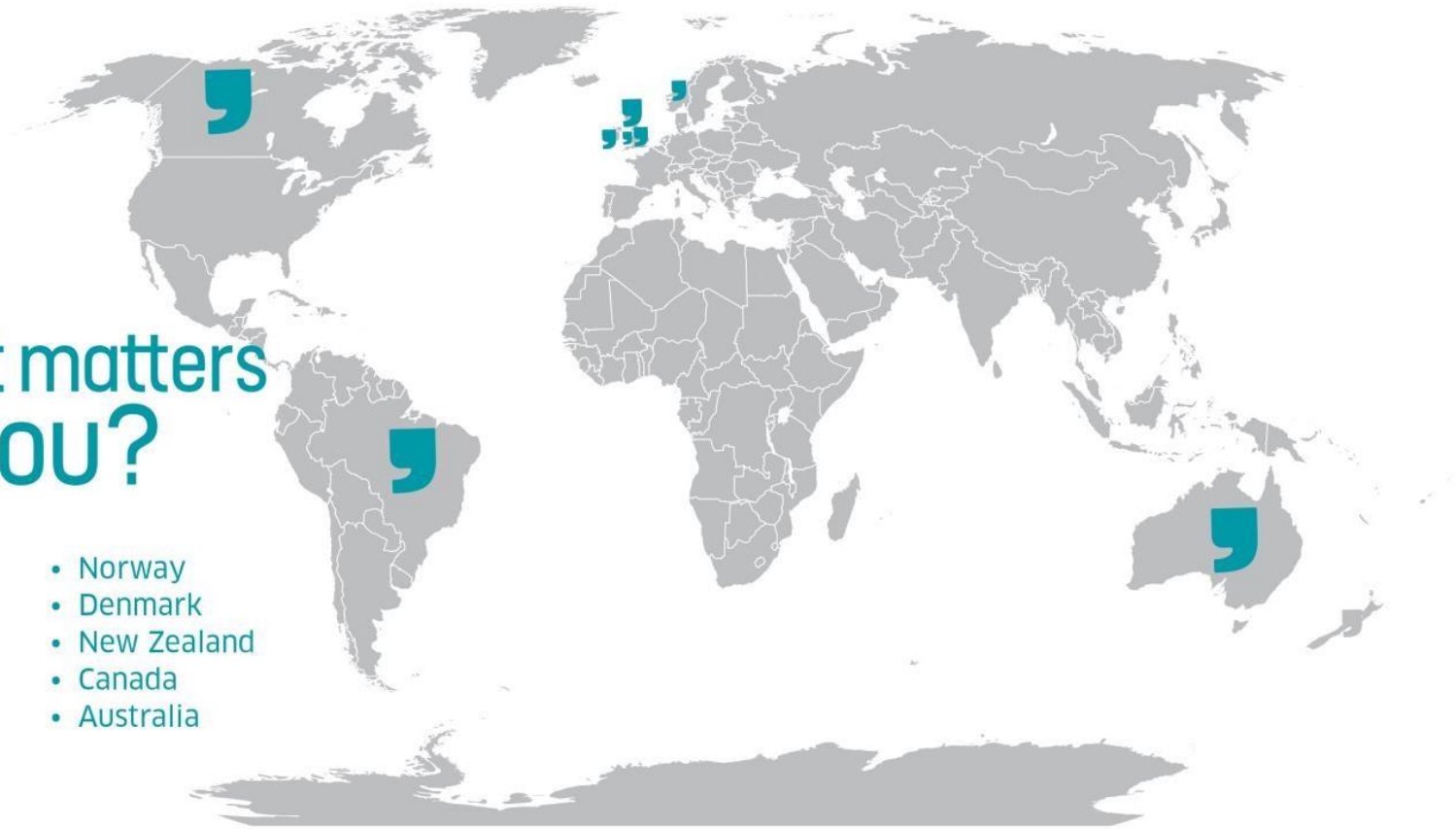


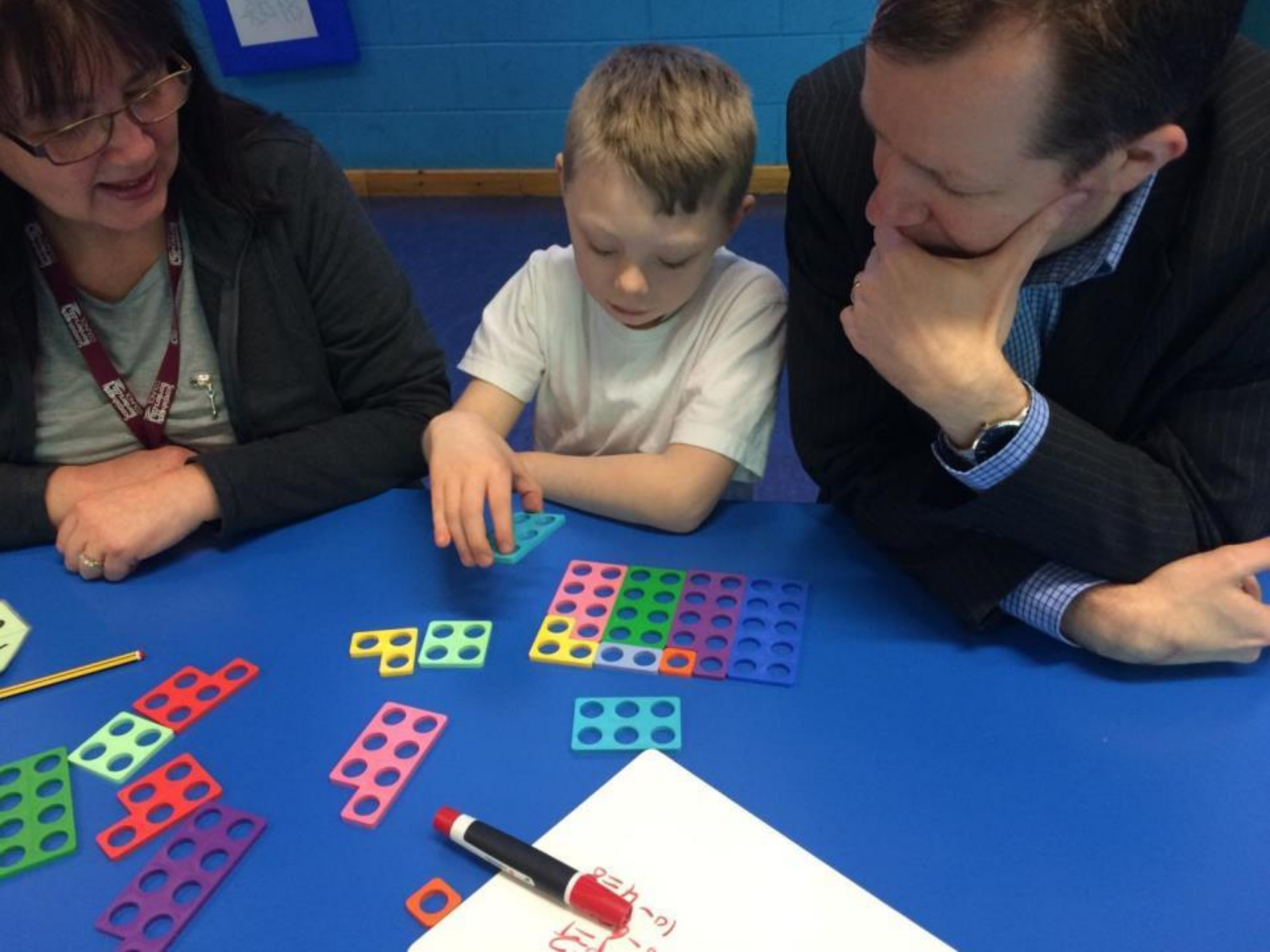


What matters to you?

- Scotland
- England
- Ireland
- Wales
- Brazil
- Norway
- Denmark
- New Zealand
- Canada
- Australia

www.whatmatterstoyou.scot





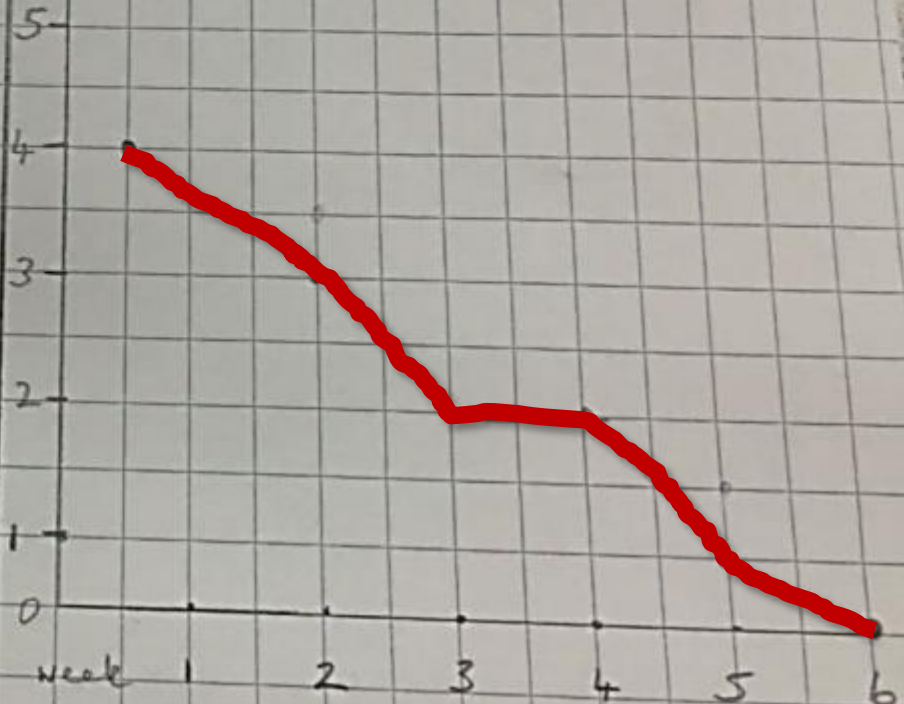
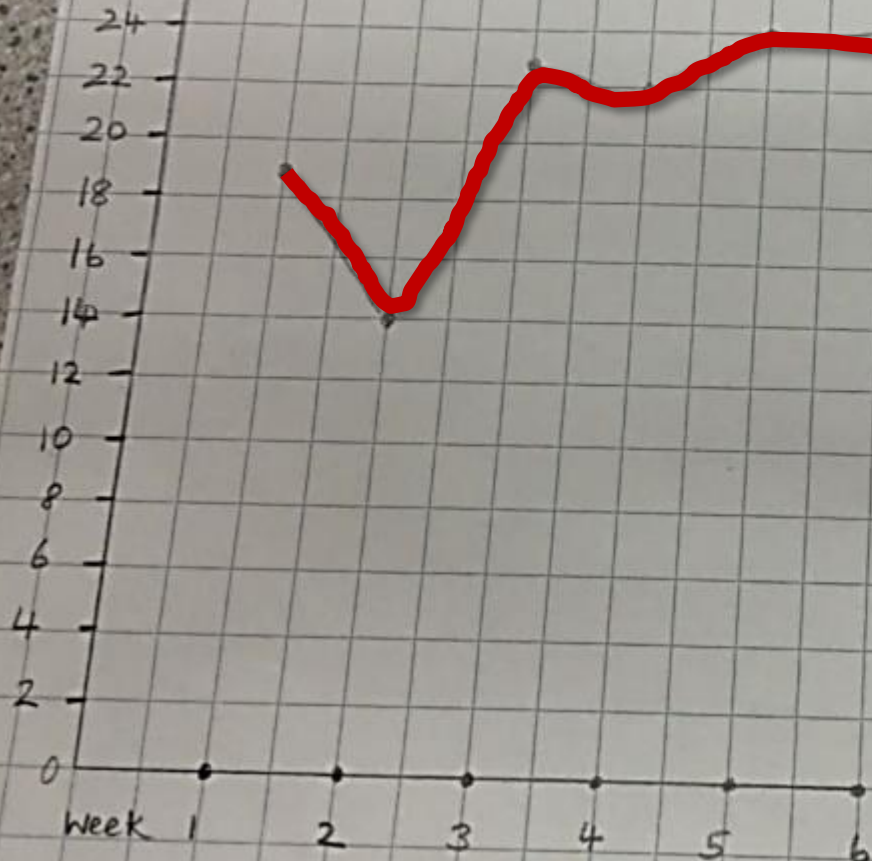
Six Week Nursery Project with P3 Pupil

Test score out of 24 (+/- words)

Amount of support given
support (5 = max 1 = no support)

Scores

Support





**Education
Scotland
Foghlam Alba**

Coatbridge



**Population
around 50,000**

**10 miles east of
Glasgow**

**18th century centre of
Iron Making**

**40% of population living in one
of Lanarkshire's "15 most
deprived data zones"**

27-30 Month Review



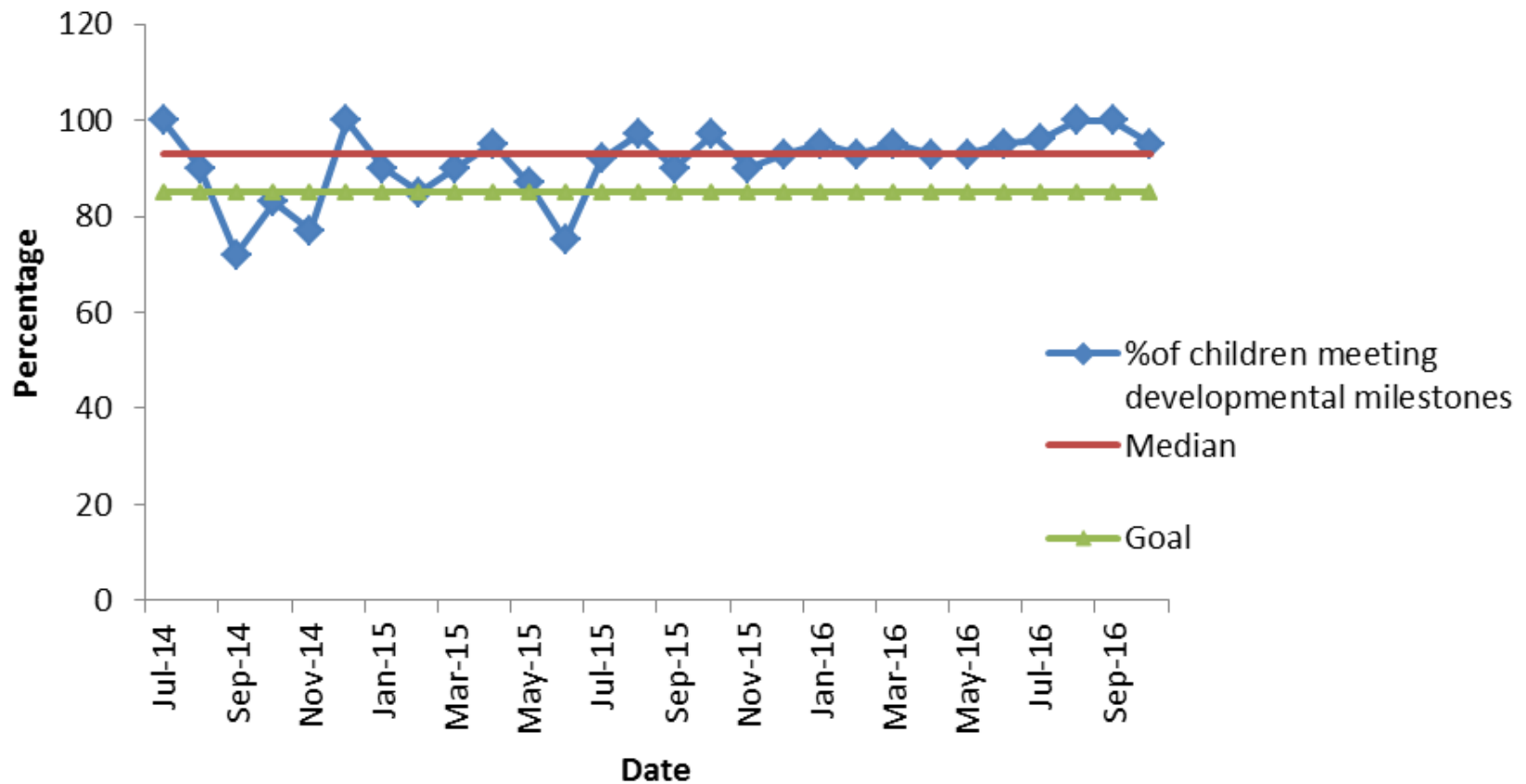
In Scotland.....

73% of children are meeting their developmental milestones at their 27-30 months review

In Coatbridge.....

81% of children are meeting their developmental milestones at their 27-30 month review

% of Children meeting developmental milestones at 12-15 months n(762)



How did they do it?

Practitioner Leadership

Health Visitor Engagement

Early Years Collaborative Support

Improvement Methodology



Children and Young People Improvement Collaborative

**NHS
Lanarkshire
Care Home
Continence
Improvement.**

The Problem



The Objectives

Aim

- Develop a continence promotion care bundle and promote QI capability in care home staff

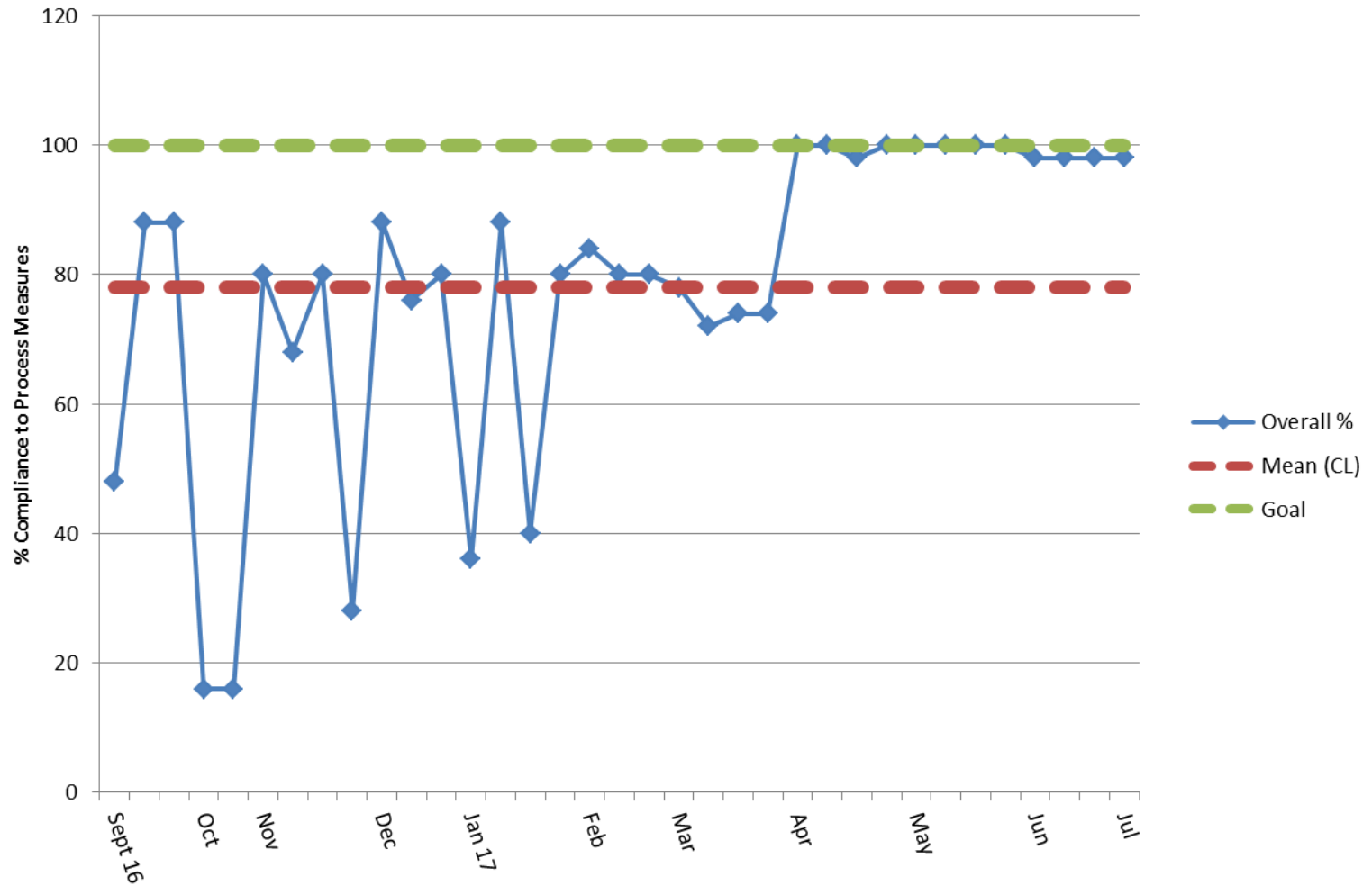
Primary Outcome

- To reduce the use of high absorbency products by 25% in 12 months

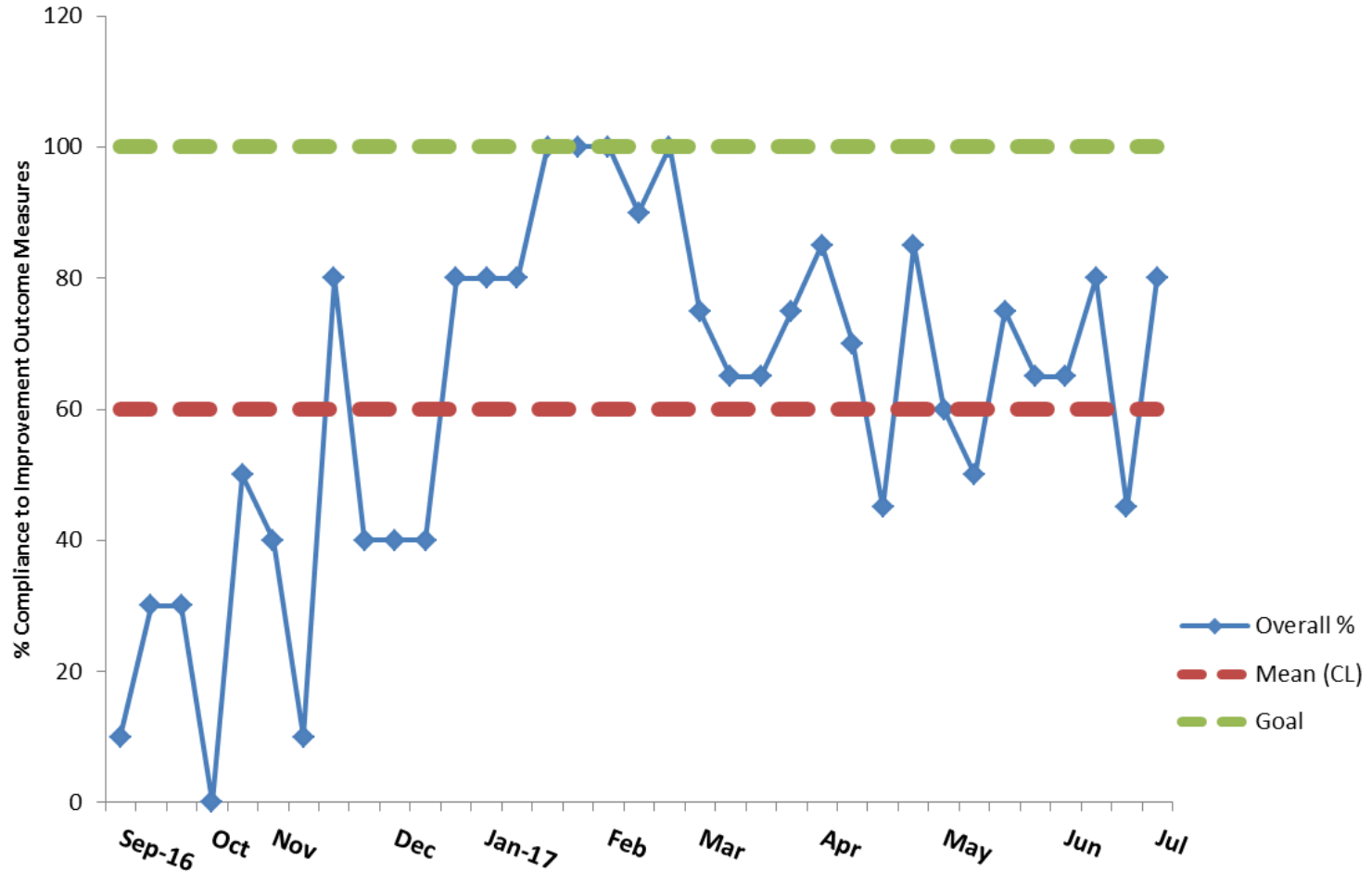
Secondary Outcome

- Reduce the risks associated with incontinence

Nursing Home overall compliance to process measures



Nursing Home overall compliance to outcome measures



Demonstrated so far....

Overall reduction in episodes of incontinence

40% - 60% reduction in falls

50% reduction in UTI

30% reduction in skin damage

40% reduction in unplanned hospital admissions (falls & UTI)

Potential for £250k savings in 9 months in nursing home



ihub

supporting health
and social care



Learning System



**Lanarkshire
Care Home
Continence
Improvement.**







@jasonleitch