

The Value of Guiding Principles and Leadership
Engagement
in Setting System-Level Aims

Infection Monitoring and Reporting:

***The Value of Guiding Principles
and Leadership Engagement in
Setting System-Level Aims***

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Information for Health Care Improvement



Objectives

At the end of this session you will be able to:

- Identify guiding principles surrounding infection monitoring and reporting in your hospital.
- Describe processes implemented in your hospital that support those principles.
- Describe steps you can take to engage your leadership in establishing and hardwiring guiding principles to achieve your hospital's infection monitoring and reporting aims.

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Overview

- Guiding Principles
- Executive Leadership Engagement
- Physician Champions
- Aims for Infection Monitoring and Reporting

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Guiding Principles

- Recognizing guiding principles
- Establishing guiding principles to address system-level issues
- Examples of guiding principles for infection monitoring and reporting in your hospital

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Recognizing Guiding Principles

- Serve as a basis for reasoning and action
- Lead, show the way, and direct the movements of your organization
- Explicit vs. implicit
- More effective when used as:
 - Filter
 - Reflective device
 - Decision support

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Establishing Guiding Principles to Address System-Level Issues

- Regulatory requirements for infection reporting
- Teamwork
- Scope of surveillance

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Examples of Guiding Principles for Monitoring/Reporting Infections

Knowledge

- It is important for everyone to understand the purpose for monitoring/reporting infections.
- It is important for everyone to know which infections (they have contracted or may be exposed to) the hospital is required to report.

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Examples of Guiding Principles for Monitoring/Reporting Infections

Teamwork

- Appropriately reporting infections requires the cooperation of every person on the hospital staff and medical staff.
- Everyone's responsibility includes taking immediate action to report their own infections/exposures to the Employee Health Nurse at the earliest possible moment.

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Examples of Guiding Principles for Monitoring/Reporting Infections

Scope of surveillance

- For the purposes of infection monitoring and reporting, hospital staff includes all employees, contract staff, and volunteers working in patient care and non-patient care areas in the hospital and outpatient clinics.

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Team Activity

- What are the guiding principles surrounding infection monitoring and reporting in your hospital?
 - List at least 3 of them.
- What processes have you implemented that support those principles?
 - List at least 1 process for each of those guiding principles.

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Leadership Engagement

- Institute for Healthcare Improvement (IHI)
Leadership Leverage Points
- Signs of administrative and governance
leadership engagement
- Physician champion involvement

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IHI Leadership Leverage Points

- Establish and oversee specific system-level
aims at the highest governance level.
- Develop an executable strategy to achieve
the system-level aims and oversee their
execution at the highest governance level.
- Channel leadership attention to system-level
improvement.

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IHI Leadership Leverage Points

- Focus on personal leadership, leadership systems, and transparency.
- Put patients and families on the improvement team.
- Make the Chief Financial Officer a quality champion.
- Engage physicians.
- Build improvement capability.

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Signs of Leadership Engagement in Infection Monitoring/Reporting

- Setting the overall agenda for infection monitoring and reporting
- Establishing ‘hardwiring’ guiding principles
- Allocating resources
- Reviewing progress and results
- Discussing effectiveness of implemented changes
- Reviewing and discussing barriers
- Removing barriers

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Signs of Physician Champion Engagement in Infection Monitoring/Reporting

- Promoting changes within the medical staff
- Being thoroughly informed
- Providing information and guidance to other physicians

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Promoting Changes Within Their Specialty and the Profession

- Modeling behaviors
- Serving as an example to others
- Testing new processes

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Being Thoroughly Informed

- Questions the champion should be prepared to answer:
 - What is the evidence to support the change?
 - Why is the change necessary?
 - Are there others who have already adopted the change?
 - Is there value to the change, or is this change only for the sake of change?
 - Why should I want to change (what's in it for me)?

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Providing Information and Guidance to Other Physicians

- Use multiple forums to share information and knowledge and present the process change.
 - Medical staff meetings
 - Impromptu discussions in the hallway
 - Medical staff lounge

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Team Activity

- Identify at least 3 specific current signs of leadership engagement or physician champion involvement in infection monitoring and reporting in your hospital.
- List at least 3 signs of engagement that you would like to see in the future.
- Describe steps you can take to engage your leadership in establishing and hardwiring guiding principles to improve the monitoring/reporting of infections.

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Effective Aim Statements

- Answer the question, “What are we trying to accomplish?”
- Communicate the expectations
- Are time-specific
- Are measurable
- Define the specific population or populations affected
- Are clear and unambiguous
- Can be used in your elevator speech
- They aim BIG

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Sample Aim Statement for Infection Monitoring and Reporting

- By August 31, 2010, the infection control officer's log of infections and communicable diseases will document 100% of the reportable incidents related to all hospital staff and patients, including infections up to 30 days post-operative for all inpatient and outpatient surgeries.

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How Good Is Your Aim?

At your tables, work together to create an aim statement for some part of the infection monitoring and reporting process other than maintaining the log.



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Take-Home Messages

- Guiding principles can be used to focus and drive change activities.
- Executive leadership is in the best position to set the stage for establishing guiding principles and system-level aims.
- Physician champions need specific skill sets in order to bring about behavior change in other physicians.
- Without a specific aim, you will not know if you are getting close to hitting the target!

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Additional References

<http://www.ihl.org/IHI/Topics/LeadingSystemImprovement/Leadership/EmergingContent/>

- Includes information on roles and responsibilities of the governing body, executive leadership, and physicians for improving quality and safety of patient care.

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Over 1 million drug-related injuries occur every year in health care settings. The Institute of Medicine estimates that at least a quarter of these injuries are preventable.

To find out how to prevent medication errors, go to
<http://www.hsag.com/drugsafety/>.



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