Building a High Reliability Organisation through a Weekly Quality Huddle

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Why?

A Healthcare organisation’s relationship with its quality and safety performance measures is often binary - success or failure against the target. Many high reliability organisations have data walls and team huddles to improve transparency, accountability and monitor quality and safety performance in real time. It was proposed that NHS Lanarkshire adopt a similar approach to assist the Corporate Management Team (CMT) to provide assurance and identify areas for improvement.

The Data Wall

The data wall content, layout and placement has evolved. Version 1 of the wall, picture above, contained only safety improvement data. The data was displayed in variety of charts. The data wall was outside the office of the director of quality. And not visible to staff.

The current version, pictured below, has grown over 17 PDSA cycles and reflects the elements of the Lanarkshire Quality Approach (LQA) Quality Management System; evidence, assurance and improvement. The data wall includes driver diagrams and data on unscheduled care, planned care, integration, safety and staffing and is a permanent fixture in the HQ boardroom.

The Huddle

The huddle allows for decision making and action underpinned by the LQA Quality Management System.

Executive Directors lead the discussion on performance using measures related to their service area. The floor is open to questions and comments from all members of CMT. Actions are captured and closed off at subsequent huddles.

The data wall is shared as a PowerPoint each week with CMT and key operational leads.

Results

67 actions identified in the first 6 months. Examples include;

- Review current plans for achieving Occupied bed days trajectories and provide update to CMT
- Development of new Driver diagrams for improving discharge processes
- Commissioned a Falls summit

Satisfaction after each huddle was measured and plotted on a run chart. Time taken was also measured. Measurement was stopped and it was agreed the first 20 minutes of CMT would be given over to the huddle.

There has been an observed change in behaviour and ownership of performance discussion. This process has helped tackle one of the biggest challenges in healthcare, the fragmented process approach, by promoting a whole systems approach to managing quality of care through the use of measurement.

Acknowledgements
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References
Research scan: High reliability organisations, Health Foundation, 2011c

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