This bulletin collates information from key resources relating to quality improvement published 1st – 30th November. These are presented to assist in the aim of continuously improving the quality of care and outcomes for patients; and are arranged by source.

**GIRFT Getting It Right First Time**

Ear, Nose and Throat Surgery: GIRFT Programme National Specialty Report

http://gettingitrightfirsttime.co.uk/girft-reports/

Includes 10 short case studies:

- Easing the coding process [standardised pre-formatted operation sheets] | Aintree University Hospital NHS Foundation Trust
- Hub and spoke model in practice | Royal Wolverhampton Trust with Dudley Group of Hospitals
- Improving patient experience and access to specialist ENT care through an audiologist led grommet follow-up clinic | Nottingham Audiology Services - Nottingham University Hospitals
- Intracapsular Coblation | Evelina London Children’s Hospital
- Increasing day case rates for children with obstructive sleep apnoea (OSA) | Maidstone and Tunbridge Wells NHS Trust
- Managing emergency cases through a GP referral unit | John Radcliffe Hospital, Oxford University Hospitals NHS Foundation Trust
- Managing expectations: moving to day case as default for all routine ENT surgery | Leeds Teaching Hospitals NHS Trust
- Mixing skills to support patients and staff | University Hospitals Bristol NHS Foundation Trust
- Nurse-led aural care clinic | Nottingham University Hospitals
- When four trusts collaborate: a long-established hub and spoke model | Mid Essex Hospital Services NHS Trust (Hub), Southend University Hospital NHS Foundation Trust, Basildon and Thurrock Hospitals NHS Foundation Trust, Princess Alexandra Hospital NHS Trust (Harlow)

**The Health Foundation**

The measurement maze

https://www.health.org.uk/publications/reports/the-measurement-maze
“This briefing takes a snapshot of national quality measures in three clinical areas with differing levels of national scrutiny – breast cancer, children and young people’s mental health ..., and renal care. ... managers and clinicians [were interviewed] in these specialities to see if frontline staff were aware of the measures and if they used them to improve care.”

**NHS England and NHS Improvement**

Delayed transfer of care (DTOC) improvement tool (September 2019 data)
https://improvement.nhs.uk/resources/delayed-transfer-care-dtoc-improvement-tool/

Developing allied health professional leaders — an interactive guide for clinicians and trust boards (updated documents)
https://improvement.nhs.uk/resources/developing-allied-health-professional-leaders-guide/

The learning disability improvement standards for NHS trusts (Improvement tool and manual added)

**Making data count:**

Structured query language (SQL) for statistical process control (Updated 21 November 2019 with updated SQL XmR test template; 29 November 2019 new video)

Pathology networks - *NHS England and Improvement pathology networking in England 2019: the state of the nation report*
https://improvement.nhs.uk/resources/pathology-networks/

Pathology networks toolkit (Pathology quality assurance dashboard 2019 added)
https://improvement.nhs.uk/resources/pathology-networks-toolkit/

Transforming imaging services in England — a national strategy for imaging networks

**Atlas of Shared Learning – Case Studies**

“Providing quantifiable evidence of how nursing, midwifery and care staff have led change, identifying and addressing unwarranted variation in practice to improve outcomes, experience and use of resources.”

https://www.england.nhs.uk/leadingchange/atlas-of-shared-learning/. The following case studies were uploaded to the collection in November 2019.

Adrenal insufficiency – Improving safety and experience at Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust
Development of a ‘Learning Lessons’ framework at North Staffordshire Combined Healthcare NHS Trust


Local Accreditation resources [for ward and unit accreditation programmes] – a component of the Chief Nursing Officer for England’s national shared governance and collective leadership programme

“Resources including key actions to support implementation, shared learning from organisations that have successfully implemented ward and unit accreditation programmes across health care in England as well as tools developed to support best practice. ... Successfully implemented programmes identify several key benefits including reduction in unwarranted variation in practice, development of a culture of pride and accomplishment and increased quality improvement engagement and practice.”


A new frailty pathway in the Emergency Department led by the advanced nurse practitioner [Royal Bournemouth and Christchurch Hospitals NHS Foundation Trust]


Supporting carers in the Early Supported Discharge (ESD) Stroke Service [Royal Bournemouth & Christchurch Hospitals NHS Foundation Trust]


Systematic Anti-Cancer Therapy (SACT) Passport – a standardised and portable approach to training and competency [London Lead Cancer Nurses]


Recently published journal articles

Below are the contents pages from 2 journals, BMJ Quality & Safety and BMJ Open Quality, containing articles relevant to quality improvement (QI).

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<th>BMJ Quality &amp; Safety</th>
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<td><a href="https://qualitysafety.bmj.com/">https://qualitysafety.bmj.com/</a></td>
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ORIGINAL RESEARCH

- Association between cultural factors and readmissions: the mediating effect of hospital discharge practices and care-transition preparedness
- Patients’ perspective on how to improve the care of people with chronic conditions in France: a citizen science study within the ComPaRe e-cohort
- Can a patient-directed video improve inpatient advance care planning? A prospective pre-post cohort study
- Putting out fires: a qualitative study exploring the use of patient complaints to drive improvement at three academic hospitals
- Home care nursing after elective vascular surgery: an opportunity to reduce emergency department visits and hospital readmission
- Automated detection of wrong-drug prescribing errors
- Nursing roles for in-hospital cardiac arrest response: higher versus lower performing hospitals

INNOVATIONS IN EDUCATION

- Validity evidence for Quality Improvement Knowledge Application Tool Revised (QIKAT-R) scores: consequences of rater number and type using neurology cases

QUALITY IMPROVEMENT REPORT

- Reducing door-to-needle times in stroke thrombolysis to 13 min through protocol revision and simulation training: a quality improvement project in a Norwegian stroke centre

QUALITY & SAFETY IN THE LITERATURE

- Quality and safety in the literature: November 2019

ELECTRONIC PAGES

- Inter-hospital transfer and patient outcomes: a retrospective cohort study

**BMJ Open Quality**

https://bmjopenquality.bmj.com/

RSS - http://bmjopenquality.bmj.com/rss/current.xml

Full-text articles freely available.
LATEST CONTENT – November 2019

ORIGINAL RESEARCH

- Severe illness getting noticed sooner – SIGNS-for-Kids: developing an illness recognition tool to connect home and hospital
- Emergency department front-end split-flow experience: ‘physician in intake’
- Developing process measures in value-based healthcare: the case of aortic valve disease
- Development of a real-time physician–patient communication data collection tool

QUALITY IMPROVEMENT REPORT

- Improving the quality of assessment and management of nasal trauma in a major trauma centre (MTC): Queen Elizabeth Hospital, Birmingham
- Improving the use of intravenous antihypertensive medications in the hospital setting: a quality improvement initiative for patient safety
- Preventing strokes in people with atrial fibrillation by improving ABC
- The Whittington Frailty Pathway: improving access to comprehensive geriatric assessment: an interdisciplinary quality improvement project
- Enhancing communication and social engagement among clinicians and research teams to improve reliability of research recruitment
- Development and implementation of electronic medical handovers across psychiatric hospitals: quality improvement initiative

QUALITY IMPROVEMENT PROGRAMME

- Expediting the management of cauda equina syndrome in the emergency department through clinical pathway design

SHORT REPORT

- Implementation of a weekend ceilings of care intervention in surgical inpatients at a District General Hospital
- Qualitative evaluation of a cardiovascular quality improvement programme reveals sizable data inaccuracies in small primary care practices
- Photovoice as a promising public engagement approach: capturing and communicating ethnic minority people’s lived experiences of severe mental illness and its treatment

Other journal articles

Here we highlight articles reporting QI studies, QI methods or clinical audit to drive quality improvement. These articles, with one or more authors affiliated to a UK/NHS organisation, have been published recently in journals which are not featured regularly in this bulletin. Please contact the Library for help with...
accessing the full-text of the articles or to request a literature search in your specialism.


Newson, T. P. (2019). *Quality improvement projects are transformative: Improving supervision must not dampen enthusiasm*. BMJ (Clinical research ed.) 367: I6590. (November 21, 2019) [http://dx.doi.org/10.1136/bmj.i6590](http://dx.doi.org/10.1136/bmj.i6590)


http://dx.doi.org/10.1016/j.ijsu.2019.11.020

Spotlight on SQUIRE (Standards for Quality Improvement Reporting Excellence)

In Issue number 5, October 2018 we highlighted the SQUIRE reporting guidelines for QI projects. ¹ One recently reported QI project “aligned closely to the Standards for Quality Improvement Reporting Excellence (SQUIRE) 2.0 guidelines to systematically approach planning, conducting, and evaluating this quality improvement effort”.² Another recent article looked at the development of a QI writing programme with course participants writing and submitting manuscripts to peer-reviewed journals.³


From the Institute for Healthcare Improvement

Co-Designing an Environment Where Patients and Staff Thrive

Blog post by IHI Multimedia Team | November 14, 2019

From ‘Q’ (The Health Foundation & NHS Improvement)

In Issue no.16 (10th October 2019) of the QI Bulletin, we listed shortlisted projects for the Q Exchange programme¹. The winning ideas for 2019 have been announced (see below); more information about each project is available at https://q.health.org.uk/get-involved/q-exchange/winners/.

¹ https://q.health.org.uk/get-involved/q-exchange/
Collaborative improvement

Blog post by Penny Pereira | 19 Nov 2019

https://q.health.org.uk/blog-post/collaborative-improvement/

Three “priorities for increasing the impact of the work improvers do individually and collaboratively - Bring together all the skills and perspectives needed for reliable design ... Improvement needs actions at all levels (Think beyond ‘top down’ vs ‘bottom up’ change) ... Nurture peer networks to enable iterative learning”

Evidence and pragmatism – bedfellows in successful implementation

Blog post by Maxine Power [Executive Director of Quality, Innovation and Improvement, North West Ambulance Service] | 19 Nov 2019


Reflections on a past project to reduce the “new in hospital cases [of C. difficile] by 50% within a year”; “Our challenge was that scepticism prevailed about the evidence and, whilst some people were fiercely wedded to one paper, an equal number had contrasting evidence to partially dispute its validity. ... Arguments ensued; there is no evidence, that won’t work here! We don’t have time? You’ll never achieve that, it’s simply not possible ... “

Practical learning to improve care across mental and physical health services

Blog post by Jo Scott | 29 Nov 2019

https://q.health.org.uk/blog-post/practical-learning-to-improve-care-across-mental-and-physical-health-
Highlights two new outputs from the Q Lab and Mind’s 12-month partnership:

A practical guide to support people to improve services for those of us living with both mental and physical health problems

A set of service principles that can be used to inform decisions about improving, designing or commissioning services across mental and physical health

Clinical Audit Awareness Week (25-29 November 2019) – Junior Doctor Clinical Audit / QI Competition

Clinical Audit and QI Finalist Posters

http://www.clinicalauditsupport.com/clinical-audit-awareness-week.html#

QI Finalists:

Identifying and Improving Delays in Processing ‘To Take Out’ (TTO) Medications (Salford Royal NHSFT) PDSA cycles

Improving Clinical Induction for FY1 Doctors (Warrington and Halton NHSFT) PDSA cycles

Improving Handovers in Emergency Care (Barts Health NHS Trust) PDSA cycles

Intubation-Skill Training and Record-Keeping (I-STAR) (Kettering General Hospital NHSFT) PDSA cycles

Review of Safety of Stroke Virtual Ward Service (Salford Royal NHSFT)
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- Quality Improvement subject guide
- Health Management bulletin
- Netvibes RSS feeds

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