



Co-Lead

ABOUT THIS MODULE



**MONITORING & COMMUNICATING
SAFETY PERFORMANCE AT TEAM LEVEL**



Monitoring & communicating safety performance at team level

What is the goal of this module?

This module builds on the Risk and Safety Management module, to provide team members with a structured tool and overarching perspective on the ways in which they can track safety performance. During the session, the team will collectively decide on what safety measures they will monitor and display on the ward.

What is the collective leadership focus of this module?

- **Mix of leadership and followership: People leading on topics where they have expertise and motivation**
- **Sharing leadership roles and responsibilities**
- **Cooperation and coordination between members**
- **Engagement of all team members**

What areas of team behaviour does this module focus on?

- **Enhanced collaboration**
- **Coordination and effective team working**
- **Cooperation between team members**
- **Cross-monitoring**



Who is this module for?

All team members. The four components that make up patient safety (patient, environment, care, team) are made up of contributions from varied staff members, and insight from diverse individuals will ensure that as many potential safety measures as possible are discussed for inclusion into the monitoring tool.

What is the patient safety impact of this module?

Greater team-level awareness and cross-monitoring of the patient safety components within the ward will facilitate a culture of improvement through realistic and specific goals.^{1,2}

References

1. Vincent C, Burnett S, Carthey J. (2013) The measurement and monitoring of safety: Drawing together academic evidence and practical experience to produce a framework for safety measurement and monitoring. London: The Health Foundation. ISBN 978-1-906461-44-7
2. The Health Foundation. (2016) A framework for measuring and monitoring safety: A practical guide to using a new framework for measuring and monitoring safety in the NHS. London: The Health Foundation. ISBN 978-1-906461-53-9



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SESSION OUTLINE



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SESSION OUTLINE



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SESSION OVERVIEW

- Purpose:** This session will give the team members an understanding of the importance of having a 'big picture' view of safety (patient, environmental, care and team components).
- Timing:** 60 min.
- Setup:** Introduction > Reflection > Exercise > Feedback
- Outcomes:** The team will decide what measures they want to monitor and display on the ward in relation to quality and safety.
- Facilitators:** 1-2 team members to facilitate; 1 team member to act as flipchart scribe to record ideas, discussion points, and outputs.

ADVANCE PREPARATION

- Materials:** Printed handouts.
- Equipment:** Flipcharts, markers, pens.
- Room:** Configure for round table discussion or small groups for larger teams
- Attendees:** If some team members cannot attend due to geographic location, they may participate remotely via teleconference. In such cases, session materials should be shared in advance via email.





Monitoring & communicating safety performance at team level

START OF SESSION

1) Welcome and introduction (5 min.)

Welcome and re-cap on Co-Lead (aims, sharing of leadership across team, etc.), give introductions if new people in attendance, and update team on goal progress.

Highlight the relevance of the topic to practice: By deciding what is meaningful to measure as a team, our awareness of important safety factors will be heightened which can serve to reduce errors and enhance patient safety.

The aim of this session is to give the team members an understanding of the importance of having a 'big picture' view of safety (patient, environmental, care and team components). The desired output from the session is a list of measures that the team will monitor and display on the ward in relation to quality and safety.

2) Icebreaker (5 min.)

Take a minute of personal reflection and ask each member of the team to identify one risk/safety issue that has been normalised (or that people have become accustomed to) within the team. Facilitator then asks each member of the team to feedback their thoughts to the larger group.



3) Reflection on Risk and Safety Management and Goal setting session (10 min.)

This session follows the RISK AND SAFETY MANAGEMENT intervention where we recorded all current measures being gathered on the quality and safety of care provided as a team and additional processes requiring measurement. Facilitators should reflect on what was discussed using the outcome template from the previous session, exploring how the team answered the following 6 key questions (Health Foundation 2016);

1. What are we doing well in terms of safety as a team?
2. Has the patient care we've provided been safe in the past?
3. Are our team's clinical systems and processes reliable?
4. Is the team's care safe today?
5. Will the team's care be safe in the future?
6. Are we as a team responding and improving?

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Monitoring & communicating safety performance at team level

(contd.)

Facilitators should briefly ask for feedback on the homework exercise from the last session by asking the question:

Has anyone considered any additional measures that are recorded by the hospital in terms of risk and safety that are relevant to the team?

The team should also reflect on the goals they have developed from the GOAL SETTING session. These goals will help inform what is meaningful to measure as a team.

4) Group Exercise: Deciding on what your team wants to monitor in relation to performance (10 min.)

If possible, create sub-groups that are multi-disciplinary and distribute the handouts (Patient/Environment/Care/Team framework).

Following the team's reflection on the previous session (what is currently being measured by the team and hospital and gaps in measurement), the facilitators should ask the subgroups to choose:

1. One measure they believe is meaningful in each domain (patient/environment/care/team) that is currently being measured which can be displayed on the ward.
2. One measure they believe should be monitored in the future relating to the team's goals or gaps in measurement acknowledged in the previous session.

Each small group should fill in the handout to summarise their discussion.

Note: Facilitators should emphasise that it is important that the measures chosen mean something to the team and will motivate them.

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5) Group Feedback (25 minutes)

Facilitators should lead a group discussion and ask each subgroup to feedback what measures they have chosen. One facilitator should list the main points of discussion (can use template, flip board etc.).

When the team decide what is meaningful to measure, they should then discuss:

1. How they will evaluate these measures?
2. Who will monitor and update the measures on the board (sub-team)?
3. How frequently should the board will be updated (weekly, monthly, quarterly).

6) Close of session (5 min.)

Give brief feedback on the session. Notes can be collected and collated by one facilitator to maintain a record of discussion. Take note of the measures chosen, how they are to be measured and the sub-team members associated with each measurement.





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HANDOUTS



**MONITORING & COMMUNICATING
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EXAMPLEPATIENT / ENVIRONMENT / CARE / TEAM

Patient	Environment	Care	Team
<p>PRESENT: Choose one patient related measure that is meaningful to the team.</p> <p>Number of complements received by ward staff this month: 10</p> <p>Number of complaints received by staff this month: 2</p> <p>Sub-team: Aoife, Lisa (Responsible for measuring/collecting data and inputting it on the board)</p>	<p>PRESENT: Choose one measure relating to the ward environment that is meaningful to measure.</p> <p>Monthly hand hygiene audit results: 86% compliance</p> <p>Sub-team: Sylvester, Marie</p>	<p>PRESENT: Choose one measure associated with the care that the team provides.</p> <p>Days since last infection Urinary Catheter: 7 CVC Lines: 20 PICC Lines: 14</p> <p>Sub-team: Sharon, Una</p>	<p>PRESENT: Choose one measure relevant to the team or use this section to celebrate team success, to display staff photos or provide staffing updates.</p> <p>One of our goals as a team is to <u>improve role clarity</u> among our staff and patients.</p> <p>Here are our team members:</p> <p>Sub-team: Steve, Sandra</p>
<p>FUTURE: One of our goals as a team is to <u>improve patient satisfaction</u> on the ward. We plan to monitor Patient Experience Survey results and implement targeted interventions to improve their experience on the ward</p> <p>Sub-team: Eilish, Zuneera</p>	<p>FUTURE: One of our goals as a team is to reduce the number of infection rates on the ward by 10%. We will be monitoring incidences of CDiff, VRE and MRSA on the ward monthly.</p> <p>Sub-team: Kirsten, Tony</p>	<p>FUTURE: One of our goals as a team is to <u>improve communication</u>. We will be auditing when Ward Huddles are taking place and who is attending. These huddles help our team to look ahead to potential hazards/risks on the ward</p> <p>Sub-team: Andrew, Roisin</p>	<p>FUTURE: One of our goals as a team is to <u>improve team morale</u>. We will be introducing a jug of joy on the ward. When staff finish their shift they will drop a red marble (bad day) or green marble (good day) to help us as a team understand the overall experience of staff.</p> <p>Sub-team: Marina, Aisling</p>



WHAT MEASURES ARE WE EXAMINING AND WHAT WOULD WE LIKE TO MEASURE AND DISPLAY?

Patient	Environment	Care	Team
<p>PRESENT:</p>	<p>PRESENT:</p>	<p>PRESENT:</p>	<p>PRESENT:</p>
<p>Sub-team:</p>	<p>Sub-team:</p>	<p>Sub-team:</p>	<p>Sub-team:</p>
<p>FUTURE:</p>	<p>FUTURE:</p>	<p>FUTURE:</p>	<p>FUTURE:</p>
<p>Sub-team:</p>	<p>Sub-team:</p>	<p>Sub-team:</p>	<p>Sub-team:</p>