Quality & Safety Improvement:
Why is it important to engage clinicians and how can we do so?

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Before we start

Declaration of Interests

• I am employed by The BMJ
• My salary is funded by The Health Foundation
What do we mean by engagement?
A journey of engagement
Why does engagement matter?
The difference that engagement makes

- Staff turnover & absence
- Spend on agency staff
- Infection rates
- Patient mortality

West & Dawson, Employee Engagement and NHS Performance, The King’s Fund 2012
Employee engagement, sickness absence and agency spend in NHS trusts, NHS England, 2017
And...

Patient experience and satisfaction
“We have learnt from our inspections and ongoing relationships that high-quality organisations delivering outstanding care have embedded systematic improvement cultures”
So, why aren’t clinicians engaged?
Evidence:

Are clinicians engaged in quality improvement?

A review of the literature on healthcare professionals’ views on quality improvement initiatives

May 2011
What helps or hinders engagement?
Enabling Forces

Leadership Support
Protected time
Recognition
Patients
Data
Capability
Network

Restraining Forces

Perception of QI
Competing priorities
Not my responsibility
Care good enough
Lack of MDT working
Skills/knowledge deficit
Professional autonomy
Technical vs adaptive challenges

- Problem well defined
- Solution is known and can be found
- Implementation is clear

- Challenge is complex
- Solution requires changing deeply held values & habits
- Requires learning & new way of thinking
So, what should we do?
1. Productive distress
2. Head, heart & hands
Head: give them the data
Heart: create a QI culture
Hands: build capability
How the story ends
Improving healthcare is difficult and requires courage.
Thank You

- Den Norske Legeforening
- Dominique Allwood

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