Spørsmål til en leder:

1. Bruk for briller?
2. Hvordan forestiller du deg arbeidet?
3. Bruker dere de riktige data riktigt?
4. Kan dine folk dette?
5. Tørr de si fra?
6. Prosjektitis eller plan?
7. Hvordan leder du (egentlig)?

Hvordan har du ledet / opplevt ledelsen af kvalitetsforbedringer?


Bruk for briller?

deutschlernerblog.de
für alle, die Deutsch lernen

den Kopf in den Sand stecken

ein Problem ignorieren;
sich weigern, die Realität wahrzunehmen

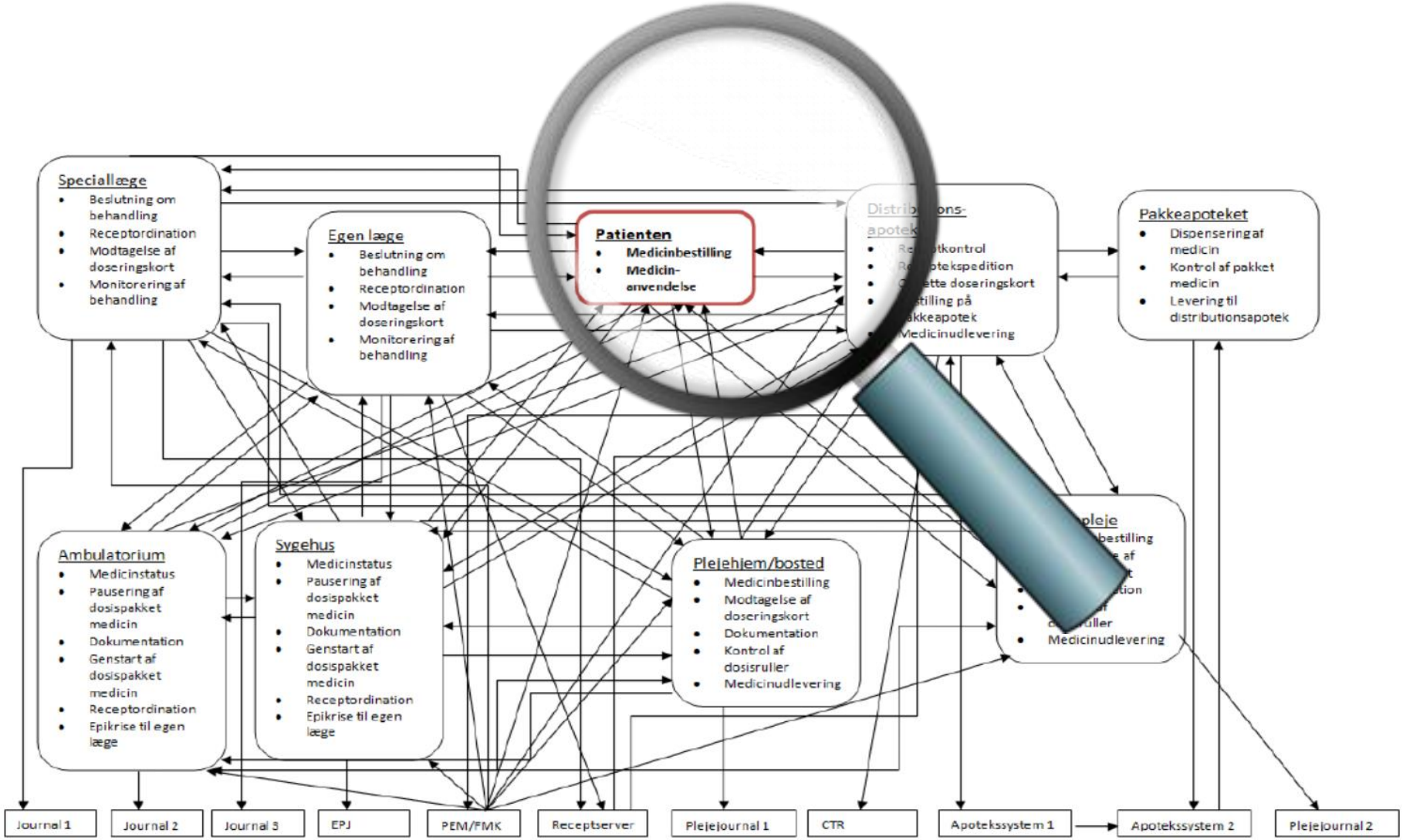

ALARM
PUMPING
ALERT
BACK LIGHT
SILENCE
TOT VOL STATUS
CLEAR TOT VOL
PRI RATE
PRI VTBI
PRI START
TIME
STOP
ON OFF CHARGE
CLR
SEC RATE
SEC VTBI
SEC START
OPTIONS
TO ENSURE PROPER SET LOADING:
. Load tubing from bottom to top.
. Ensure tubing is pulled taut in tubing guide channel.
. After starting infusion, watch drip chamber for at least 10 drops.
Baxter
Flo-Gard® 6201
VOLUMETRIC INFUSION PUMP


Close Lever
A
STOPPED
STOPPED
B
START
STOP
ON/OFF
SELECT
PLUM A+

Region Syddanmark
CENTER FOR KVALITET

”Every problem seems to cry out in its own language”

Thomas Transtrømer

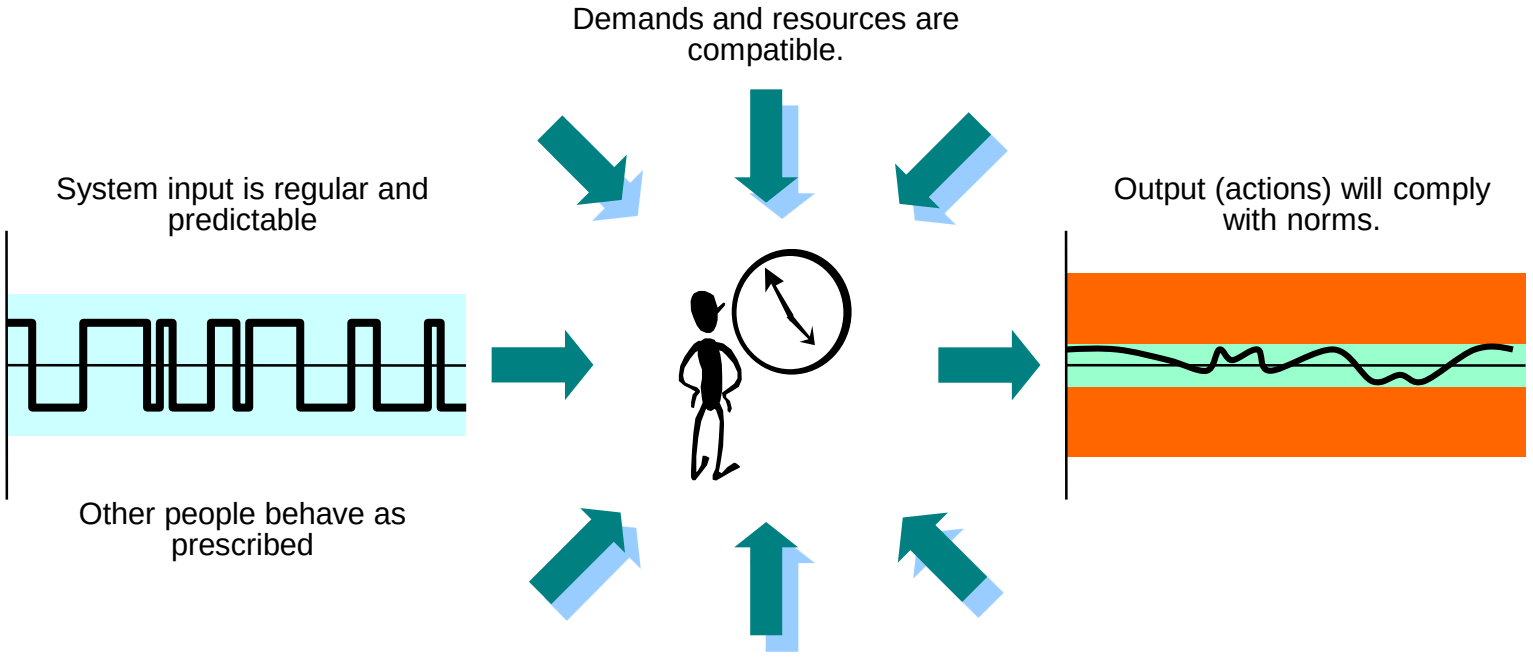

Speciallæge
Beslutning om behandling
Receptordination
Modtagelse af doseringskort
Monitorering af behandling
Egen læge
Beslutning om behandling
Receptordination
Modtagelse af doseringskort
Monitorering af behandling
Patienten
Medicinbestilling
Medicin-anvendelse
Pakkeapoteket
Dispensering af medicin
Kontrol af pakket medicin
Levering til distributionsapotek
Ambulatorium
Medicinstatus
Pausering af dosispakket medicin
Dokumentation
Genstart af dosispakket medicin
Receptordination
Epikrise til egen læge
Sygehus
Medicinstatus
Pausering af dosispakket medicin
Dokumentation
Genstart af dosispakket medicin
Receptordination
Epikrise til egen læge
Plejehjem/bosted
Medicinbestilling
Modtagelse af doseringskort
Dokumentation
Kontrol af dosisruller
Medicinudlevering
Medicinudlevering
Journal 1
Journal 2
Journal 3
EPJ
PEM/FMK
Receptserver
Plejejournal 1
CTR
Apotekssystem 1
Apotekssystem 2
Plejejournal 2

“I call it cruel, perhaps the root of all cruelty to know what occurs, but not recognize the fact.”

William Stafford

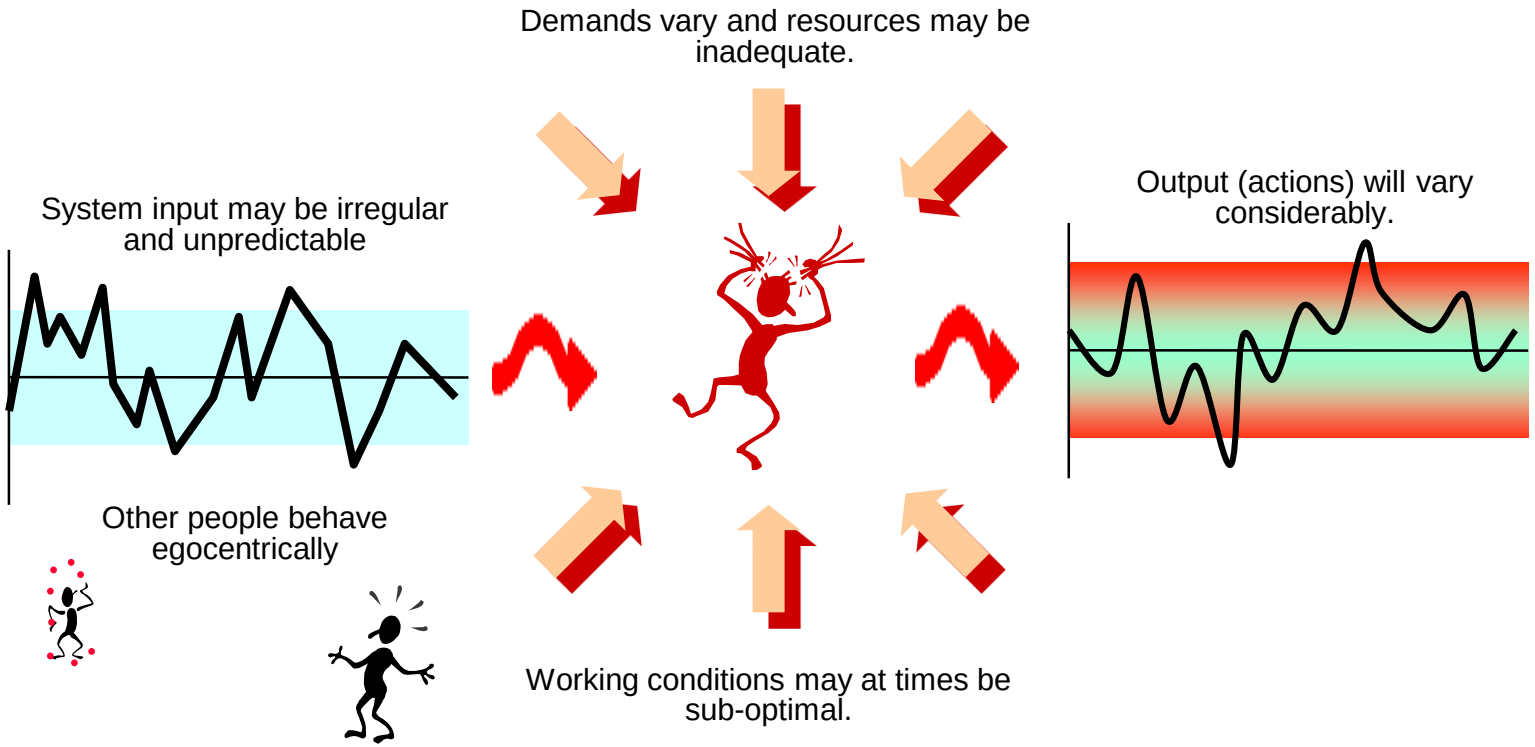

Hvordan forestiller du deg arbeidet?
bruk for briller?

Work as imagined – nominal work



… no need to make adjustments

Work as done – actual work



… necessary to make local adjustments
Efficiency-Thoroughness Trade-Off (ETTO)

Efficiency-Thoroughness Trade-Off

Thoroughness: Time to think
Recognising situation.
Choosing and planning.

If thoroughness dominates, there may be too little time to carry out the actions.

Neglect pending actions
Miss new events

Efficiency: Time to do
Implementing plans.
Executing actions.

If efficiency dominates, actions may be badly prepared or wrong

Miss pre-conditions
Look for expected results

Time & resources needed

Time & resources available

Plan-Do-Study-Act cirkler [1]

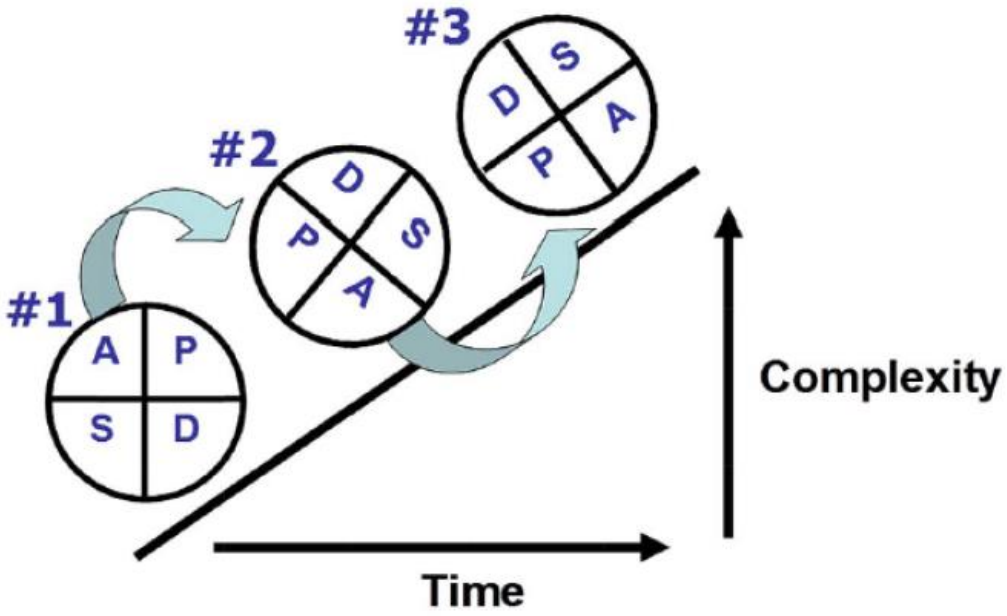


Figure 1 Traditional view of successive plan–do–study–act (PDSA) cycles over time depicted as a linear process. Each preceding PDSA informs the next one. As time goes on, the complexity of each intervention and trial often increases.[2]

Building knowledge, asking questions

Greg Ogrinc and Kaveh G Shojania

BMJ Qual Saf 2014 23: 265-267 originally published online December 23, 2013

Plan-Do-Study-Act cirkler [2]

BMJ Quality & Safety

Building knowledge, asking questions

Greg Ogrinc and Kaveh G Shojania

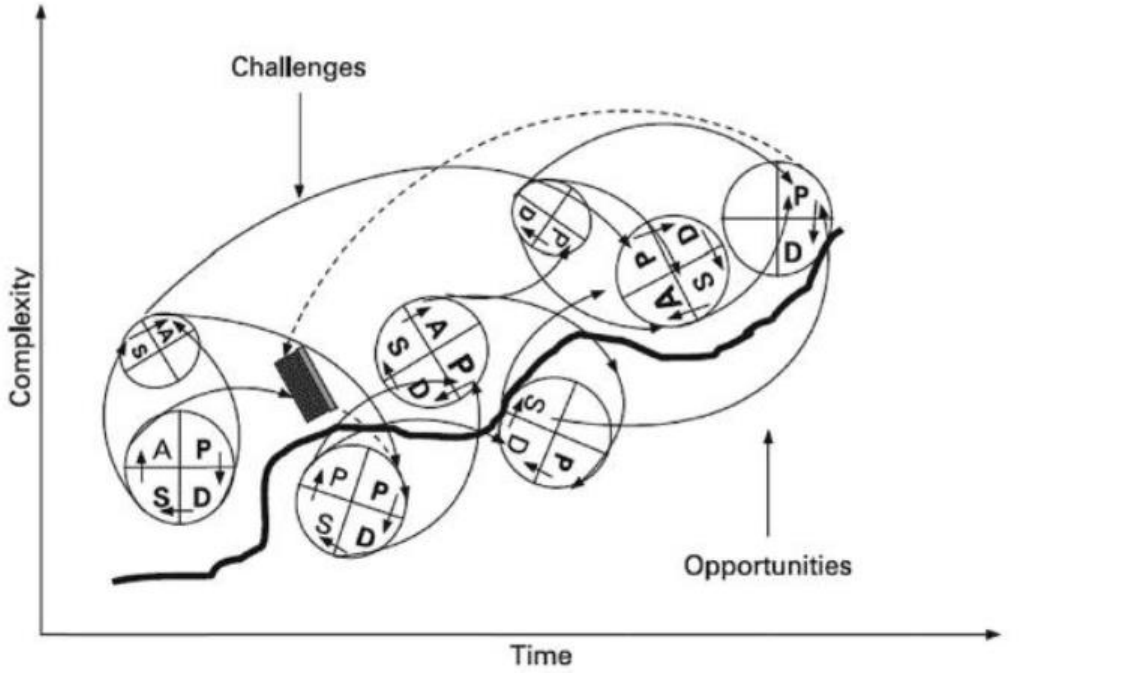
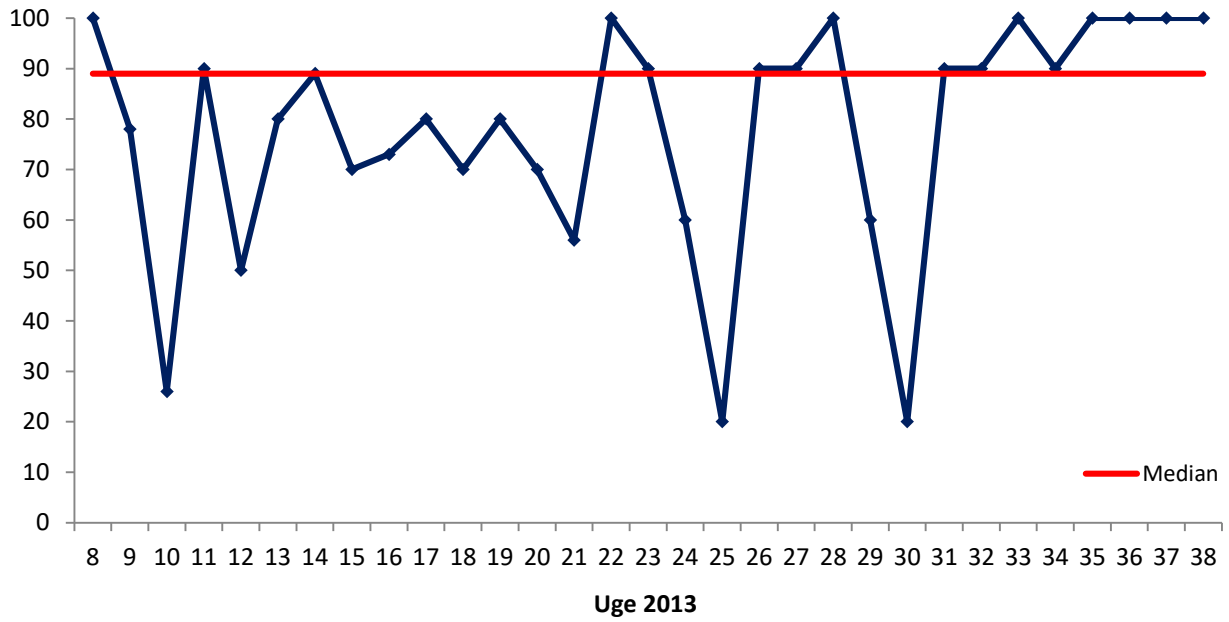


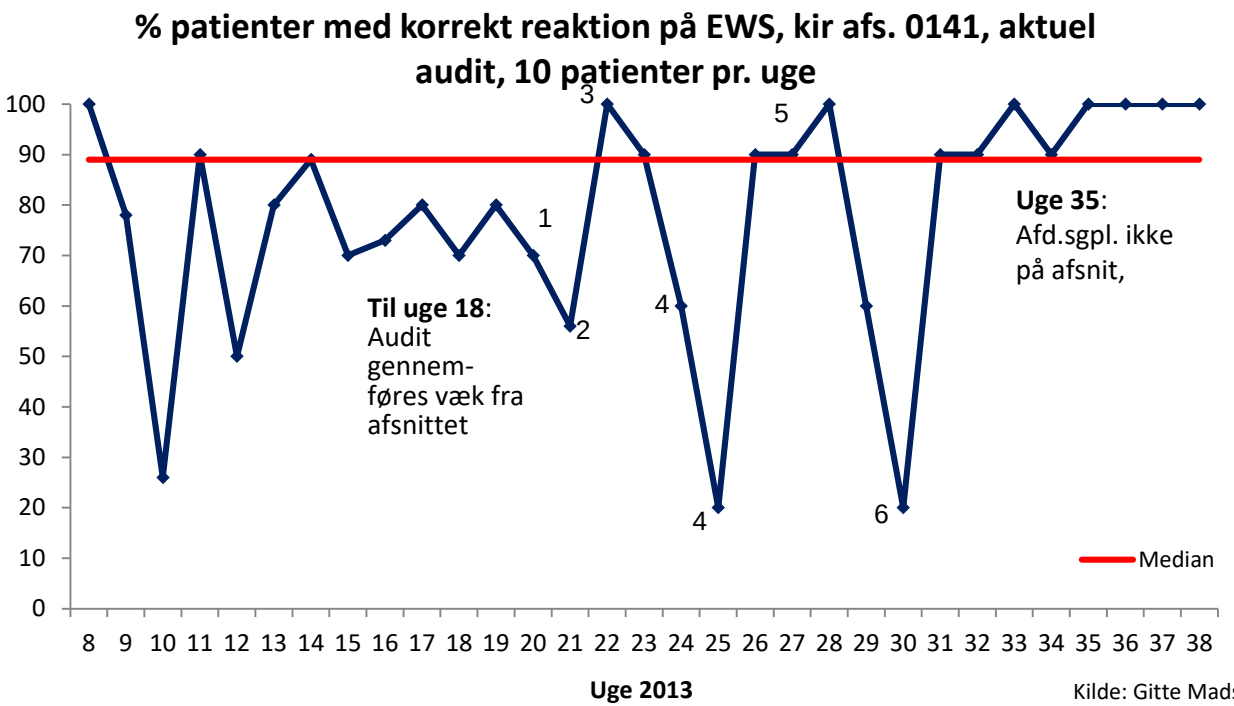
Figure 2 Revised conceptual model of plan–do–study–act (PDSA) methodology.[4]


Hvordan forestiller du deg arbeidet?
Bruker dere de riktige data riktig?
Bruk for briller?

% patienter med korrekt reaktion på EWS, audit 10 patienter pr. uge



Kilde: Gitte Madsen, Nordsjællands Hospital



Kilde: Gitte Madsen, Nordsjællands Hospital

Indtil uge 18: audit blev gennemført af UKK, afd.sgpl ikke involveret

1: Personalemøde, principper for EWS gennemgået, EWS skal vises på alle ptt. på tavlen

2: Ugl audit v/ UKK og afd.sgpl. Kriterier for EWS og reaktion på score gennemgås v/ tavlen ud fra pt. case

3: EWS audit gennemføres ved UKK og afd.sgpl – sammen med personalet på aktuelle ptt

4: Ferie, i uge 25 gentaget formål med EWS: det er et fælles sprog, monofagligt og tværfagligt

5: Kommentarer fra personalet:

'Nu ser jeg betydningen i brug af EWS som et fælles sprog, tidligere (maj) syntes jeg at vi gjorde dobbeltdokumentation

'Jeg vil gerne at vi gennemgår denne pt., jeg mener at lægeordination med kroniske værdier er farlige for patienten'

6: Gentaget principper for EWS og algoritmen – de næste punkter taler for sig selv

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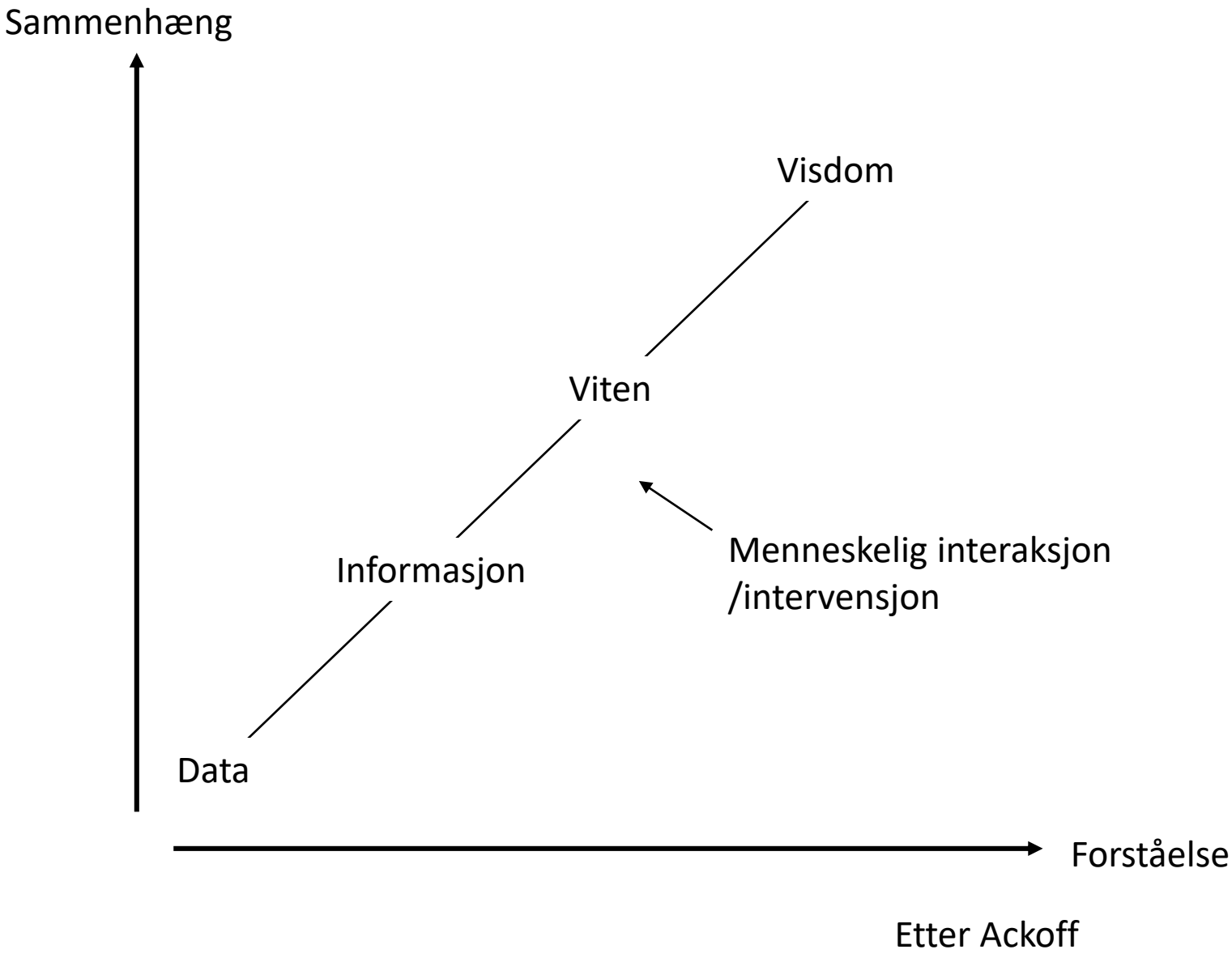
Beyond metrics? Utilizing 'soft intelligence' for healthcare quality and safety

Graham P. Martin [a, *], Lorna McKee [b], Mary Dixon-Woods [a]

[a] University of Leicester, United Kingdom
[b] Aberdeen University, United Kingdom


Behandlingsaktiviteter
KVALITET
DATO


Sammenhæng
Visdom
Viten
Informasjon
Menneskelig interaksjon
/intervensjon
Data
Forståelse
Etter Ackoff

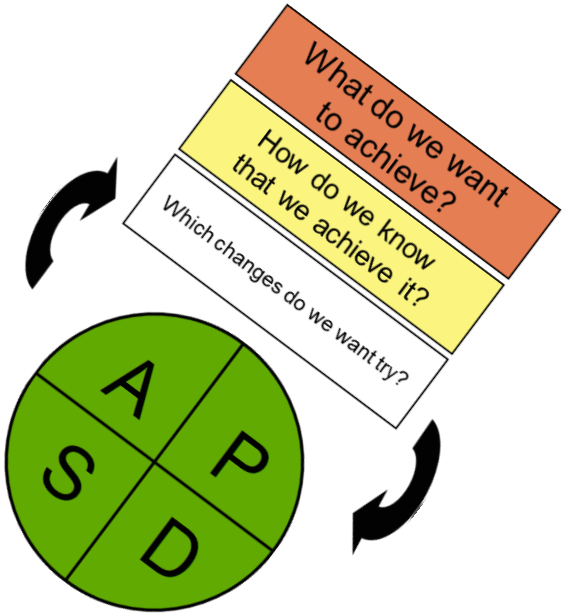

Kan dine folk dette?
Hvordan forestiller du deg arbeidet?
Bruker dere de riktige data riktig?
bruk for Briller?

Helsefaglig viten

Viten om kvalitets-utvikling

Helsefaglig vit

Viten om kvalitets-utvikling



Antal medarbeidere per nivå

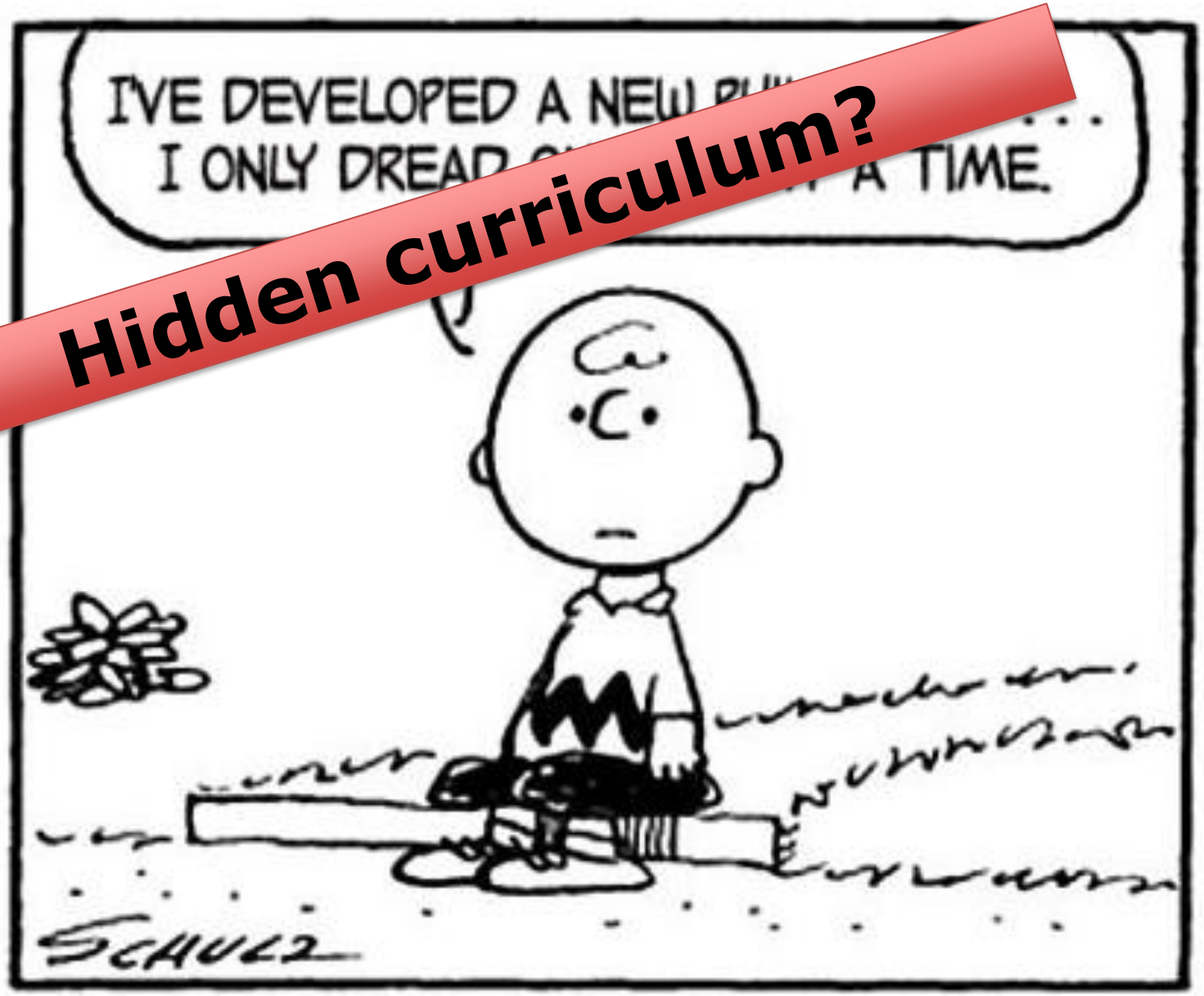
Nordsjællands Hospital

	Alle ansatte	Praktikkere (klinikkere)	Forandrings-agenter mellem- og projektledere	Avdelings-ledere, direksjon	Eksperter
Cincinnati Childrens'	12.600	/	440	70	(Faculty 640)
Tayside	14.000	1200	400	70	40
Hillerød	4000	300	100	40	10


Kan dine folk dette?
Hvordan forestiller du deg arbeidet?
Bruker dere de riktige data riktigt?
Tørr de si fra?
Bruk for briller?

“Fear is toxic to both safety and improvement.”

NHS: A commitment to learn—a promise to act



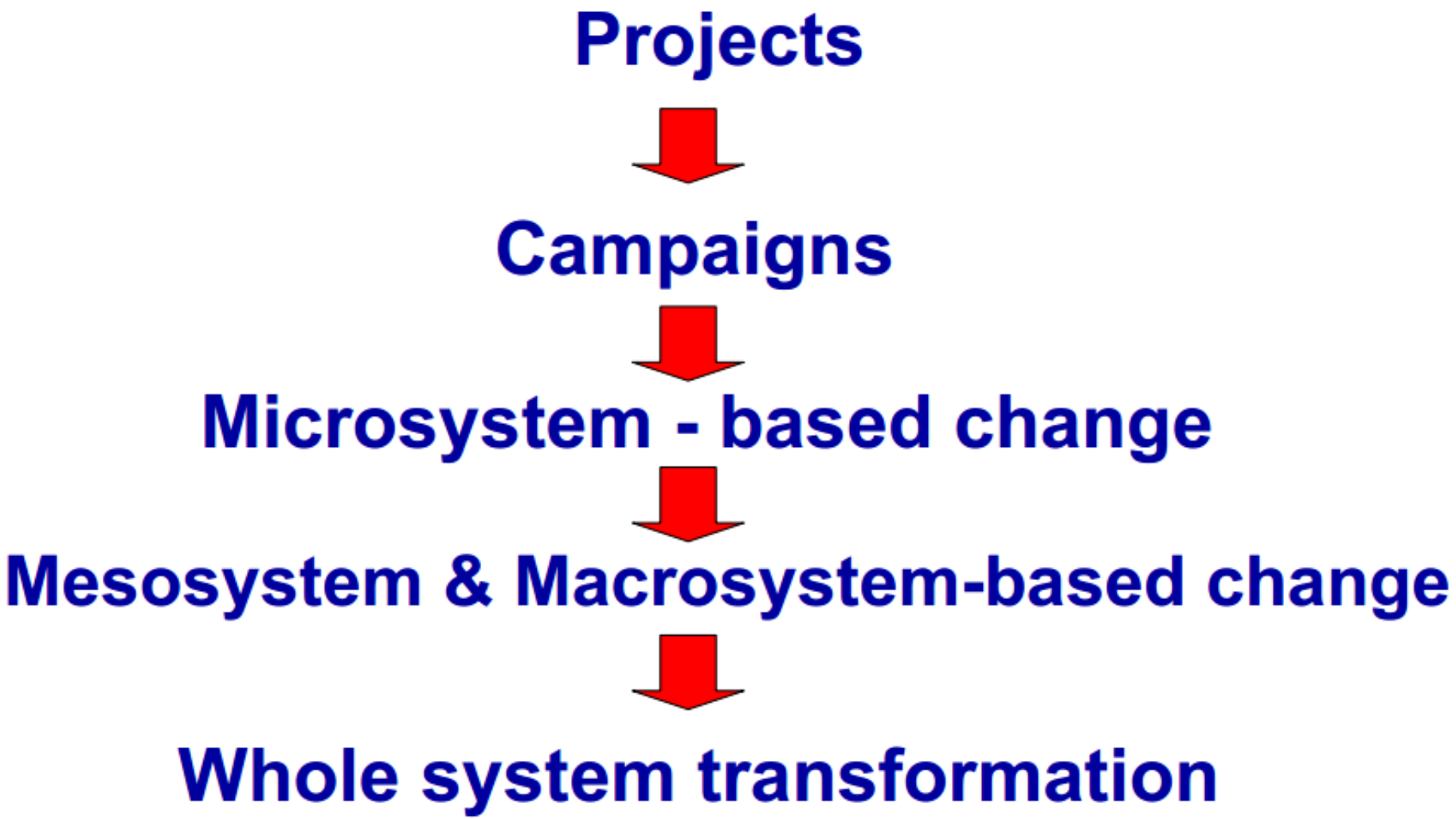
Hidden curriculum?


Prosjekt-
titis eller
plan?
Kan dine
folk
dette?
Tørr de
si fra?
Hvordan
forestiller
du deg
arbeidet?
Bruker
dere de
riktige data
riktigt?
Bruk for
briller?

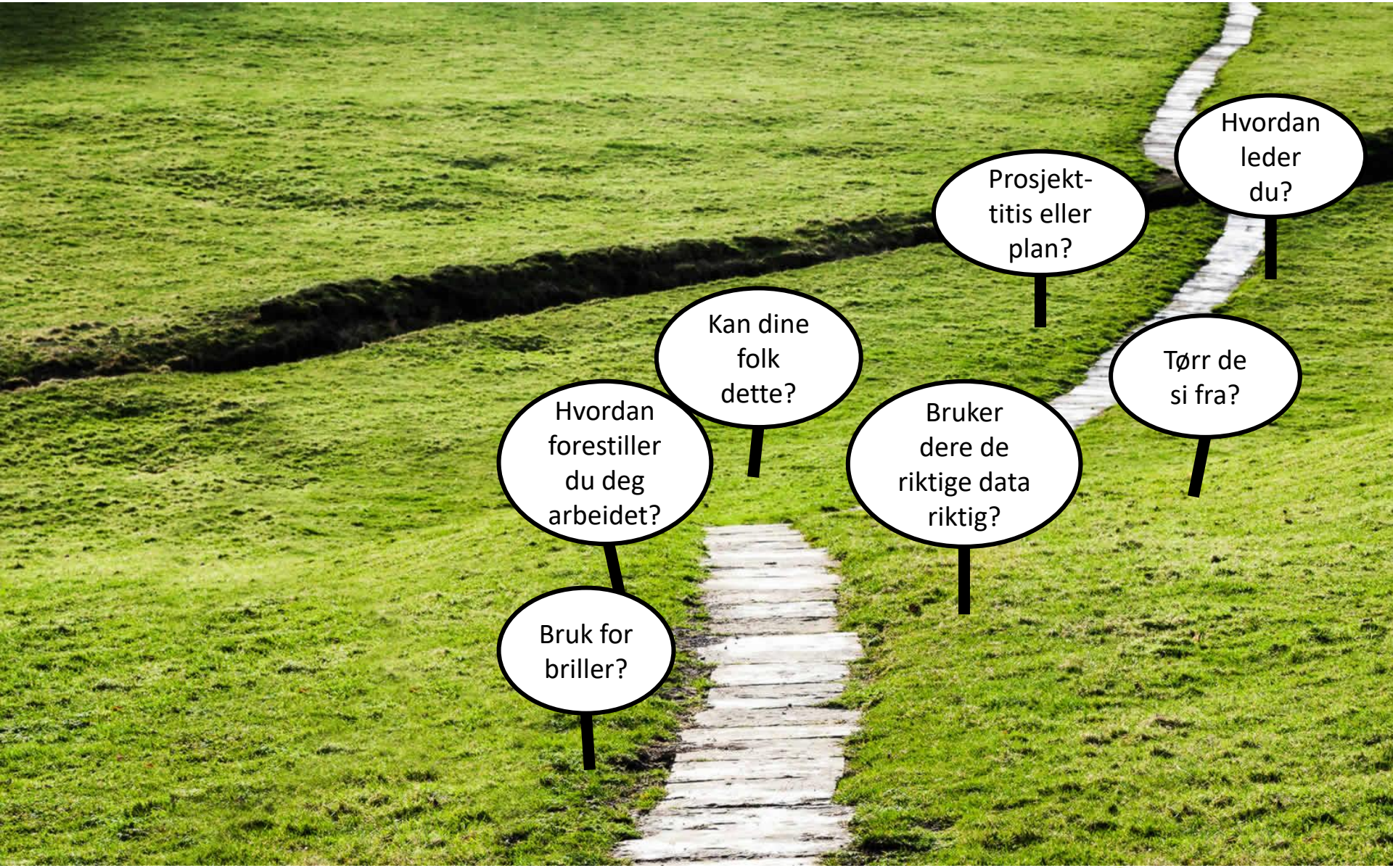
An impressive *firework* of ongoing quality improvement initiatives in the Danish healthcare system

Too much of a good thing…?

Gerdes, U. Centre for Quality

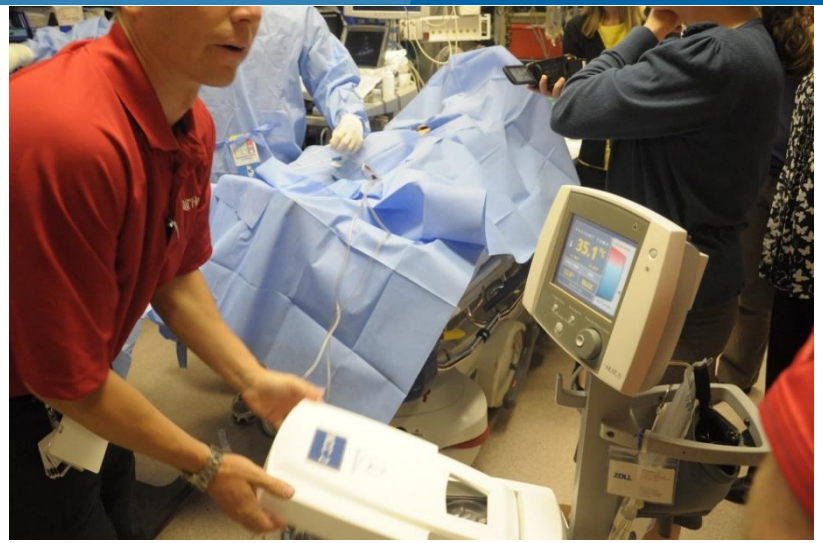


Nelson EC, Institute for Healthcare Improvement, Dartmouth Medical School & Dartmouth-Hitchcock Medical Center, presented at ISQua, London October 23, 2006


Hvordan leder du?
Prosjekt-titis eller plan?
Kan dine folk dette?
Tørr de si fra?
Hvordan forestiller du deg arbeidet?
Bruker dere de riktige data riktig?
Bruk for briller?


cfL
Bedre ledere.
Bedre resultater.
djøf
Reception
Folke Bernadottes Allé 45

MOTIVASJON



”While there are many definitions of leadership, one of the most useful is to think of leadership as an ongoing conversation among people who care deeply about something of great importance.”

(Kouzes and Posner 1988).

Hvordan passer dette til mine erfaringer?
Er det noe jeg vil gjøre annerledes?


Kombiner transfor-matorisk og transaktionel ledelse
Skap sammenheng!
Skap kompe-tanser!
Skap trygghet!
WAI—WAD
Bruk data som vindu til virkeligheten
Observer og følg op!

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- **Research in Quality and Patient Safety**

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