

Improving Medical Handover at the Leicester Royal Infirmary: A Junior Doctor Collaborative Leadership Project



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- Ineffective handover can cause significant patient harm, which is preventable.¹
- Standardising handover can:
 - Increase the volume of information handed over²
 - Reduce handover time²
 - Reduce post-operative complications.³
- Kotter's 8 Step Model for Transformational Change is a framework to guide organisational change successfully from a 'top down' approach (see method).⁴
- Collaborative leadership requires a synergistic working environment to empower multiple stakeholders to initiate change from the 'bottom up'.⁵

Method

1. Kotter: Establish a Sense of Urgency

Improving Medical Handover – Identified as a Critical Patient Safety Issue within the Trust. Audit of medical handover and poor results discussed with junior doctors.



2. Kotter: Form a Powerful Coalition

Development of a Handover Steering Group.



3. Kotter: Create a Vision

Semi-Structured interviews (n=12) and networking with junior doctors to establish options to improve medical handover.



4. Kotter: Communicate the Vision

Presentation at steering group, junior doctors forum and FY1 teaching. Email bulletin to all staff of new handover proforma developed by junior doctors.



5. Kotter: Empower Others

Further development of handover proforma with feedback from junior doctors



6. Kotter: Create Quick Wins

Introduction of handover proforma onto medical wards.



7. Kotter: Build on the Change

Re-audit medical handover and feedback to junior doctors.



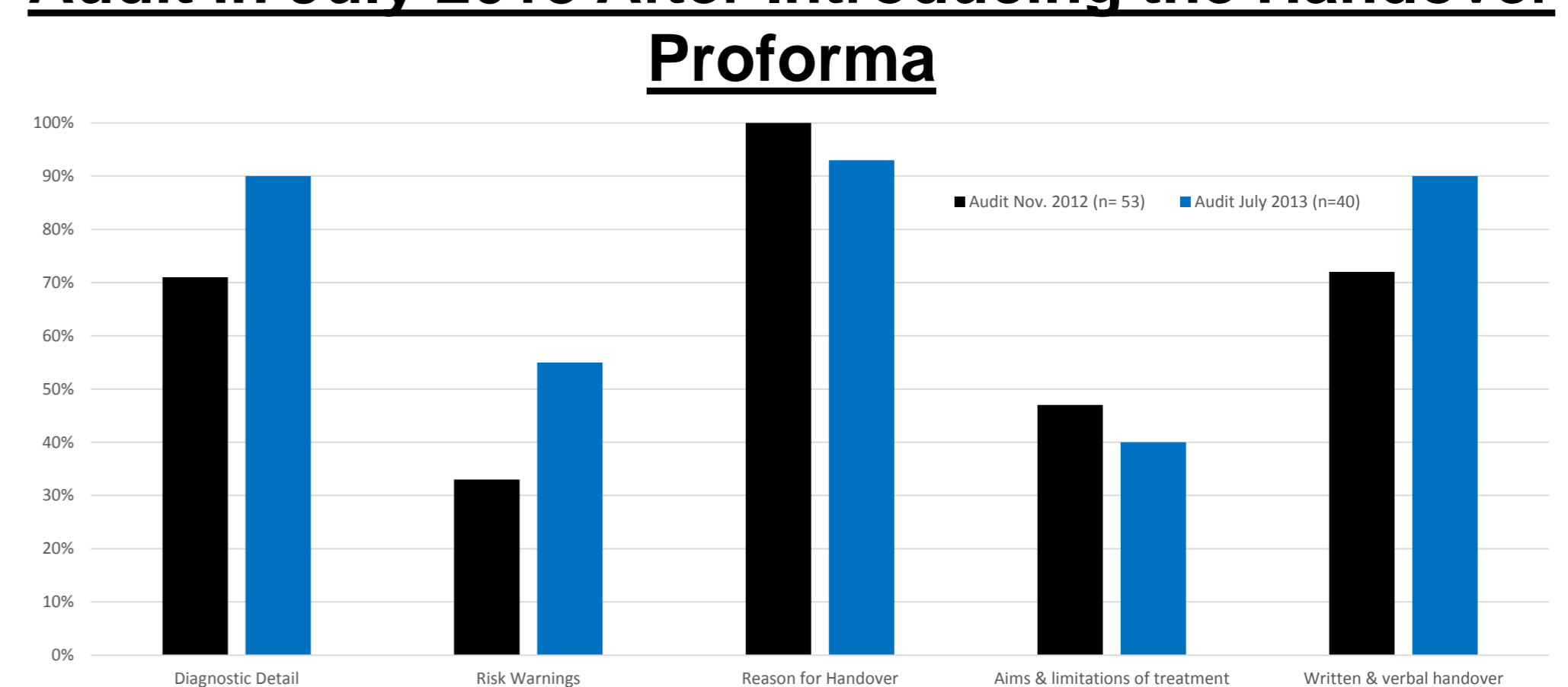
8. Kotter: Institutionalise the Change

Handover proforma in 'junior doctor induction pack' and explained during induction of new doctors.

Results

- Junior doctors developed a handover proforma to improve handover.
- The proforma increased the amount of information being handed over per patient.

Audit of Handover, Nov 2013 compared to Re-Audit in July 2013 After Introducing the Handover Proforma



Key Messages

- Collaborative leadership can empower junior doctors to develop practical and sustainable solutions to improve quality of care.
- Kotter's 8 Step Model for Transformational Change can be adapted to include collaborative leadership for a combination of 'top down' and 'bottom up' change implementation.

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