

# Better Training Better Care

## #4 Systems leadership and organisational culture

The Royal Berkshire NHS Foundation Trust ran a project that provided quality improvement (QI) teaching to trainees, followed by close support as they completed a QIP through a multidisciplinary board with various staff and patient involvement. Trainees were taught on QI methodology and received facilitated, experiential learning to embed new QI skills and systems knowledge into their practice.

### Key themes

**QI infrastructure** - providing an infrastructure of support and maintaining communication is key to keeping motivation going and ensuring the successful completion of QI projects.

**Central coordination** - can also join up similar projects to prevent duplication of effort, provide resources to overcome barriers and coordinate a larger system change where several smaller projects will not address the issues highlighted.

**Sustainability** - the unique rotation of trainees through different trusts makes them ideal ambassadors to spread successful QI projects. When QI projects are being planned specific thought should

be given to how the project can be embedded and continued. The multidisciplinary team and patient involvement can be utilised as a key resource in ensuring long term sustainability.

**Education** - learning about QI methodologies and patient safety theory will form a sound basis to the development of any improvement project. Leadership and management competencies should be rooted in the learning curriculum developing trainees as future leaders. Skills such as team-working, decision-making and influencing are key to any successful QI change and permanent changes in organisational culture.

*“My whole outlook has changed, I realise how quality improvement is relevant to day to day practice. I now look for situations to improve.”*

Trainee doctor, Better Training Better Care pilot project participant

### Resources

Bethune, R., *How to run a Quality Improvement Project (whilst working full time as a junior doctor)*, BMJ Quality Blog: [www.blogs.bmj.com/quality/2013/10/28/how-to-run-a-quality-improvement-project-whilst-working-full-time-as-a-junior-doctor](http://www.blogs.bmj.com/quality/2013/10/28/how-to-run-a-quality-improvement-project-whilst-working-full-time-as-a-junior-doctor)

### Top tips

**Enable** the entire MDT team to voice their ideas for service improvement.

**Core central support** from a senior staff member is critical for a QIP to be a success.

**Encourage** newly rotated trainees to voice examples of good practice from their previous hospitals.