

Quality•Net

Lean thinking in Healthcare

<http://intranet.cdhb.local>

This superb presentation by Brian Dolan, while CDHB's Director of Service Improvement and Patient Flow, provides a useful and relevant overview of lean thinking in healthcare.

The 2008 presentation was developed with support from Shona MacMillan, Quality Manager, and links from the quality website. Full Text

Australasian Lean Healthcare Network

<http://www.leanhealth.net.au>

The Network's website describes lean healthcare as a method for organising complex systems – makes them easier to manage, work as intended, and take less time. Full Text

Redesigning Care

<http://www.flinders.sa.gov.au/redesigningcare/>

Flinders Medical Centre (FMC) initiated their Redesigning Care program to address the increasing demand for emergency services and elective surgery in the hospital. Full Text

Lean in Healthcare

<http://www.ihconline.org/>

Look under 'Toolkits' on the menu bar for a number of useful guides to improvement in healthcare, including 'Lean in healthcare' toolkit:

- *Education & Tools - Lean basics*
 - *Articles - Pulling Lean through a hospital.*
 - *Success Stories - University of Iowa Hospitals*
- Full Text

Lean Six Sigma: some basic concepts

<http://www.institute.nhs.uk/>

The NHS Institute for Innovation and Improvement has a huge range of useful information.

They recommend integrating Lean and Six Sigma to improve productivity, reduce waste and lower costs. Look under the tab for 'Quality and Value' then 'Lean' then under "Lean Six Sigma"

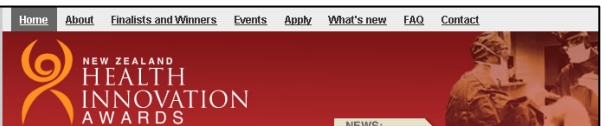
Full Text

LEAN HEALTHCARE PRINCIPLES

The five principles:

- Specify value from the standpoint of end customer
- Identify the value stream or patient journey
- Eliminate waste
- Make the processes and value flow
- So the customer can pull

From 'Lean thinking in Healthcare, Brian Dolan



CDHB's acute non-invasive ventilation service wins a New Zealand Health Innovation Award

<http://www.healthinnovationawards.co.nz>

A Canterbury District Health Board project has won an Excellence in Quality Improvement in the New Zealand Health Innovation Awards:

This new CDHB service at Christchurch Hospital, is allowing people with emphysema and other respiratory diseases to be treated more quickly and safely. Full Text

Supporting Communication Between Nurses and Physicians

<http://www.scirus.com/>

Click into the search box and search for the title. **Note: This paper takes a while to download.**

This PhD thesis by Vanessa Wogill (University of Toronto) is worth a look. Vanessa studied communication at Toronto hospitals before and after the introduction of a "Lean" intervention.

Suggests that goals between physicians and between and physicians and nurses need to be aligned first if interventions are to be successful.

Full Text

LOOK-ALIKE AND/OR SOUND-ALIKE DRUG ERRORS

Findings of Look-alike and/or Sound-alike Drug Errors

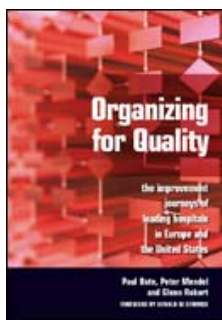
<http://www.usp.org/hqi/similarProducts/choosy.html>

The United States Pharmacopeia's Drug Error allows a user to search more than 1,400 drugs involved in look-alike and/or sound-alike medication errors. Lists the other drugs involved in a mix-up, but also designates the severity of the error.

New books of Interest

Some of these new books may still be on display.

- 1. Caring for patients from different cultures** [Geri-Ann Galant]. 4th ed. Philadelphia : University of Pennsylvania Press, c2008.
[WY 107 G146 2008]
- 2. Changing clinical care : experiences and lessons of systematisation** [Andrew Gray, Peter Degeling and Hal Colebatch]. Oxford : Radcliffe Pub., 2008.
[W 84.1 C456 2008]
- 3. Cost-effectiveness analyses in health : a practical approach** [Peter Muennig]. San Francisco : Jossey-Bass, c2008
[W 74 M948 2008]
- 4. Leadership roles and management functions in nursing : theory and application** [Bessie L. Marquis, Carol J. Huston.]. Philadelphia : Wolters Kluwer Health/Lippincott Williams & Wilkins, c2009
[WY 105 M357 2009]
- 5. Managing clinical processes in health services** [Roslyn Sorensen ; Rick Iedema.]. Chatswood, N.S.W. : Elsevier, 2008.
[W 84.KA8 M266 2008]
- 6. Organizing for quality : the improvement journeys of leading hospitals in Europe and the United States** [Paul Bate, Peter Mendel and Glenn Robert ; foreword by Donald M. Berwick.]. Abingdon : Radcliffe, 2008.
[WX 150 B328 2008]
- 7. Understanding health inequalities in Aotearoa New Zealand** [edited by Kevin Dew and Anna Matheson]. Dunedin, N.Z. : Otago University Press, 2008.
[WA 30 U55 2008]
- 8. Values in medicine : what are we really doing to our patients?** [Donald Evans]. Dunedin, N.Z. : University of Otago, [1998]
[W 50 E92 1998]



Conference: Executive Masterclass: Making clinical governance work

Readings from a recent Australian conference: *Making clinical governance work and enabling patient safety*:

An overview of clinical governance policies, practices and initiatives. [Braithwaite J, Travaglia JF]. Aust Health Rev 2008 Feb; 32(1):10-22 http://findarticles.com/p/articles/mi_6800/is_1_32/ai_n28490430

Patient Safety Research: A review of the technical literature. [Hindle D, Braithwaite J, Iedema R] Sydney, Centre for Clinical Governance Research, University of New South Wales; 2005.

[http://www.med.unsw.edu.au/medweb.nsf/resources/Projects4/\\$file/cec_patient_safety_30111.pdf](http://www.med.unsw.edu.au/medweb.nsf/resources/Projects4/$file/cec_patient_safety_30111.pdf)

Which interventions are effective for improving patient safety? A review of research evidence. [Ovretveit J]. Stockholm: Karolinska Institute, Medical Management Centre 2005.

<http://lime.ki.se/uploads/images/996/SafetyreviewOvretveit.pdf>

Don't forget to diary
the Lunch Time
Forums....

Library Hours

Tuesday 15 April - Sunday 14 June 2009

Monday – Thursday (from 23 April) 8.30am - 9.00pm

Friday 8.30am - 5.00pm

Saturday 1.00pm - 5.00pm

Sunday (until 19 April) Closed

Sunday (from 26 April) 1.00pm - 5.00pm

Exceptions:

Monday 1 June (Queen's Birthday) 1.00pm - 5.00pm

Clinical Audit Lunch Time Forums

Next Session

Monday, 20th of April 2009
in the Oncology Lecture Theatre.

- 12:00 “**Application of Sprint - Protocol for Tight Glycaemic Control in Critically Ill Patients**”
Presented by Geoff Shaw, Intensive Care Specialist
- 13:00 “**Emergency Department Project Red.**”
Presented by Angela Pitchford, Clinical Director ED and Anne Esson, Clinical Nurse Manager

Clinical Lunch Time Forums are held 2 monthly, with the purpose of sharing clinical audit processes and outcomes. This is an initiative of the Christchurch Hospital Clinical Audit Committee

Check out the Corporate Quality and Risk website

Available to CDHB staff from the CDHB Intranet: <http://intranet.cdhb.local/>

Look under 'Our Organisation' (on the left side of the screen) to find 'Departments' then 'Corporate Quality & Risk'

CORPORATE QUALITY & RISK

Site Search:

search here

- Home
- Planning
- Setting Standards
- Coordinating
- Monitoring/Evaluating
- Promoting
- Contact Us

Quality Strategic Plan

- Goal One
- Goal Two
- Goal Three
- Goal Four

Corporate Quality and Risk

Welcome to the Corporate Quality and Risk [website](#).



What's New....[2009 Canterbury DHB Quality Improvement and Innovation Awards](#)

[Canterbury DHB Quality Strategic Plan 2007-2010](#)

[Lean Thinking Presentation](#)

The Canterbury DHB has a strong commitment to the provision of high quality health care services. We strive to ensure our services are safe, integrated, focused on evidence based best practice and are responsive to patient/consumer needs.

At the Canterbury DHB we believe that by practicing the [principles of quality](#) throughout the organisation we will enhance the health care services we provide, increase the job satisfaction of our staff and improve organisational effectiveness.

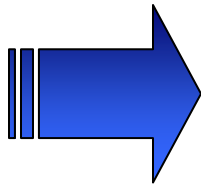
Improving quality requires every member of the Canterbury DHB to take responsibility for quality in their area of expertise. Staff have the opportunity to be involved in quality committees, activities and projects across the organisation. There are staff with designated [quality roles](#) (quality facilitators, co-ordinators, managers) who provide leadership, advice, support and assistance with quality and risk management activities.

CDHB Quality Strategic Plan

tes Tools Help

Please click on the boxes below to access the relevant priorities and to look at the work that is occur each of these goals.




Our Goals













GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
Continuously Improve the Safety of our Services	Continuously Improve our Systems and Processes	Continuously Improve our Practices	Continuously Improve our Relationships and Partnerships	Continuously Improve the Health of our Communities
A Culture of 'No Blame' Reporting	Patient/Consumer Flow and Integration	Patient/Consumer and Family-Centred Approaches	Open Disclosure	Reduction Preventable Disease, Infection, Addiction, Impairment
Analysis, Action and Shared Lessons in Response to Error	Fostering Innovation and Improvement	Evidence-based Best Practice	Community Participation and Partnership	Responsible Patients/Consumers and Communities
Improved Medication Safety	Good use of Resources	Successful Recruitment and Retention	Patient/Consumer Satisfaction	Equitable and Accessible Services
Prevention and Control of Infection	Good use of Technology	Professional Development	Workforce Satisfaction	Reduced Barriers for Patients/Consumers who are disabled
Prevention of Patient/Consumer 'Handover' Errors	Performance Measurement and Evaluation	Credentialing processes	Collaboration with other Organisations	Chronic Disease Well Managed

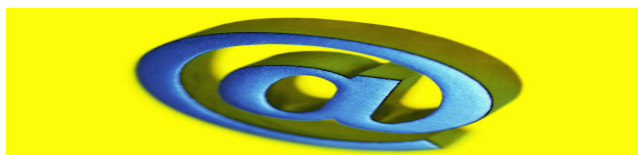
Articles of Interest

Articles listed here are available as indicated:

-  Article 13 Available are available in paper format from the library shelves -
-  Articles 9, 14, 19 and 21. Available only available on the University of Otago network - CDHB staff who are library members can access these articles on Canterbury Medical Library's public computers. Bring a USB drive so that you can download articles.
-  All other articles Available online from the computer networks of both the CDHB and University of Otago Christchurch. To access the online article click on the link below the article or locate the journal using the library's electronic journals portal:
<http://www.chmeds.ac.nz/departments/library/index.htm>

University of Otago and CDHB staff may use the attached request form to request a photocopy of most articles listed here except articles marked  (articles 9, 14 or 21). Note that under the Copyright Act the library can only supply one photocopy from any one journal issue.

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- 1 Achieving large system change in health care.**
 [Oldham J].
JAMA: the journal of the American Medical Association
2009 March 4;301(9):965-6.
<http://dx.doi.org/10.1001/jama.2009.228>
 - 2 Application of quality improvement strategies in 389 European hospitals: results of the MARQuIS project.**
 [Lombarts MJ, Rupp I, Vallejo P, Suñol R, Klazinga NS].
Quality & Safety in Health Care 2009 February;18 Suppl 1:i28-37.
<http://dx.doi.org/10.1136/qshc.2008.029363>
 - 3 Building capacity for a transformation initiative: system redesign at Denver Health.**
 [Harrison MI, Kimani J].
Health Care Management Review 2009 January-March;34(1):42-53.
http://qshc.bmj.com/cgi/content/abstract/18/Suppl_1/i28
 - 4 Donald Berwick, MD: connecting finance and quality.**
 [Berwick DM].
Healthcare Financial Management 2008
October;62(10):52-5.
Search the ejournals portal
<http://zz5mw5zc7z.search.serialssolutions.com/>
 - 5 Feedback from incident reporting: information and action to improve patient safety.**
 [Benn J, Koutantji M, Wallace L, Spurgeon P, Rejman M, Healey A, Vincent C].
Quality & Safety in Health Care 2009
February;18(1):11-21.
<http://dx.doi.org/10.1136/qshc.2007.024166>
 - 6 Global Trigger Tool: Implementation Basics**
 [Adler L, Denham CR, McKeever M, Purinton R, Guilloteau F, Moorhead JD, Resar R].
Journal of Patient Safety 2008 Dec;4(4):245.
<http://dx.doi.org/10.1097/PTS.0b013e31818e8a87>
 - 7 Have targets done more harm than good in the English NHS? No.**
 [Bevan G].
BMJ. British Medical Journal (Clinical research edition)
2009 January;16;338:a3129.
<http://dx.doi.org/10.1136/bmj.a3129>
 - 8 Have targets done more harm than good in the English NHS? Yes.**
 [Gubb J].
BMJ. British Medical Journal (Clinical research edition)
2009 January 16;338:a3130.
<http://dx.doi.org/10.1136/bmj.a3130>
 - 9 Health Care Quality—Reducing the Length of Stay at a Hospital**
 [Bisgaard S, Does R].
Quality Engineering 2009;21:117-131.
UOC network:
<http://dx.doi.org/10.1080/08982110802529612>



- 10 Impact of quality strategies on hospital outputs.**
 [Suñol R, Vallejo P, Thompson A, Lombarts MJ, Shaw CD, Klazinga N].
 Quality & Safety in Health Care 2009 February;18 Suppl 1:i62-8.
<http://dx.doi.org/10.1136/qshc.2008.029439>
- 11 Implementation of patient safety strategies in European hospitals.**
 [Suñol R, Vallejo P, Groene O, Escaramis G, Thompson A, Kutryba B, Garel P].
 Quality & Safety in Health Care 2009 February;18 Suppl 1:i57-61.
<http://dx.doi.org/10.1136/qshc.2008.029413>
- 12 Implementation of Patient Safety Rounds in a Children's Hospital.**
 [Yee PL, Edwards ML, Dixon J, Gleason NS].
 Nursing Administration Quarterly 2009;33(1):48.
 Search the ejournals portal
<http://zz5mw5zc7z.search.serialssolutions.com/>
- 13 Improving accuracy and efficiency of early warning scores in acute care.**
 [Mohammed M, Hayton R, Clements G, Smith G, Prytherch D].
 British Journal of Nursing 2009 January 8-21;18(1):18-24.
 No online access - Paper copy held Bay 156
- 14 In chronic condition: experiences of patients with complex health care needs, in eight countries, 2008.**
 [Schoen C, Osborn R, How SK, Doty MM, Peugh J].
 Health Affairs (Millwood) 2009 January-February;28(1):w1-16. Epub 2008 Nov 13.
 UOC network: <http://dx.doi.org/10.1377/hlthaff.28.1.w1>
- 15 In the wake of the Garling inquiry into New South Wales public hospitals: a change of cultures?**
 [Van Der Weyden MB].
 The Medical Journal of Australia 2009;190(2):51-52.
http://www.mja.com.au/public/issues/190_02_190109/van1444_fm.pdf
- 16 One-hour, off-unit meal breaks.**
 [Stefancyk AL].
 AJN The American Journal of Nursing 2009 January;109(1):64-6. (not the Career Guide)
 Search the ejournals portal
<http://zz5mw5zc7z.search.serialssolutions.com/>
- 17 Rapid improvement event: an alternative approach to improving care delivery and the patient experience.**
 [Martin SC, Greenhouse PK, Kowinsky AM, McElheny RL, Petras CR, Sharbaugh DT.]
 Journal of Nursing Care Quality 2009 January-March;24(1):17-24; quiz 25-6.
 Search the ejournals portal
<http://zz5mw5zc7z.search.serialssolutions.com/>
- 18 Reviewing evidence on complex social interventions: appraising implementation in systematic reviews of the health effects of organizational-level workplace interventions.**
 [Egan M, Bambra C, Petticrew M, Whitehead M].
 Journal of Epidemiology and Community Health 2009 January;63(1):4-11. Epub 2008 Aug 21.
<http://dx.doi.org/10.1136/jech.2007.071233>
- 19 Service quality in hospital wards with different nursing organization: nurses' ratings.**
 [Sjetne IS, Veenstra M, Ellefsen B, Stavem K].
 Journal of Advanced Nursing 2009 February;65(2):325-36. Epub 2008 Nov 27.
<http://dx.doi.org/10.1111/j.1365-2648.2008.04873.x>
- 20 Transformation of health care at the front line.**
 [Conway PH, Clancy C].
 JAMA: the journal of the American Medical Association 2009 February 18;301(7):763-5. No abstract available.
<http://jama.ama-assn.org/cgi/reprint/301/7/763.pdf>
- 21 Using quality indicators to improve hospital care: a review of the literature.**
 [de Vos M, Graafmans W, Kooistra M, Meijboom B, Van Der Voort P, Westert G].
 International Journal for Quality in Health Care 2009 April;21(2):119-29. Epub 2009 Jan 20.
 UOC network: <http://dx.doi.org/10.1093/intqhc/mzn059>
- 22 Which aspects of safety culture predict incident reporting behavior in neonatal Intensive care units? A multilevel analysis.**
 [Snijders C, Kollen BJ, van Lingen RA, Fetter WP, Molendijk H; NEOSAFE Study Group].
 Critical Care Medicine 2009 January;37(1):61-7.
<http://dx.doi.org/10.1097/CCM.0b013e31819300e4>

Websites mentioned in Quality.Net

Here are the full URLs for the websites mentioned in Quality.Net. They are available online from the computer networks of both the CDHB and University of Otago Christchurch.

It can be quite bewildering trying to negotiate through a new website or portal to get to the article you want. If you are having problems phone the library on 80504, or call at the library reference desk for assistance.

CDHB staff who are library members can access these articles on Canterbury Medical Library's public computers. Bring a USB drive so that you can download articles.

Tip If you have trouble opening any URLs instead of clicking or double clicking on the URL, try this:

- Right click on your mouse
- Select 'Save Target as ...'
- Open the file that you have saved.



Contact the library Reference Desk (ext 80504) if you have any problems with electronic resources

An overview of clinical governance policies, practices and initiatives.

http://findarticles.com/p/articles/mi_6800/is_1_32/ai_n28490430

Australasian Lean Healthcare Network

<http://www.leanhealth.net.au>

CDHB Quality and Risk website

<http://intraweb.cdhb.local/corp%20quality/>

CDHB's acute non-invasive ventilation service wins a New Zealand Health Innovation Award

<http://www.healthinnovationawards.co.nz>

Findings of Look-alike and/or Sound-alike Drug Errors

<http://www.usp.org/hqi/similarProducts/choosy.html>

Lean in Healthcare

<http://www.ihconline.org/>

Lean Six Sigma: some basic concepts

<http://www.institute.nhs.uk/>

Lean thinking in healthcare: What is it and how it works

<http://www.cdhb.govt.nz/quality/documents/LeanRollestonMay08.pdf>

Patient Safety Research: A review of the technical literature.

[http://www.med.unsw.edu.au/medweb.nsf/resources/Projects4/\\$file/cec_patient_safety_30111.pdf](http://www.med.unsw.edu.au/medweb.nsf/resources/Projects4/$file/cec_patient_safety_30111.pdf)

Redesigning Care

<http://www.flinders.sa.gov.au/redesigningcare/>

Supporting Communication Between Nurses and Physicians

<http://www.scirus.com/> (This link is indirect but easier to use)

<https://www.tspace.library.utoronto.ca> (This links directly to the University of Toronto archive, but may stall)

[Direct link to report](#) (This links directly to a pdf of the report but can take a while to download)

If you have trouble accessing this report please come to the library for assistance. Bring a USB drive with you so that you can download article.

Which interventions are effective for improving patient safety?

<http://lime.ki.se/uploads/images/996/SafetyreviewOvretveit.pdf>

ARTICLES OF INTEREST – QUALITY

March 2009

Indicate article numbers as required and return to:

Canterbury Medical Library
Christchurch Hospital
Private Bag 4345
CHRISTCHURCH 8140

In the space below, indicate article numbers which you require from the **March 2009** Articles of Interest - Quality:

Copies of these articles are all available on request, at a cost of

\$3.50 + GST (i.e. \$3.95) per article for current library members

\$4.20 + GST (i.e. \$4.75) per article for non library members

If you wish to clarify which charge will apply, please contact the library to check whether or not you are enrolled as a current library member. We will, otherwise, simply charge as noted above.

Please tick the appropriate box to indicate how you will pay*:

Account Code to Charge: _____ (please specify)
Photocopied articles, charged to a cost code, will be sent to you in your dept via the internal mail.

Personal payment – *This option requires payment in cash. You will be contacted when the material is available for collection, & payment, from the Loans Desk of the library.*

CSM & HS Department (please specify)

CDHB Hospital & Department (please specify)

Signature: _____

* This request will not be processed if [*has not been processed because*] you have failed to supply the information required.

Requester's name: _____

Address: _____

If you have any suggestions regarding topics you would like to see in future Articles of Interest - Quality please list them.
