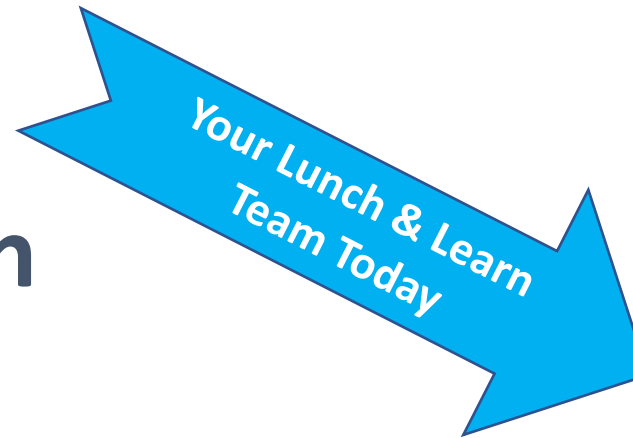


Effectively Utilising Clinical Audit For Sustainable Change In Health & Care

NQICAN Lunch and Learn Friday 28th June 2024 (12.30-1.30pm)



Vicky Patel - Chair NQICAN
Marina Otley - Gen Sec NQICAN
Lacia Ashman - HQIP
Zoe Lord – NHS Horizons
Clinical Audit Hero – Sustainability



Clinical Audit Awareness Week #CAAW24



Monday 24 th June 2024 12.20-1.30pm	Tuesday 25 th June 2024 12.20-1.30pm	Wednesday 26 th June 2024 12.20-1.30pm	Thursday 27 th June 2024 12.20-1.30pm	Friday 28 th June 2024 12.20-1.30pm
Patient Safety - Effectively Utilising Clinical Audit To Prevent Avoidable Harm	Patient & Public Involvement - Effectively Utilising Clinical Audit To Improve Health & Care by Involving, Engaging & Informing Patients & The Public	Health Inequalities - Effectively Utilising Clinical Audit To Address Inequalities In Health & Care	Influencing Change - Effectively Utilising Clinical Audit To Influence Change At Board Level	Sustainability - Effectively Utilising Clinical Audit For Sustainability
Rachel Pool - NHSE	Kim Rezel - HQIP	Danny Keenan - HQIP & Charlotte Richardson - NHSE	Sam Riley - NHSE	Zoe Lord - NHS Horizons



Who is YOUR Audit Hero?

#CAAW24

#CAAW24 NQICAN Sustainability Lunch & Learn



Agenda

- Introduction NQICAN and #CAAW - what does 'Effectively Utilising Clinical Audit To achieve sustainable Change to future proof health & care mean to you?'
- Key Speaker – Achieving Sustainable Change
- Clinical Audit Hero Winner announced
- Winner of the Sustainability Clinical Audit Hero Award presents
- Opportunity for questions framed on Sustainable Change
- Interactive Evaluation
- Close and celebrate #CAAW24!



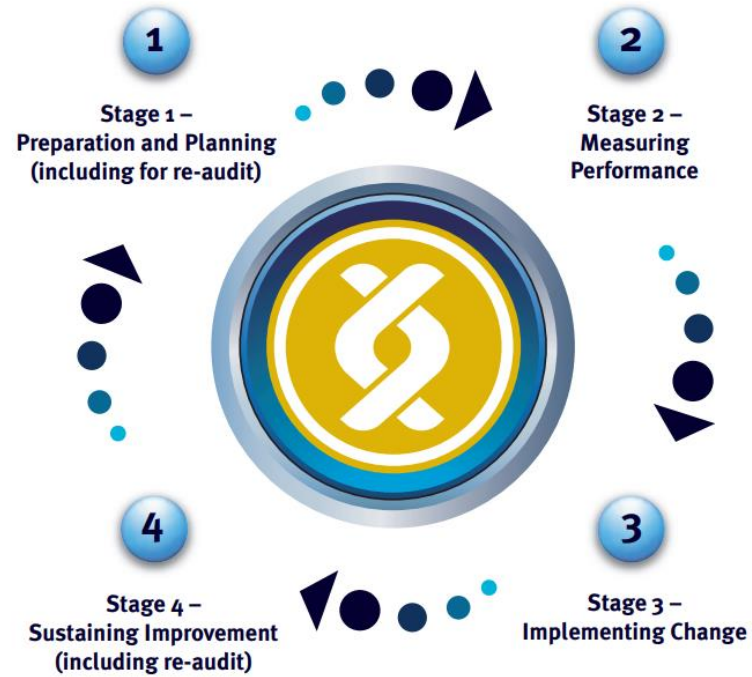
Please let us know– *what does utilising Clinical Audit to effectively influence sustainable change to future proof health & care - by typing into the chat*



Who is YOUR Audit Hero?

#CAAW24

Clinical Audit Awareness Week #CAAW24



Who is YOUR Audit Hero?

#CAAW24



Clinical Audit – measures care against evidence based standards. #CAAW23 challenged attendees to consider Clinical Audit in their own organisation in terms of:

- Clinical Audit strategies having a clear objective aligning with addressing equity & sustainability
- Clinical Audit programmes consisting of Clinical Audits that focus measurement on new technologies and ways of working
- Clinical Audit findings and action plans taken forward with the focus on new innovations and care models



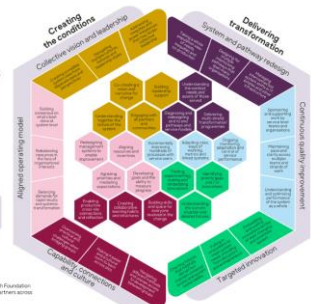


Effectively Utilising Clinical Audit To Sustain Health & Care



Clinical Audit – measures care against evidence based standards. #CAAW24 challenges attendees to consider clinical audit in their own organisation in terms of:

- **Building a Shared Commitment** for each project (shared purpose with stakeholders)
 - We are convenors and enablers
 - We influence and persuade
- **Collaborate with our system partners**
 - CA & QI Teams collaboratively working together - improvement expertise
 - Partner organisations within our systems and pathways
- **Innovation & Technologies**
 - Spread & scale
 - Learning where innovations have worked well & adapting to work within another context/setting
 - Adoption of technologies to improve health outcomes and address equity & access for all
- **New Care Models**
 - Improving how care is delivered
 - Meeting need & demand



Who is YOUR Audit Hero?

#CAAW24

Key Speaker
Zoe Lord
Deputy Director
NHS Horizons
NHSE



HORIZONS



SUSTAINING CHANGE

Presentation by Zoe Lord,
Deputy Director, NHS Horizons

Clinical Audit Awareness Week (#CAAW24) Run in collaboration with the
National Quality Improvement (incl. Clinical Audit) Network (N-QI-CAN),

#CAAW24

HELLO EVERYONE! MY NAME IS...

Zoe Lord

Deputy Director | NHS Horizons

 zoelord@nhs.net

 www.horizonsnhs.com



What do we mean by sustaining change?

When should we start thinking about it?

When does it finish??!

WHO will make the change happen?

List A

- The Delivery Board
- The Programme Sponsors
- The Programme Management Office
- The Workstream Delivery Board
- The Clinical Leads
- The Directors of participating organisations
- The Change Facilitators



WHO will make the change happen?

List A

- The Delivery Board
- The Programme Sponsors
- The Programme Management Office
- The Workstream Delivery Board
- The Clinical Leads
- The Directors of participating organisations
- The Change Facilitators

List B

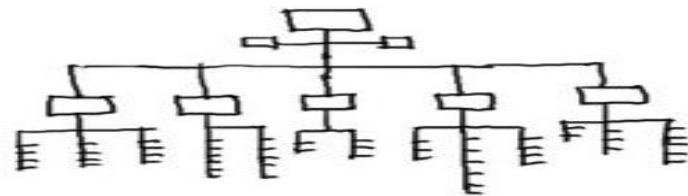
- The mavericks and rebels
- The deviants (positive). Who do things differently and succeed
- The nonconformists who see things through glasses no one else has
- The hyper-connected who spread behaviours, role model at a scale, set mountains on fire and multiply anything they get their hands on
- The hyper-trusted. Multiple reasons, doesn't matter which ones



The Secrets of Great Change Agents

Julie Battilana & Tiziana Casciaro

As a change agent, my **centrality in the informal network** is more important than my **position in the formal hierarchy**



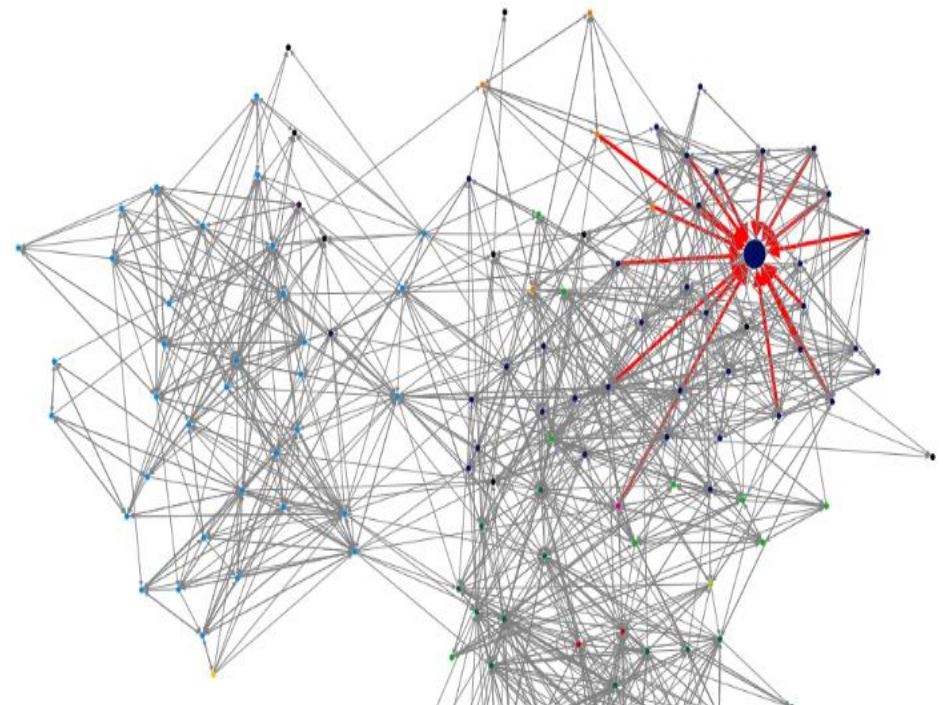
Designed for
DIVISIONS



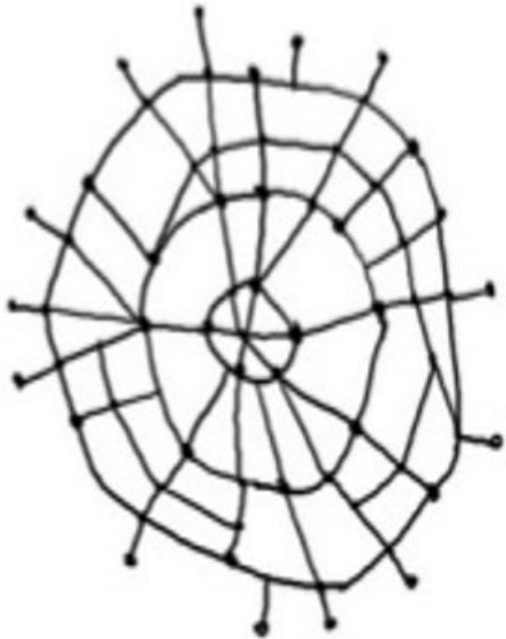
Designed for
CONNECTIONS

The 3% phenomena for change

Just 3% of people in the organisation typically drive conversations with 90% of the other people



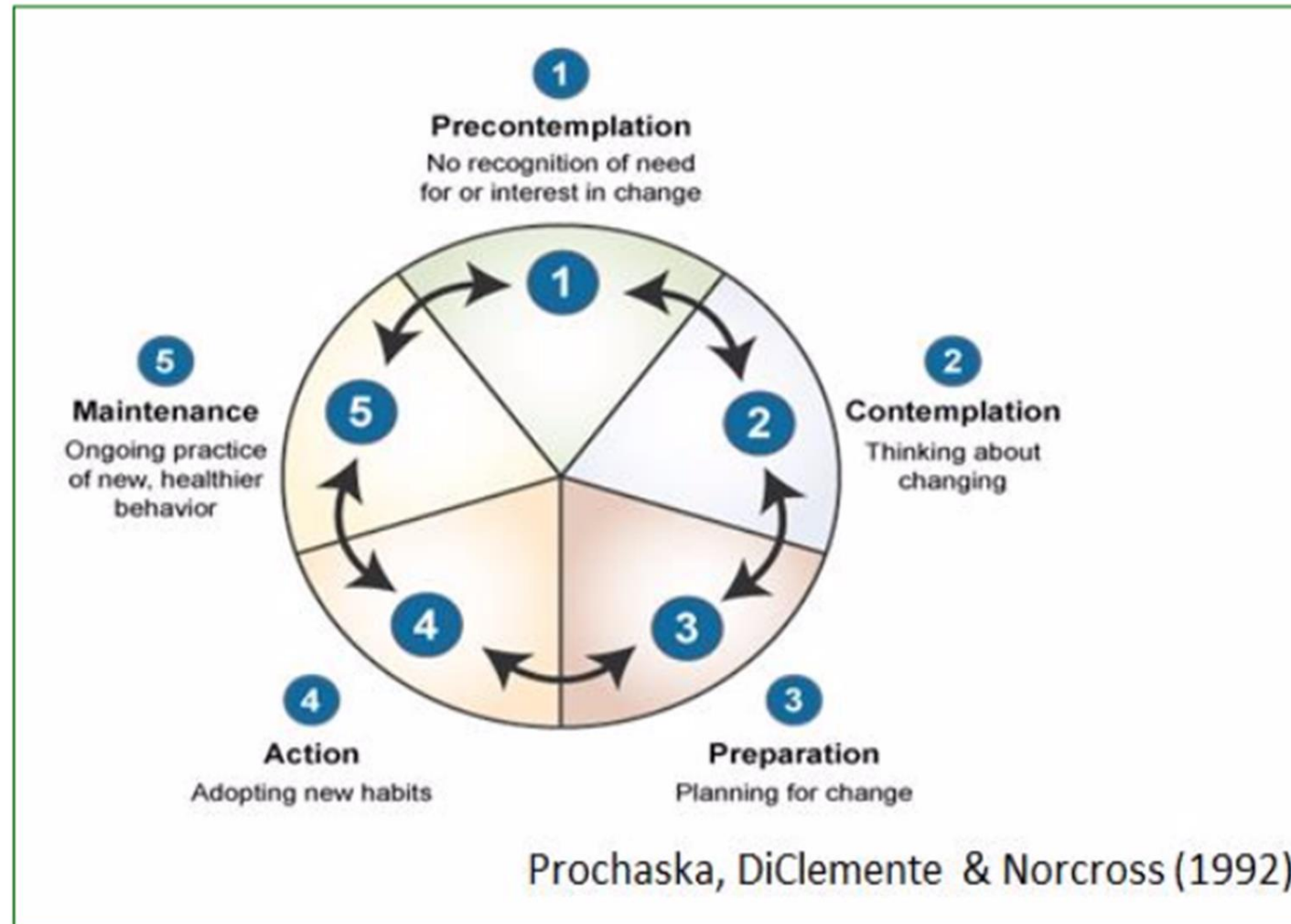
Learning from the NHS & Virginia Mason Institute Partnership



- Five NHS hospital systems undertook a five-year programme for organisation-wide improvement
- They all got the same resources and support
- They got significantly different outcomes
- The difference? **The level of social connections between those leading local improvements**

Source: Dr Nicola Burgess, Warwick Business School, [evaluation](#) of the partnership between the NHS and Virginia Mason Institute (2022)

TRANSTHEORETICAL MODEL (STAGES OF CHANGE)



HORIZONS

HOW WE GO ABOUT CHANGE AND IMPROVEMENT

TO

When change is done to us, without us

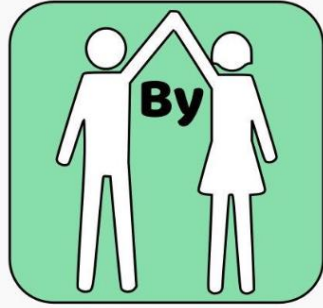


FOR

When change is done for us, without us

WITH

When change is done for us, with us

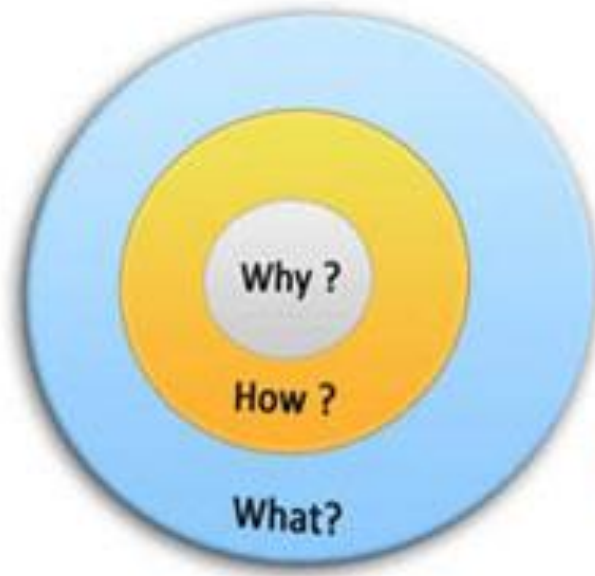


BY

When change is done by us, for us

Source: Cormac Russell [Four modes of change: to, for, with, by](#)

START WITH THE WHY



Why = The Purpose

What is your cause? What do you believe?

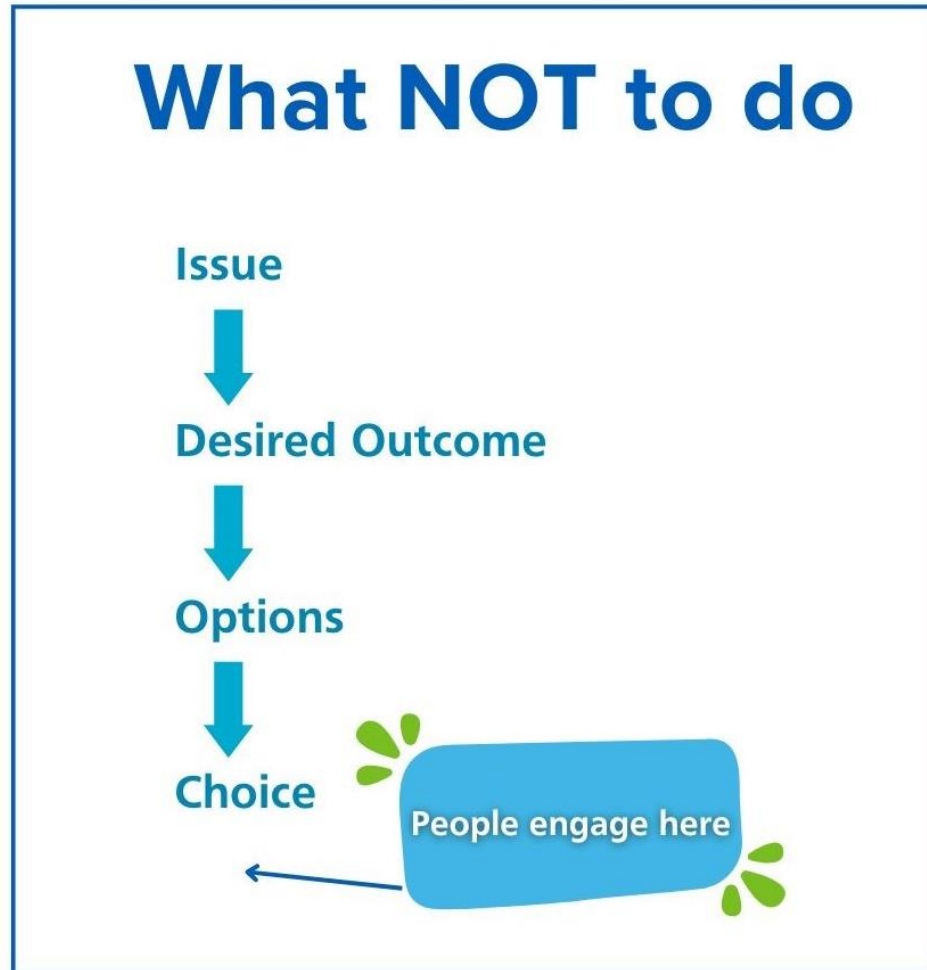
How = The Process

Specific actions taken to realize the Why.

What = The Result

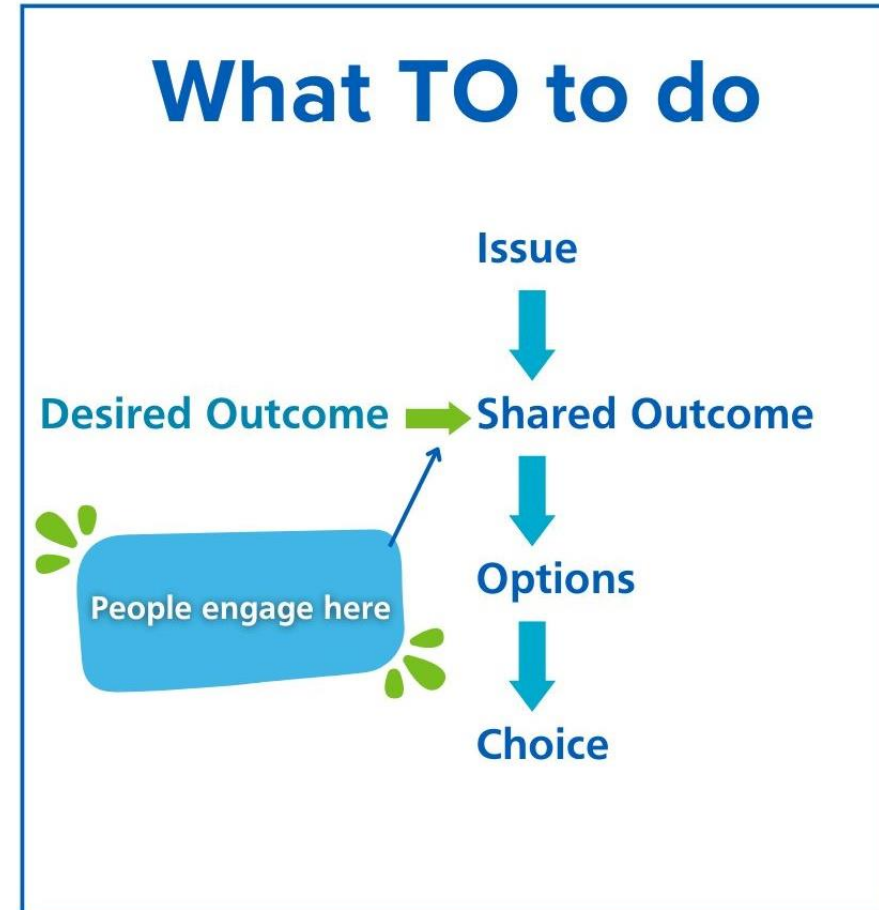
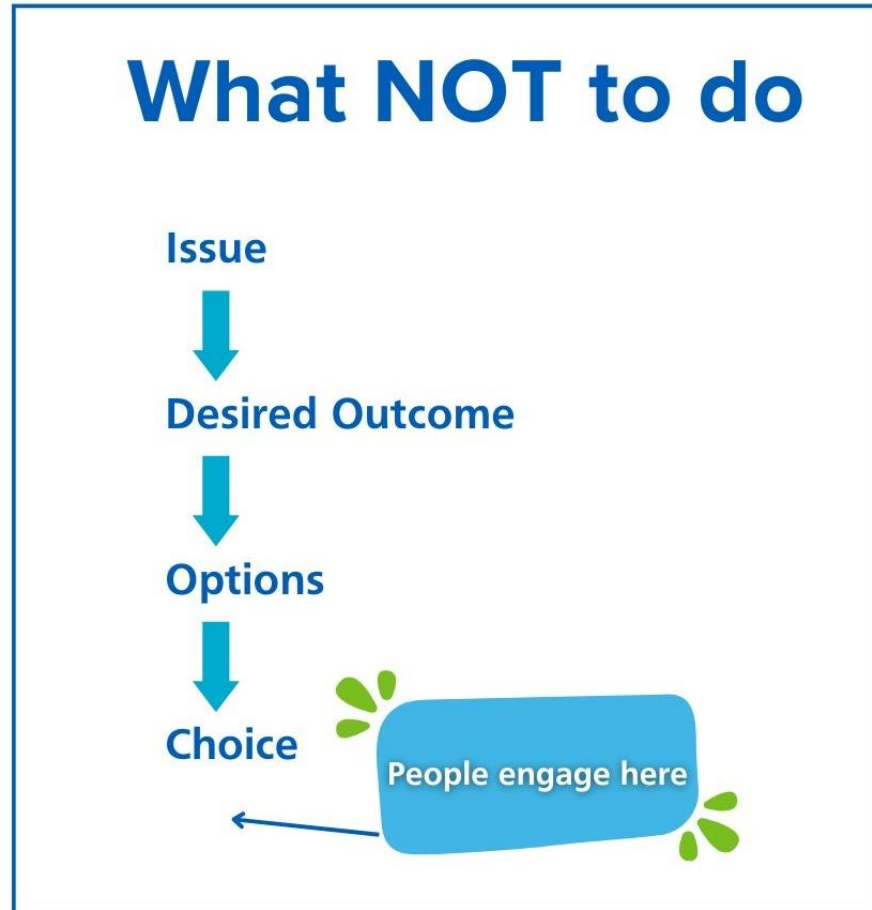
What do you do? The result of Why. Proof.

MARK JABEN ON THE SCIENCE BEHIND RESISTANCE



But what we do do

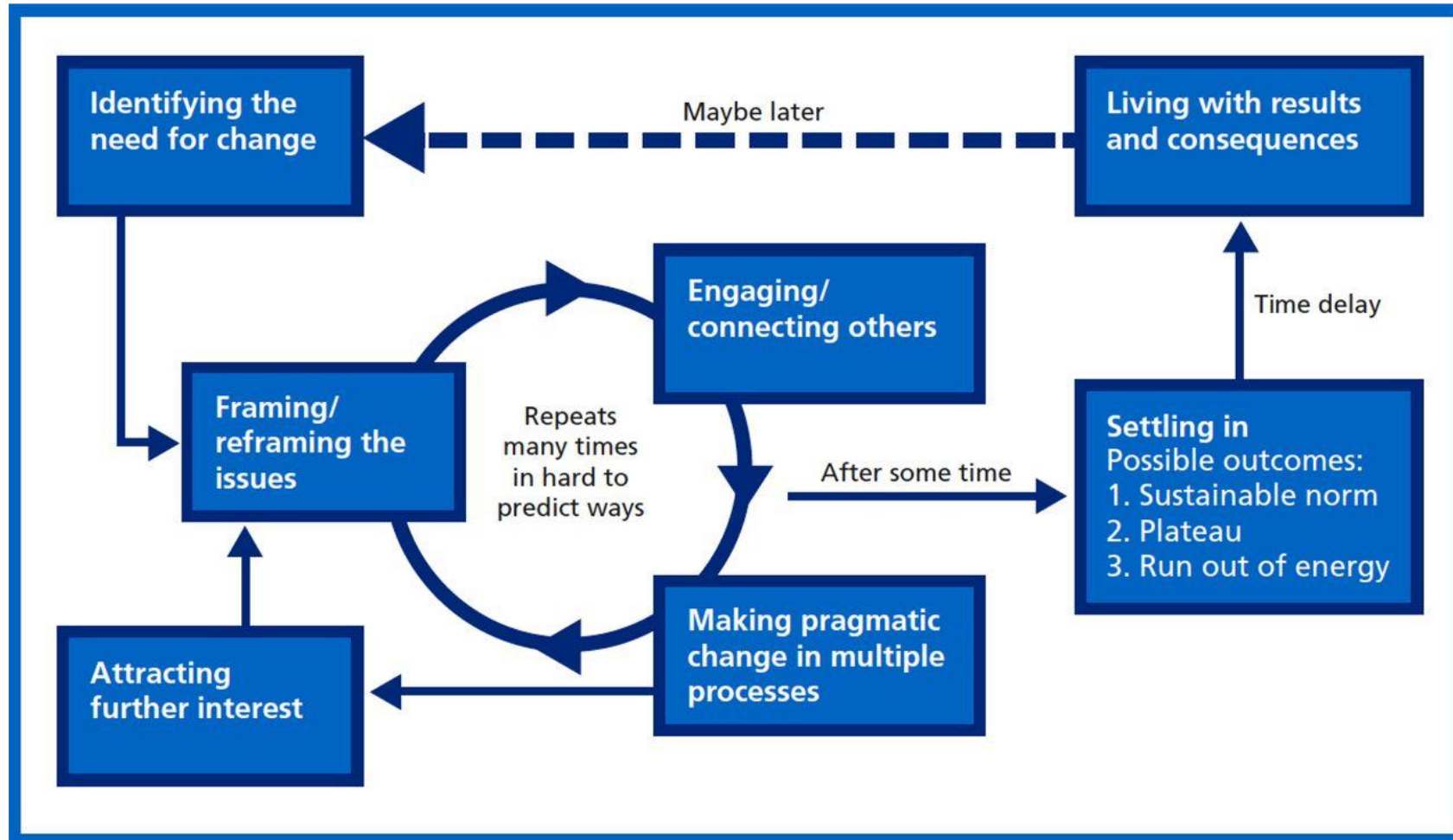
MARK JABEN ON THE SCIENCE BEHIND RESISTANCE



Instead of buyers (who “buy-in”),
we need investors



LARGE SCALE CHANGE MODEL



HORIZONS

REFLECTIONS

- Everything won't go right 😞 (and that's OK)
- Failure is learning 💡
- Theory is not enough ⌚
 - But remember the Model for Large Scale Change!
- All change is about people 👥
 - Think about the people you are involving (List A & B)
 - Build your network across boundaries (more power in the informal network than the hierarchy)
 - Understand everyone has a different starting point
 - Involve to reduce resistance

HORIZONS

DISCOVER MORE WITH NHS HORIZONS...

Website: www.horizonsnhs.com

Twitter: <https://x.com/HorizonsNHS>

Linkedin: <https://www.linkedin.com/company/horizonsnhs>



#CAAW24

CLINICAL AUDIT AWARENESS WEEK 2024

Featuring the Clinical Audit Heroes Awards



SUSTAINABILITY And the winners are...



#CAAW24

SUSTAINABILITY

Highly Commended



Dr Simon Tso
on behalf of the
Dermatology Team
South Warwickshire
University NHSFT

Adam Jones & Hiba Al-Diwani
University of Leeds/Leeds
Teaching Hospitals NHSFT



SUSTAINABILITY

And the winners are...

Paediatric
Dentistry
Barts Health NHS
Trust



NHS
Barts Health
NHS Trust

Sustainability Quality Improvement

Joelle Booth, Specialty Registrar in Dental Public Health

Julia Hurry, Specialty Registrar in Paediatric Dentistry

Zahra Shehabi, Consultant in Special Care Dentistry

Barts Health NHS Trust



Delivering a 'Net Zero' National Health Service

5%

- for the emissions we control directly (the NHS Carbon Footprint), net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032
- for the emissions we can influence (our NHS Carbon Footprint Plus), net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

Delivering a Net-Zero-NHS: 2020 (NHS England)



The carbon footprint of patient pathway

Shehabi, 2023 Surgeons News RCSEd

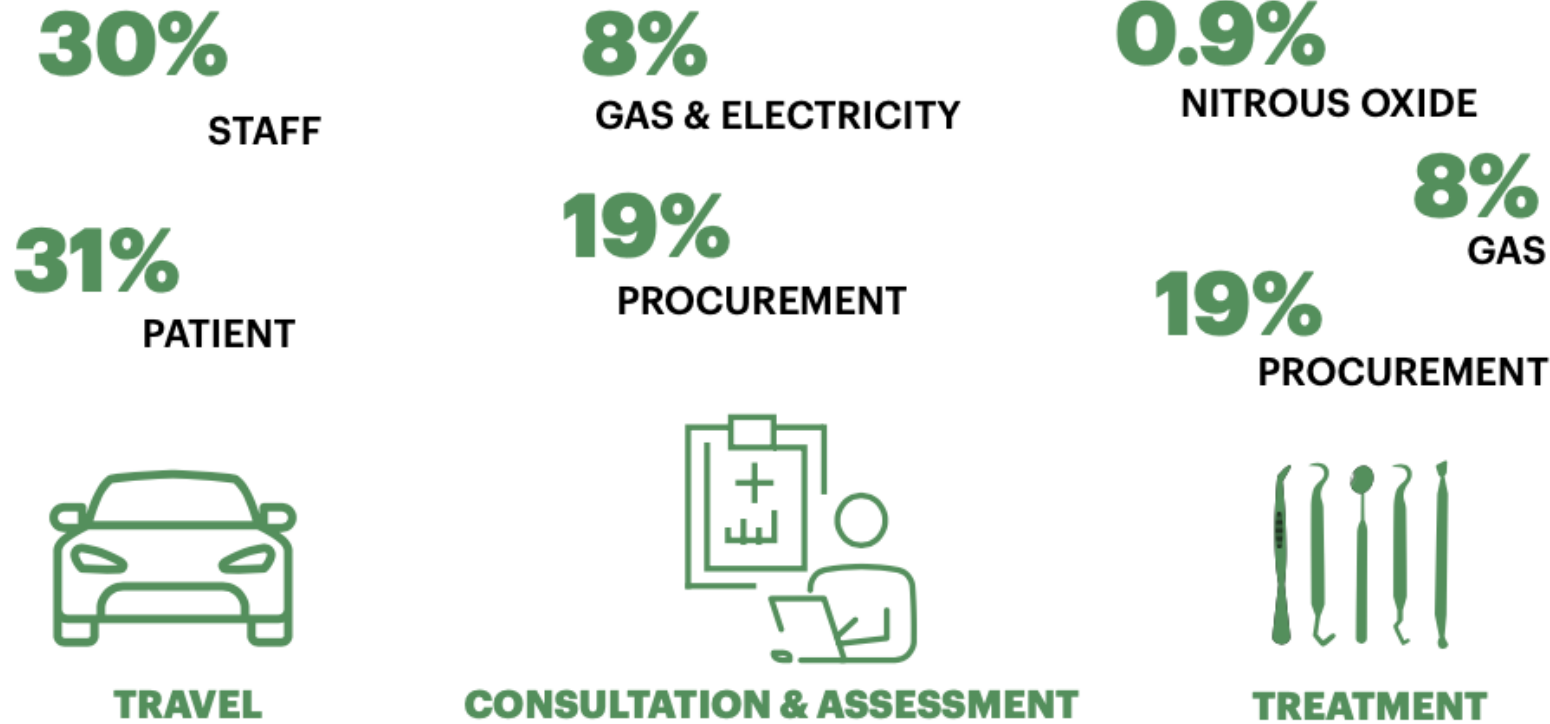


Figure 1: Carbon emissions associated with the patient pathway



Designing your improvement: Sustainability principles





 <p>Patient empowerment and self-care</p> <p>Support patients to take a bigger role in managing their own health and healthcare</p>	<p>Prevention</p> <ul style="list-style-type: none">> Promoting health> Preventing disease> Reduce the need for healthcare 
 <p>Lean service delivery</p> <ul style="list-style-type: none">> Services where people need them> Streamlining care to minimise low value activity	<p>Low carbon alternatives</p> <ul style="list-style-type: none">> Preferential use of effective treatment and medical technologies with lower environmental impact> Minimising waste of medications, consumables and energy 

Diagram: Joelle Booth



SusQI- The Envirodent Project

Project	Patient outcomes	Environmental savings	Financial benefit	Social benefit
Remote consultations	Improved access Urgent queries picked up faster	10,806.7 kgCO2e/yr	Cost improvement £175,648.91 £9271.08 saved/yr from consumables	Less reliance on carers/ escorts Less time off work
Haptics	Less iatrogenic damage	12,834.266 kgCO2e saved/yr	£51,369.078/yr saved from consumables Cost neutral 15 yrs	More access for students so can plan social life Less stress
Instrument tray redesign	Less plastic in food/water streams + improved health	10,938 sterilisation cycles saved/yr 27,062 pieces of paper (317.979 KgCO2e/yr)	£186,066.72 savings	Less eco anxiety amongst staff
Nitrous Oxide optimisation	Improved access	Reduction in NOx wastage	Savings from GA	No need for escorts or time off work for adult patients
Greening up theatres	More money diverted to service redevelopment	Reduction in waste Reduction in plastic	Reductions in drapes, gown, sterile glove purchasing	Less eco anxiety amongst staff Staff empowerment



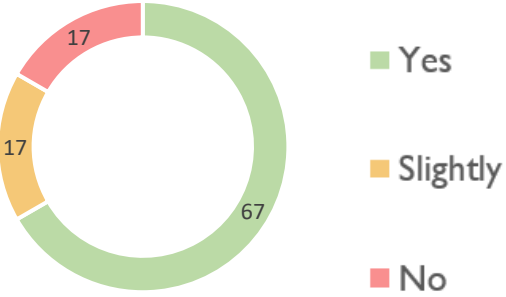
1. Prevention

- Work with Barts Community Smiles
 - Festival of communities
 - Family networking hub
 - Diet, tobacco/ EtOH cessation, active travel, skin care
- Volunteering staff to support students and recruit patients
 - >4000 patients in Hackney signed up for oral health assessment
- Psychology Services

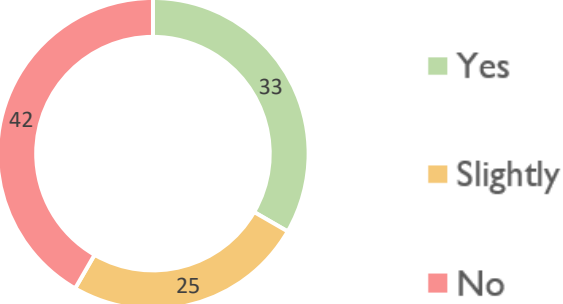


2. Patient self care & empowerment

Are you aware of the environmental impact of your lifestyle?



Are you aware of the environmental impact of your dental treatment?



Would you care more for your mouth if you knew the environmental impact of dental treatment?

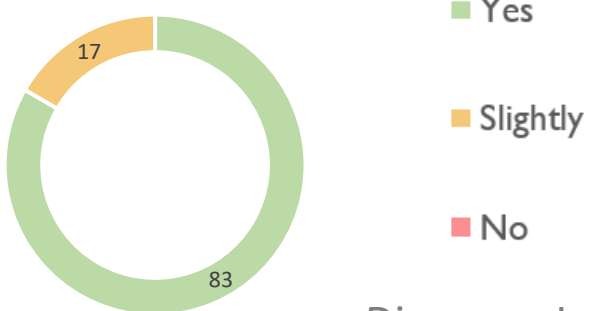


Diagram: Joelle Booth, Himani Chhabra



Patient engagement



Your anaesthetic and the environment

The NHS is committed to reducing the carbon footprint of the health service and healthcare delivery. The Royal College of Anaesthetists and the Association of Anaesthetists are keen to reduce the carbon footprint of anaesthesia and provide guidance on environmentally sustainable practice in anaesthesia in the UK.

In this section you will find information on the environmental impact of anaesthesia. You may choose to use this information to ask your anaesthetist about your particular anaesthetic for your forthcoming procedure.

Environmental impact of anaesthesia – equipment, drugs and gases

The use of all anaesthetic equipment, drugs, gases, together with their packaging, comes with a carbon footprint. All of these require energy to develop, produce and transport.

Source: [https://www.rcpa.ac.uk/anaesthesia-and-the-environment](#)

Patient information

Your dental treatment and the environment

The Royal London Dental Hospital staff are passionate about helping the NHS to reach its 'Net Zero' target by reducing the carbon footprint associated with dental care.

In this leaflet, you will find information on the environmental impact of dental treatment. You may choose to use this information to inform the choices you make about your treatment.

Why is the environmental impact of dentistry important?

Understanding why the environmental impact of dentistry is important begins from understanding that 'the climate emergency is a health emergency.' Climate change not only leads to major climate disasters but poses a direct threat to overall health. There are many health effects of climate change including increased risk of respiratory diseases and infections and local impacts like floodings of houses and hospitals. These can have an impact on your dental and overall health.

What is the environmental impact of my dental care?

Following the advice given to you by your dentist to help you look after your mouth will reduce the amount of treatment you need and the impact of your dental care on the environment.



3. Lean service delivery

- Patient workflow
 - GIRFT
 - MDTs
- Minimising waste
 - Waste segregation
 - Reduce plastic





3. Lean service delivery

- Instruments & sterilisation
 - Configurations of instruments
 - Wraps
 - Single use instruments



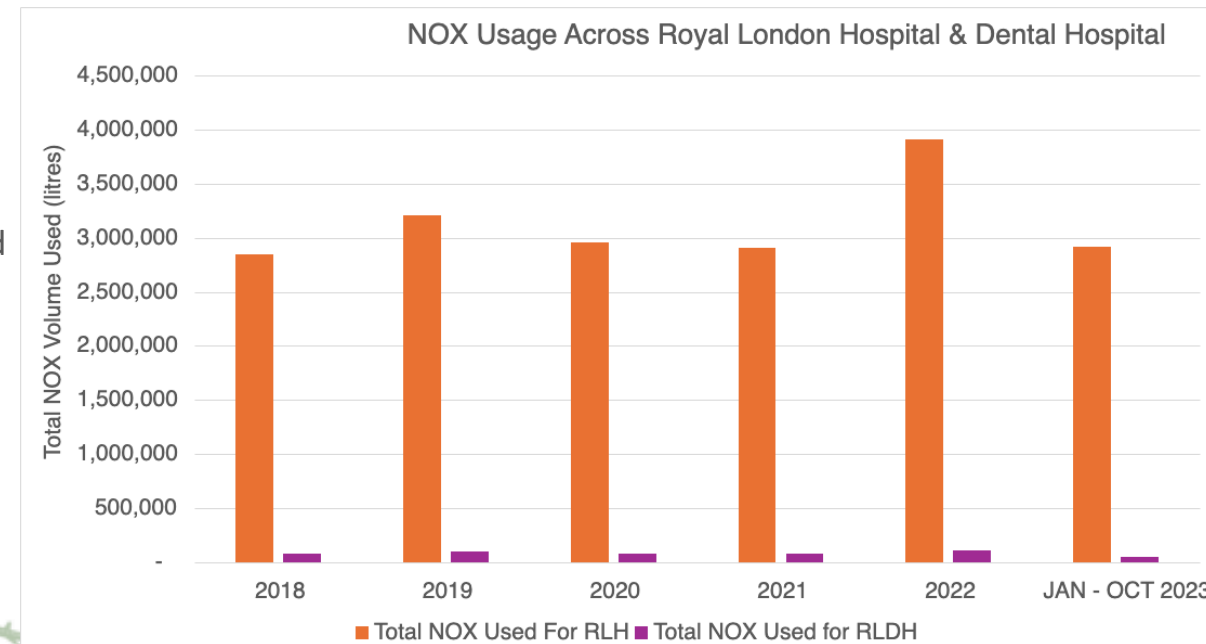
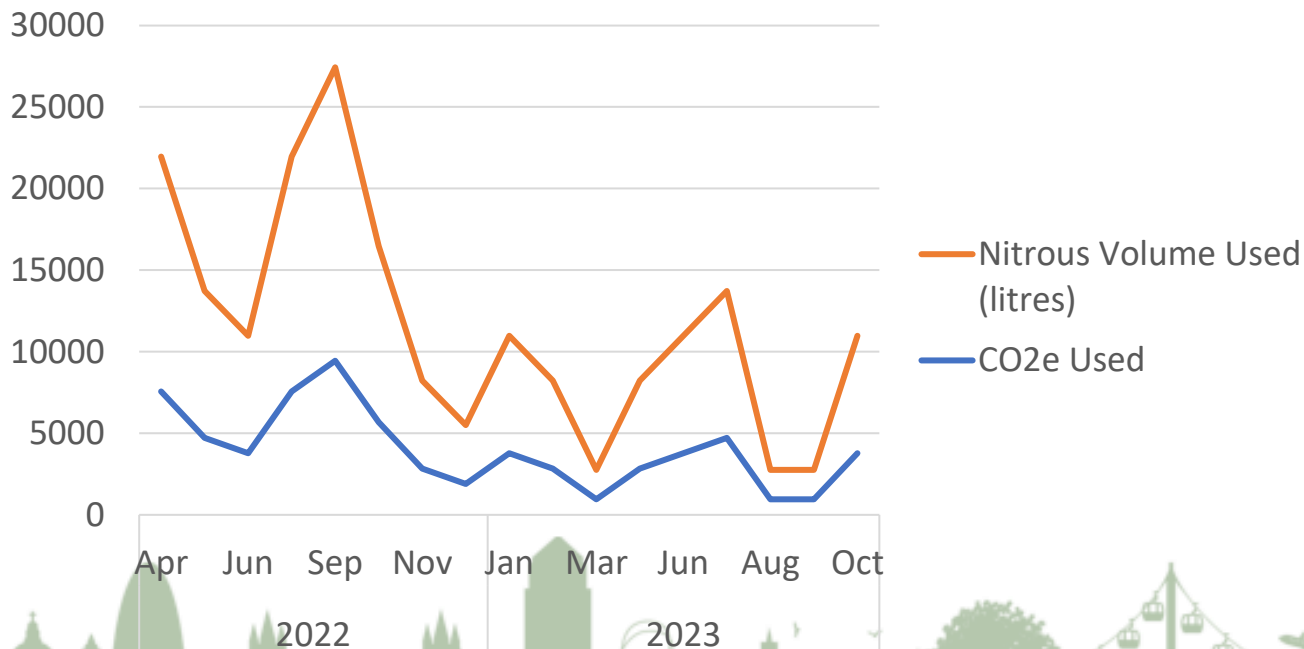
Task	Environmental savings	Financial savings
Combine fast & slow handpiece	10,938 sterilisation cycles saved/yr	£91,879.2 at tray rate of £8.40
Change handpieces from tray to supplementary	27,062 pieces of paper 317.979 KgCO2e/yr	£186,066.72 savings (after combination and at £2.56)



3. Lean service delivery- *NOx use optimisation*

Total NOx Used Carbon Dioxide Equivalent for the Royal London
Dental Hospital
April 2022 – October 2023 *Source: BOC™

Diagram: Ronan Lee



4. Low carbon alternatives

Theatre caps

- Evidence that cloth hats do not ↑ risk of infection to patients if washed daily
- Cloth hats superior to disposable hats in simulated operating theatre environments
- Disposable bouffant hats result in a ↑ rate of surgical site infections compared to cloth hats/ disposable skull caps
- 4 out of 5 female doctors report being mis-identified at work
- Communication errors are commonly at the route of errors in patient safety
- Knowing and recognising team members by name has been associated with increased reported trust in the workplace and quantitative clinical improvement



Female docs clearly ID'd as such report better work experience Nicole Lou, MedPage Today (2019)

Key high efficiency practices of emergency department providers: a mixed-methods study, Bobb M et al(2018) Epub

Communication failures in the operating room: an observational classification of recurrent types and effects, Lingard L et al, (2004) Qual Saf Health Care



Greening up theatres



WE ARE
"GREENING UP"
DENTISTRY!




**WE ARE NOT WASTING
STERILE OUTFITS FOR
NON-STERILE TREATMENTS**

We are using "normal" outfits to treat you (like at a dental appointment) instead of unnecessarily using surgical outfits.



Per **apron**: 70g CO₂e
Per **gown**: 910g CO₂e

Per **glove**:
70g CO₂e
Per **surgical glove**:
800g CO₂e



**WE ARE USING CLEAN
DRAPES THAT WOULD
OTHERWISE BE BINNED**

When having treatment under general anaesthetic, we wrap patients in drapes to keep them clean.

Each drape has a **carbon footprint** of 2704g CO₂e (the same as driving 7 miles).

We used to dispose of two clean drapes for each patient. Now, we use these clean drapes to protect patients for dental procedures.

HELP US MAKE THE GREEN CHOICE





NHS
Barts Health
NHS Trust

"GREENING UP" OUR PPE PATHWAY

WHAT PPE SHOULD I WEAR AND HOW SHOULD I DRAPE FOR THIS PROCEDURE?

ASK YOURSELF THESE QUESTIONS BEFORE YOU ENTER THEATRE

IS THIS A STERILE PROCEDURE? ARE WE PREPPING THE MOUTH?

YOU COULD SAVE 1000G CO2E PER PATIENT!

WOULD I WEAR STERILE PPE AND DRAPE FOR THIS PROCEDURE IN OUTPATIENTS?

USE NON-STERILE PPE AND DRAPES

USE STERILE PPE AND DRAPES

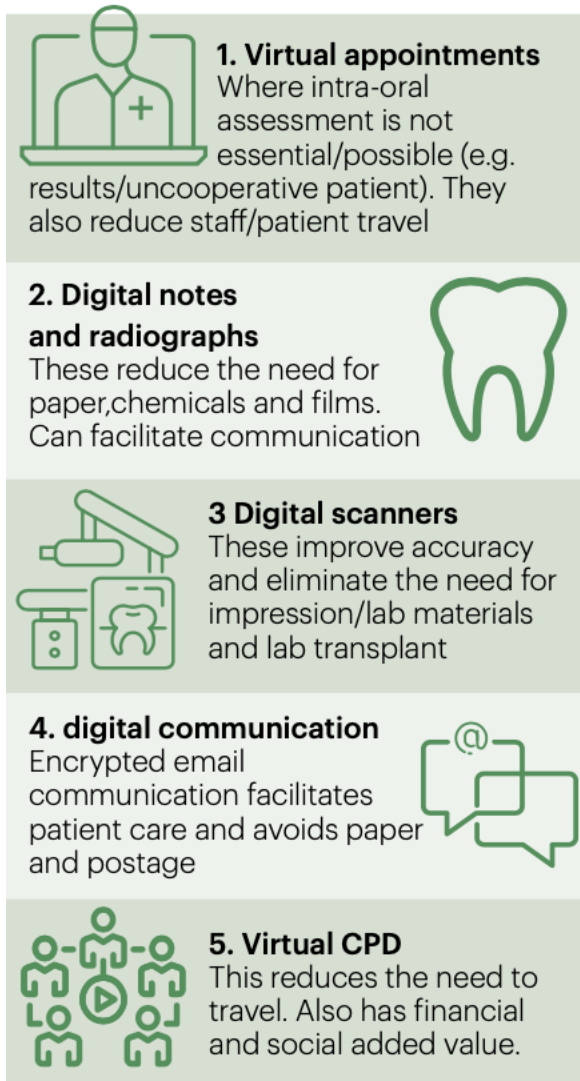
Item	Cost	CF
Blue cap	£0.26	90G CO2E
Blue face shield	£1.15	230G CO2E
Blue surgical cap	£0.39	20G CO2E
Blue face shield	£2.30	900G CO2E
Blue surgical mask	£1.51	230G CO2E
Blue gown	-	-
Blue gloves	-	-
Overall	£5.61	1470G CO2E

Item	Cost	CF
Black cap	£3.42	APPROX. 300 USES
Black cap	£1.92	APPROX. 500 USES
Black cap	£0.011	PER USE
Black cap	£0.004	PER USE
Black cap	CF: 13G CO2E	
Black cap	CF: 110G CO2E	
Black cap	£0.39	CF: 20G CO2E
Black cap	£1.34	CF: 140G CO2E
Black cap	£0.08	CF: 20G CO2E
Black cap	£1.82	CF: 413G CO2E
Overall	£1.82	413G CO2E

CF = CARBON FOOTPRINT

HELP US MAKE THE GREEN CHOICE





4. Low carbon alternatives

Digitisation

- Electronic records
- Virtual consultations
 - annual carbon savings: **10,806.7 kgCO₂e**
 - £9271.08 saved from consumables, cost improvement £175,648.91
- Scanners IO
- PILS on QR codes
- Digital screens
- Haptics: **12,834.266 kgCO₂e** savings over an academic year minimum compared to drilling plastic teeth, **£51,369.078/yr** savings on consumables and cost neutral 21 yrs,



Figure 2: Sustainable workflows

Staff engagement





USE YOUR VOICE!

Climate Clash - Dental Drillers (Official Music Video)



Dental Drillers
32 subscribers

Subscribe

- 👍 20
- 🗨
- ➦ Share
- ✂ Clip
- ⋮



Thank you!

z.shehabi@nhs.net



Opportunity for questions



Clinical Audit Awareness Week

#CAAW24



EVALUATION
Your feedback is important to us

Please take a couple of minutes to complete our evaluation form

Evaluation

<https://www.smartsurvey.co.uk/s/NQICAN-Sustainability/>



Safely delivering clinically effective care that prevents avoidable harm

MONDAY

Future proofing health & care – a sustainable model for delivering care

FRIDAY



Utilising data to understand unwarranted variation & develop actionable improvements

THURSDAY

Involving people with lived experiences – measuring the real impact of improvement

TUESDAY

Improvements in population health & how care is delivered – addressing health inequalities & avoidable differences

WEDNESDAY



Thank you from HQIP

An ENORMOUS thank you!

A round-up of all Clinical Audit Awareness Activities...

- Clinical Audit Hero award winners: www.hqip.org.uk/clinical-audit-heroes-awards-2024
- Find out more about all Clinical Audit Awareness Week (event recordings, resources etc): www.hqip.org.uk/clinical-audit-awareness-week
- Visit the HQIP website: www.hqip.org.uk
- Audit reports: www.hqip.org.uk/resources/?fwp_resource_type=reports
- FREE quality improvement publication: www.hqip.org.uk/magazine
- Sign up to HQIP's mailing list: www.hqip.org.uk/subscribe-form
- You can contact HQIP at communications@hqip.org.uk
- For those on social media, please share your #CAAW24 updates!



Clinical Audit Awareness Week 2024, featuring the Clinical Audit Heroes awards

nqican.org.uk www.hqip.org.uk/clinical-audit-awareness-week



HQIP

Healthcare Quality
Improvement Partnership

Clinical Audit Awareness Week #CAAW24



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Patient Safety - Effectively Utilising Clinical Audit To Prevent Avoidable Harm	Patient & Public Involvement - Effectively Utilising Clinical Audit To Improve Health & The Public	Health Inequalities In Health & Care	Effectively Utilising Clinical Audit To Influence Change At Board Level	Sustainability - Effectively Utilising Clinical Audit For Sustainability
Rachel Pool - NHSE	Kim Rezel - HQIP	Danny Keenan - HQIP & Charlotte Richardson - NHSE	Sam Riley - NHSE	Zoe Lord - NHS Horizons

Thank you to all our Key Speakers, Winners, Highly Commended, NQICAN, HQIP and Clinical Audit and wider QI Community - #CAAW24!



<https://future.nhs.uk/NQICAN/groupHome>



Who is YOUR Audit Hero?

#CAAW24