

### 312: SETTING AN ENVIRONNEMENT FOR QUALITY IMPROVEMENT ACTIONS

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**Objective:**

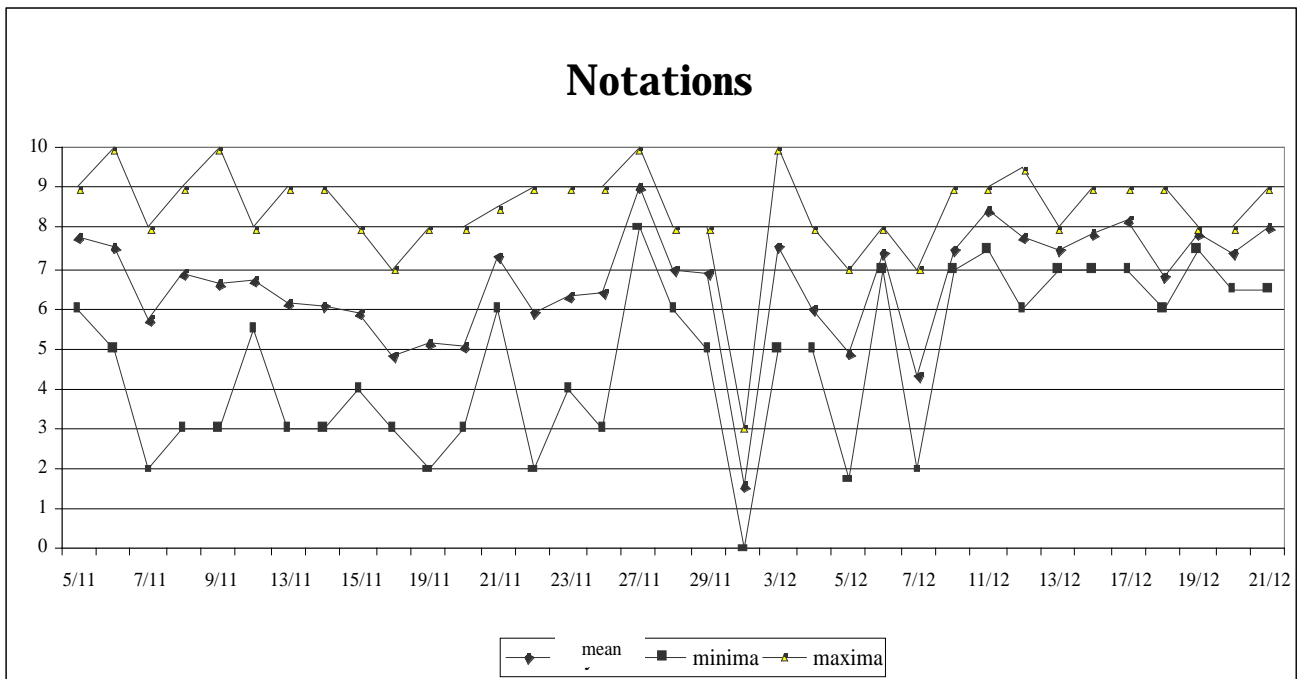
To implement improvements in a non favorable environment.

**Method:**

The method used is based on an innovative measurement system within French hospitals that monitors implementation of changes. The project took place in a post surgery unit where the working ambiance was not good at all. In the past there were many attempts to implement improvement projects but none of them were successful. Working ambiance remains poor. Throughout this project, a measurement system was set up so as to monitor the quality of this environment: each professional had to rate the quality of the working ambiance on a "0 to 10" scale (0 = poor ambiance and 10 = perfect working ambiance). At the end of each day, the mean was registered on a graph fixed on unit wall. The lowest and the highest note were also registered. The measurement system was running while improvement actions were conducted. During this 90 days period, professionals proposed improvement changes and they tested them one by one. Depending on the results and on their impact on the ambiance, actions were fully implemented or abandoned. The ambiance rating system has allowed professionals to express their opinion very easily. When the mean is very low or when the range is very wide, professionals naturally tended to discuss about concurrent changes.

**Results:**

The "ambiance" graph reveals an improvement in the mean with a reduction in the difference between the maximum and the minimum. Analysis of data is very simple, Statistical Process Control rules could be used.



The "ambiance" graph reveals an improvement in the mean with reduction between the maximum and the minimum rates. In the same period, 21 improvement actions have been implemented and yielded changes. The impact has been large: patients have a shorter stay in the unit, they are more satisfied, the team around each patient feels more confident and more informed; professionals are very satisfied with the new working processes which have reduced their workload (less poor quality work); the number of incidents encountered in the recovery unit is stable and spending for the unit is declining.

**Conclusion:**

Patient recovery after surgery plays an important role in surgical care overall quality. Such a complex environment requires among others, adoption of professional guidelines, good communication within the health care team and special commitment to each patient specific needs. When improving part of the system, you may negatively affect other parts. By having an "ambiance rating system", we were able to assess global impact of each improvement action.