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SingHealth DukeNUS ACADEMIC MEDICAL CENTRE
Institute for Patient Safety & Quality

Mainstream Deployable Resources, Building QI Capability & Capacity

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1. BACKGROUND

As a healthcare organisation, SingHealth is responsible for delivering safe care and continuously improving the way care is delivered.

Organisation Capability and Capacity in Quality Improvement (QI) need to be built, aligned and deployed to achieve Organisation goals.

2. AIM

To develop a framework that supports Organisation Capability and Capacity in QI, focusing on:

- To align accountability for good and safe care with leadership structure.
- To enable leaders to exercise effective sponsorship in deploying organisation capability and capacity in QI.
- To acquire relevant technical skills and access to necessary support.
- To establish an administration structure to connect QI resources.
- To build knowledge management system to allow sharing of QI efforts.

3. METHODOLOGY

The **QI Capability and Capacity Building Framework** (Figure 1) is established on the Organisational roles of Governance, QI Teams and Technical Support and is further expanded on its drivers, components and functions.
The development activities of Organisational roles are conducted concurrently to complement each other.

QI Capability and Capacity Building Framework

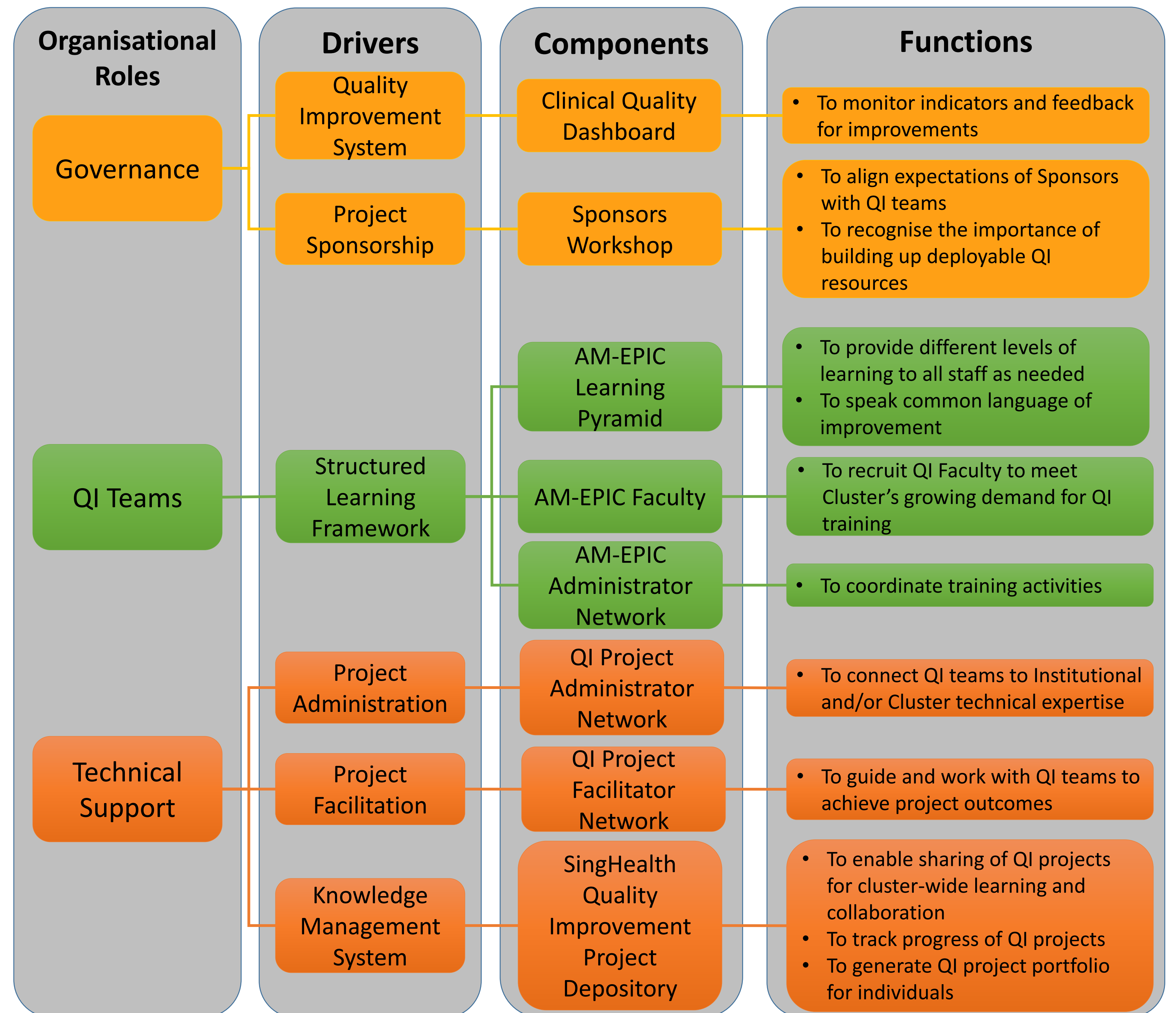| Organisational Roles	Drivers	Components	Functions
Governance	Quality Improvement System	Clinical Quality Dashboard	• To monitor indicators and feedback for improvements
	Project Sponsorship	Sponsors Workshop	• To align expectations of Sponsors with QI teams • To recognise the importance of building up deployable QI resources
QI Teams	Structured Learning Framework	AM-EPIC Learning Pyramid	• To provide different levels of learning to all staff as needed • To speak common language of improvement
		AM-EPIC Faculty	• To recruit QI Faculty to meet Cluster's growing demand for QI training
		AM-EPIC Administrator Network	• To coordinate training activities
Technical Support	Project Administration	QI Project Administrator Network	• To connect QI teams to Institutional and/or Cluster technical expertise
	Project Facilitation	QI Project Facilitator Network	• To guide and work with QI teams to achieve project outcomes
	Knowledge Management System	SingHealth Quality Improvement Project Depository	• To enable sharing of QI projects for cluster-wide learning and collaboration • To track progress of QI projects • To generate QI project portfolio for individuals

Figure 1. QI Capability and Capacity Building Framework

4. RESULTS

QI Capability and Capacity Building

Governance

Introduced **Sponsors Workshop** at AM-EPIC Champion level to provide leaders with broad knowledge in systems governance, QI and their accountability in delivering quality care in the Organisation.

5 Sponsors Workshops with a total of 137 participants were conducted (Figure 2).

Sponsors Workshop Participation

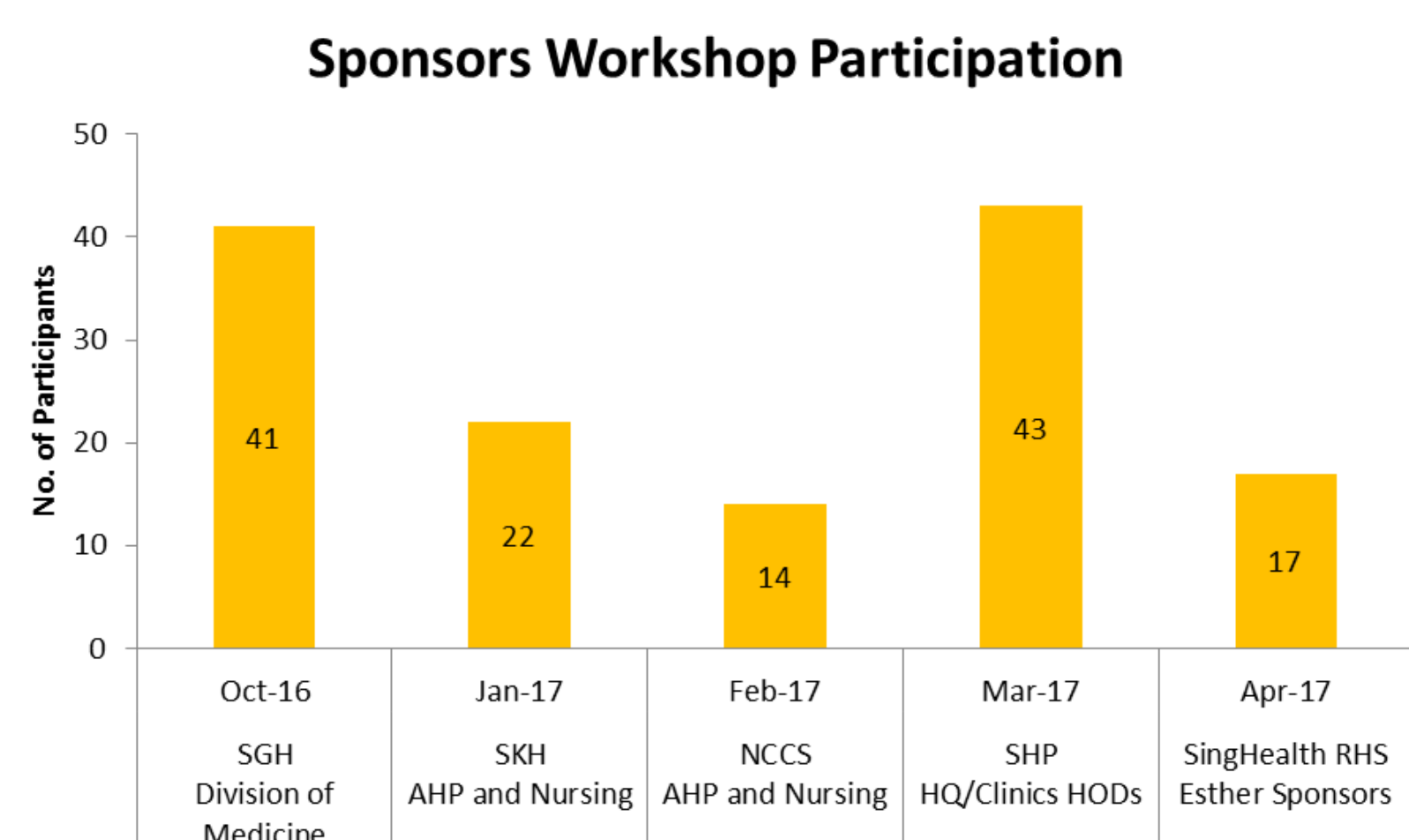| Oct-16 SGH Division of Medicine	Jan-17 SKH AHP and Nursing	Feb-17 NCCS AHP and Nursing	Mar-17 SHP HQ/Clinics HODs	Apr-17 SingHealth RHS Esther Sponsors
41	22	14	43	17

Figure 2. Number of Sponsors Workshop Participants

Feedback was received with more than 90% positive responses on clarity of sponsorship roles and accountability in QI Capability and Capacity building.

> I am clearer on the role of a Sponsor, will apply the knowledge in the next QI project

> Encourage QI as an ongoing attitude. Impress upon my team that QI is a resource that is to be deployed to run a department well

QI Teams

The **QI Faculty pool** was built up by centralising cluster-wide resources over the 3 years. Figure 3 shows the expansion of the pool from 5 to 17 pax.
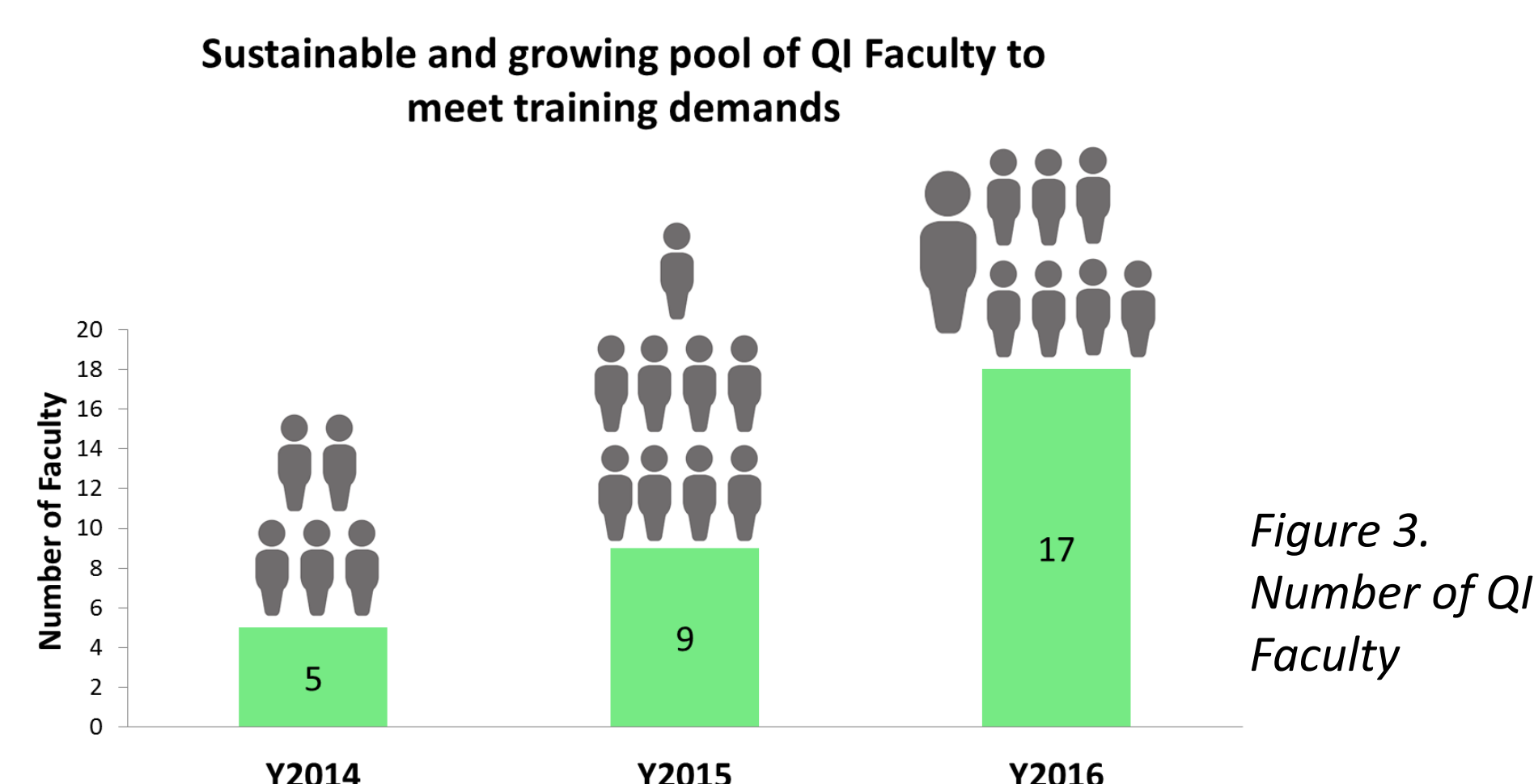
Sustainable and growing pool of QI Faculty to meet training demands

Y2014	Y2015	Y2016
5	9	17

Figure 3. Number of QI Faculty

The **QI Workshop** at AM-EPIC Activist level has been scaled up successfully shown in Figure 4 with an expanded Faculty pool and is able to sustain and meet the Cluster's growing demand for QI training.
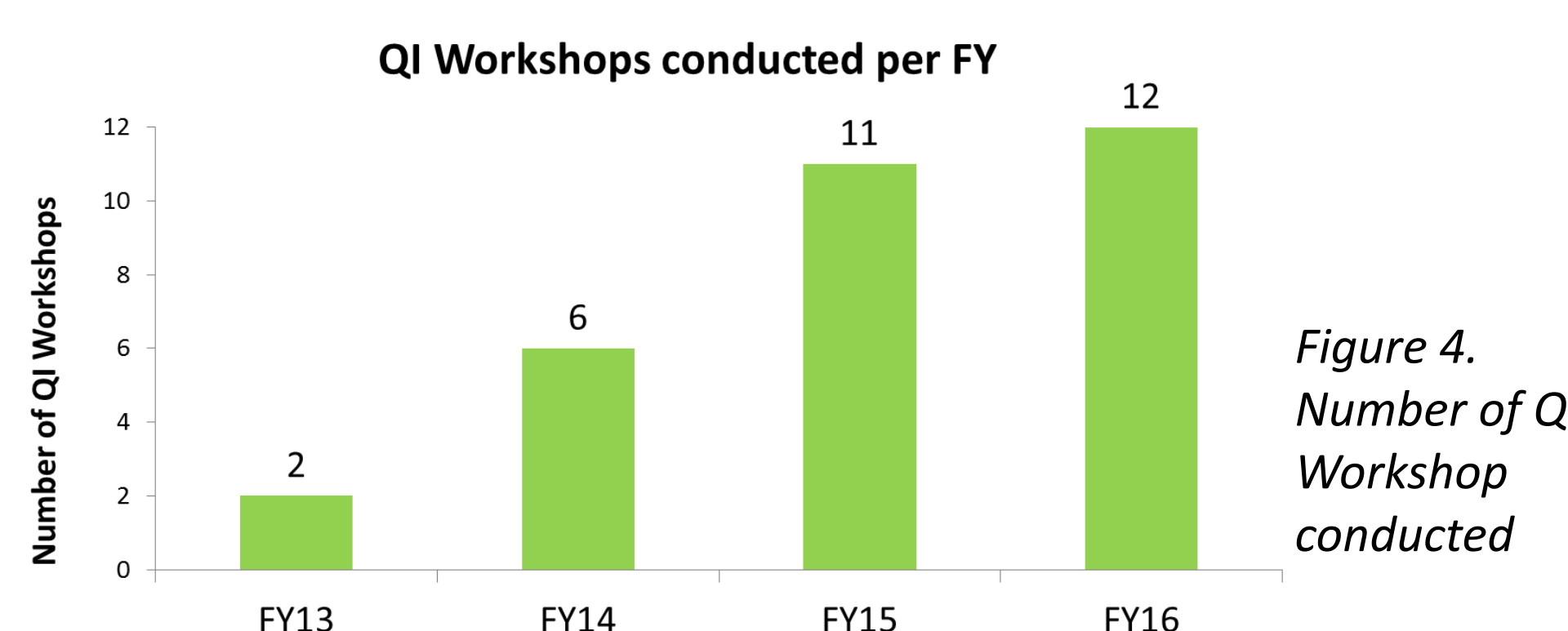
QI Workshops conducted per FY

FY13	FY14	FY15	FY16
2	6	11	12

Figure 4. Number of QI Workshop conducted

Technical Support

Collaboration with the Institutions has allowed project teams to tap on local QI expertise and increased visibility on QI projects progression for respective project administrators.

Successfully reached out to **9 SingHealth Institutions** for both **QI Project Administrator Network** and **QI Project Facilitator Network**.

SingHealth Quality Improvement Projects Depository (SQIPD) is successfully launched in March 2017 with **314 registered QI projects** to-date in the areas of Patient Safety, Clinical Outcome, Operation Improvement and etc.

5. CONCLUSION

With the development of QI Capability and Capacity Building framework, it has enabled the leaders to recognise the importance of building up QI expertise and expectations alignment in providing good and safe care.

It also consolidates QI efforts and connects QI resources thus strengthening collaborations between Institutions. With the formation of IPSQ, the framework will be further strengthened through development of more training courses and wider networks.