Harbor-UCLA Medical Center *Quality and Safety Bulletin Boards*

Problem Identified

During a survey, Harbor-UCLA Medical Center discovered that frontline staff were not comfortable talking about measures to improve quality and safety on their units. Data were posted regularly on unit bulletin boards, but the format was confusing and did not encourage staff participation.

Interventions

Based on an idea from NHS Tayside, part of the United Kingdom's national health system in Scotland, Harbor-UCLA created new quality and safety boards on each inpatient unit. The boards used a simplified format to present timely data. Rather than long narratives and confusing charts, the new boards focused on three questions:

- What is the target quality or safety goal?
- What is the current performance?
- What can individual staffers do to impact performance?
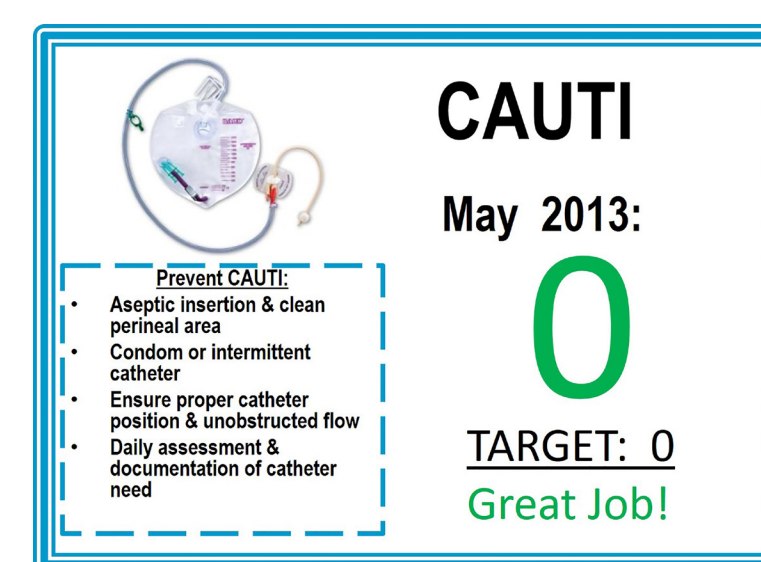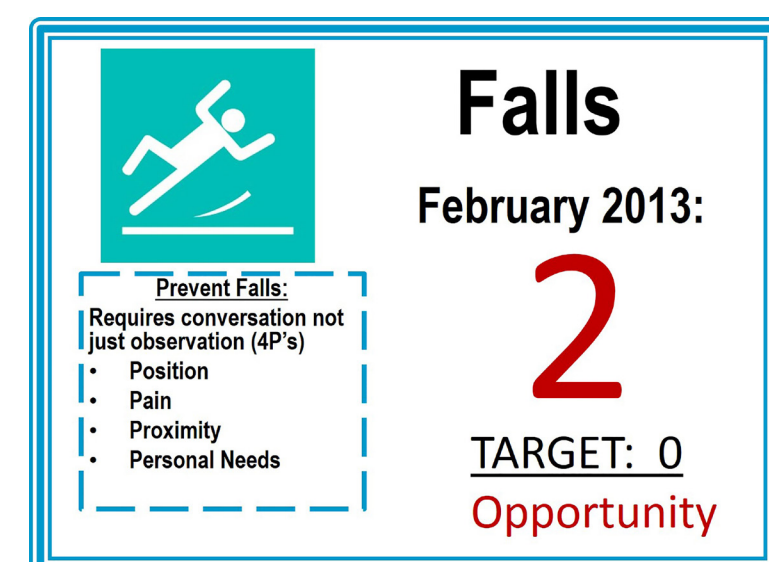

Leadership and Patient Engagement

The Executive Leadership Council set a goal to increase the frontline staff members' confidence to speak about quality and safety initiatives by at least 50 percent by the end of fiscal year 2013. In the spirit of transparency, the intervention team placed the boards in main hallways so that patients and families could see the same data as the staff.

Outcomes

In a baseline survey, only 19 percent of staff agreed or strongly agreed that, "I feel confident speaking to my unit's performance from this display board." After changing to the new format and repeating the survey, 98 percent of staff agreed or strongly agreed with that statement. Staff also better understood how the organizational pillars related to the performance goals.

BEFORE AND AFTER: STAFF SURVEY
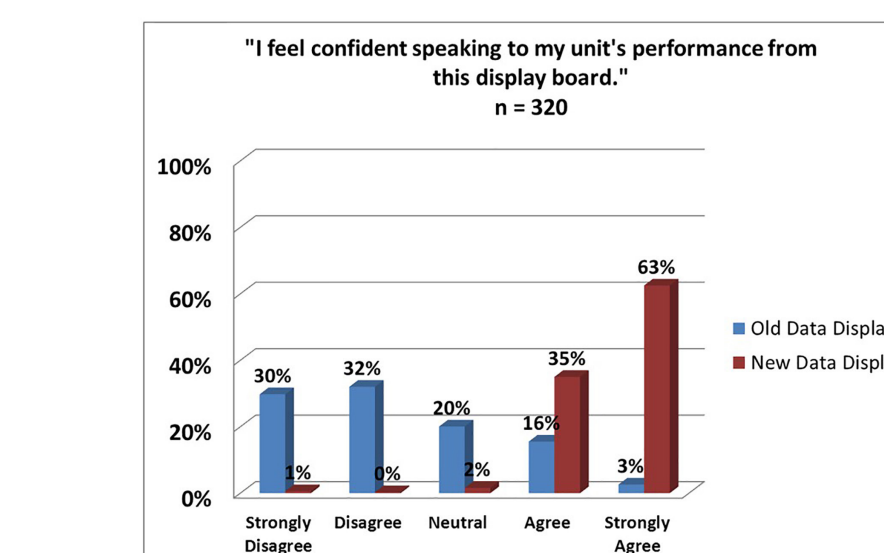
Aim 1: Improve staff's confidence in their ability to speak to quality and safety 50 percent over baseline. (MET!)

Lessons Learned

Finding locations for the boards that follow Life Safety code was difficult. While the focus of the boards was on current data, some staff wanted to see trends. To address the concern, the team put run charts on the back of each safety item that could be viewed by flipping up the display. The initial posting schedule was ambitious and data updates were often late.

Strategies for Successful Replication

- Post lessons learned on the back of each display so that staff can learn from individual cases.
- Use a staged roll-out to optimize the process before widespread use.
- Focus on a small amount of high priority data to help staff stay focused on key initiatives.
- Set a reasonable schedule for data posting so that information does not appear out-of-date.

IMPROVING ALIGNMENT...