

# EAHP Academy Seminar 2016



An ACPE application based activity

## "Working together differently – a new approach to quality management"

### About quality Management

Healthcare policies all over Europe focus on controlling costs and improving quality of healthcare. Quality management is definitely a key competency that any Hospital Pharmacy must master.

### The Educational Need

Quality has been a constant topic during all the conferences. However, one can consider that it has not been approached as it should have been. Quality, assurance quality or Quality Management Systems are sometimes misinterpreted. A Pharmacy quality system is a system by which a pharmacy department aims to reduce and eventually eliminate non-conformance to specifications and standards in the most cost effective, supportive and efficient manner. It gives a way in which to achieve consistent service by means of a documented system, but NOT to generate a system of document. There was a need for teaching and sharing the principles of Quality Management systems and developing in particular a new management culture: i.e. collaborative practice, bottom up approach, problem solving approach, business process improvement and visual management.

### Links to the European Statements of Hospital pharmacy

The needs, the contents and the findings of this Academy seminar will cover the following statements of the European Statements on Hospital Pharmacy: • Section 4: Clinical Pharmacy Services (Statements 4.1 – 4.8) • Section 5: Patient Safety and Quality Assurance (Statements 5.1 – 5.11)

## **Teaching Goals and Learning Objectives of the Academy Camp and the Workshops**

It is the declared objective of this Academy Camp:

- to teach current quality management;
- to explain and share simple quality tools;
- to demonstrate the advantages of bottom up approaches;
- to develop a customer approach culture;
- to describe the new manager's posture;
- to manage change.

The main focus will be put on the importance of managing quality considering all human factors.

### **Target group of the seminar**

The target group comprises hospital pharmacist at the interface of R&D and practice, mainly heads and/or deputy heads of pharmacy, particularly those from the new EU countries and new members of EAHP.

### **Didactic tools**

There will be introductory lectures about the most relevant subchapters of quality management system right before workshops will start. The messages delivered during the introductory lectures will be applied and systematised in breakout sessions and plenary discussions. Laptops, beamers (and flipcharts) will be used as didactic and e-learning tools.

### **Evaluation of the seminar – Dissemination of take home messages**

The EAHP has partially delegated evaluations of the Academy Camps to the National Associations. In general, presentations and workshop results will be reported back to the associations' members as presentations in the course of General Assemblies or at separate symposia. To facilitate reporting and multiplying knowledge in the national associations, delegates will receive summary slides from the presentations and documents from the workshops. National Assemblies confirm the completion of multiplication to EAHP.

### **Assessment of Learning Success**

To evaluate the learning success as requested by ACPE and as defined by teaching goals and learning objectives, a driven online questionnaire will be developed with Formetris. This form can be completed online subsequent to the Academy Camp. The link will be communicated to the delegates and feedback from faculty will be sent to participants. A participation certificate will be delivered by link after anonymous submission of the completed questionnaire.

## **Contents and Learning Objectives of the lectures**

## "Introduction to Quality Management Systems (QMS)"

***Ms Parisa Mirbod*** <sup>[1]</sup>, *Birmingham Children's Hospital, UK*

### **Abstract**

Performance management, it has been said, rather than clinical pharmacy or another pharmaceutical speciality will be the imperative that shapes our future.

Increasing expectations together with a worsening economy has introduced new words into the vocabulary of the hospital pharmacist, such as efficiency, productivity, outcome and performance measures. For many this appears to be a retrospective step but the presenter will argue that in reality performance management actually develops confidence and builds careers.

What markers could be used that positively affirm to a hospital pharmacist that the work they are doing on a daily basis could be regarded as being well done? That the tasks they perform add value, that they possess the appropriate competencies and training. Furthermore If an individual feels under pressure, this can sap confidence, the cause could be a competency issue, a lack of relevant training or a lack of managerial support; how can the cause be identified? Performance management supports both individuals delivering services and those responsible for managing them.

### **Learning objectives**

At the end of the seminar participants:

- will be familiar with the concept of a quality management system in the context of Hospital Pharmacy.

## "Lean concepts"

***Dr Niccolo Curatolo*** <sup>[2]</sup>, *Assistance Publique – Hôpitaux de Paris, Hôpital Antoine Bécrière/Service Pharmacie, Clamart, France*

### **Abstract**

The term "Lean production" (or "Lean manufacturing") was first coined in 1988 by a student of the Massachusetts Institute of Technology (MIT) and then popularized by the bestselling book by Womack and Jones published in 1990, "The machine that changed the world" In this book, written as a result of the gaps in performance between Toyota and western carmakers, the two MIT researchers used the term Lean production to describe the Toyota Production System. Lean had been adopted by most of the manufacturing industries but it has also spread out to the service sector including hospitals. Lean is now used by an increasing number of hospitals to improve patient's satisfaction and quality of care and reduce waste by involving the staff in a process of continuous improvement.

As many management approaches, Lean relies of some specific concepts (problem solving, visual management, Kaizen, Pull system, ...) that will be presented during this session and illustrated with some examples.

### **Learning objectives**

At the end of this session, participants will be able:

- to define the Lean principle;

- to describe the advantages of Lean culture.

## "The systematic examination of processes"

***Ms Parisa Mirbod*** <sup>[1]</sup>, *Birmingham Children's Hospital, UK*

### **Abstract**

The concept of quality management systems has been introduced in an earlier seminar and the benefits that they bring outlined. However, in order to implement good practice in to your organisation and to achieve improvement of your processes, it is necessary to approach systematically what it means to introduce improvement. It is also important to be able to assess the current state that is existing in respect to effectiveness and efficiency, and then to go on to identifying gaps in service delivery, collecting as much data as possible about your service before attempting to introduce changes.

In this seminar various approaches will be covered that could be used to gain insight into your existing system. There will be discussions on how to evaluate the current state of your team. Audit and investigational strategies and tools, including approaches to root cause analysis, will be included. An appreciation of failure mode will be covered, as will system and process failure, and in the impact of human behaviour. Sometimes it's difficult, for those closely involved with a particular work area, to be able to be assess a situation objectively.

Difficult questions will be raised, for example: "How do you assess and implement your decision within your team in order to obtain 'buy in' to a new development and then go on to manage the changes that will be required?"

Finally, the session will cover the importance of risk-based change management and how to ensure that appropriate and timely follow up is carried out.

### **Learning objectives**

At the end of the seminar participants:

- will be familiar with aspects of quality management systems in practice, in particular gaining insight into your current processes, a prerequisite before introducing change and attempting improvement.

## "The open session "soap box": sharing good practices"

***Prof Anthony Sinclair*** <sup>[3]</sup>, *Birmingham Children's Hospital, UK*; ***Dr André Rieutord*** <sup>[4]</sup>, *Hôpital Antoine Bécclère, Clamart, France*

### **Abstract**

Participants will be asked on a voluntary basis to share their good practice initiatives illustrating some concepts of quality management systems. A short presentation will be followed by a discussion with the panel and the audience.

### **Learning objectives**

At the end of this session, participants will be able:

- to summarise the current evidence base for effects of medication reconciliation;

- to describe the importance of patient interviews in the medication reconciliation process;
- to identify MUST-asks of patient interviews.

## **"Plenary Workshop: Problem solving using visual aids"**

***Dr André Rlieutord [4], Hôpital Antoine Bécère, Clamart, France; Ms Aurélie Guerin [5], Birmingham Children's Hospital, UK***

### **Abstract**

Albert Einstein used to say that if he had an hour to solve a problem he would spend 55 minutes thinking about the problem and 5 minutes thinking about solutions. Problem solving is a stepwise method developed to define and analyse the problem and find solutions.

Problem solving is used when products or processes fail, so corrective action can be taken to prevent further failures. This approach is the cornerstone of quality management and therefore collaborative practice.

Through a real case study, a plenary workshop will be proposed to the delegates to solve the problems using visual aids as if in their own department.

### **Learning objectives**

At the end of this session, participants will be able:

- to solve a problem;
- to facilitate or run a problem solving meeting.

## **"Lean: transformational approach or process oriented approach (NC)"**

***Dr Niccolo Curatolo [2], Assistance Publique – Hôpitaux de Paris, Hôpital Antoine Bécère/Service Pharmacie, Clamart, France***

### **Abstract**

Many examples of Lean application in the hospital setting are often limited to the use of isolated tools. However, as explained in the morning session, Lean is much more than only a tool, and can also be seen as a real structured approach based on a specific philosophy.

In this session we will describe the two main types of Lean approaches used in the hospital setting:

- the "transformational approach": Lean implementation is a strategic objective of the hospital and it requires a complete involvement from hospital top managers and leaders;
- the process oriented approach: Lean is implemented at a more operational level to improve processes as a method to meet the objectives of a defined project.

### **Learning objectives**

At the end of this session, participants will be able:

- to differentiate the approaches;
- to employ the right one accordingly.

## **Contents and Learning Objectives of the workshops**

## Parallel and plenary Workshops

### Abstract

The seminar of the same title presented background to the concept and relevance of quality management systems in the context of healthcare in general and to hospital pharmacy in particular. Discussing, for example, what markers could be used that positively affirms to a hospital pharmacist that the work they are doing on a daily basis could be regarded as being well done? That the tasks they perform add value, that they possess the appropriate competencies and training. Furthermore, if an individual feels under pressure, this can sap confidence. The cause could be a competency issue, a lack of relevant training or a lack of managerial support; how can the cause be identified? Performance management supports both individuals delivering services and those responsible for managing them.

This workshop will go on to illustrate these concepts, with actual real examples, of how Quality Management Systems have been introduced into hospital pharmacy settings. Participants will have opportunity to explore QMS and the applicability to their own particular work situation.

### Learning objectives

At the end of the workshop participants will:

- be familiar with the concept of a quality management systems and the relevance to their own Hospital Pharmacy setting.

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### Links

[1] <http://www.eahp.eu/content/ms-parisa-mirbod> [2] <http://www.eahp.eu/content/dr-niccolo-curatolo> [3] <http://www.eahp.eu/content/prof-anthony-sinclair> [4] <http://www.eahp.eu/content/dr-andr%C3%A9-rieutord> [5] <http://www.eahp.eu/content/ms-aur%C3%A9lie-guerin>