



Radical collaboration

Sustainable care towards health equity

Pedro Delgado

Vice President, Institute for Healthcare Improvement www.ihl.org / pdelgado@ihl.org

Instructor, Harvard TH Chan School of Public Health

Senior Atlantic Fellow for Health Equity

Dutch huddle. Wednesday. Thur April 11, 2024 / IHI BMJ International Forum

1. Partner

Improvement moves at the speed of trust

Prueba de
Cambiar "Agua"





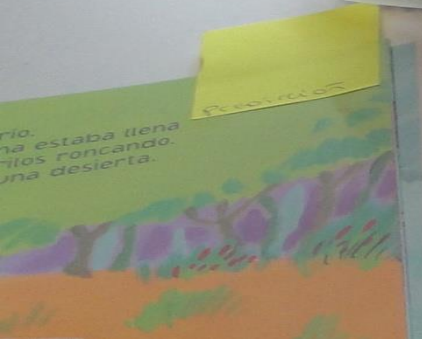
Agua



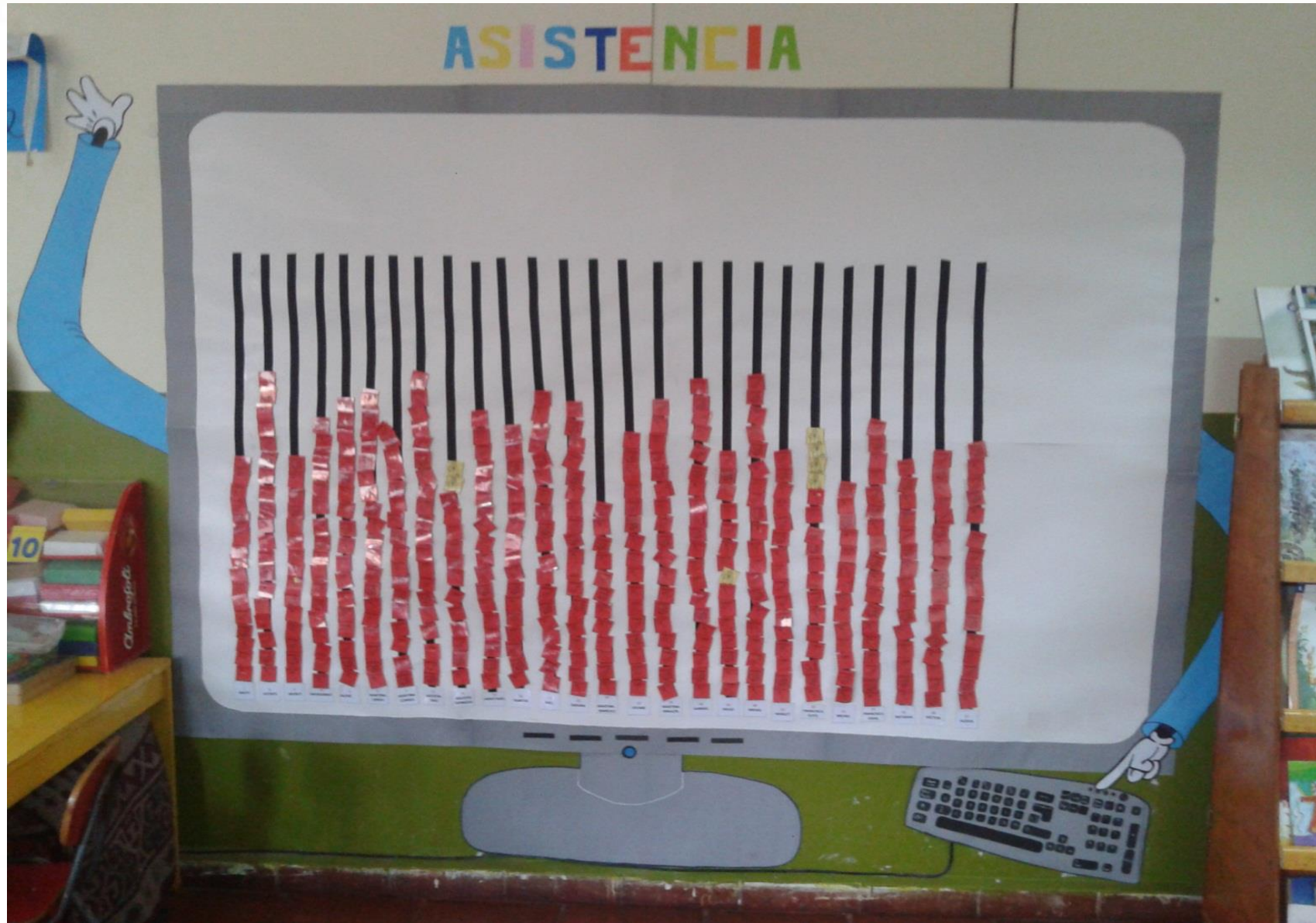
Nada



Bebida



rio. na estava llena rios roncando. na desierta.



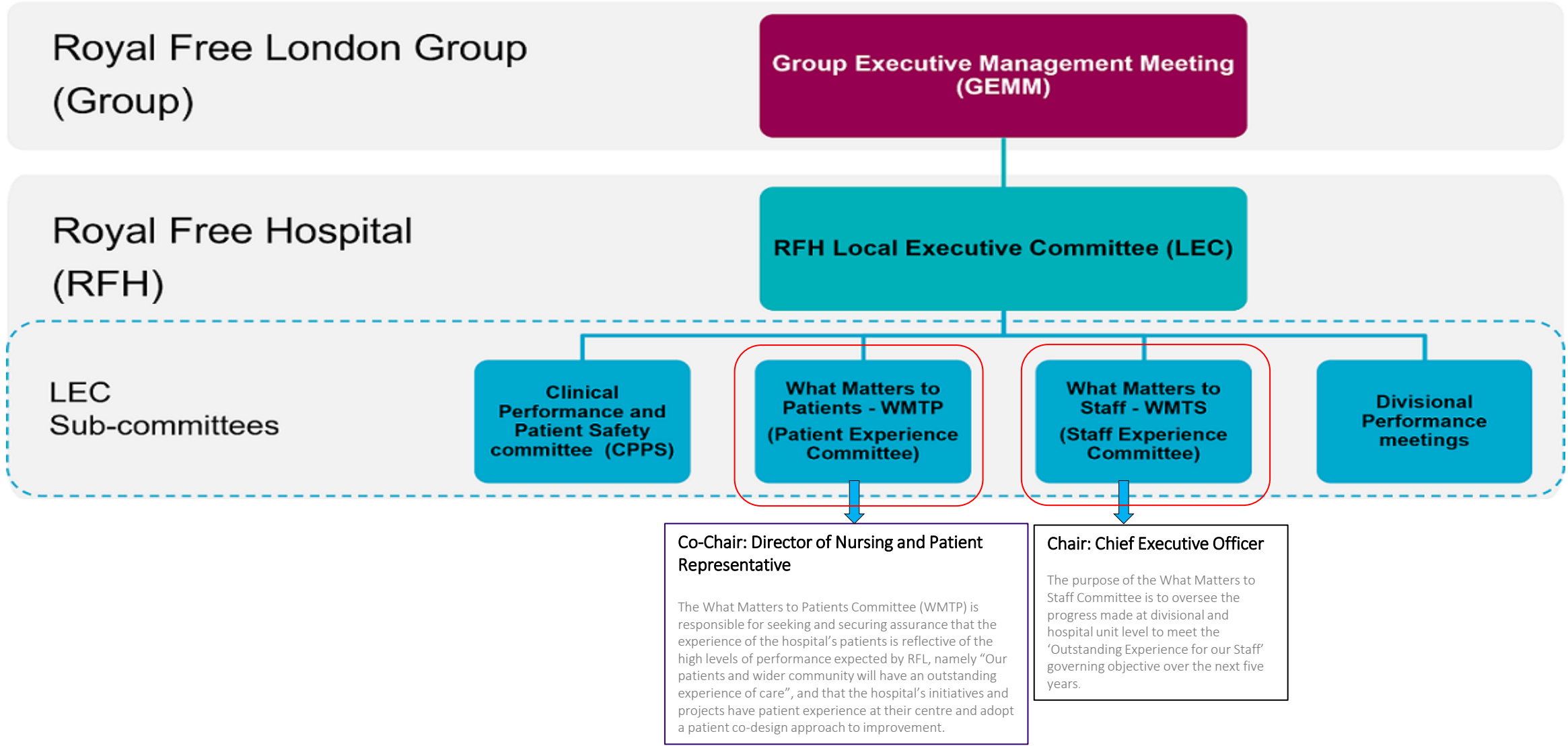
*



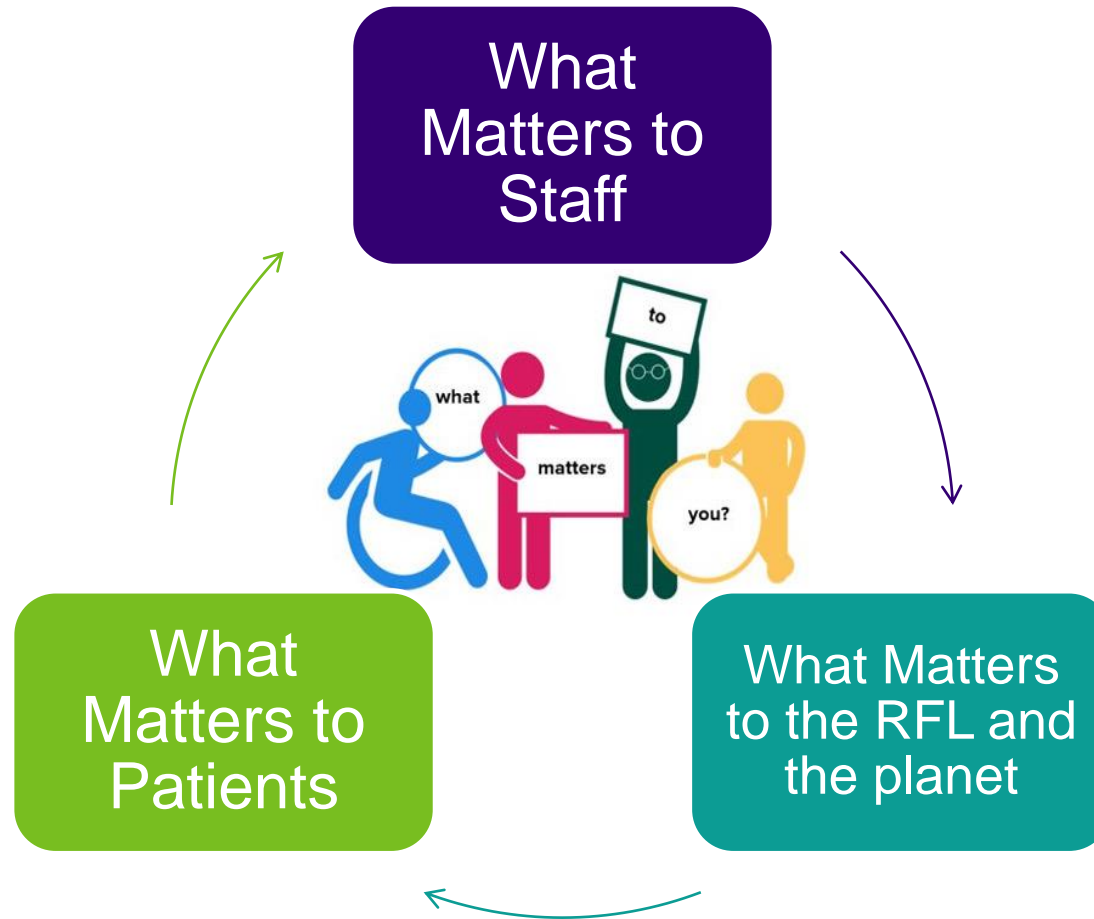
Hospital Business Unit Priorities

	Excellent health outcomes	Outstanding experience of care	Outstanding experience for our people	Be a sustainable organisation
2023/24 Royal Free Hospital BU Focus	We will improve outcomes for patients by reducing unwarranted variation and inequality of access	We will focus on ensuring patients feel included, safe and supported by designing a new WMTY programme for patients	We will focus on ensuring staff feel included, safe and supported by expanding the WMTS programme	We will make progress on what matters to our organisation & our planet, improving our Financial & Environmental Sustainability & reducing waste
Main Objective	Reduce unwarranted variation in clinical care by embedding a further 10 CPG pathways and demonstrating improved clinical outcomes as a result	Design and test a site wide WMTY programme that improves patient experience by focusing on asking, listening and doing what matters most	Continue to run the WMTStaff programme with each team aiming to increase their objectives scores by 10% between surveys	To achieve our financial sustainability targets by maximizing our efficiency and productivity to deliver 104% of 19/20 baseline activity

Royal Free Hospital Committee Structure



A comprehensive approach



world class expertise  local care



Institute *for*
Healthcare
Improvement

2. Be unapologetically hyperlocal



5-year **survival** rate

20% LMICs vs. **80%** HICs



12% PREVENTABLE



Infections



Limited Access
to Care



Treatment
Abandonment



Treatment
Toxicity



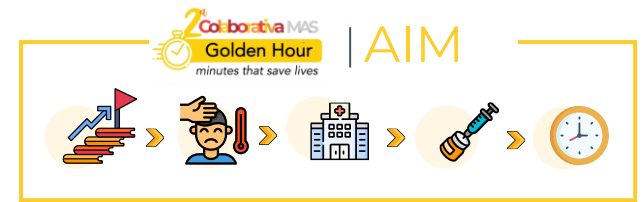
¹Rodriguez-Galindo, et al 2015; ²Ward et al. 2019; ³Rodriguez-Galindo, et al. 2013 ⁴Agulnik et al. 2021; ⁵Friedrich et al. 2020 (Abstract); ⁶McNeil et al. 2022

Carlos,
5 years old.
Wants to be a
firefighter when he
grows up



Aim

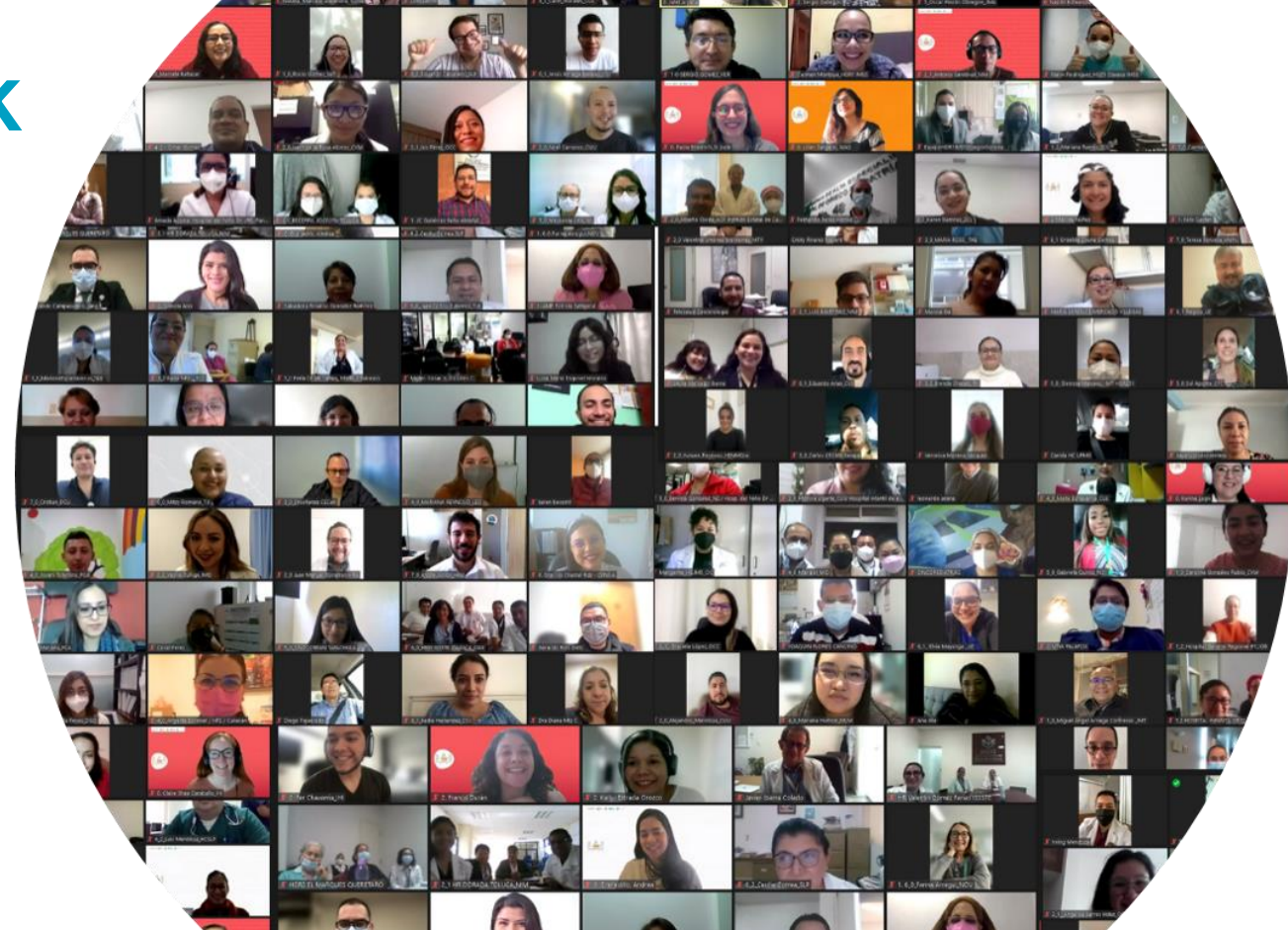
Increase the percentage of febrile pediatric hematology-oncology patients presenting to the Emergency Department **who receive the first dose of antibiotics within 60 minutes** from a baseline of **43% to 70%** in **85 hospitals** from six Latin American countries between November 2021 and May 2023



85
Institutions



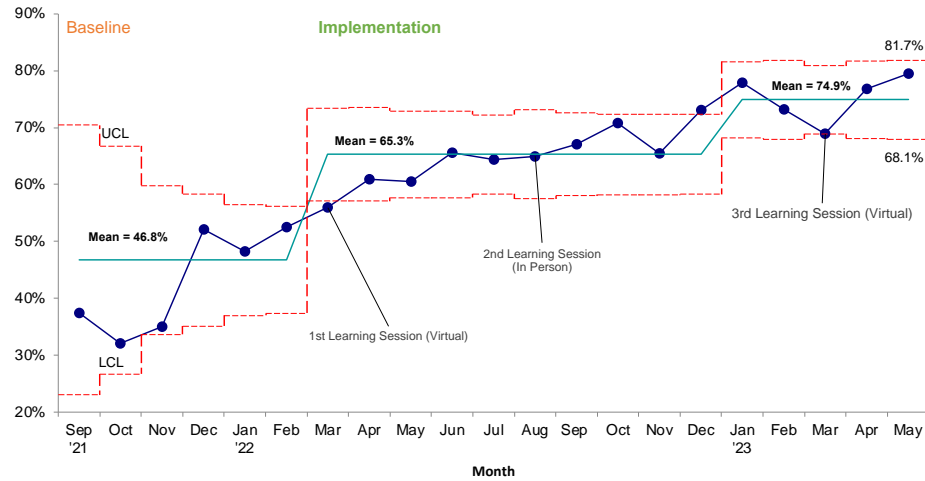
The people behind this work





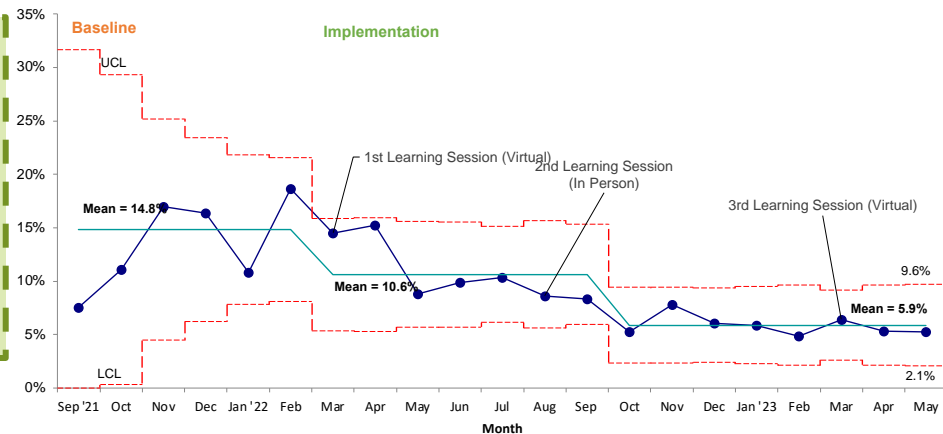
60%
de aumento en el % de PHOPF* que reciben antibiótico dentro de la **HORA DORADA**

Percentage of fPHOP* who receive the 1st dose of antibiotics in ≤60 minutes
83 hospitals | 6,527 febrile events (Pchart)



60%
de disminución en el % de Sepsis en PHOPF*

Percentage of fPHOP* who developed Sepsis in ≤48h
83 hospitals | 6,527 febrile events (Pchart)



Hora Dorada
minutos que salvan vidas



Impactando sistemas, salvado vidas

6,527
Eventos febriles reportados

347
Casos de sepsis evitados
6 menos de cada 100*



27
Muertes evitadas
1 menos de cada 100*

99
Intervenciones críticas evitadas
2 menos de cada 100*

*Efecto absoluto sobre la línea base
Estimaciones con base en análisis de diferencia en diferencias



5,458
Días de estancia hospitalaria disminuidos¹



+\$8M
ahorrados²

3. Be curious



IHI Health Improvement
Alliance Europe



5 Simple Rules for Curiosity in Leadership

The curiosity to ask, the courage to listen, the commitment to change, focused on purpose

1. Ask rather than tell.
2. Listen to understand rather than to respond (practice “humble inquiry”)
3. Hear every voice rather than only those easiest to hear.
4. Prioritise problem framing rather than problem solving.
5. Treat vulnerability as a strength rather than a weakness.





Gracias

pdelgado@ihi.org



The Time To Do What Is Right Is Always Right

Sustainable care towards health equity

Dr. Ellen Joan van Vliet

CEO Qualicor Europe (the Netherlands, Belgium)

President-Elect International Society for Quality in Healthcare (ISQua)

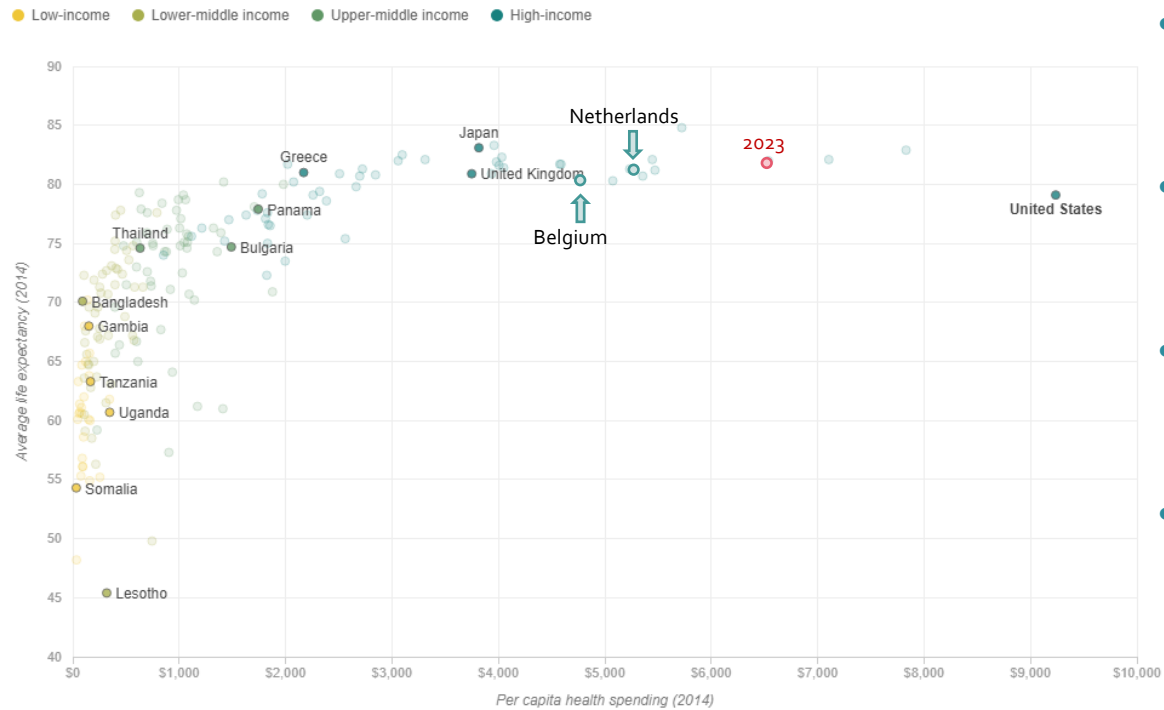
11th April 2024

Dutch Huddle

IHI London



Inequity damages health, and drains the economy



Source: Institute for Health Metrics and Evaluation, World Bank country classifications

- US: Health inequities are linked to an **additional \$320 billion** in annual health care spending.
- Which may grow to **\$1 trillion** by 2040 if nothing is done about it (total 2023: \$ 4.7 trillion).
- No health system is equipped to sustain that kind of **inefficiency** and its **implications**.
- As limits to affordability have been reached, we can expect large **detrimental effects** on quality and accessibility of healthcare.



A WAVE OF 10,000,000 BABY BOOMERS



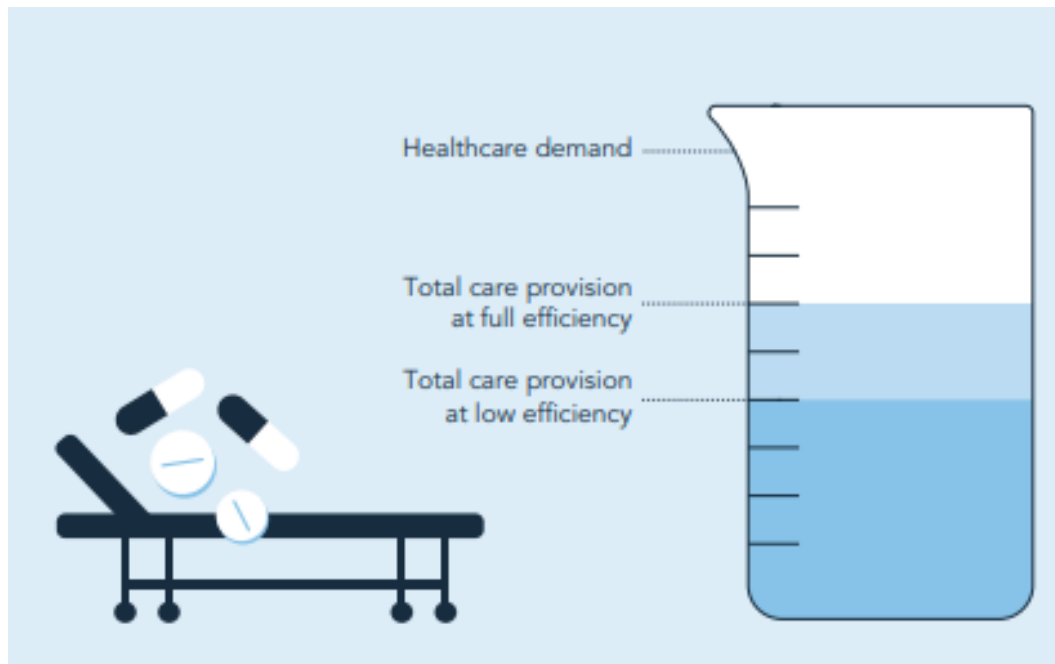
Gen Z is set to take over the economy in a decade

Hillary Hoffower Nov 16, 2020, 9:27 PM CET

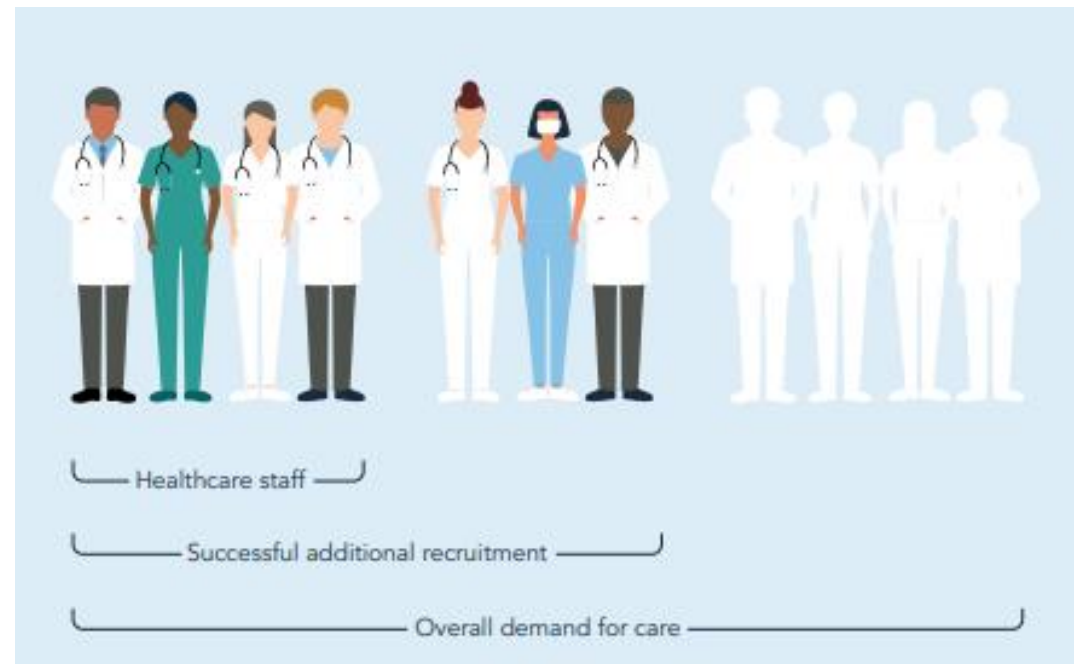


Sustainable care under pressure

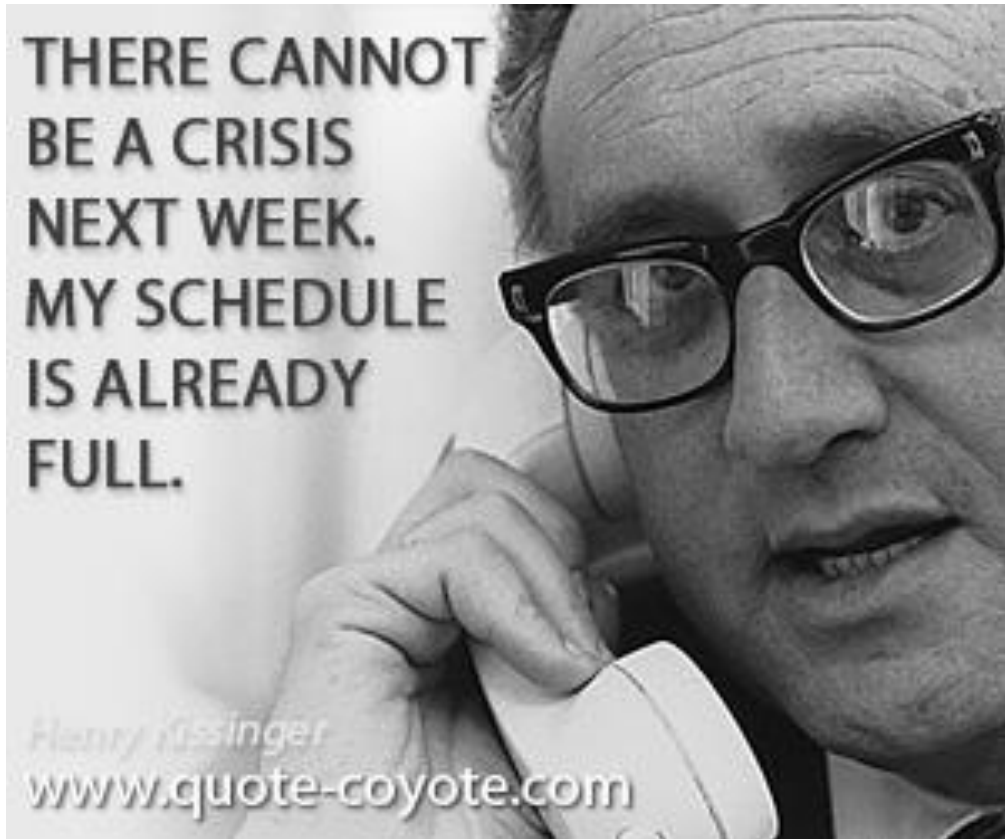
A commitment to efficiency is not enough



A commitment to employ more healthcare staff is not enough



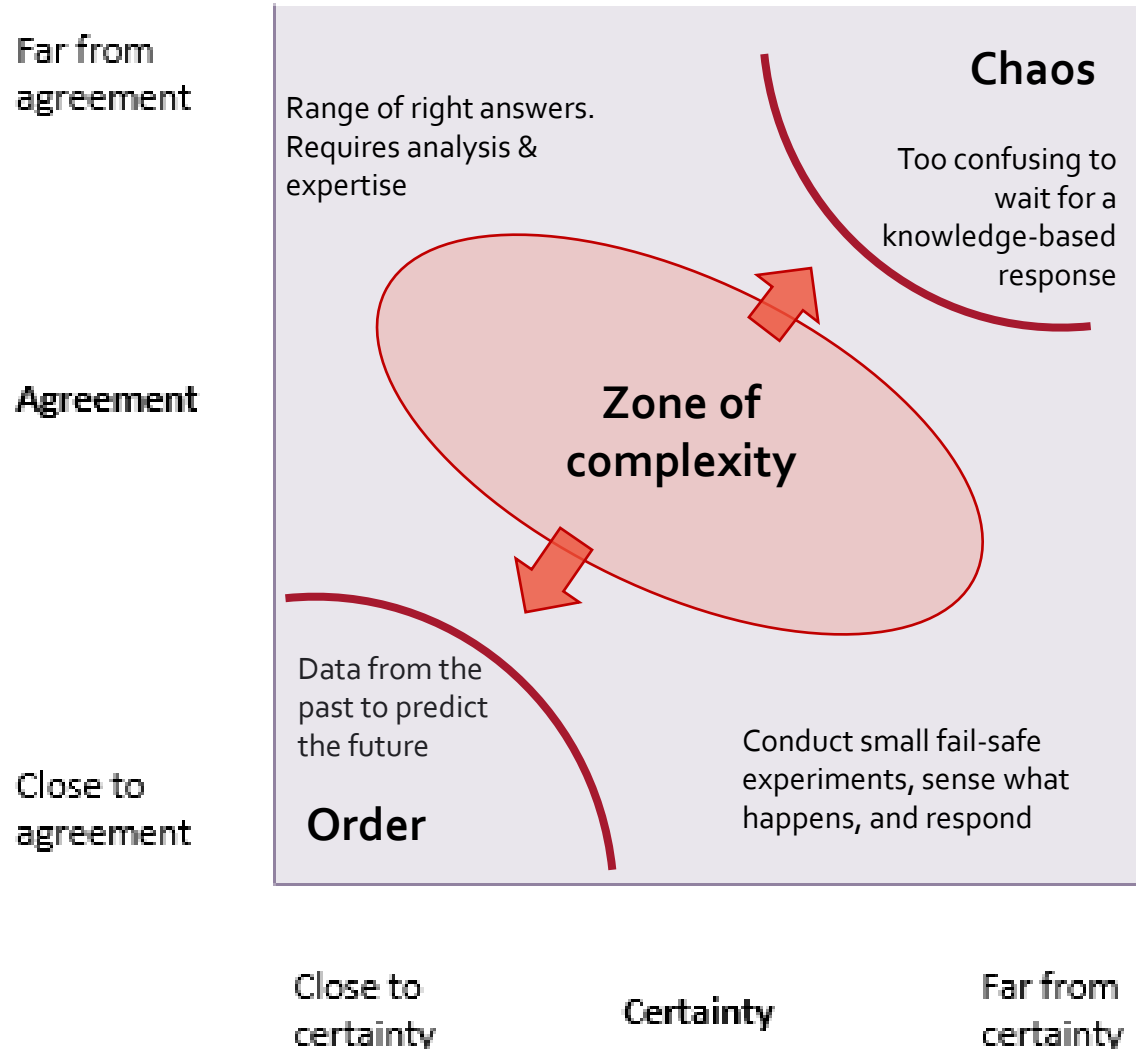
How to do right? What can you do?



- **Learn to manage the unknowable.**
- Challenge the long-cherished but often disappointing belief in prediction and control.
- And emphasize prevention over solutions.

- **Push the boundaries between order and chaos.**

Push the boundaries between order and chaos



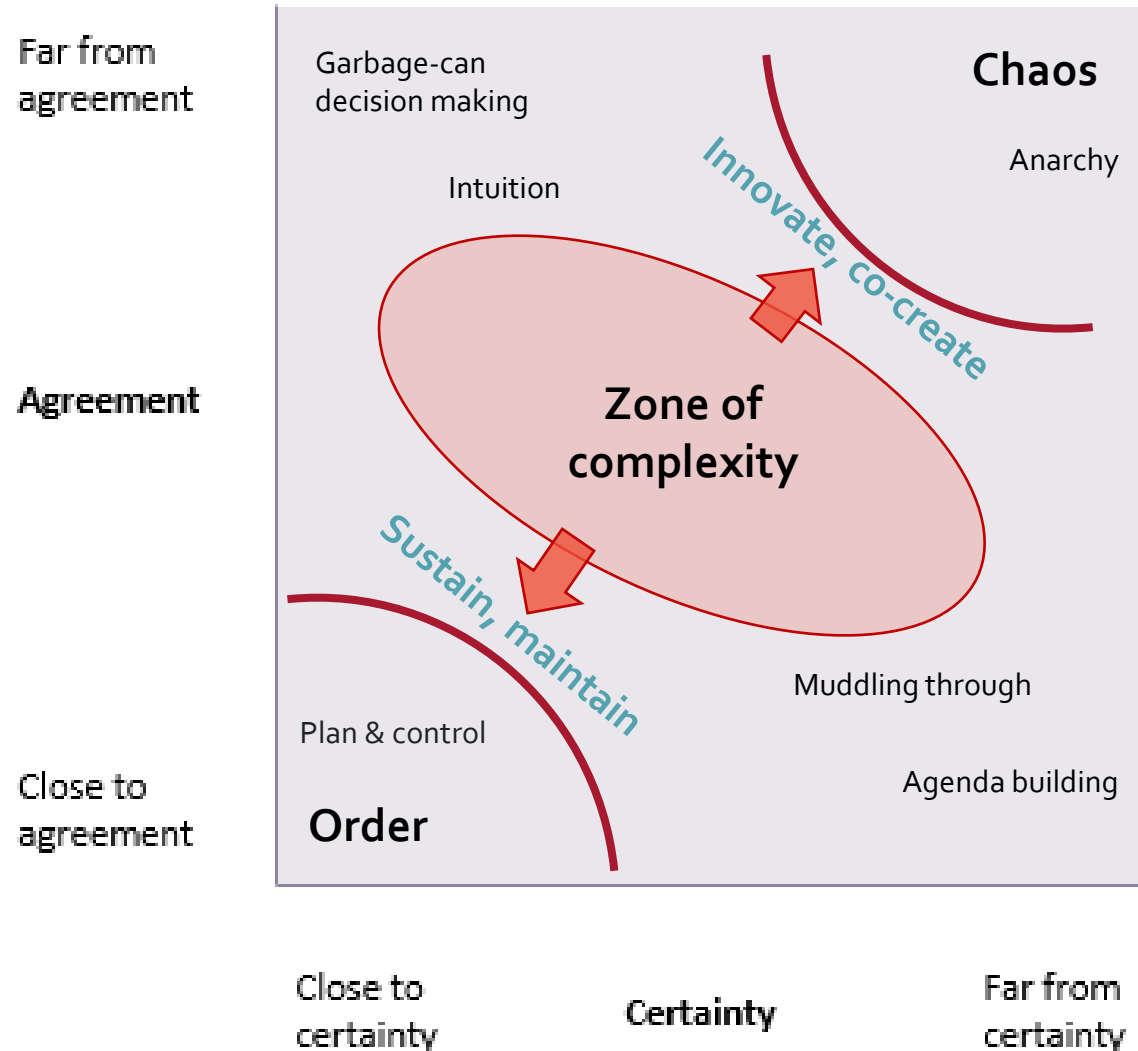
- Care organizations typically operate in the zone of complexity

Prejudices

- Managers prefer order, plan & control
 - Establish facts, categorize, then respond by following the rule.
- Professionals prefer autonomy on the edge of chaos
 - Action, any action, is the first and only way to respond appropriately to establish order, then sense where stability lies.



Zone of complexity → radical collaboration, shared learning



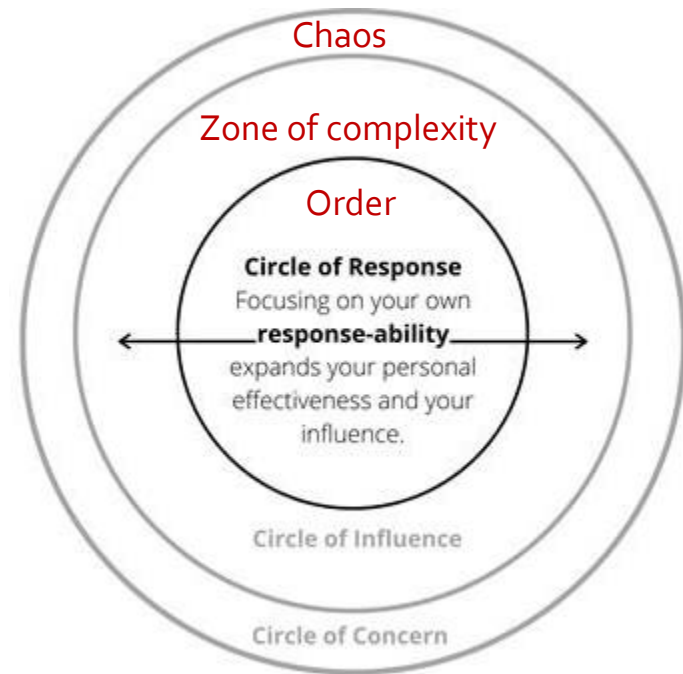
- Complex management problems trigger poor decision making practices.

Challenge

- Use zone as free-range space for foraging.
 - Create a proactive, collaborative workforce.
 - Document everything.
 - Learn to anticipate problems by remembering what happened in the past.
 - Freedom from past constraints is needed to create new solutions.
 - Encourage intelligent risk-taking with adequate training & testing.
 - Use the system as safe foundation to forage.



Proactive behaviour as proxy for living on the edge of chaos?



Proactive behaviour

- Innovative, taking charge, showing responsibility
- Asking more questions, feedback-seeking, gaining role clarity
- Essential in finding new solutions and shared learning
- Higher job satisfaction
- More affective commitment to the organization

What can you do?

- Focus on your own response-ability

Is it a proxy?

Psychological safety as proxy for living on the edge of chaos!

Why Employees Are Reluctant to Use Their Voices

They know that speaking up at work mainly benefits the organization, not the individual employee.

	Who benefits	When benefit occurs	Certainty of benefit
Voice	The organization and/or its customers	After some delay	Low
Silence	Oneself	Immediately	High

Source: Adapted from *The Fearless Organization*, by Amy C. Edmondson (Wiley, 2018)

HBR

Psychological safety

- Comfortable speaking up about perceived warning signals.
- When psychological safety decreases, proactive team members behave increasingly proactive.
- When psychological safety increases, the entire team behaves more proactive.

What can you do?

- Check the ego at the door.
- Listen to understand.
- Embrace diverse perspectives.



What can you do – be curious!



Throw your hat over the wall
and go and get it!

~ Irish Proverb ~