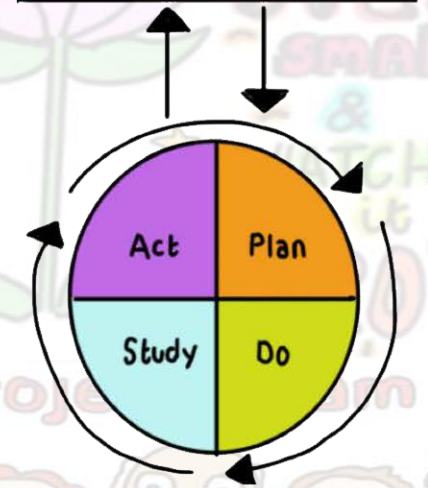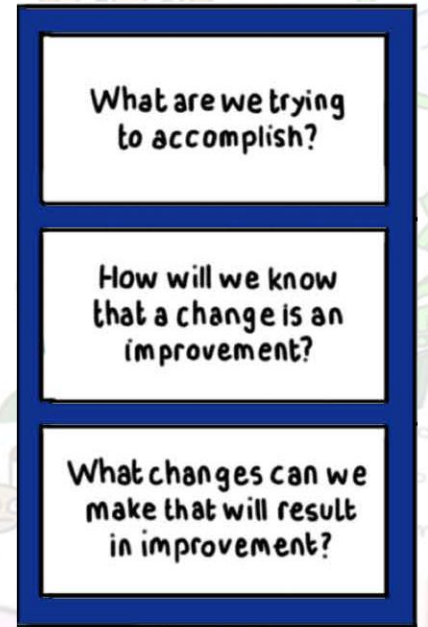# D5: No quality without equity: using quality improvement to pursue equity in healthcare

@ELFT_QI

qi.elft.nhs.uk

elft.qi@nhs.net

No Quality without Equity

Using Quality improvement in pursuit of equity

East London NHS Foundation Trust

@ELFT_QI

qi.elft.nhs.uk

elft.qi@nhs.net

What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?

Act · Plan · Study · Do
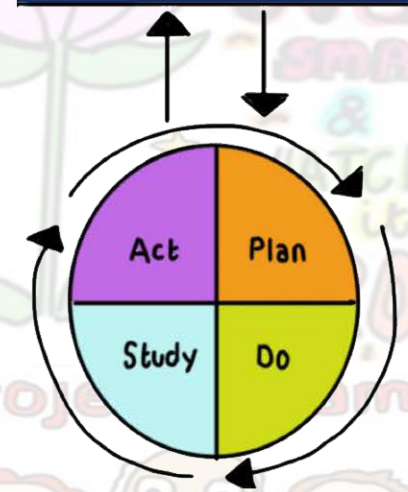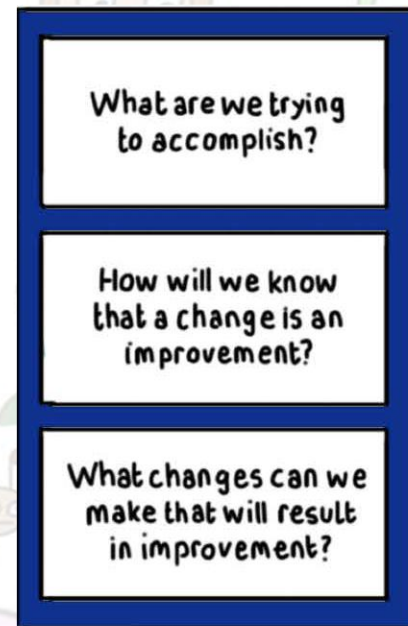
Dr Amar Shah,
Chief Quality Officer

Katherine Brittin,
Associate Director of QI

Marco Aurelio,
Head of Improvement Programmes

Lorna Darknell
Improvement Advisor

Objectives for this session

1. Understand the importance and urgency to pursue equity in healthcare

2. Understand and learn how to support teams in their organisations to apply QI methodology through an equity lens

3. Understand the impact of using QI to improve equity using examples from project teams
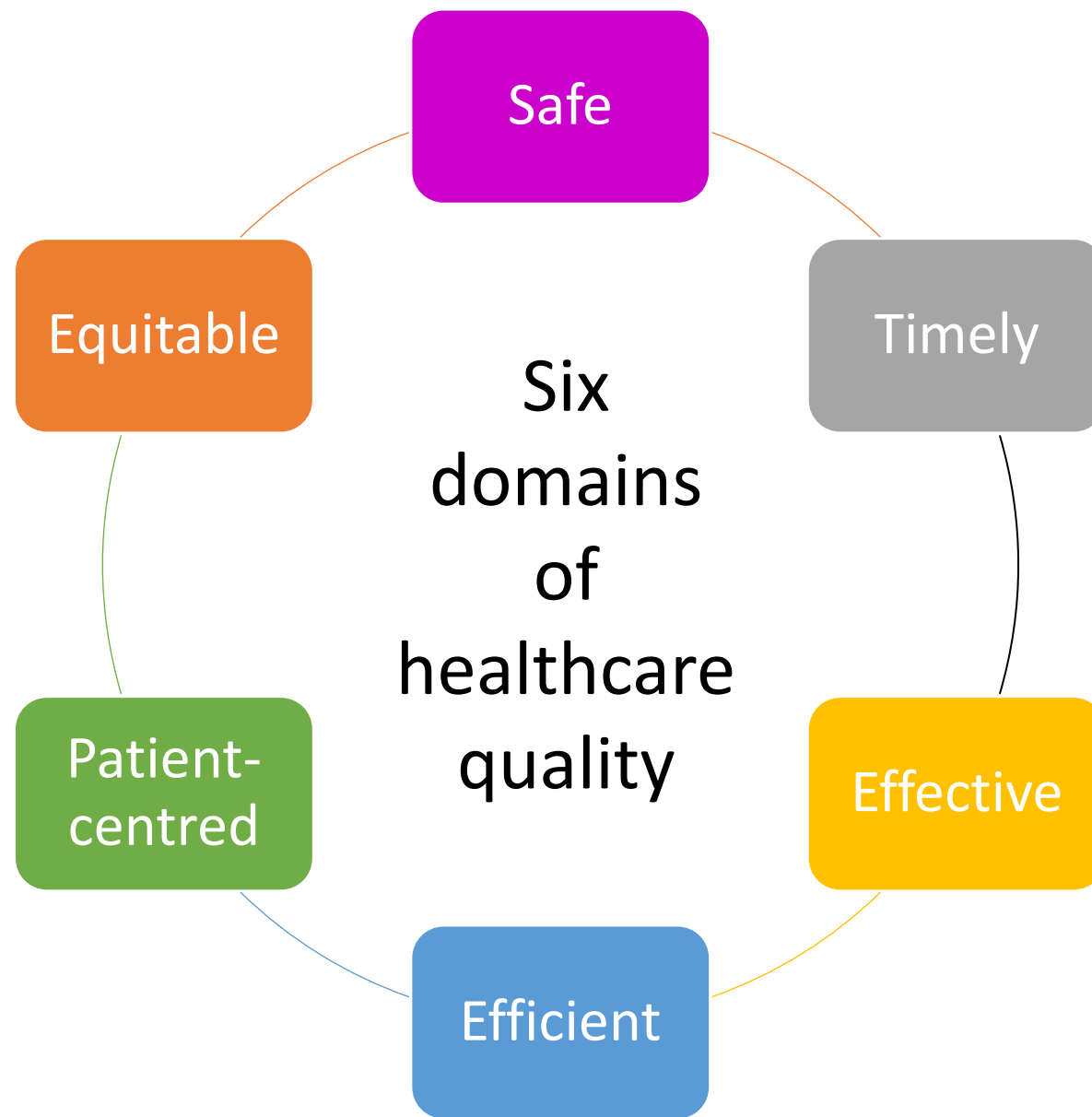
What is equity and why now?
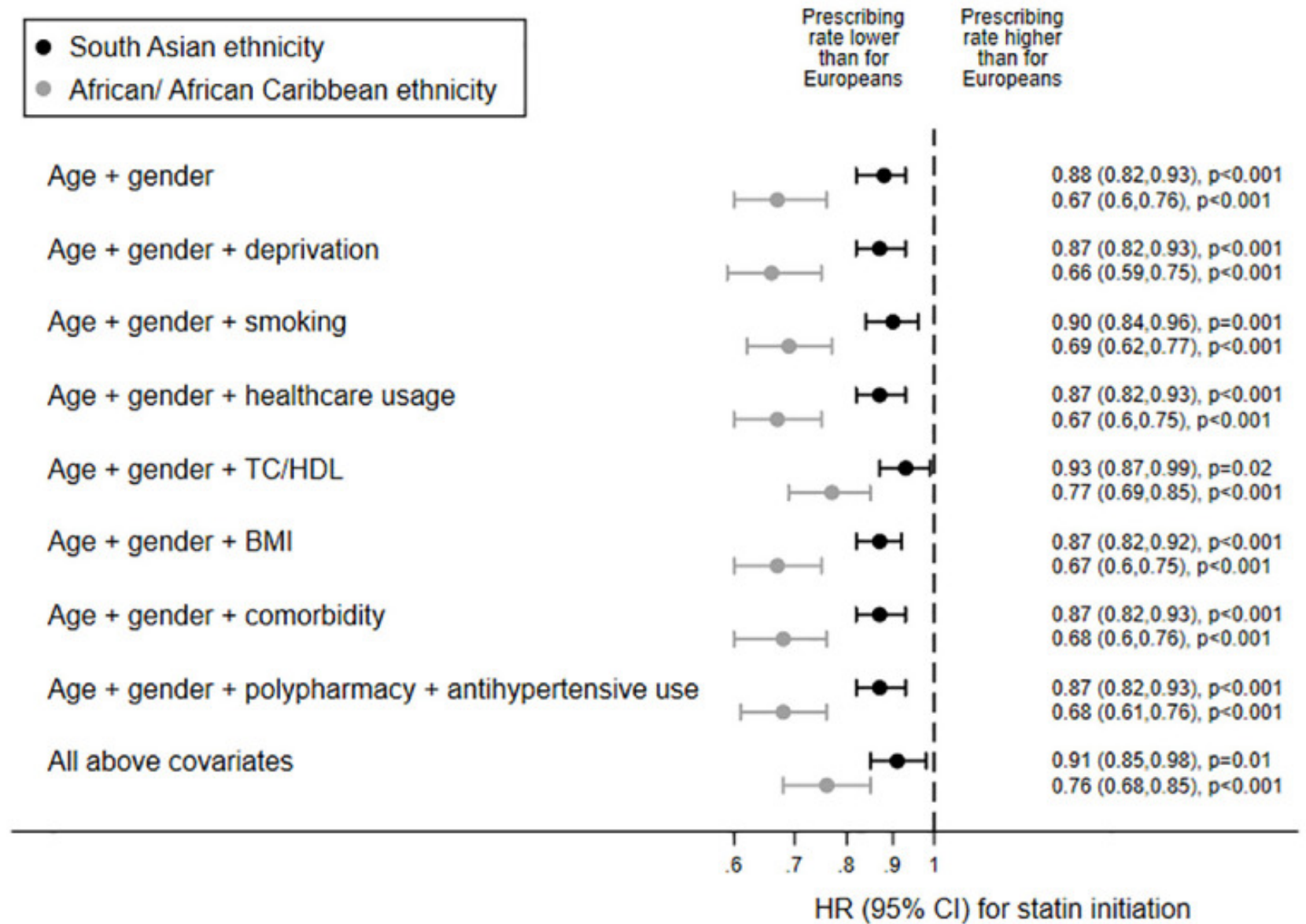
EQUALITY

EQUITY

Institute of Medicine (IOM). Crossing the Quality Chasm: A New Health System for the 21st Century. Washington, D.C: National Academy Press; 2001.

The equity gap

Associations between ethnicity and guideline-indicated statin initiation after type 2 diabetes diagnosis

PLoS Med. 2021 Jun; 18(6): e1003672

- ● South Asian ethnicity
- ● African/ African Caribbean ethnicity

	Prescribing rate lower than for Europeans	Prescribing rate higher than for Europeans	
Age + gender			0.88 (0.82,0.93), p<0.001
			0.67 (0.6,0.76), p<0.001
Age + gender + deprivation			0.87 (0.82,0.93), p<0.001
			0.66 (0.59,0.75), p<0.001
Age + gender + smoking			0.90 (0.84,0.96), p=0.001
			0.69 (0.62,0.77), p<0.001
Age + gender + healthcare usage			0.87 (0.82,0.93), p<0.001
			0.67 (0.6,0.75), p<0.001
Age + gender + TC/HDL			0.93 (0.87,0.99), p=0.02
			0.77 (0.69,0.85), p<0.001
Age + gender + BMI			0.87 (0.82,0.92), p<0.001
			0.67 (0.6,0.75), p<0.001
Age + gender + comorbidity			0.87 (0.82,0.93), p<0.001
			0.68 (0.6,0.76), p<0.001
Age + gender + polypharmacy + antihypertensive use			0.87 (0.82,0.93), p<0.001
			0.68 (0.61,0.76), p<0.001
All above covariates			0.91 (0.85,0.98), p=0.01
			0.76 (0.68,0.85), p<0.001

.6   .7   .8   .9   1
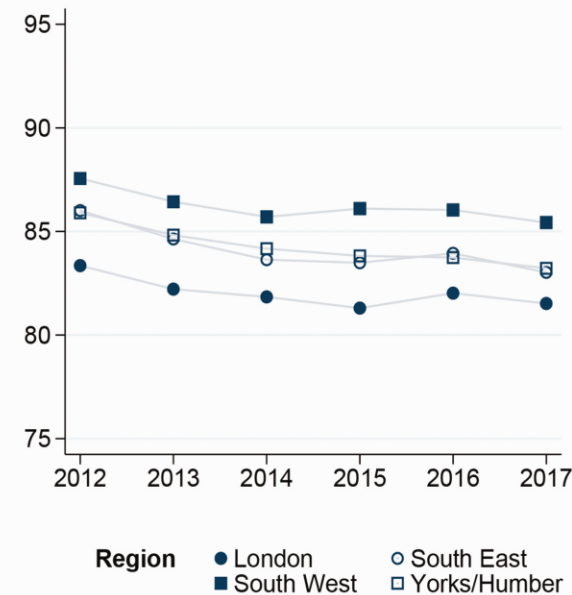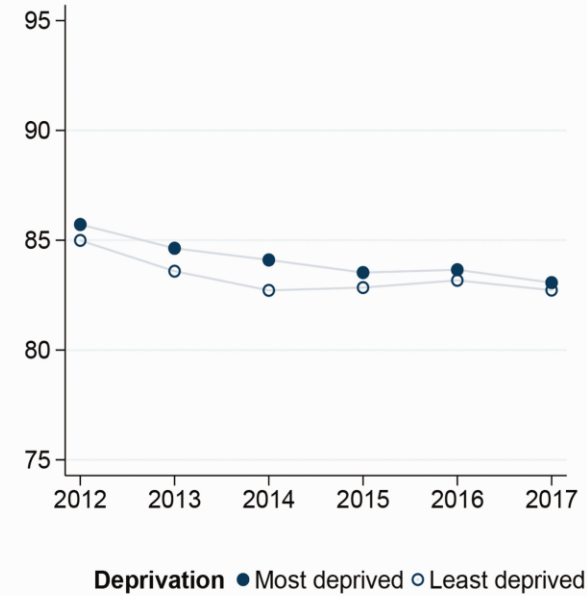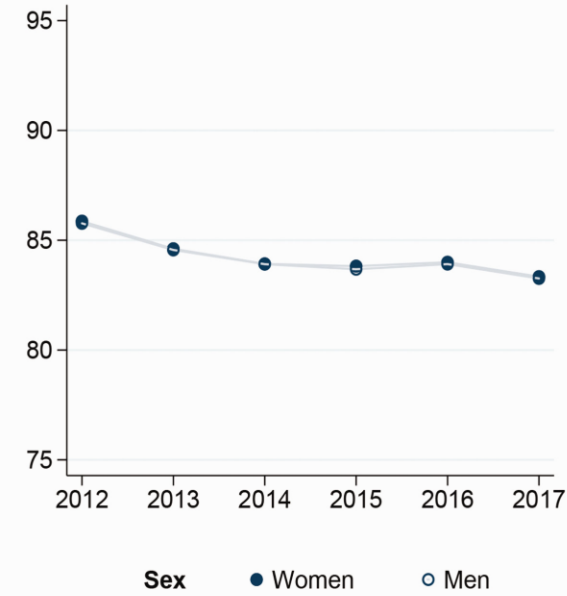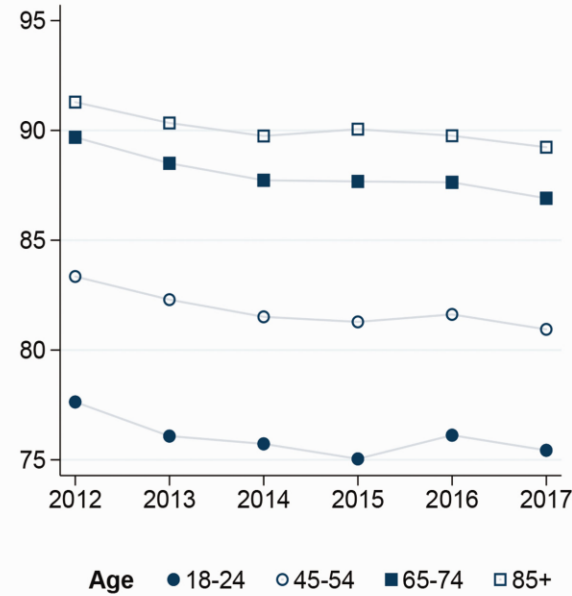
HR (95% CI) for statin initiation

The equity gap

Sociodemographic inequalities in patients' experiences of primary care: an analysis of the General Practice Patient Survey in England between 2011 and 2017

Journal of Health Services Research and Policy, 2021
https://doi.org/10.1177/13558196
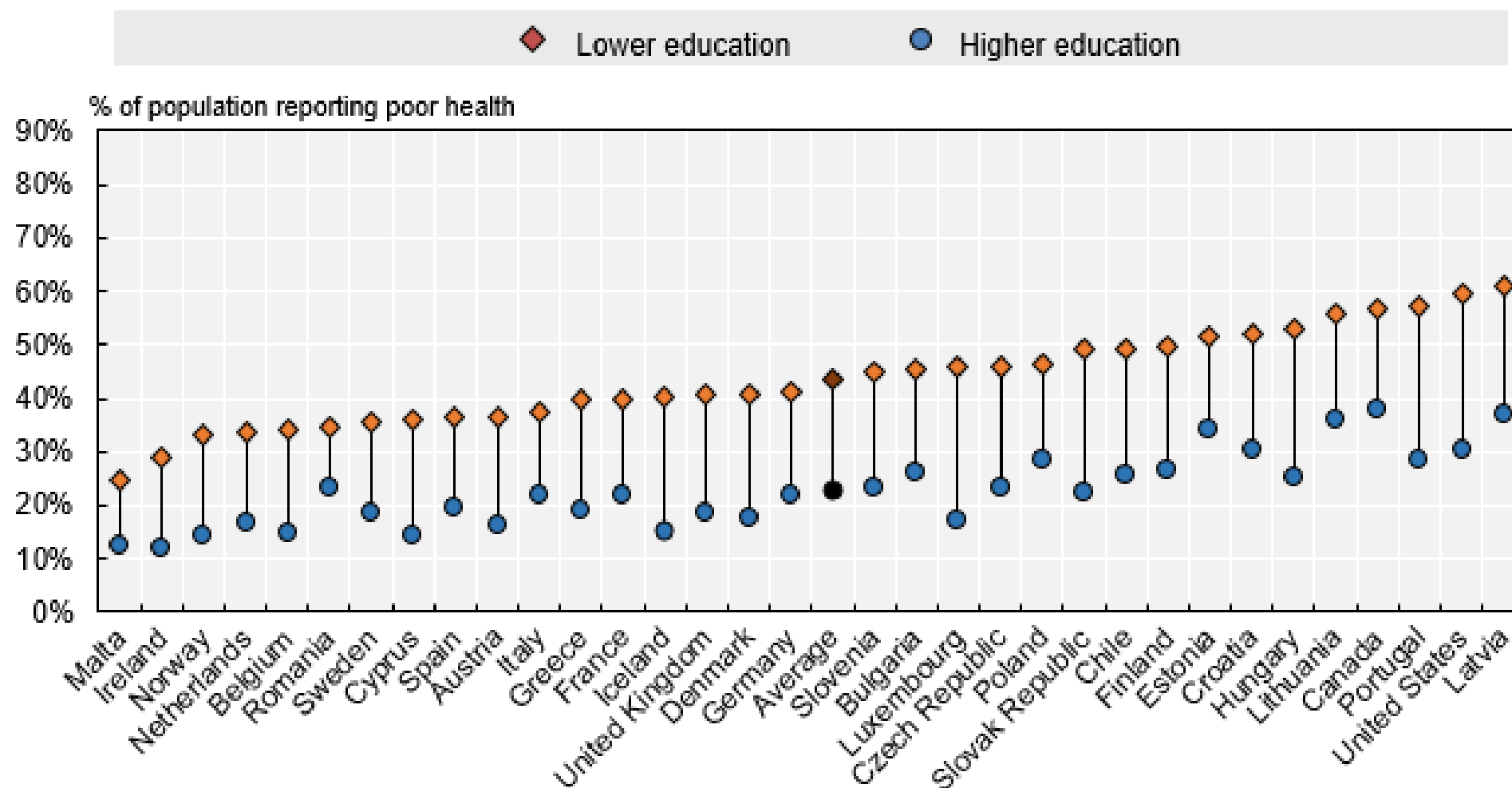20986

Overall experience
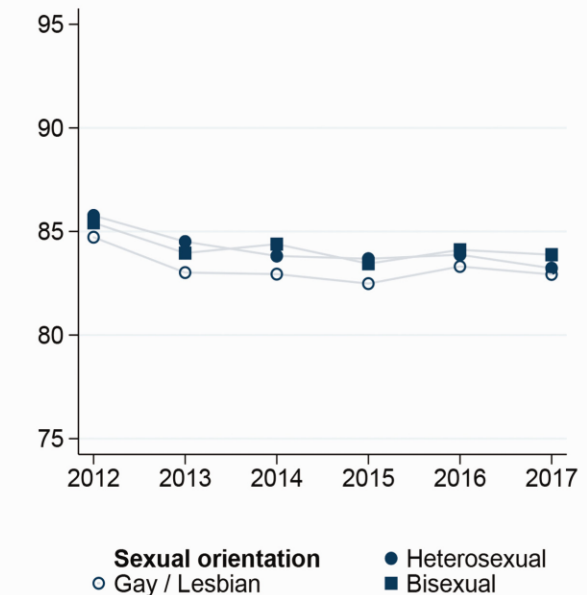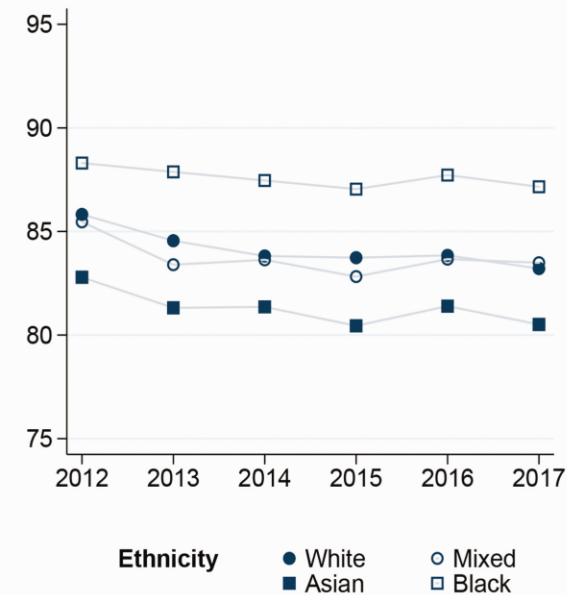
The equity gap

Health for Everyone?
Social Inequalities in Health and Health Systems

OECD, 2019

The equity gap
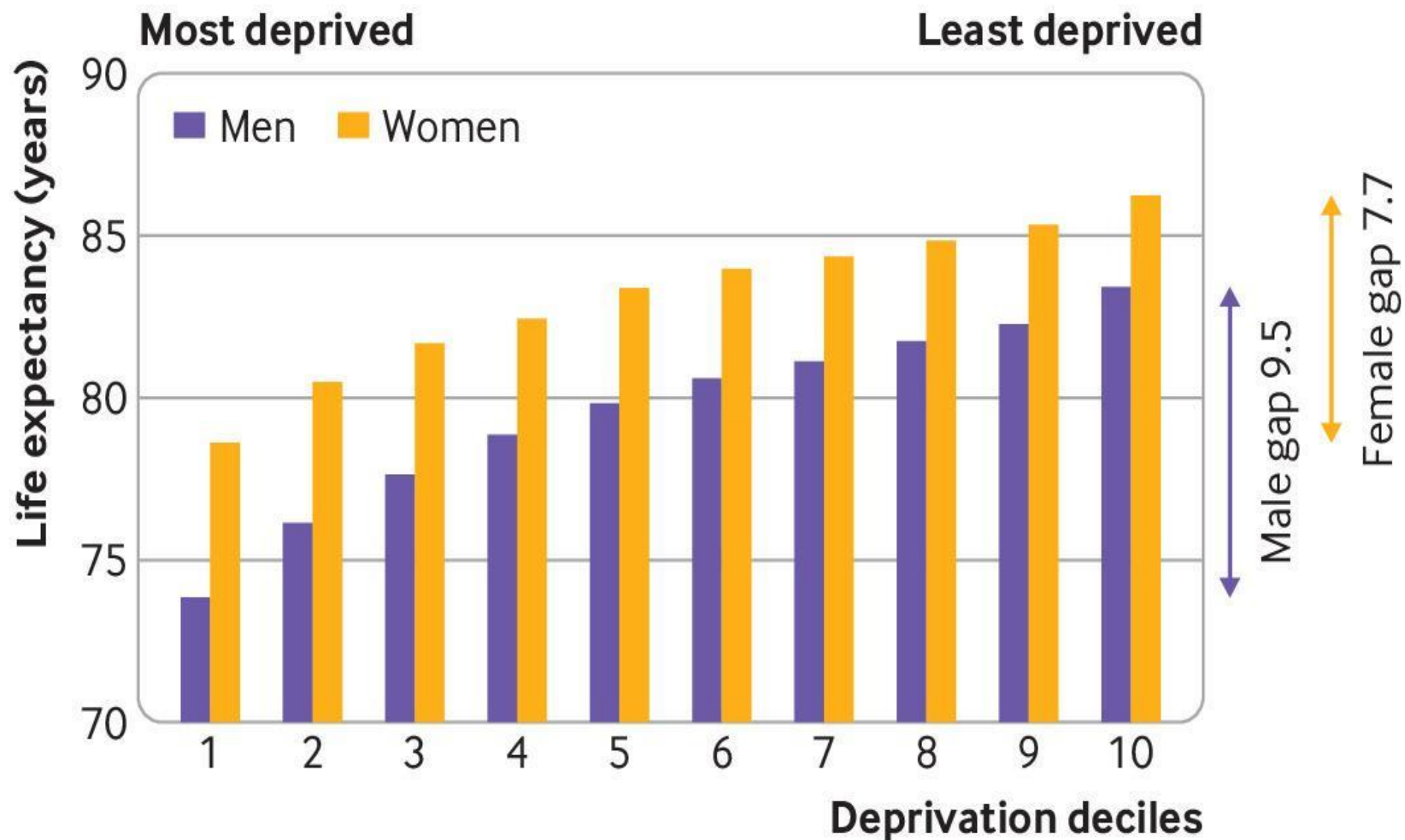
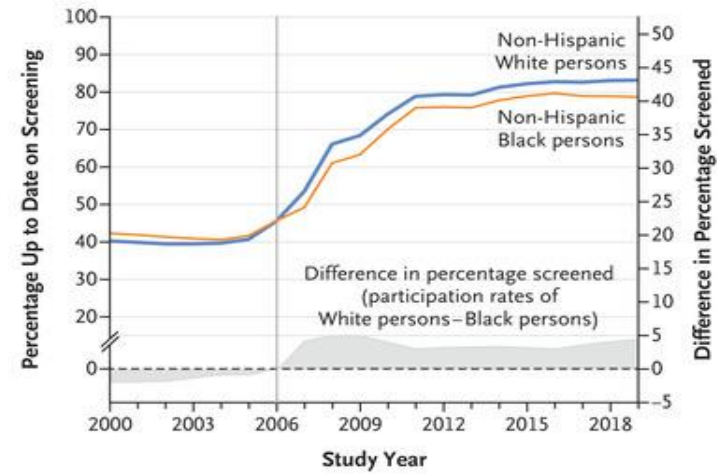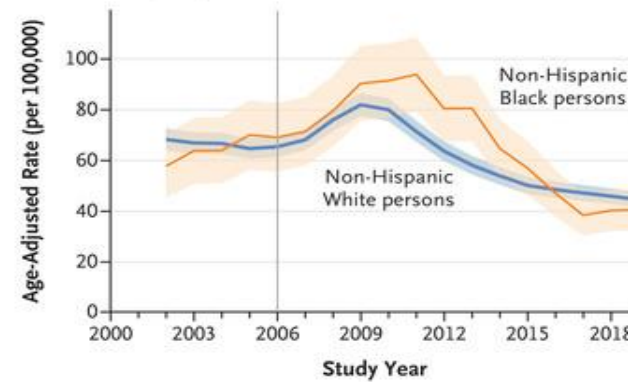**Health equity in England: the Marmot review 10 years on**

BMJ 2020; 368 doi: https://doi.org/10.1136/bmj.m693

The equity gap

Association between Improved Colorectal Screening and Racial Disparities

N Engl J Med 2022; 386:796-798
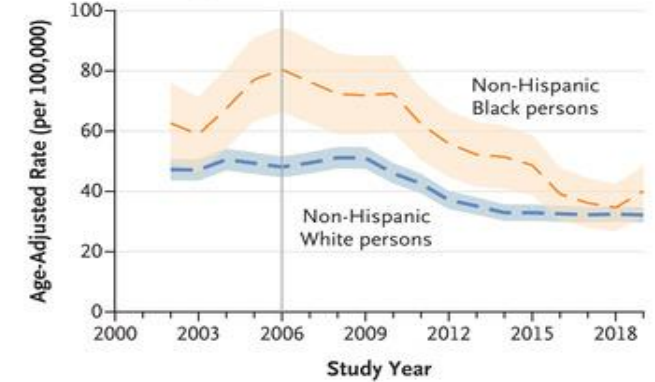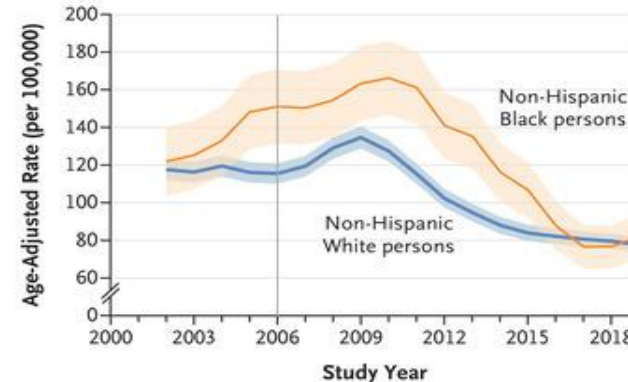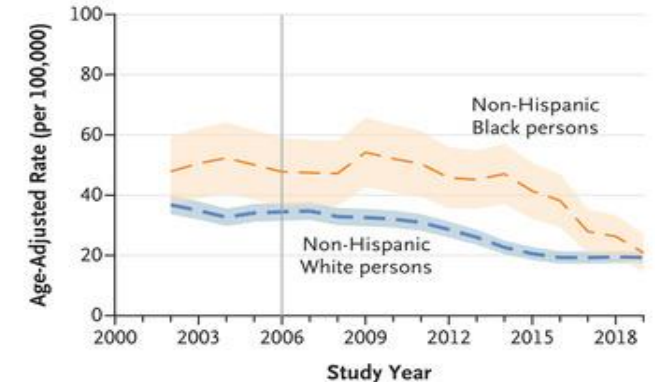
The quality management system

Quality planning

Identify the needs of the customer & population
Develop service models to meet the need
Put in place structures & process to manage the service

Quality control

Identify clear measures of quality for the service and monitor these over time.
Take corrective action when appropriate.
Internal vigilance to hold gains made through improvement

Quality improvement

Identify what matters most
Design project and bring together a diverse team
Discover solutions through involving those closest to the work, test ideas, implement and scale up

Quality assurance

Periodic checks to ensure the service is meeting the needs of the customer & population
Actions to address gaps identified

From Shah A. Moving beyond quality improvement projects. BMJ 2020
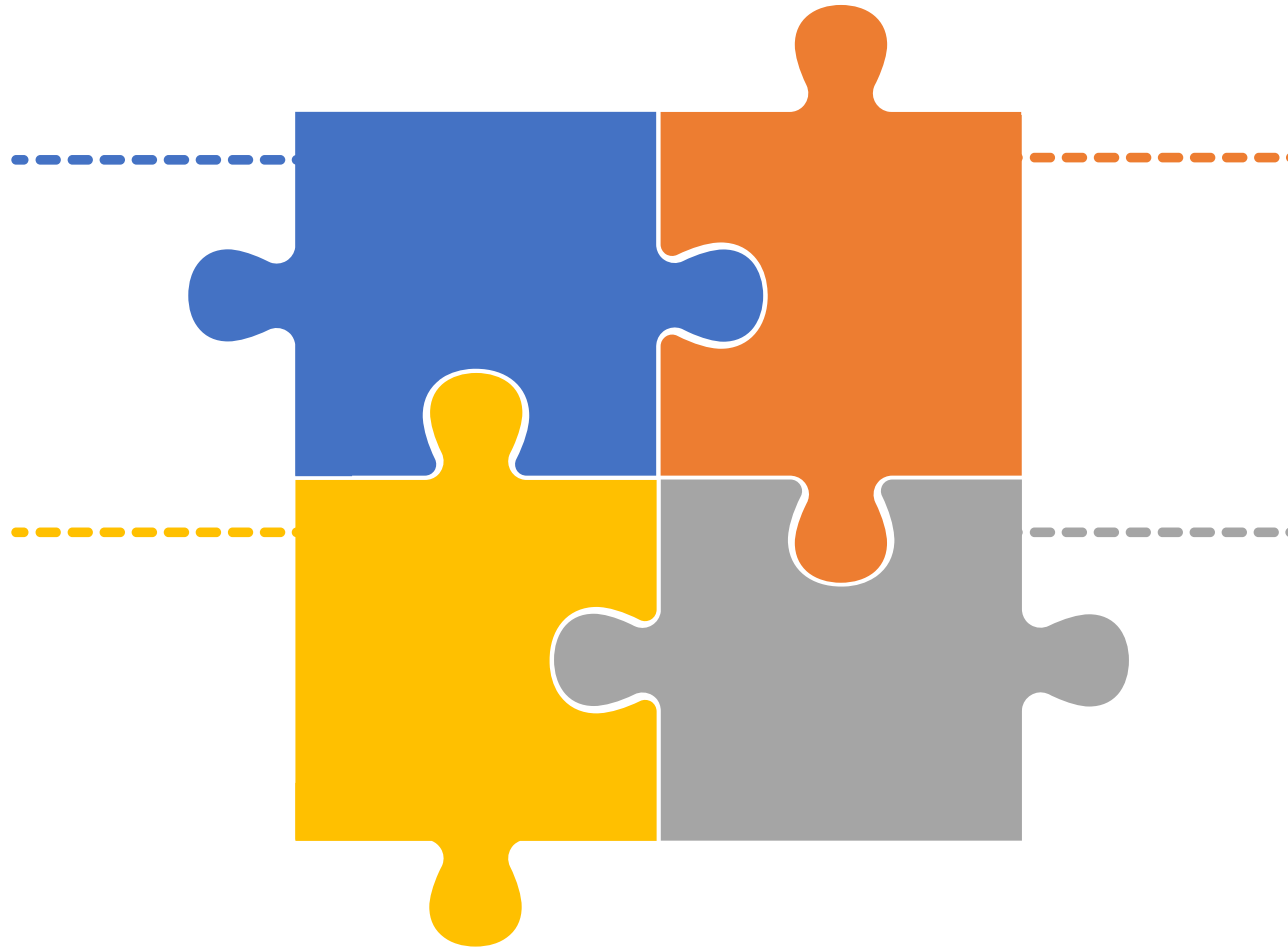
Why is quality improvement well suited to tackle inequity?

Hyper-local

Complex, multi-factorial

Co-design and co-production

Allows testing and learning

Use of data – can stratify

Using Quality Improvement to pursue equity

Sequence of Improvement

Identification of quality issue	Understanding the problem	Developing a strategy and change ideas	Testing	Implement & sustaining the gains
What are you tackling?	Speaking to those in population	Aim and Driver Diagram	Testing change ideas	Business as usual
Who to involve?	Tools	Change ideas and measures	Data over time	

Neutral — More of the same

Narrowing — Shows improvement
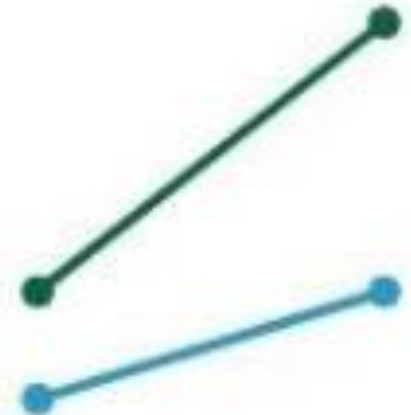
Widening — Gap worsens

(NHS Scotland)

Step 1 – Identify the quality issue

Identification of quality issue	Understanding the problem	Developing a strategy and change ideas	Testing	Implement & sustaining the gains

- What is the inequity and who is experiencing the issue?

- Are we focusing on the most important issue and how do we know?

What is the inequity and who experiences it?

Demographic factors

Geography

Social factors

Disease burden

How can we identify the quality issue?

- Speak to the people in the target population group

- Speak to groups who work closely with/represent the people in the target population group

- Analysing data

How can we identify the quality issue?

- Access

- Experiences

- Outcomes

Ethnicity category of children and young people admitted to inpatient CAMHS compared with the local 11 - 17 year old population, NCEL: males
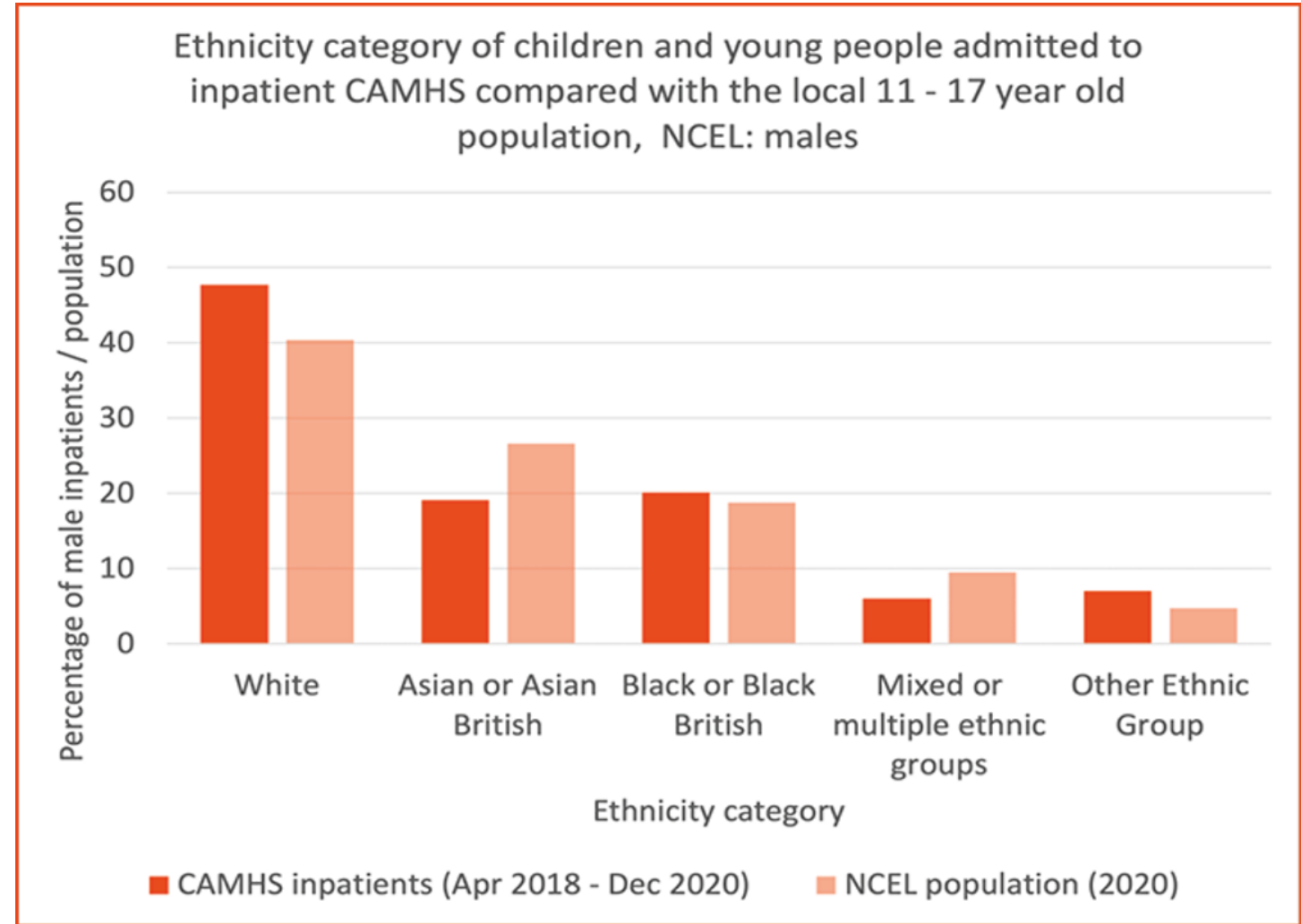
Exercise

- What equity issue do you want to tackle?

- Why is it important?

Step 2 – Understanding the Problem

Identification of quality issue	Understanding the problem	Developing a strategy and change ideas	Testing	Implement & sustaining the gains

- Listen to people in the population

- Data to compare outcomes in groups

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Interviews with Partners

Community Services 01234 354366 - Sharon

Companions Real Bread - Diana e-mailed contact on 4/2/21

Recovery College Asian Men's Group

Jobcentre Plus - DWP Diana and Gemma Dyke (DWP) - interview together (email addresses on Teams)

Age UK - Kayleigh

Bedford Islamic Centre - Toni (Called and Followed up VIA Email)

Cardiac-misha

COPD-Misha

SpectaculArts - Sharon

Cauldwell Medical Practice - Debbie

Mohammad Yasin - MP Bedford

BRCC - Social Prescribers - Diana and Gemma. Diana e-mailed contact on 4/2/21

Men in Sheds- Beth

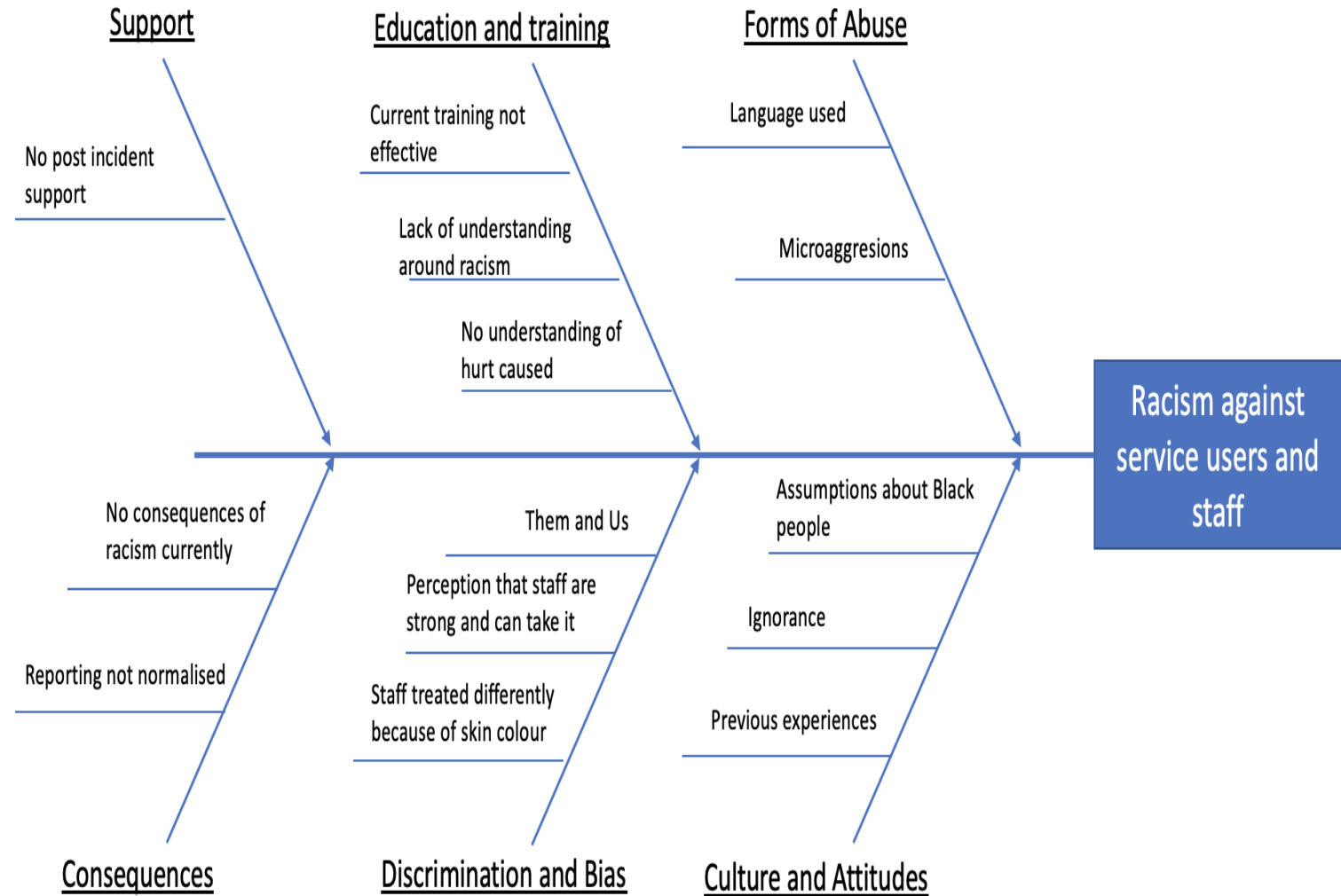The Recovery College - Diana and Gemma. Diana e-mailed contact 4/2/21

Diabetes - Cath

Fairlight Zen Buddhist Temple Monica

Guru Nanak Gurdwara Temple - Toni (Called and Followed up VIA email. Currently being used as Vaccination centre)

Carers in Beds - charlie

ACCM Bedford - Agency for Culture and Change Management - Carlos

Psychiatrists from Bedford OP CMHT - Kayleigh

BABA (Bringing Bedfordshire Asian Businesses together)

Culturally it's not always acceptable to acknowledge that you are experiencing issues with your mental health – Partner Interview

Service User Interviews

Bedfordshire Wellbeing Service
Making a positive difference through Talking Therapies

NHS East London NHS Foundation Trust

અમારા આંકડા પ્રમાણે માર્ચ ૨૦૨૧ માં અમારા સદભ્ભાંમાથી માત્ર ૬% એશિયન અથવા બ્રીટીશ એશિયન હતા. અમે જાણીએ છીએ કે આ આંકડા સાચા નથી.

અમે જાણવા માંગીએ છીએ કે કયા અવરોધો છે કે જેનાથી તમે આ સમર્થન/ આધાર લેતા નથી જેથી તમારે મૌન / સાઈલનસ માં સહન ના કરવું પડે.
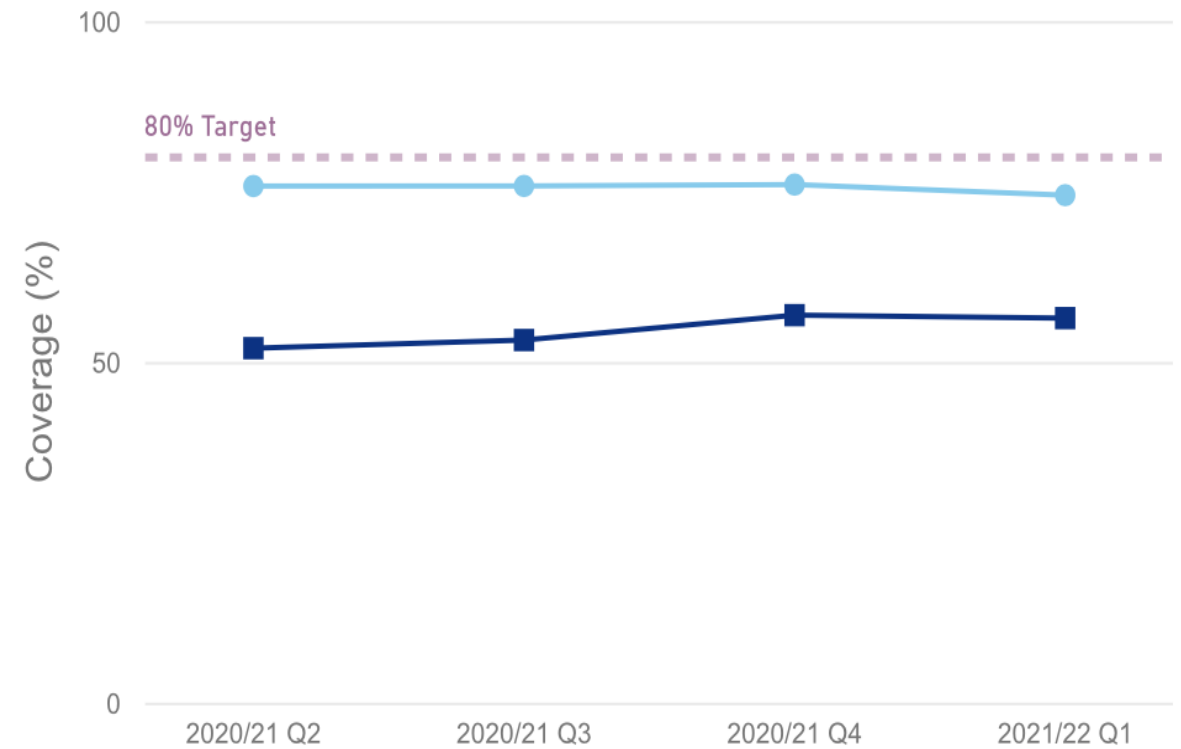
Exercise

- What do you know about the issue?

- Who do you need to partner with to understand more?

Step 3 – Develop a strategy and change ideas

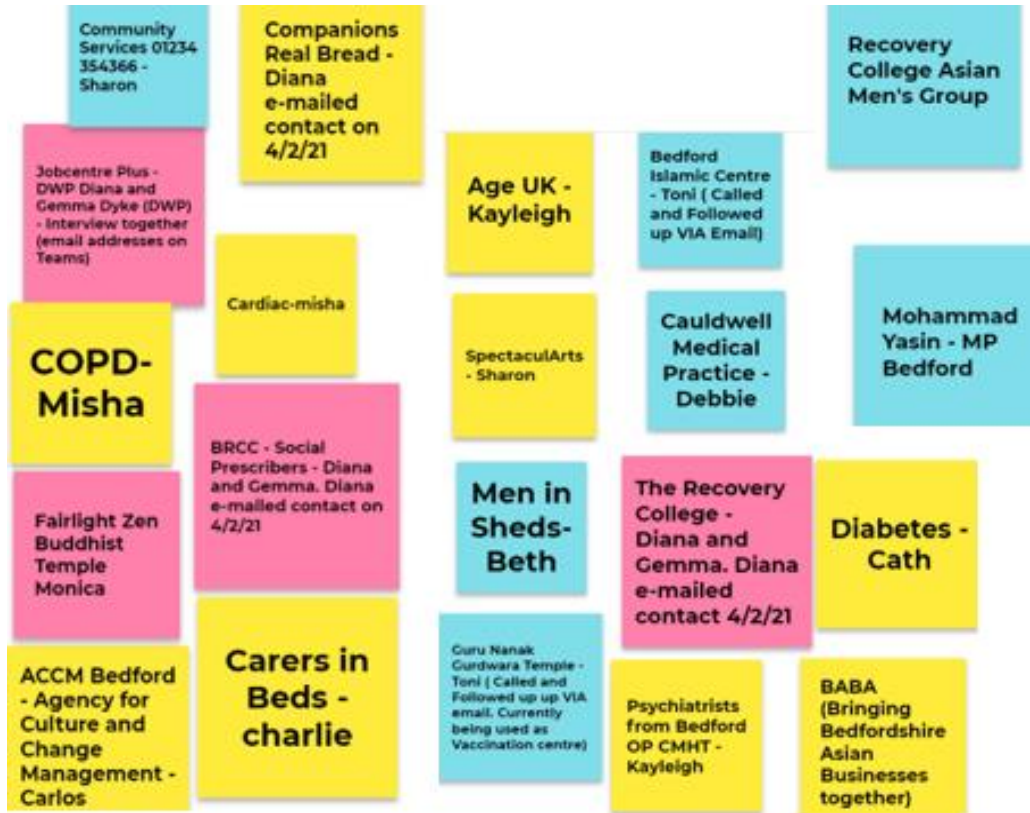| Identification of quality issue | Understanding the problem | Developing a strategy and change ideas | Testing | Implement & sustaining the gains |

- Aim specifies the inequity tackled and who experiences it?

- Does you theory tackle a range of issues at different levels

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Tower Hamlets Early Intervention Service

Increase the % of Black Asian and Minority Ethnic Groups accessing psychological services in Tower Hamlets Early Intervention by 8% by September 2021

Co-production
- Hear from a range of voices
  - Forum for BAME staff
  - Interviews with BAME Service users
- Service users co-leading the work
  - Recruit service users to project team

Team Diversity
- Values based recruitment
  - Open roles to those with different profesisonal backgrounds
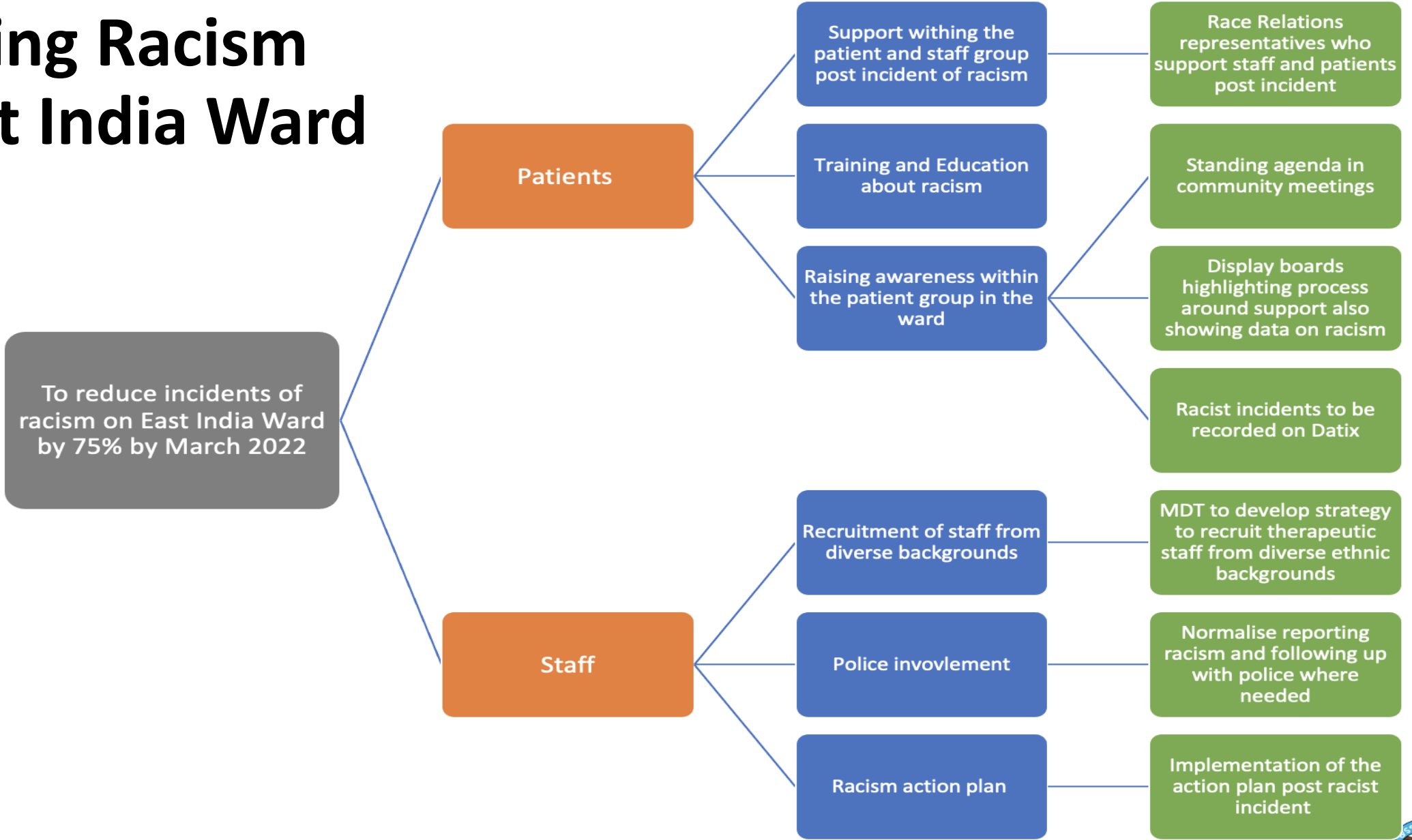 - Greater service user representation on interviews
  - Value based interview questions
- Collaborating with a broad range of colleagues
  - Co-facilitation of groups by experts by experience
  - Co-produce training for staff with service users
- Reviewing trainee placements
  - Offer placements via valued voices mentoring

Referral Allocation
- Prioritise those with greatest need
  - Prioritise those with a recent ward admission

Interventions offered
- Family Work
  - Prioritise family work
  - Recruit senior family worker

Promote Psychology
- Review how we promote psychology
  - Videos of Service user experience of psychology
  - Make videos accessible on website

East London NHS Foundation Trust

Reducing Racism on East India Ward

To reduce incidents of racism on East India Ward by 75% by March 2022

Patients

- Support withing the patient and staff group post incident of racism
  - Race Relations representatives who support staff and patients post incident
- Training and Education about racism
- Raising awareness within the patient group in the ward
  - Standing agenda in community meetings
  - Display boards highlighting process around support also showing data on racism
  - Racist incidents to be recorded on Datix

Staff

- Recruitment of staff from diverse backgrounds
  - MDT to develop strategy to recruit therapeutic staff from diverse ethnic backgrounds
- Police invovlement
  - Normalise reporting racism and following up with police where needed
- Racism action plan
  - Implementation of the action plan post racist incident

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Considerations when measuring Equity

Disaggregate the data

Age, gender, ethnicity, religion, sexual orientation, disability

Postcode, deprivation, employment, housing status

Compare against a reference group

Use comparisons to describe disparities between a selected subgroup and the reference group

Exercise

What ideas do you have to tackle the equity gap you identified?

Step 4 – Testing Change Ideas
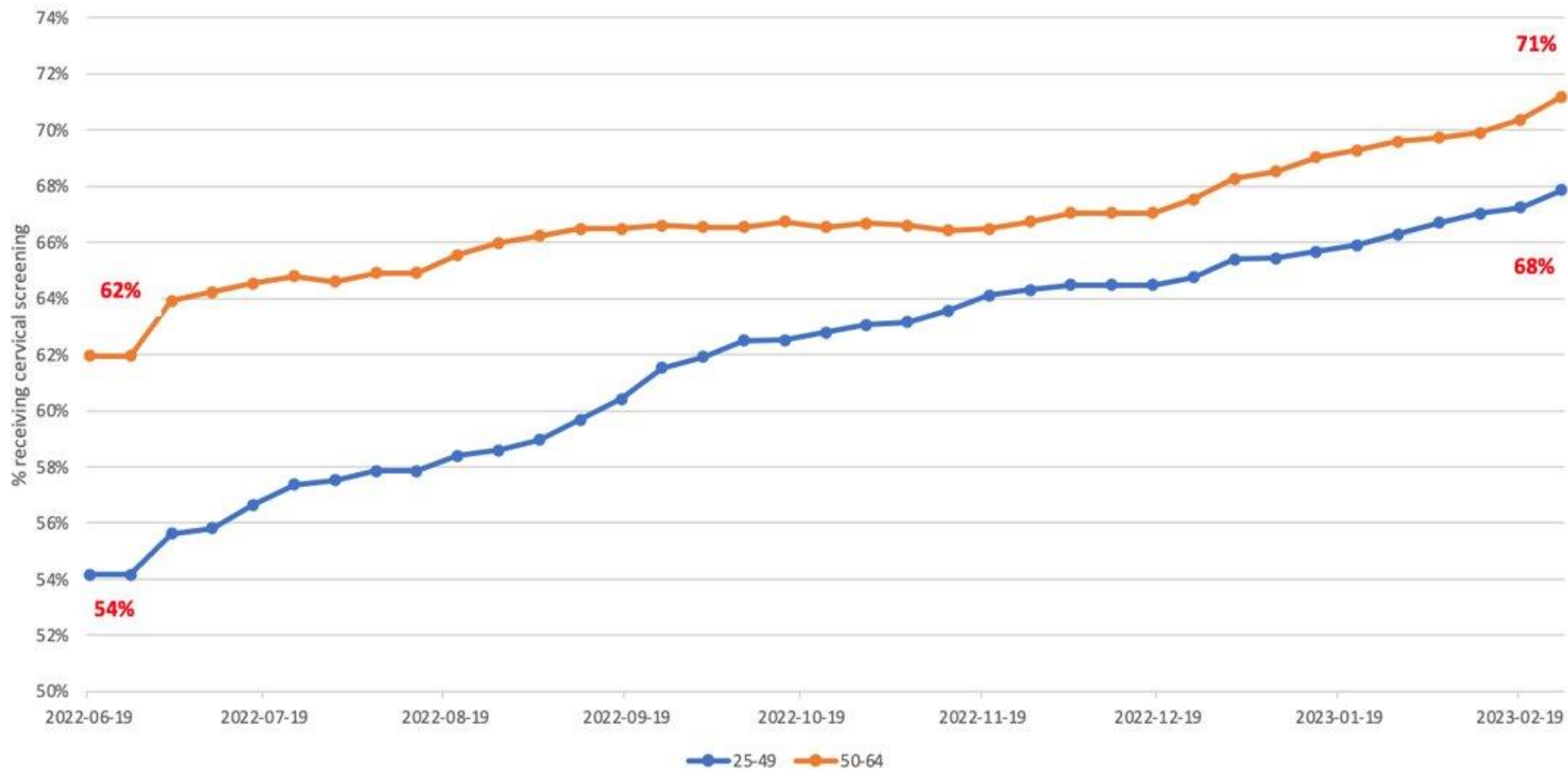
| Identification of quality issue | Understanding the problem | Developing a strategy and change ideas | Testing | Implement & sustaining the gains |

- Intervention generated inequities?

- Data presented to understand if you are reducing the inequity?

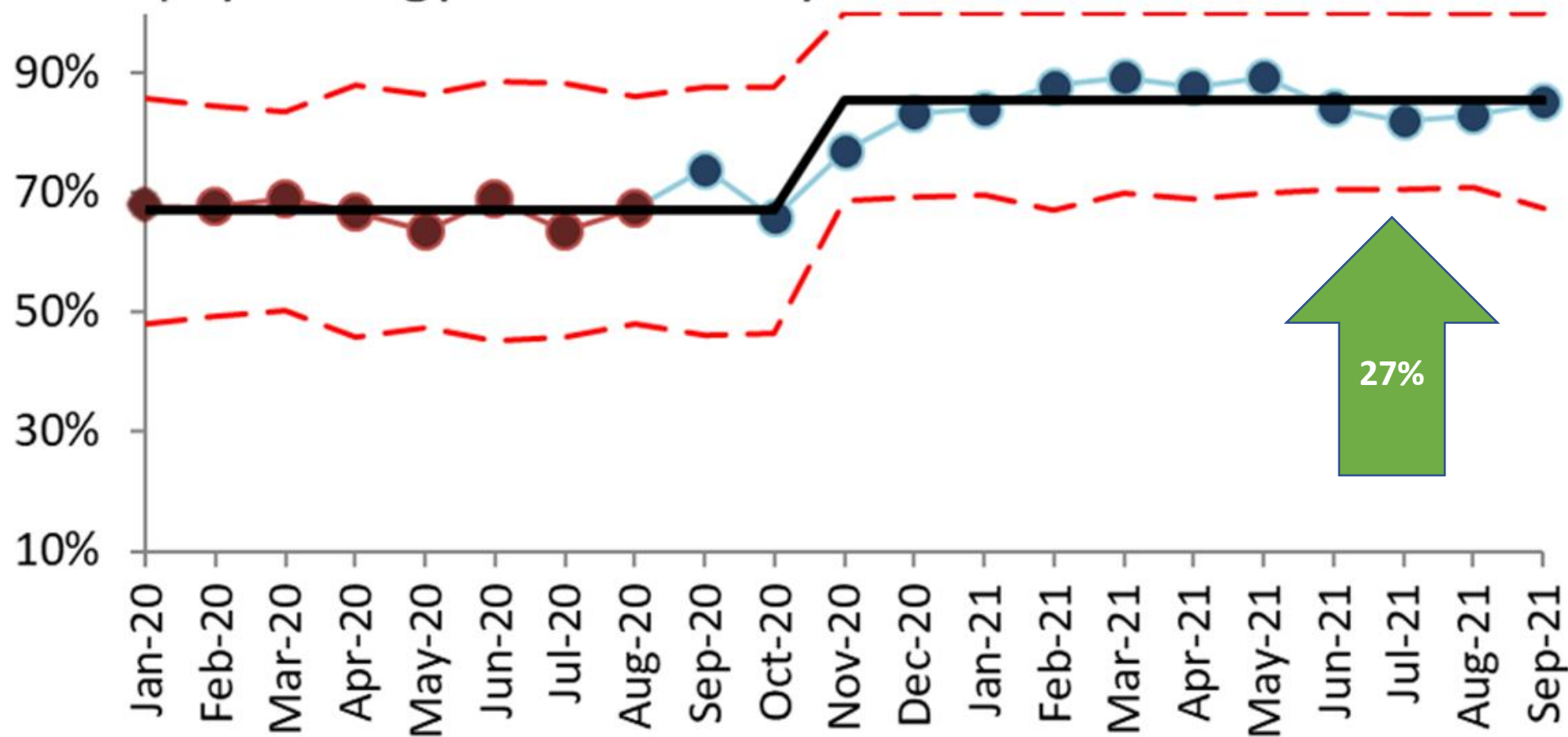Percentage of Eligible Service users receiving cervical screening- Line Chart (Cauldwell Medical Centre)
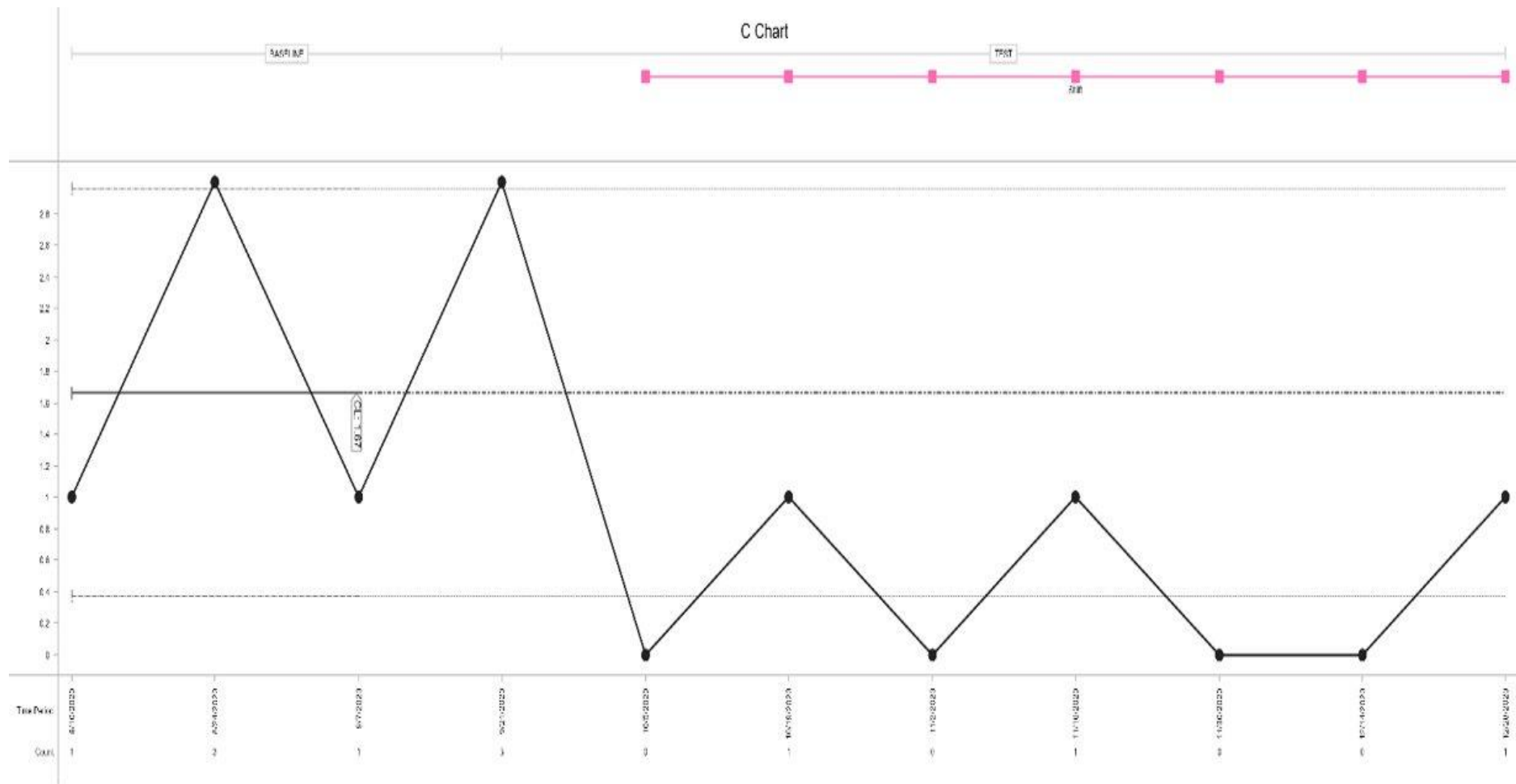
C Chart

Percentage of service users accessing psychology who identify as BAME - P Chart

Exercise

What is the first idea you could test?

What data can you look at to know if it made a difference?

Step 5 – Implement and Sustaining Gains

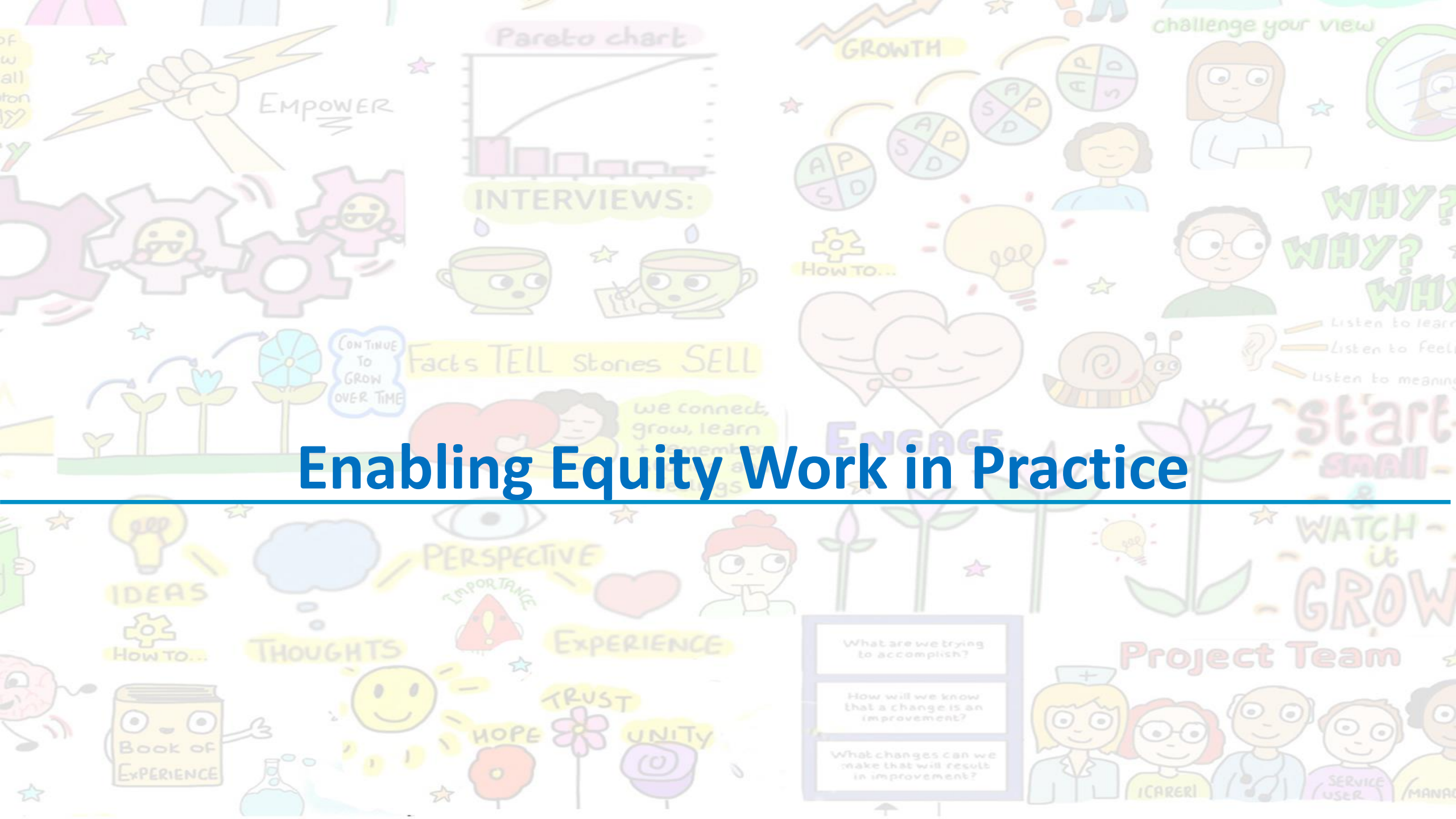| Identification of quality issue	Understanding the problem	Developing a strategy and change ideas	Testing	Implement & sustaining the gains

- How will you ensure this equitable approach is embedded into business as usual?

Enabling Equity Work in Practice

What do you think are some of the barriers and enablers to this type of work?

Consider	Consider the barriers and enablers to your own work
Discuss and record	Discuss with the table and put your thoughts on post it notes and theme into barriers and enablers
Discuss and share	Discuss and share ideas together around how you would you overcome the barriers

Young adult service user involvement in QI project on Early Intervention Service

Creating a user persona

Create — Create a profile of the person you want ensure equity in your service

Write down — Write down their demographics : age, gender, sexual orientation, race, location, employment status etc.

Discuss — Discuss why your service might not work for them

Plan — Plan how will you ensure they are represented in your work

Summary