D5: No quality without equity: using quality improvement to pursue equity in healthcare
Adapting to a changing world: equity, sustainability and wellbeing for all
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
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
Associations between ethnicity and guideline-indicated statin initiation after type 2 diabetes diagnosis

The equity gap


Journal of Health Services Research and Policy, 2021
https://doi.org/10.1177/135581962098620986
The equity gap

Health for Everyone?
Social Inequalities in Health and Health Systems

OECD, 2019
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
HOW?
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 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 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 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?

- Complex, multi-factorial
- Hyper-local
- Co-design and co-production
- Allows testing and learning
- Use of data – can stratify
How would you know?

Who would you involve?

How can you tackle an identified issue?

How might all your QI work take an equity lens?
Using Quality Improvement to pursue equity
Sequence of Improvement

Identification of quality issue

Understanding the problem

Developing a strategy and change ideas

Testing change ideas

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

- 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
Exercise

• What equity issue do you want to tackle?

• Why is it important?
Step 2 – Understanding the Problem

- Listen to people in the population
- Data to compare outcomes in groups
“I am mentally drained, I can’t work in these conditions, can you move me today, I am traumatized. I know I am black, but should I be treated like this? (Staff member)

“There should be consequences to these behaviours, why are we letting this happen, this is the time you need to deal with this, it is unacceptable, it is affecting us as well.” (Service User)
Interviews with Partners

Service User Interviews

Culturally it’s not always acceptable to acknowledge that you are experiencing issues with your mental health - Partner Interview
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 your theory tackle a range of issues at different levels
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
- Service users co-leading the work

Team Diversity
- Values based recruitment

Referral Allocation
- Collaborating with a broad range of colleagues
- Reviewing trainee placements
- Prioritise those with greatest need

Interventions offered
- Family Work

Promote Psychology
- Review how we promote psychology

- Forum for BAME staff
- Interviews with BAME Service users
- Recruit service users to project team
- Open roles to those with different professional backgrounds
- Greater service user representation on interviews
- Value based interview questions
- Co-facilitation of groups by experts by experience
- Co-produce training for staff with service users
- Offer placements via valued voices mentoring
- Prioritise those with a recent ward admission
- Prioritise family work
- Recruit senior family worker
- Videos of Service user experience of psychology
- Make videos accessible on website
Reducing Racism on East India Ward

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

Patients
- Support within the patient and staff group post incident of racism
- Training and Education about racism
- Raising awareness within the patient group in the ward

Staff
- Recruitment of staff from diverse backgrounds
- Police involvement
- Racism action plan

Race Relations representatives who support staff and patients post incident
Standing agenda in community meetings
Display boards highlighting process around support also showing data on racism
Racist incidents to be recorded on Datix
MDT to develop strategy to recruit therapeutic staff from diverse ethnic backgrounds
Normalise reporting racism and following up with police where needed
Implementation of the action plan post racist incident
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

Institute of Healthcare Improvement, Achieving Health Equity, 2016
What ideas do you have to tackle the equity gap you identified?
Step 4 – Testing Change Ideas

- Intervention generated inequities?
- Data presented to understand if you are reducing the inequity?
Percentage of service users accessing psychology who identify as BAME - P Chart

27%
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?

<table>
<thead>
<tr>
<th>Consider</th>
<th>Consider the barriers and enablers to your own work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discuss and record</td>
<td>Discuss with the table and put your thoughts on post it notes and theme into barriers and enablers</td>
</tr>
<tr>
<td>Discuss and share</td>
<td>Discuss and share ideas together around how you would you overcome the barriers</td>
</tr>
</tbody>
</table>
Call with BEGUM, Shanaz (EAST LONDON NHS FOUNDATION TRUST)
2023-04-28 11:36 UTC

Recorded by
BRITTIN, Katherine
(EAST LONDON NHS FOUNDATION TRUST)
Creating a user persona

Create
Create a profile of the person you want to 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
How would you know?

Who would you involve?

How can you tackle an identified issue?

How might all your QI work take an equity lens?