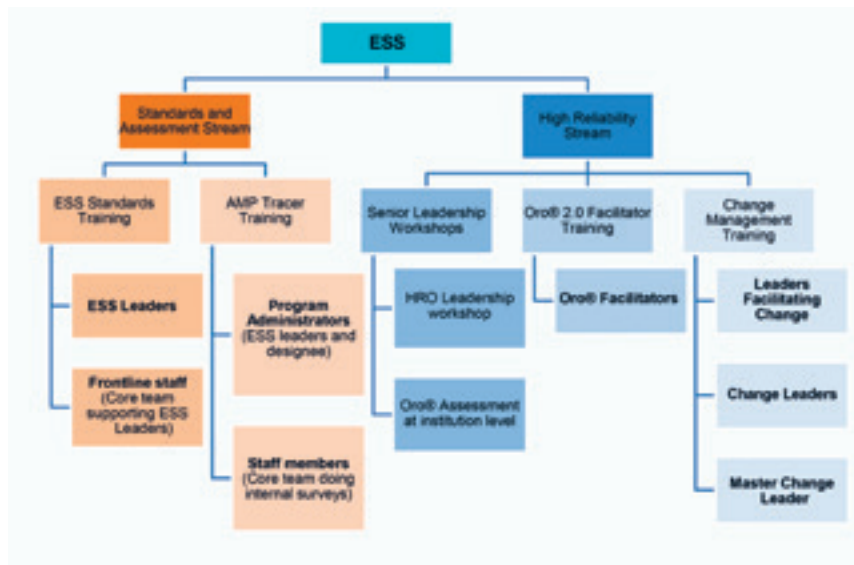


Group Quality

ENROLMENT IN ENSURE SAFER SYSTEMS PROGRAMME

In August 2021, NHG enrolled in Ensure Safer Systems (ESS), a five-year programme by the Ministry of Health (MOH). ESS is a two-track programme that focuses on standards and assessment, as well as high reliability in clinical care. Dr Tung Yew Cheong, Deputy Group Chief Quality Officer, NHG, who is NHG's Deployment Lead, ensures coordination across NHG Institutions through the ESS Secretariats.



The ESS (Ensure Safer Systems) programme features two tracks.

REDUCING PREVENTABLE HARM THROUGH COLLABORATION

The NHG Harm Reduction Collaborative (HRC) was launched in May 2020 and sought to reduce preventable harm to our patients by 50 per cent within the course of three years. The Collaborative is currently led by Associate Professor Gervais Wansaicheong, Senior Consultant, Diagnostic Radiology (Clinical), Tan Tock Seng Hospital (TTSH) and Ms Claudine Oh, Assistant Director, Operation Admin, Yishun Health, and supported by institution representatives, facilitators, and an external specialist, who coached, helped implement change, and developed safer clinical care practices across the institutions. Group Quality's NEST (NHG Enhancing Safety Together) Office manages the coordination and planning of HRC's activities. To-date, 13 teams from eight NHG Institutions and units are involved in projects spanning three major work streams: i) Healthcare-Associated Infections, ii) Medication Safety, and iii) Procedural Safety. Each work

ASSESSMENT STREAM

As part of this programme, Joint Commission International (JCI)'s standards and assessment methodologies were contextualised to local healthcare settings. This ensured that all standards were relevant to local laws, regulations, and culture, while simultaneously retaining the evidence-based nature of the programme and the ability to benchmark with JCI-accredited organisations globally. Khoo Teck Puat Hospital (KTPH) and Institute of Mental Health (IMH) completed the baseline assessment in February and March 2022, respectively.

HIGH RELIABILITY STREAM

From 16 February to 18 March 2022, 25 change leaders and facilitators from NHG Institutions participated in the *Leaders Facilitating Change*[®] course, which aimed to impart change management methodologies, and tools that could be applied in daily operations. NHG senior management were also invited to attend the *HRO Leadership Workshop*, which provided crucial leading indicators on strengths, opportunities, and potential investment strategies to achieve high and reliable performance in an organisation.

stream covers specific areas in which harm reduction efforts are targeted.

Success stories included a team from KTPH, which implemented effective interventions to counter methicillin-resistant staphylococcus aureus (MRSA) infections. The team subsequently extended the project to two additional wards to care for more patients. Another example would be the joint effort between National Healthcare Group Polyclinics (NHGP) and National Healthcare Group Diagnostics (NHGD) to champion greater procedural safety by ensuring zero Serious Reportable Event (SRE) for all patients requiring X-ray examinations. As a result, the number of SREs decreased from eight (2019-2021) to zero (2022). To improve medication safety, Project PopMed, a Pharmacy Transformation initiative, sought to identify patients at risk of inappropriate medication use and poor adherence to medication. These patients would be guided by a pharmacist health coach to practise better medication management.

NHG SPREAD AND SCALE SYSTEM

In September 2021, NHG Group Quality launched the ‘NHG Spread and Scale System’, a digital learning system designed to capture knowledge generated from each improvement project enrolled within the system. In addition to serving as a documentation platform for individual project teams, it functions as a repository of data and information for various quality improvement initiatives, which is readily accessible to Quality Teams across NHG Institutions.

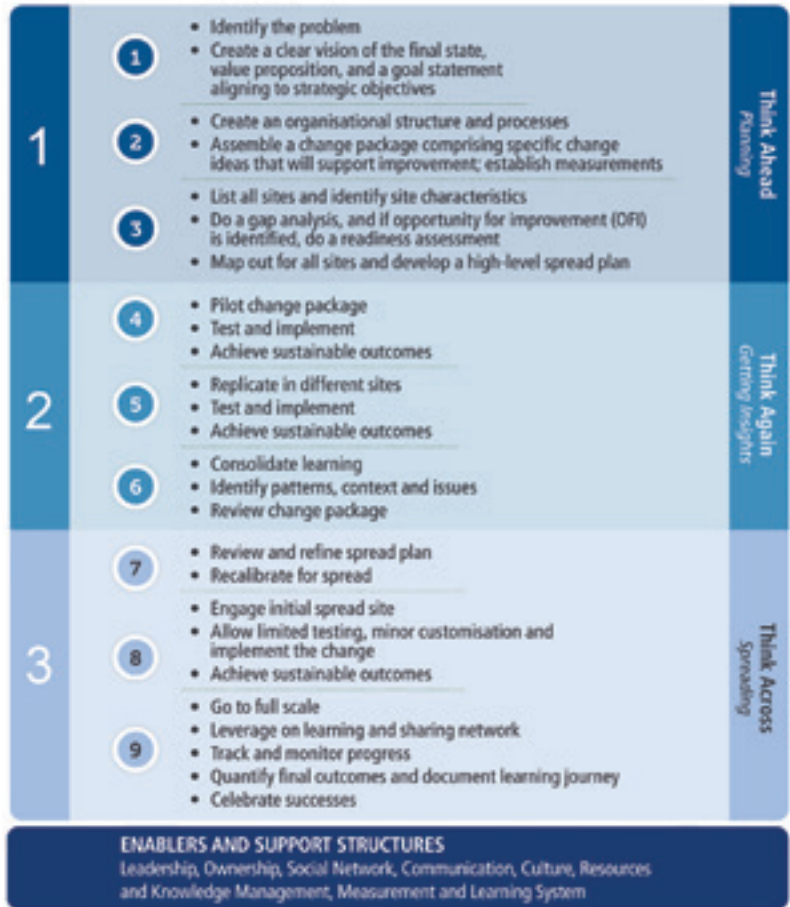
Based on the NHG Spread and Scale Framework, this digital learning system also provides opportunities for coaching and peer learning to aid project teams to spread improvement insights and extend implementation to more sites beyond pilot studies. To-date, the ‘NHG Spread and Scale System’ has captured information on 15 improvement projects.

NHG QUALITY DAY WEBINAR 2021

NHG held its annual Quality Day virtually in September 2021. Themed *“Co-Creating with Kindness”*, Associate Professor Tai Hwei Yee, Group Chief Quality Officer, NHG emphasised the timeliness and relevance of reinforcing patient-centred care, especially during challenging times.

Keynote speaker, Dr Bob Klaber, Consultant, General Paediatrician, and Director of Strategy, Research, and Innovation at Imperial College Healthcare, NHS Trust, United Kingdom, issued a clarion call for greater focus on kindness in order to reconnect healthcare to its mission and purpose. When kindness is practised organisation-wide, there is greater joy in work, understanding, and empathy, with positive impact on patient and population outcomes.

The event also recognised individuals and teams across the NHG Family who had contributed towards quality improvement. In 2021, 34 projects were presented with the Quality Improvement Award, 36 individuals and eight teams received the Excellence in Action Award, and six individuals clinched the Exemplary Patient & Caregiver Award.



The three stages and nine steps of the NHG Spread and Scale Framework.



The ‘NHG Spread and Scale System’ is a platform for improvement teams to track, spread, and scale-up their improvement initiatives.