UK Kidney Association

Kidney Quality Improvement Partnership

Creating your project team
Choosing an area of focus
Identifying and engaging stakeholders
Collecting baseline data

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How to choose a focus for improvement

- Improve what matters most to patients/staff members
- Provide **s**afe, **t**imely, **e**ffective, **e**fficient, **e**quitable, **p**erson centred care
- Get It Right First Time (GIRFT)
- Aligned with local and regional healthcare priorities
- Senior stakeholder support
- Make sure you can measure progress

To get you started... what you need to do

Aim: To establish a rationale for any improvement work and obtain support from an appropriate sponsor

1. Establish area to be improved	**2.** Sound out others re chosen focus	**3.** Gather ideas on **how** to improve	**4.** Can the idea be stretched?
5. Link project aims to the vision	**6.** Set measurable targets	**7.** All info into a single document	**8.** Agree to progress to testing/ PDSA

Common mistakes when choosing QI focus

- ❌ Picking what is "interesting" rather than important
  ❌ Choosing something impossible to measure
  ❌ Trying to fix 5 problems at once
  ❌ Ignoring patient voice
  ❌ No baseline data

Building your project team



- QI team lead
- QI Coordinator / Facilitator
- Data analysts/ audit lead
- Multidisciplinary clinical members
- Patient representative
- Renal unit manager
- Executive sponsor/ clinical director
- Quality and safety officer

Why bother with stakeholders ?



QI is 80% about people...





and 20% tools and methods

What is a stakeholder?

- The people who will determine the success – or failure – of what you are trying to achieve.

- Any individual or group who is interested in your change or the outcomes



Why do we need stakeholders?

Helps to determine and prioritise the issues at stake

Assists in the framing of the plan

Facilitates the identification of which stakeholder should participate

Avoids conflict between those making the decisions and those being affected by the decisions.

Process for stakeholder mapping and analysis



Identify



Prioritise



Understand



Engage

Step One: Identifying stakeholders

May require some research

Bring together:

1. Those obviously involved in the project
2. Those who have carried out recent projects
3. Any experts in the area

How to identify stakeholders

- Conversation
- Workshops
- Gathering ideas





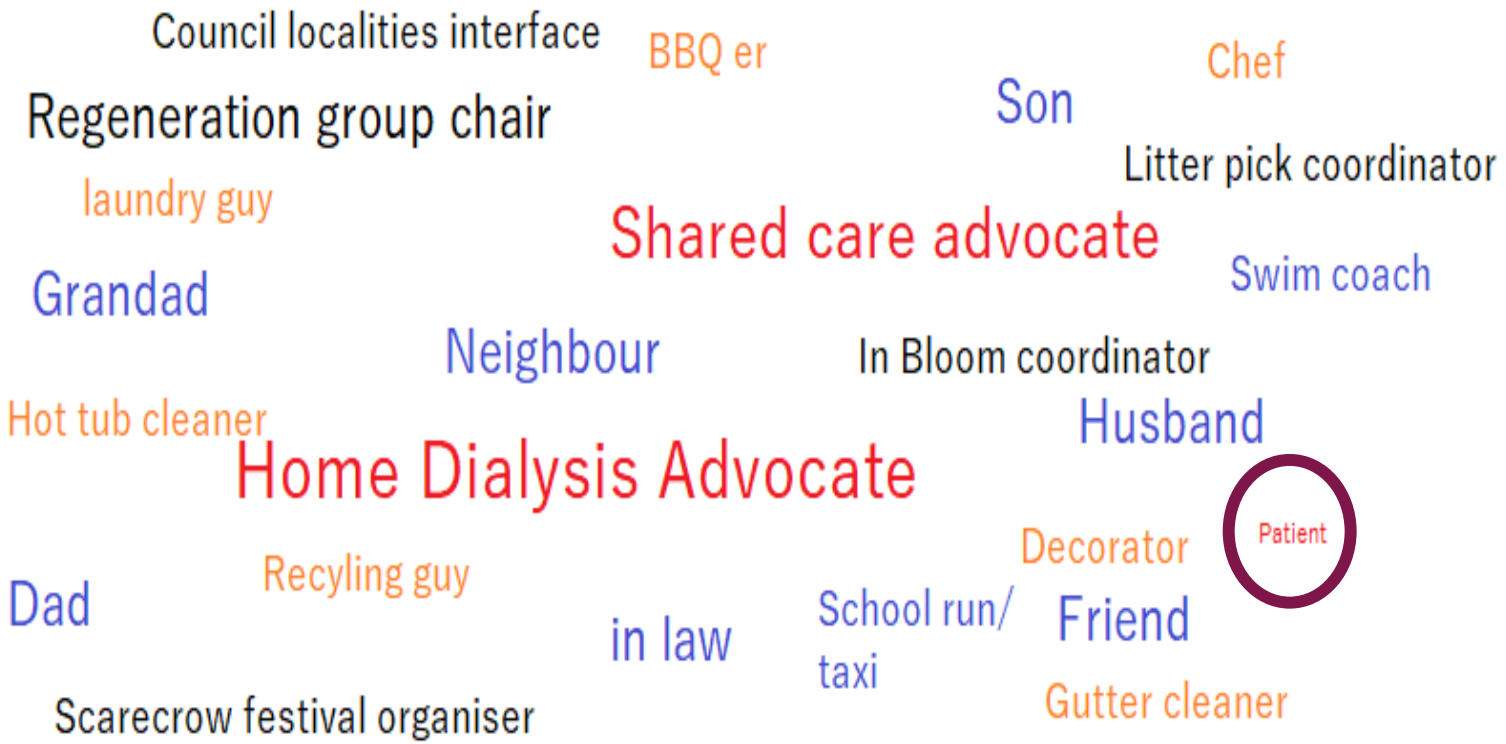


Types of stakeholder

1C	**Commissioners**	Those who pay for the organisation to do things
2C	Customers	Those who use the services provided by the organisation
3C	**Collaborators**	Those with whom the organisation works to develop and deliver its services
4C	**Contributors**	Those who help the organisation to provide services
5C	Channels	Those who recommend or refer customers (or provide a 'route to market')
6C	**Commentators**	Those whose opinions of the organisation are heard by customers and others
7C	Consumers	Those who benefit from the service of the organisation (ie patients, families, carers)
8C	**Champions**	Those who believe in and will actively promote the project
9C	Competitors	Those who offer similar or alternative services (in the same area)

Patients as stakeholders

- What can seem like an excellent technical outcome from the healthcare professional's point of view is not always perceived as excellent experience by the patient



Step two: Prioritising Stakeholders
Assessing the influence and level of impact

More power in the project	**Satisfy** Opinion formers. Keep them satisfied with what is happening and review your analysis of their position regularly	**Manage** Key stakeholders should be fully engaged through full communication and consultation
Less power in the project	**Monitor** This group may be ignored if time and resources are stretched	**Inform** Patients often fall into this category. It may be helpful to take steps to increase their influence by organising them into groups or taking active consultative work
	Less impact	More impact

Step Three: Understand your stakeholder

Who are they? Specify their roles but also consider their status, connections, whether they are supporters, peers, influencers, saboteurs, funders, delivery partners…	**What do they know?** About you, the subject, the language, the history, the context, the people
What do they fear? Costs, time, boredom, requests they can't meet, missing something, letting people down, more work, bad publicity	**What do they want?** To make a difference, save money hit targets, promotion, fame, a cause, their lunch….

Readiness for change matrix template

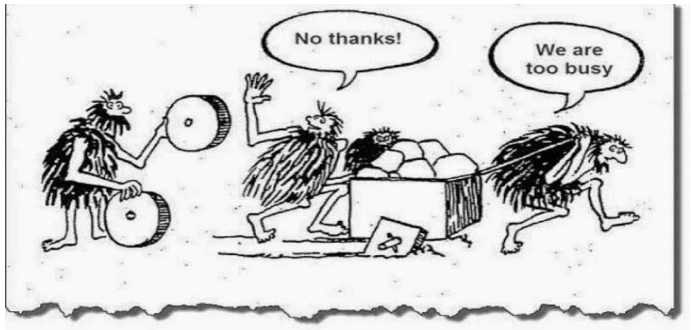
	In favour	Neutral	Opposed
Patients			
Dr Alice Jones	✓		
Dr John Smith			✓
Porters			✓



Step four: Engaging your stakeholders

You get the best effort from others not by lighting a fire beneath them, but by building a fire within"

Bob Nelson



Stakeholder	What Matters to Them
PD nurse	Workload, patient safety, clarity
Surgeon	Theatre efficiency, complication rates
Manager	Admissions, cost, targets
Patient	Confidence, independence, safety
Microbiology	Resistance patterns, protocol adherence

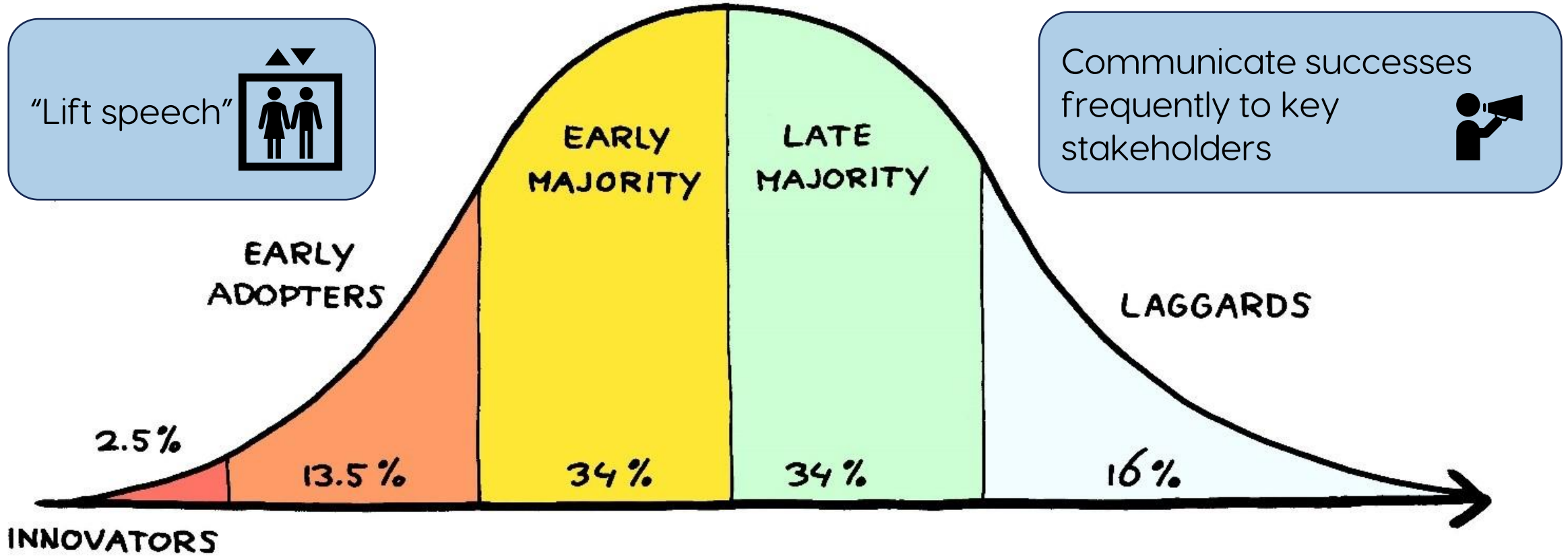
How can you influence your stakeholders?

Patient stories

Data and evidence

"Lift speech"

Communicate successes frequently to key stakeholders



Everett Rogers adoption model

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Manage your communications strategy

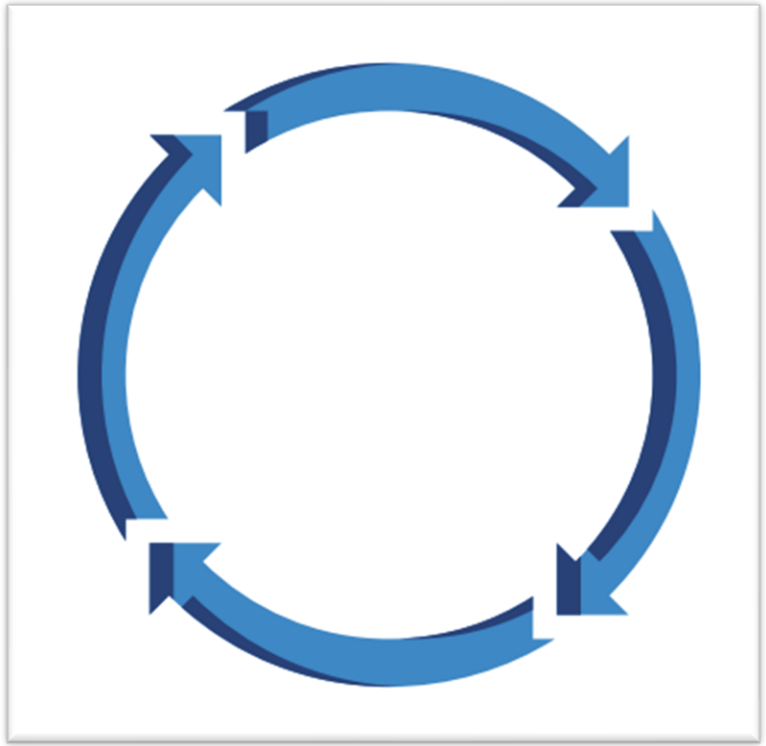
- Now you have identified and categorised the stakeholders, you can devise a communications plan.
- Set out what information needs to be given to who and when
- Prepare a briefing for the project team so everyone understands the strategy



Stakeholder involvement template

Stakeholder	Type	Level of Impact	Level of Influence	Current commitment	Engagement Plan/message and timeframe	Communication plan/delivery method
Name	Influenced Impacted Involved	High Low	High Low	High Medium Low	e.g. invite to the next project team meeting	e.g. include in the group mailing list to ensure always informed

Review



Constantly monitor the outcomes of your communication with stakeholders and reassess your plans where necessary.

Communication and engagement plan - template

Who are we targeting	What are the key messages	What communication channel will we use?	Who in the team is leading this?	Frequency of the key message	Track results/ provide the improvement team feedback

Start thinking about data

Look at:

- Peritonitis rates (episodes per patient-year)
- Exit site infection rates
- Technique survival
- Hospital admissions
- Time to training completion
- Catheter dysfunction rates
- Patient-reported experience measures (PREMs)

Ask:

- Where are we performing worse than benchmark?
- Where is variation highest?

30/ 60/ 90 day action plans – How to use

- Action plan should be agreed with your improvement team
- List achievable actions and set dates for completion.
- Once 90 days over – restart with 30/60/90 planning.
- Use at every improvement team meeting asking are we on track? Anything else we need to do? Are the dates still achievable?

30/60/90 day plan

Within	We want to achieve … (actions)	We want to complete this by … (insert date)
30 days		
60 days		
90 days		

Homework

Agree on an area for improvement

Involve and assemble your project team

Stakeholder analysis and mapping using some of the templates

Collection of baseline data

Meet with your mentor/mentee

