



QI Fellowship Cohort 4

Transferrable Learning

Dr Jack Kennedy, ST5 General Surgery Registrar - A New Performance Team for Theatre Utilisation

Learning Themes

Realistic, Achievable Targets

Learning - Practical goal-setting underpins effective and sustainable improvement.

- Emphasises the importance of setting realistic goals that are attainable within the scope of the project.
- Helps maintain focus, momentum and credibility throughout the improvement process.

Cultural Awareness and Engagement

Learning - Understanding and shaping culture, alongside engaging stakeholders, is key for meaningful improvement.

- Highlights the cultural journey involved in quality improvement, recognising the human and organisational elements.
- Stakeholder engagement is critical to gain buy-in, ensure relevance, and sustain change.

Small Improvements Can Yield Big Impact

Learning - Incremental, focused improvement can produce substantial system-wide benefits.

- Even minor, well-targeted interventions can create significant change over time.
- Encourages focusing on incremental wins rather than waiting for large-scale solutions.

Presentation and Communication

Learning - Communication and dissemination are vital for ensuring that improvements are understood, adopted and sustained.

- Clear, effective presentation of work helps share learning, secure support, and demonstrate impact.

Application

Using Measurement tools in my work

Ensuring peoples' buy-in and thinking how I do this.

Stakeholder Engagement

Dr Rachel Farr, Consultant, Dr Maoibh McAtarsney, Clinical Fellow, Dr Rebekah Mercer, Clinical Fellow - Enhancing Resident Doctor Satisfaction Through Targeted Workplace Interventions

Learning Themes

Intentionality in Improvement

Learning - Thoughtful, intentional design underpins meaningful and sustainable improvement.

- Deliberate, purposeful planning and execution of projects is key to enhancing experience.
- Being intentional ensures interventions address real problems and achieve measurable impact.

Tangible Impact on Trainees and Patient Safety

Learning - Well-designed QI projects create measurable benefits for both staff and patients.

- Work has already led to concrete quality improvements, benefiting many trainees.
- Improvements in trainee experience directly enhance patient safety as well-trained staff rotate through the system.

System-Level Influence

Learning - Local initiatives can catalyse broader-system-wide improvements.

- Demonstrates how one quality project can drive significant change across the system.
- Shows the potential for scaling improvements beyond the immediate department or team.

Linking Morale, Training and Workload

Learning - Optimising training environments requires attention to both human factors and practical tools.

- Highlights the interconnection between trainee morale, workload, and the training experience.
- Practical tools (e.g. EOLAS app) can support this balance and enhance engagement.

Creativity in Data Collection

Learning - Innovation in measurement amplifies the impact of QI work.

- Emphasises being innovative and thoughtful about when and how the data is collected.
- Creative approaches can make measurement more effective and meaningful, even in complex contents

Application

Listen to our staff

The model of getting feedback and discussions with those involved.

Application sharing learning re. resident doctor experience and resident doctor forums.

Roll out app plus initiatives to other specialties.

Dr Peter Todd, Chief Registrar, Medicine - FY1 Clinical Experience

Learning Themes

Clarity of Purpose and Moving Beyond Task Orientation

Learning - Clear goals and purpose-driven work improve trainee experience and learning outcomes.

- Emphasises clarity (clear goals and priorities) and moving away from purely task-focused approaches.
- Encourages looking at educational value and meaningful experience rather than routine task completion

Data-Driven Improvement

Learning - Data collection and ongoing evaluation are essential for effective and measurable improvement.

- Highlights the importance of qualitative and quantitative data to guide interventions.
- Advocates one intervention at a time to allow measurement and evaluation of impact.
- Stresses the need to continue measuring improvement post-project to ensure sustained change.

Trainee-Centred Approach

Learning - Engaging trainees and addressing unnecessary burdens enhances experience and foundational learning.

- Focus on asking FY1 doctors directly rather than making assumptions.
- Recognise that a poor FY1 experience is not inevitable - it is shaped by system and project choices.
- Demonstrates that reducing low-value tasks can significantly improve junior doctor experience and learning.

Foundational Impact on Junior Doctors

Learning - Focused QI initiatives can create meaningful, lasting improvements for early-career doctors.

- The work strengthens early-career training, ensuring better education and support for junior doctors.
- Shows that change is possible and impactful, even at the level of first-year doctors

Application

Will take learning points back to Foundation School

Ensure follow through of the project after Peter leaves as normal business

This work is transferrable to Paediatrics

Resurvey and roll out across other specialties

Use qualitative data more widely

Need for feedback before and after the intervention

Dr Charlotte Irwin, Clinical Fellowship Fellow - Improving Induction for N2NI Doctors: A Collaborative Approach for Workforce Integration

Learning Themes

Consistency in Onboarding and Support

Learning: Consistent induction and support systems are critical for trainee success and retention.

- Emphasises the need for a standardised approach for all new graduates in Northern Ireland, across every rotation.
- Structured support ensures equity, smoother transitions, and better integration for new doctors.

Addressing Pre-Existing Problems

Learning: Quality improvement requires deliberate attention to existing challenges rather than waiting for crises to occur.

- Focus on identifying known issues and designing projects to address them proactively.
- Recognises that improvement often involves tackling problems already visible but not yet systematically resolved.

Structured Project Guidance

Learning: Structured methodologies strengthen project planning and implementation, increasing chances of meaningful change.

- Use of tools like driver diagrams helps guide projects, visualise cause-and-effect, and focus interventions effectively.

Targeted Interventions for Specific Needs

Learning: Interventions must be purposeful and tailored to the needs of specific groups to be effective.

- Highlighted induction programs for IMG (International Medical Graduate) doctors as a key intervention.
- Shows how tailored support can enhance learning, morale, and retention.

Empathy and Lived Experience

Learning: Incorporating lived experience into improvement projects enhances relevance and impact.

- Project reflects real-life experiences of new doctors, validating that personal challenges are being recognised and addressed.
- Promotes a sense of being seen and supported, which can improve engagement and trust in the system.

Application

- To be considered through our management team and local medical induction
- Build in check points throughout our work
- Training for intervention
- Spread to individual specialties

Pippa McCabe, Chief AHP Information Officer - Making vFires Better

Learning Themes

Complexity Behind Simple Processes

Learning: Surface simplicity can be misleading; understanding underlying processes is crucial for improvement.

·Even processes that seem straightforward can have hidden complexity, requiring careful analysis.

·Example: handling and raising Encompass vFires revealed unexpected workflow challenges.

Standardisation and Conformity

Learning: Standardisation enhances reliability, safety, and efficiency.

·There is a lack of consistency in how processes (like raising vFires) are carried out across teams or Trusts.

·Highlights the need for clear protocols and shared understanding to reduce variability.

Communication and System Integration

Learning: Seamless communication and integration between systems are essential for process reliability.

·Effective improvement depends on communication between systems (Encompass) and the wider Trust.

·Coordination across different platforms or departments is key to ensuring processes work smoothly.

Transferable Learning and Knowledge Sharing

Learning: Knowledge transfer is a force multiplier—learning from one area can improve many others.

·Lessons learned in one team or Trust can benefit others, promoting wider improvement.

·Sharing insights reduces duplication and accelerates adoption of best practices.

Application

- This can be used in Digital Nursing
- Share key points with relevant staff on the exact information required for v fire response
- Reviewing areas at helpdesk for theme areas of common issue to save resource and time and improve quality
- Build in to training for staff
- Value stream mapping could be used more widely within services to understand wastes

David Cairnduff, Assistant Director of People and Organisational Development - Open Minds, Safer Care: A Just Culture Initiative

Learning Themes

Culture as a Critical Driver of Quality

Learning: Quality improvement must address cultural factors, even when they are complex or intangible.

- Culture is highlighted as a central element of improvement, shaping behaviour, teamwork, and outcomes.
- Recognises that although culture is vital, it is difficult to define and even harder to measure.

Challenges and Opportunities in Measuring Culture

Learning: Effective culture measurement requires careful planning, methodological awareness, and sensitivity to context.

- There are multiple options and tools for measuring culture, each with strengths and limitations.
- Acknowledges the need for thoughtful selection of measurement methods to ensure what is measured actually reflects the true environment.

Data as a Foundation for Improvement

Learning: Without data, cultural insights remain anecdotal—measurement transforms them into actionable knowledge.

- Emphasis on the importance of data as both a starting point and a way to track progress.
- Data provides the evidence base for understanding culture and demonstrating change over time.

Catalyst for Further Quality Improvement

Learning: Cultural analysis has a ripple effect—one well-designed project can open the door to many more.

- The work shows how one project can spark multiple subsequent QI initiatives, creating momentum.
- Culture measurement can highlight additional issues or opportunities that lead to further improvement.

Application

- Rise to the challenge of how to measure culture
- Consider implementation across all areas of Trust