



# CHILDREN'S UNIVERSITY HOSPITAL, TEMPLE STREET

## CASE STUDY

### CUSTOMER DETAILS

Children's University Hospital, Temple Street

<http://www.cuh.ie/>

### APTEAN SOLUTION

Respond

### SOLUTION

Founded in 1872, the Children's University Hospital has almost 1,100 staff. It has one of the largest emergency departments in the country and strives to provide a quality service in caring for sick children and their families.

### BENEFITS

- Enables capture of timely and accurate data to promote and support best practice
- Increased process efficiency by removing the manual procedure involved with logging complaints
- Enables insight into reoccurring issues, allowing an improvement in patient safety
- Provides quality Management Information with the use of mandatory fields

Founded in 1872, the Children's University Hospital Temple Street, is an acute Paediatric Hospital with a long tradition of serving Dublin North City and County. It also provides a secondary and tertiary referral and care service both regionally and nationally. The Emergency department, with 45,000 attendances per annum, is one of the largest in the country and is the biggest paediatric Accident and Emergency Department nationally.

The Hospital is the National Centre for Inherited Metabolic Disorders and operates the National Screening Laboratory, which screens all newborn children for a range of inherited conditions. The major specialties include Neonatal and Paediatric Surgery, Nephrology including Renal Transplantation, Neurology, Developmental Paediatrics and Plastic Surgery. The Hospital has the full range of clinical and paramedical services to support an acute paediatric Hospital. A staff of almost 1,100 strives to provide a quality service in caring for sick children and their families.

## THE CHALLENGE

Paula Day is the Risk Manager at Temple Street. Her primary role is to ensure that the hospital provides a high quality, safe service to its patients from an environment and culture that is safe for hospital staff and visitors. The hospital aims to empower all staff to assume responsibility for contributing to effective risk management by reporting adverse incidents and complaints in order to improve the quality of patient care. So, for example, if a staff member strained their back or a visitor suffers a slip, trip or fall, staff members report the incident to the Risk Management Department for investigation in order to identify and deal with any potential risk to the patient, staff member or visitor, and to look at what corrective actions are needed to prevent it happening again.

In a large hospital the Risk Manager's area of concern would normally be restricted to incident reporting but at the Children's University Hospital, the Risk Management function incorporates adverse incident reporting, complaint management, requests for records and the management of claims. The Risk Management Department has a broad remit dealing with issues ranging from standard patient queries, complaints and compliments to clinical and non-clinical indemnity liability cases.

"In most hospitals complaints are dealt with by Patient Services, requests for records by Medical Records Departments and claims by the Legal and Insurance Department but at Temple Street it all falls under one umbrella," explains Paula. "If something happens to a patient we hear about it immediately through the hospital's incident reporting system, then if the patient's parent makes a complaint or a request for records is received, we already have the all the details captured and can deal with it quickly and efficiently. Having everything centralised in this way makes it much easier to manage."

"We simply could not do the work we're doing today without Respond."

**Paula Day**

Risk Manager

Children's University Hospital, Temple Street

## EXTENDING THE SYSTEM

Temple Street started using Aptean's Respond software to manage complaints and requests under the Freedom of Information (FOI) Act of Ireland. However, the significant challenges associated with effectively managing risk and promoting quality and safety within a hospital environment prompted Temple Street to extend its Respond system, making it accessible at ward and departmental level by rolling it out across the hospital.

## SERVICE IMPROVEMENTS

"The first exercise was to take the template for the complaints and FOI databases and develop the routine access database, the incident reporting database and the claims database," says Paula. "We then amalgamated the five databases into one, upgraded the Respond system, added Respond TouchPoint and Respond Intelligence."

The second part of the project, and part of Temple Street's waste management and quality initiatives, was to remove manual processes associated with incident reporting and logging complaints or requests for information by rolling out an online reporting system hospital-wide over the organisation's intranet. Respond CenterPoint manages the process, Respond TouchPoint gives access to the system at ward level and Respond Intelligence is used for reporting.

"Traditionally staff completed an incident report form which was sent to the Department through the internal mail and was logged on the Respond system," explains Paula. "Staff now report incidents or complaints directly onto the system so all the information comes in electronically and is readily accessible. We've spent a lot of time making it quick and easy. Aptean's Respond software is simple to use and highly configurable. I can create dropdown menus and add categories or take them away. The mandatory fields are personal details, hospital number, date of birth, treating consultant and location. Once you have entered that information it takes less than a minute to log an incident."

Paula and her team developed the risk management system to capture all relevant information across various categories including complaints, adverse incidents, requests for information under the hospital's routine access policy and the Freedom of Information Act, compliments and medication errors.

If an incident occurs at ward level or in the administration department for example, the member of staff logging the complaint can access the system through the quality, risk and safety folder on the home page of the hospital's intranet. "The system will prompt the user to select a category for example complaint, staff incident or compliment," explains Paula. "We developed the dropdown menus to suit each category. For example if a user wants to log a medication error the dropdowns are specifically designed to capture information relating to whether it was a dispensing, prescribing or administration error, medication involved, dosage given and description of the incident. We have streamlined the process to make it as simple as possible which was important as a lot of

the staff who log incidents do not have formal IT training.”

Now that feedback and incidents are logged electronically at departmental level and automatically fed into the Risk Management Department, resources are channelled into providing trends and quality data and information to Line Managers, Clinical Nurse Managers and various Committees like the Health and Safety Committee, the Patient Care Committee and the Quality and Risk Governance Committee.

## IMPROVED EFFICIENCY

“When information was reported manually, it was the role of one administrative officer to log incidents on Respond which was a full-time post. As a result, we didn’t have the capacity to provide meaningful data to line managers on trends for their areas of responsibility. But now that the information is being received electronically we have been able to develop a suite of reports and provide line managers with monthly and quarterly updates for their areas. For example we can run reports on specific areas like medication safety. People are more inclined to engage in the process when they receive feedback and can see positive improvements.”

On the analytics side Respond Intelligence enables Temple Street to delve down through all of its cases in the system and highlight trouble spots. “When we were setting up the new system I worked with all department heads to find out what they needed to get out of it,” says Paula. “They want to understand the trends, they want to know what’s happening, where it’s happening so that they can try to reduce it. They can see the benefits and have really taken ownership of it.”

Thanks to Respond, Temple Street has access to quality data and information and can more easily identify where improvements are needed. Turnaround time for handling complaints has vastly improved enabling Temple Street to hit 100 percent of the targets laid out by the 2004 Health Act. And as the first hospital to rollout its CDC Respond system to front line staff, the Children’s University Hospital, Temple Street has established itself as a truly patient-centred health care provider with timely and accurate data to promote and support best practice.

“Everyone is part of the process,” says Paula. “We log all our contacts, be they compliment, clinical incident or complaint, and with 1,800 contacts in a year the volume would be too difficult to manage manually.”

By listening to patients and their loved ones and analysing the feedback, hospitals can drive efficient and effective care and channel resources to achieve clinical excellence. Patient safety and excellence in clinical care are top priorities for Temple Street.

Since extending its Respond system the hospital has seen great improvements both culturally and in terms of quality improvements to patient care.

“We simply could not do the work we’re doing today without Respond,” concludes Paula. “Patient issues are dealt with efficiently, causes of complaints are eradicated before they become major issues and management is more aware of the issues affecting each department.”



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