



INTRODUCTION

Interior Health (IH) Renal and Transplant program utilizes Quality Improvement (QI) to create and drive improvement strategies and change across our region. This is led through the collaboration of a QI consultant and a Clinical Nurse Specialist (CNS).

AIM

To continue the delivery of high quality care, promote the creation and sustainability of innovative projects and support the ongoing development of an engaged workforce.

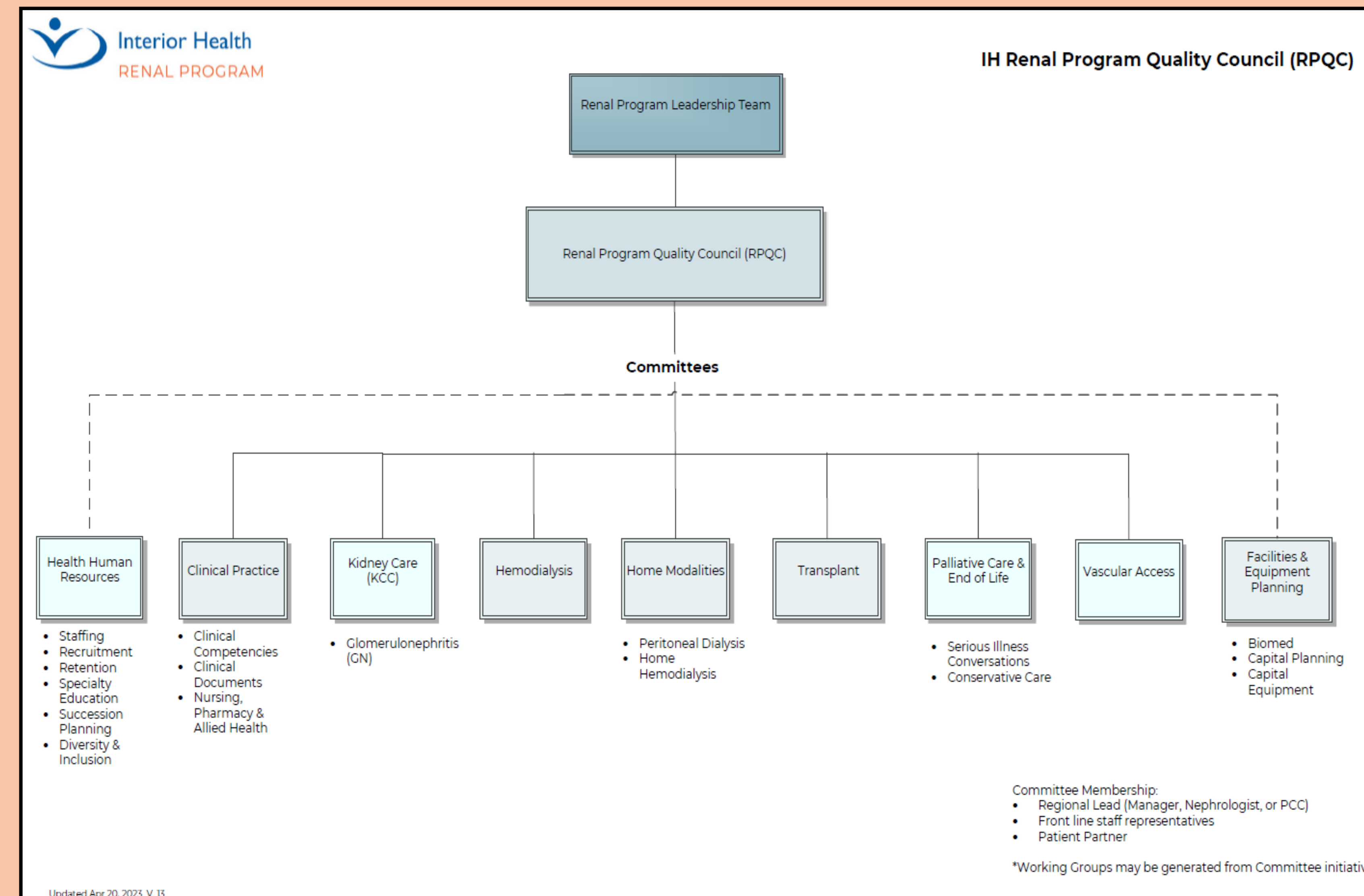
METHOD

- Cultivate a culture of quality improvement in sites and program
- Engage frontline staff, leaders, nephrologists and patient partners
- Review feedback, lessons learned, and listen for opportunities for improvement
- Encourage open-mindedness, innovation, and support
- Value and respect all opinions and ideas
- Plan, Do, Study, Act
- Lead by example; foster change management through leadership

RESULTS

Two foundational pieces of work were instrumental in setting the stage and linking strategic direction for the IH Renal Program:

- 1) The refresh of the Renal Program Quality Council
- 2) The creation of the Renal Program Tactical Plan 2023-2028



- 1) The Renal Program Quality Council leads and supports the IH Renal Program's work as linked to the Tactical Plan. Sub-Committees are the drivers and doers of the change and frontline work that impacts patient care and staff engagement.

- 2) Staff, patients, and nephrologists are all involved in the implementation of the 5 year Tactical Plan to create change in the IH Renal program. This plan flows into a Work Plan, which links to the Quality Council and Sub-Committees.



CONCLUSIONS & CONSIDERATIONS

1. QI initiatives are most effective when collaboratively developed and led through a variety of operational and leadership design projects.
2. Succession planning includes QI training and needs to be enhanced for further development and leadership growth.
3. Leadership and QI can develop at all levels of engagement, and begins with the patient partner.

REFERENCES

- Drew, J.R. (2020). Why healthcare leadership should embrace quality improvement. *The British Medical Journal*, 368(m872). <https://doi.org/10.1136/bmj.m872>
- Boguslavsky, V, Gutierrez, R, Holschneider, S. (2019). Effective leadership for quality improvement in health care: A practical guide. Published by the USAID ASSIST Project. Chevy Chase, MD: University Research Co., LLC (URC).
- Brennan, D., Wendt, L. (2021). Increasing quality and patient outcomes with staff engagement and shared governance. *The Online Journal of Issues in Nursing*, 26(2).

ACKNOWLEDGEMENTS

Thank you to all IH Renal Program staff, patients, and nephrologists for your collaborative and ongoing dedication to improving patient care and services.

CONTACT INFORMATION

Donna.Jansons@interiorhealth.ca
250-863-9741



Table 1: Key leadership clusters and attributes

Clusters	Key Attributes
Personal Qualities	<p>Self-belief: Displaying confidence that you will succeed, and you can overcome obstacles to achieve the best outcomes for service improvement</p> <p>Self-awareness: Knowing your strengths and limitations and understanding your own emotions and the impact of your behavior on others in diverse situations</p> <p>Self-management: Being able to manage your own emotions and be resilient in a range of complex and demanding situations</p> <p>Drive for improvement: Showing deep motivation to improve performance in public services and thereby to make a real difference to others</p> <p>Personal integrity: Demonstrating a sense of commitment to openness, honesty, democracy, inclusiveness, loyalty, and high standards in undertaking the leadership role</p>
Setting Direction	<p>Seizing the future: Being prepared to take action now to shape and implement a vision for the future development of services</p> <p>Intellectual flexibility: Embracing and managing ambiguity and complexity and being open to creativity in leading and developing services</p> <p>Broad scanning: Taking the time to gather information from a wide range of sources</p> <p>Political/contextual astuteness: Showing an ability to understand diverse interest groups and power bases within the facility and/or community and the dynamic between them</p> <p>Drive for results: Displaying a strong commitment to making service performance improvements and a determination to achieve positive service outcomes for the public</p>
Delivering the Service	<p>Empowering others: Striving to facilitate others' contributions and to share leadership, nurturing capability and long term development of others</p> <p>Effective and strategic influencing: Being able and prepared to adopt several ways to gain support and influence diverse parties, to secure improvements</p> <p>Collaborative working: Demonstrating commitment to working and engaging constructively with internal and external stakeholders</p>