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Examining Hospital-Wide Quality Initiatives From An Improvement Sustainability Perspective: A Study Protocol For A Mixed-Methods Multiple-case Study

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INTRODUCTION

Hospitals invest extensive resources for large-scale initiatives to improve patient safety and quality at an organizational level.

However, an initial success, if any, does not guarantee longer-term improvement.

Empirical and theoretical knowledge that informs hospitals to attain sustained improvement from large-scale change is lacking.

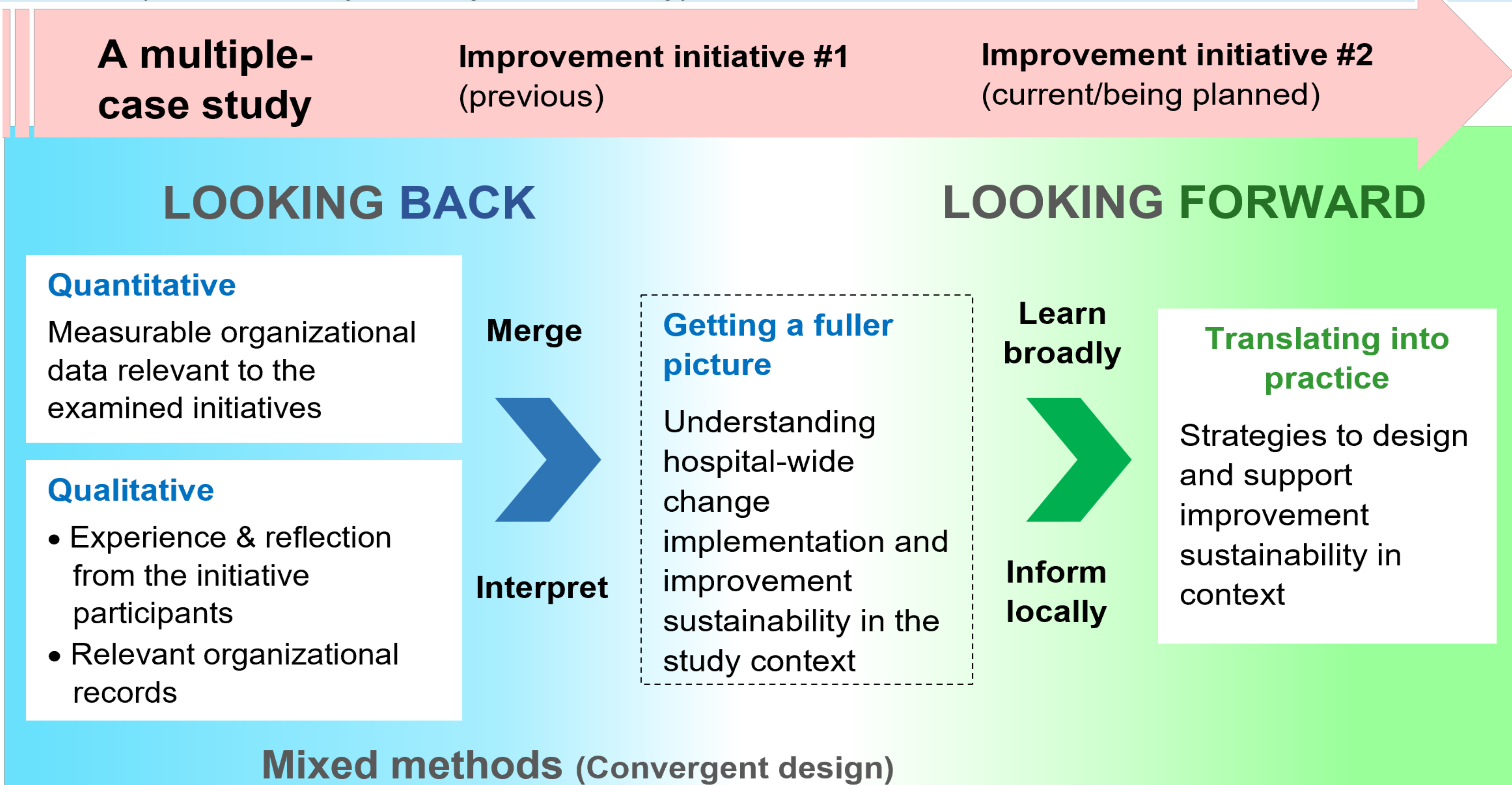
AIM

- To examine **improvement sustainability** of two large-scale initiatives in an Australian tertiary hospital, and
- To translate the lessons into the strategies for achieving sustained improvement **from large-scale change** in hospital settings.

RESEARCH DESIGN

- A **single-site, multiple-case** study (Yin 2017)
- Two large-scale hospital-based quality initiatives: each initiative as a unit of case.
- A single site for consistent change context.
- The selected initiatives are similar in change scale and scope (#1: completed; #2 current)

Illustration of the research design – **Looking back and looking forward**

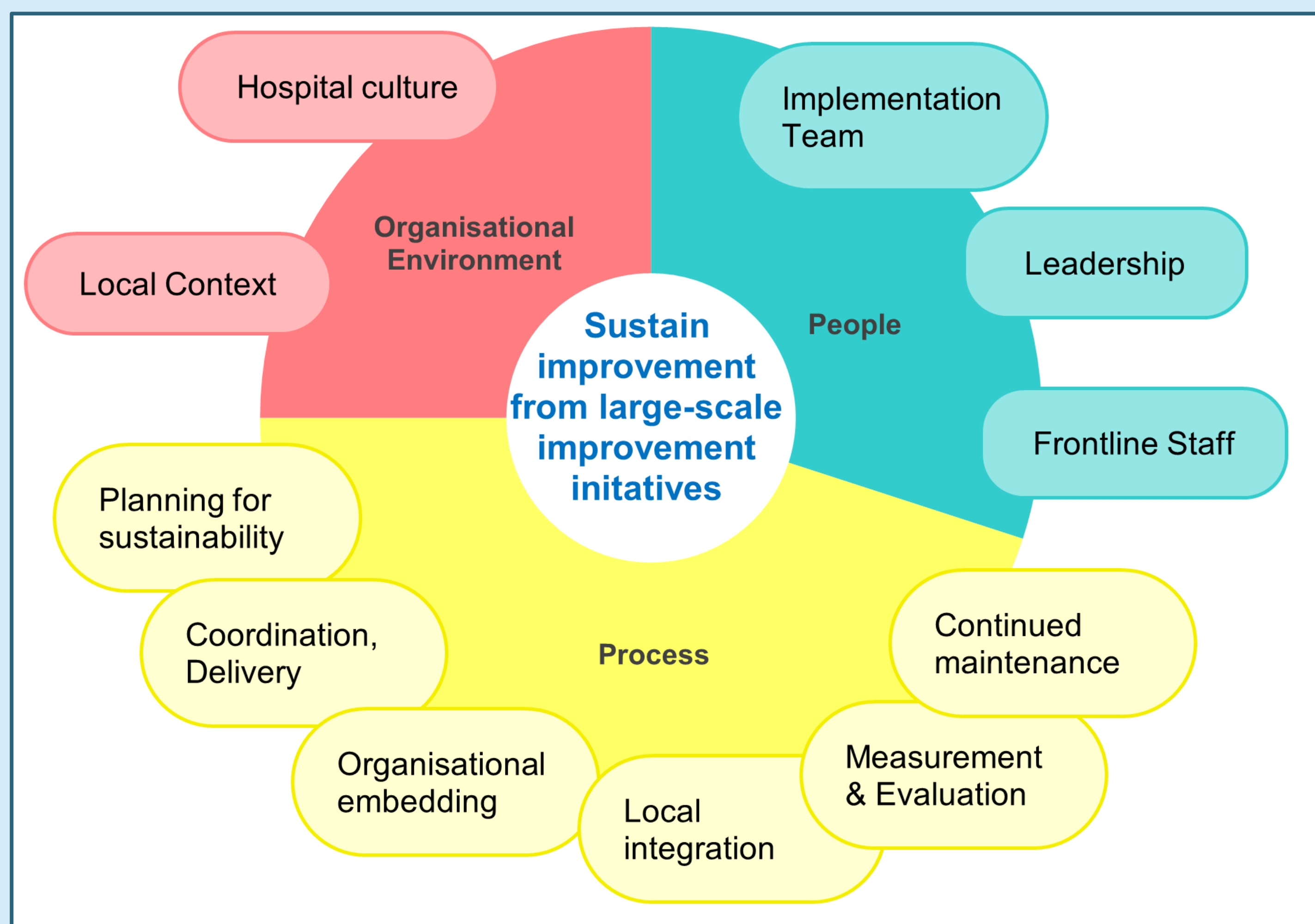


MIXED-METHODS DATA COLLECTION

Mixed-methods data collection (Creswell et al 2018): **organizational records and participant experience**

Data	Initiative #1 (2014-2015) <i>Aim: to reduce medication omission, delay</i>	Initiative #2 (2020-present) <i>Aim: to improve communication for patient safety</i>
QUANT itative data: Routinely collected organizational data	- National Inpatient Medication Chart Audit results on omitted medication (2012-2019) - A demographic questionnaire accompanying the interview	- Selected questionnaire items relating to patient safety from Staff Engagement Surveys (2018-latest) - A demographic questionnaire accompanying the interview
QUAL itative data: Interviews and organizational records	- Individual semi-structured interview with involved staff - Organizational records relevant with the initiative (e.g., Report, policy)	- Semi-structured interview with involved staff - Organizational records relevant with the initiative (e.g., Report, policy)

Interview questions informed by the domains of factors for sustained improvement from hospital-wide initiatives (adapted from Moon et al. 2022)



Target participants for semi-structured interview

Stratified per role variation

- Group 1: Senior Managers
- Group 2: Implementation Team
- Group 3: Frontline Managers
- Group 4: Frontline staff

Professions across the hospital

- Nurses
- Doctors
- Allied Health
- Non-Clinical staff

In separate cohorts:

- Initiative #1
- Initiative #2

Number of the total interview participants: **32-36**

DATA ANALYSIS

Quantitative data

Descriptive statistical analysis:
Quantitatively summarize measurable hospital indicator outcomes/survey responses



Qualitative data

Thematic analysis:
Interview responses (Norwell et al. 2017)

Document analysis:
Organizational documents (Dalglish et al. 2020)



Data integration and triangulation by **merging**

Synthesize lessons emerged

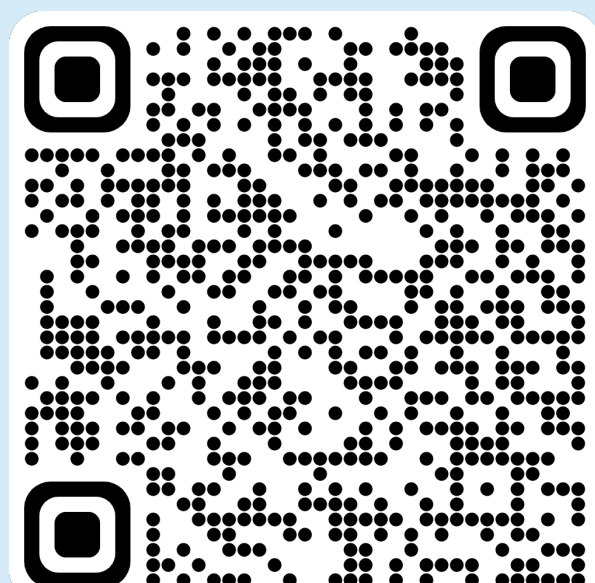
IMPLICATIONS

Based on the longer-term and interim outcomes and participant experience, the findings will have potential to guide the practice and contribute to the theoretical understandings for **improvement sustainability of large-scale change in hospital settings**.

* This study has been reviewed and approved by the Human Research Ethics Committee in Australia (H0026463) and by the research governance office for the study site (2023/STE01308).

REFERENCE

Scan to see the reference list.



PUBLISHED PROTOCOL

Scan to read more about our published study protocol.

