

Agile Values in QI: Fostering Collaboration, Adaptability, and Sustainable Change

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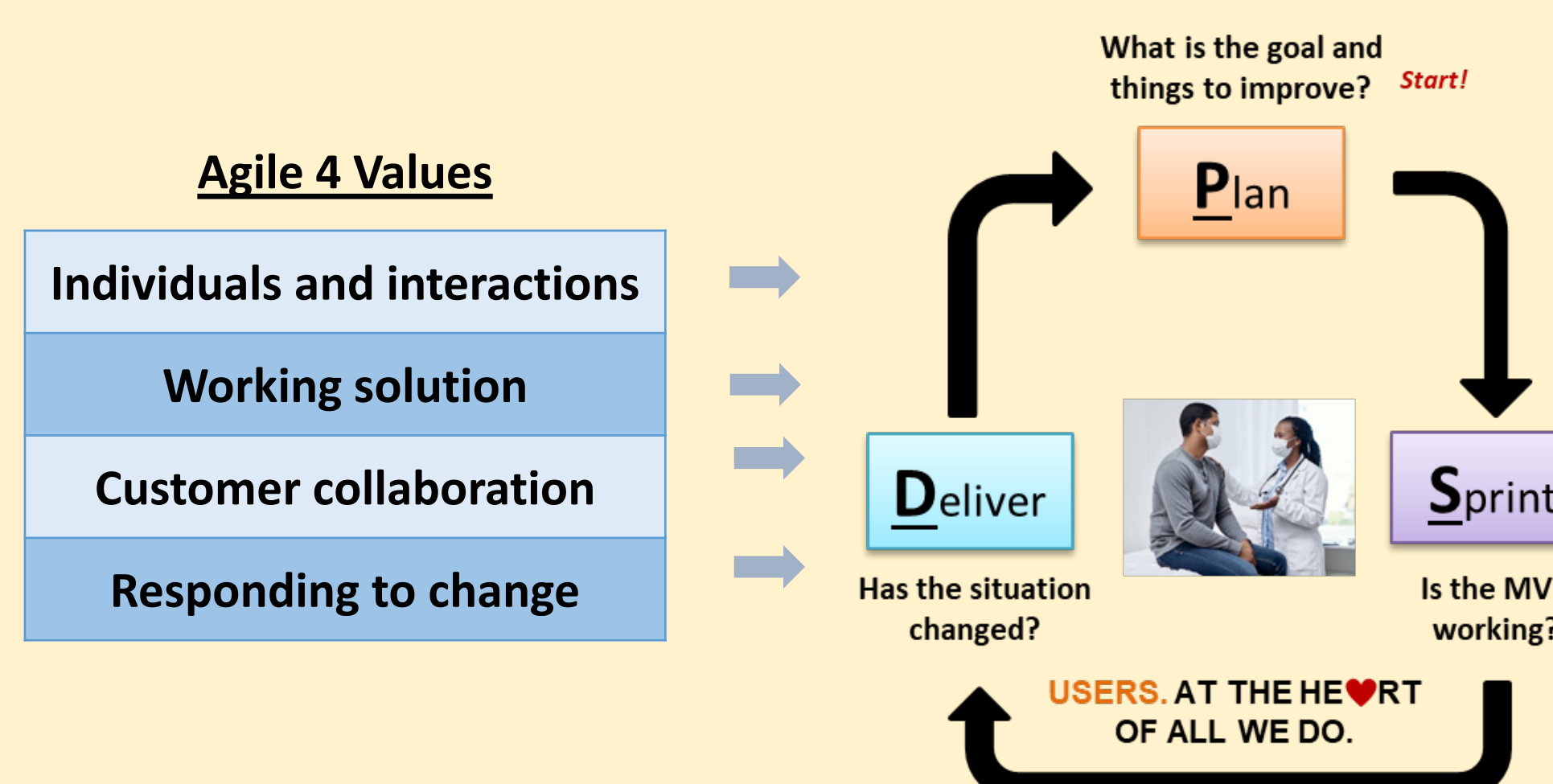
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INTRODUCTION

Singapore Health Services (SHS) is dedicated to building a High Reliability healthcare Organization (HRO) to sustain positive patient outcomes by fostering continuous improvement and trust, and embracing adaptability in the face of unforeseen and complex challenges¹. A structured approach to guide teams to use a combination of improvement methodologies that are most appropriate to the project needs was implemented.

One of the methodologies is the Agile Quality Improvement in Healthcare (AgileQI™), a methodology incorporating Agile values², prioritizing the purpose of improvement, the beneficiaries, and the necessary interactions for achieving the improvement, thereby providing value and flexibility to end-users (Fig. 1).

Fig. 1: AgileQI™ Improvement Model



By addressing the dynamic needs of end-users, AgileQI™ enables sustainable improvements in the complex healthcare environment. Successfully launched by IPSQ in 2021, AgileQI™ is backed by educational initiatives and dedicated healthcare domains and teams.

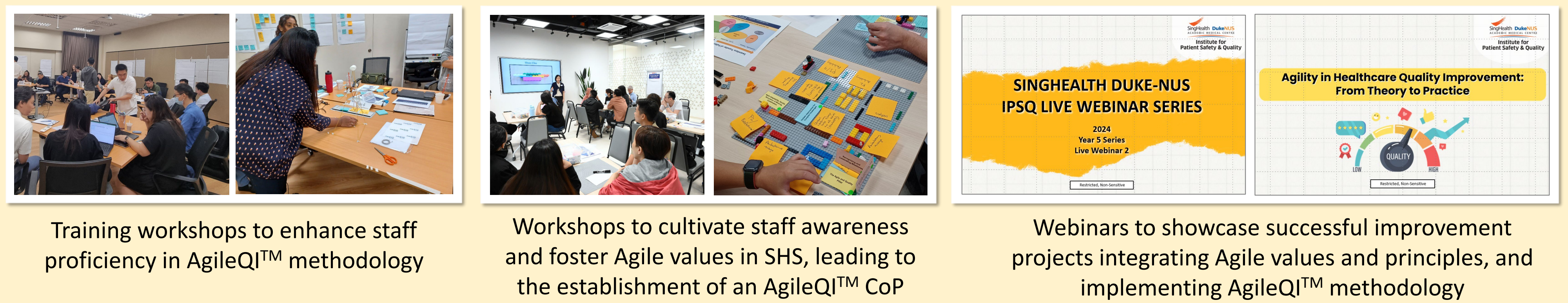
AIM

This poster aims to demonstrate the successful integration of AgileQI™ methodology, complementing the suite of improvement tools adopted by SHS, highlighting its role in promoting communication, person-centric solutions, end-user collaboration, and adaptability to advance the achievement of a HRO in healthcare.

RESULTS

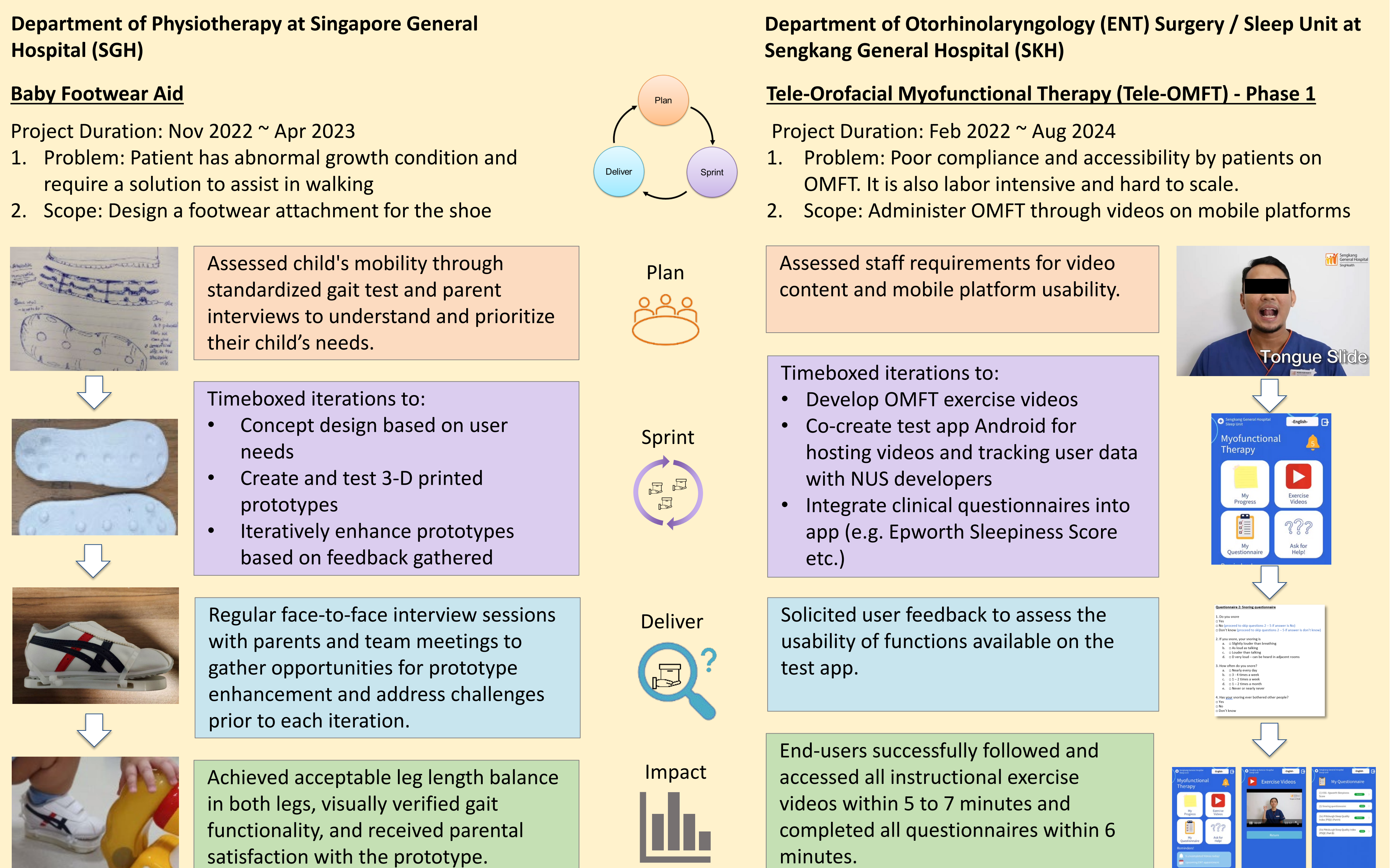
Between September 2021 and December 2023, **183 attendees were engaged through workshops and webinars from 12 SHS institutions. All webinar respondents and 96% of workshop respondents (65 out of 68) affirmed the benefits of Agile values in improvement practices (Fig. 2).**

Fig. 2: Leveraging multiple channels to raise awareness, disseminate AgileQI™ knowledge, and showcase successful application of AgileQI™



Several project teams have already applied the AgileQI methodology in their improvement initiatives. For example, one initiative led to an adaptable solution for similar patient profiles, while another developed a Sleep Apnea educational module (Phase 1) providing 24/7 access to health information and services for end-users (Fig. 3).

Fig. 3: Some examples of project teams utilizing the AgileQI™ methodology to achieve clarity, enhance solutions, and improve subsequent sprints



METHOD

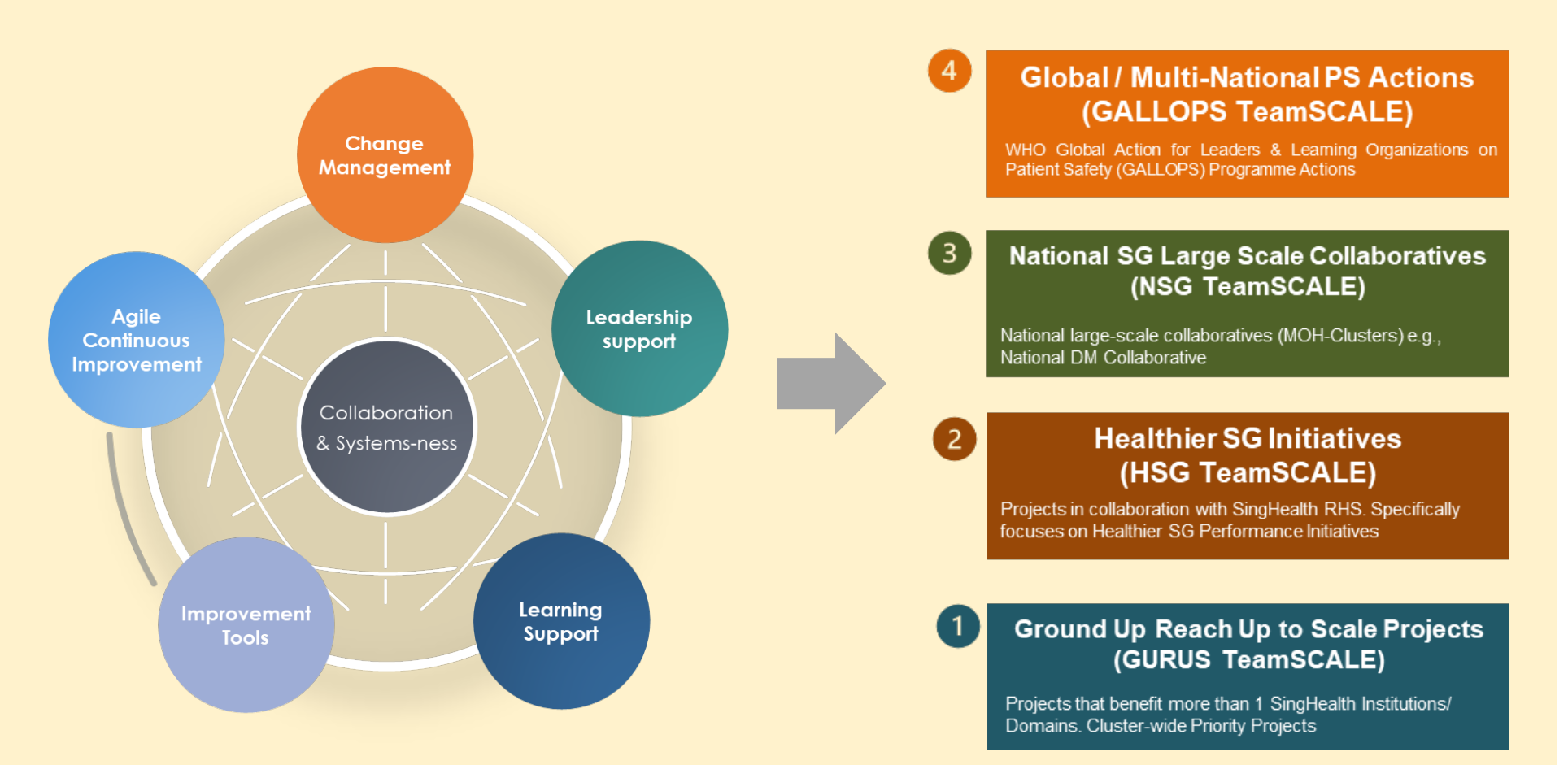
The implementation of AgileQI™ methodology in SHS involved:

-  A. Enhancing staff's Agile proficiency
 - i. Necessity for Agile in healthcare
 - ii. Appreciation of Agile concepts
 - iii. Skills to implement Agile values in Quality Improvement (QI)
-  B. Encouraging staff to apply Agile to improvement initiatives.
-  C. Forming a Community of Practice (CoP) to foster Agile values in SHS's improvements.

CONCLUSIONS

The successful implementation of AgileQI™ methodology has demonstrated its ability to complement other improvement methodologies (e.g., system thinking, design thinking, etc.) , in fostering active communication and adaptability, person-centric solutions, end-user collaboration. Additionally, AgileQI™ will be included as an essential methodology in facilitating SHS Team SingHealth Collaborative Action for Large-scale Efforts (TeamSCALE), which supports large-scale collaboratives to drive sustainable change in a complex healthcare environment locally and regionally, leading SHS to advance as a HRO (Fig. 4).

Fig. 4: The integration of AgileQI™ to facilitate SHS TeamSCALE - large-scale collaborative efforts



ACKNOWLEDGEMENT

We sincerely thank the senior management for their unwavering endorsement, the AgileQI™ faculty for their dedicated efforts in spreading awareness and knowledge about AgileQI™ methodology, project teams for their invaluable contributions, and all attendees for their support in making the AgileQI™ initiative a success.

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