

Enhancing the health care experience for patients, families and nurses using eight key performance indicators

ulster.ac.uk



iMPAKT

Implementing and Measuring Person-centredness using an App for Knowledge Transfer

Sign In

Forgot your pin?

Overview

To demonstrate the impact from a programme of research and development on the healthcare experience for patients, families and nurses.

- *Placing the work in context*
- *Providing an overview of the programme*
- *Sharing the experience of developing an Impact Case Study*
- *Looking to the future*



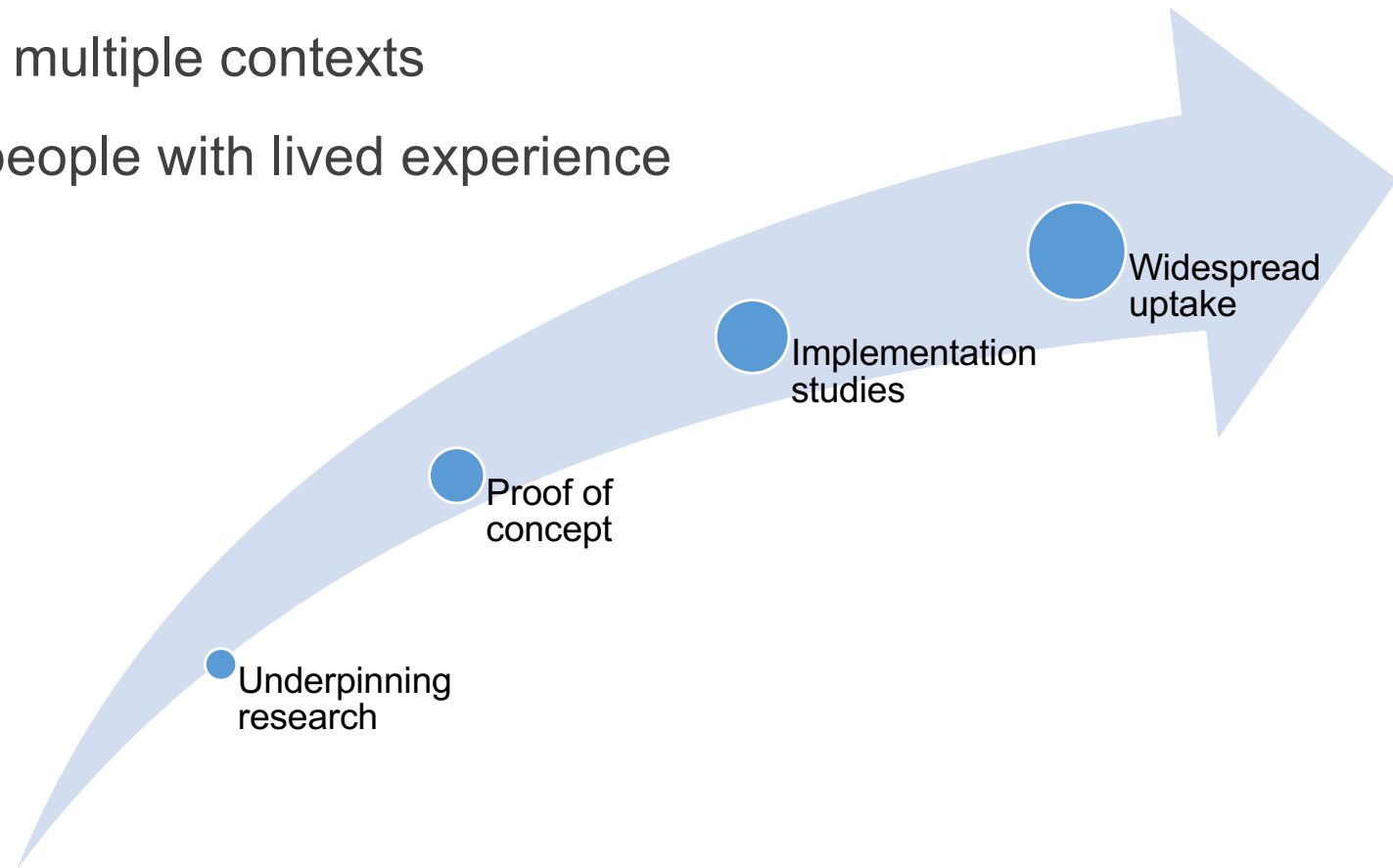
Placing the work in context

- Increased focus on humanising health care in global health policy with the emphasis on patient and carer experiences.
- Person-centredness is being positioned alongside safety and efficiency recognising person-centred care as a core competency in the health care workforce.
- Recognition of the challenge of improving the patient experience in complex, changeable healthcare environments.
- Need to establish universally applied transparent metrics and introduce quality measures to identify the safe, effective and compassionate elements of nursing care.



The programme of research

- Building consensus
- Developing the programme with nurses for nursing
- Collaborating locally, nationally and internationally
- Testing across multiple contexts
- Working with people with lived experience



Underpinning research

R1 = McCance TV, Telford L, Wilson J, MacLeod O & Dowd A (2012) Identifying key performance indicators for nursing and midwifery care using a consensus approach. *Journal of Clinical Nursing*, 21(7 & 8): 1145-1154.

R2 = McCance T, Hastings J & Dowler H. (2015) Evaluating the use of key performance indicators to evidence the patient experience. *Journal of Clinical Nursing*, 24(21-22): 3084-3094.

R3 = McCance T, Wilson V & Kornman K (2016) Paediatric International Nursing Study: using person-centred key performance indicators to benchmark children's services. *Journal of Clinical Nursing*, 25(13-14): DOI: 10.1111/jocn.13232.

R4 = McCance T, Lynch B, Boomer C, Brown D, Nugent C, Ennis A, Garcia-Constantino M, Clelland I, Edgar D, Radbron E & Wilson V. (2020) Implementing and Measuring Person-centredness using an APP for Knowledge Transfer: the iMPAKT App. *International Journal of Quality in Healthcare*, doi: 10.1093/intqhc/mzaa018

R5 = McCance T, Dickson C, Daly L, Boomer C, Brown D, Lynch B, MacArthur J, Mountain K & McCormack B (2020) Implementing person-centred key performance indicators to strengthen leadership in community nursing: a feasibility study. *Journal of Nursing Management*, doi: 10.1111/jonm.13107

R6 = McCance T, Lynch B, Nevin L & (2020) *Co-producing and Implementing Person-centred Key Performance Indicators in Cancer Nursing (CIP-CAN)*. Commissioned report.

Underpinning research

The underpinning research comprises:

- (i) the original study that led to development of the **key performance indicators (R1)** for nursing and midwifery and accompanying **measurement tools (R2)**
- (ii) (ii) a series of **implementation research studies** that have evaluated the use of these KPIs in a range of clinical settings across the UK, Europe and Australia **(R3-R6)**

•

Underpinning research (R1)

Northern
Ireland

JCN

Journal of Clinical Nursing

Journal of
Clinical Nursing

ORIGINAL ARTICLE

Identifying key performance indicators for nursing and midwifery care using a consensus approach

Tanya McCance, Lorna Telford, Julie Wilson, Olive MacLeod and Audrey Dowd

Aims. The aim of this study was to gain consensus on key performance indicators that are appropriate and relevant for nursing and midwifery practice in the current policy context.

Background. There is continuing demand to demonstrate effectiveness and efficiency in health and social care and to communicate this at boardroom level. Whilst there is substantial literature on the use of clinical indicators and nursing metrics, there is less evidence relating to indicators that reflect the patient experience.

Design. A consensus approach was used to identify relevant key performance indicators.

Methods. A nominal group technique was used comprising two stages: a workshop involving all grades of nursing and midwifery staff in two HSC trusts in Northern Ireland ($n = 50$); followed by a regional Consensus Conference ($n = 80$). During the workshop, potential key performance indicators were identified. This was used as the basis for the Consensus Conference, which involved two rounds of consensus. Analysis was based on aggregated scores that were then ranked.

Results. Stage one identified 38 potential indicators and stage two prioritised the eight top-ranked indicators as a core set for nursing and midwifery. The relevance and appropriateness of these indicators were confirmed with nurses and midwives working in a range of settings and from the perspective of service users.

Conclusions. The eight indicators identified do not conform to the majority of other nursing metrics generally reported in the literature. Furthermore, they are strategically aligned to work on the patient experience and are reflective of the fundamentals of nursing and midwifery practice, with the focus on person-centred care.

Person-centred nursing KPIs

1. Consistent delivery of nursing care against identified need
2. Patient's confidence in the knowledge and skills of the nurse
3. Patient's sense of safety whilst under the care of the nurse
4. Patient involvement in decisions made about his/her nursing care
5. Time spent by nurses with the patient
6. Respect from the nurse for patient's preference and choice
7 Nurse support for patients to care for themselves, where appropriate
8 Nurses understanding of what is important to the patient

The nature of the KPIs

The top 8 ranked KPIs....

- do not conform to the majority of other nursing metrics generally reported in the literature
- are strategically aligned to aspects integral to the patient experience
- have the potential to be integrated with other organisational agenda
- are person-centred in their orientation

REFERENCE: McCance TV, Telford L, Wilson J, MacLeod O & Dowd A (2012) Identifying key performance indicators for nursing and midwifery care using a consensus approach. *Journal of Clinical Nursing*, 21(7 & 8): 1145-1154.

Working with person's beliefs and values

KPI 6: Respect for patient's preference and choice

KPI 8: Knowing what is important to the patient

Engaging authentically

KPI 5: Time spent with the patient

Shared decision making

KPI 4: Patient involvement in decisions made about his/her care

Providing holistic nursing care

KPI 1: Consistent delivery of nursing care against identified need

KPI 7: Support of patients to care for themselves, where appropriate

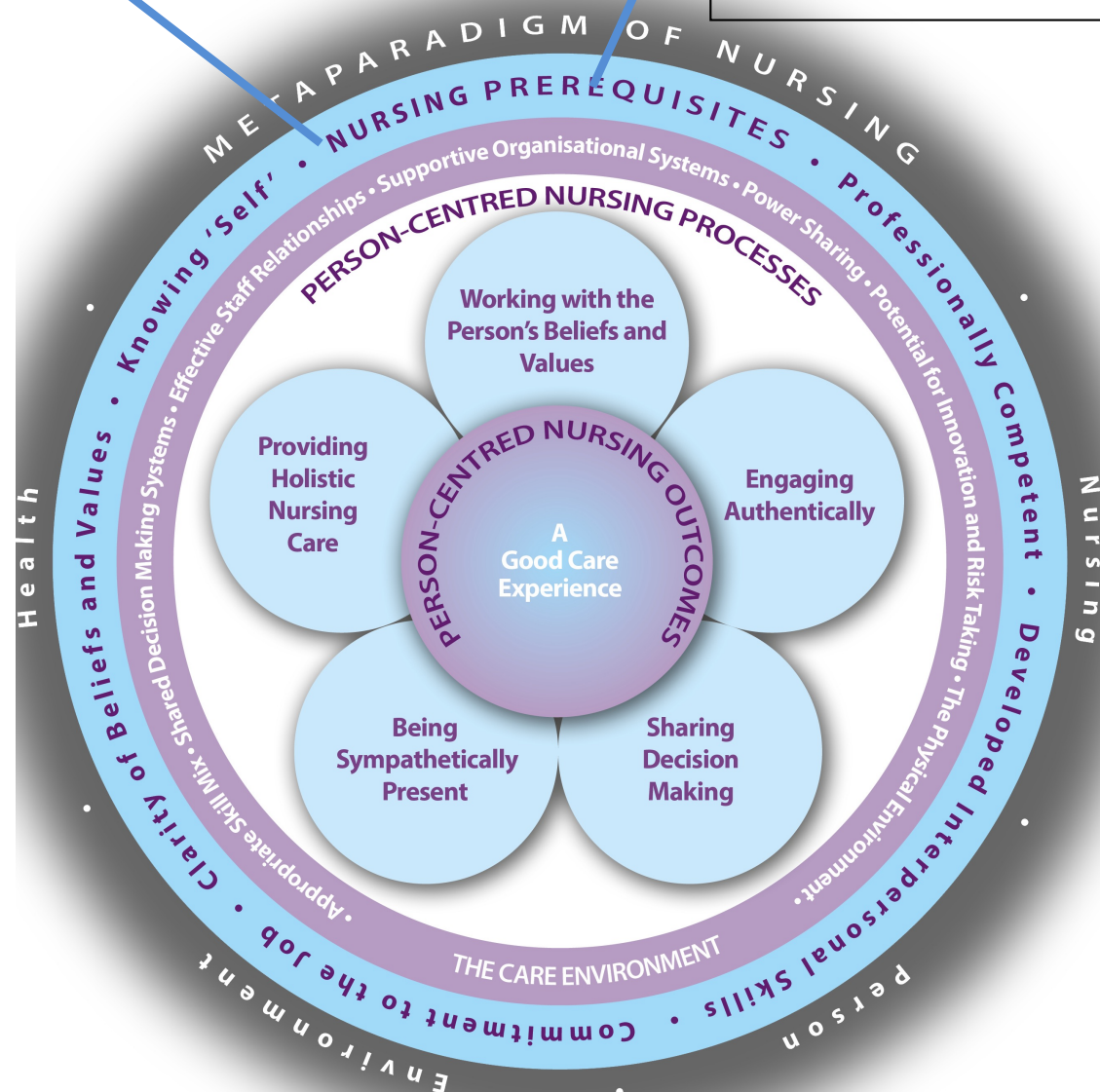
KPI 3: Patient's sense of safety

Person-centred Nursing Framework

(McCormack & McCance 2006, 2010, 2021)

Professionally competent

KPI 2: Patient's confidence in the knowledge and skills of the nurse



Proof of concept (R2)

JCN *Journal of Clinical Nursing*

Journal of
Clinical Nursing

ORIGINAL ARTICLE

Evaluating the use of key performance indicators to evidence the patient experience

Tanya McCance, Jack Hastings and Hilda Dowler

Aims and objectives. To test eight person-centred key performance indicators and the feasibility of an appropriate measurement framework as an approach to evidencing the patient experience.

Background. The value of measuring the quality of patient care is undisputed in the international literature, however, the type of measures that can be used to generate data that is meaningful for practice continues to be debated. This paper offers a different perspective to the 'measurement' of the nursing and midwifery contribution to the patient experience.

Design. Fourth generation evaluation was the methodological approach used to evaluate the implementation of the key performance indicators and measurement framework across three participating organisations involving nine practice settings.

Methods. Data were collected by repeated use of claims, concerns and issues with staff working across nine participating sites ($n = 18$) and the senior executives from the three partner organisations ($n = 12$). Data were collected during the facilitated sessions with stakeholders and analysed in conjunction with the data generated from the measurement framework.

Results. The data reveal the inherent value placed on the evidence generated from the implementation of the key performance indicators as reflected in the following themes: measuring what matters; evidencing the patient experience; engaging staff; a focus for improving practice; and articulating and demonstrating the positive contribution of nursing and midwifery.

Conclusions. The implementation of the key performance indicators and the measurement framework has been effective in generating evidence that demonstrates the patient experience. The nature of the data generated not only privileges the patient voice but also offers feedback to nurses and midwives that can inform the development of person-centred cultures.

Relevance to clinical practice. The use of these indicators will produce evidence of patient experience that can be used by nurse and midwives to celebrate and further inform person-centred practice.

What does this paper contribute to the wider global clinical community?

- This paper presents the outcomes from testing a set of unique KPIs and an approach to their measurement that has utility for nurses and midwives internationally.
- The paper will illustrate the evidence generated from these KPIs and their potential to inform the development of person-centred cultures.
- This paper presents a different perspective to the 'measurement' of the nursing and midwifery contribution to the patient experience.

Northern
Ireland

Republic of
Ireland

Measurement Framework



Survey



Patient Stories

*Record
Review*



*Observing
Practice*

Implementation Studies



PINS: Paediatric International Nursing Study

iMPAKT: Implementing and Measuring Person-centredness using an APP for Knowledge Transfer

SLICC: Strengthening Leadership within Community Contexts

CIP-CAN: Co-producing and Implementing Person-centred Key Performance Indicators in **CA**ncer Nursing

Paediatric International Nursing Study (R3)

JCN *Journal of Clinical Nursing*

Journal of
Clinical Nursing

ORIGINAL ARTICLE

Paediatric International Nursing Study: using person-centred key performance indicators to benchmark children's services

Tanya McCance, Val Wilson and Kelly Kornman

Aims and objectives. The aim of the Paediatric International Nursing Study was to explore the utility of key performance indicators in developing person-centred practice across a range of services provided to sick children. The objective addressed in this paper was evaluating the use of these indicators to benchmark services internationally.

Background. This study builds on primary research, which produced indicators that were considered novel both in terms of their positive orientation and use in generating data that privileges the patient voice. This study extends this research through wider testing on an international platform within paediatrics.

Design. The overall methodological approach was a realistic evaluation used to evaluate the implementation of the key performance indicators, which combined an integrated development and evaluation methodology.

Methods. The study involved children's wards/hospitals in Australia (six sites across three states) and Europe (seven sites across four countries). Qualitative and quantitative methods were used during the implementation process, however, this paper reports the quantitative data only, which used survey, observations and documentary review.

Results. The findings demonstrate the quality of care being delivered to children and their families across different international sites. The benchmarking does, however, highlight some differences between paediatric and general hospitals, and between the different key performance indicators across all the sites.

Conclusions. The findings support the use of the key performance indicators as a novel method to benchmark services internationally. Whilst the data collected across 20 paediatric sites suggest services are more similar than different, benchmarking illuminates variations that encourage a critical dialogue about what works and why.

Relevance to clinical practice. The transferability of the key performance indicators and measurement framework across different settings has significant implica-

What does this paper contribute to the wider global clinical community?

- This paper demonstrates the potential to use person-centred KPIs to benchmark nursing services internationally.
- The outcomes reported contribute to the limited evidence base relating to the impact of nursing on the quality of the patient and family experience.

United
Kingdom – NI
& England

Australia

Europe – Rol
& Denmark

Implementing and Measuring Person-centredness using an APP for Knowledge Transfer (R4)

Northern
Ireland

Australia



International Journal for Quality in Health Care, 2020, 00(00), 1–8
doi: 10.1093/intqhc/mzaa018
Research Article



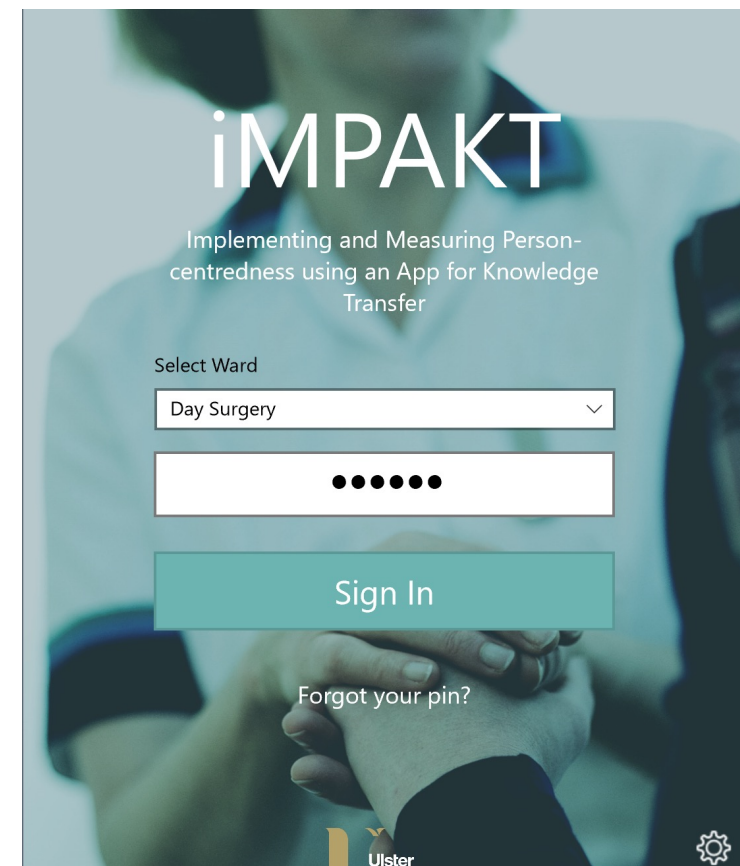
Research Article

Implementing and measuring person-centredness using an APP for knowledge transfer: the iMPAKT app

TANYA MCCANCE¹, BRIGHIDE M. LYNCH¹, CHRISTINE BOOMER²,
DONNA BROWN¹, CHRISTOPHER NUGENT³, ANDREW ENNIS⁴, MATIAS
GARCIA-CONSTANTINO³, IAN CLELLAND³, DENISE EDGAR⁵,
EMMA RADBRON⁶, and VALERIE WILSON⁷

¹Faculty of Life and Health Sciences, Institute of Nursing and Health Research, Ulster, University Jordanstown, Shore Road, Belfast BT37 0QB, Northern Ireland, ²South Eastern Health & Social Care Trust, Ulster Hospital, Upper Newtownards Rd, Dundonald, Belfast BT16 1RH, Northern Ireland, ³School of Computing, Ulster, University Jordanstown, Shore Road, Belfast BT37 0QB, Northern Ireland, ⁴School of Computing, Connected Health Innovation Centre (CHIC), Ulster, University Jordanstown, Shore Road, Belfast BT37 0QB, Northern Ireland, ⁵Illawarra Shoalhaven Local Health District, Nursing Development and Research Unit, Academic Unit, Level 8, The Wollongong Hospital, NSW, 2500 Australia, ⁶School of Nursing, University of Wollongong, Wollongong, NSW, 2500 Australia, and ⁷Illawarra Shoalhaven Local Health District, Nursing and Midwifery Research Unit, Academic Unit, Level 8, The Wollongong Hospital, University of Wollongong, NSW, 2500 Australia

Address reprint requests to: Brighide M. Lynch, Faculty of Life and Health Sciences, Institute of Nursing and Health Research, University of Ulster, Jordanstown, N. Ireland. Tel: 02890366644; E-mail: b.lynnch@ulster.ac.uk



Strengthening Leadership in Community Contexts (SLICC) (R5)

ORIGINAL ARTICLE

WILEY

Implementing person-centred key performance indicators to strengthen leadership in community nursing: A feasibility study

Tanya McCance DPhil, MSc, BSc, RGN, Professor¹  |
Caroline A. W. Dickson RN, D HSSc, MSc, PG Cert, Senior Lecturer, Associate Member² |
Laura Daly BSc, RN, Research Associate³ | Christine A. Boomer RGN, MBA, PG Cert,
Research Fellow^{4,5} | Donna Brown PhD, RGN, MA, PGCE, Lecturer⁵ |
Brighide Lynch PhD, BSc, RGN, Research Associate⁵ | Juliet MacArthur PhD, MSc, PG Cert,
BSc, RN, RNT, Chief Nurse⁶ | Kristina Mountain MSc, RN, SCPHNHV, Lecturer⁷ |
Brendan McCormack DPhil, BSc, PGCEA, RGN, RMN, Professor, Head, Associate Director⁸

¹Nursing Research & Development, School of Nursing/Institute of Nursing & Health Research, Ulster University, Newtownabbey, UK

²Community Nursing, Centre for Person-centred Practice Research, Queen Margaret University, Musselburgh, UK

³Queen Margaret University, Musselburgh, UK

⁴South Eastern Health and Social Care Trust, Newtownabbey, UK

⁵School of Nursing/Institute of Nursing & Health Research, Ulster University, Newtownabbey, UK

⁶Research and Development, NHS Lothian, Royal Infirmary of Edinburgh, Edinburgh, UK

⁷Division of Nursing, Queen Margaret University, Musselburgh, UK

⁸Division of Nursing, Occupational Therapy & Arts Therapies, Centre for Person-centred Practice Research, Queen Margaret University, Musselburgh, UK

Correspondence

Tanya McCance, Nursing Research & Development, School of Nursing/Institute of Nursing & Health Research, Ulster University, Shore Road, Newtownabbey BT37 0QB, Northern Ireland.
Email: tv.mccance@ulster.ac.uk

Funding information

Burdett Trust for Nursing

Abstract

Aims: To explore the utility and feasibility of implementing eight person-centred nursing key performance indicators in supporting community nurses to lead the development of person-centred practice.

Background: Policy advocates person-centred health care, but few quality indicators exist that explicitly focus on evaluating person-centred practice in community nursing. Current quality measurement frameworks in the community focus on incidences of poor or missed opportunities for care, with few mechanisms to measure how clients perceive the care they receive.

Methods: An evaluation approach derived from work of the Medical Research Council was used, and the study was underpinned by the Person-centred Practice Framework. Participatory methods were used, consistent with person-centred research.

Results: Data were thematically analysed, revealing five themes: giving voice to experience; talking the language of person-centredness; leading for cultural change; proud to be a nurse; and facilitating engagement.

Conclusions: The findings suggest that implementing the eight person-centred nursing key performance indicators (KPIs) and the measurement framework is feasible and offers a means of evidencing person-centredness in community nursing.

Implications for Nursing Management: Person-centred KPI data, used alongside existing quality indicators, will enable nurse managers to evidence a high standard of care delivery and assist in the development of person-centred practice.

KEY WORDS

evidence and facilitation, key performance indicators, leadership, person-centred nursing

Northern
Ireland

Scotland

Co-producing & Implementing Person-centredness in **C**Ancer **N**ursing (CIP-CAN) (R6)

Coproducing and Implementing Person-Centered Key Performance Indicators in Ambulatory Cancer Nursing

Northern
Ireland

KEY WORDS

Coproduction
Evidence
Facilitation
Key performance indicators
Patient experience
Person-centered practice

Background: Policy advocates person-centered healthcare for people living with cancer. Although nurses and patients alike recognize that a good care experience cannot be measured solely by clinical outcomes, the difficulty in finding indicators that measure the delivery of effective person-centered care remains a challenge. **Objective:** The aim of this study was to explore the impact of a coproduced implementation project using the person-centered nursing key performance indicators to support the development of person-centered practice across ambulatory chemotherapy units. **Methods:** The study adopted an evaluation approach derived from work of the Medical Research Council. A mobile app was used to collect and analyze 3 cycles of data using 4 measurement tools, with the aim of informing quality improvement activities. Six implementation teams were recruited from chemotherapy units across a region in the United Kingdom. Qualitative interviews were used to evaluate the experience participants. **Results:** Data analysis revealed 4 themes: building relationships that nurture the care experience, inspiring nursing staff to flourish, shaping practice and service changes through the nature of the conversations, and becoming person-centered through coproduction. **Conclusion:** This study provides evidence of the value of implementing these person-centered key performance indicators using a model of coproduction in cancer nursing. The data generated by the key performance indicators offer valuable feedback to nurses that can inform the development of person-centered practice and contribute to an enhanced patient experience. **Implications for Practice:** This study provides an innovative and transferable approach for implementing relevant and appropriate key performance indicators within cancer nursing which can contribute to developing person-centered cultures.

**WE ARE
MACMILLAN.
CANCER SUPPORT**

 **HSC** Public Health
Agency

Summary of Impact

This programme of research, led by Ulster University, impacts on the health care experience for patients, families and nurses (beneficiaries) through the implementation of eight key performance indicators, thereby addressing a deficit in how the quality of nursing care is measured.

Implementing the KPIs generates data that nursing teams can use to critically evaluate the patient experience and make improvements to person-centred practice. The reach has extended across a range of clinical specialities, spanning the United Kingdom, Europe and Australia.

Impact can be evidenced in three areas:

- I1** enhancement of the health care experience for patients and families
- I2** enhancement of the health care experience for nurses
- I3** influencing strategy and policy.

Enhancement of the health care experience for patients and families and for nurses

PINS Study (R3)

- The KPIs were implemented across a range of sick children's services involving 6 organisations in Australia and 6 in Europe. Participating sites confirmed the value of the data captured by the KPIs as a means of highlighting areas for development. Improvements focused on areas such as nursing documentation, bedside handovers **(I1, C3)** and supporting information for families **(I1, C2)**.
- There was evidence that using the KPIs embraced the value of nursing, impacting on staff morale and providing opportunities to celebrate good practice **(I2, C1, C2)**.
- Organisational roll out by the Women's and Children's Health Network in South Australia across 4 divisions, covering 8 nursing and midwifery teams **(I1, C4)**. The KPI data collected from 2013-2020 had significant reach involving approximately 1,285 patients and families completing surveys or stories, resulting in approximately 80 action cycles **(I1, C1)**. Examples include: allocation guidelines of patients to staff to improve consistency in care **(I1, C1)**.



C1: Testimonial from an Advanced Nurse Consultant, WCHN, SA

C2: Testimonial from a senior nurse, SEHSCT, NI

C3: Bedside Handover Report, WCHN, SA

C4: Poster presentation from WCHN, SA

Enhancement of the health care experience for patients and families and for nurses

Development of the iMPAKT App (R4)

- Nurses (n=22), participated from a range of clinical contexts (5 sites in South Eastern Health & Social Care Trust, Northern Ireland and six sites in Illawarra Shoalhaven Local Health District, Australia). Illawarra Shoalhaven Local Health District has continued to use the iMPAKT app, engaging a total of 177 nursing and midwifery staff across a range of clinical settings. The number of beneficiaries totalled 677 patients and carers.
- The impact on nursing practice included: an improved team focus approach to care delivery; changes to staffing allocations and rostering to enhance consistent care; development of person-centred nursing documentation; and improvement in visibility of nurses for patients. **(I1, C5).**
- The positive impact on staff of using the KPI data to improve practice was also emphasised, with the introduction of regular staff celebrations. One unit also developed an employee of the month programme. Other staff benefits included: provision of clinical supervision and reflection; and increased opportunities to de-brief following challenging situations **(I2, C5).**



C5: Testimonial from Executive Director of Nursing, Illawarra Shoalhaven Local Health District.

Enhancement of the health care experience for patients and families and for nurses

Co-producing and Implementing Person-centred Key Performance Indicators in Cancer Nursing (R6).

- A key impact was nurses' ability to truly involve patients in decisions about their care and the things that really mattered to them in their daily lives **(I1, C7)**. This influenced a significant regional change in the electronic documentation system used in chemotherapy environments focusing on what was important to the patient **(I1, C8)**.
- The impact was also significant for chemotherapy nurses and influenced their ability to clearly articulate their role and enhance their contribution to the patient experience **(I2, C7)**.
- Nursing teams felt disempowered to reduce waiting times for patients, but the KPI data encouraged them to think differently about this issue and as a result developed person-centred interventions. Examples included: offering complimentary therapies to reduce stress and anxiety and to facilitate relaxation; patients living nearby to the hospital enabled to go home until they were phoned by staff to say their treatment was ready. These interventions led to an enhanced patient experience **(I1, C7)**.

Influencing strategy and policy

- NHS Lothian, Scotland, illustrated this through the impact of the work on the Board's Patient Experience Strategy **(I3, C6)**.
- Within Illawarra Shoalhaven, Australia, the KPIs aligned with the Nursing and Midwifery Workforce Plan and “*provided a link between policy and practice*” **(I3, C5)**.
- Within Northern Ireland the KPIs are being used to inform policy for nursing through the Northern Ireland Cancer Strategy and the Nursing and Midwifery Task Group **(I3, C9)**.
- Further implementation of the KPIs on an international stage is evidenced by the establishment of a Chief Nursing Officers' Collaborative between Australia and Northern Ireland to further develop the iMPAKT app for large scale use **(I3, C10)**.

C5: Testimonial from Executive Director of Nursing, Illawarra Shoalhaven Local Health District

C6: Testimonial from Chief Nurse Research and Development, NHS Lothian, Scotland

C9: Testimonial from Chief Nursing Officer, DoH, NI

C10: Email support from CNO and case for funding

Corroborating evidence

- C1:** **Testimonial** from Advanced Nurse Consultant, Women and Children's Health Network, South Australia.
- C2:** **Testimonial** from Senior Nurse Manager, South Eastern Health and Social Care Trust, Northern Ireland
- C3:** **Audit reports** for implementing bedside handovers from two areas within Women and Children's Health Network, South Australia
- C4:** **Poster presentation and oral presentation** from Women and Children's Health Network, South Australia.
- C5:** **Testimonial** from Executive Director of Nursing & Midwifery, Illawarra Shoalhaven Local Health District, New South Wales, Australia.
- C6:** **Testimonial** from Chief Nurse Research & Development, NHS Lothian, Scotland.
- C7:** Programme participants **video testimonials** from the project, *Co-producing and Implementing Person-centred Key Performance Indicators in Cancer Nursing (CIP-CAN)*.
- C8:** **Testimonial** from Macmillan Service Improvement Manager, Northern Health & Social Care Trust, Northern Ireland
- C9:** **Testimonial** from Chief Nursing Officer, Department of Health, Northern Ireland
- C10:** **Email of support** from Chief Nurse and case for funding for CNO Collaborative.

Challenges

- The challenges of implementation research i.e. both research outputs and pathway to impact
- Describing the pathway to impact to a wide audience
- Being clear about the timeline and the influence on structuring the ICS
- Evidencing reach and significance
- Gathering a diverse portfolio of corroborating evidence

Looking to the future



iMPAKT App: Second Generation

To develop the iMPAKT App into a sustainable technological solution for the future that can be accessed across the globe.

CNO Collaborative

New South Wales, Southern Australia & Northern Ireland

To further develop the prototype iMPAKT app into a mobile app and dashboard to enable the digitalisation of the measurement tools

To design an interface design that will maximise accessibility

To engage clinical test sites to evaluate the product at various stages in the development

Additional matched funding secured from the Burdett Trust for Nursing

To fund a Research Associate who supports the Team to assess the efficacy of the App and contribute to the development and testing of a suite of resources to support implementation.

Thank you for
listening

