



Citation for published version:
Herepath, A, Kitchener, M & Waring, J 2015, A realist analysis of hospital patient safety in Wales: Applied learning for alternative contexts from a multisite case study. vol. 3, 40 edn, National Institute for Health Research, Health Services and Delivery Research.

Publication date: 2015

Document Version Publisher's PDF, also known as Version of record

Link to publication

#### **University of Bath**

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

**Take down policy**If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

Download date: 13. May. 2019

# A realist analysis of hospital patient safety in Wales: applied learning for alternative contexts from a multisite case study

# Andrea Herepath, 1,2 Martin Kitchener<sup>2\*</sup> and Justin Waring<sup>3</sup>

<sup>1</sup>Sir Roland Smith Centre for Strategic Management, Department of Entrepreneurship, Strategy and Innovation, Lancaster University Management School, Lancaster University, Lancaster, UK

<sup>2</sup>Cardiff Business School, Cardiff University, Cardiff, UK

<sup>3</sup>Nottingham University Business School, University of Nottingham, Nottingham, UK

Declared competing interests of authors: none

**Disclaimer:** This report contains transcripts of interviews conducted in the course of the research, or similar, and contains language that may offend some readers.

Published September 2015

DOI: 10.3310/hsdr03400

# **Plain English summary**

A realist analysis of hospital patient safety in Wales

Health Services and Delivery Research 2015; Vol. 3: No. 40

DOI: 10.3310/hsdr03400

NIHR Journals Library www.journalslibrary.nihr.ac.uk

<sup>\*</sup>Corresponding author

# **Plain English summary**

The safety of patients in British hospitals is a major social problem because 1 in 10 is harmed during his or her care. UK policy responses focus on new improvement programmes to implement multiple 'evidence-based' interventions, such as checklists of what should be done during surgery. Such interventions are tested on a small scale (e.g. in one operating theatre) before being rolled out more widely.

Although it is known that the success of the programmes varies among hospitals, it is not known why. This is the first study to examine how the 'contextual' features of a hospital (e.g. its size) and its environment (e.g. political values) combine to influence patient safety programmes. Our study had two main parts. First, we developed a new model for analysing the implementation of improvement programmes that directs attention to multiple layers of context. Second, we used our model to conduct seven in-depth case studies of the 1000 Lives+ patient safety programme across Wales. The main source of our information was 160 interviews, supplemented by our archive of nearly 2000 documents, and the observation of practice.

Our findings show how, for specified programme interventions (e.g. surgical checklists), hospital and environmental features combine to derive varied outcomes seen as either more or less successful by stakeholders such as public, professionals, researchers and policy-makers. Our model and findings provide a valuable basis from which stakeholders can (a) better understand existing improvement programmes and (b) design more effective ones in the future.

### **Health Services and Delivery Research**

ISSN 2050-4349 (Print)

ISSN 2050-4357 (Online)

This journal is a member of and subscribes to the principles of the Committee on Publication Ethics (COPE) (www.publicationethics.org/).

Editorial contact: nihredit@southampton.ac.uk

The full HS&DR archive is freely available to view online at www.journalslibrary.nihr.ac.uk/hsdr. Print-on-demand copies can be purchased from the report pages of the NIHR Journals Library website: www.journalslibrary.nihr.ac.uk

#### Criteria for inclusion in the Health Services and Delivery Research journal

Reports are published in *Health Services and Delivery Research* (HS&DR) if (1) they have resulted from work for the HS&DR programme or programmes which preceded the HS&DR programme, and (2) they are of a sufficiently high scientific quality as assessed by the reviewers and editors.

#### **HS&DR** programme

The Health Services and Delivery Research (HS&DR) programme, part of the National Institute for Health Research (NIHR), was established to fund a broad range of research. It combines the strengths and contributions of two previous NIHR research programmes: the Health Services Research (HSR) programme and the Service Delivery and Organisation (SDO) programme, which were merged in January 2012.

The HS&DR programme aims to produce rigorous and relevant evidence on the quality, access and organisation of health services including costs and outcomes, as well as research on implementation. The programme will enhance the strategic focus on research that matters to the NHS and is keen to support ambitious evaluative research to improve health services.

For more information about the HS&DR programme please visit the website: http://www.nets.nihr.ac.uk/programmes/hsdr

#### This report

The research reported in this issue of the journal was funded by the HS&DR programme or one of its preceding programmes as project number 10/1007/06. The contractual start date was in October 2011. The final report began editorial review in April 2014 and was accepted for publication in January 2015. The authors have been wholly responsible for all data collection, analysis and interpretation, and for writing up their work. The HS&DR editors and production house have tried to ensure the accuracy of the authors' report and would like to thank the reviewers for their constructive comments on the final report document. However, they do not accept liability for damages or losses arising from material published in this report.

This report presents independent research funded by the National Institute for Health Research (NIHR). The views and opinions expressed by authors in this publication are those of the authors and do not necessarily reflect those of the NHS, the NIHR, NETSCC, the HS&DR programme or the Department of Health. If there are verbatim quotations included in this publication the views and opinions expressed by the interviewees are those of the interviewees and do not necessarily reflect those of the authors, those of the NHS, the NIHR, NETSCC, the HS&DR programme or the Department of Health.

© Queen's Printer and Controller of HMSO 2015. This work was produced by Herepath et al. under the terms of a commissioning contract issued by the Secretary of State for Health. This issue may be freely reproduced for the purposes of private research and study and extracts (or indeed, the full report) may be included in professional journals provided that suitable acknowledgement is made and the reproduction is not associated with any form of advertising. Applications for commercial reproduction should be addressed to: NIHR Journals Library, National Institute for Health Research, Evaluation, Trials and Studies Coordinating Centre, Alpha House, University of Southampton Science Park, Southampton SO16 7NS, UK.

Published by the NIHR Journals Library (www.journalslibrary.nihr.ac.uk), produced by Prepress Projects Ltd, Perth, Scotland (www.prepress-projects.co.uk).

#### Health Services and Delivery Research Editor-in-Chief

Professor Ray Fitzpatrick Professor of Public Health and Primary Care, University of Oxford, UK

#### **NIHR Journals Library Editor-in-Chief**

Professor Tom Walley Director, NIHR Evaluation, Trials and Studies and Director of the HTA Programme, UK

#### **NIHR Journals Library Editors**

**Professor Ken Stein** Chair of HTA Editorial Board and Professor of Public Health, University of Exeter Medical School, UK

Professor Andree Le May Chair of NIHR Journals Library Editorial Group (EME, HS&DR, PGfAR, PHR journals)

Dr Martin Ashton-Key Consultant in Public Health Medicine/Consultant Advisor, NETSCC, UK

**Professor Matthias Beck** Chair in Public Sector Management and Subject Leader (Management Group), Queen's University Management School, Queen's University Belfast, UK

**Professor Aileen Clarke** Professor of Public Health and Health Services Research, Warwick Medical School, University of Warwick, UK

Dr Tessa Crilly Director, Crystal Blue Consulting Ltd, UK

Dr Peter Davidson Director of NETSCC, HTA, UK

Ms Tara Lamont Scientific Advisor, NETSCC, UK

**Professor Elaine McColl** Director, Newcastle Clinical Trials Unit, Institute of Health and Society, Newcastle University, UK

Professor William McGuire Professor of Child Health, Hull York Medical School, University of York, UK

Professor Geoffrey Meads Professor of Health Sciences Research, Faculty of Education, University of Winchester, UK

Professor John Norrie Health Services Research Unit, University of Aberdeen, UK

Professor John Powell Consultant Clinical Adviser, National Institute for Health and Care Excellence (NICE), UK

**Professor James Raftery** Professor of Health Technology Assessment, Wessex Institute, Faculty of Medicine, University of Southampton, UK

Dr Rob Riemsma Reviews Manager, Kleijnen Systematic Reviews Ltd, UK

Professor Helen Roberts Professor of Child Health Research, UCL Institute of Child Health, UK

**Professor Helen Snooks** Professor of Health Services Research, Institute of Life Science, College of Medicine, Swansea University, UK

**Professor Jim Thornton** Professor of Obstetrics and Gynaecology, Faculty of Medicine and Health Sciences, University of Nottingham, UK

Please visit the website for a list of members of the NIHR Journals Library Board: www.journalslibrary.nihr.ac.uk/about/editors

Editorial contact: nihredit@southampton.ac.uk