Developing cultures to enable continuous improvement

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britain is probably more sad about the great british bake off than they were about leaving the eu
Put a good person and the bad side will come.

— W. Edwards Deming
Imperatives for improvement....
Recommendations for improvement

5YFV
Francis (2015)
Rose (2015)
Kirkup (2015)

DH (2015)
Keogh (2013)
Francis (2013)
Berwick (2013)
“The NHS in England can become the safest health care system in the world. That will require unified will, optimism, investment and change.

Rules, standards, regulations and enforcements have a place in the pursuit of quality, but they pale in potential compared to the power of pervasive and constant learning.”

Don Berwick

A promise to learn - a commitment to act, 2013
Recent research

• ‘A culture of quality and service improvement in acute hospitals is emergent and variable’

• **Focus on Quality Assurance** rather than Quality **Improvement**

• Key drivers are governance, compliance, accountability rather than learning and cultural change

• Focus is more on systems, tools and data than on changing attitudes, behaviours and cultures

• QI work resides largely at the margins of hospital priorities and routines
Five conditions to create a culture of continuous learning and improvement

1. Leaders equipped to develop high quality local health and care systems in partnership
2. Compassionate, inclusive & effective leaders at all levels
3. Knowledge of improvement methods and how to use them at all levels
4. Support systems for learning at local, regional and national levels
5. Enabling, supportive and aligned regulation and oversight
Pledge 1: We will support local decision-makers through collectively reshaping the regulatory and oversight environment. In particular, we owe local organisations and systems time and space to establish continuous improvement cultures.

Pledge 2: We will model in all our dealings with the sector and in our own organisations the inclusive, compassionate leadership and attention to people development that establish continues improvement cultures.

Pledge 3: We will use the framework as a guide when we do anything at a national level concerning leadership, improvement and talent management so we engage across the sector with one voice.

https://improvement.nhs.uk/resources/developing-people-improving-care/
“Compassionate and inclusive leadership for compassionate health services”

- **Attending**: paying attention to staff – ‘listening with fascination’
- **Understanding**: finding a shared understanding of the situation they face
- **Empathising**
- **Helping**: taking intelligent action to help
Culture and Leadership Programme
NHS Partnership with Virginia Mason

• An **accelerated transformation in the quality of services** provided at each trust, brought about by a **profound board to ward culture change** with a relentless focus on **putting patients first** and **eliminating waste**

• The trusts aspire to become the **safest in the country**, underpinned by **long term sustainability** and a **new covenant with staff and the patients and communities** they serve

• The **wider sharing of learning** to enrich the **health system**, demonstrating how **culture change**, alongside **stable leadership**, can improve patient care and save money
Developing a connected community

Q

Partnership between the Health Foundation and NHS Improvement
UK wide & all remits of quality
Thank you

Please keep sharing your work and your learning

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