Building a Culture and System for Improvement

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Director, Advancing Quality Alliance AQuA
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Welcome to the session

Introductions and what we aim to cover

• A high level introduction to the AQuA framework for building a culture and system for improvement

• Table discussion, could this approach support you and your organisation

• Bringing this work to life, a real case study into one organisation’s journey and experience

• Q and A
“Objective 14: Expect every provider to implement effectively a recognised continuous improvement approach.

…..embed improvement cultures using recognised improvement approaches.

Significant and sustained improvement by providers can only be achieved if improvement skills and cultures are clinically led, and the whole workforce is engaged and equipped to conduct systematic improvement activity.”

NHS Improvement 2020 Objectives

“Improvement skills for staff at all levels. Chief executives of the majority of provider trusts rated ‘outstanding’ by the Care Quality Commission credit established quality improvement (QI) methods for improvement in their operational performance, staff satisfaction and quality outcomes.”

Developing People – Improving Care

“..to guide action on improvement skills and capability building, leadership development and talent management. “

The document outlines the dosing approach to embedding quality improvement.

Building Capacity and Capability for Improvement
A Sense of Urgency, A Sense of Hope

David Fillingham
Lesley Massey
March 2018

At least a 3 to 7 year plan to evidence the wider scale results
Vision

- Long-term commitment
- Few bold aims
- Robust delivery plan
- Inspiring and Engaging
What Are The Key Tests?
Questions to ask of your quality strategy

• Does a clear vision for quality exist, which is understood and owned by all?
• Does the quality strategy set a few bold aims with an accompanying measurement and reporting plan?
• Has an engagement plan ensured staff, patients and wider stakeholders has bought in?
• Have we adopted a coherent improvement method?
• Have we committed to invest to develop widespread capability in that method?
Leadership and Culture

Leadership at every level
Patient and family centred
Empowered engaged staff
What Are The Key Tests?
Questions to ask of your leadership culture

• Do our board meeting agendas place priority on quality matters and are they given as much time and attention as finance or operational performance?
• How does the Board know about and engage with the improvement programmes and hear first-hand about quality performance issues?
• If ten different staff were asked whether the organisation empowered and valued them and had a compassionate, inclusive leadership approach, what would they all say?
• What does the hard data say e.g. staff survey, culture surveys and other HR instruments, how is this triangulated with what is seen in practice?
Capability

- Consistent method
- Multi-level approach
- Leaders as coaches and role models
- Lived experience partners
What Are The Key Tests?
Questions to ask of your capability building approach

- Do we have a system to identify and engage those staff with existing quality improvement capability and do we connect and support their work around application to ensure impact?
- If an approach or methodology for quality improvement has been agreed, is it reliably deployed within the organisation?
- Have we undertaken any diagnostic to understand our QI training needs alongside using a dosing formula and skills escalator to support our capability building ambitions?
- How do we identify improvement efforts, learn lessons and celebrate successes as a means of engaging and supporting our staff?
- Do we have service user engagement in QI and how could we move to further strengthen or develop their contribution as members of the improvement team?
Dosing formula

0.06% of staff (3.5)

Advanced Improver

Individuals with a deep understanding and appreciation for improvement, able to inspire and lead.

'Improvement beacons'
I can define the needs of the organisation in relation to workforce.
I can manage complex consultation and engagement.

0.6% of staff (25)

Practitioner

Confident individuals in quality improvement, with a flexible workforce able to innovate and manage change.

'Innovating, compassionate improvement leaders'
I can set improvement priorities from a position of knowledge and insight.
I can define areas for staff knowledge and skills development, to meet organisational needs and priorities.

5% of staff (350)

Champion

Sound quality improvement knowledge & skills embedded within the core workforce. Individuals flexible to change & able to innovate.

'Confident change agents'
I can teach others about improvement methods.
I can act as a thinking partner for those undertaking improvement work.
I can act as an advocate for those with improvement ideas who need support to make them happen.

25% of staff (1780)

Foundation

Fundamental quality improvement approach to care and delivery of services: 'Doing the day job and improving it. It's the way we do things around here'.

'Bubble up QI and organic improvement'
I can teach others about core improvement methods.
I can deliver a defined improvement project, engaging with others to frame and achieve aims and outcomes.

50% of staff (3500)

All Staff

All staff are aware of their organisational approach to improvement.

'Healthy, engaged staff with a keen interest in improving care'
I can tell others about my role and improvement areas.
I can share where my role fits with the improvement priorities.

100% of staff (7000)
Developing an Operating System

Embedded in planning and performance review
QI Delivery on biggest goals
Improvement as daily work
What Are The Key Tests?
Questions to ask of your operating system

• Have we considered how to align our chosen improvement approach with our most important organisational priorities?
• Have we engaged all staff in this process and are our ‘big aims’ widely recognised and understood?
• Are our improvement programmes and expertise focussed onto those key aims?
• Do our leaders coach and support staff to use improvement methods to do their work better every single day and do they apply this to themselves and their own work?
Aligning Support Services

- Human Resources
- Estates
- Information Technology
- Finance
What Are The Key Tests?
Questions to ask about aligning support services

• Have we considered the need to align our ‘support services’?

• What unintended adverse impact do our existing ways of managing people, money, data and facilities have on our improvement effort?

• How could those services be redesigned to tackle that?

• Have leaders and staff in HR, Finance, Information/IT and Estates had training in our improvement approach and the opportunity to apply it?
# Self Assessment Framework

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<thead>
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<th>Domain</th>
<th>Your Score</th>
<th>Level 1 Adopting</th>
<th>Level 2 Implementing</th>
<th>Level 3 Embedding</th>
<th>Level 4 Spreading</th>
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<td>Vision for Quality</td>
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<td>Leadership &amp; Culture</td>
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On your tables or with the person sat next to you, think about the five domain framework to support the development of a culture and system for continuous improvement.

Discuss how your organisation could benefit from taking such an approach.

How useful would applying a self assessment tool be to support your improvement journey?