



Shifting improvement from the margins to the mainstream

IHI BMJ Forum

11 April 2024



Q is led by the Health Foundation and supported by partners across the UK and Ireland



Introductions



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Q Managing Director



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the Health Foundation



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Q Innovation and
Collaboration Manager



**An independent
charitable organisation
working to build a
healthier UK**

Everyone has a stake and a part to play in improving our health. By working together, we can build a healthier UK.

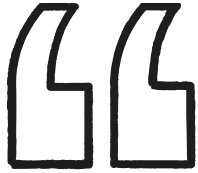


**The Q community:
Together, to improve
health and care**

Q is a community of thousands of people across the UK and Ireland, collaborating to improve the safety and quality of health and care. We share our knowledge and support each other to tackle challenges.

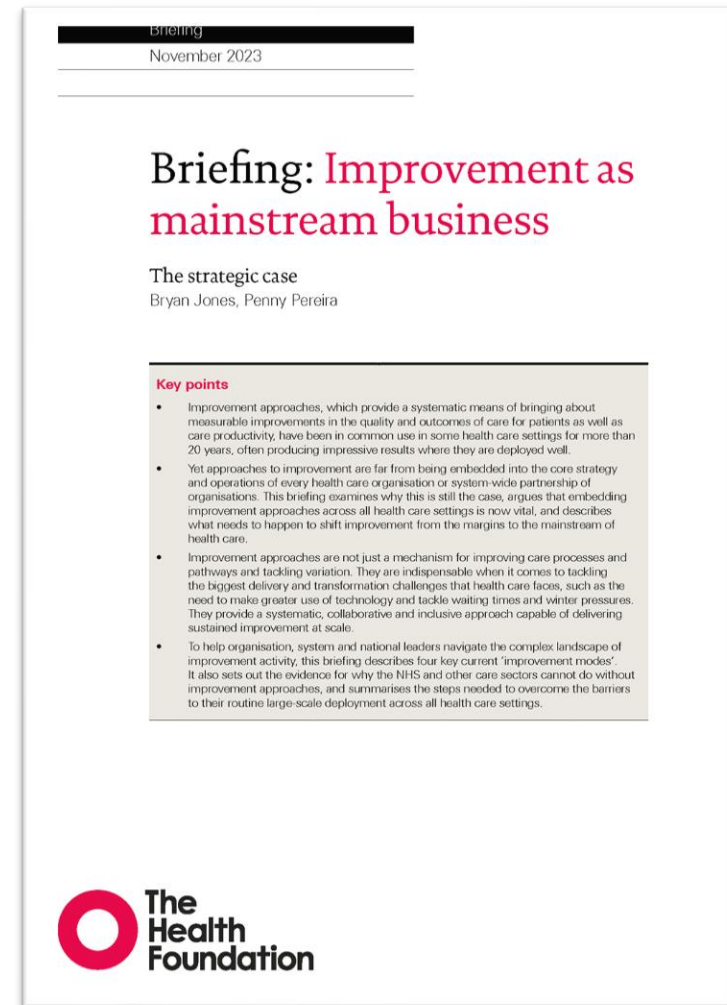
Together, we make faster progress to change health and care for the better.

Making improvement mainstream

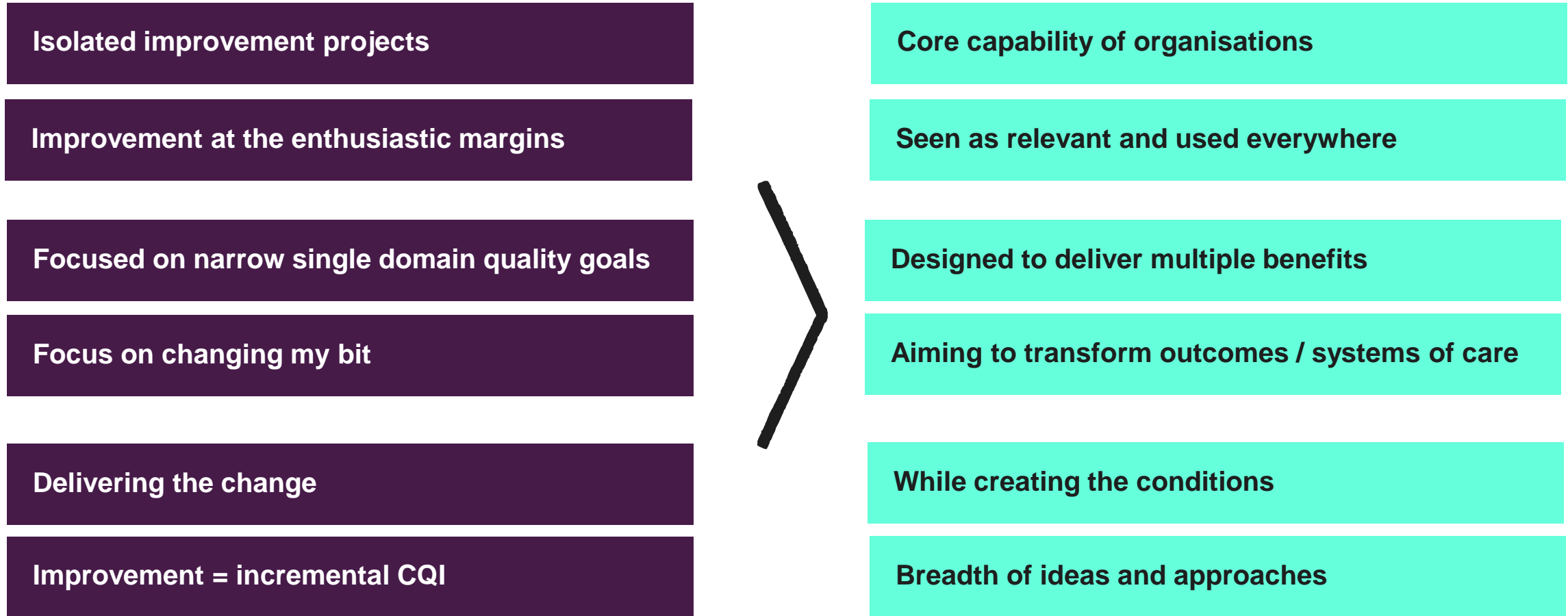


Improvement approaches are not just a mechanism for improving care processes and pathways and tackling variation. They are indispensable when it comes to tackling the biggest delivery and transformation challenges that health care faces, such as the need to make greater use of technology and tackle waiting time and winter pressures.

They provide a systematic, collaborative and inclusive approach capable of delivering sustained improvement at scale.”



The journey to mainstream improvement at scale



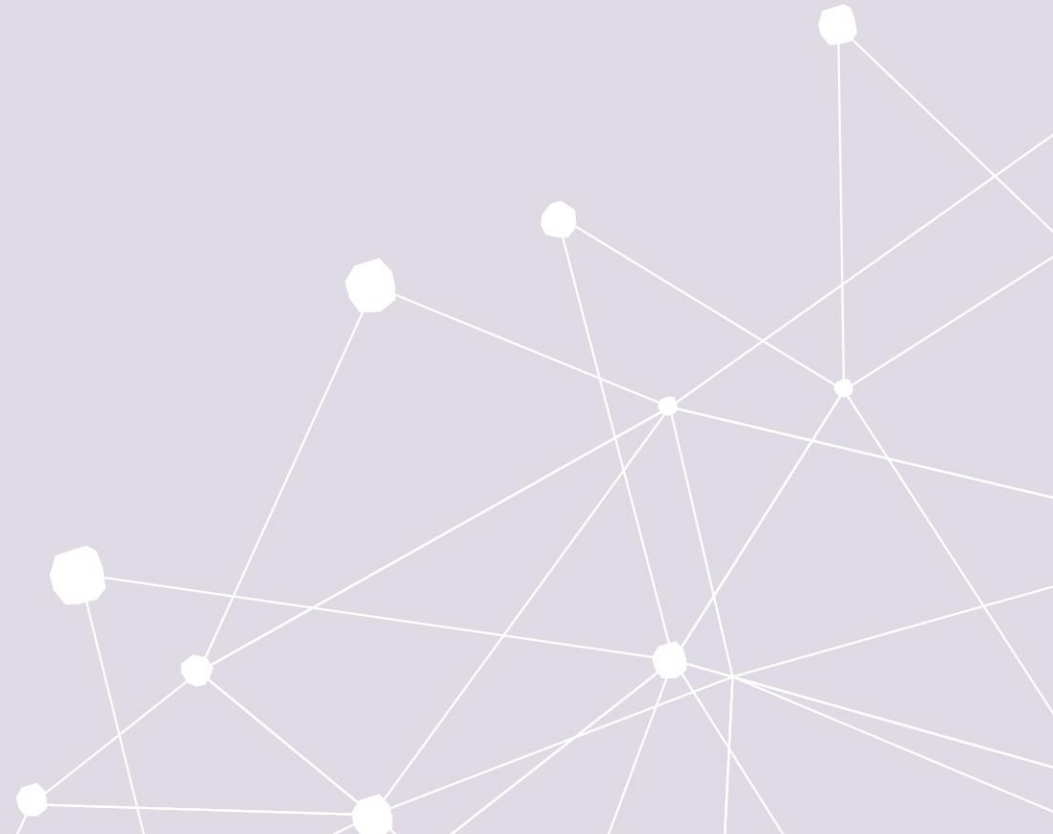
This session will help you:

**Position a
priority piece
of work to
succeed and
embed**

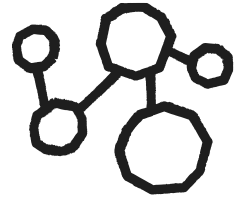
**Reflect on
what's needed
to achieve
broad strategic
goals**

**Build links to
other ideas
and groups to
support this**

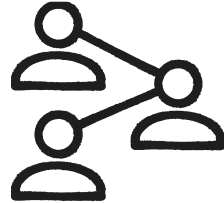
Energiser



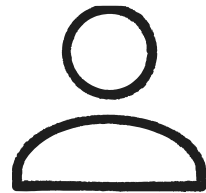
Are you looking to achieve change at a...



System level?

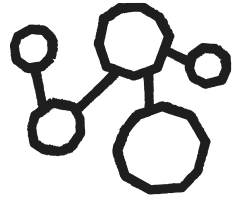


Organisational level?

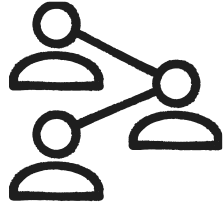


Individual and team level?

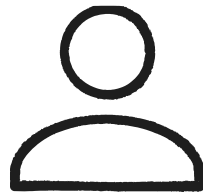
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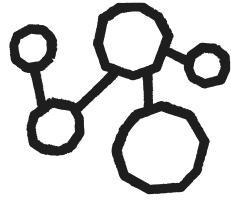


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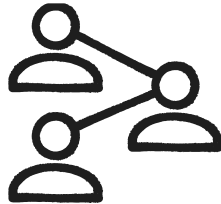


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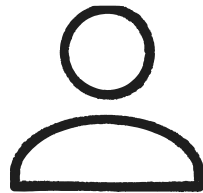
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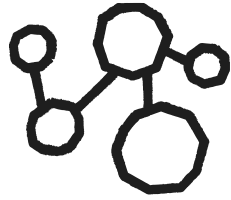


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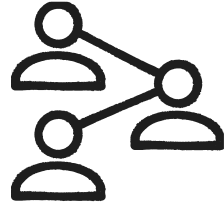


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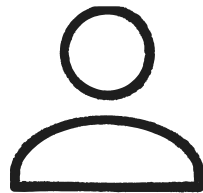
Are you looking to achieve change at a...



System level?



Organisational level?



Individual and team level?

Are you working to...

**Achieve a
particular
service goal?**

**Create the
enabling
conditions for
improvement?**

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**Create the
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Are you aiming to achieve an improvement in terms of...

**Patient
experience?**

**Reducing
costs?**

**Population
health?**

**Staff
experience
and
wellbeing?**

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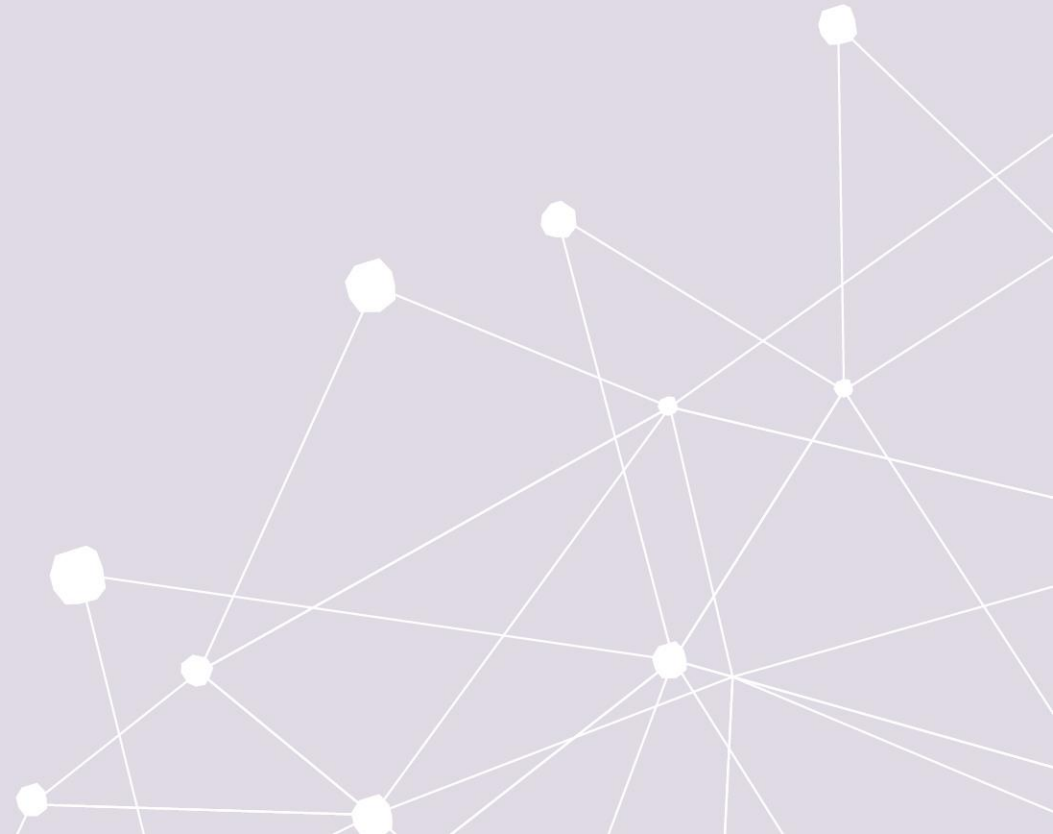
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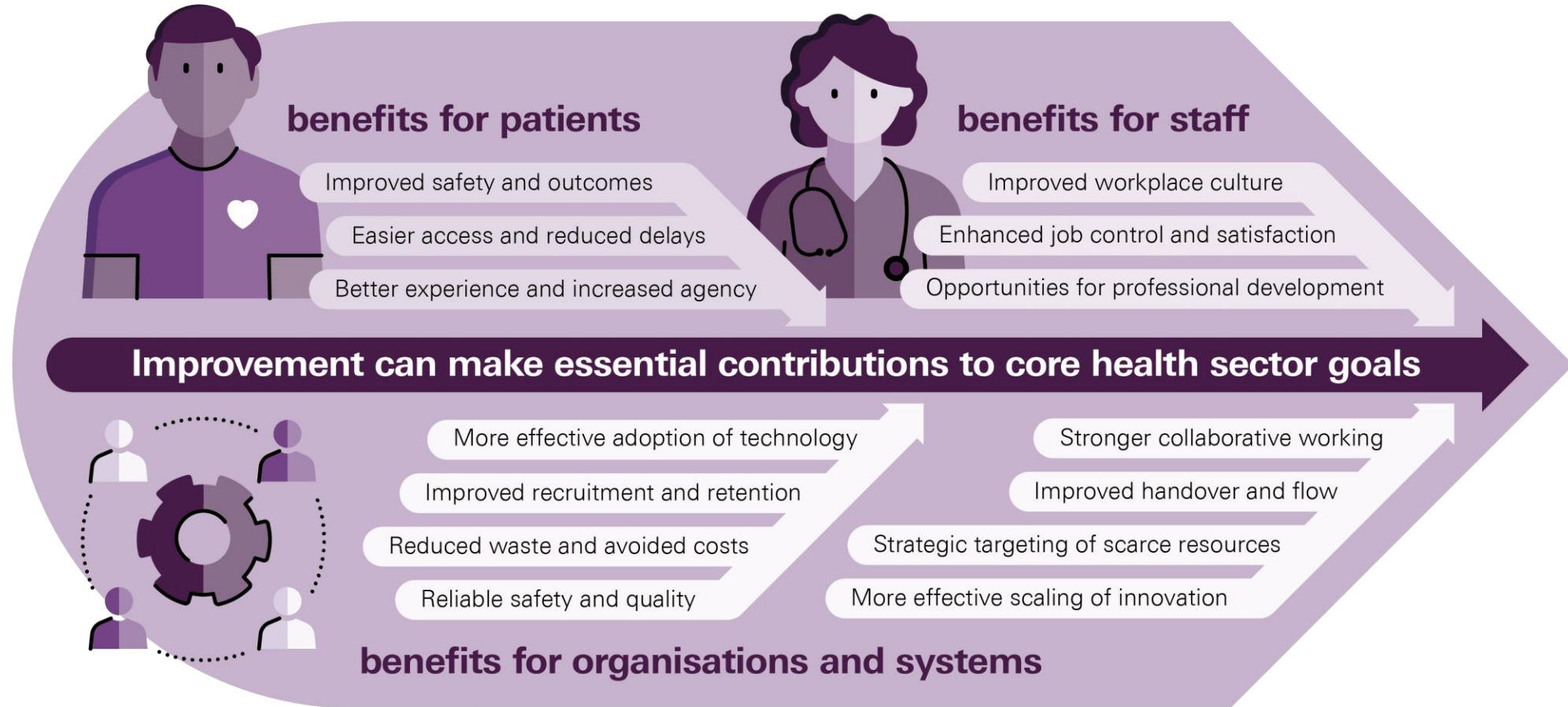
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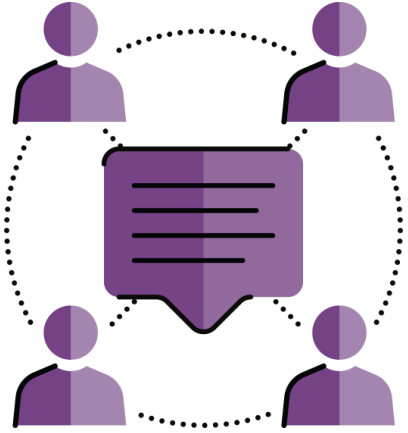
**Improvement
approaches offer many
essential benefits**



Improvement approaches offer many essential benefits



Examples of improvement benefits



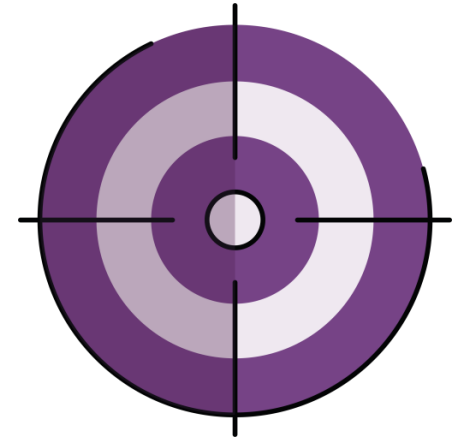
**Improved
workplace culture**



**Easier access and
reduced delays**



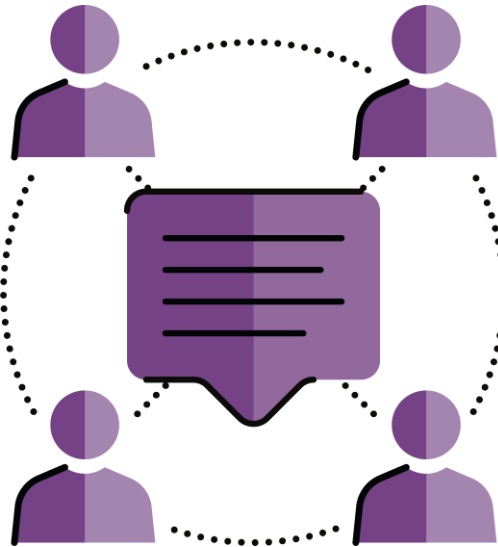
**Reliable safety
and quality**



**Strategic targeting
of scarce resources**

Improved workplace culture

Improvement approaches can drive a culture of respect, trust and shared values typical of the most progressive employers



- NHS partnership with Virginia Mason Institute evaluation found high levels of social connectedness at the highest-performing NHS trusts. Relationships were characterised by closeness, collaboration and feedback.
- PROMPT – a multi-professional maternity safety training intervention – generates strong social ties and collegial behaviours across disciplines. Disagreements are settled through discussion, not by positional authority.
- The Big Room approach underpinning the Flow Coaching Academy fosters a culture in which all staff can participate on equal basis, regardless of seniority.

Easier access and reduced delays

Improvement approaches can be used to tackle delays and help give patients timely access to diagnosis and treatment



- In general practice in the UK, improvement has helped to improve access without displacing care elsewhere, reducing care continuity or increasing workloads, and to better match clinical capacity with workforce demand.
- In NHS hospitals, lean based approaches have been used to reduce 'medically non-value adding time' leading to reduced length of stay and improved patient experiences

Reliable safety and quality

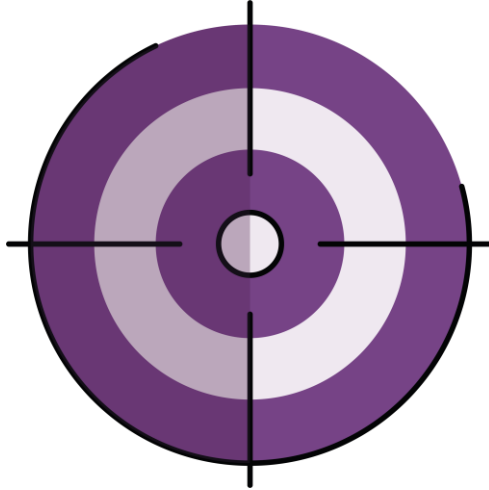
Improvement approaches, when deployed at scale, can reduce patient harms and variations in care delivery, and improve the efficiency and reliability of care processes and pathways.



- A hip fracture improvement programme involving English NHS trusts reduced the 30-day mortality rate and increased the number of patients mobilised soon after surgery.
- An NHS trust-based improvement programme in England focused on improving patient outcomes after emergency laparotomy reduced the length of stay and mortality.
- Analysis of the impact of organisation-wide lean-based improvement programmes in the US found quality-related benefits, such as lower unplanned readmission rates and improved patient experience scores.

Strategic targeting of scarce resources

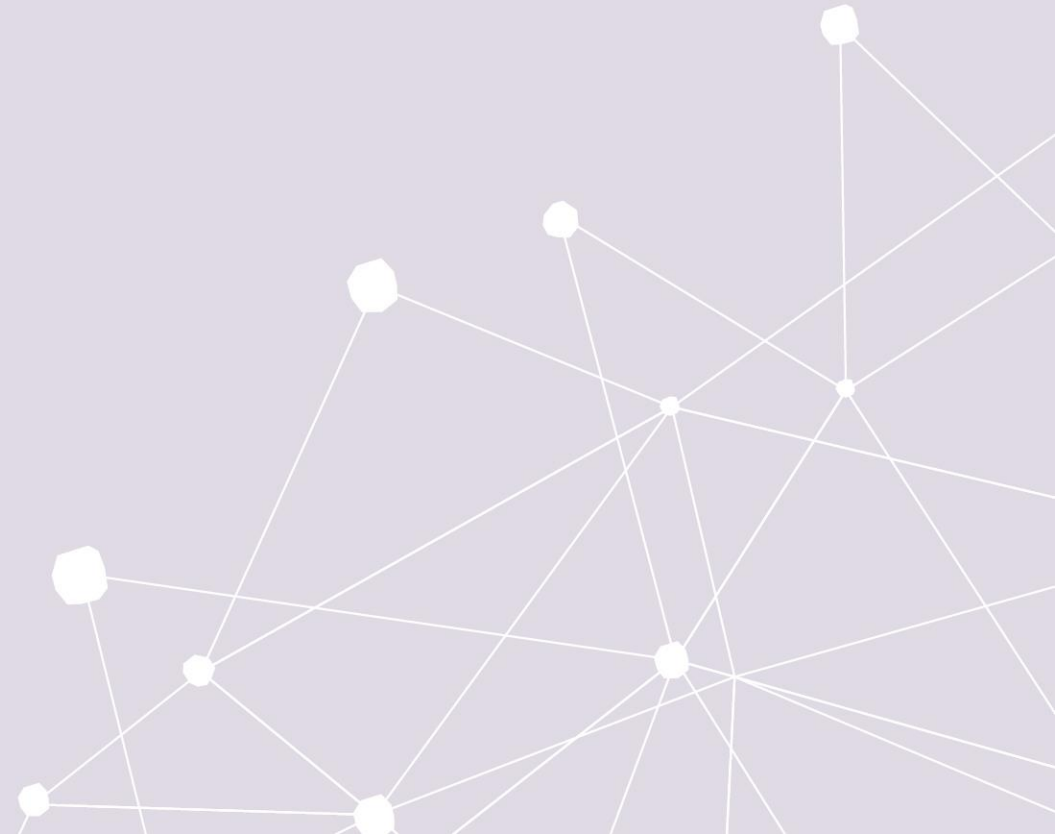
Improvement approaches can ensure that resources are used effectively, and that staff time is spent in the most useful way.



- Diagnostic and analytical tools can be used to find out if staff time and equipment is not being used efficiently or to identify the source of chronic bottlenecks in pathways and systems.
- By mapping and analysing processes and workflows, teams have removed low-value, repetitive clinical activity and developed new process models that have reduced the use of medical products while improving care quality.

Reflecting on new or existing work

Small group activity



Reflection sheet: helping you plan new work or reflect on work underway

- 1 **Think of a new or existing project.** Write it in the box in the centre
- 2 **Identify potential benefits.** What benefits have you planned for? What other benefits might be possible? Mark all that could apply. Draw links or add more benefits or detail as helpful.



Priorities for patients

- Improved safety and outcomes
- Easier access and reduced delays
- Better experience and increased agency



Priorities for staff

- Improved workplace culture
- Enhanced job control and satisfaction
- Opportunities for professional development

Your improvement project or goal:



Organisation and system priorities

- More effective adoption of technology
- Stronger collaborative working
- Improved recruitment and retention
- Improved handover and flow
- Reduced waste and avoided costs
- Strategic targeting of scarce resources
- Reliable safety and quality
- More effective scaling of innovation

3 Reflect.

How far is your work designed to meet the priorities of all groups? Does this matter?

What feels most important for the work to succeed and get the support it needs?

What support do you need to achieve these benefits and understand progress?

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Activity: Reflecting on new or existing work

Group discussion in pairs/threes (13mins)

Each thinking about your individual improvement projects:

- Identify the potential benefits (4mins)
- Discuss the reflection questions (9mins)

Timings are a guide!

Reflection sheet: helping you plan new work or reflect on work underway

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Organisation and system priorities

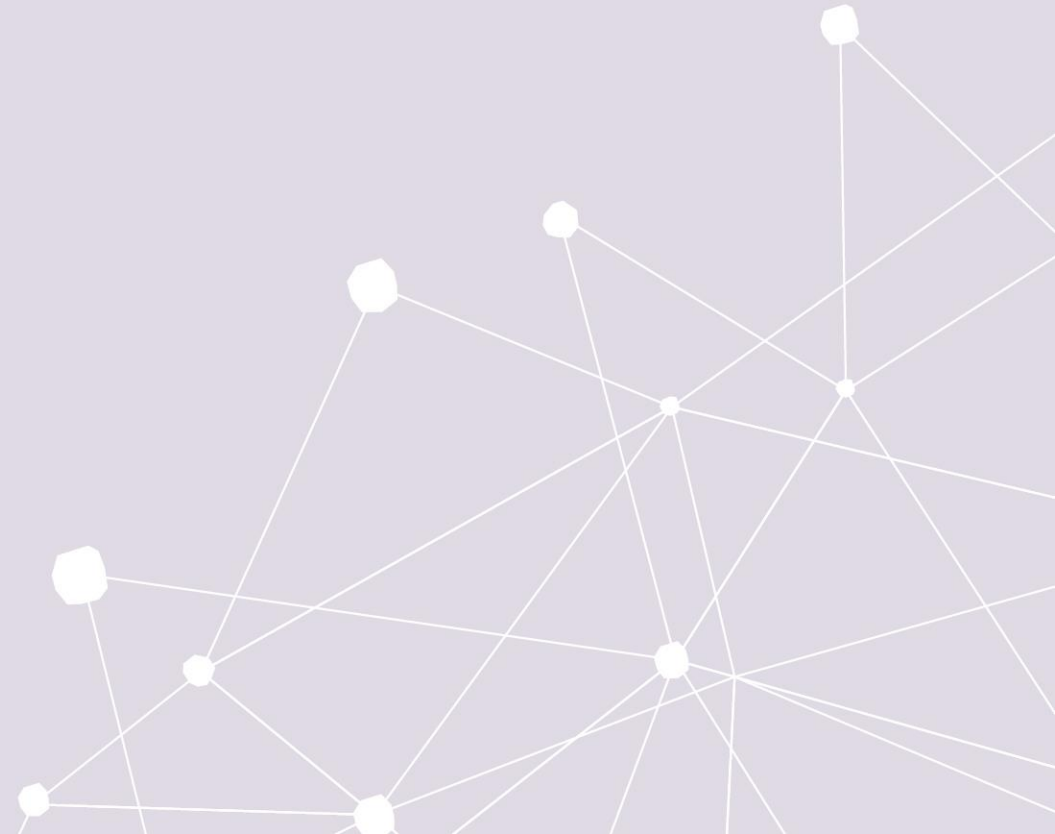
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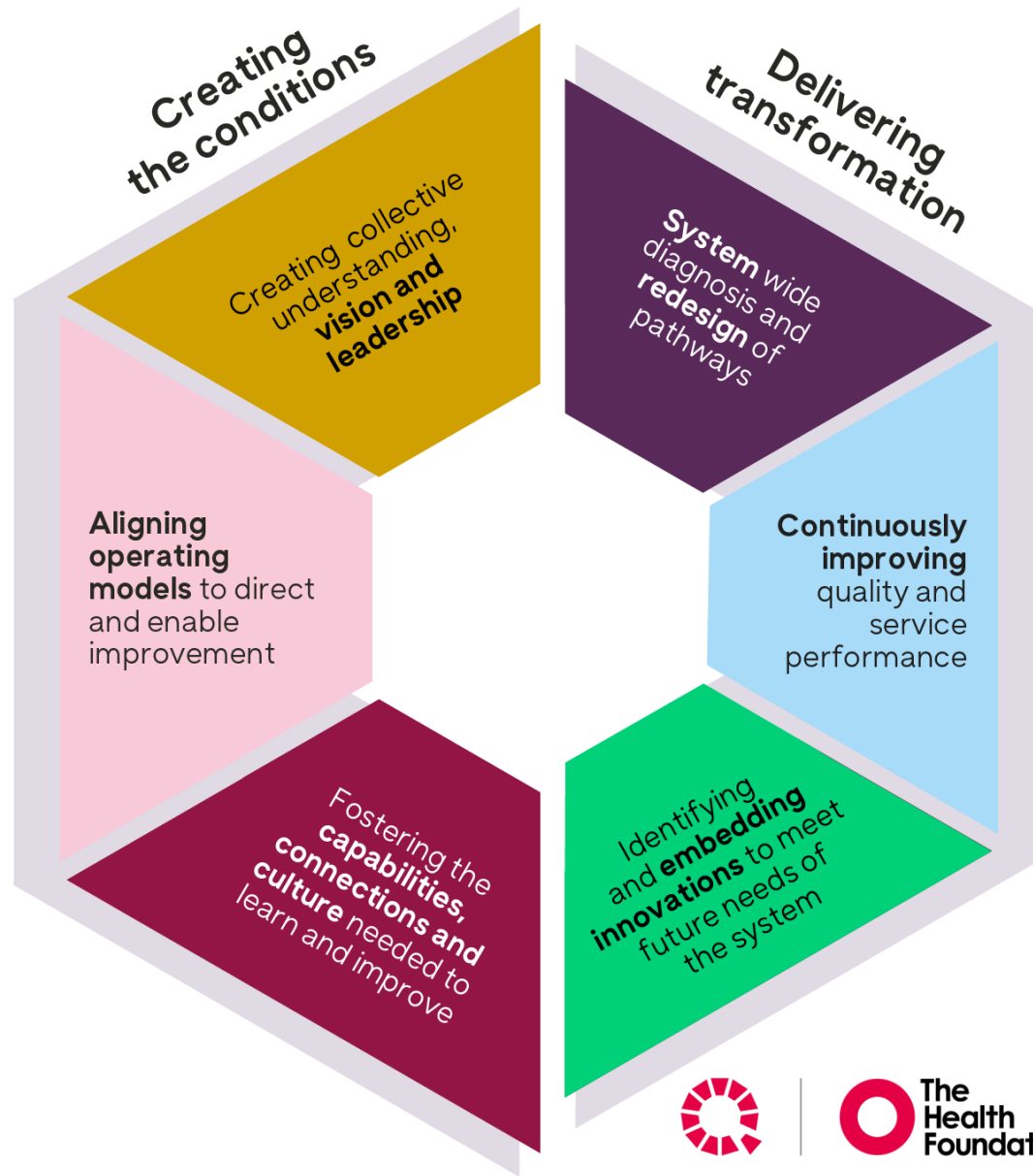
The Health Foundation

For further detail and other benefits see: health.org.uk/the-case-for-improvement

Find out more about Q₂ a community of thousands of people across the UK and Ireland, collaborating to improve the safety and quality of health and care q.health.org.uk

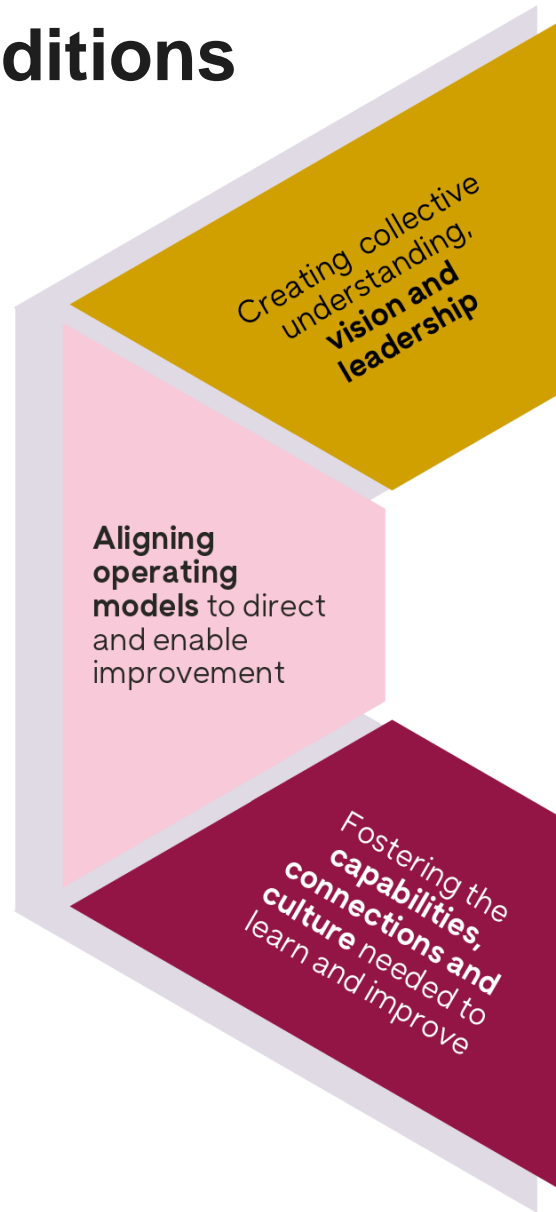
The multiple domains of improvement needed for sustained impact





NHS Confederation

Creating the conditions

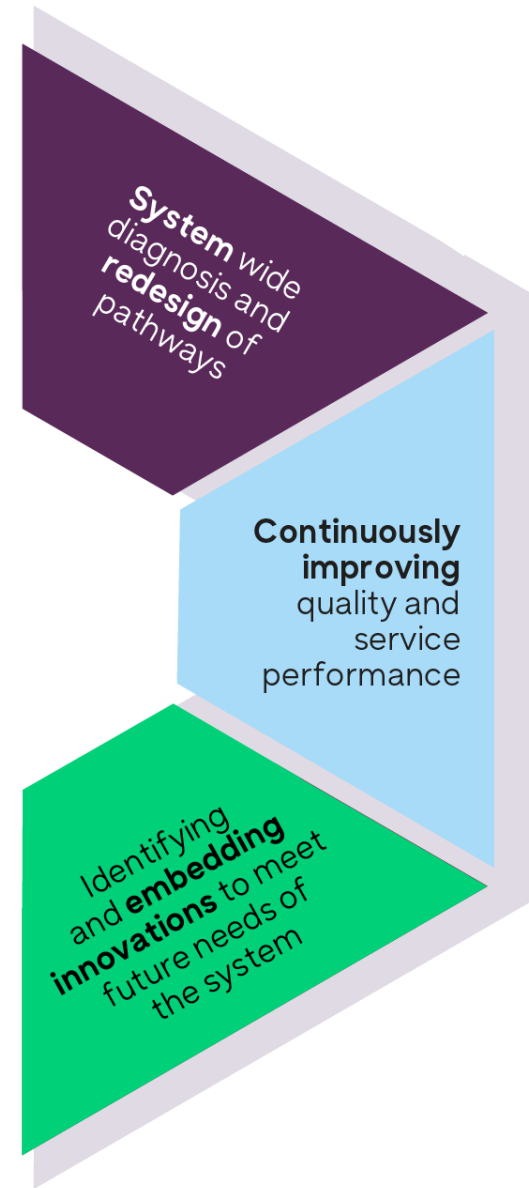


NHS Confederation

We need to create the enabling conditions for sustainable change

Collective vision and leadership	An aligned operating model	Capabilities, connections and culture	You might expect to get...
Yes	X	X	An inspiring vision without the ability and skills to deliver: loss of momentum. Cynicism and low morale.
X	Yes	X	Processes that tick the boxes but lack buy in. Bureaucracy and disengagement.
X	X	Yes	People with energy and skills, frustrated by lack of support and scope for change. Small scale or short lived projects.

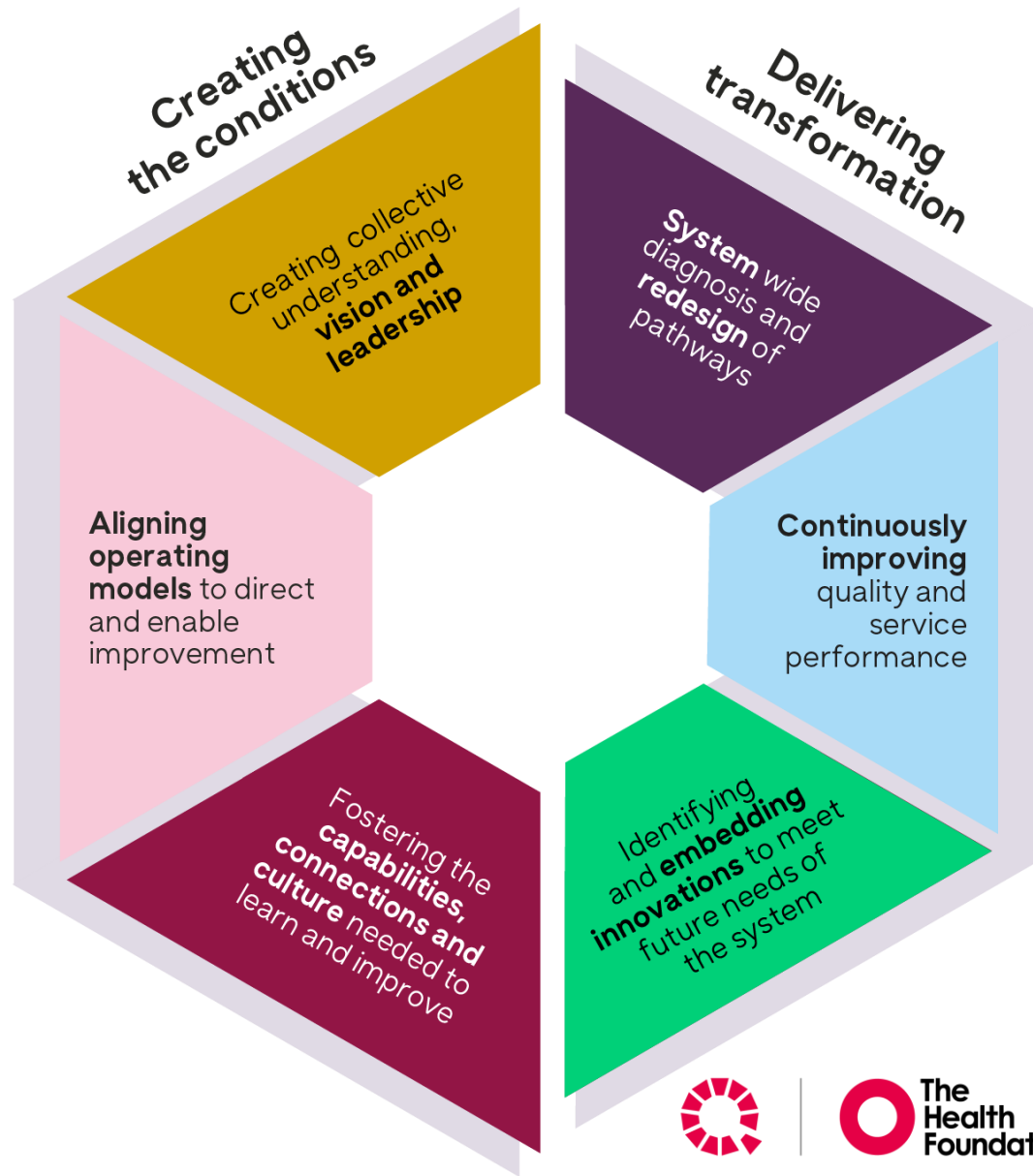
Delivering transformation



NHS Confederation

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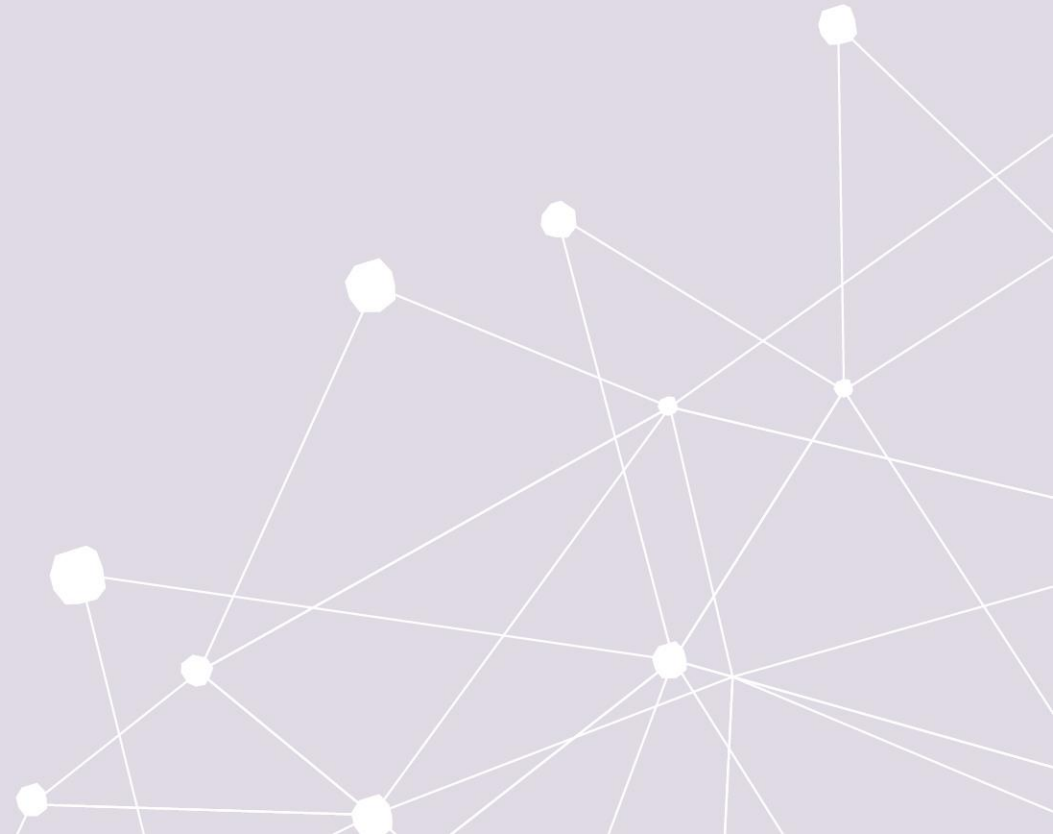
System and pathway redesign	Continuous quality improvement	Targeted innovation	You might expect to get...
Yes	X	X	Ambitious plans for shifting models of care that fail to work in practice. Limited benefits realised.
X	Yes	X	Incremental improvements that help maintain the current model of care. Limited scaling or bigger benefits.
X	X	Yes	Individual tech or other solutions that may not embed well or meet the priorities for the health system. Increased inequity. Wasted resource and potential.



NHS Confederation

Reflecting on the domains

Small group activity



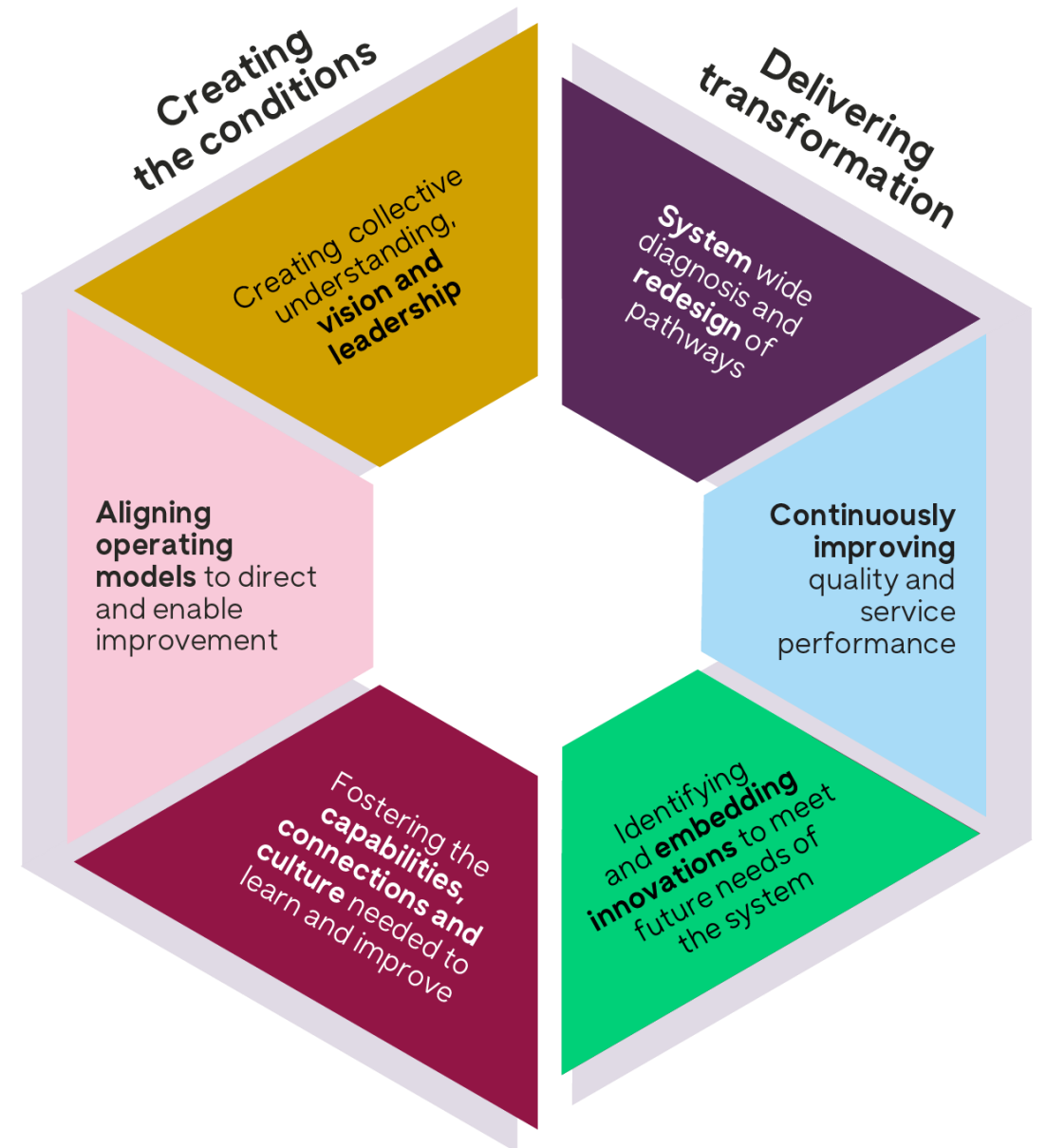
Activity: Reflecting on the domains

Group discussion in pairs/threes (18mins)

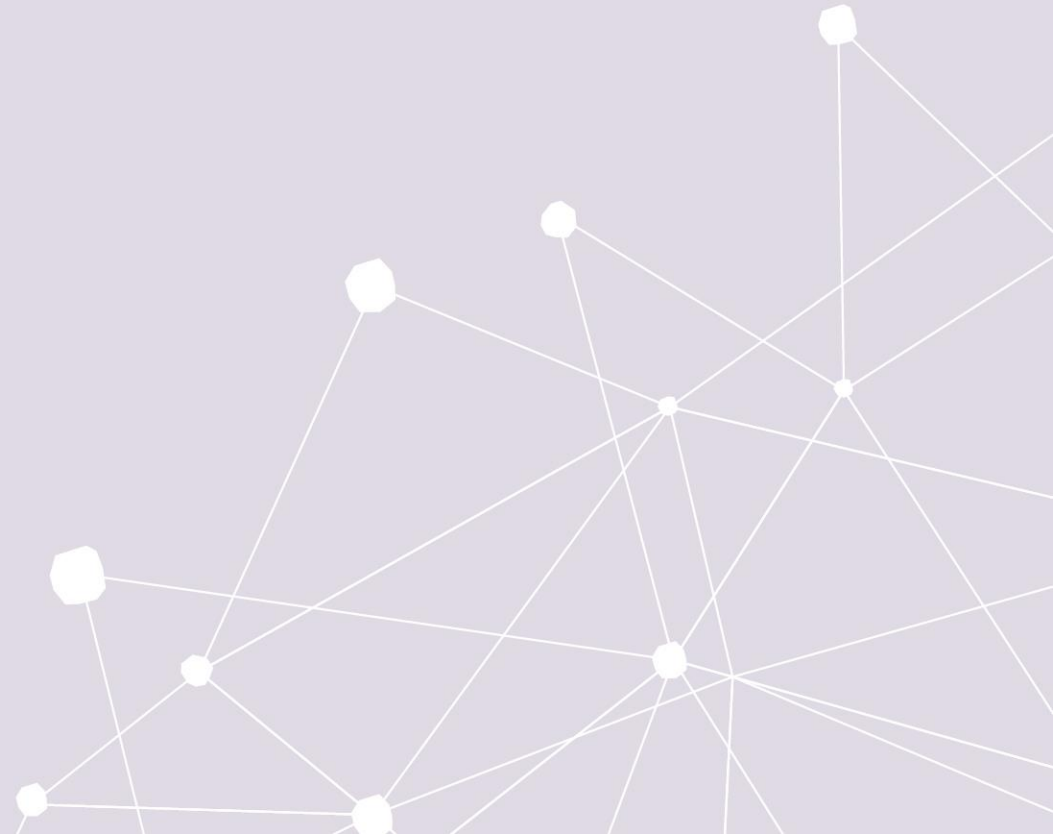
Each think about your improvement projects and discuss the below questions together.

Reflection questions:

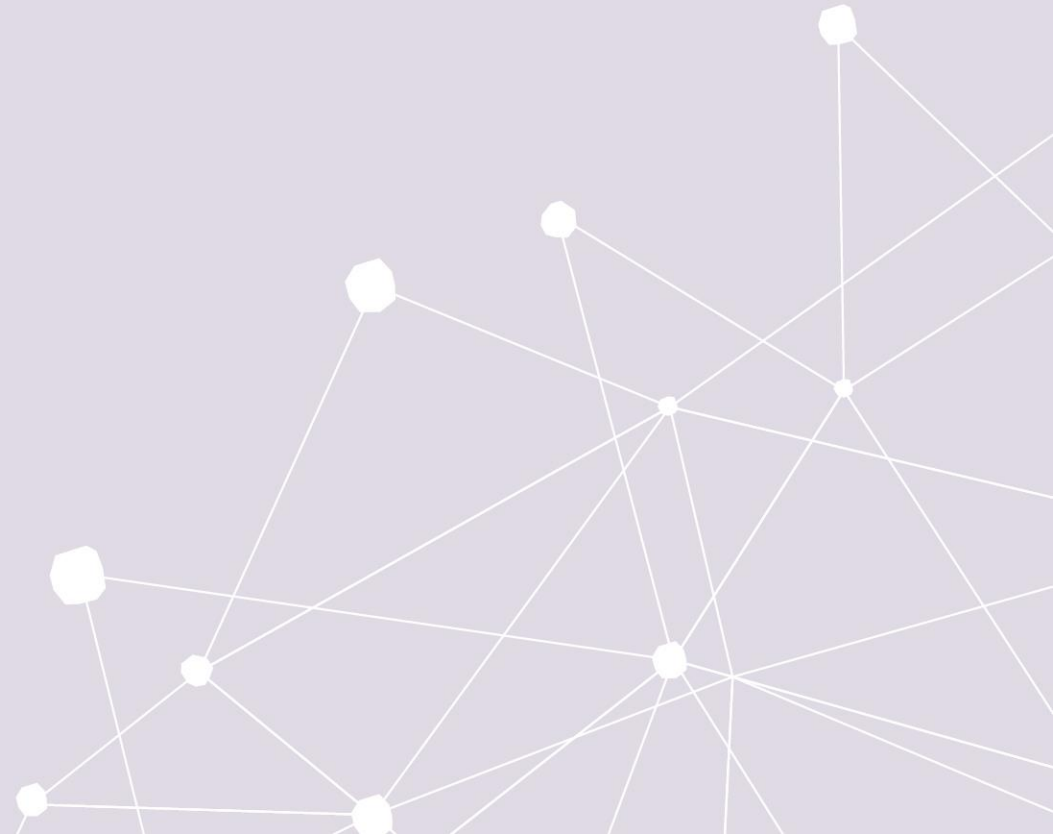
- Which domains are you currently focusing on? Which domains are getting least attention? Does this matter?
- What further action might be needed in each domain to achieve your goals?
- What might be needed to join up the work across the different domains?



Key thoughts

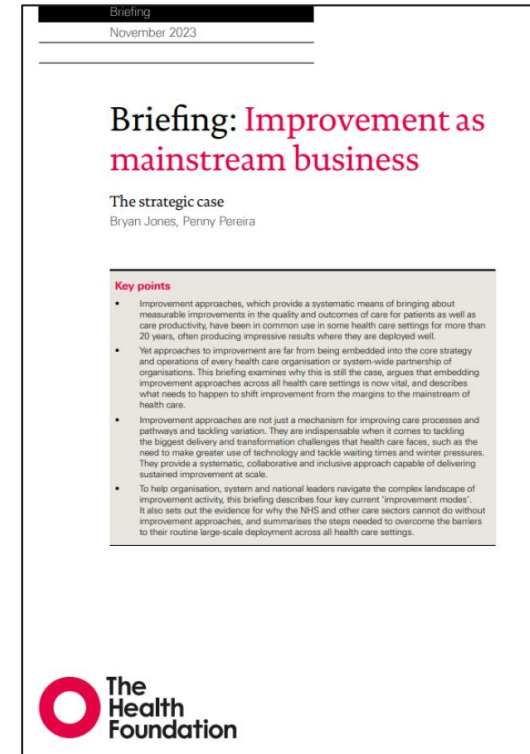


Where next?



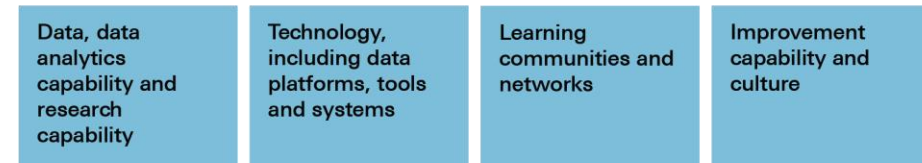
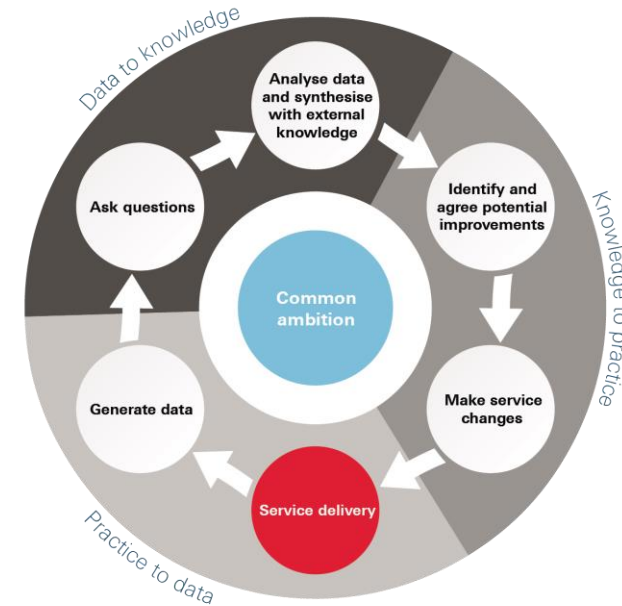
Where to turn for help: Key approaches and resources

Creating the conditions for whole organisation and system improvement



Where to turn for help: Key approaches and resources

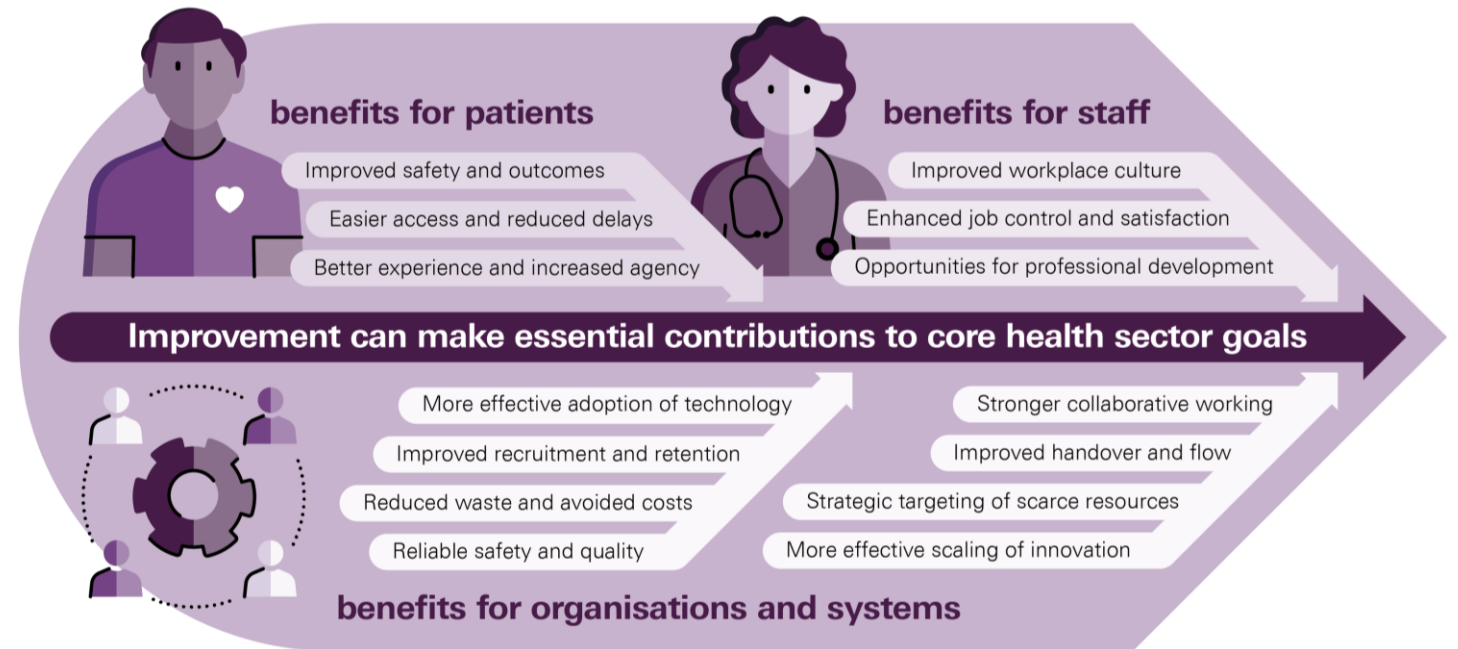
Building systems and partnerships for improvement



Learning Health System

Where to turn for help: Key concepts and resources

Exploring the benefits of improvement



About Q

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Visit us online at q.health.org.uk

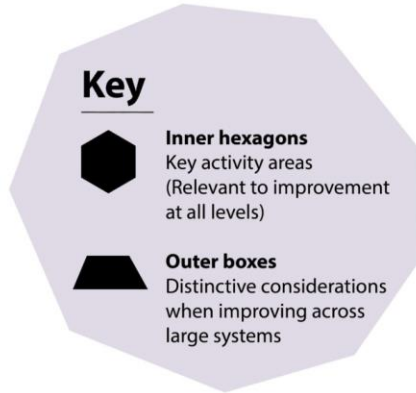
Email us at q@health.org.uk

Follow us on Twitter [@theQCommunity](https://twitter.com/theQCommunity)

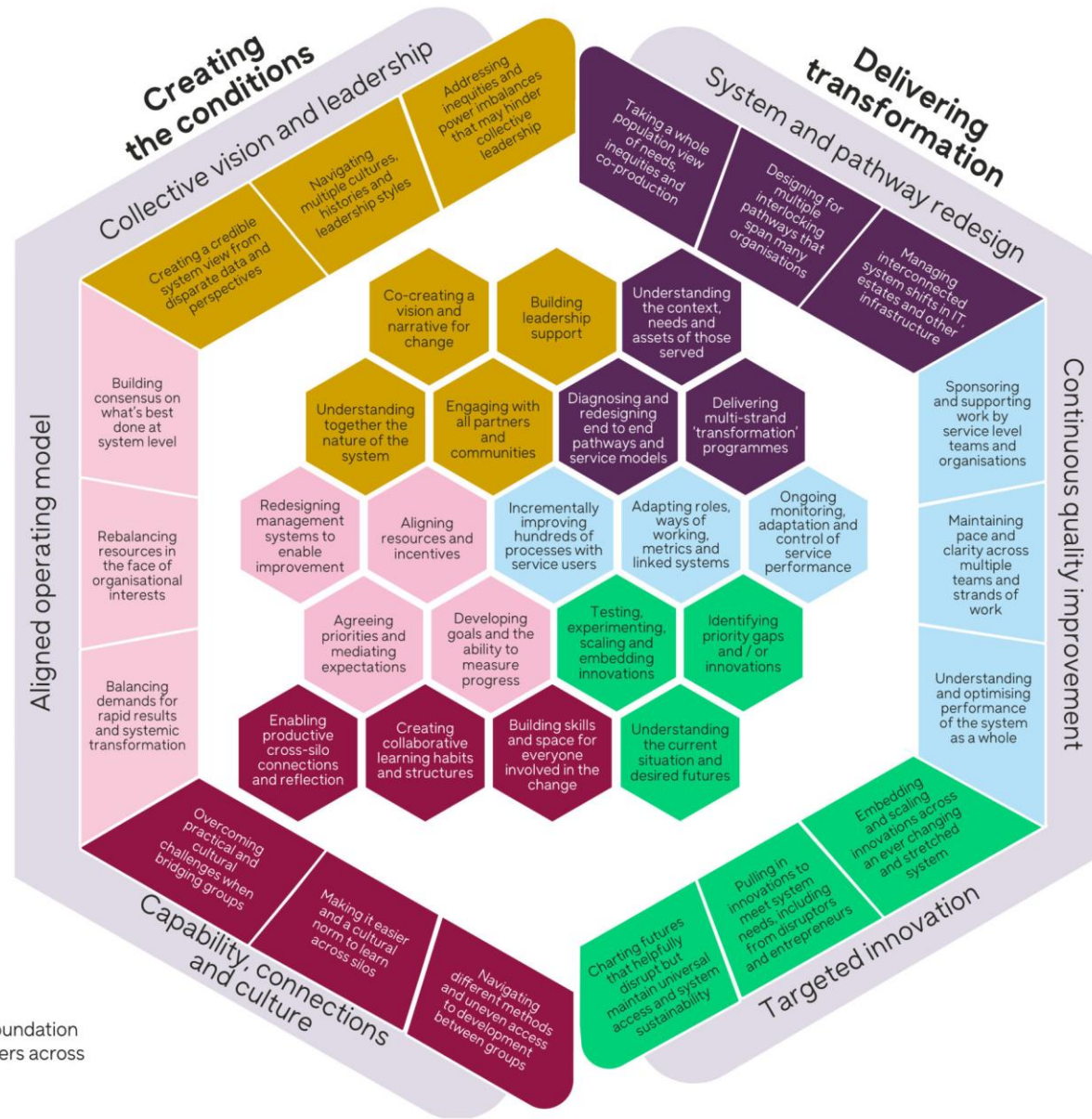




Improving across health and care systems: a framework



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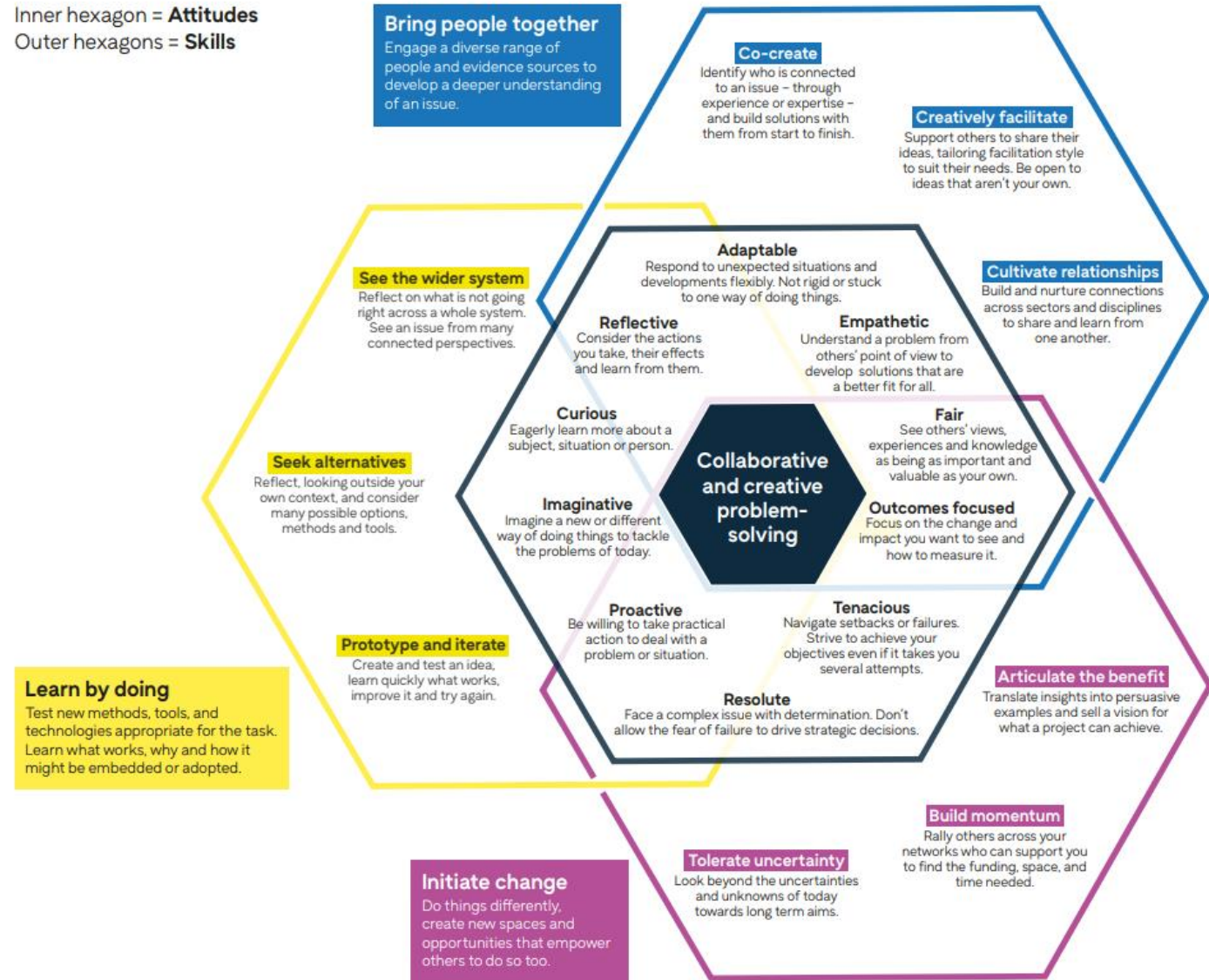


Download the framework



Building the skills for collaboration

Inner hexagon = Attitudes
Outer hexagons = Skills



Download the skills map



**Join us for a Q&A at the
Q community hub after
this session**



Thank you

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