

Towards the Ever Improving Organisation

Experience based reflections

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Aims

During the session, we will share lessons learned as we continue on a journey to embed continuous learning and improvement as the way everyone does business across our organisations, in service of best possible results. This session will:

- Describe how East London NHS Foundation Trust and Barts Health NHS Trust built a shared purpose and vision, and continue to develop improvement capability and leadership behaviours for improvement at scale
- Explore how they have invested in culture and people as well as strengthened the way they manage quality
- Share their approach to partnering, co-design and co-production over time
- Describe how they have proactively sought to close equity gaps as part of their efforts.



The plan

1. Context and the why (10m)
2. Ever improving at ELFT, Barts, IHI: reflections (20m)
3. Keeping the fire lit (20m)
4. A conversation (10m)
5. Questions, closing (15m)



i. Context and why

Whole System Quality



Quality Assurance (internal, external)

Quality Improvement

- **Focus** on strategic priorities for the system
- **Train and coach** staff in improvement methods
- **Collaborate** across patients, communities and staff to ensure voice of the customer is embedded in processes
- **Test, learn, and adapt** process changes towards improved performance

Quality Planning

- **Identify** customer needs
- **Assess** performance & gaps
- **Define** quality goals
- **Set priorities** for improvement
- **Invest** in people (capabilities)
- **Invest** in required inputs (resources/structures)

Quality Control

- **Ensure protocols, skills and processes** for key activities
- **Reduce unwanted variation** from expected performance
- Establish **new standards and protocols** based on results of QI initiatives to promote **sustainability**
- Integrate **licensing, accreditation and professional oversight** bodies



Cultivating a Learning System

Methods

Clear Aim



Systems Focus



Collaborate



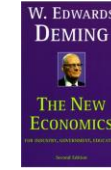
Learn



Scale



Using Improvement Science to Improve and Strengthen Systems



Appreciation for a System

In relation to the issue you have chosen to work on...

- Who are the **people** in your system?
- What is the **culture** like?
- What are the **structures**? How do you **organize** things?
- What are the **key processes**?

Theory of Knowledge

- What is the **issue** you have chosen to work on?
- **Why do you think this is an issue?**
- What **theories do you have** about what will work/help you overcome this problem?
- What **predictions do you make** about **new ideas being accepted**?

Psychology of Change

- How do **people respond** to change? How can we encourage **constructive change** and **commitment to excellence**?
- **How ready** do you think **people** in your system are **for change**? Are some people more ready for change than others?
- How do you think **people feel about the issue** you are going to work on?

Understanding Variation

- What **data** do you have already?
- What is it telling you about the issue you have chosen to work on?
- How much **statistical variation** is there in the process?
- How much **variation exists in attitudes and behaviors**?



Your why

Table reflections, 7mins

Why?

- Type 1: $5 + 3 =$
- Type 2: $x + y = 13$




“Every system is perfectly designed
to get the results it gets”



Alejandro
5 years old
Wants to be a
firefighter when he
grows up



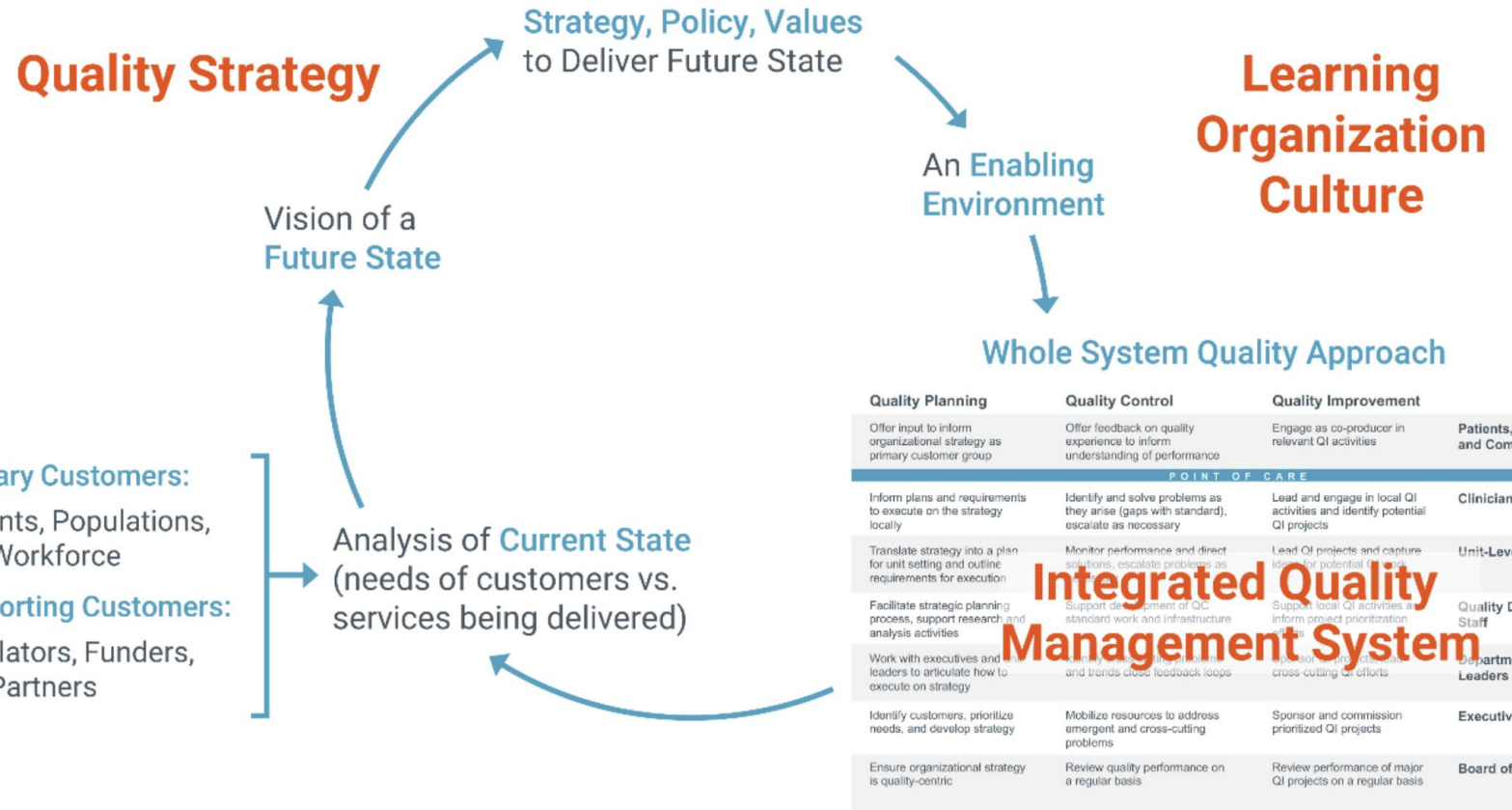
A WSQ Approach to Tackling Variations

	 Strategic Variation	 Operational Variation	 Clinical Variation
Locus of variation and control			
Consequent Challenges/Symptoms			
WSQ Approach			



Whole System Quality

A Unified Approach to Building Responsive,
Resilient Health Care Systems



The Whole System Approach: Juran Trilogy +



Quality Methods

Clear Aim

Systems Thinking

Collaboration

Continuous Learning

Scale & Impact

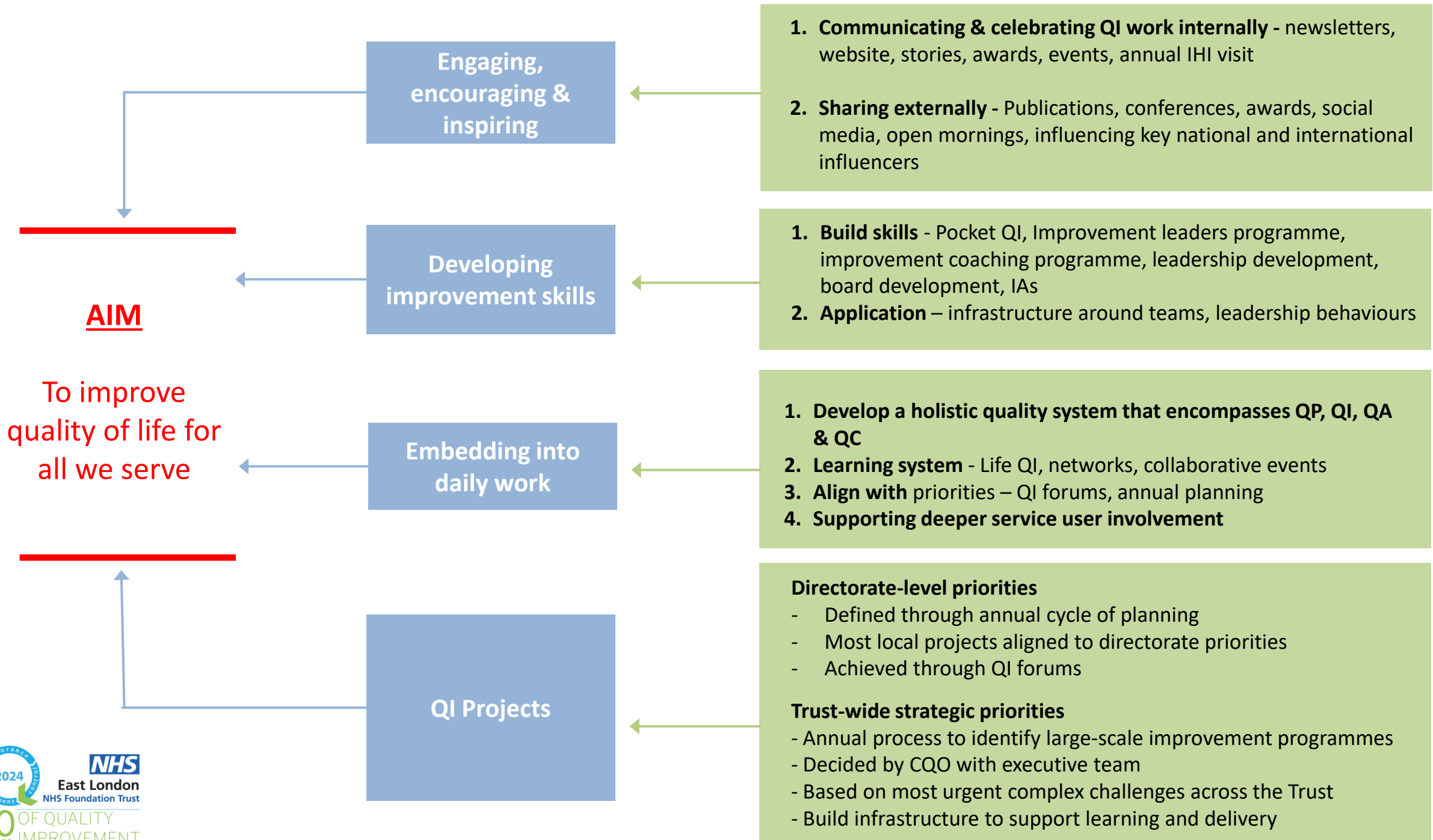
Adapted from Juran J, Godfrey AB, eds. Juran's Quality Handbook: Fifth Edition. New York: McGraw-Hill, 1999.



ii. Ever Improving

Rapid summaries of journeys

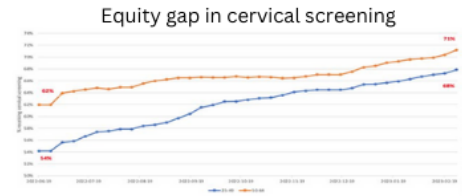




ELFT'S 10-YEAR QI JOURNEY

2010:
Series of safety incidents

2012 to 2013:
Preparing the board and staff for QI

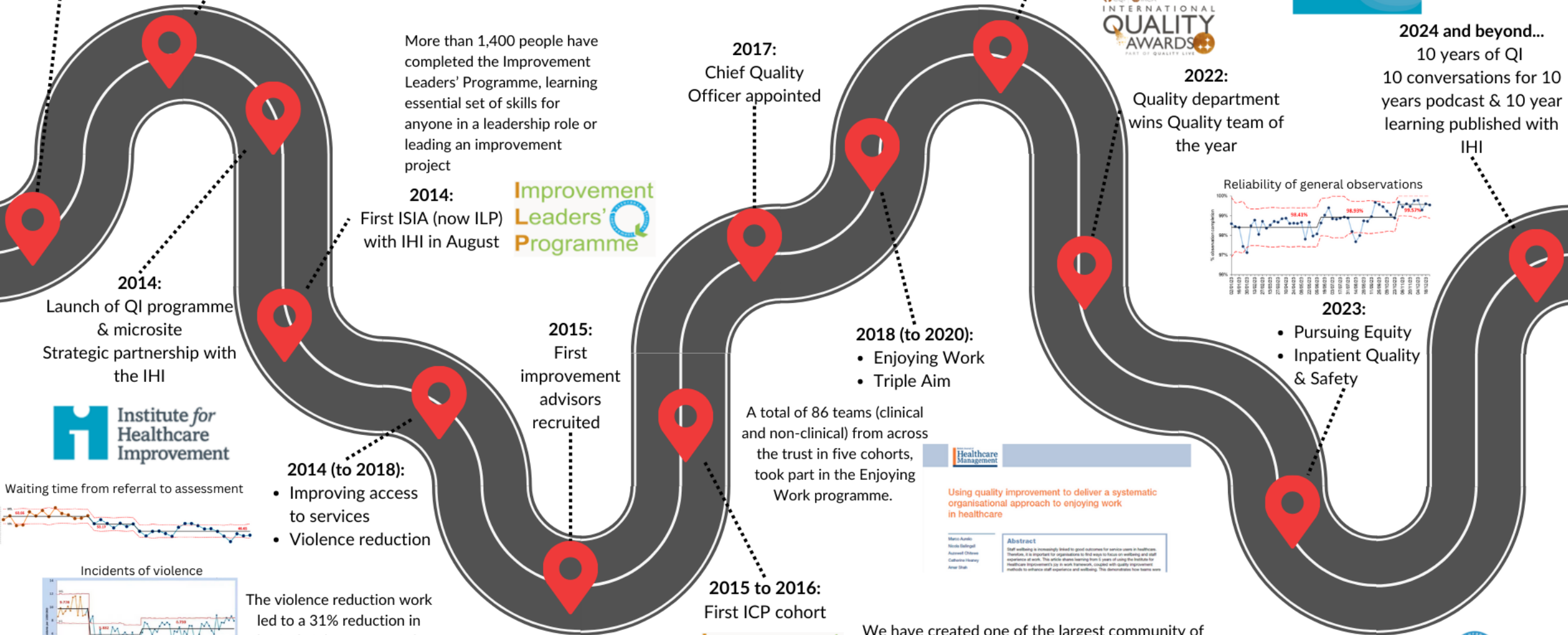


2021 (to 2023):

- Pursuing Equity
- Optimising Flow, Demand & Capacity



2024 and beyond...
10 years of QI
10 conversations for 10 years podcast & 10 year learning published with IHI



2014:
Launch of QI programme & microsite
Strategic partnership with the IHI



2014 (to 2018):

- Improving access to services
- Violence reduction



The violence reduction work led to a 31% reduction in physical violence across the entire Trust.

More than 1,400 people have completed the Improvement Leaders' Programme, learning essential set of skills for anyone in a leadership role or leading an improvement project



2014:
First ISIA (now ILP) with IHI in August

2015:
First improvement advisors recruited

2017:
Chief Quality Officer appointed

2018 (to 2020):

- Enjoying Work
- Triple Aim

A total of 86 teams (clinical and non-clinical) from across the trust in five cohorts, took part in the Enjoying Work programme.



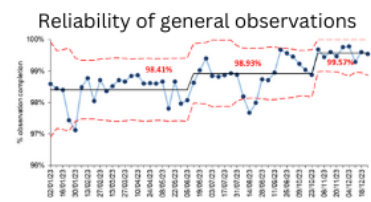
2015 to 2016:
First ICP cohort



We have created one of the largest community of improvement coaches of any healthcare organisation worldwide, forming the key support for all QI projects at ELFT



2022:
Quality department wins Quality team of the year



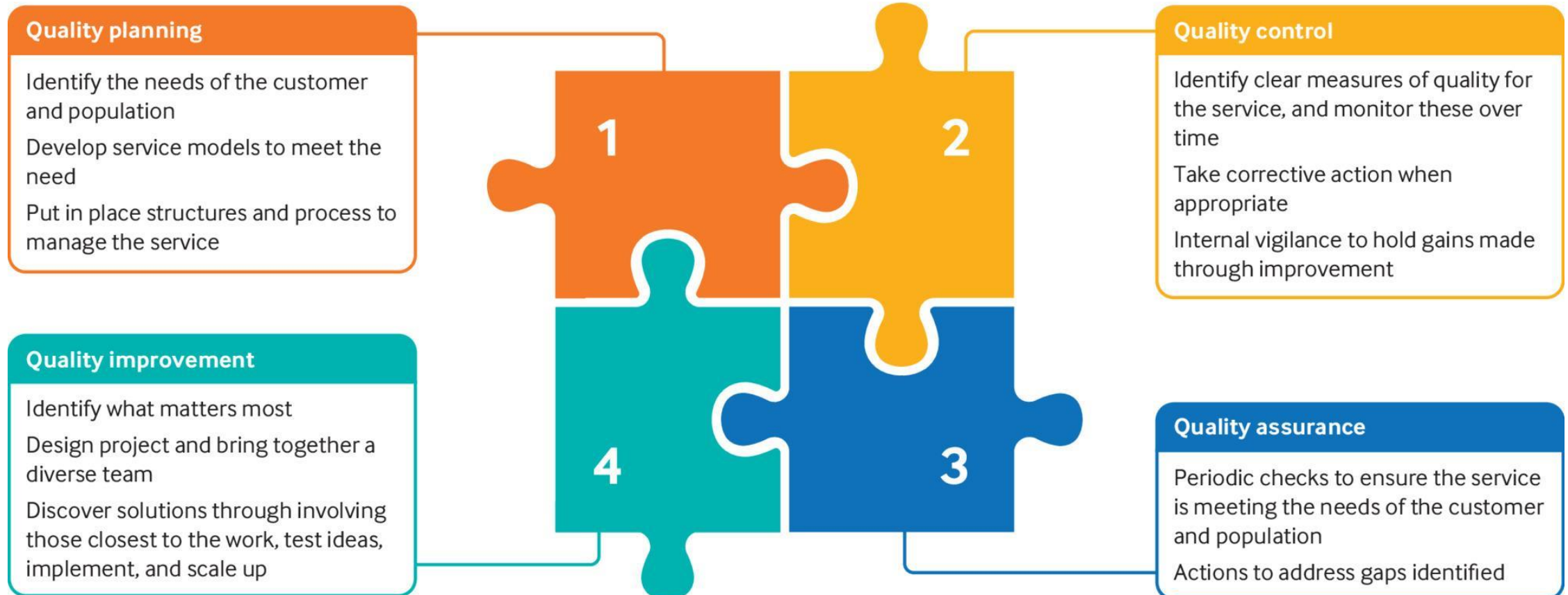
2023:

- Pursuing Equity
- Inpatient Quality & Safety



The management system at ELFT

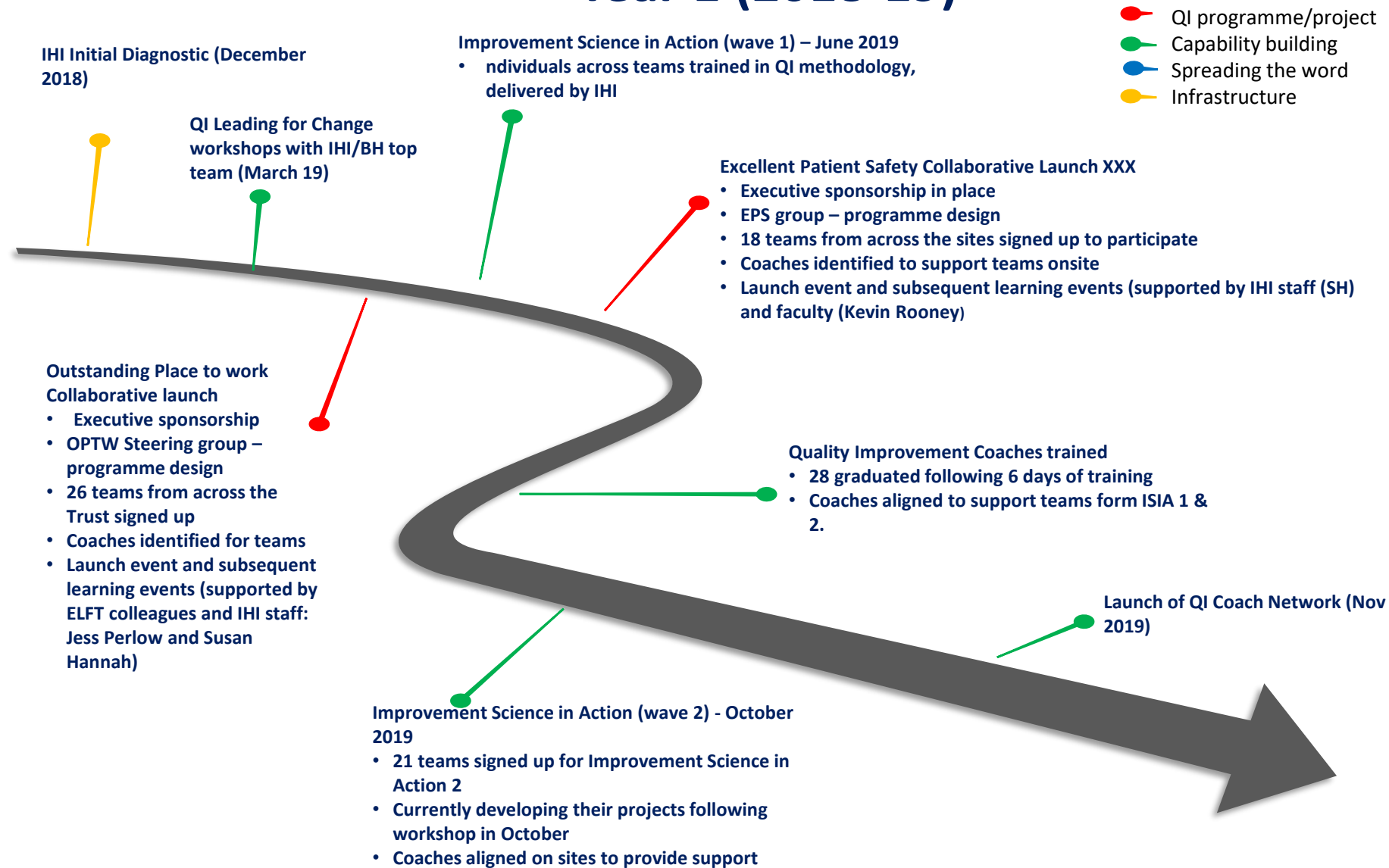
Quality management systems



ii. Ever Improving

Rapid summaries of journeys

Results-based Activity Year 1 (2018-19)





ExCel National Vaccination Centre

Visions

By June 2021, we will vaccinate Londoners, ensuring

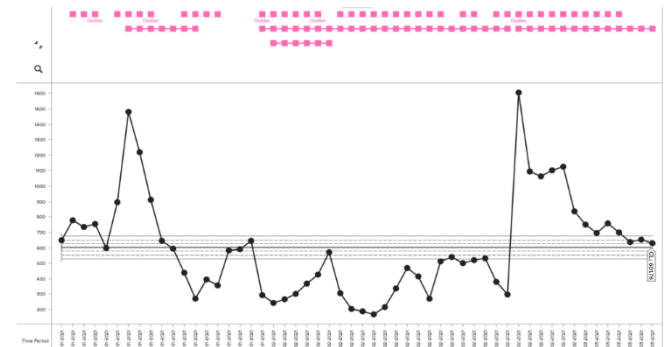
- High numbers,
- Fair access
- Great experience

Strategic driver

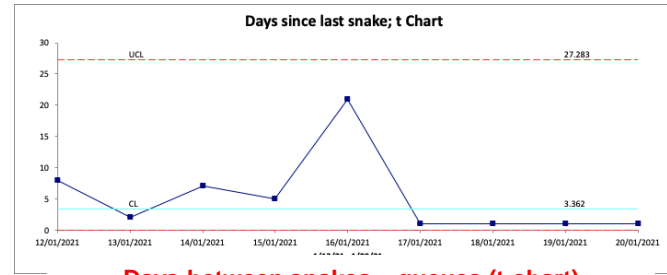
- Smooth, safe & efficient flow of patients
- Equitable access for vulnerable people
- Outstanding patient experience
- High clinical standards
- Strong staff well-being
- Well governed planning

Operational driver

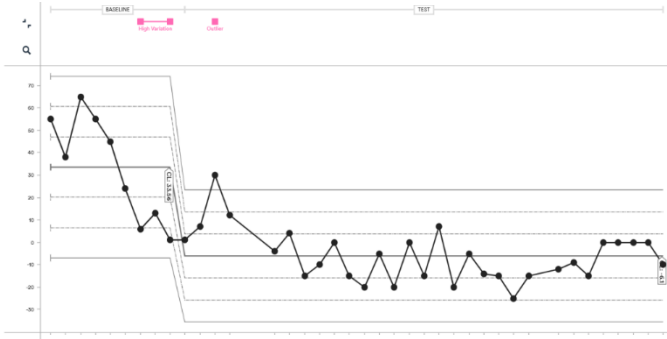
- Rapid start-up times
- Improved signage around ExCel
- Rapid responses to queuing through the day
- Faster flow through the Pods
- Barts clinical teams have a way to refer patients
- Ensuring staff can identify and support vulnerable adults
- Outreach to under-represented communities
- Understanding vaccine nervousness
- Great experience of vaccination intervention
- Good Information and vaccine learning opportunity
- People as ambassadors for vaccination
- Minimising vaccine wastage
- Clear clinical leadership – (Datix & pinnacle)
- Support for new starters
- Staff training and competency
- Good infection control
- Improved communication & connections
- Respond rapidly to staff HWB issues
- Involve staff in problems solving
- Improve roster compliance
- Effective delivery (capacity vis-a-vis demand vis-à-vis supply)
- Maintaining Quality standards in all settings



Vaccines given daily (c-chart)



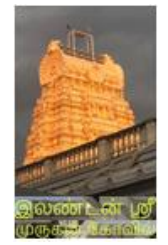
Days between snakes – queues (t-chart)



Start times – for centre to be 100% operational



WOMEN'S INCLUSIVE TEAM
BY WOMEN FOR WOMEN



school21



Kanlungan
Empowering Filipino Migrants



Waltham Forest



North East London Health & Care Partnership



Barts Health
NHS Trust



Hackney



hackney cvs
#FairerHackney

Newham London



Keir Hardie Methodist Church



Hackney Chinese Community Services
克尼華人社會服務中心



SHA
YOU
STO



Celebration: The WeImprove Awards



Barts Health
Well done
#WeImprove
team nomination



Shane Degaris @shanedegaris · 10/03/2023

What a fantastic event - congratulations to all of our winners, and for all nominated teams! @WeImproveBH @NHSBartsHealth @JenLeonard6 @chrisjgordon1 @S_AshtonNHS



1

8

46

1,895



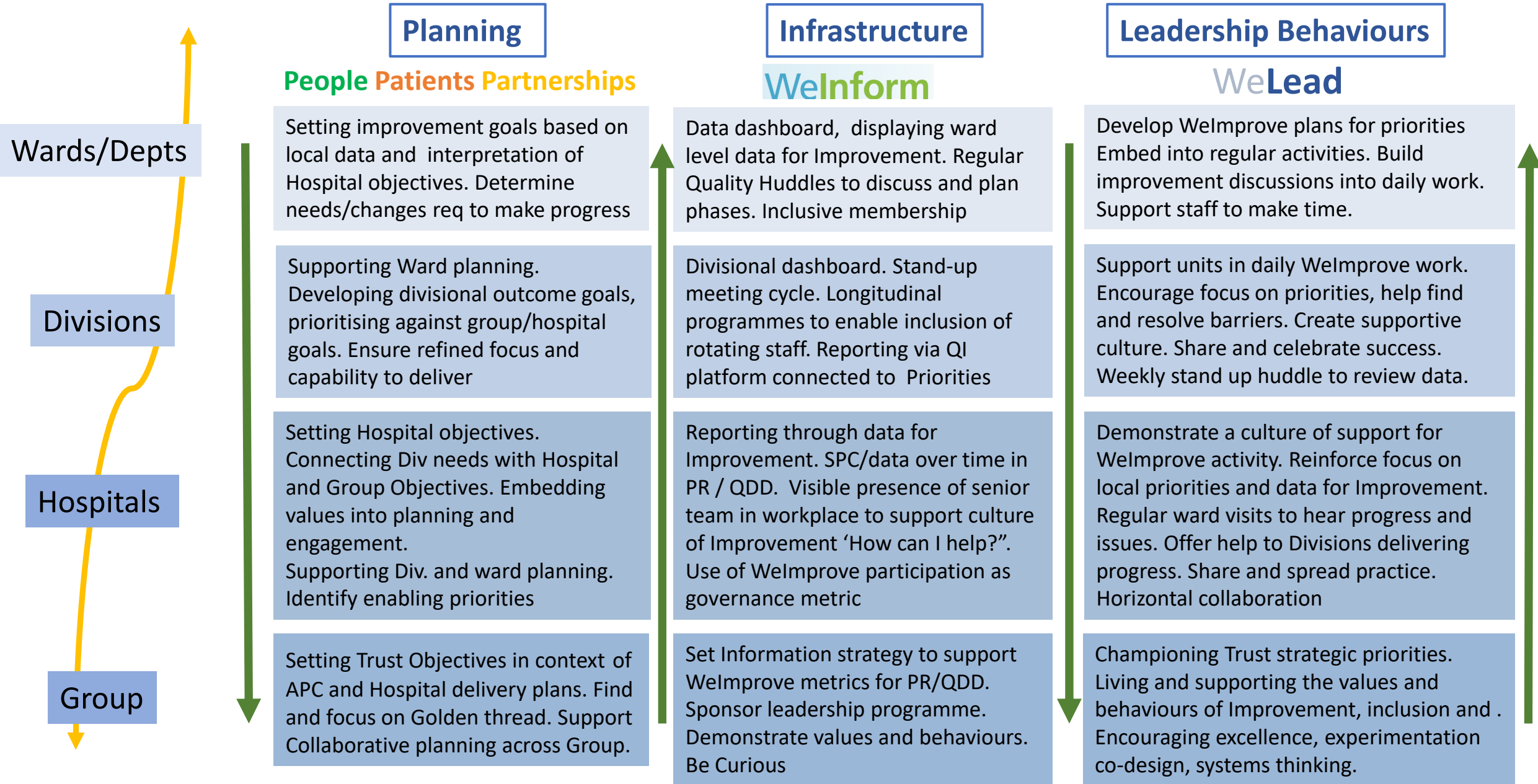
The aim of the awards is to:

- Celebrate the achievements of teams across BH in applying QI methodology to make improvements
- Identify projects for wider sharing and potential implementation
- Inspire participants and wider BH communities to be involved in WeImprove
- Spread the word about WeImprove and achievements so far

A new WeImprove category has now been added to the Barts Health Heroes, with agreement that those projects shortlisted for the WeImprove Awards are automatically entered for the Heroes. This does not preclude other teams from entering.

The WeImprove Awards for 2024 are in planning stages, with a review of the criteria and process for application and assessment of nominations. Following feedback from participants, the aim is to engage a wider audience and seek to hold hospital celebrations/events ahead of the Awards²²

QMS at Barts Health



ii. Ever Improving

Rapid summaries of journeys

Vital 7 (pre-conditions)

1. **Rituals and symbols** everywhere for learning
2. Senior leaders **actively participating**, not just passively supporting
3. An **appreciative inquiry** approach to managing
4. A definitive move to **SPC for data visualisation**
5. **A WSQ approach** to continuously learning and improving (**not just QI**)
6. A central team with **an active distributed infrastructure**
7. A dosing approach to **building skills experientially**



Inequities are variation
Inequities are harm
Created by systems.

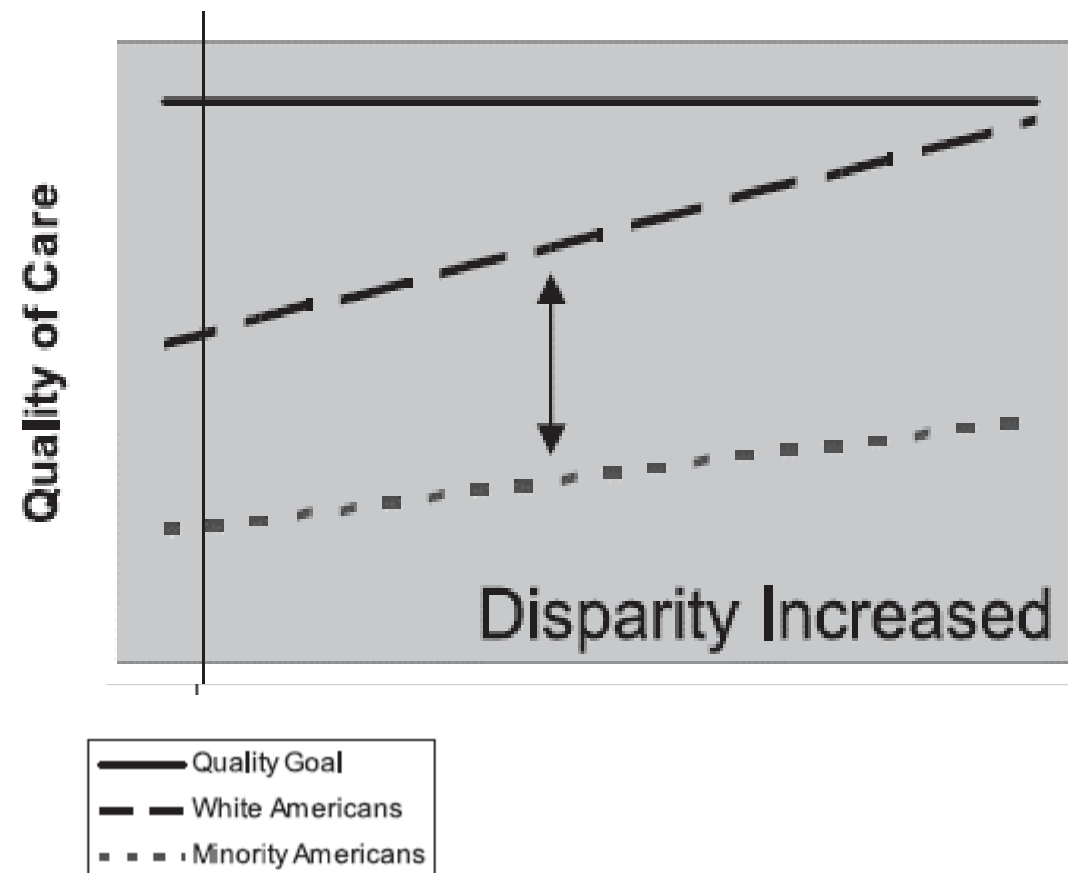


Quality Improvement & Equity

Our systems are perfectly designed to create inequities

The benefits of quality tend to accrue to the powerful before others

Improvement tools can reduce inequities, but not without deliberate aims



Green, Alexander R., et al. "Leveraging quality improvement to achieve equity in health care." *The Joint Commission Journal on Quality and Patient Safety* 36.10 (2010): 435-442.



iii. Keeping the fire lit

iv. A conversation



Fostering an Improvement Culture

Learning from East London NHS Foundation Trust's Improvement Journey Over 10 Years

ihi.org



NHS
East London
NHS Foundation Trust

I Institute for
Healthcare
Improvement

10 CONVERSATIONS
FOR **10** YEARS

THE PODCAST

Podcast



YouTube



v. Questions, closing