

# Let's Jam



WHAT'S YOUR 'WALK UP' SONG AS AN IMPROVER?  
PLEASE ADD TO OUR PLAYLIST AT THIS QR CODE



# Creating a Culture that Fosters Creativity & New Approaches to Quality Improvement

Sally Greensmith – Ashford & St. Peter's NHS Foundation Trust

Kate Hilton – Institute for Healthcare Improvement

Amar Shah – East London NHS Foundation Trust & NHS England

# Improvement is a Team Sport

Amar Shah



Kate Hilton



Sally Greensmith



# the guardian

11.60 for subscribers page 23

## NHS on 'black alert' as winter crisis escalates

Calm before the storm

Hospitals report makeshift wards, bans on surgery and 12-hour waits in A&E

## THE INEQUALITY VIRUS

It needs just 1000 HOURS for the bottom of the top 1,000 millionaires to be richer than the world's poorest. How long would it take to make more than a decade.

Month	Percentage
February	100%
March	78.5%
November	68.0%

Average wage in UK estimated: winter 2020

THE MORE you are worth the less you need to survive since the UK has a higher GDP PER HEAD than any other country in the world. It's not surprising that the UK has the highest number of billionaires in the world.

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## SHOCK SUN INVESTIGATION

# CRITICAL

NHS in crisis as budgets cut

A&E swamped, long waits for GP

More of us on prescription pills

Docs warn of care 'timebomb'



# Daily Mail

WHY I'VE FORGIVEN MY ACID ATTACKER

One woman's humbling story of compassion

## WINTER CRISIS CRIPPLES NHS

Up to 55,000 operations postponed

Patients to be put on mixed wards

Senior doctors will man doors at A&E to turn away non-urgent cases

## THE IMPACT OF COVID-19 ON MENTAL, NEUROLOGICAL AND SUBSTANCE USE SERVICES

### RESULTS OF A RAPID ASSESSMENT IN THE AFRICAN REGION

8 OCTOBER 2020

World Health Organization

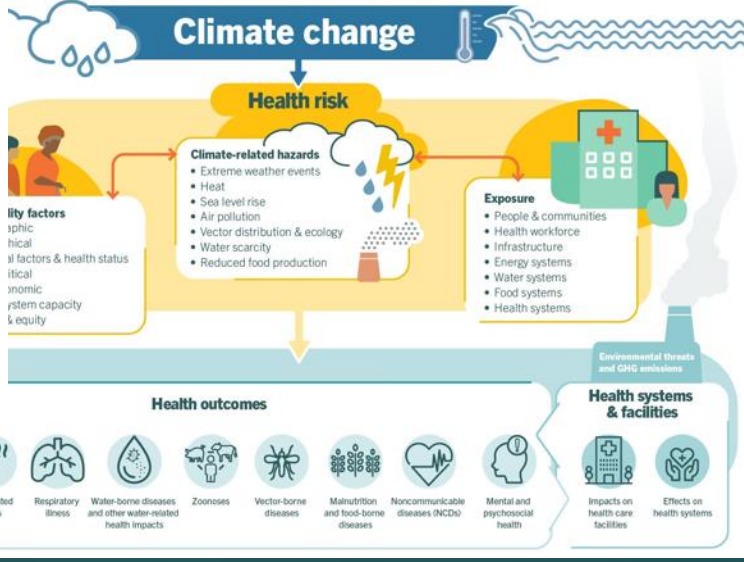


## OCKENDEN REPORT - FINAL

FINANCIAL AND FROM REVISED SERVICE AT THE UNIVERSITY

## THERE ARE BIG GAPS BETWEEN COUNTRIES IN HEALTHY LIFE YEARS REMAINING AT 65

Country	EU-28 average men (9.8 yrs)	EU-28 average women (10.2 yrs)
Sweden	15.4 <sup>th</sup>	15.8 <sup>th</sup>
Malta	13.5 <sup>th</sup>	14.2 <sup>th</sup>
Ireland	12.5 <sup>th</sup>	13.4 <sup>th</sup>
Croatia	5.0 <sup>th</sup>	4.8 <sup>th</sup>
Latvia	4.1 <sup>th</sup>	4.2 <sup>th</sup>
Slovakia	3.8 <sup>th</sup>	4.1 <sup>th</sup>



## RECRUITMENT MELTDOWN

# NHS NURSES CRISIS

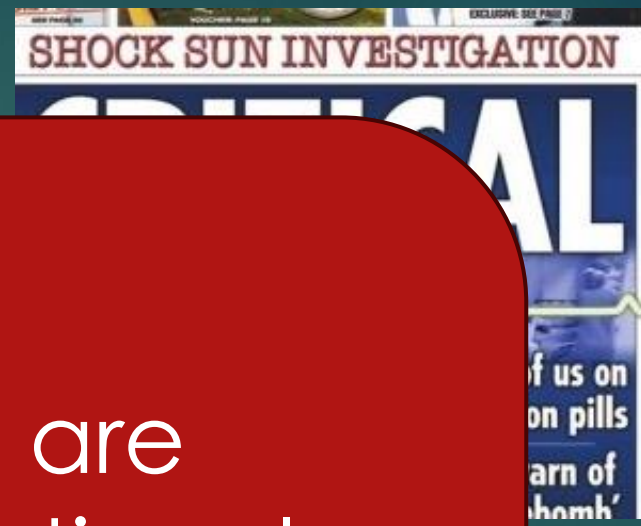
Fears for health service future as student medic numbers plummet

A COLLAPSE in nursing recruitment is risking the future of the NHS and will put patients in danger, union chiefs warn.

The number of applications for degree courses plummeted from 10,000 in 2019 to 10,000 in 2020.

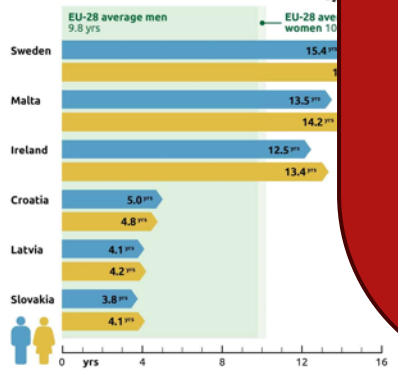
RCN boss Pat Carlton, right, said: "We believe the situation poses a direct threat to the sustainability of the NHS and patient safety."

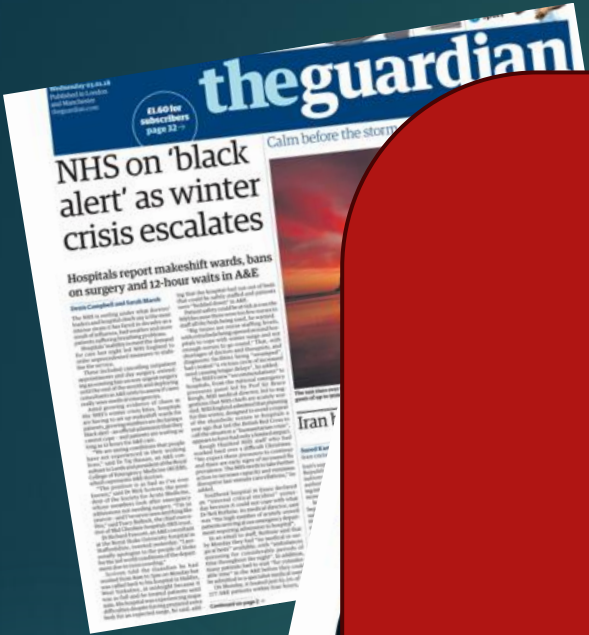
FULL STORY PAGE 5



What are the emotional outcomes of living and working in this context?

**THERE ARE BIG GAPS BETWEEN COUNTRIES IN HEALTHY LIFE YEARS REMAINING AT 65**





EN REPORT - FINAL

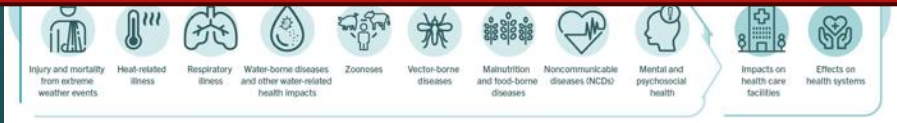


**THERE ARE BIG GAPS BETWEEN COUNTRIES IN HEALTHY LIFE YEARS REMAINING AT 65**

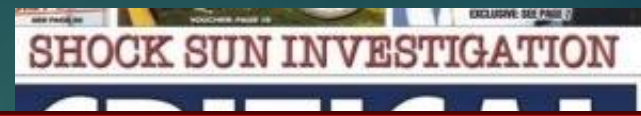
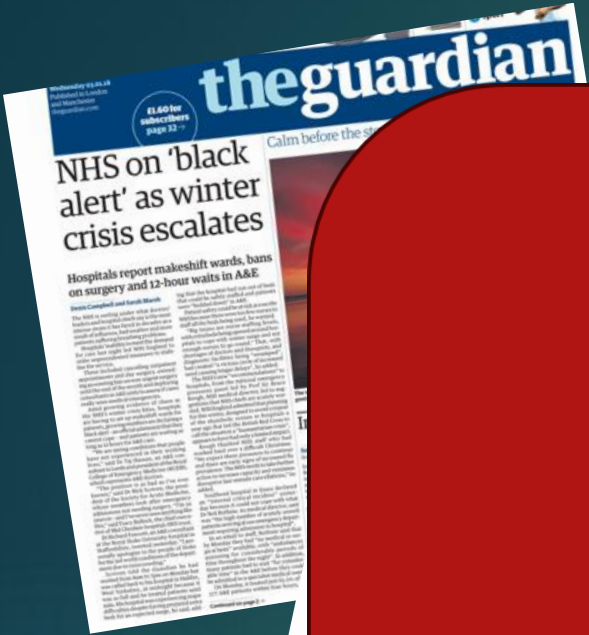
**ACTION INHIBITORS**

- inertia**
- apathy**
- fear**
- isolation**
- self-doubt**

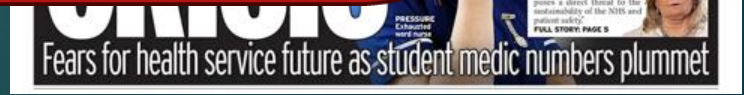
*(Some of) the emotional outcomes of living and working in this context*



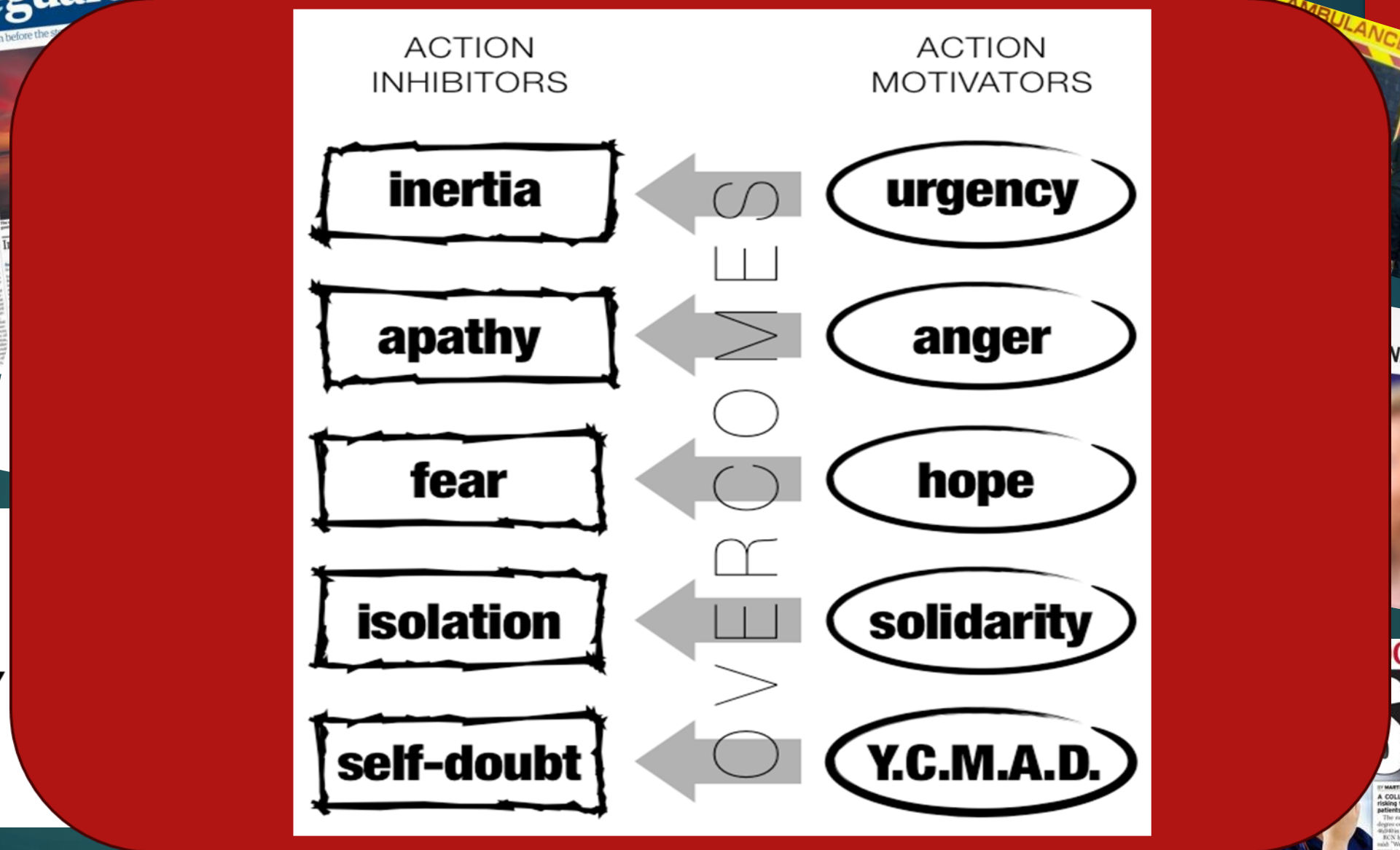
**CRISIS**  
Fears for health service future as student medic numbers plummet



INCIDENT REPORT - FINAL



THERE ARE BIG GAPS BETWEEN COUNTRIES IN HEALTHY LIFE YEARS REMAINING AT 65



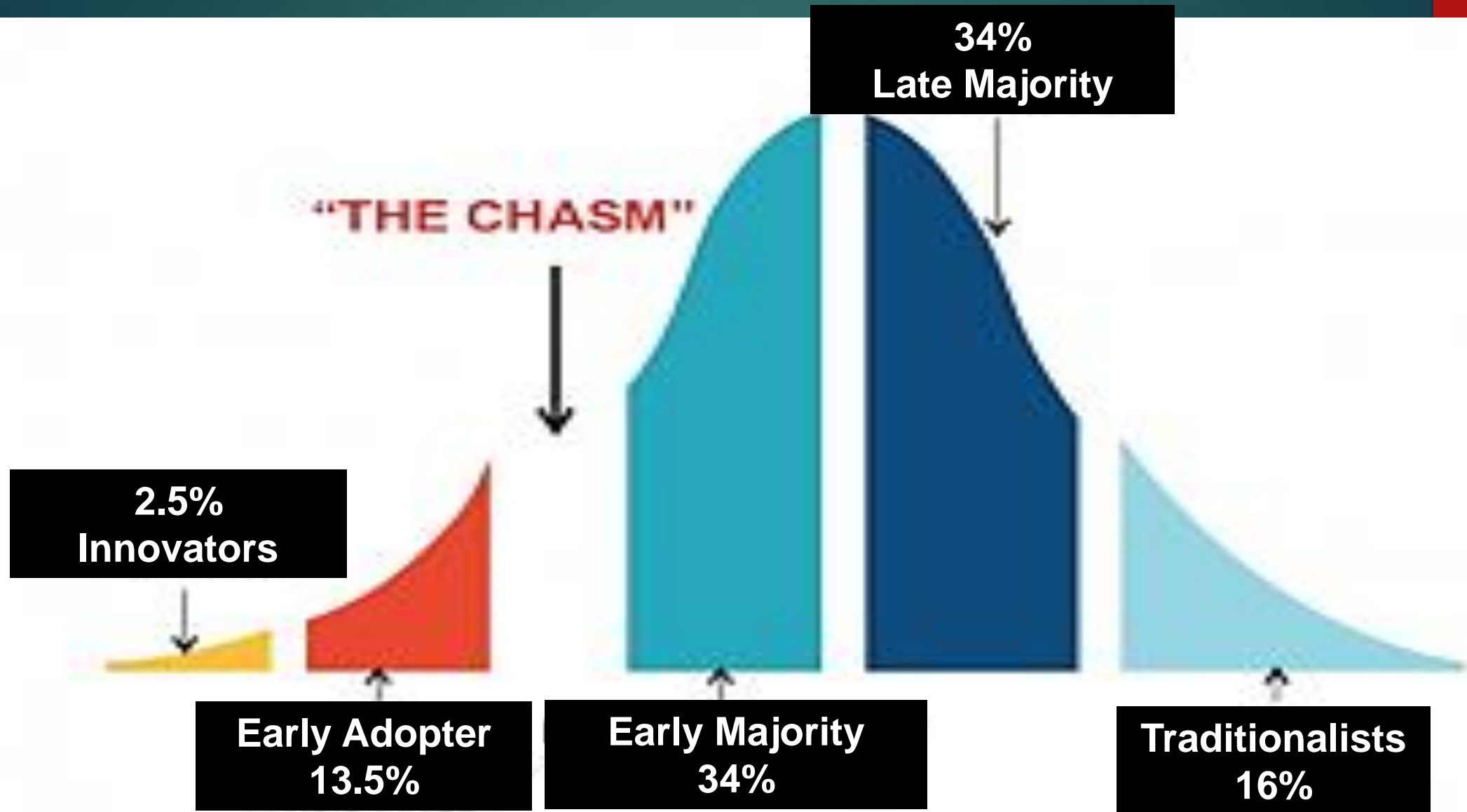


“You cannot cross a  
chasm in two jumps.  
It has to be one jump.  
A single leap.

- David Lloyd George

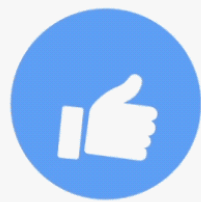


# Rate at Which Change Spreads: People

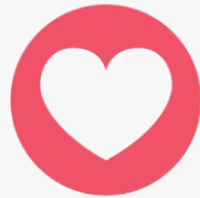


# Rate at Which Change Spreads: People

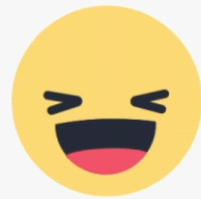
**34%**  
**Late Majority**



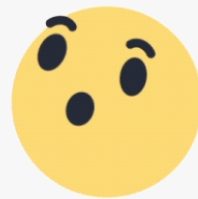
Like



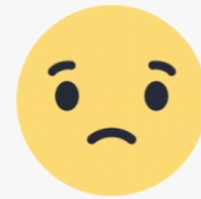
Love



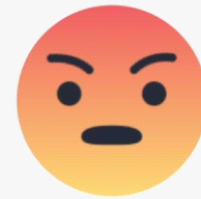
Haha



Wow



Sad



Angry

**2.5%**  
**Innovato**

**Early Adopter**  
**13.5%**

**Early Majority**  
**34%**

**Traditionalists**  
**16%**



**Simplicity**



**Complexity**

## People and Behaviours

‘Improvement in health care is  
20% technical and 80% human’



Marjorie Godfrey, MS, RN

*The Dartmouth Institute For Health Policy and  
Clinical Practice*

# What We Will Do Today



Identify how to harness action motivators and people's inherent creativity to solve the complex problems we face



Appraise the motivational design of current improvement efforts and consider alternative approaches



Consider how your own thinking might be restricted by 'the box' and be challenged to think beyond this



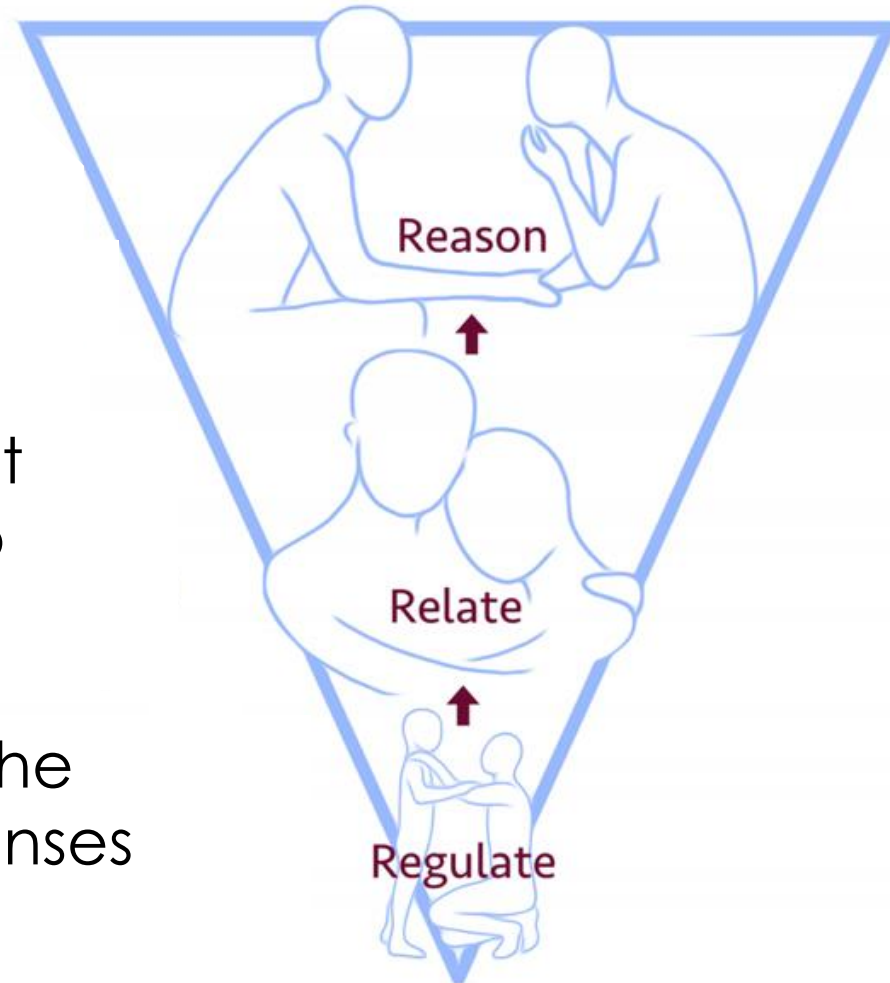
Apply core principles from entrepreneurial thinking to your own situation

# Reaching the Learning Brain

**Third:** Reflect, learn, remember, articulate & become self-assured (cortical)

**Second:** Relate and connect through attuned relationship (limbic)

**First:** Regulate & calm the fight/flight/freeze responses (primitive)



# Intentional Breathing

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Breathe in



# Intentional Breathing → Mindfulness

## Implications:

- Helps people cope with stress & reduce anxiety
- Connects people to their body & emotions
- Increases positive feelings & self-compassion
- Centers the mind around one's intention
- Cools down flaring tempers & reduces tension
- Slows heart rate & improves energy level

Breathe in



# Reaching the Learning Brain

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## **Regulate**

- Use breathing or mindfulness exercise to center the group
- Demonstrate behaviors that support psychological safety

## **Relate**

- Take turns sharing 'what matters' to connect to purpose
- Ask open honest questions & listen to understand
- Create an 'us': share facilitation and decision-making

## **Reason**

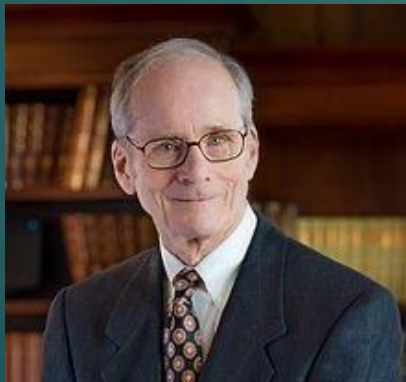
- Invite people to share creative possibilities
- Look for ideas within the team's locus of control
- Plan-do-study-act: learn your way to results

# Activating Intrinsic Motivation

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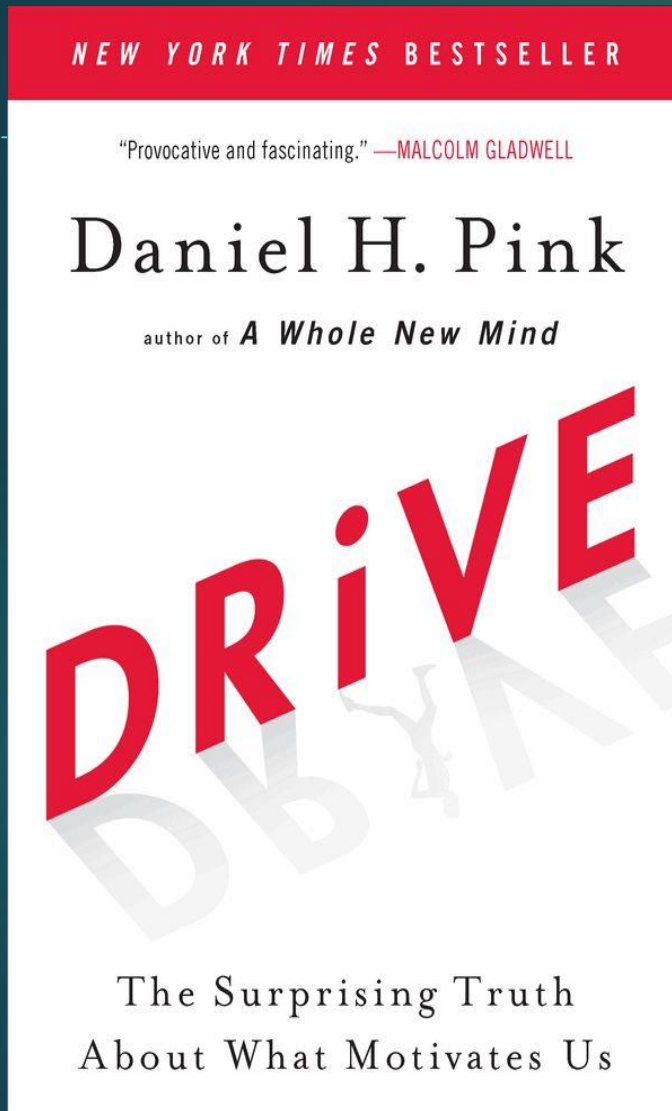


Richard Ryan



Edward Deci

Doing something for  
inherent satisfaction that  
engaging in the activity  
provides



- Extrinsic motivations – if you do *this*, you get *that* – often do not work or cause harm
- Rewards and incentives mostly have the reverse affect on outcomes
- Finding: Build teams and culture based on intrinsic motivation

# Intrinsic Motivation on Teams

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Help improvers experience:

- (1) **Autonomy:** the ability to direct one's own course;
- (2) **Mastery:** to get better and better at something over time;
- (3) **Purpose:** doing what we do in the service of something larger than ourselves.

Why do we have trouble creating a culture that builds these intrinsic motivations into our work?

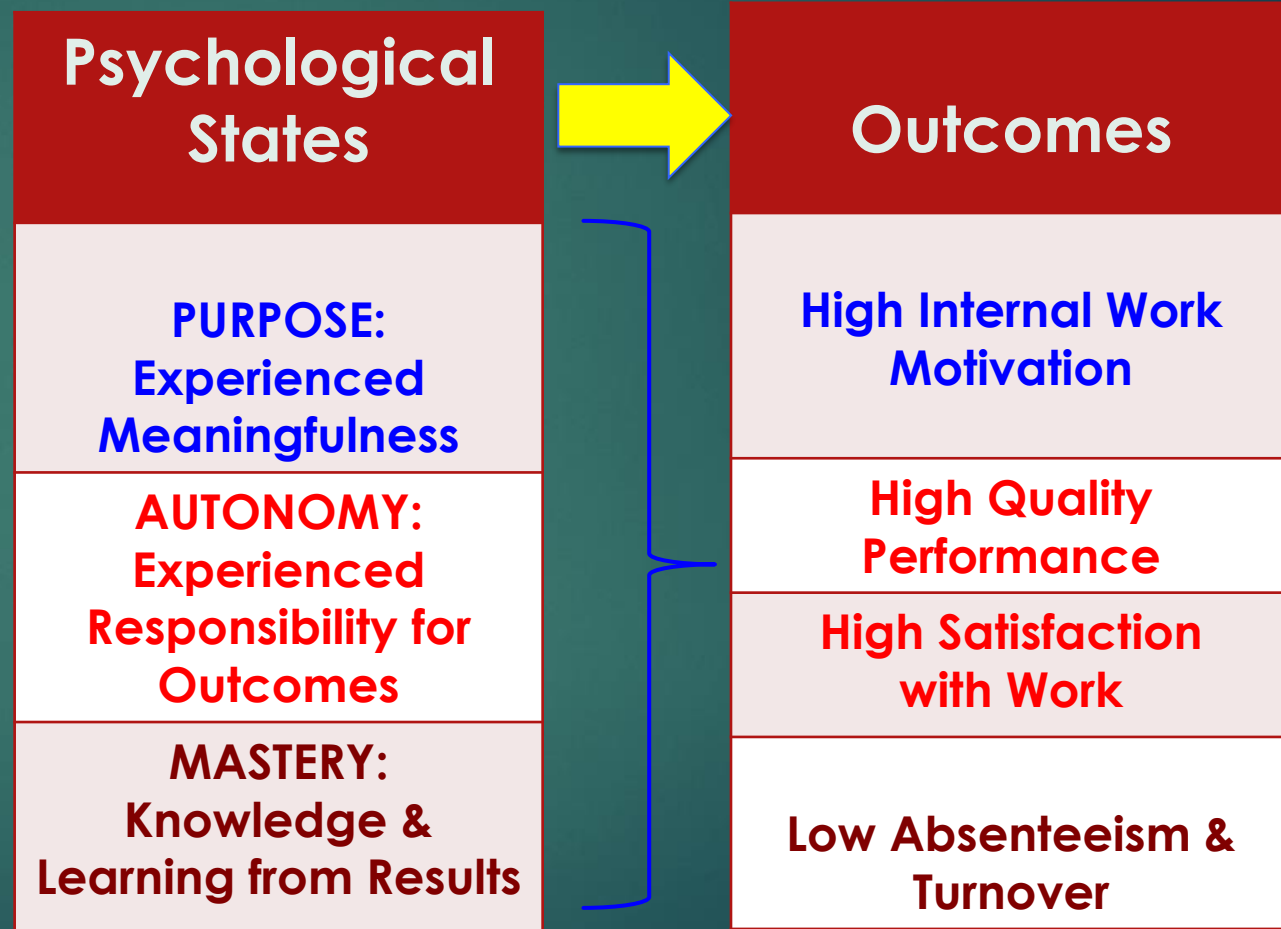
# Motivational Task Design

Source: Motivation through the Design of Work:  
Test of a Theory, Richard Hackman, Greg Oldham

Psychological States
<b>PURPOSE:</b> Experienced Meaningfulness
<b>AUTONOMY:</b> Experienced Responsibility for Outcomes
<b>MASTERY:</b> Knowledge & Learning from Results

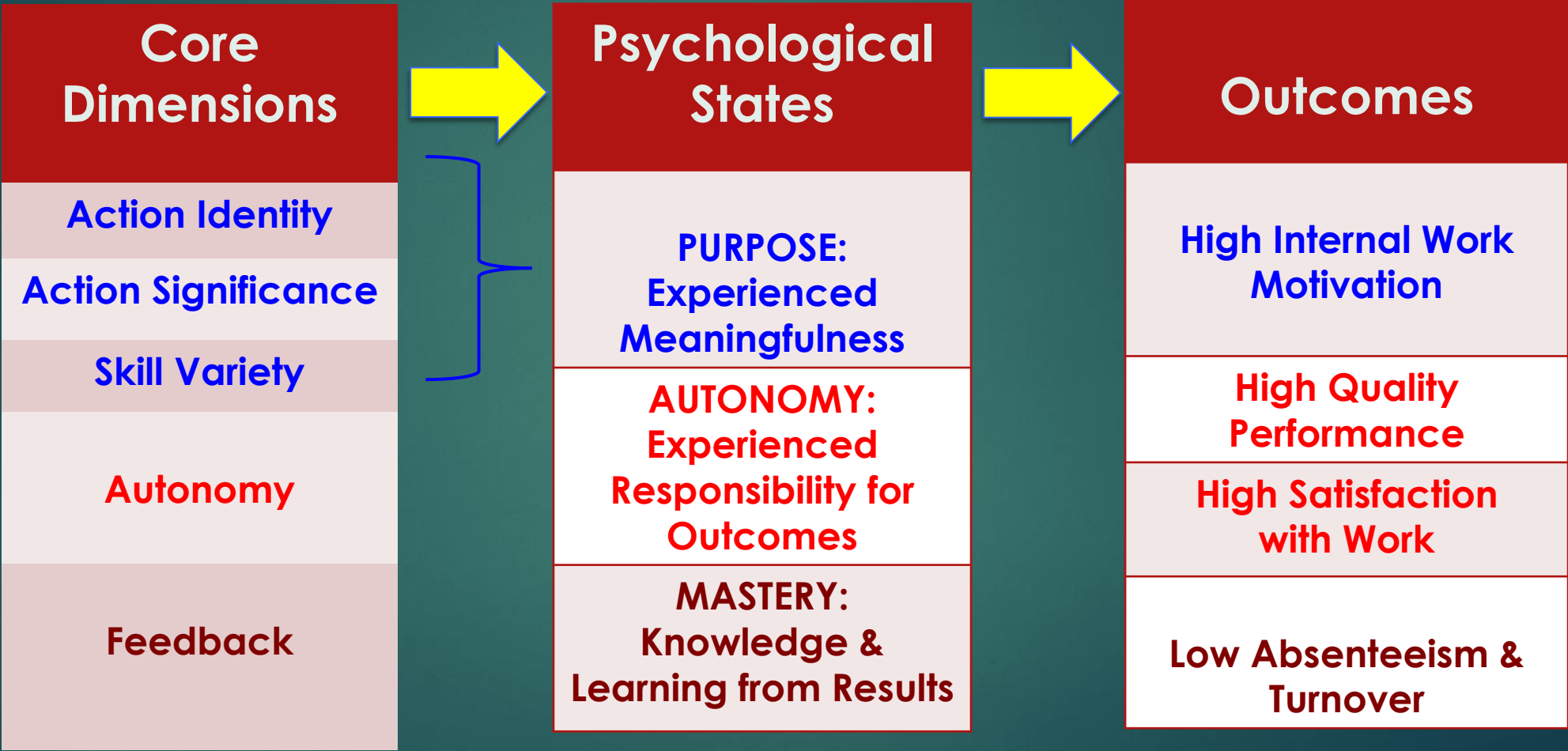
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# Core Dimensions

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Design work to help improvers experience:

- (1) **Action identity** – completes action from start to finish
- (2) **Action significance** – makes a difference; sees how it contributes to the whole
- (3) **Skill variety** – is engaging; not too repetitive
- (4) **Autonomy** – allowing for choices about how to do it
- (5) **Feedback** – visible results; data to improve

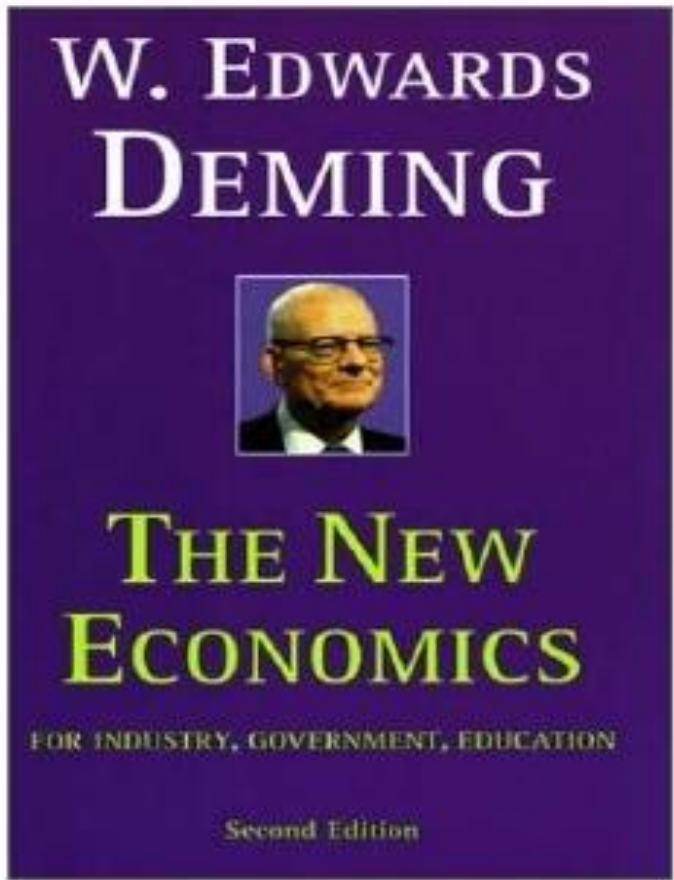


# Let's Improve Our Huddles!

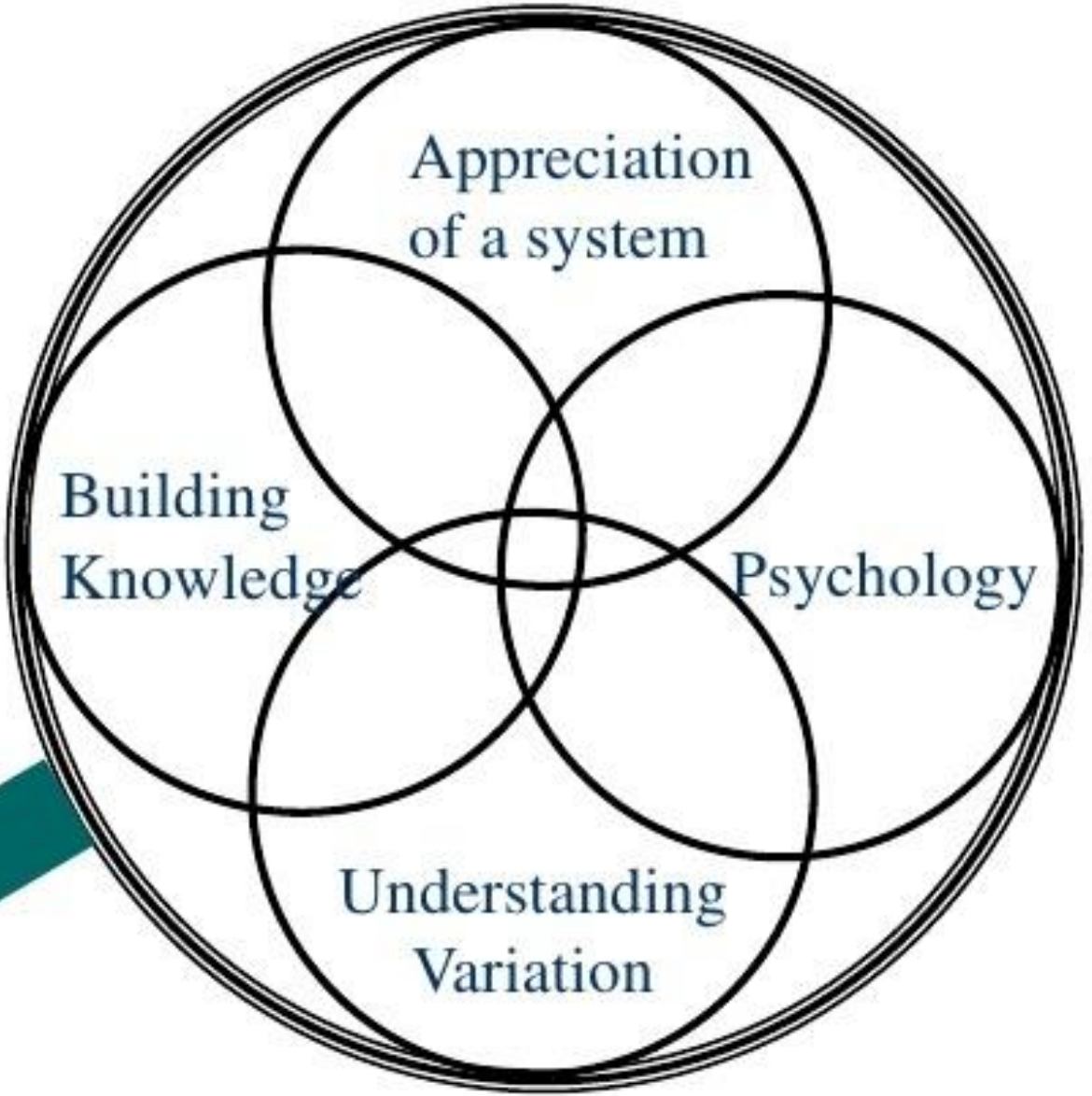
Core Dimensions	Existing Huddle Design	Motivational Huddle Design
<b>Action identity:</b> completes action from start to finish	Staff attend when they can, for as long as they can	
<b>Action significance:</b> makes a difference & contributes to whole	Patient handoffs for quality & safety	
<b>Skill variety:</b> engaging, not too repetitive	Always the same agenda	
<b>Autonomy:</b> allowing for choices about how to do it	Senior leader facilitates huddle	
<b>Feedback:</b> visible results, data to improve	No measure of success or evaluation	

# Let's Improve Our Huddles!

Core Dimensions	Existing Huddle Design	Motivational Huddle Design
<b>Action identity:</b> completes action from start to finish	Staff attend when they can, for as long as they can	Ring bell: All staff attend from beginning to end
<b>Action significance:</b> makes a difference & contributes to whole	Patient handoffs for quality & safety / avoid adverse events	+ staff engagement, teamwork & improved communication
<b>Skill variety:</b> engaging, not too repetitive	Always the same agenda	Components of agenda are personalized
<b>Autonomy:</b> allowing for choices about how to do it	Senior leader facilitates huddle	Facilitation rotates across staff
<b>Feedback:</b> visible results, data to improve	No measure of success or evaluation	Quick verbal + / Δ Marbles in the jar to measure good v “bleh” huddle



Values



TODAY  
IS GOING  
TO BE A  
GREAT  
DAY!

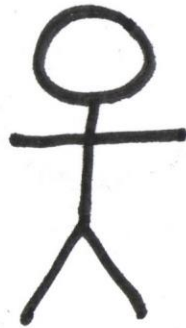
What makes a  
great day at  
work...

The most  
meaningful or  
best part of my  
work is...

Everything else

Sphere of Influence

Sphere of Control





## Autonomy

The need to have control over one's work life, and to be able to act consistently with one's values

- Authority, empowerment and influence  
Influence over decisions about how care is structured and delivered, ways of working and organisational culture
- Justice and fairness  
Equity, psychological safety, positive diversity and universal inclusion
- Work conditions and working schedules  
Resources, time and a sense of the right and necessity to properly rest, and to work safely, flexibly and effectively

## Belonging

The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

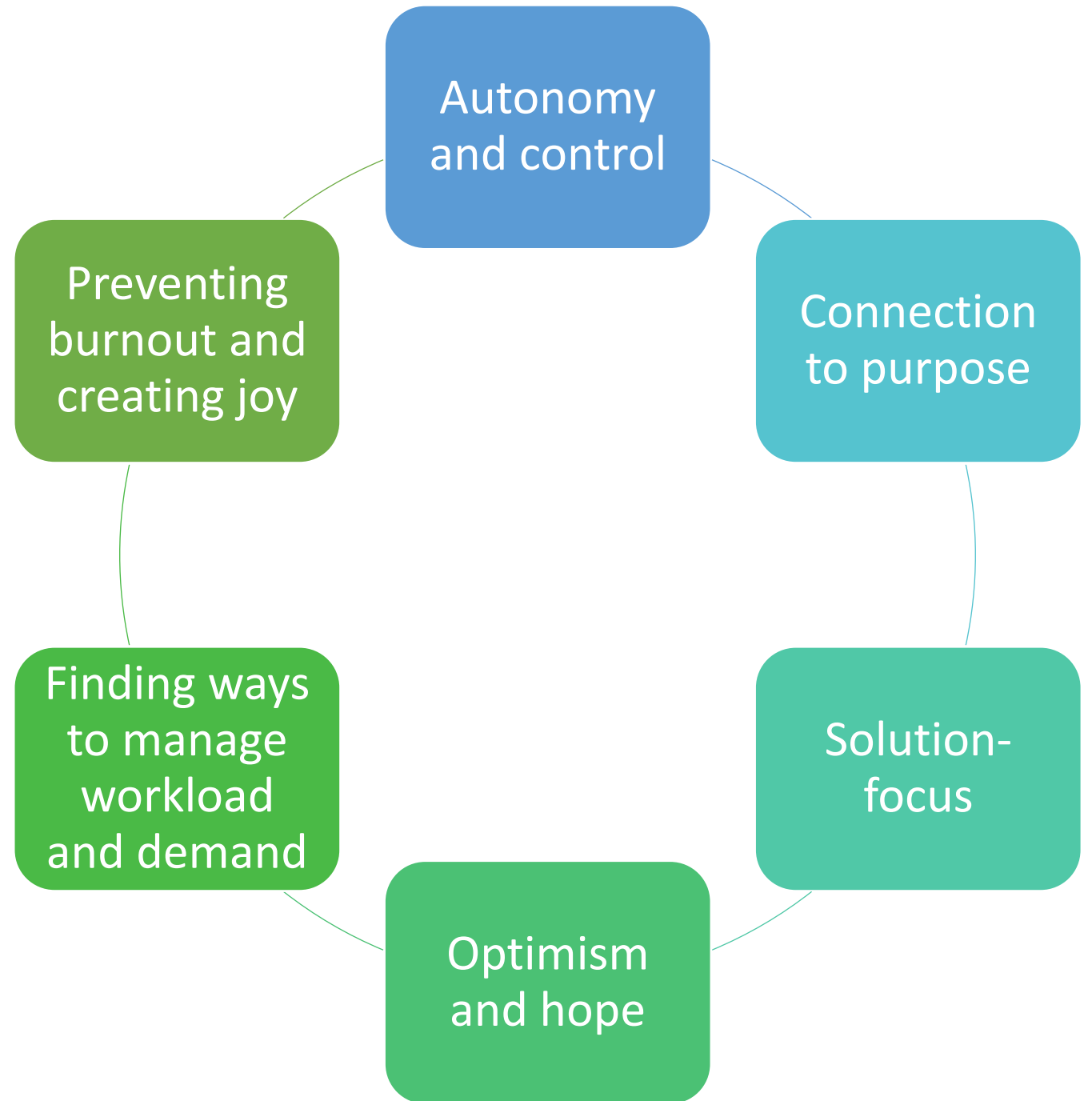
- Teamworking  
Effectively functioning teams with role clarity and shared objectives, one of which is team member wellbeing
- Culture and leadership  
Nurturing cultures and compassionate leadership enabling high-quality, continually improving and compassionate care and staff support

## Contribution

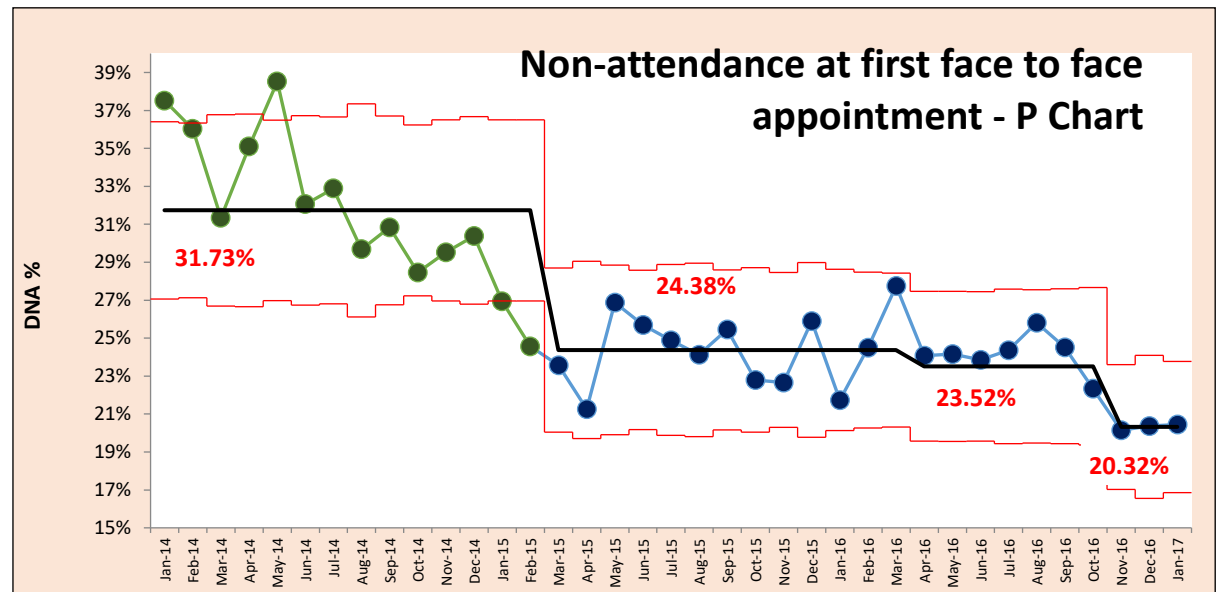
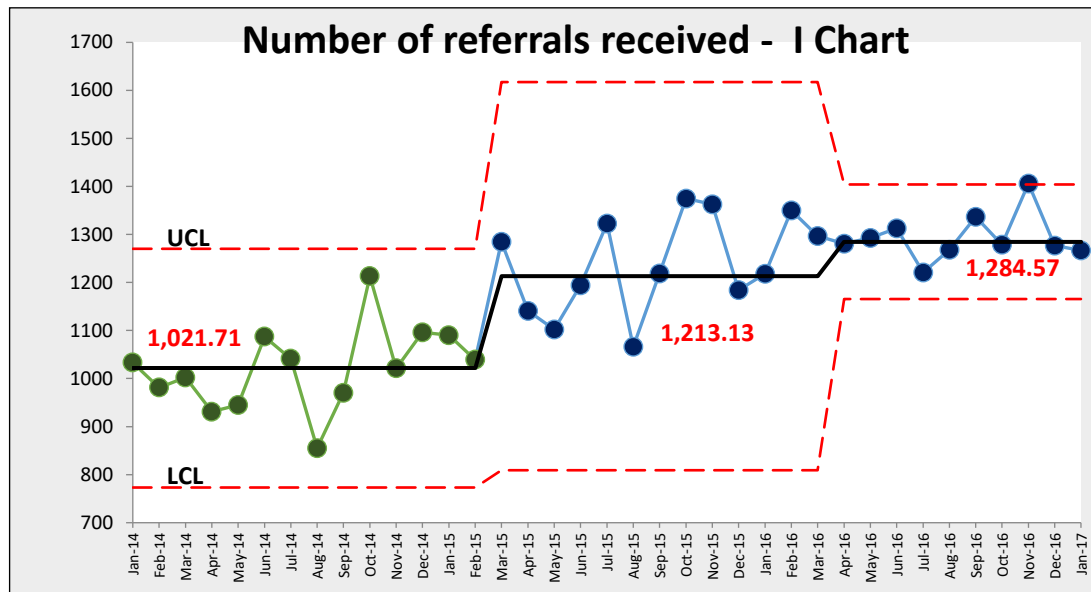
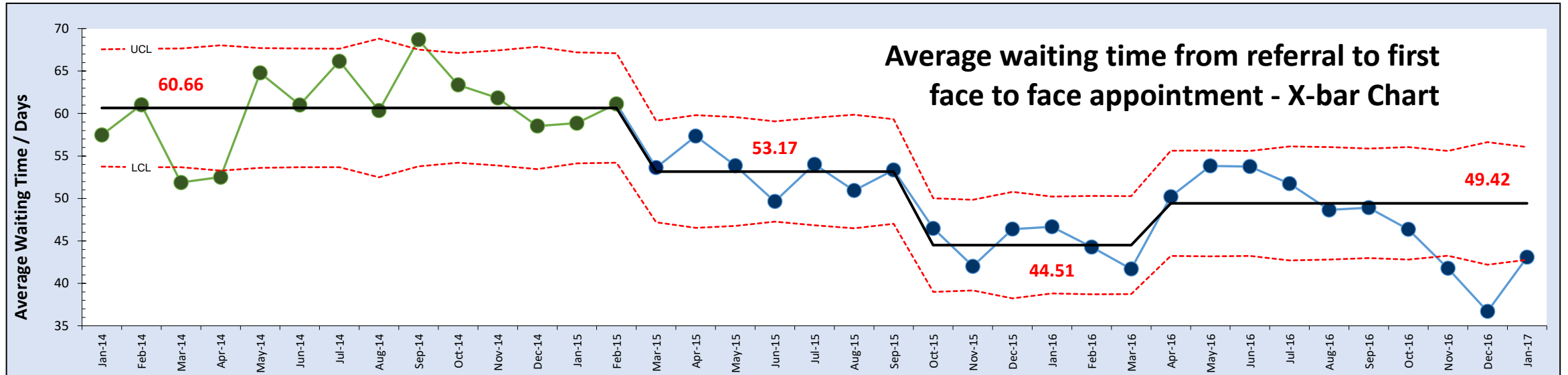
The need to experience effectiveness in work and deliver valued outcomes

- Workload  
Work demand levels that enable the sustainable leadership and delivery of safe, compassionate care
- Management and supervision  
The support, professional reflection, mentorship and supervision to enable staff to thrive in their work
- Education, learning and development  
Flexible, high-quality development opportunities that promote continuing growth and development for all

What can this create?

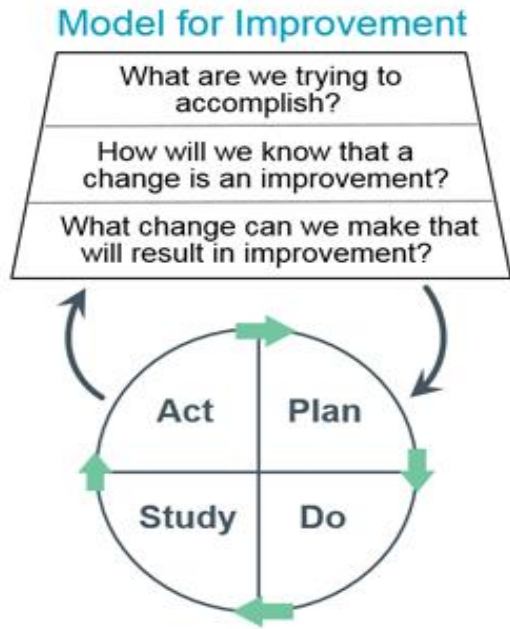


# When demand outstrips your capacity...





# To enhance staff wellbeing and create joy in work



To enhance staff wellbeing and create joy in work



Trust



Safety



Relationships, teamwork and camaraderie

Recognition and feeling valued

Focus on wellbeing

Autonomy

Opportunity for growth and development

Physical safety

Environmental safety

Psychological safety

Space for individuality and creativity

Shared activities

Flexibility and choice

Shared goals, meaning and purpose

Communication

Adapting to different models of working

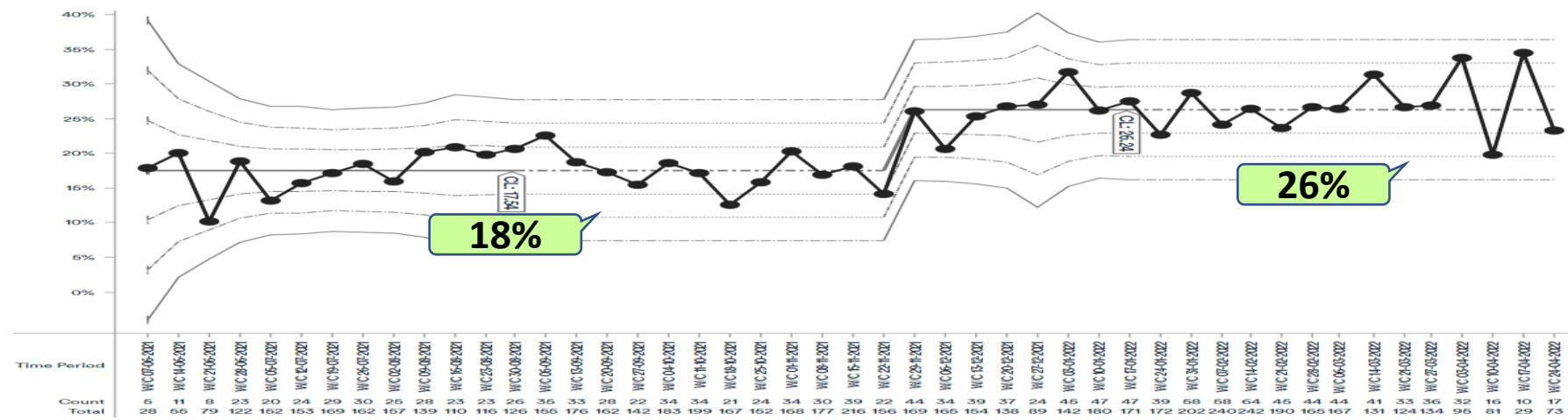
Day-to-day functions and systems



**RCPSYCH**  
Enjoying work

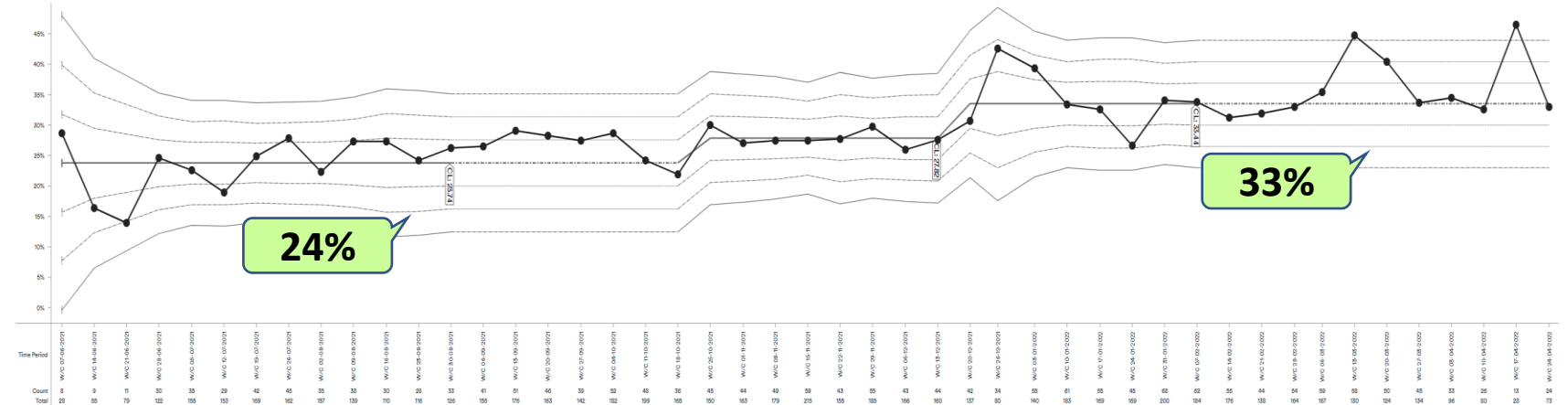
## Enjoying work

% people who have enjoyed being at work frequently



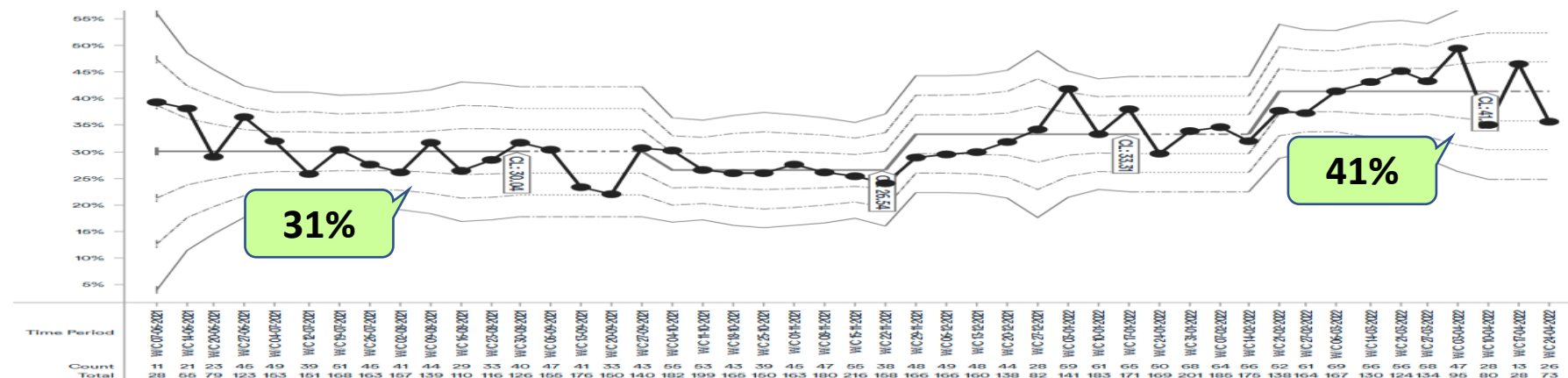
## Burnout

% people who experience no symptoms of burnout



## Recommending team as a place to work

% people who are extremely likely to recommend their team as a place to work (9 or 10 out of 10)



# Create the Conditions for a Culture of Creativity

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Create the right  
space and  
environment

Utilise  
improvement  
tools

Focus on what  
really matters

Active  
sponsorship

Role clarity

Shared  
ownership

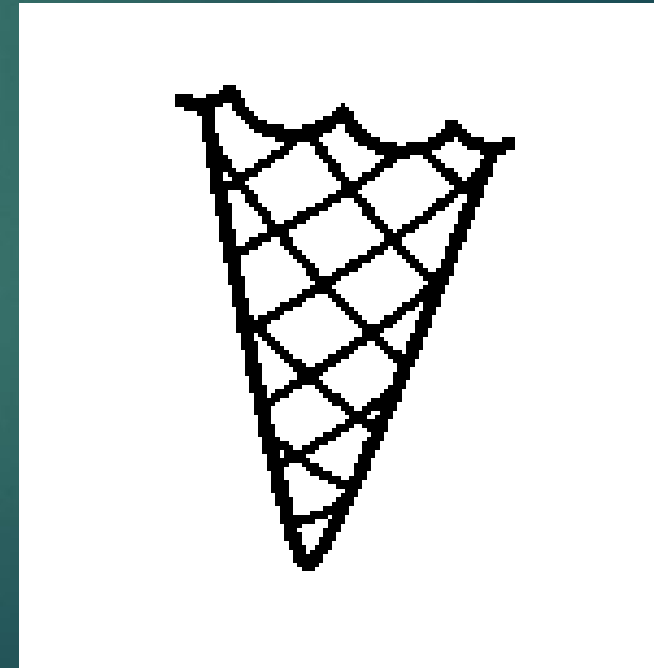
Inclusive  
environment

Celebrate,  
celebrate,  
celebrate

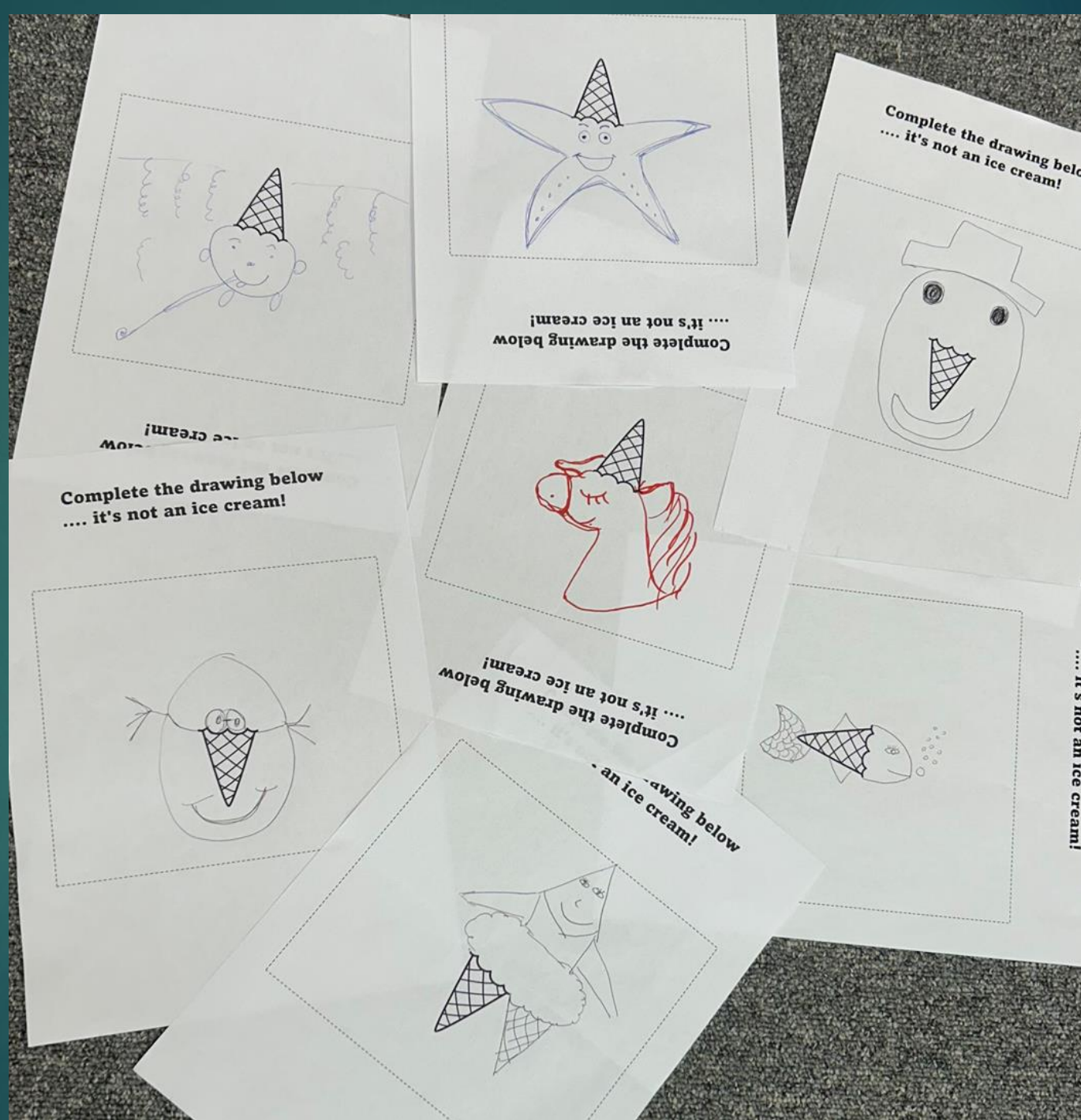
Let's get creative!

**You have 2 minutes to complete the drawing**

**... it's not an ice cream!!**



# What did you draw?



# Introducing 'The Box'



Regulated by  
 Care Quality  
Commission



# 'The Box'

**ACTION  
INHIBITORS**



**inertia**

**apathy**

**fear**

**isolation**

**self-doubt**

# 'The Box'

**ACTION  
INHIBITORS**

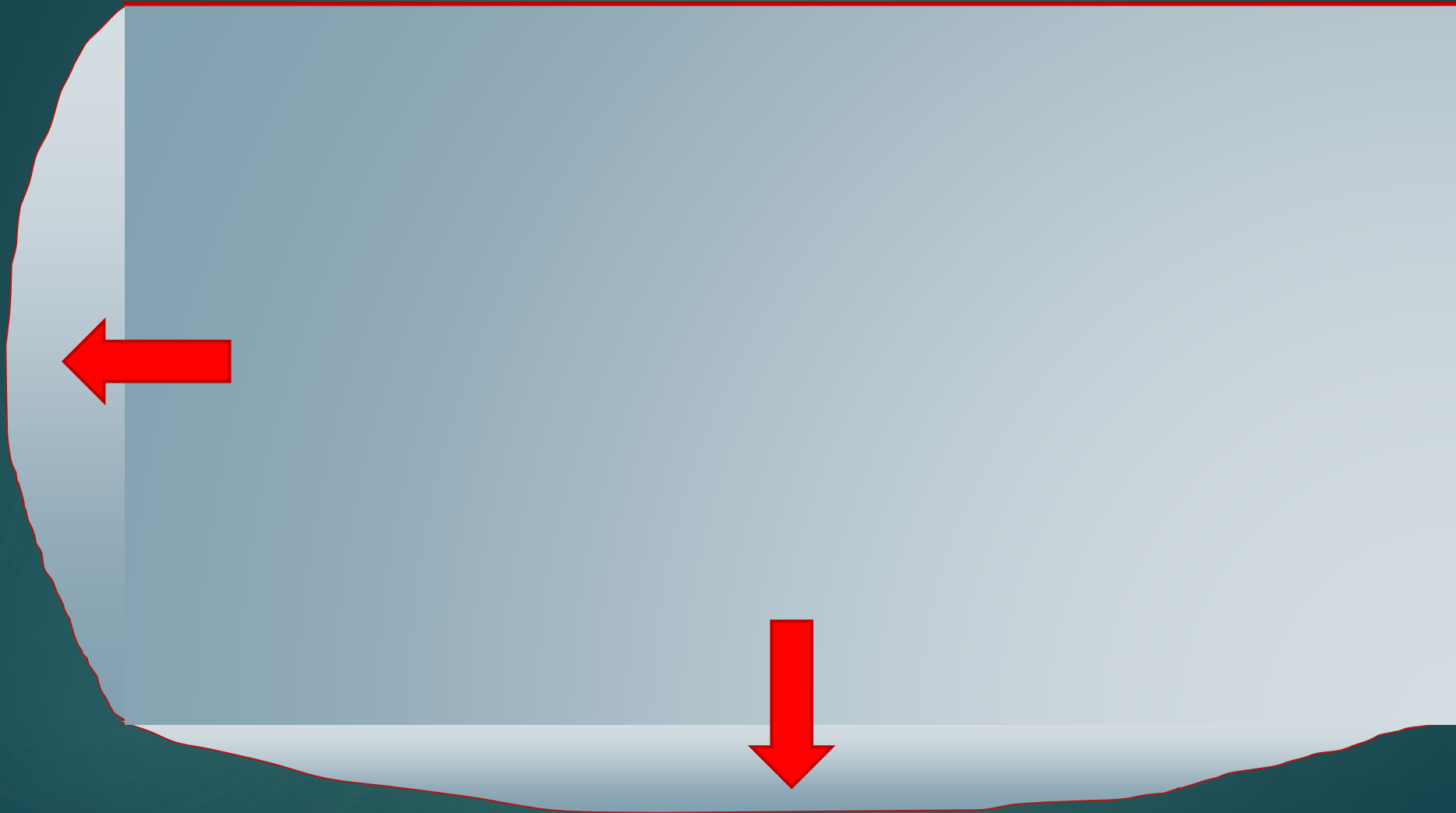


**Inside the  
box...  
opportunity?**





# Thinking Outside the Box from Inside the Box



# The Box'ercise

1. Which boundaries could be pushed?

2. Name the action inhibitors?

3. Find the

**opportunity?**



# Introducing Entrepreneurialism



## Simon Devonshire OBE

Entrepreneur. Investor. Non-Exec Director. Chair.



# Repeat Behaviours of Successful Entrepreneurs

Not afraid of insolvable problems

Not put off by limited resources or complex systems

Not afraid of incompetence

Unwavering focus on the goal

Move rapidly to affect positive change

“focus”

“effective at distilling and articulating”

“done is better than perfect”

“translate uncertainty and change into opportunity”

“react really fast to the evidence”

“being persistent... having another go... learning...adapting”

“intolerant of unsolvable problems”



# Entrepreneurial Behaviours Applied Through QI



# Worked Example – Diabetic Foot Improvements



# 'The Box' meets the Entrepreneur

Not afraid of insolvable problems

Not put off by limited resources or complex systems



*Release your inner entrepreneur!*

**Opportunity**

Not afraid of incompetence

Move rapidly to affect positive change

Unwavering focus on the goal



Let's create an 'action avalanche'!



# What Did We Do Today



Identify how to harness action motivators and people's inherent creativity to solve the complex problems we face



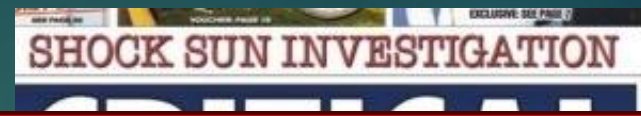
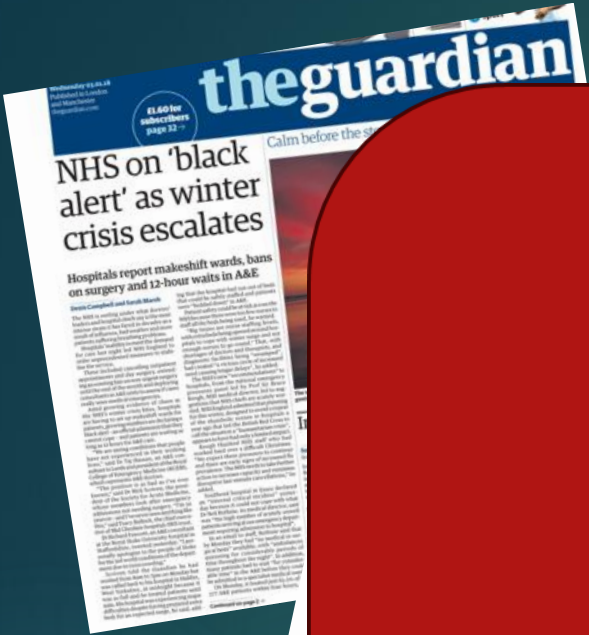
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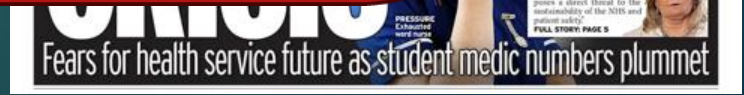
Consider how your own thinking might be restricted by 'the box' and be challenged to think beyond this



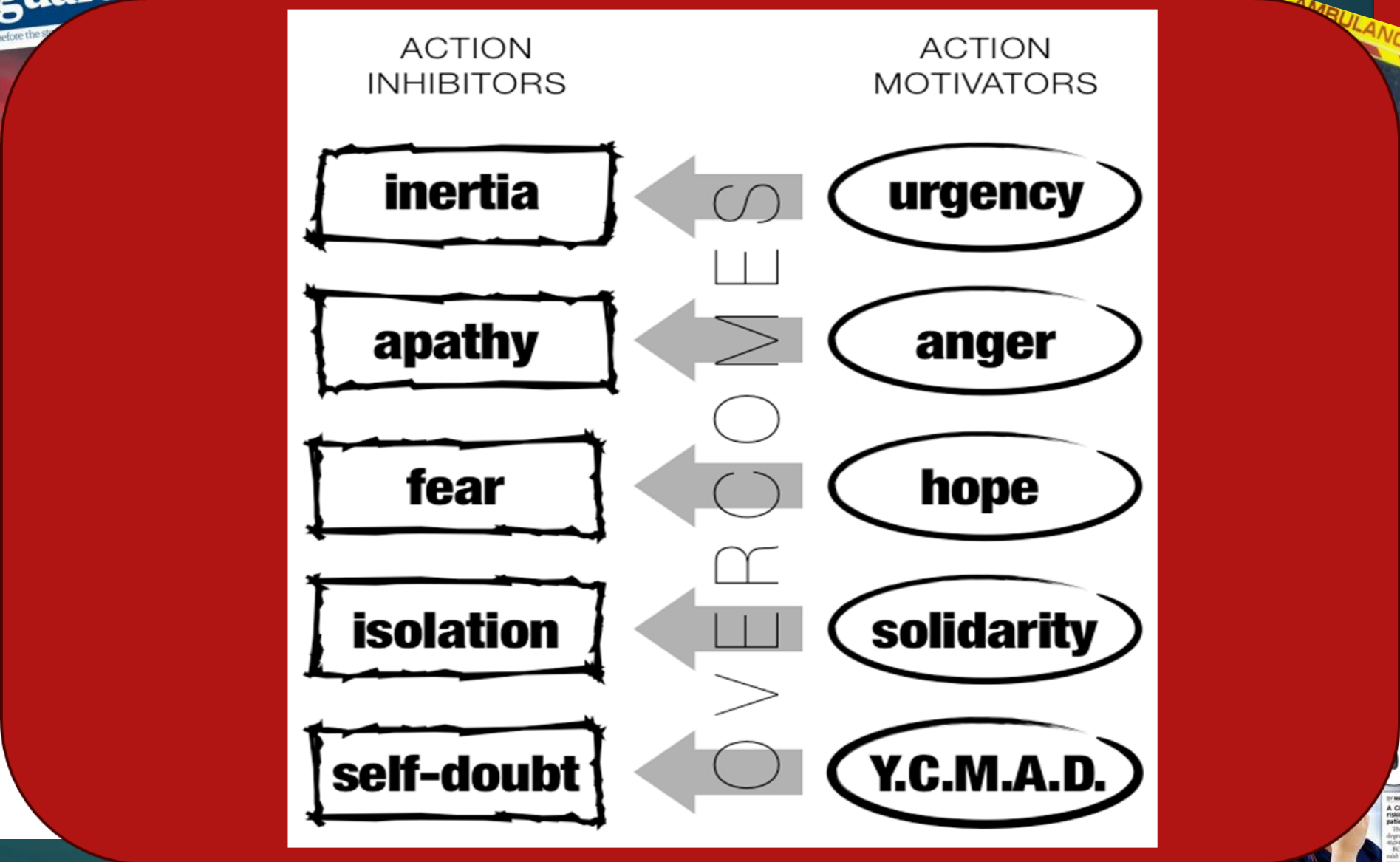
Apply core principles from entrepreneurial thinking to your own situation



INCIDENT REPORT - FINAL



THERE ARE BIG GAPS BETWEEN COUNTRIES IN HEALTHY LIFE YEARS REMAINING AT 65



ACTION INHIBITORS

ACTION MOTIVATORS

inertia

apathy

fear

isolation

self-doubt



urgency

anger

hope

solidarity

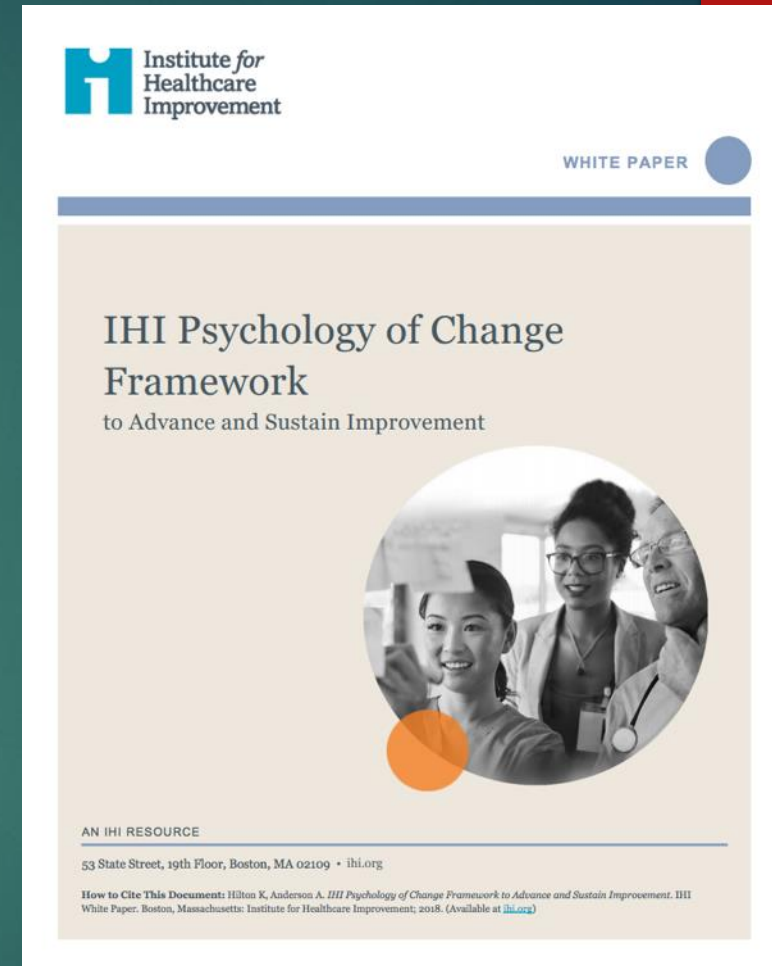
Y.C.M.A.D.

OVERCOMES

# Parting Gifts



<https://open.spotify.com/playlist/7d2OstmTxNMhZovZmskTGQ>



[www.ihi.org/psychology](http://www.ihi.org/psychology)

# +++ Practices

## Ikigai

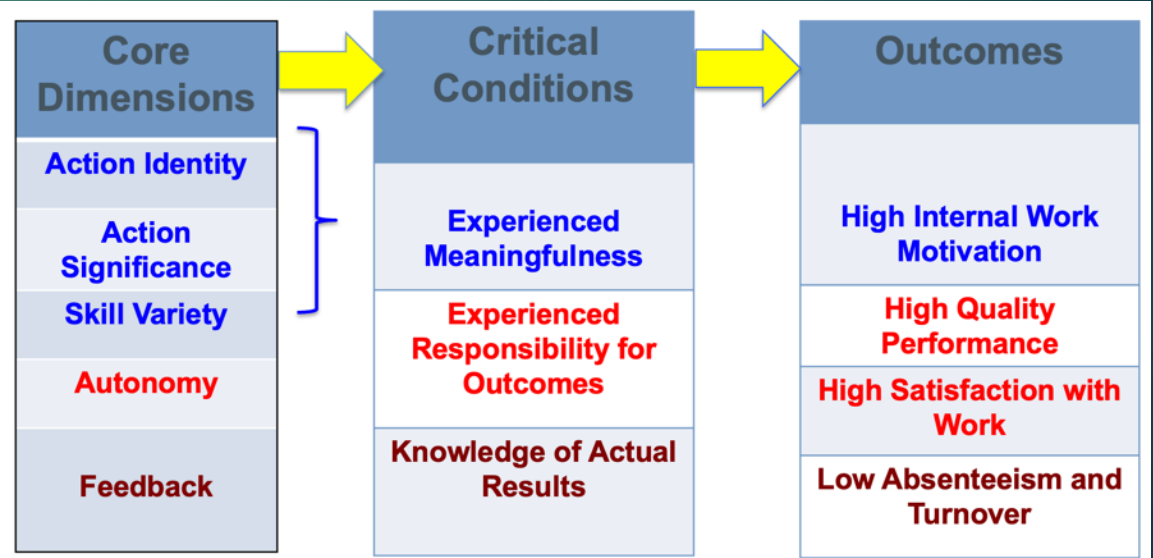


What Matters To You?



## Play & Celebration

## Motivational Task Design



## Storytelling / Public Narrative





Let's create an 'action avalanche'!

# Dance it out

Mental and physical health benefits of dance:

- Increases strength, endurance and aerobic fitness
- Better coordination, ability & flexibility
- Improves confidence, self-esteem, mood and attitude
- Eases depression and anxiety
- Improves cognitive ability & protects memory
- Provides outlet for emotional expression



Bust a favorite move!

Let's dance our way  
out of the session!

