

Igniting a Culture of Improvement: The Power of A Management System



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Questions for the panel

Please add questions via
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Event code: #QMS



What is a Management System?

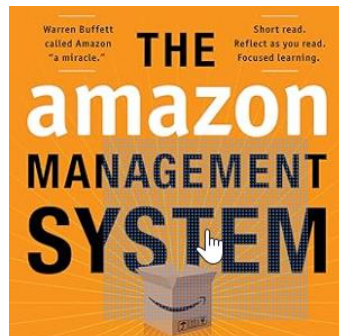


A structure, systemic, and measurable approach for a whole organisation to link goals to strategy to action, where:

- Goals defined by vision, mission, purpose,
- Strategy cascade from goals, and
- Activity at all levels aligned to goals – and prioritised



A powerful system to help leaders and organisations create the focus, direction, and alignment necessary to drive and sustain measurable results.



A business engine that creates extraordinary value for both customers and shareholders.

What is a Management System?

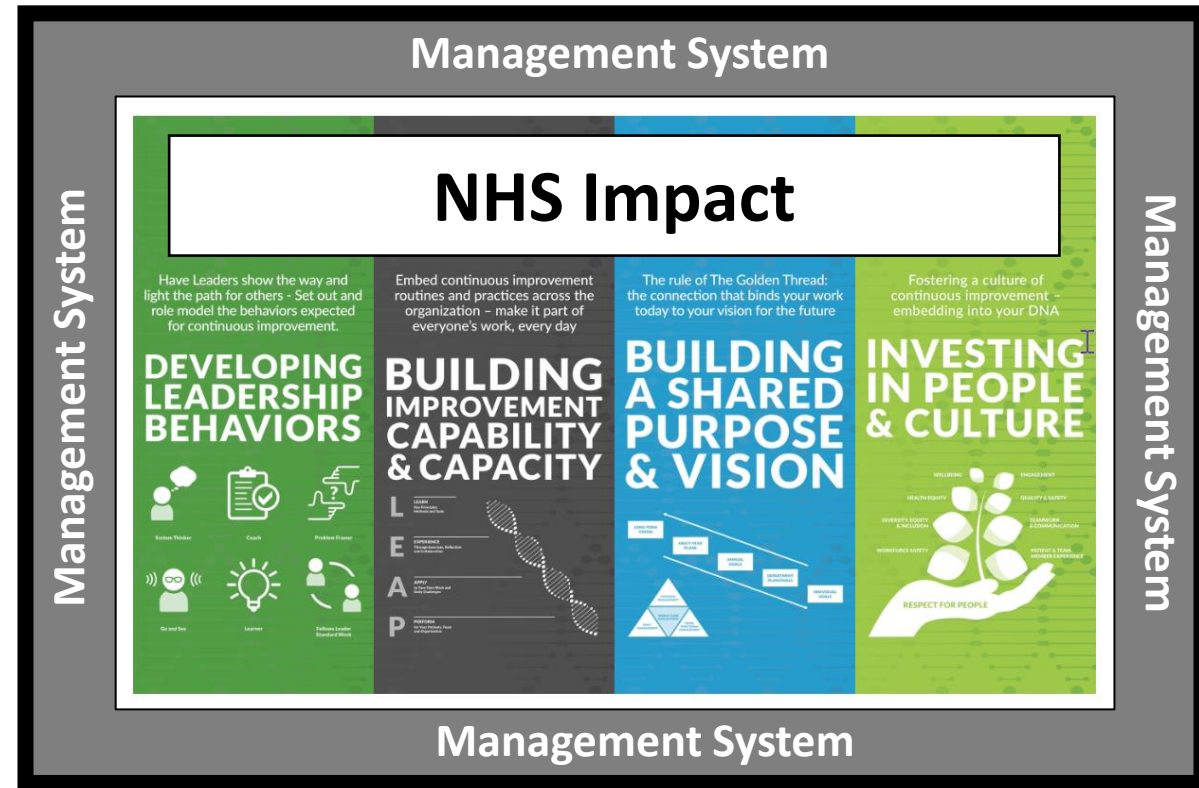
Wait,
What?



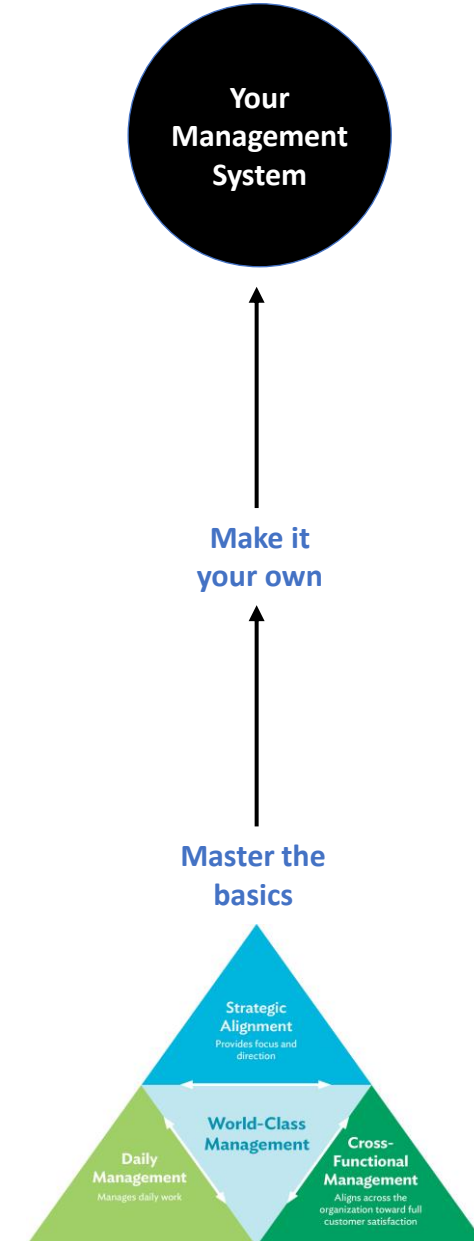
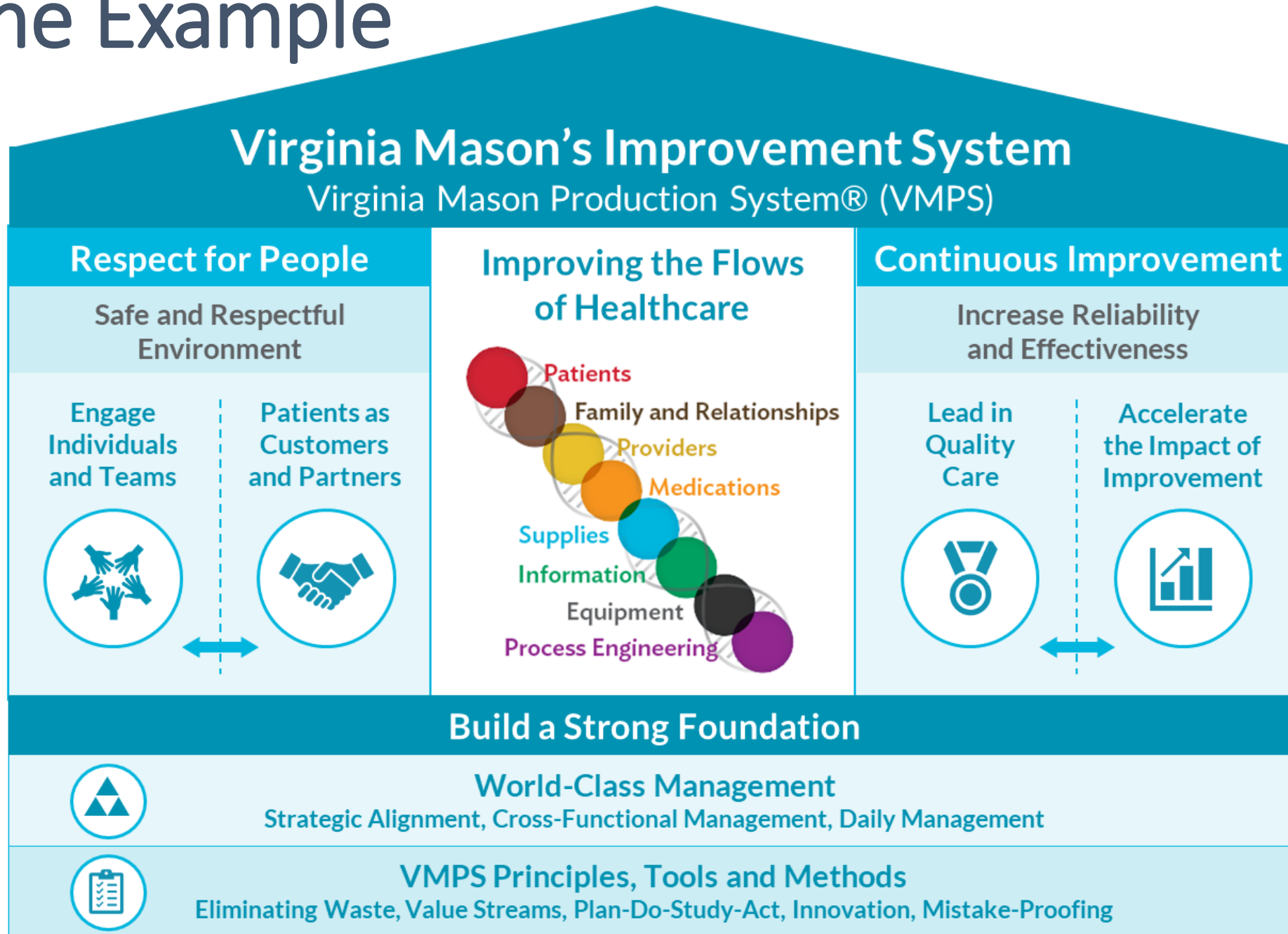
What is a Management System?



or

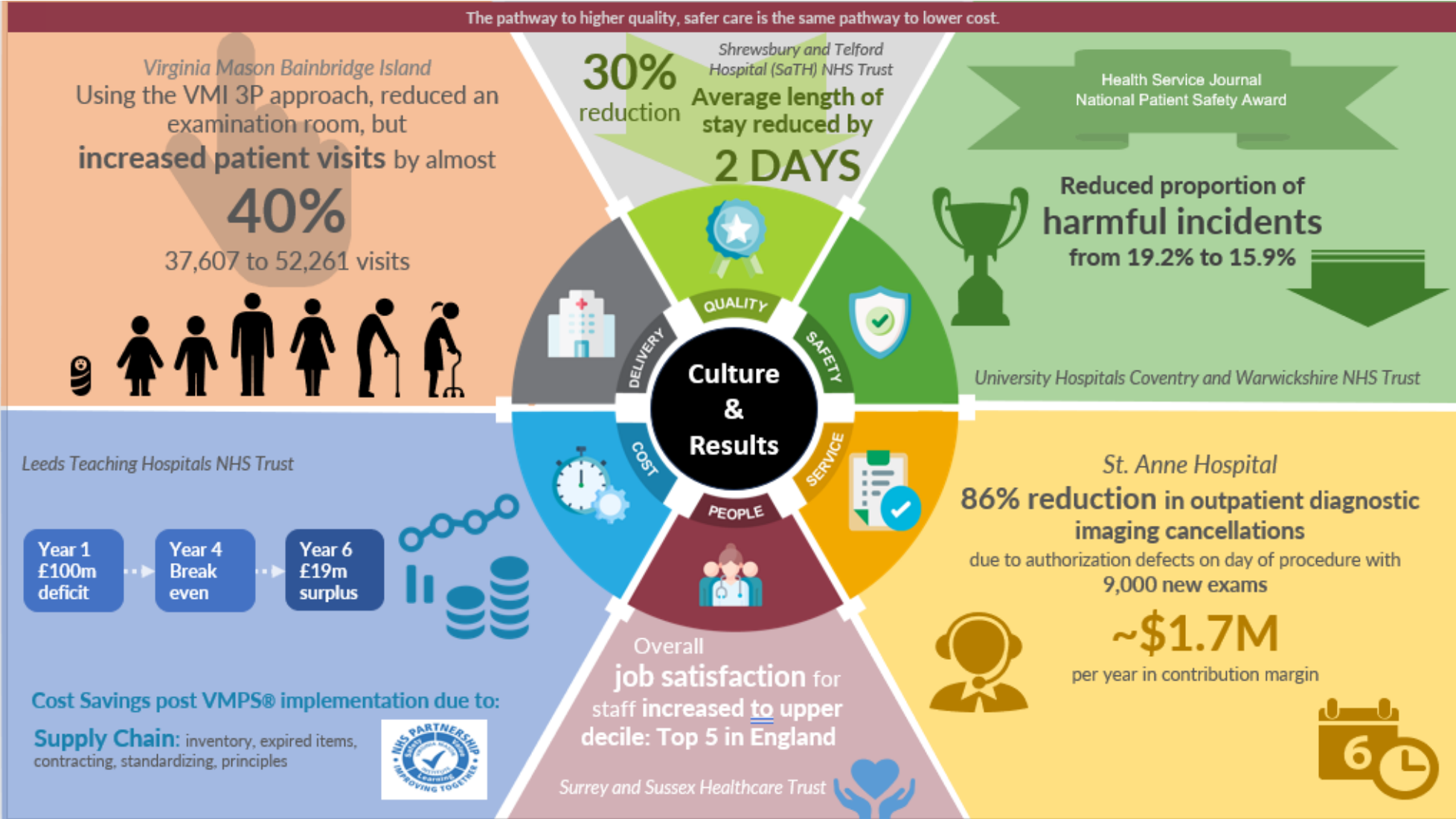


One Example



Challenges and Opportunities

- Make it an AND: Culture AND Results -



Challenges and Opportunities

- Make it About Quality Across the System -

$$Q = A \times \frac{(O + S)}{W}$$

- Q:** Quality
- A:** Appropriateness
- O:** Outcomes
- S:** Service
- W:** Waste

Challenges and Opportunities

- Make the Complex, Simple -

“Even small Healthcare institutions are complex, barely manageable places..., Large healthcare institutions may be the most complex organisations in human history. “

Peter Drucker



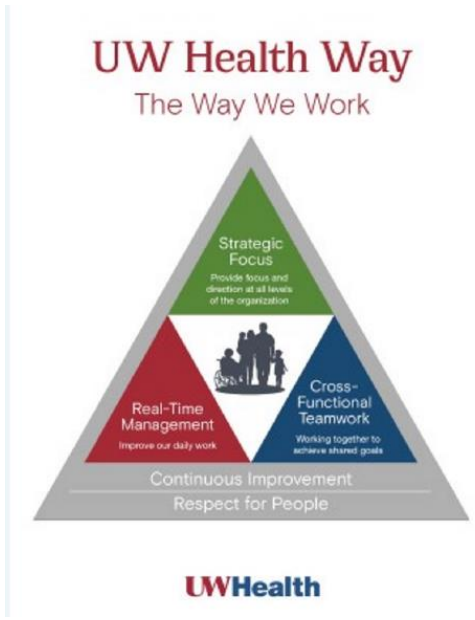
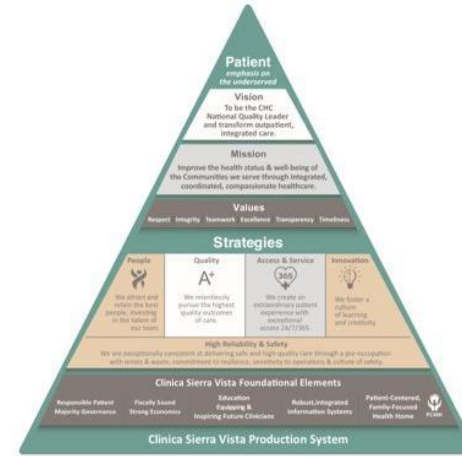
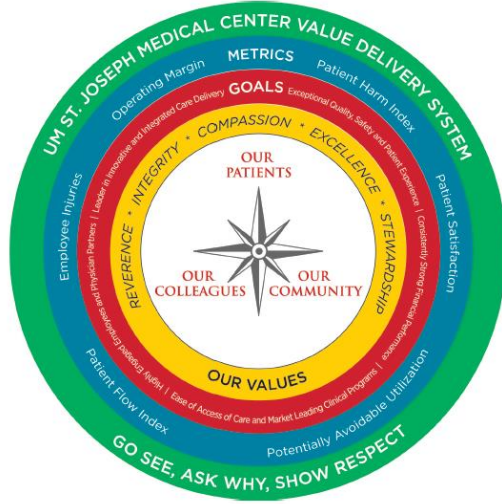
“The genius is in making the complex simple.”

Albert Einstein

...and within this complexity, it is about finding simplicity in the form of a management system

Challenges and Opportunities

- Make it Yours -



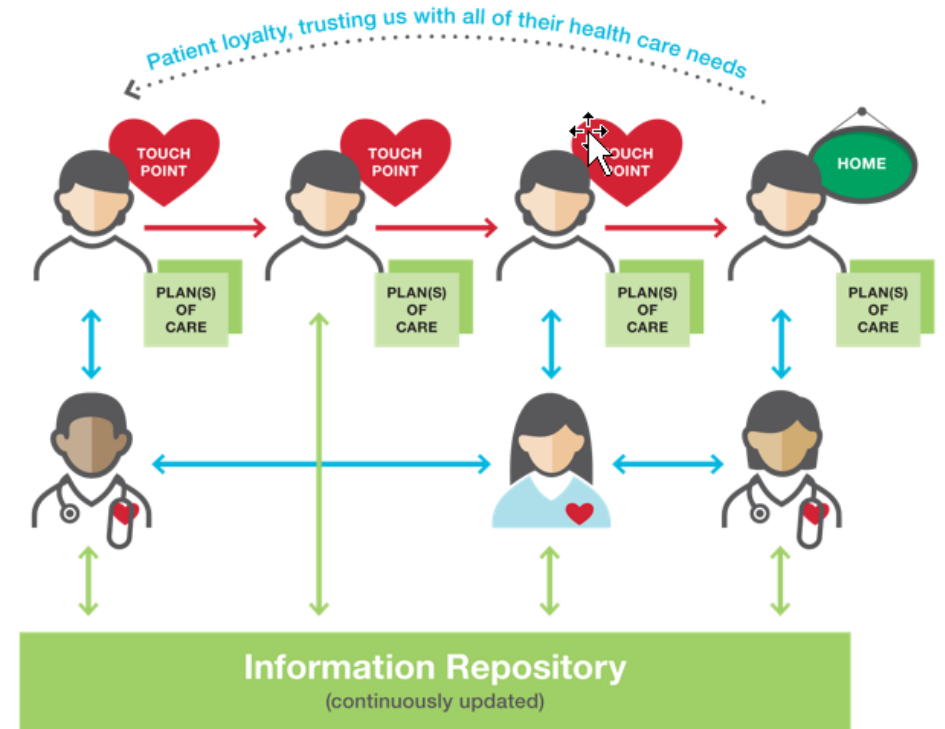
Challenges and Opportunities

- Make it About the People: the Patient, the Community, and the Team -



Patient Experience

Operators



Challenges and Opportunities

- Make it a System -

We want organisations to be adaptive, flexible, self-renewing, resilient, learning, intelligent – attributes only found in living systems.

The tension of our times is that we want our organisations to behave as living systems, but we only know how to treat them as machines.

Margaret J. Wheatley, *Finding Our Way: Leadership for an Uncertain Time.*

A bad system will beat a good person every time.

W. Edwards Deming



The whole is greater than the sum of its parts.

Aristotle

The image features two hands against a dark, textured background. The top hand is positioned with fingers slightly curled, while the bottom hand is open and palm-up. The text "Leadership and Culture" is centered between the two hands in a bold, white, sans-serif font. The overall color palette is dark with purple and blue tones, and the image has a slightly grainy, artistic quality.

Leadership and Culture





AIM
To provide the highest quality mental health and community care in England by 2020

Engaging, encouraging & inspiring

1. Targeting / segmenting communication for different groups (community- based staff, Bedfordshire & Luton staff)
2. Sharing stories – newsletters, microsite, presenting internally
3. Celebration – awards, conferences, publications, internal presentations
4. Share externally – social media, Open mornings, visits, microsite
5. Work upstream – trainees, regional partners, key national and international influencers

Developing improvement skills

1. Pocket QI for anyone interested, extended to Beds & Luton
2. Refresher training for all ISIA graduates
3. Improvement Science in Action waves
4. Online learning options
5. Develop cohort and pipeline of improvement coaches
6. Leadership and scale-up workshops for sponsors
7. Bespoke learning, including Board sessions & commissioners

Embedding into daily work

1. Learning system: QI Life, quality dashboards, microsite
2. Standard work as part of a holistic quality system
3. Job descriptions, recruitment process, appraisal process
4. Annual cycle of improvement: planning, prioritising, design and resourcing projects
5. Support staff to find time and space to improve things
6. Support deeper service user and carer involvement

QI Projects

- Directorate-level priorities**
- Defined through annual cycle of planning
 - Most local projects aligned to directorate priorities
- Trust-wide strategic priorities**
1. Reducing inpatient physical violence
 2. Improving access to community services
 3. Enjoying work
 4. Shaping recover in the community
 5. Value for money

Mission

What is our role in society

Strategic Outcomes

What are the biggest factors that will help us achieve our mission?

Specific Objectives

What do we need to work on, for each of our strategic outcomes, to achieve our mission?

To improve the quality of life for all we serve

Improved population health

- Prioritise children and young people's emotional, physical, social and learning development
- Support service users, carers and the communities we serve to develop skills & to access meaningful activity and good quality employment
- Support service users, carers and the communities we serve to achieve a healthy standard of living
- Contribute to the creation of healthy and sustainable places, including taking action on climate change
- Champion social justice, and fully commit to tackling racism and other forms of prejudice
- Prioritise prevention and early detection of illness in disadvantaged groups

Improved experience of care

- Address inequalities in experience, access and outcomes in our services
- Deliver on our commitment to integrated care, including multidisciplinary teams working around neighbourhoods
- Get the basics right through reducing waiting times and increasing access to services, meeting existing and new demand
- Continue to build our approach to coproduction, people participation and programmes such as peer support and befriending
- Build on the innovation that we saw during the pandemic to transform and improve our clinical delivery, strengthening our ability to adapt and remain flexible and resilient to future challenges and opportunities

Improved staff experience

- Develop and embed trauma-informed approaches into clinical practice and in our work with communities and partners
- Prioritise quality of care and develop our patient safety approach, applying quality improvement to all that we do
- Enhance our digital and data infrastructure so it works effectively in service of our teams
- Get the basics right through supporting our staff and teams to thrive and be happy and healthy, including work-life balance
- Develop and grow our workforce, offering lifelong learning, professional development and creating new and exciting opportunities for staff, service users, carers and local communities

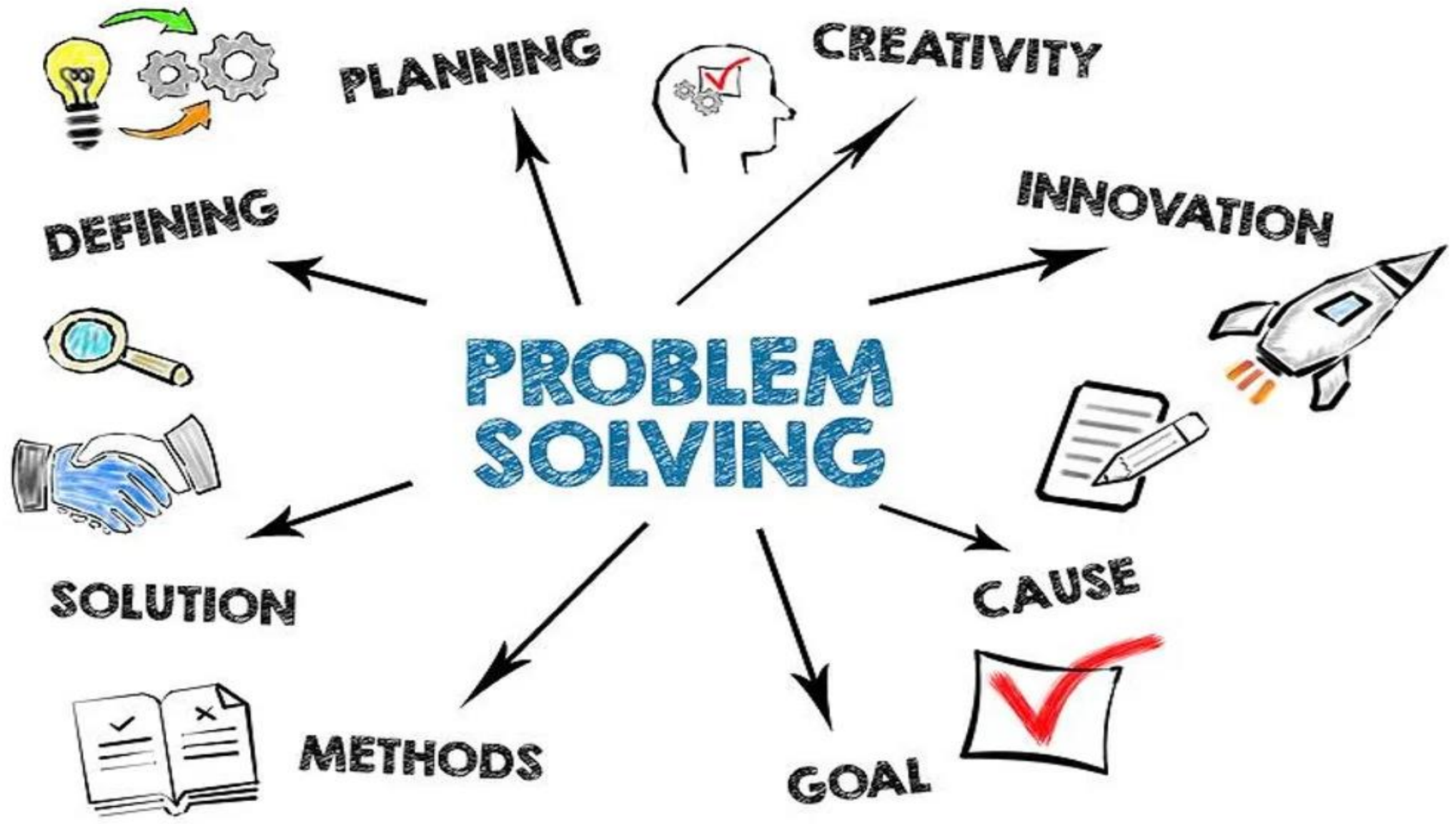
Improved value

- Extend the financial viability programme, engaging all in reducing waste, improving financial and environmental sustainability
- Work collaboratively across the system with our partners to improve value and reduce waste



framing

Problem ~~solving~~



Use of data to
guide decision-
making

Stop solving
problems at the top

Give people time
and space to
solve complex
problems

“Go see”
“Gemba”
Executive
WalkRounds



Paying
personal
attention

Manage the
expectations

**ROLE
MODELLING**



ELFT leadership framework

Leadership behaviours we should all display

Act in a way that's consistent with
the Trust values

Be kind to others, and yourself

Actively listen, involve others and
be aware of the needs of others

Try to find solutions

Connect people to purpose

Additional leadership behaviours for those who lead teams

Make decisions when needed, and
involve others in decision-making

Be visible, accessible and
approachable

Build meaningful relationships,
focusing on "what matters to you"

Ensure regular time for reflection
and focus on wellbeing

Promote and celebrate the work of
the team

Encourage people to speak up and
try new ideas

Additional leadership behaviours for senior leaders

Frame challenges in a way that
gives hope and invites solutions

Demonstrate curiosity

Regular time out and with
services

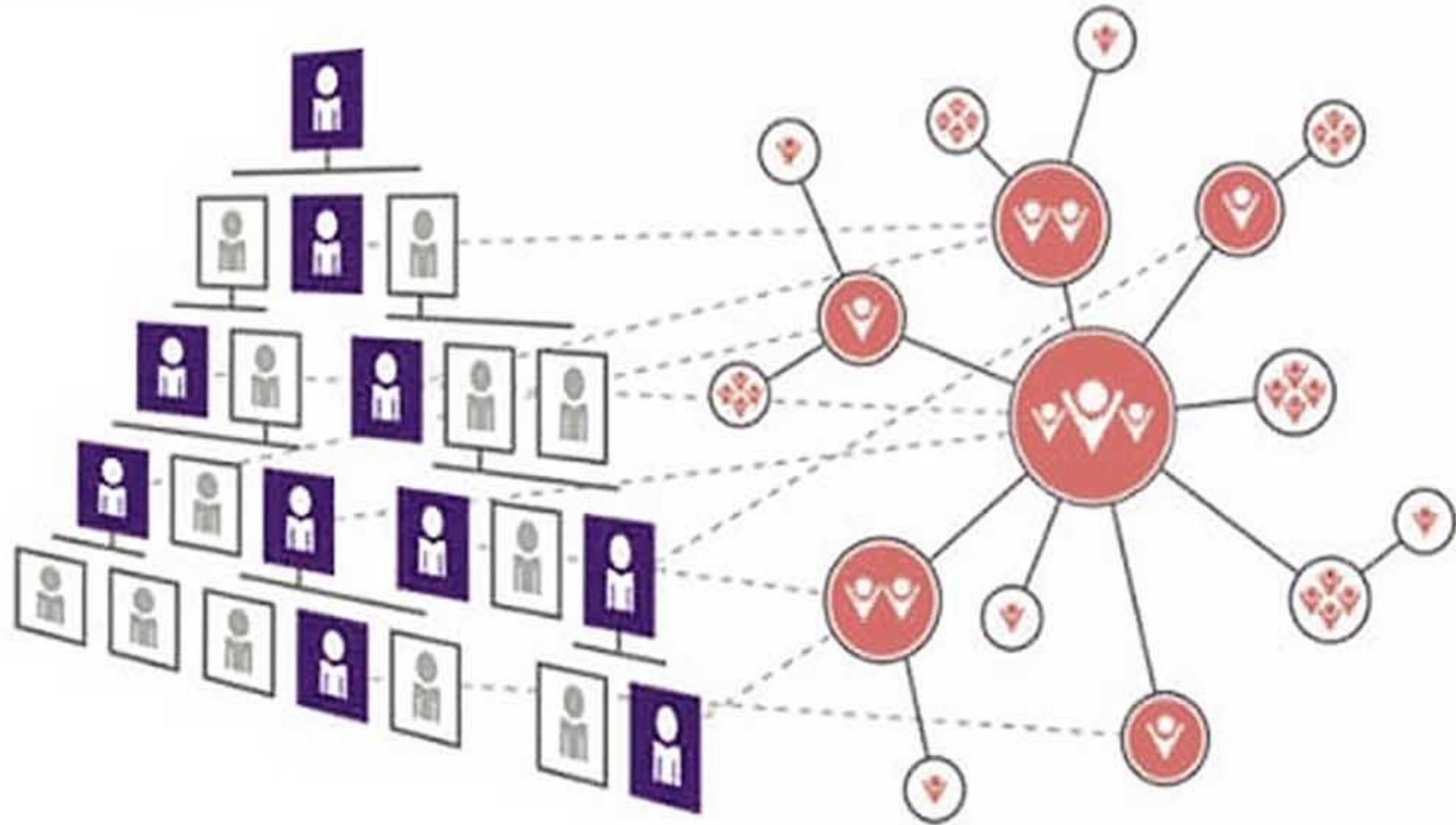
Be willing to tackle difficult
issues

Display systems thinking



We care
We respect
We are inclusive

The Dual Operating System



Support around every team

Project Sponsor



QI Forums



QI Coach



Service User Input

QI Team

Meet the QI Team

Quality Improvement folder

QI Microsite

QI Projects Database

QI Projects Folder

Quality and Performance Dashboard

Leader standard work



A photograph of a birch forest in autumn. The trees have white bark with dark lenticels and are surrounded by yellow and orange leaves. The text is overlaid in the center.

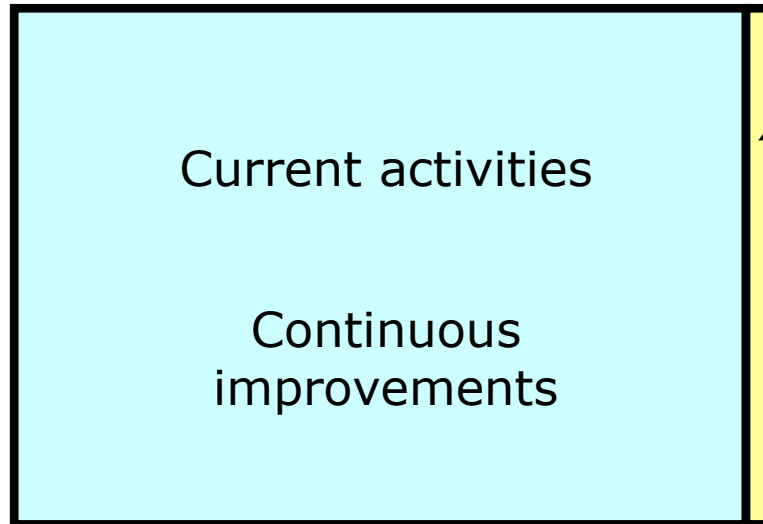
**A leader is a
dealer in hope.**

Napoleon Bonaparte

Strategy and Vision

It is the results of the whole system that counts

100%



1%

New
activities

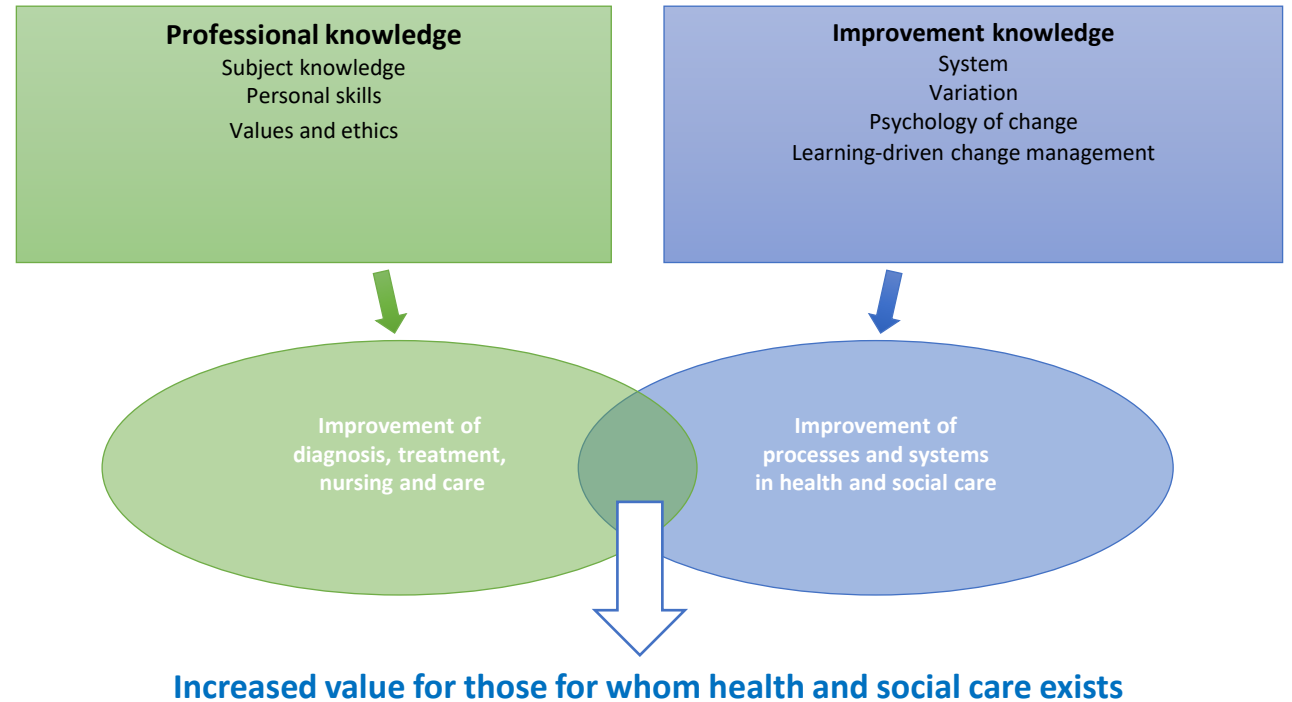


Annual Planning and Budget Document

Everyone has two jobs



I get the care I need, when I need it and the way I need it



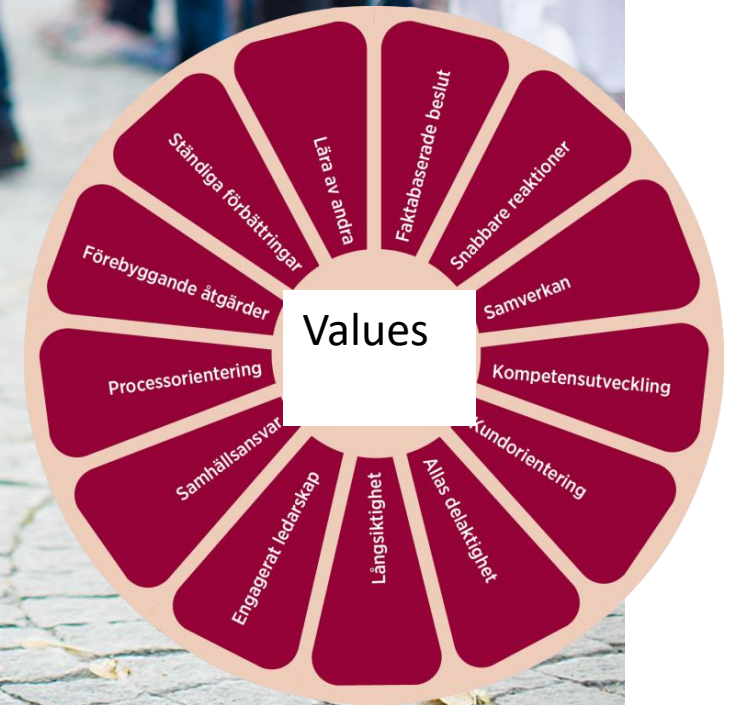
We count our success in lives
and equal health!
We make each other
successful!

kunskapsstyrningvard.se



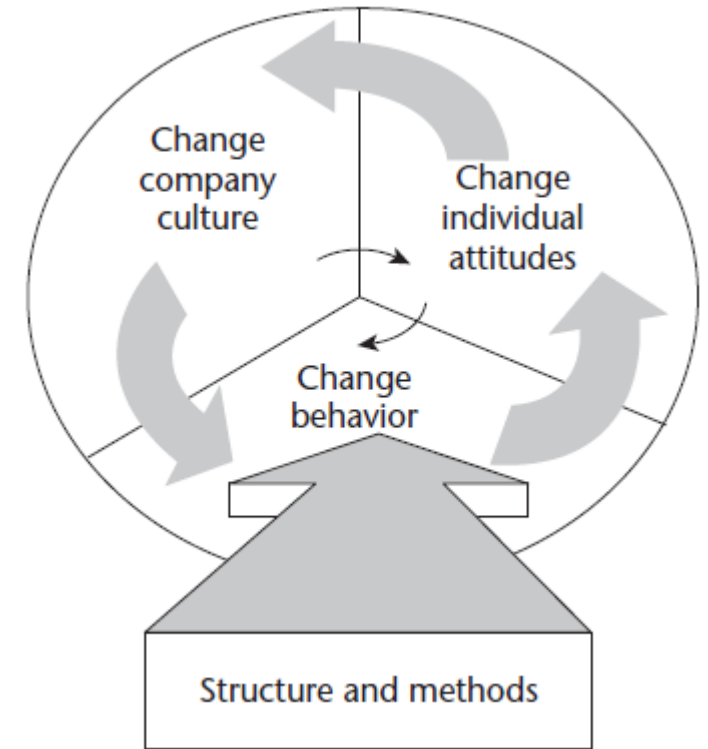
Vision: For a good life in an attractive region

Version 2018-03-19



Long-term Strategy

Together for the best possible health and equal care



Source: Developed by the Associates in Process Improvement based on work on ABC – (Antecedent Event, Behavior and Consequences) used by safety engineers (see Thomas R. Krause, John H. Hidley, and Stanley J. Hobson, *The Behavior-Based Safety Process* (New York: Von Nostrand Reinhold, 1990).

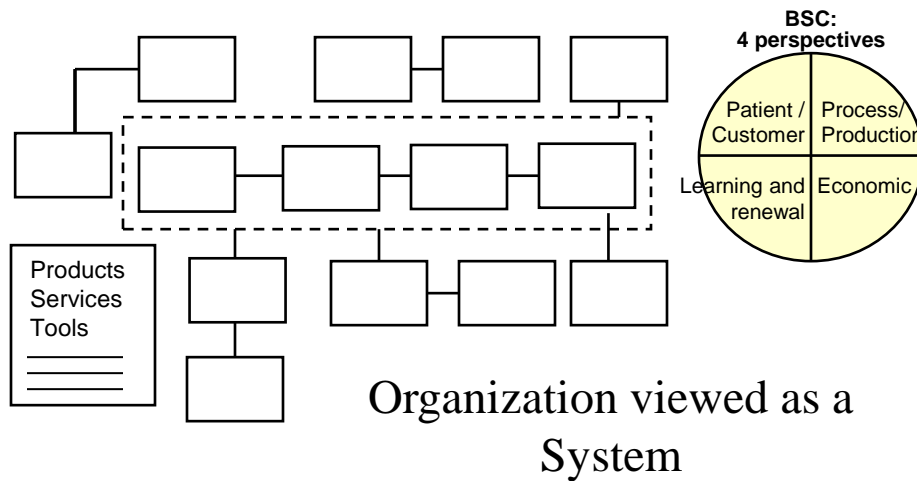
Shift from today's health care system, which is largely built around diseases and institutions, to a system designed for humans

Quality as our Business Strategy

Purpose
 Mission
 Beliefs
 Vision

System for obtaining information
 (Customer focus)

Planning
 Strategic objectives
 Improvement efforts
 Resources




Three basic questions

Managing improvement efforts

Quality as our strategy

How we managed and improved Region Jönköping

1 For a good life in an attractive region



Verksamhetsidé
Planeringsförutsättningar
Strategiska mål och uppdrag

2 Our system of processes



Obtaining information

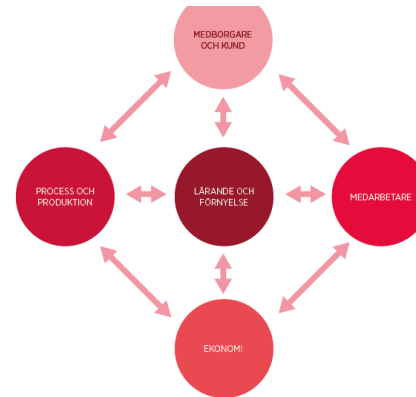
Från kunder, intressenter och verksamheten

- Förbättringsidéer
- Interna revisioner
- Med mera

Från omvärlden

- Jämförelse med liknande och ledande verksamheter
- Trender
- Forskning, nya riktlinjer
- Med mera

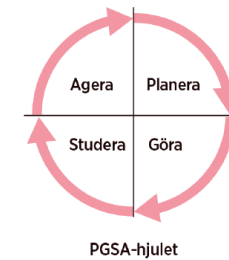
3 Measuring and follow up



5 Planning to improve

Planera och prioritera för att förbättra


6 Manging improvements efforts



Simple rules

- Best for Esther
- Take responsibility for your step, give feedback to the step before and facilitate the step after
- We do it together





Design and Implementation



Social



Democratic

Wider/spillover effects

Organisations using design

Design practices and projects



Financial

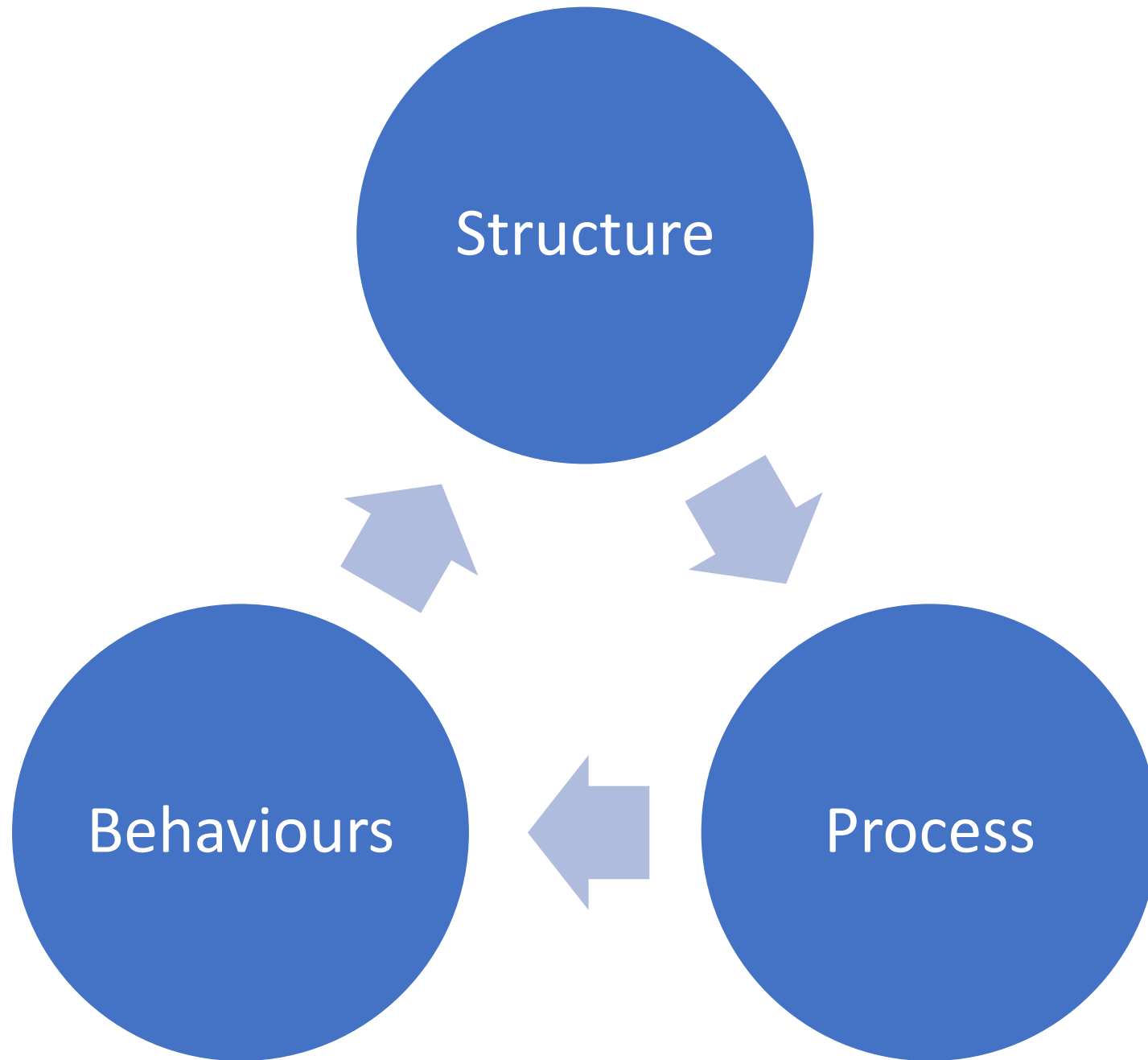




for which it is considered
to be best in any relevant
point of view.

Behaviour

action or reaction
the way a person
behaves toward others





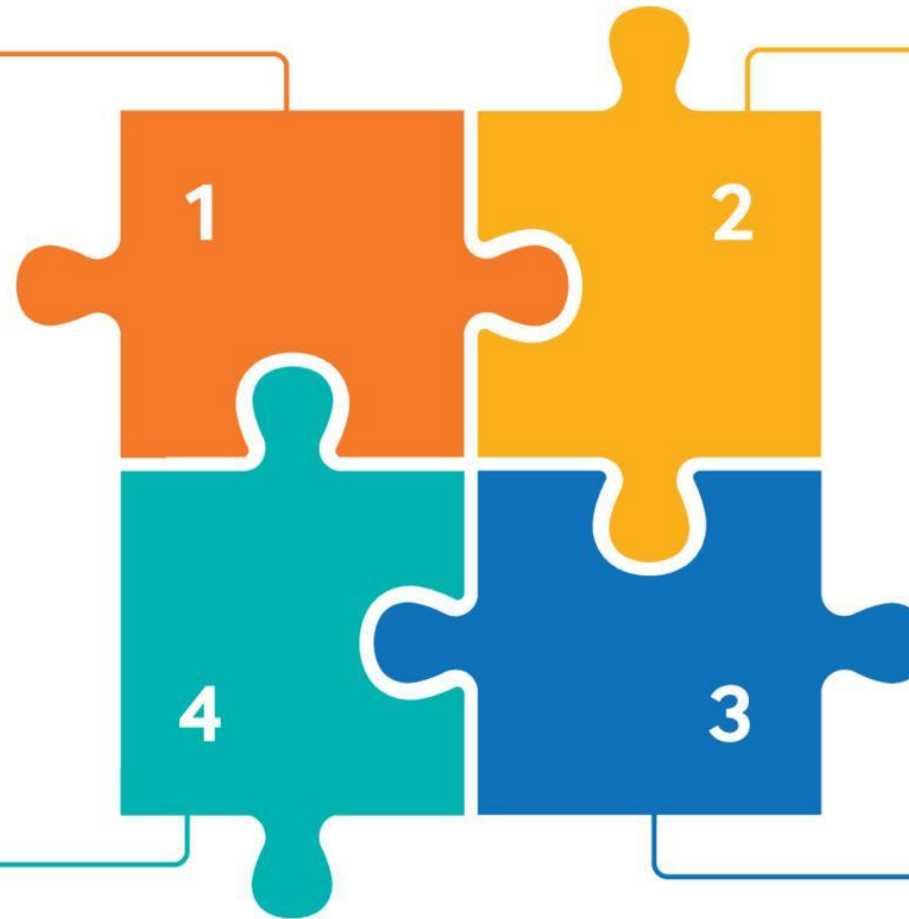
The ELFT management system

Quality planning

Identify the needs of the customer and population
Develop service models to meet the need
Put in place structures and process to manage the service

Quality improvement

Identify what matters most
Design project and bring together a diverse team
Discover solutions through involving those closest to the work, test ideas, implement, and scale up



Quality control

Identify clear measures of quality for the service, and monitor these over time
Take corrective action when appropriate
Internal vigilance to hold gains made through improvement

Quality assurance

Periodic checks to ensure the service is meeting the needs of the customer and population
Actions to address gaps identified



We care
We respect
We are inclusive

Key learning

Partnering with different
functions

Simplicity & language

Build over time

Focus on application in the reality
of daily work

Questions for the panel

Please add questions
throughout via [Menti.com](https://www.menti.com)



Use code: 2372 8410

**You can also vote up
questions from others**



Management Systems: learning resources and insights from Q

Webinar series

A practical overview to Quality Management Systems (QMS) in health care. Leaders in the field share their perspectives on how to implement a successful QMS.

Watch the series:



Upcoming insight project

Strategic approaches to enabling organisational performance. Will provide an overview of QMS in the UK and Ireland, in depth examples, analysis of the benefits, key learning and recommendations.

Read more about the project:



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