

What does it take to keep QI going for years and years...?

BMJ / IHI international forum – London 2024

Session F1





©benzrothers

Sustaining Quality Improvement Over Time



HAVE YOUR SAY

We want to hear from you!

Polling Question #1:

How long has your organization's current quality improvement journey sustained?

Polling Answers

Wait..., What?

< One Year

1-2 Years

2-5 Years

5-10 Years

Over 10 Years

HAVE YOUR SAY

We want to hear from you!

Polling Question #2:

What do you believe is the biggest barrier to sustaining your journey?

A Glimpse of the Evidence

A photograph of a library with a wooden ladder leaning against a bookshelf filled with old books. The ladder is made of dark wood and has several rungs. The bookshelf is filled with books of various sizes and colors, including some with gold lettering on the spines. The lighting is soft, creating a warm and scholarly atmosphere.

Five Key Themes

- Leadership & vision
- Culture
- Embedding into management systems
- Keeping it fresh
- Results



Leadership and Vision

Covering two things that sustain leaders:

- Leadership style... the type of leadership that lasts
- Leadership tools... that enhance resilience and longevity



Have a
Vision, not a
Map.
A Vision for a
better place.



*"I have some KPIs
for your"*

or



"I have a dream"

Improv

Let Purpose be your guide

**GREAT LEADERS DON'T
SET OUT TO BE A
LEADER...THEY SET OUT
TO MAKE A DIFFERENCE.
ITS NEVER ABOUT THE
ROLE-ALWAYS ABOUT
THE GOAL.**



Being connected to what matters to you....

Gives ownership

Empowers

Motivates

Excites

Inspires

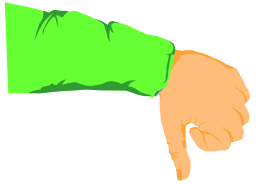
Improvement: a vehicle for positive change

Researchers at the London School of Economics analyzed more than 50 studies for a 2011 paper that looked at what gets people charged up at work. They concluded that we give our best effort if the work gets us interested and excited, if we feel that it's providing meaning and purpose, and if others appreciate what we're doing.

- "It Pays to Give Thanks at the Office," Wall Street Journal

Leadership Approach

Leaders as lonely hero figures



Leadership as a community of leaders -
“Distributed Leadership”



The role of Leaders...Community of Leaders

You're going to come across
people in your life
who will say
all the right words
at all the right times.
But in the end,
it's always their actions
you should judge them by.
It's actions, not words,
that matter.”
— Nicholas Sparks



A man in a dark suit and red tie is speaking at a podium. He is looking to his right. The background is dark with some blurred lights.

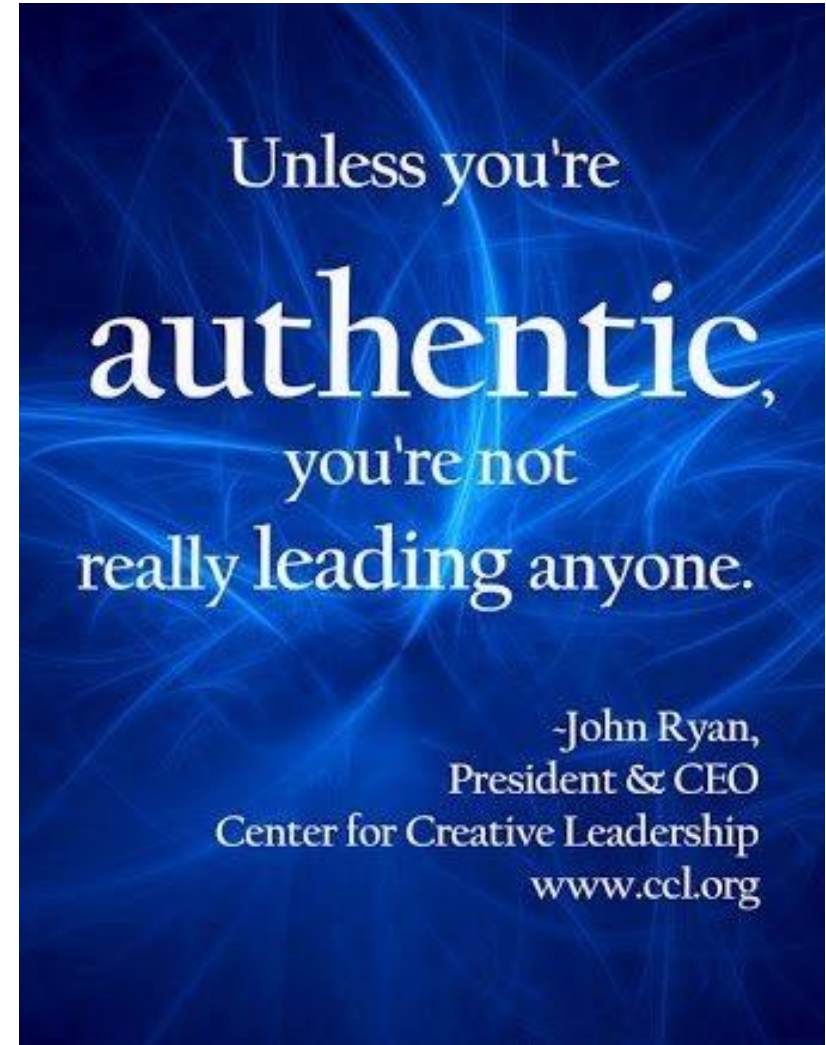
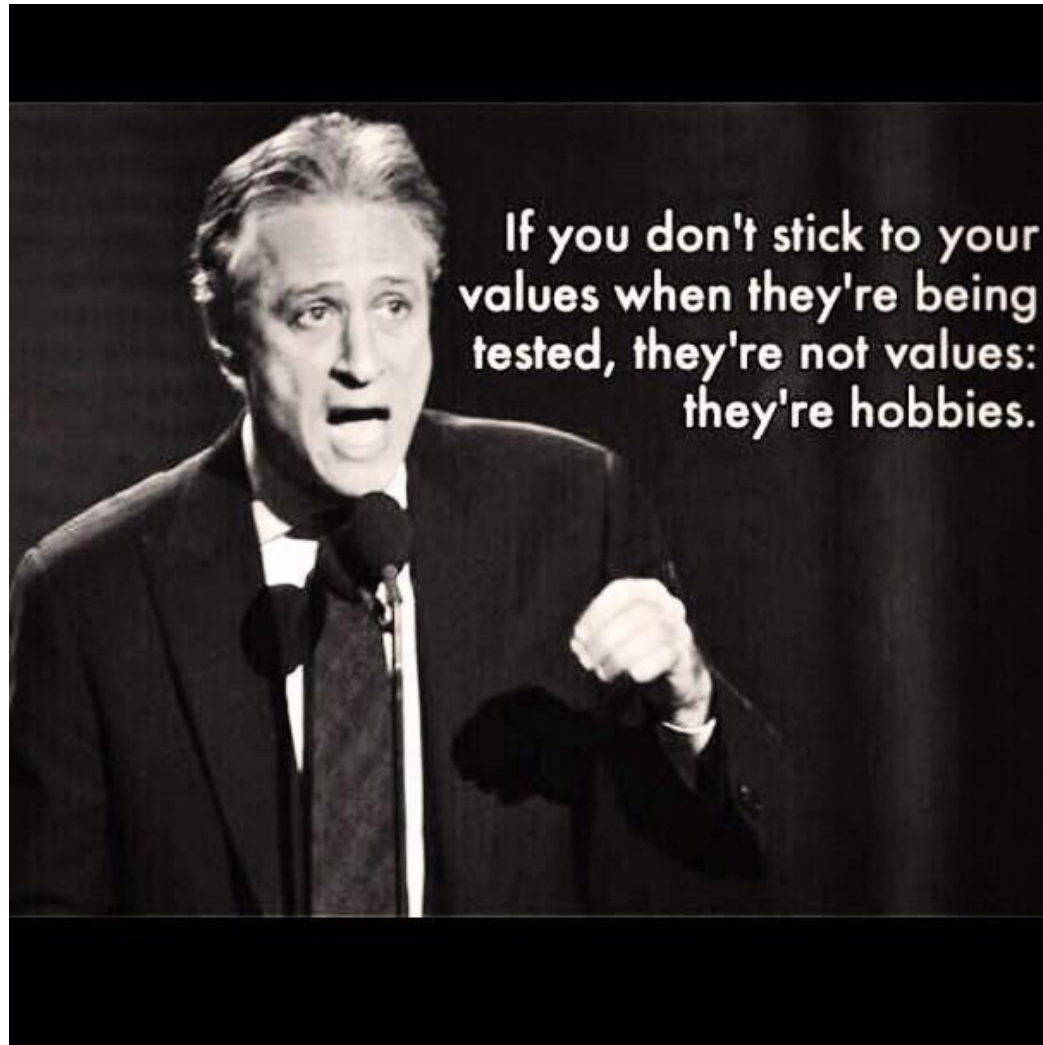
“Being positive in a negative situation is not naive.

IT'S LEADERSHIP.”

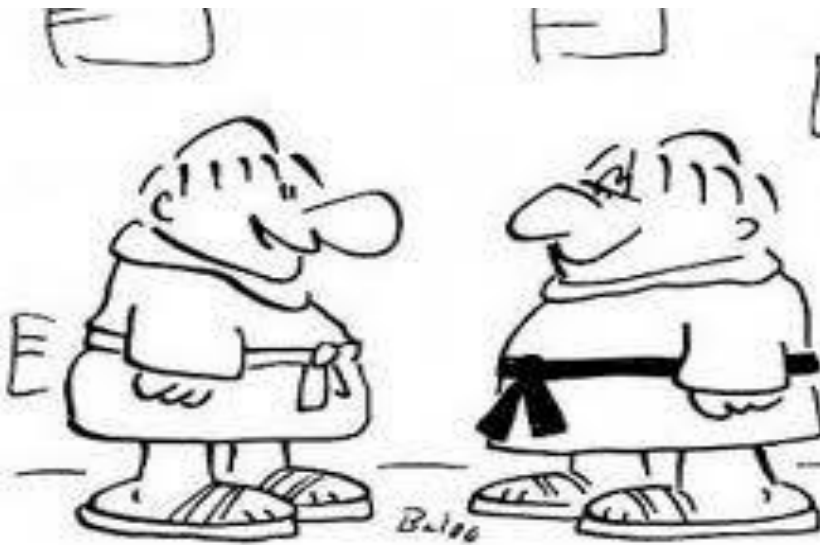
~ Ralph Marston

Leaders are Dealers in Hope

The importance of authenticity



HUMBITION



"No kidding? — a black belt
in *humility*?"

Humbition is
1 part humility and
1 part ambition.
It is an essential attribute
of the effective leader.

Leadership creates the Culture

Make sure it
is a Culture
that sustains
you



Larry Senn

LEADERSHIP LAW:

**THERE ARE NO LIMITS TO
SUCCESS**

**WHEN WE DO NOT LIMIT
PEOPLE**

STEVE GUTZLER

**Empower
those we lead**

Have a
Coach or
Mentor

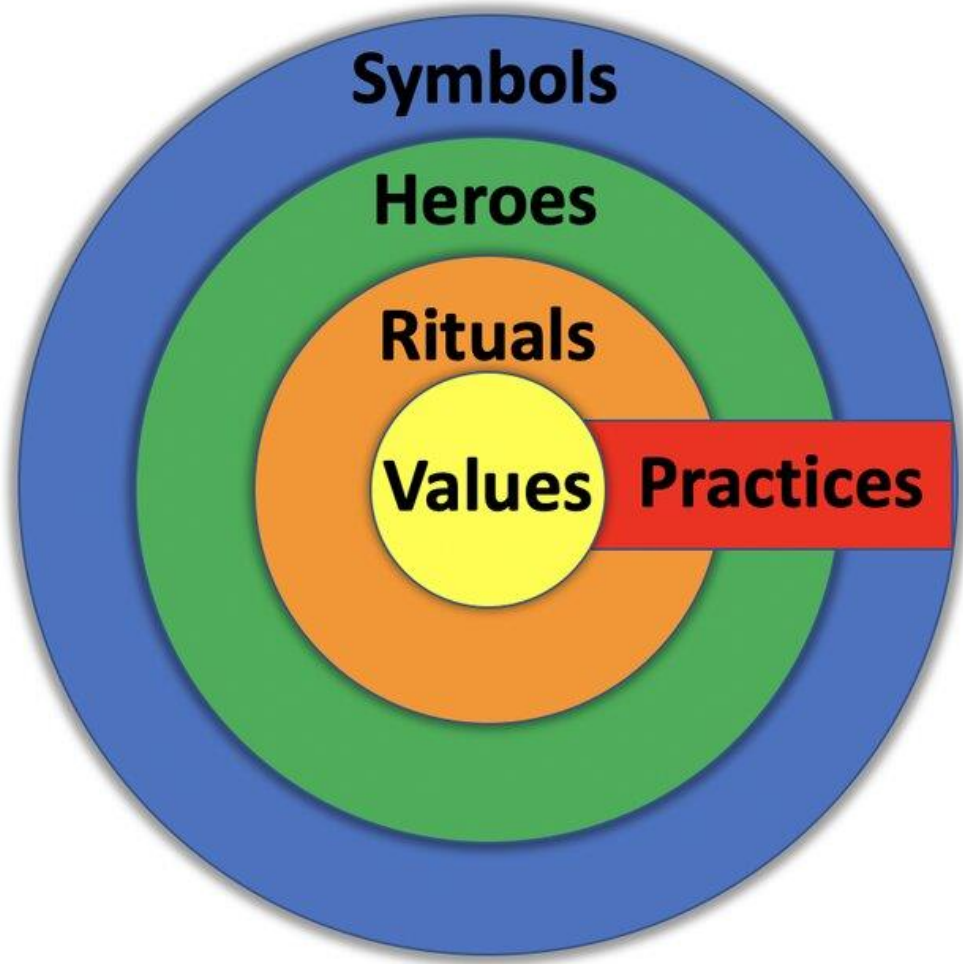


Some Practical Tips

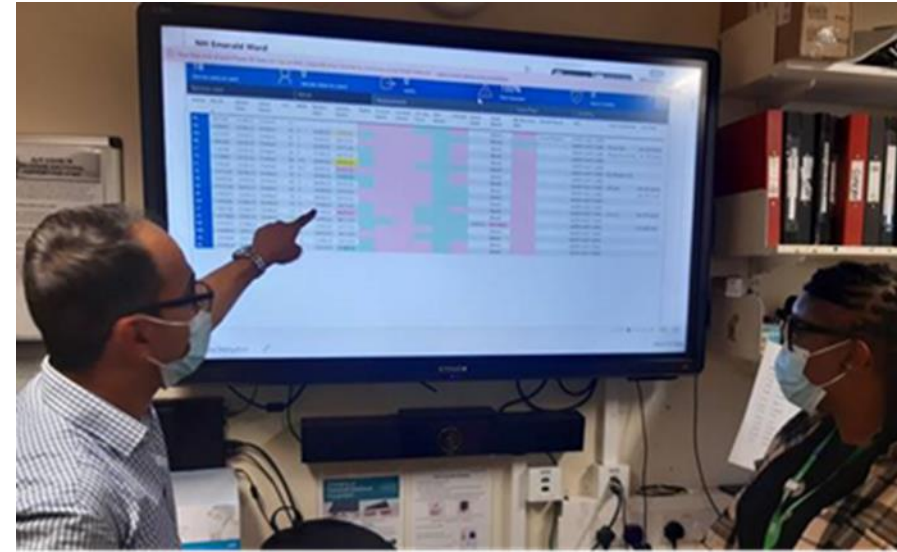
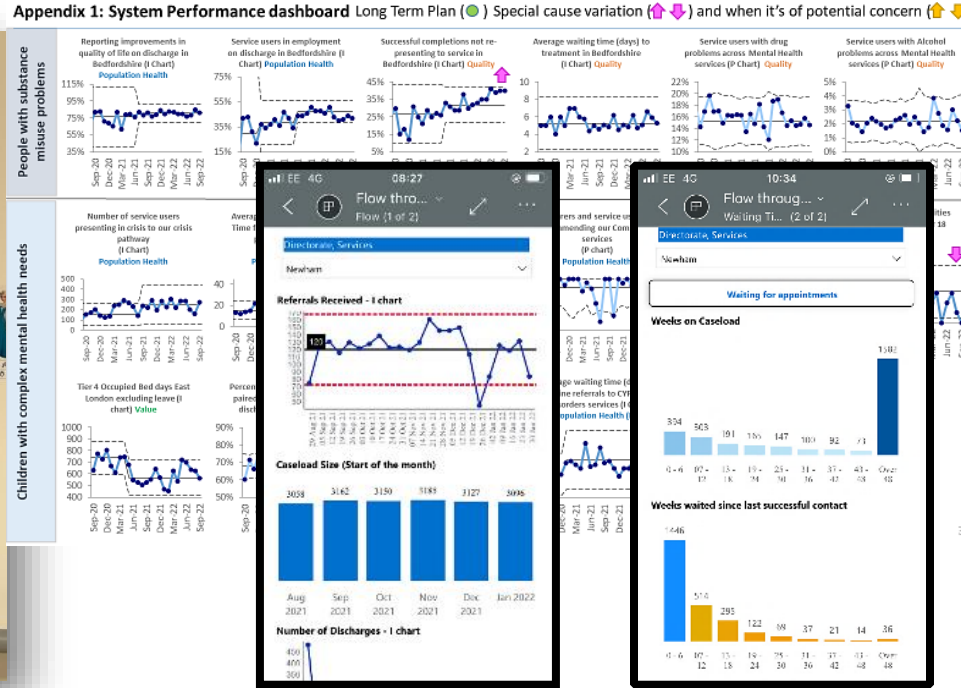
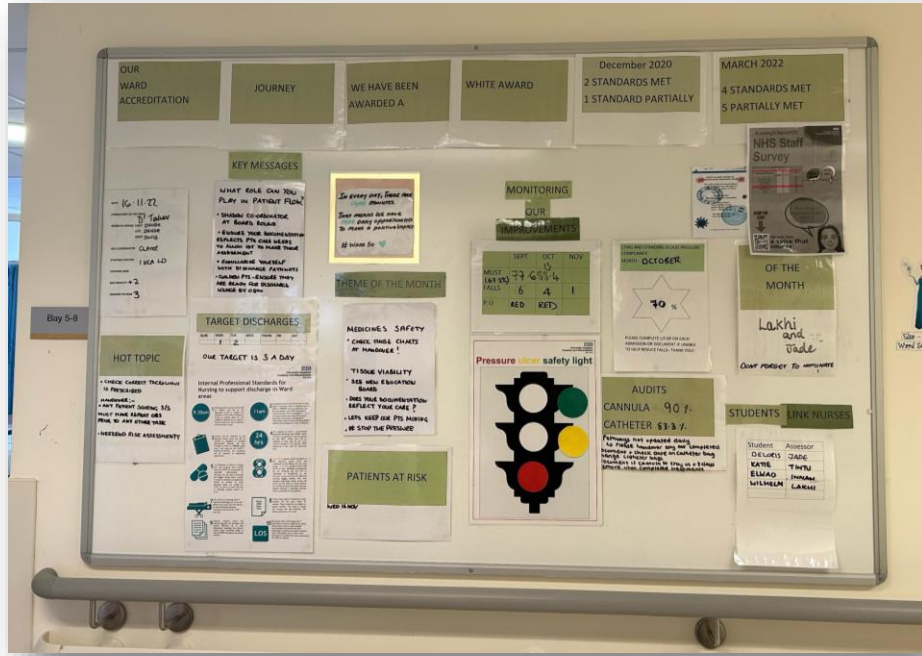
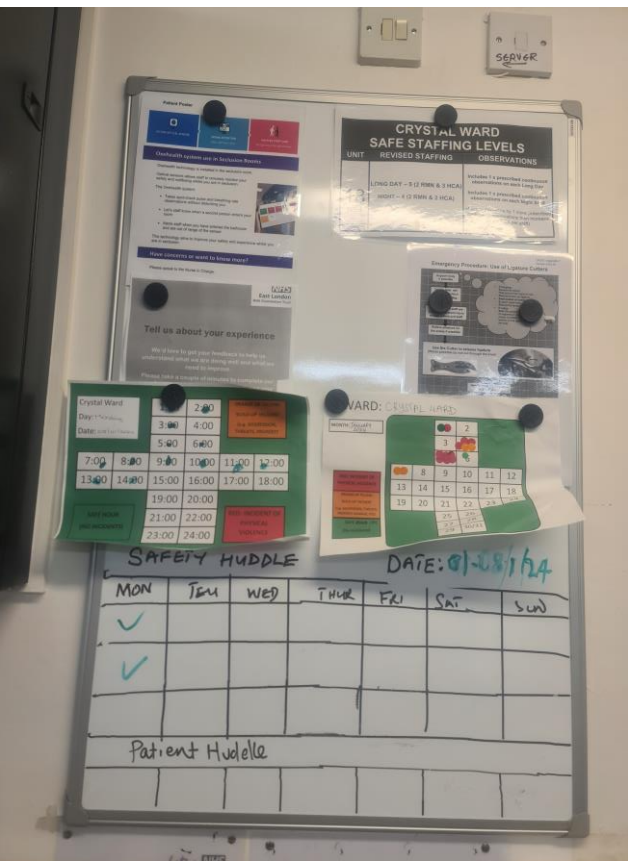
- Walk your patch...draw energy from your people
- Don't think you can pull the levers
- Grow your people...then trust them
- Find your home network, community or family
- Have another passion



Culture



Hofstede's culture onion





KAI ZEN

10 RITUALS
TO CONTINUOUS
SELF IMPROVEMENT



1

Ritual of Solitude
— set aside times of peace



2

Ritual of Physicality
— care for the body,
care for the mind



3

Ritual of Live Nourishment
— nourish the body,
nourish the mind



4

Ritual of Abundant Knowledge
— lifelong learning
and self development



5

Ritual of Personal Reflection
— think to thrive and
improve daily



6

Ritual of Early Awakening
— rise with the sun



7

Ritual of Music
— bring joy into the body



8

Ritual of Spoken Word
— mantras and affirmations



9

Ritual of Congruent Character
— timeless virtues



10

Ritual of Simplification
— focus only on
the meaningful



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Huddles

Systematic and
consistent problem-
solving approach

Structured
leadership
walkrounds

Regular team
reflection



Standard work

Use of
improvement
tools

Feedback,
evaluation,
leading to action

Language – curiosity,
testing, learning from
variation



Cultural Paradigm

1. Stories

The narrative, stories and examples spoken about within the business.

2. Rituals & Routines

The unspoken rules and ways of doing things.

3. Symbols

The physical and metaphorical symbols used in the organisations.

4. Org Structure

The way an organisation is explicitly and implicitly structured, used in the organisations.

5. Power Structure

The way power is managed and handled. The pockets of power within the organisation.

6. Control Systems

The control mechanisms within the organisation - finance, performance management, results, rewards.

What is a Management System?

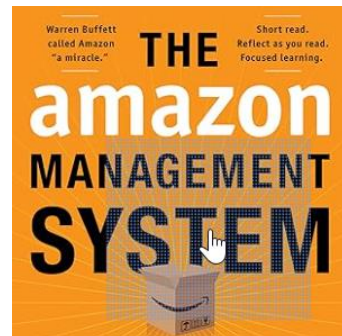


A structure, systemic, and measurable approach for a whole organization to link goals to strategy to action, where:

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

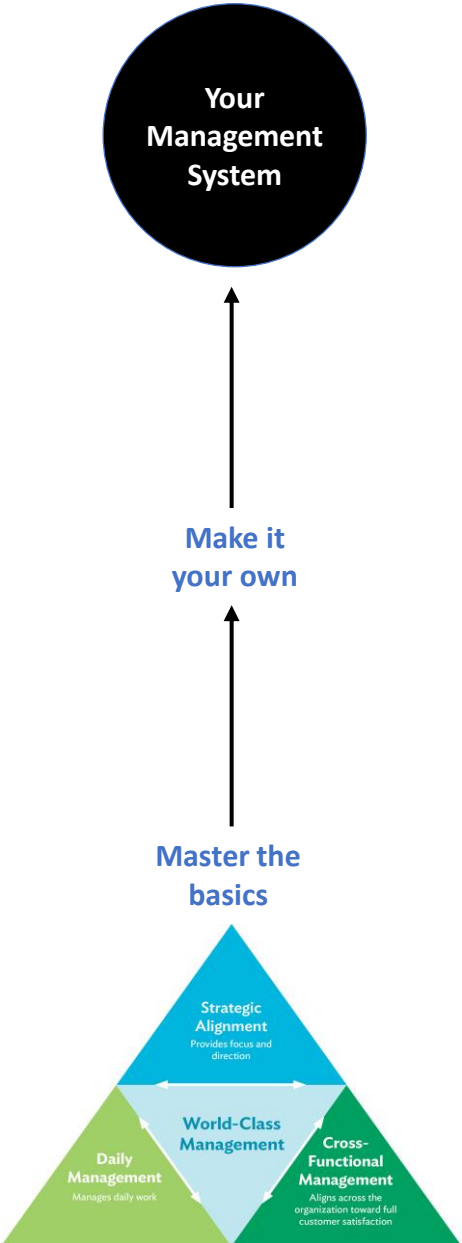
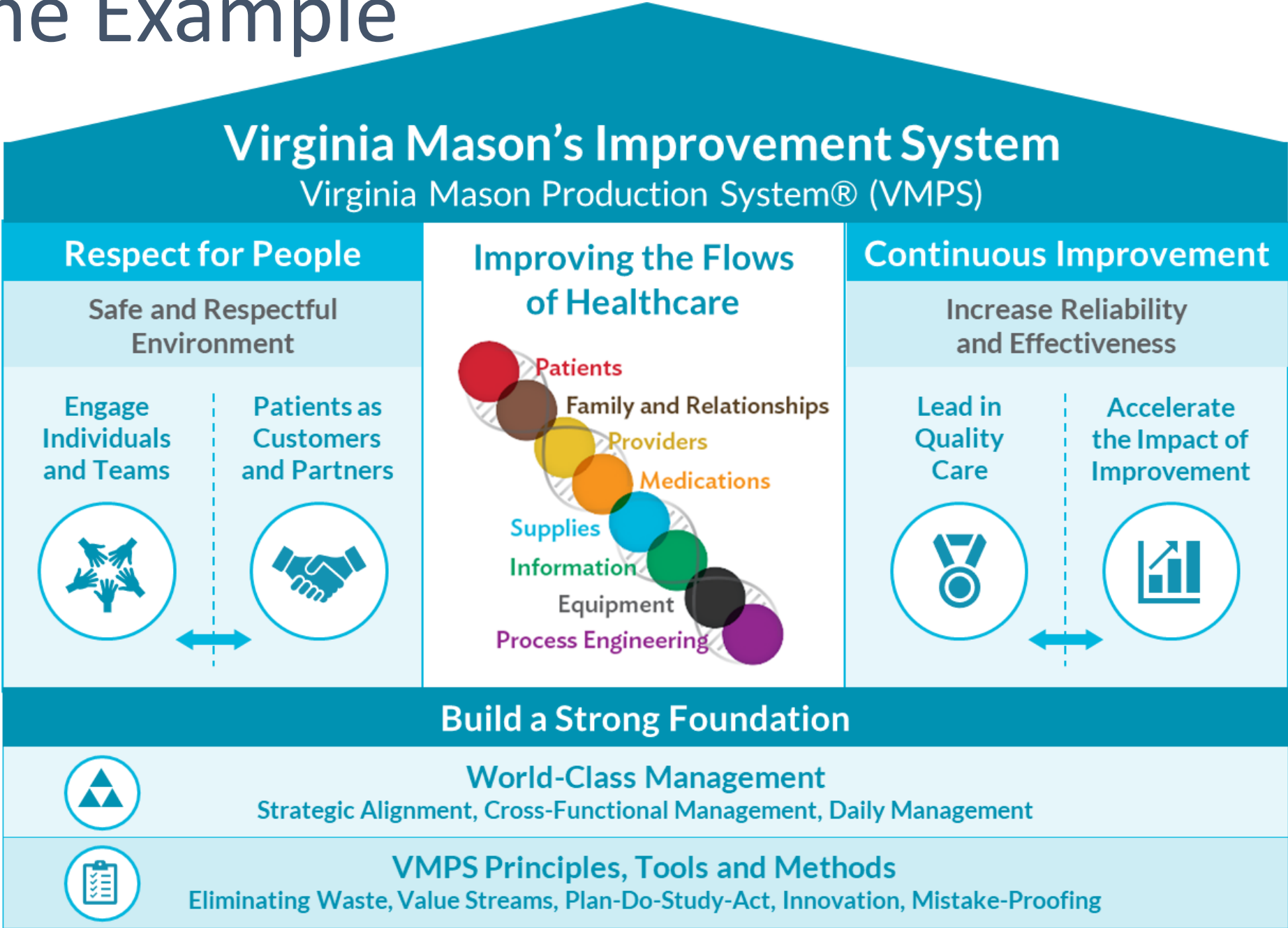


A powerful system to help leaders and organizations create the focus, direction, and alignment necessary to drive and sustain measurable results.



A Business Engine That Creates Extraordinary Value for Both Customers and Shareholders.

One Example



Strategic Alignment



Multi-Year Plans

2016-2018 Strategic Plan

Strategic Area	Strategic Objectives	Key Initiatives	Success Metrics
Quality and Safety	Improve patient safety and reduce medical errors.	Implement new safety protocols, enhance staff training.	Reduction in patient falls, medication errors.
Operational Excellence	Streamline processes, reduce waste, improve efficiency.	Lean Six Sigma implementation, process re-engineering.	Cost savings, reduced cycle times.
Financial Performance	Improve revenue, reduce costs, enhance profitability.	Market expansion, operational cost reduction.	Revenue growth, improved margins.
Human Capital	Attract, develop, and retain top talent.	Recruitment drives, leadership development programs.	Employee satisfaction, retention rates.
Community Impact	Engage with the community, support local initiatives.	Charity events, community health programs.	Community health improvements, positive feedback.

Annual Goals



Departmental Plan/Goals

Be There | Share | Prepare

Be There

- Be present with our patients, communities, vendors, and others.
- Lead every call, every meeting, and every patient.
- Get up and offer patients care when, where and how it is desired.
- Engage patients using MyVirginiaMason to improve their health and well-being.

Share

- Help us grow! Share your best ideas, success stories and quality to provide our patients what they need.

Prepare

- Complete research files and all other tasks, medical record (MR).

Individual Goals

Individual Goal Setting Worksheet

Name: _____

My primary goal is: _____

How will you track the progress of this goal? _____

When will you review the progress of this goal? _____

What resources do you need to achieve this goal? _____

What potential obstacles do you anticipate? _____

How will you overcome these obstacles? _____

How will you celebrate success? _____

Signature: _____

The Golden Thread



Cross-Functional Management:

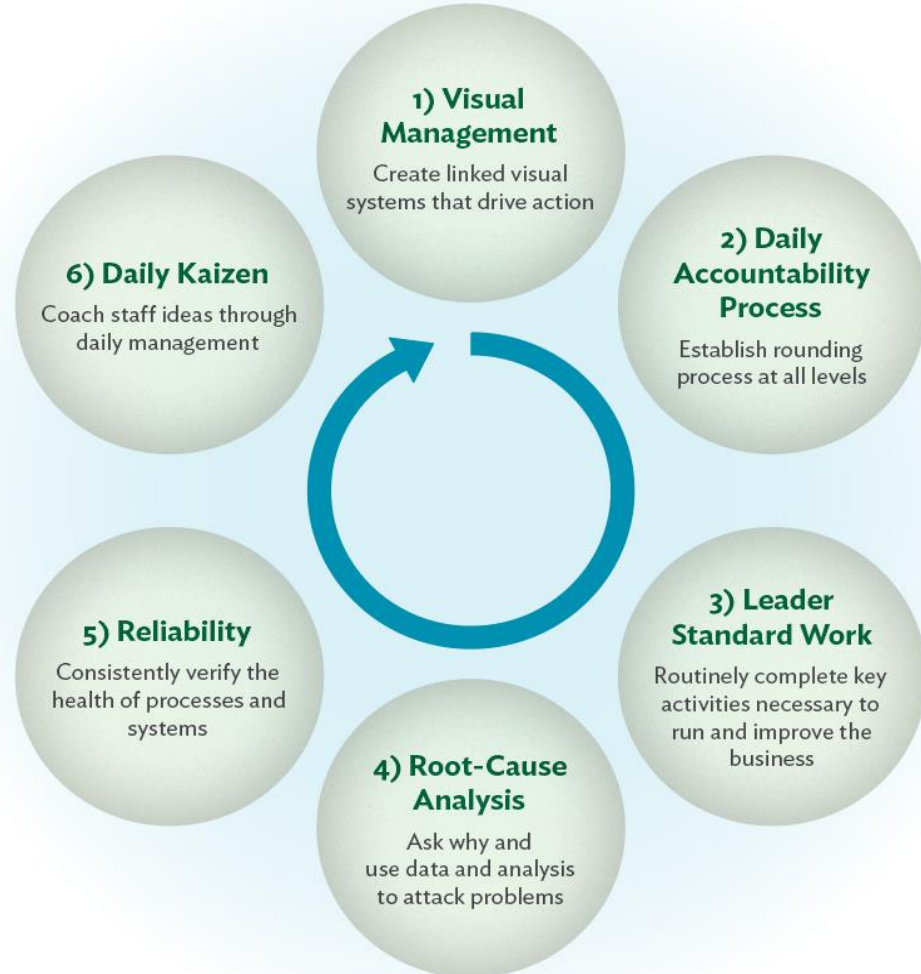
Breaking Down
Organisational Silos

Creating Alignment

Focusing on the Journey
of your Patient



Daily Management



A High-Functioning Management System that Focuses on:

People First	Strategic Alignment
Value Stream of the Patient	Daily Work
The Vital Few	Everyone is a Quality Inspector
Accountability	24/7 Improvement



Keeping it Fresh

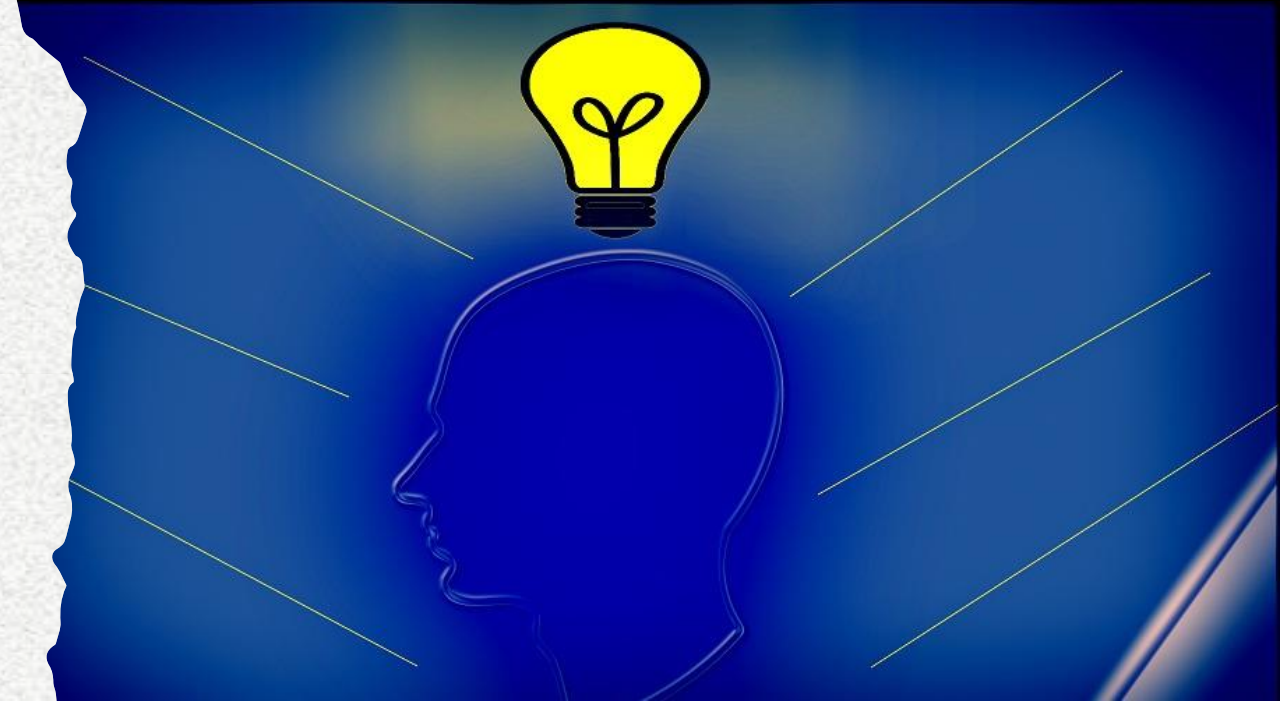
“Getting started, keeping going, getting started again – in art and in life, it seems to me this is the essential rhythm not only of achievement but of survival....”

Seamus Heaney

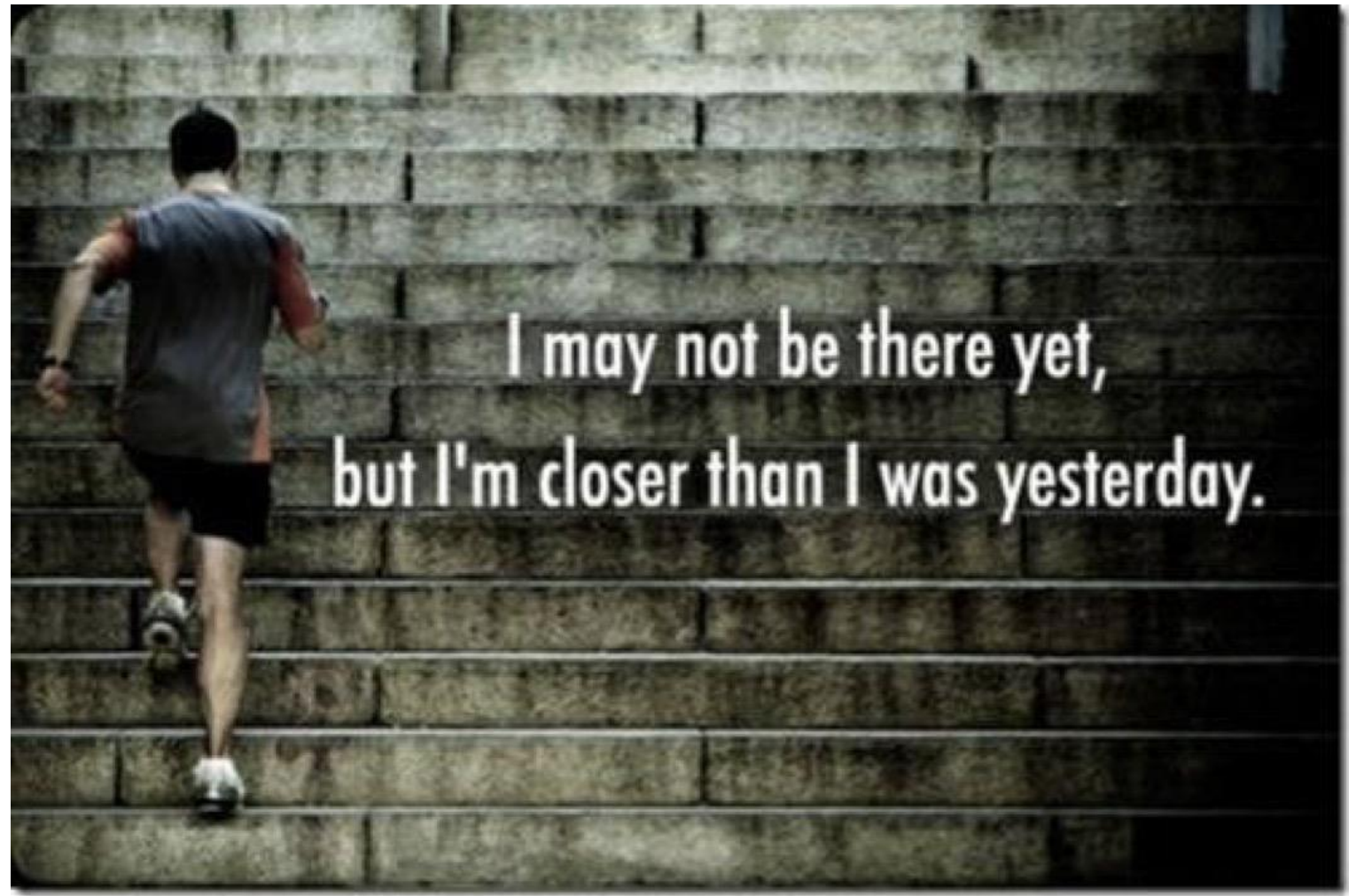


Its takes Persistence


- **90% Perspiration**
- **10% Inspiration**
- **Keep refreshing the message... the How, but not the what.**



Keep
reflecting on
Progress....



Connect with People's Hearts...



“Storytelling is the most powerful way to put ideas into the world today.”

Robert McKee



The Local Leader..more voices

You're going to come across
people in your life
who will say
all the right words
at all the right times.
But in the end,
it's always their actions
you should judge them by.
It's actions, not words,
that matter.”
— Nicholas Sparks



A scenic landscape featuring a calm lake in the foreground that perfectly reflects the surrounding mountains and a clear blue sky with light clouds. The mountains are rugged and covered in green vegetation. The overall scene is peaceful and majestic.

**No matter how busy you are,
you must take time to make the
other person feel important.**

Mary Kay Ash

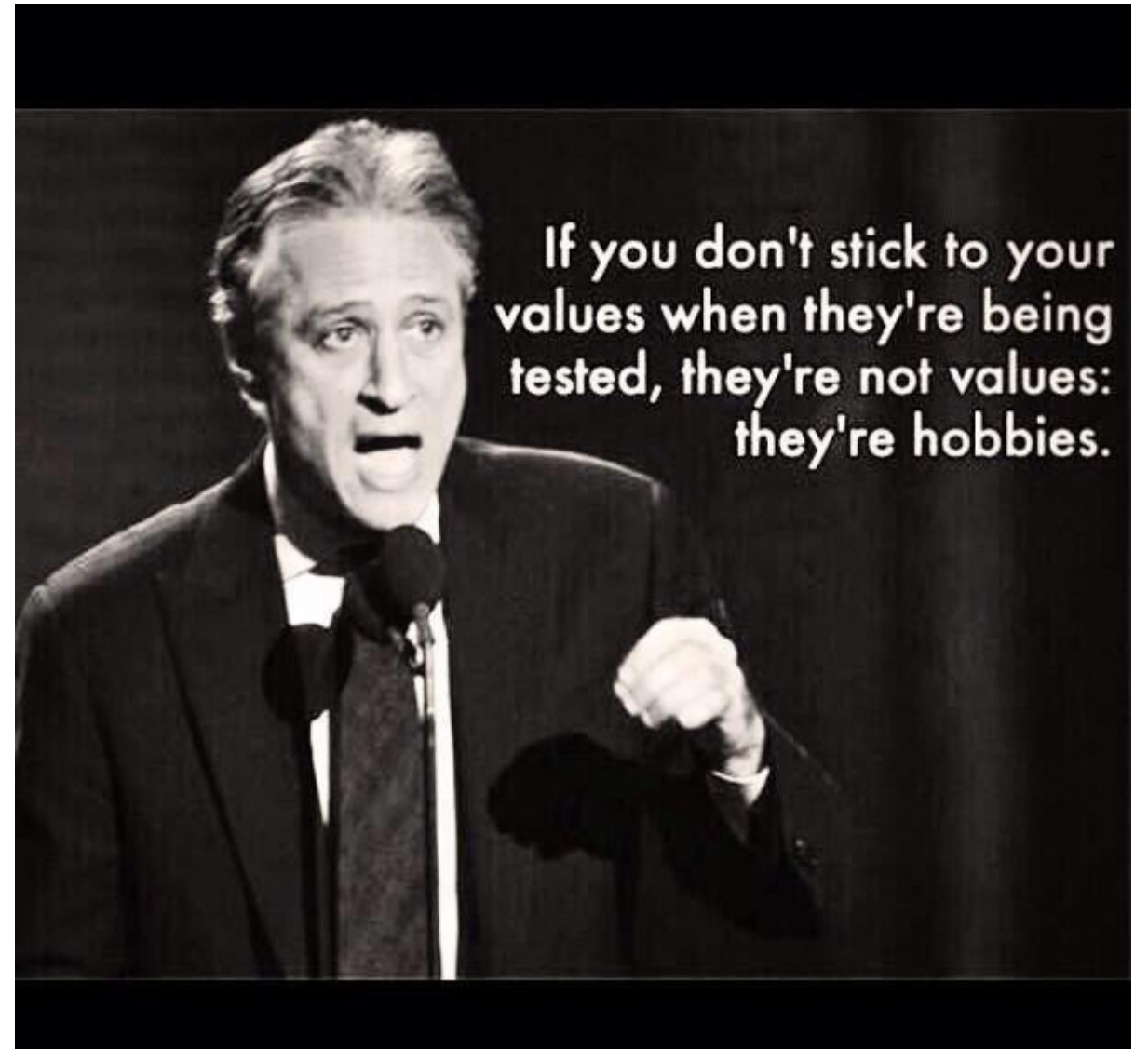
 Business Quotes®

Show you value what's important

Manage the storms; steer towards the Vision



Live it...every
day



Keep connecting with Purpose

When you live

ALIGNED

with your

values



magic happens.

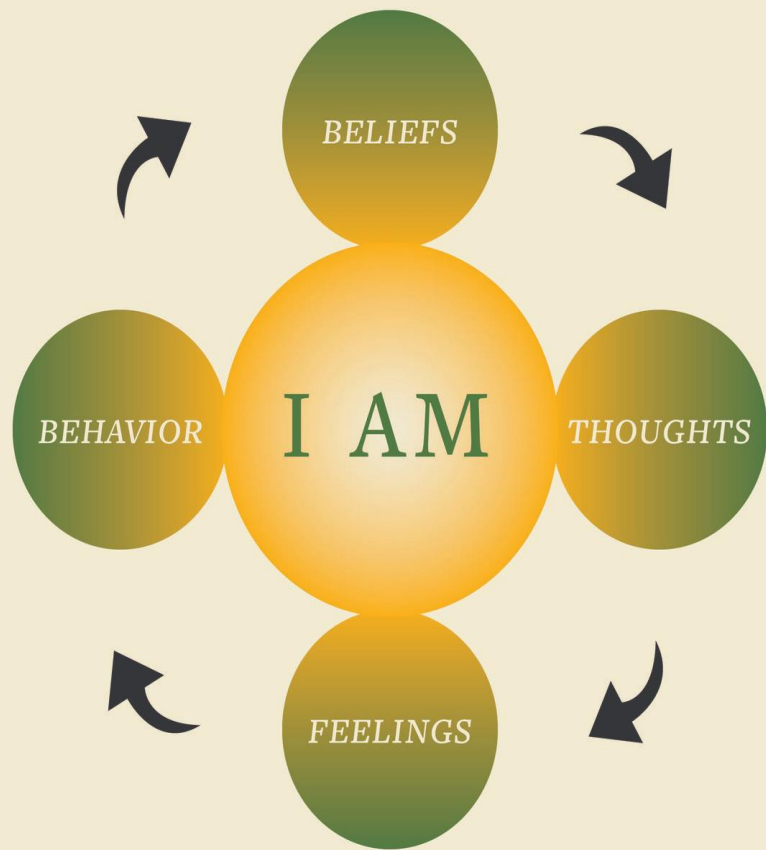
ifebratbhappen.com

NEVER GIVE UP

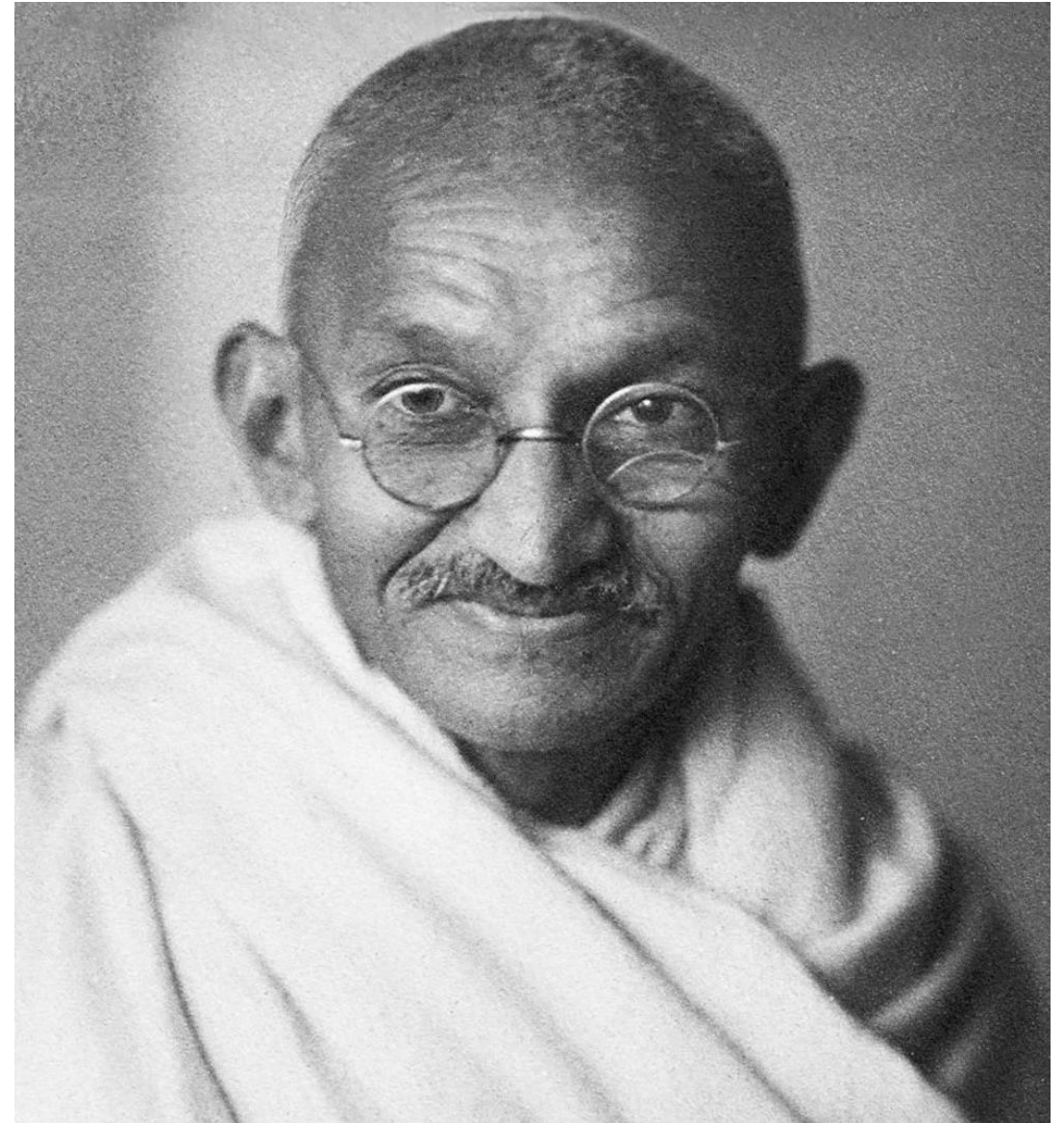


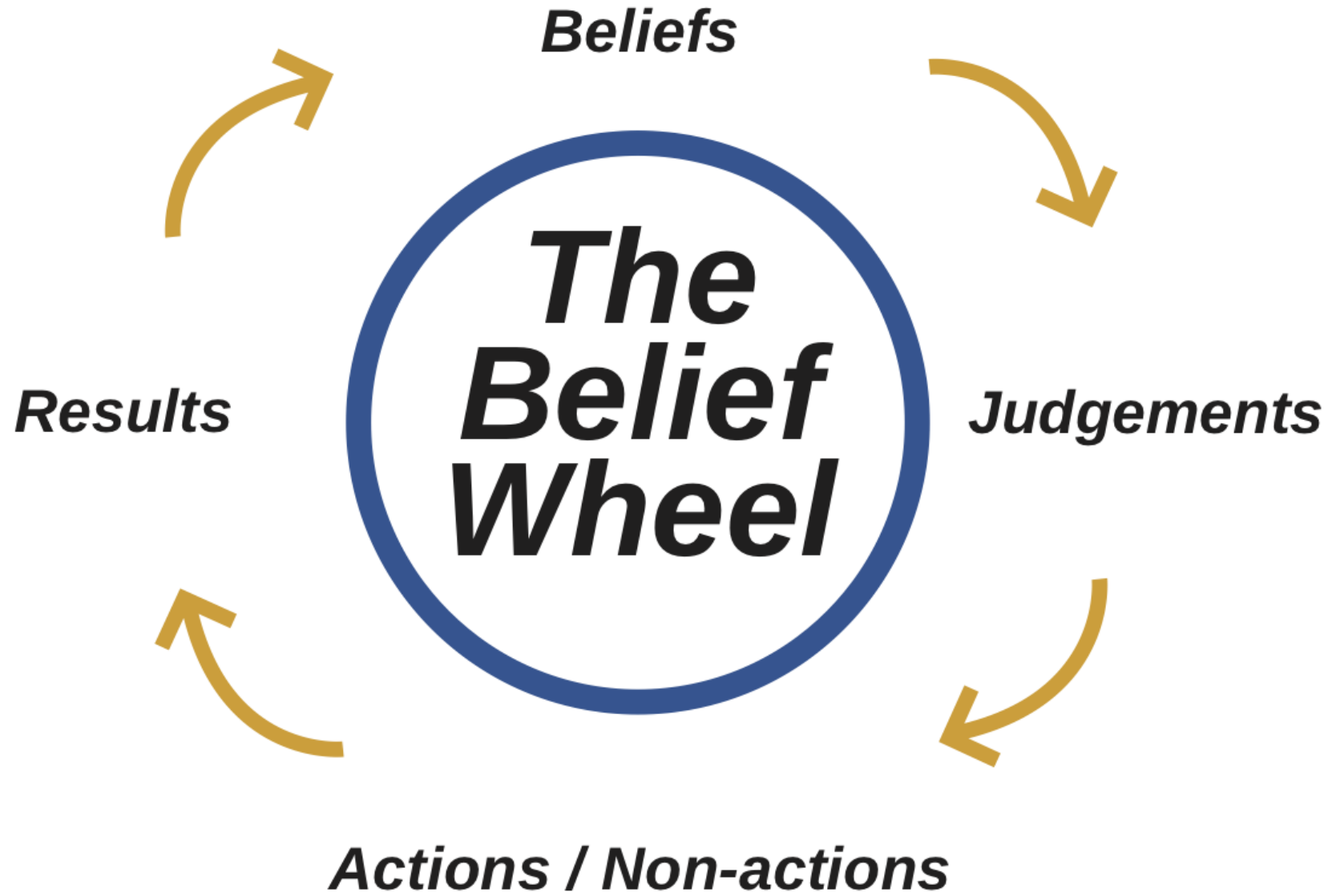
Results





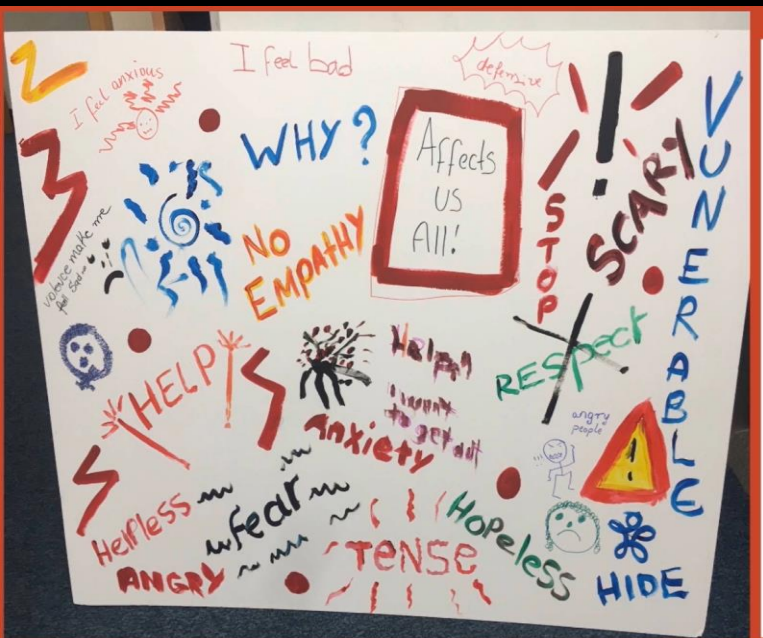
"Your beliefs become your thoughts, your thoughts become your words, your words become your actions, your actions become your habits, your habits become your values, your values become your destiny."



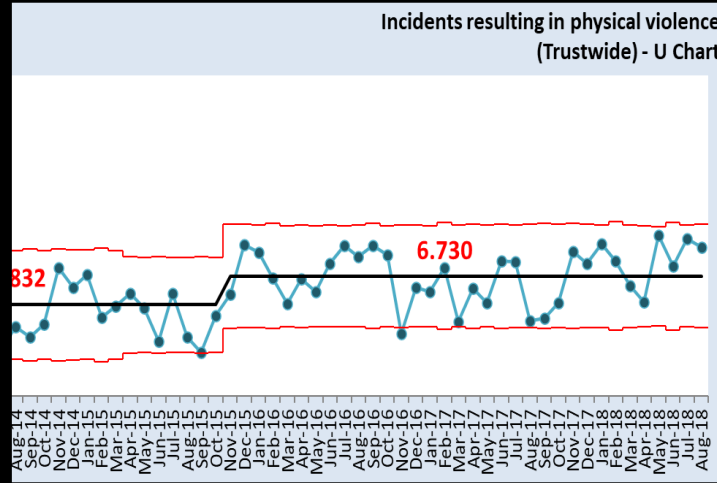
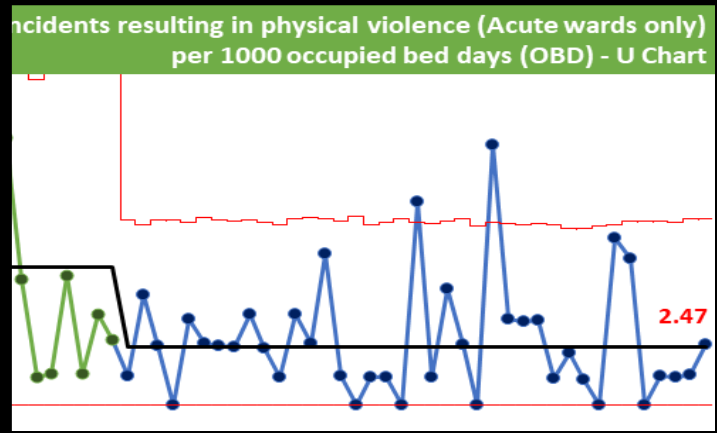
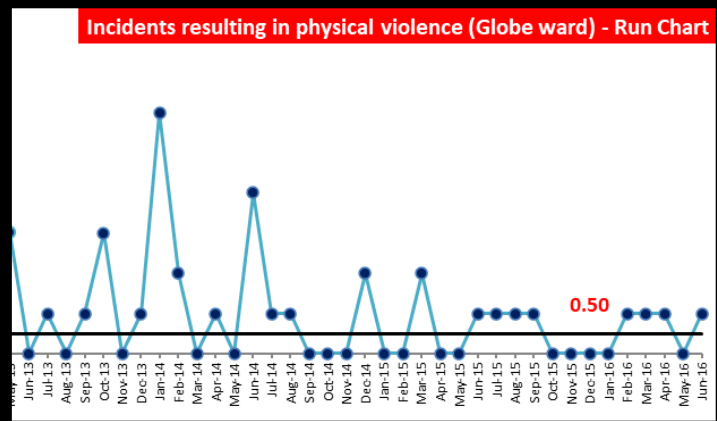




Before

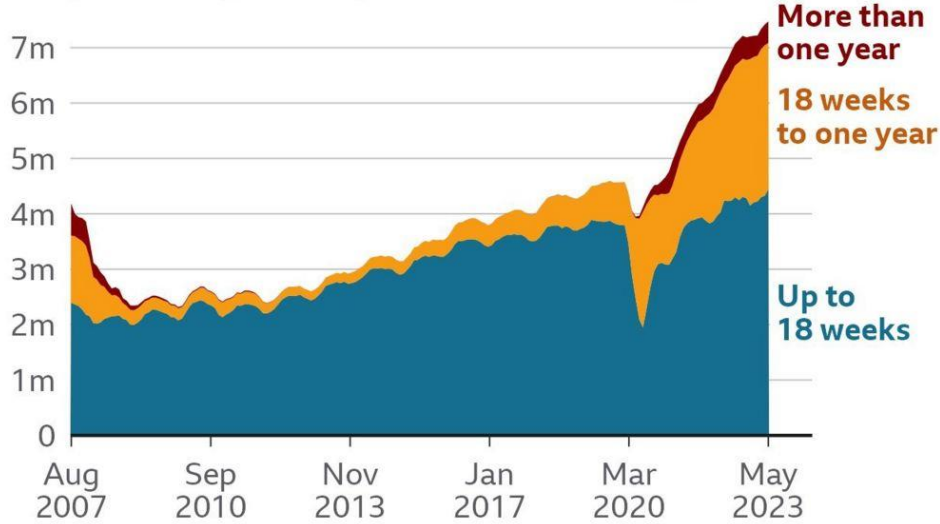


Before



Record numbers waiting for treatment

People waiting for hospital treatment in England (millions)

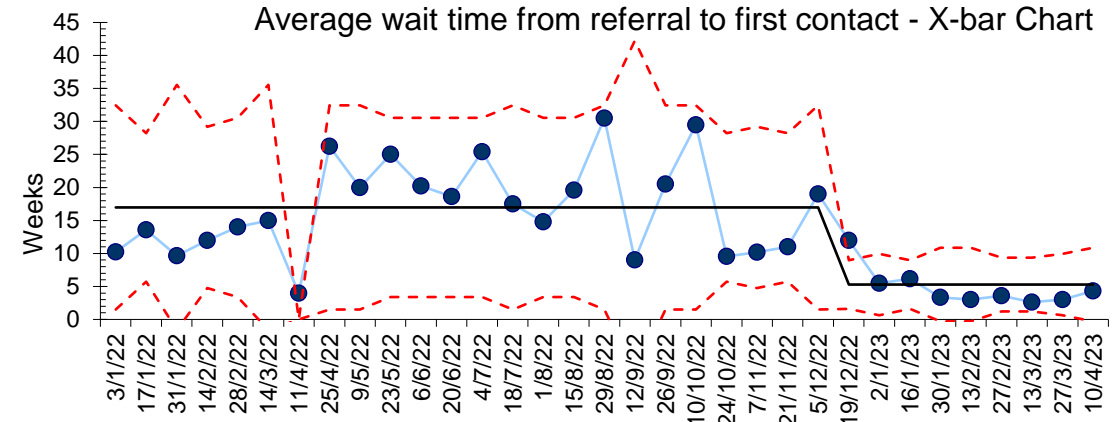


Source: NHS England, data to May 2023



CHILDREN & YOUNG PEOPLE'S EATING DISORDER SERVICE

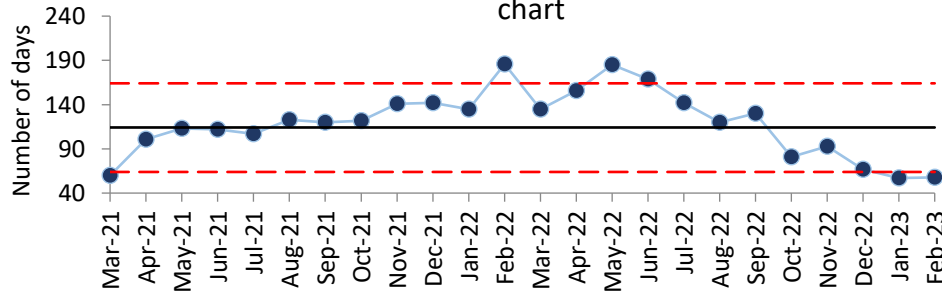
Reduced wait from referral to assessment by 12 weeks



TOWER HAMLETS PSYCHOLOGICAL THERAPIES SERVICE

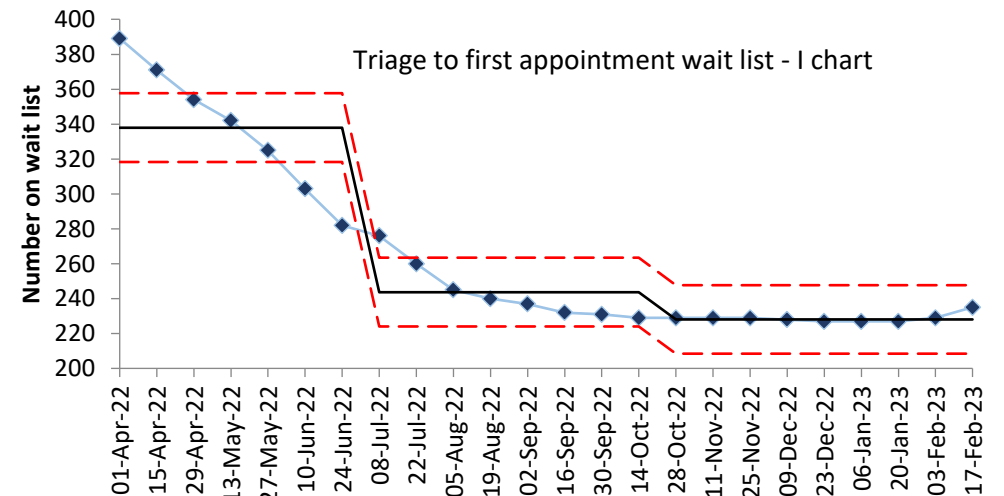
Since May 2022, time from referral to first assessment has been declining

Average wait time (days) from referral to first assessment - I chart



NEWHAM CHILD AND ADOLESCENT MENTAL HEALTH

Reduced waiting list by 116 people



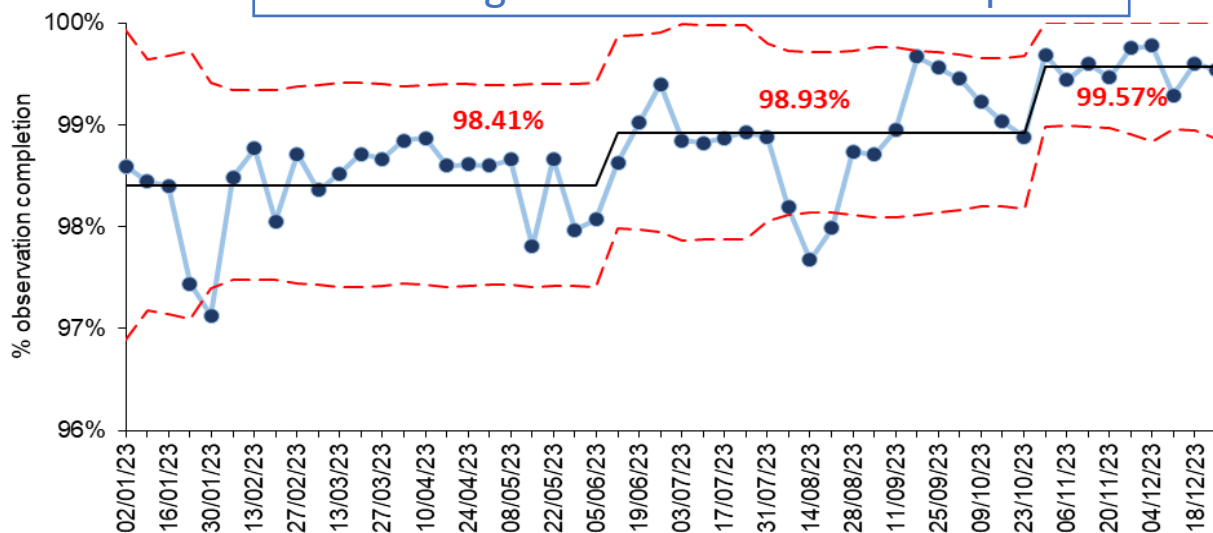
18 month programme across all inpatient wards at ELFT
(57 wards)

Stage 1 – creative local ideas about how to improve
therapeutic engagement and observations

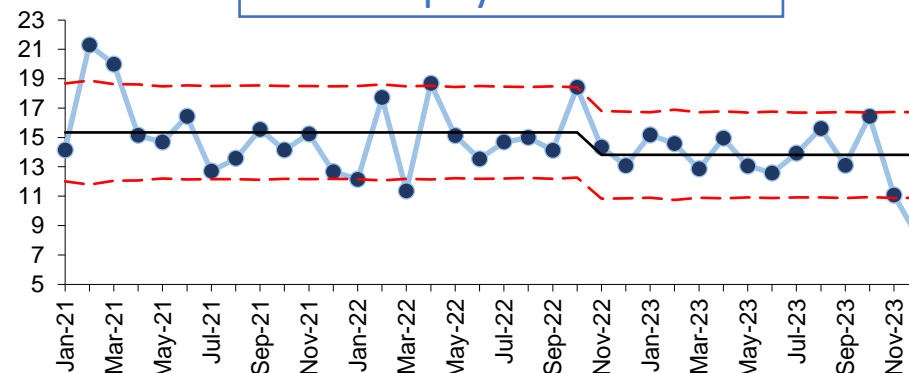
Stage 2 – test of scale for three ideas with high degree of
belief

Stage 3 - implementation

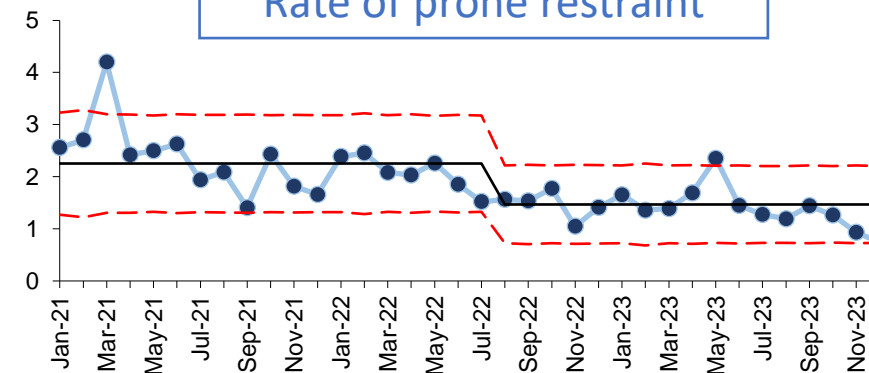
Percent of general observations completed



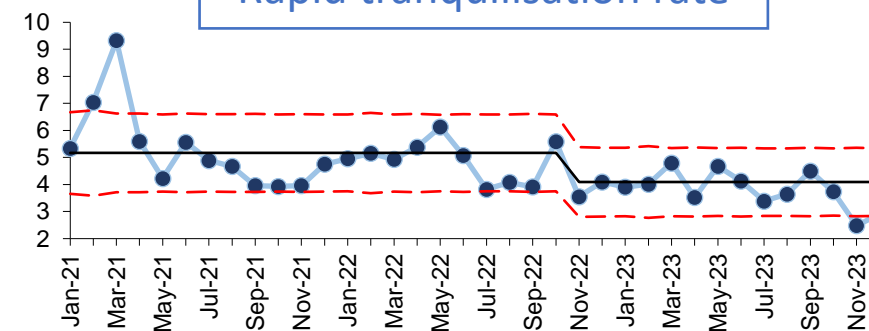
Rate of physical violence

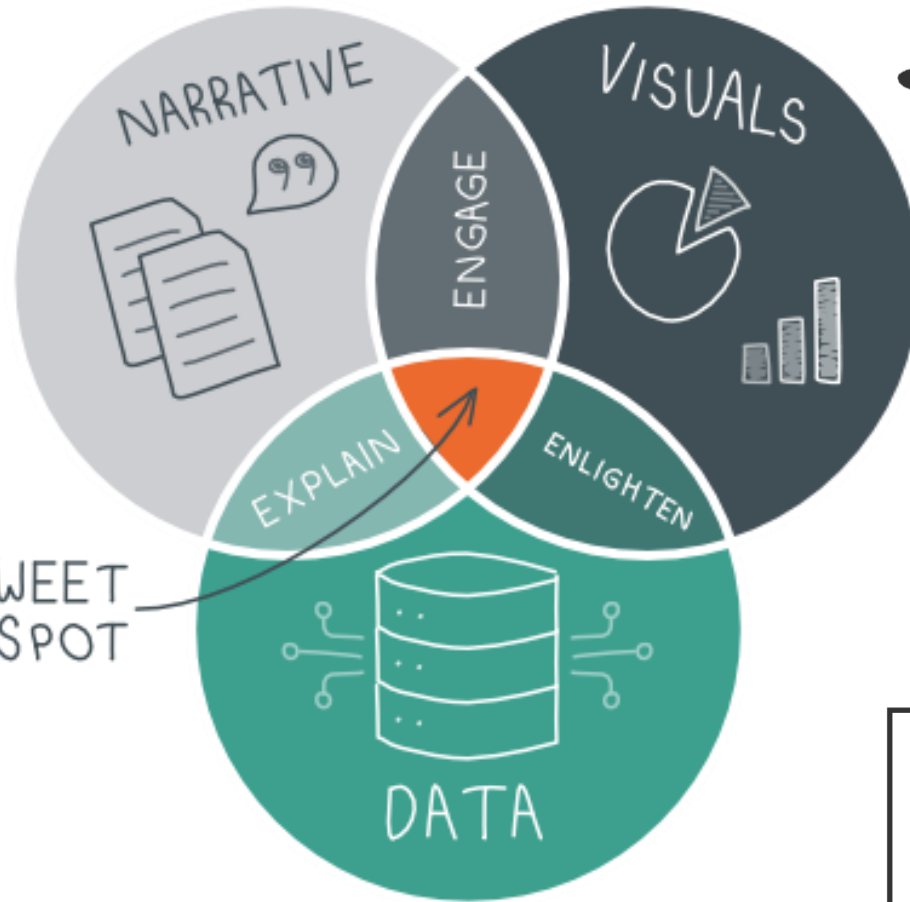
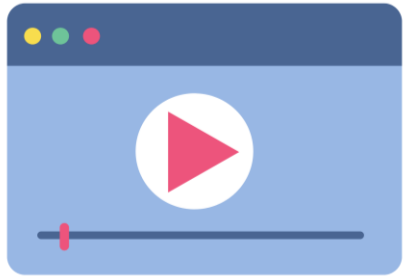
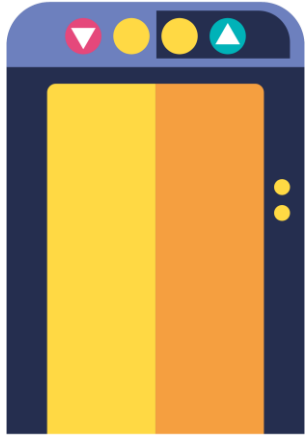


Rate of prone restraint



Rapid tranquilisation rate







Questions from the audience – using Menti