



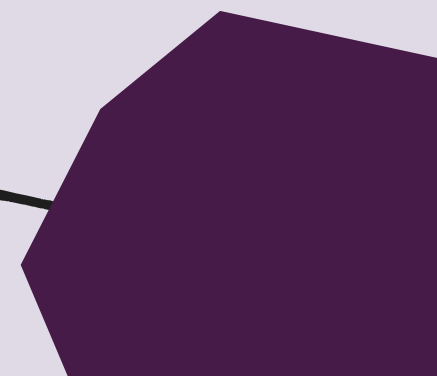
Future Horizons of Improvement

International Forum

April 2024



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



Welcome



Penny Pereira
Q Managing Director
The Health Foundation

@PennyPereira1



Anindita Ghosh
Innovation and Development Lead
The Health Foundation

@ditaghosh

Why we're here

There are big challenges and opportunities ahead: set to disrupt health and care

What does this mean for improvement?

How can we engage with long term trends and innovation? And enable effective transition?

How can we combine different modes of change for positive large system transformation?

Getting to know each other

3 minutes

Turn to your neighbour

Introduce yourselves

What drew you to this session?



Session structure

Provocations

Emerging Trends

Futures tool

How can we engage with long term trends and innovation?

14.30 – 14.40

Break

Inquiry framework

How can we combine different modes of change for positive large system transformation?



Co-presenters



Dr Malte Gerhold
Director – Innovation and
Improvement
The Health Foundation



Tom Hardie
Senior Improvement Fellow
The Health Foundation



Marie Gabriel
Chair
NHS North East London
Integrated Care System



Dr Bob Klaber
Director of Strategy,
Research and Innovation
imperial College Healthcare
NHS Trust

Facilitators



Jen Morgan
Local System Lead
The Health Foundation



Libby Keck
Head of Design and
Collaboration
The Health Foundation



Tarnia Mason
Collaborative Change
Manager
The Health Foundation

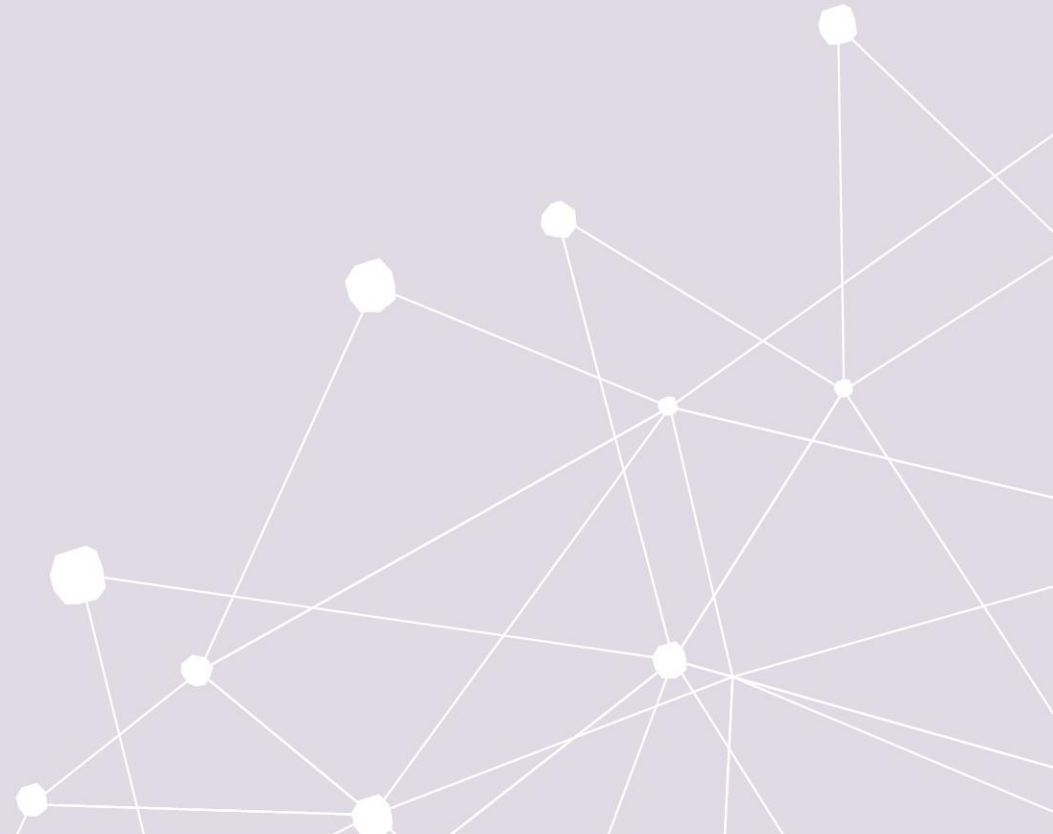


Ilse Bosch
Deputy Director of Policy
NHS Confederation

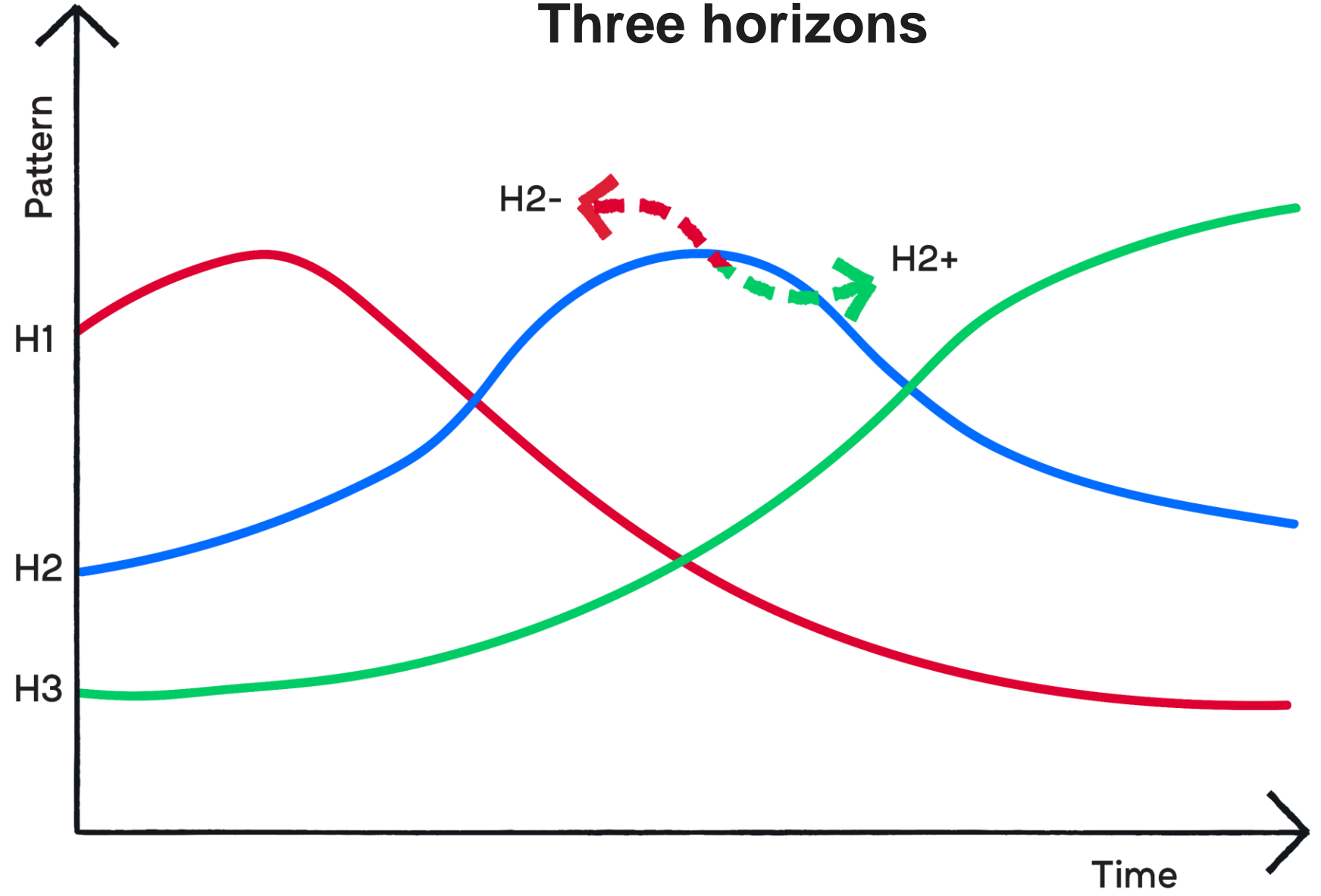


Victoria Binks
Assistant Director,
North West
and Yorkshire
NHS Confederation

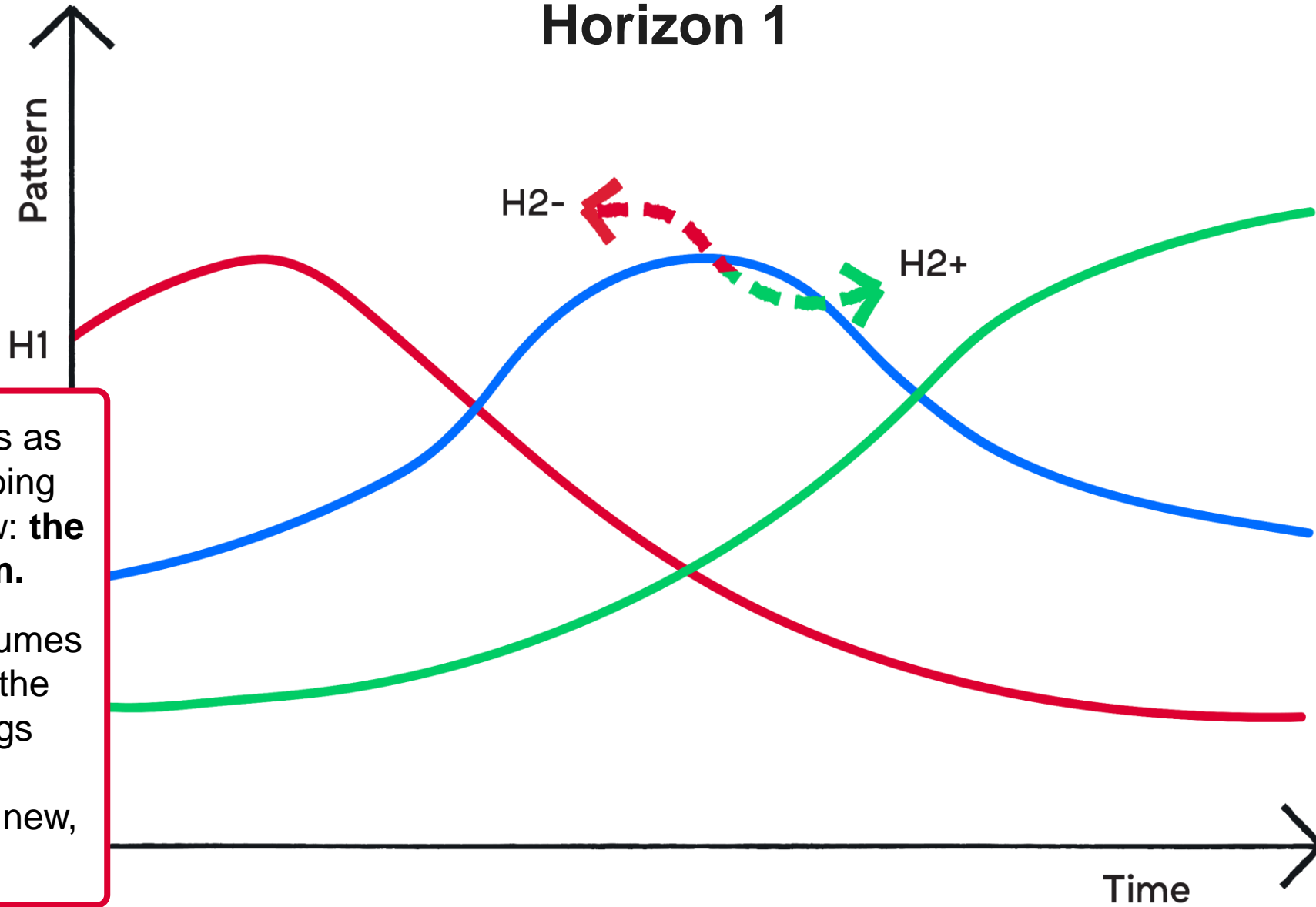
Introduction to three horizons



Three horizons



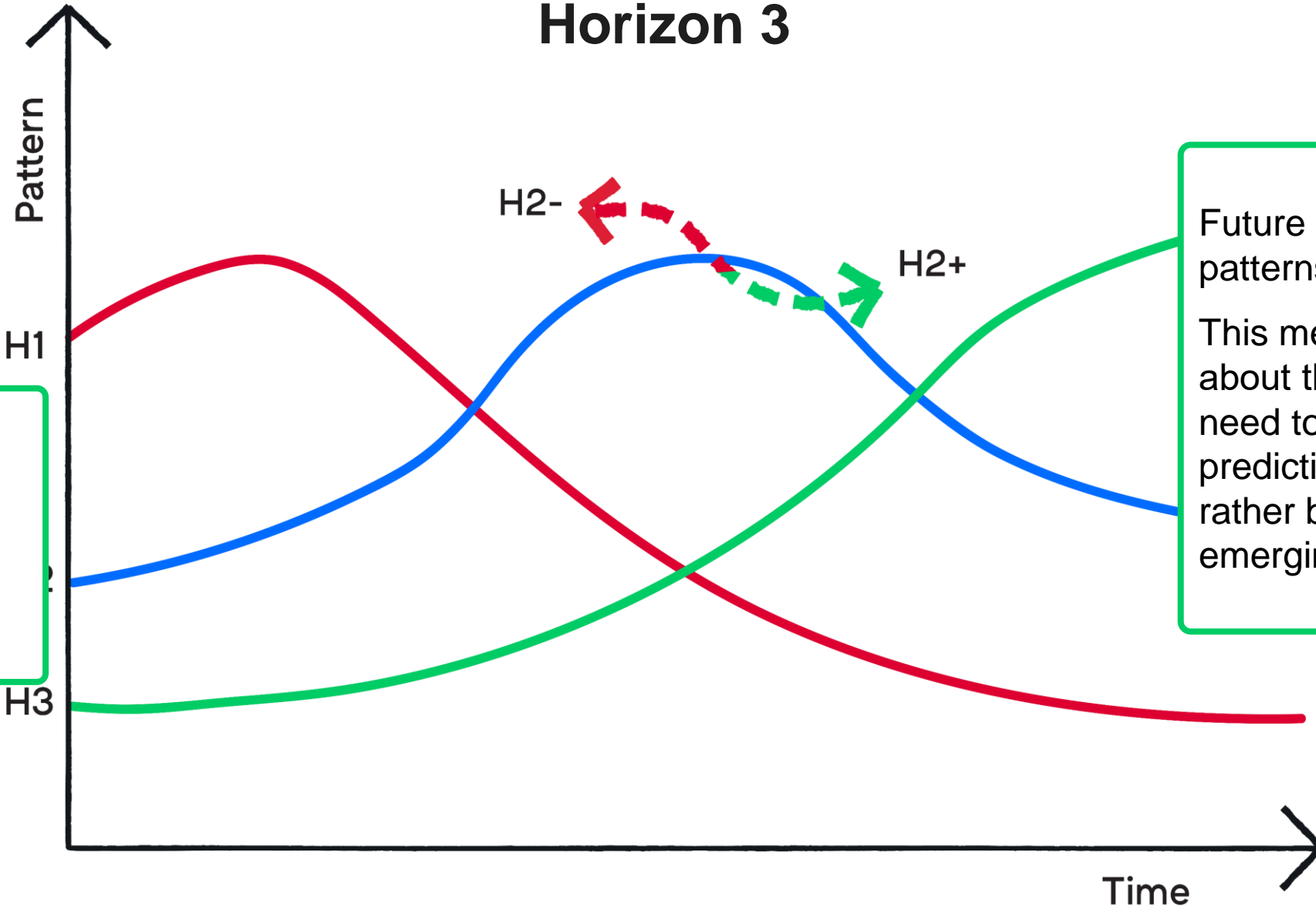
Horizon 1



This is business as usual way of doing things right now: **the current system.**

The model assumes that eventually the way we do things now will be superseded by new, better ways.

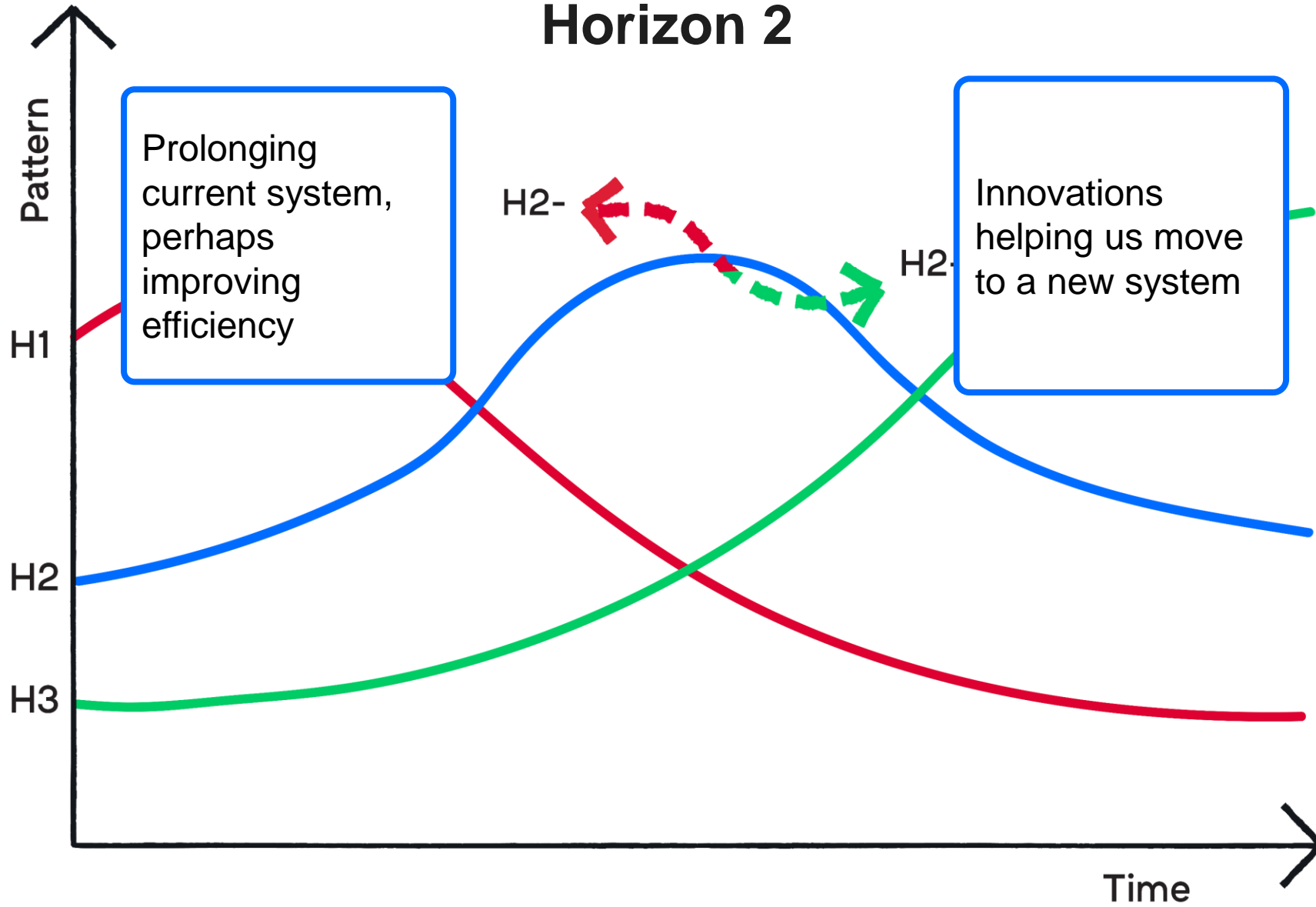
Horizon 3



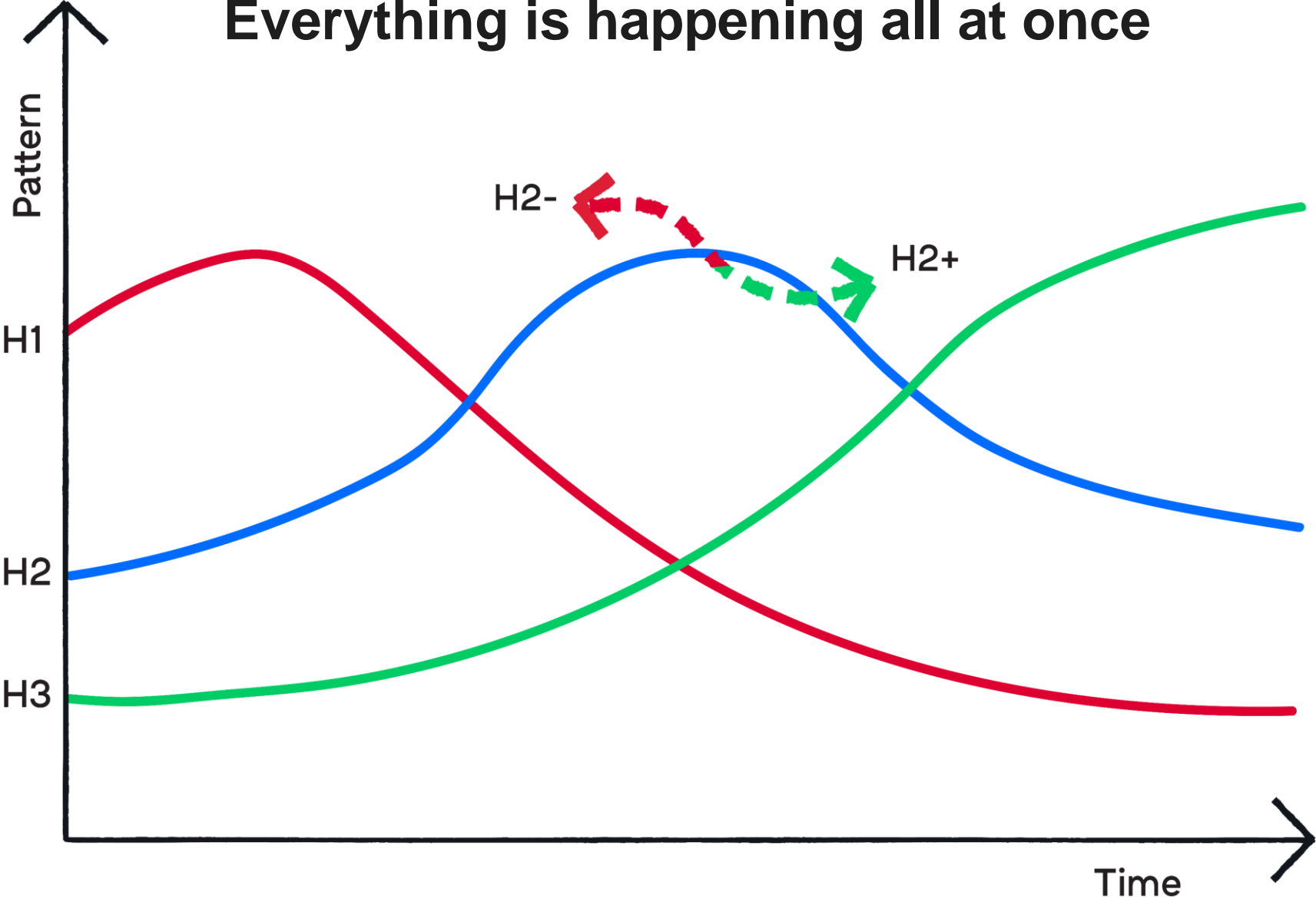
Pockets of the new system are happening now, even on a small scale

Future system. New patterns
This means thinking about the future doesn't need to be about predicting the future, rather being able to spot emerging trends

Horizon 2



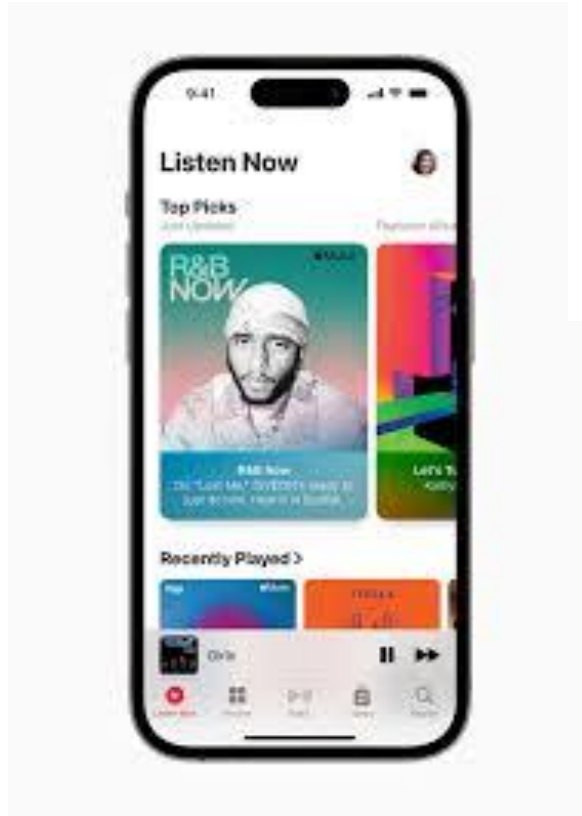
Everything is happening all at once



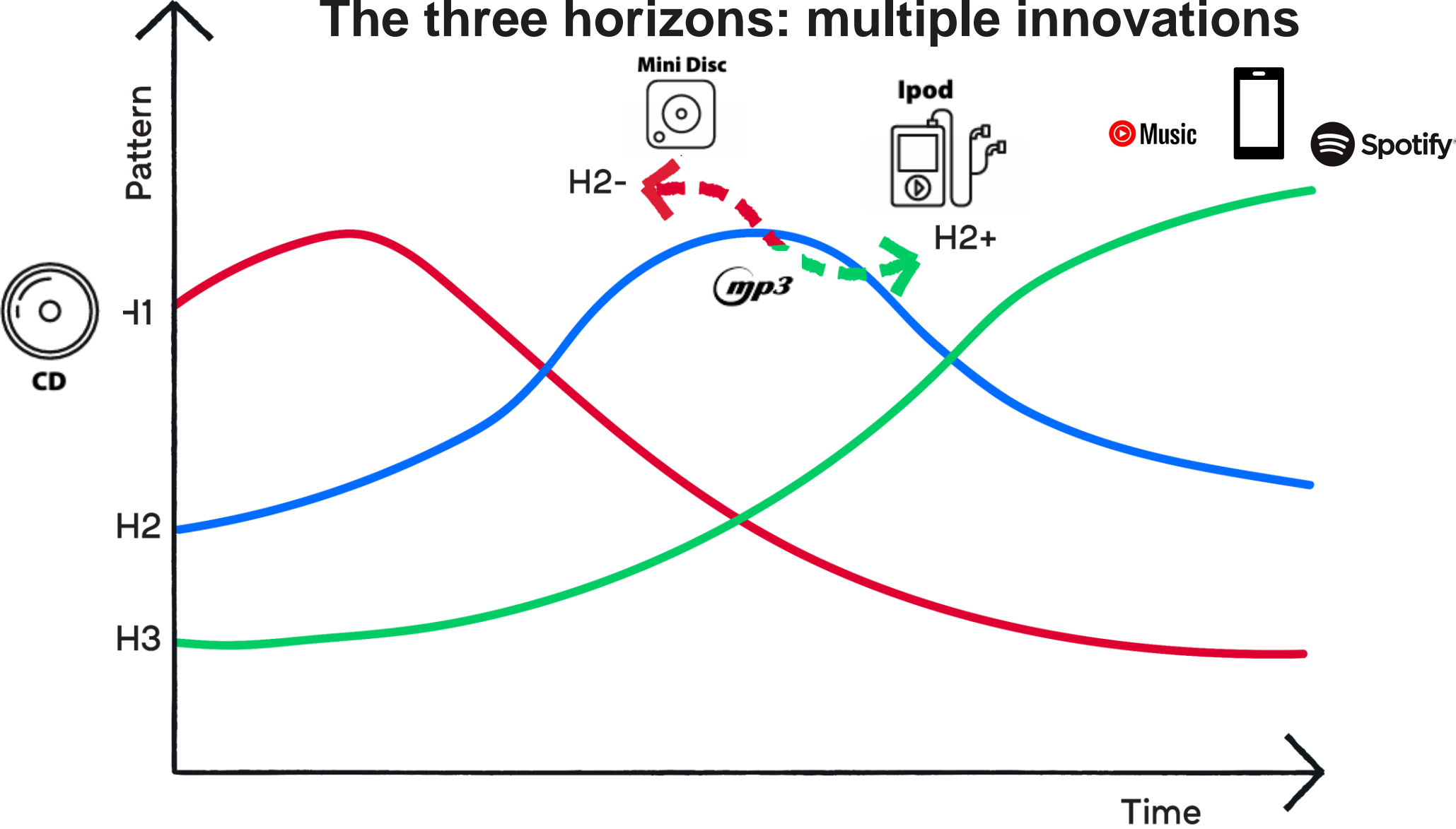
How we've listened to music has changed since the 90s



To now

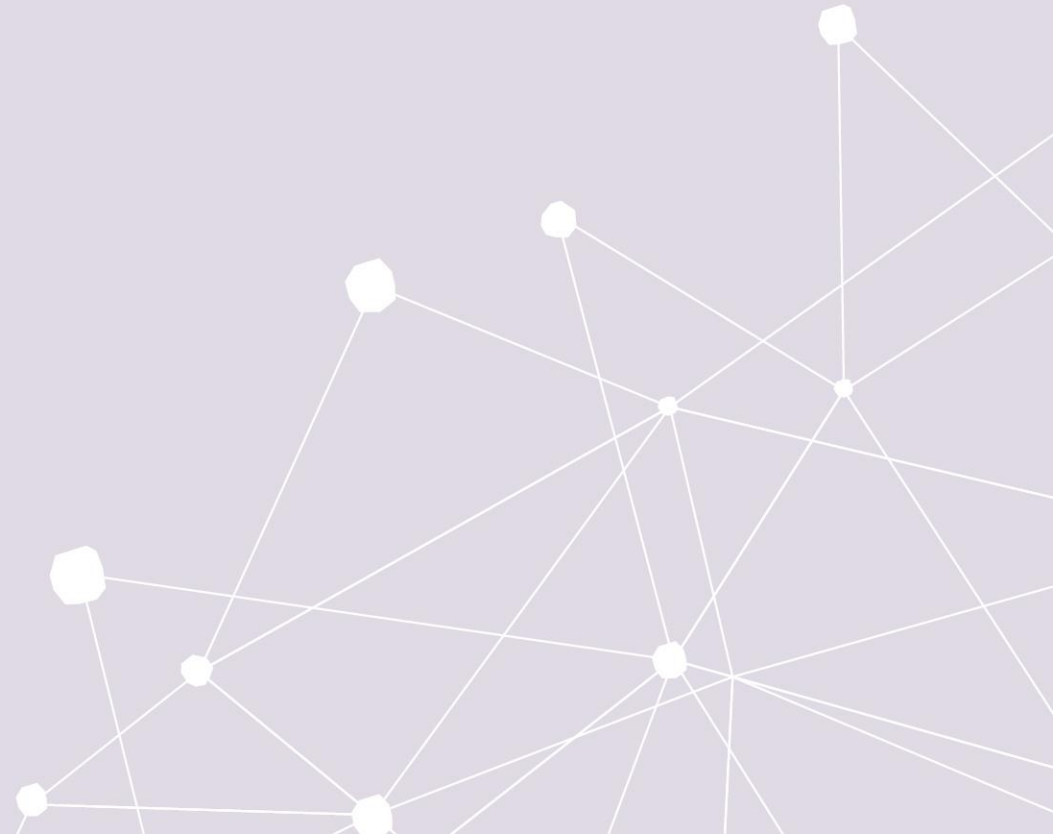


The three horizons: multiple innovations



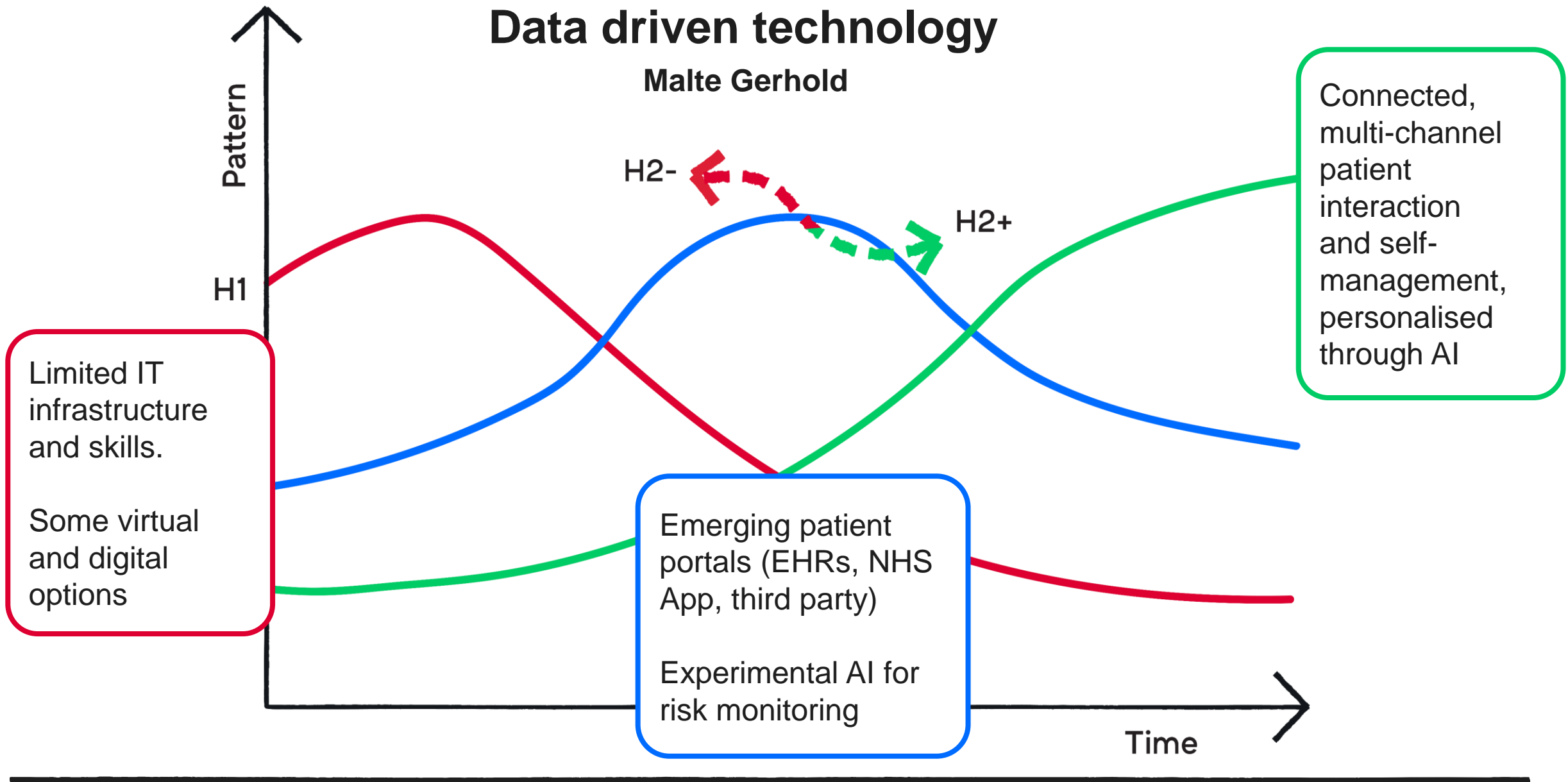
Four key trends disrupting health care

Provocations to prompt fresh thinking about our role



Data driven technology

Malte Gerhold



Workforce

Bob Klaber



Concerns around burn out, morale and retention

Complex challenges with staff availability

Issues around equality, diversity and inclusion

Greater opportunities for varied roles and skills mix

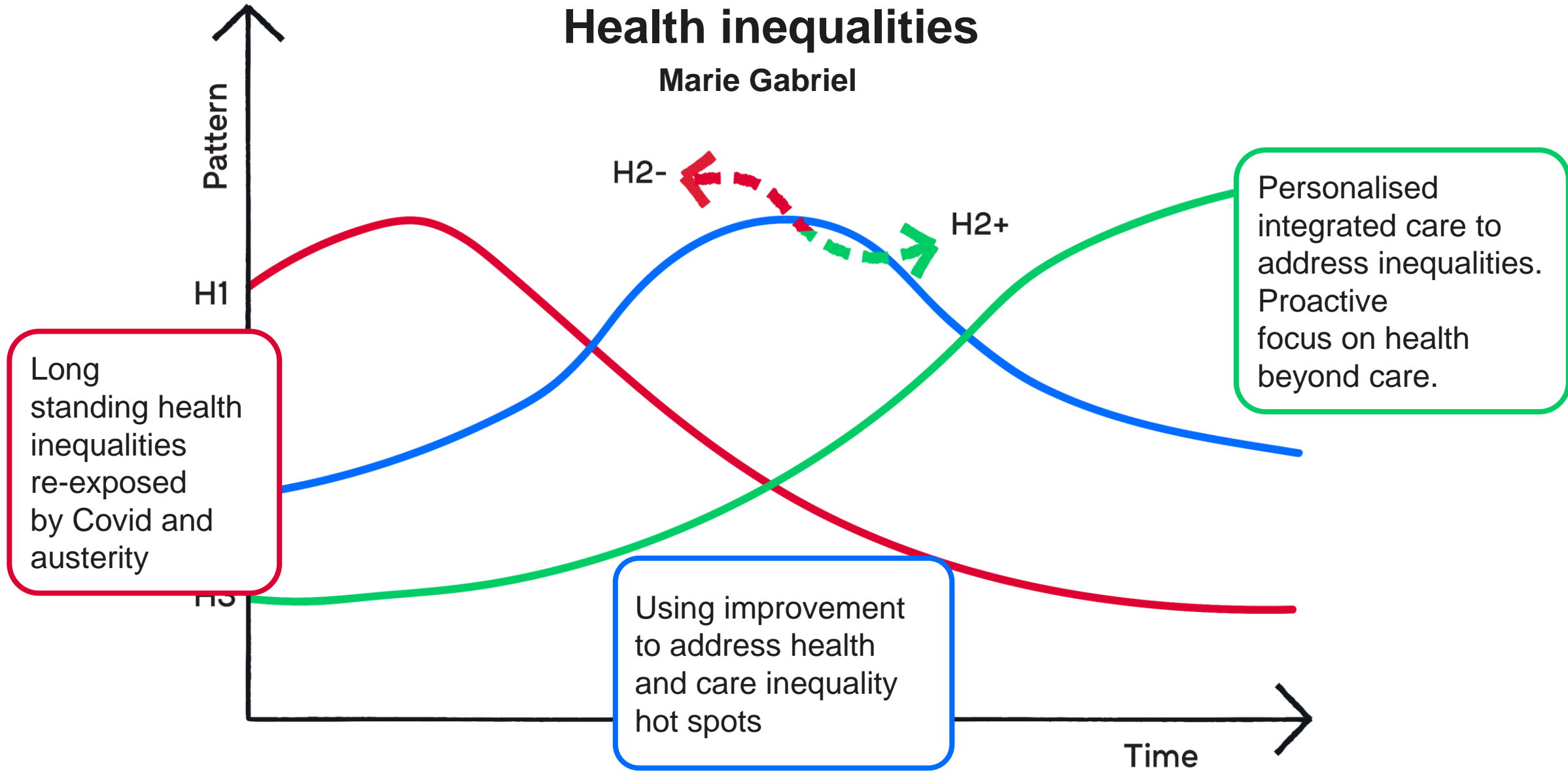
Leadership that creates inclusive, psychologically safe work environments

Wide flexibility of roles and career progression

Staff working in inclusive teams; learning, delivering meaningful work - enabled by the best technology and supportive cultures.

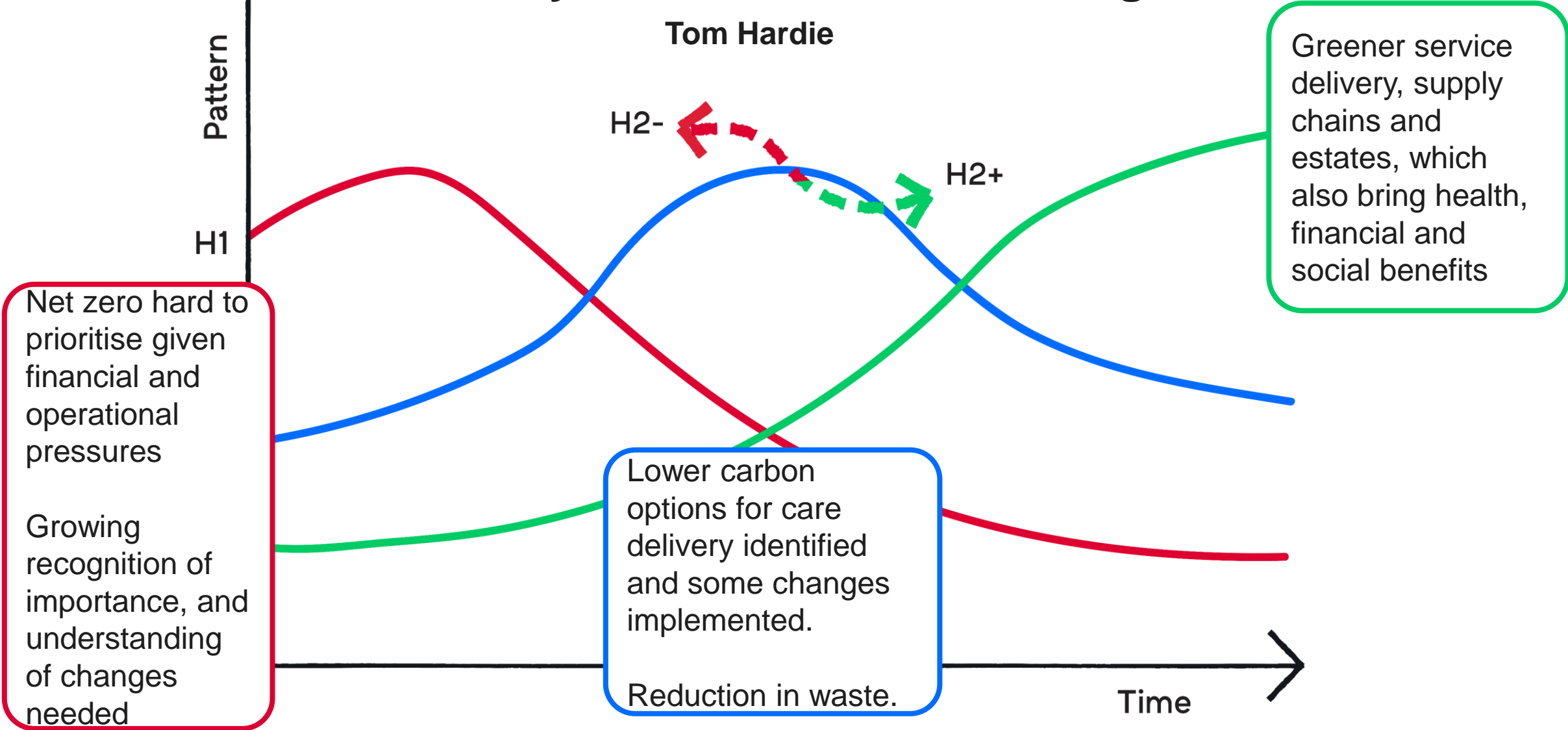
Health inequalities

Marie Gabriel



Planetary health and climate change

Tom Hardie



Our focus: What does this mean for improvement? What's our role in enabling positive change?

You might think about:

Building a system view

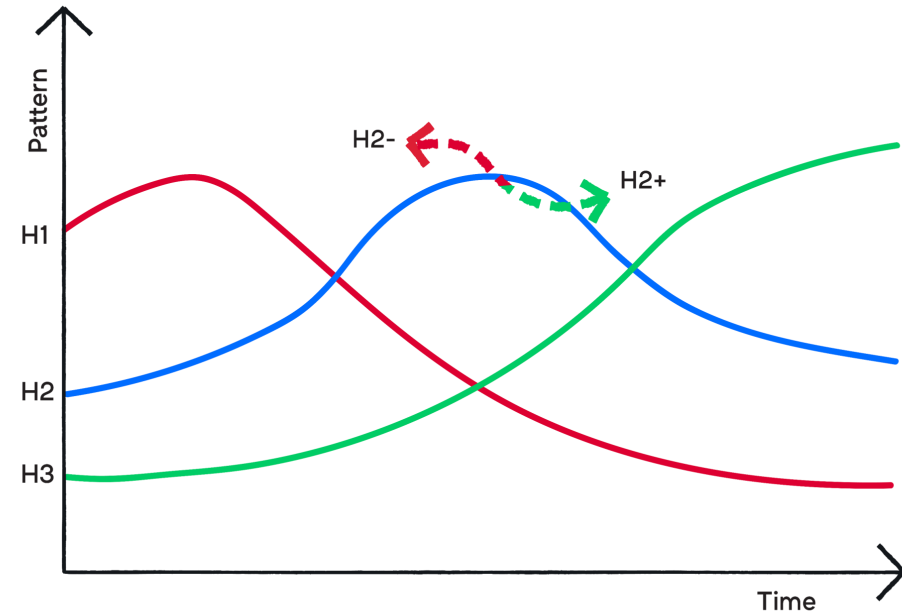
Co-producing to focus on real value

Targeting and embedding innovations

Engaging people in leading change

Understanding and building from now

Iterative change through complexity



Overly incremental, conservative, localised?

Under-engaging in eg potential of digital?

Pick one of the emerging trends you are curious about

INEQUALITIES



Jen



Marie

TECH



Libby



Malte

WORKFORCE



Ilse



Bob

PLANETARY HEALTH

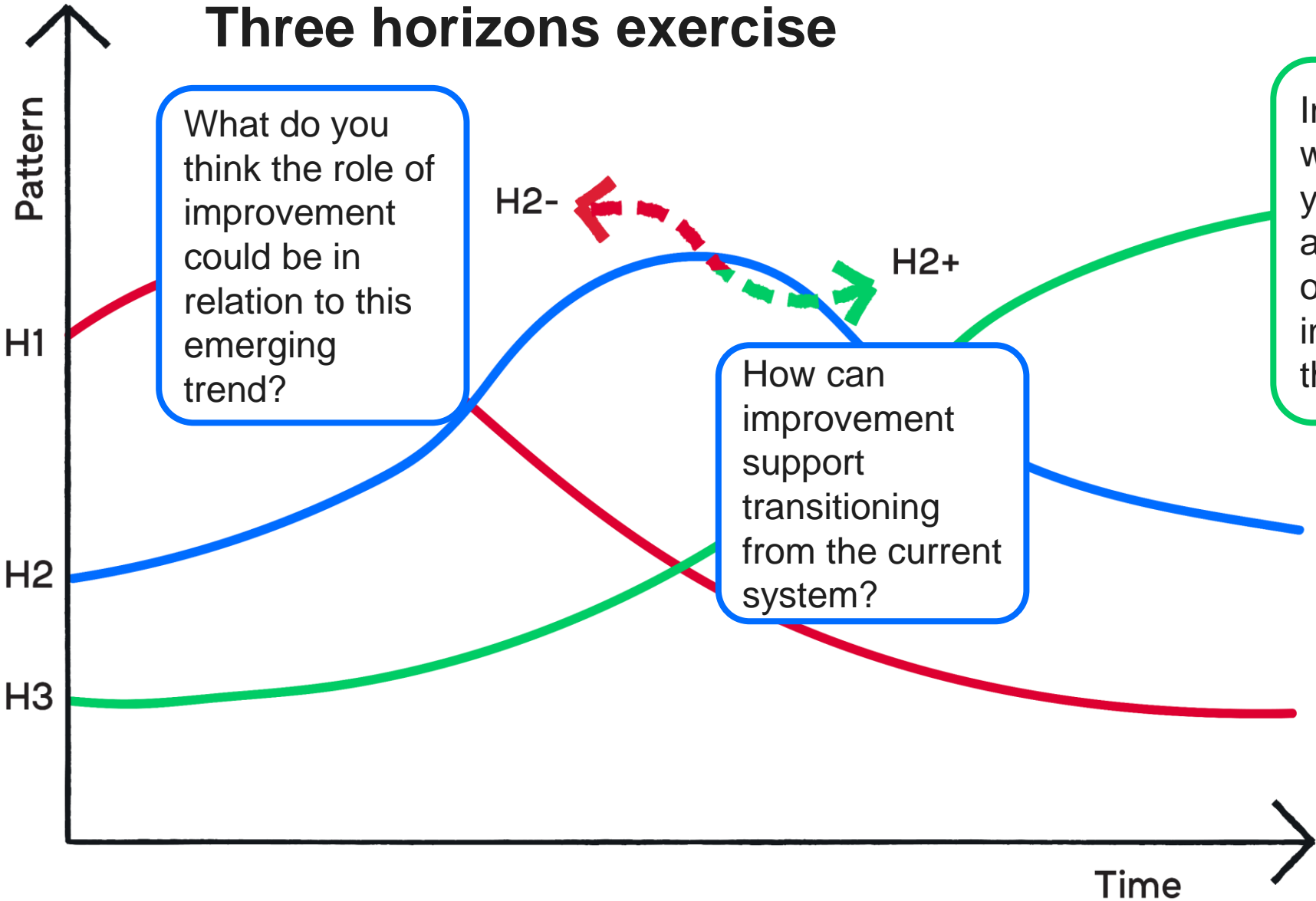


Vicky



Tom

Three horizons exercise



How is improvement responding to this trend?
What are seeing in your system?

What do you think the role of improvement could be in relation to this emerging trend?

How can improvement support transitioning from the current system?

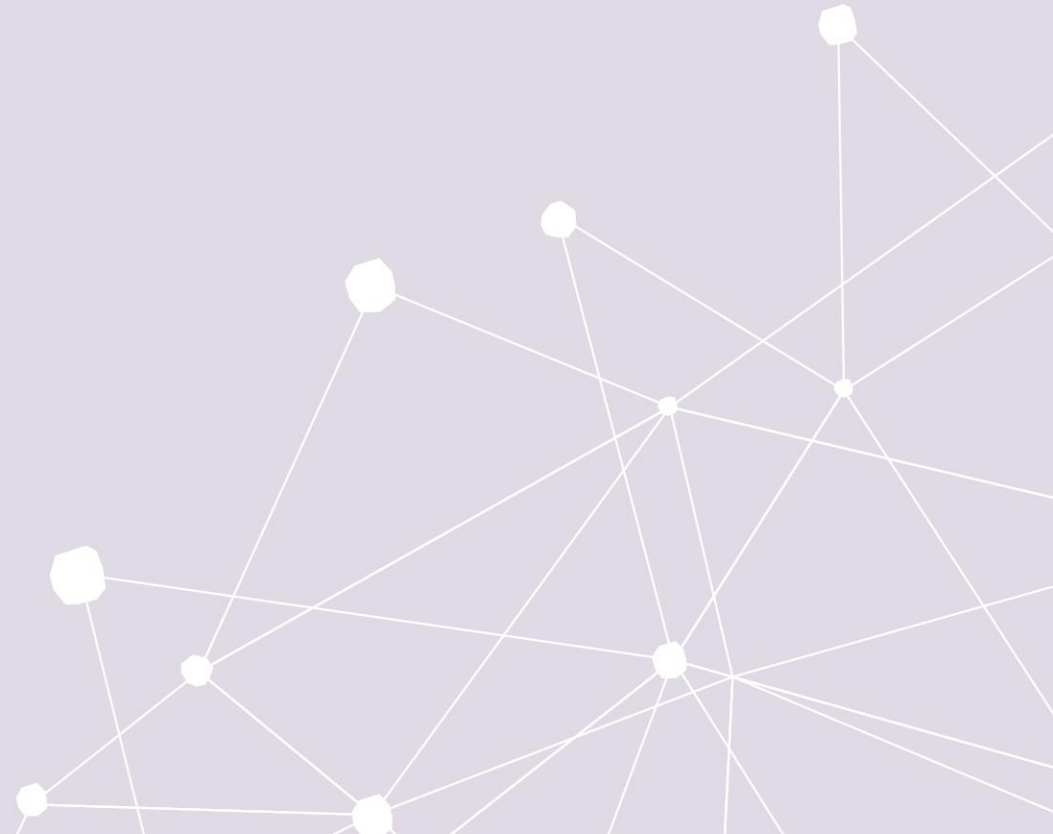
In the future, what story do you want to tell about the role of improvement in relation to this trend?

Break

see you back in 10 minutes



Feedback from three Horizons



Some reflections, building on our conversations

There are big challenges and opportunities ahead: set to disrupt and transform healthcare

What does this mean for improvement?

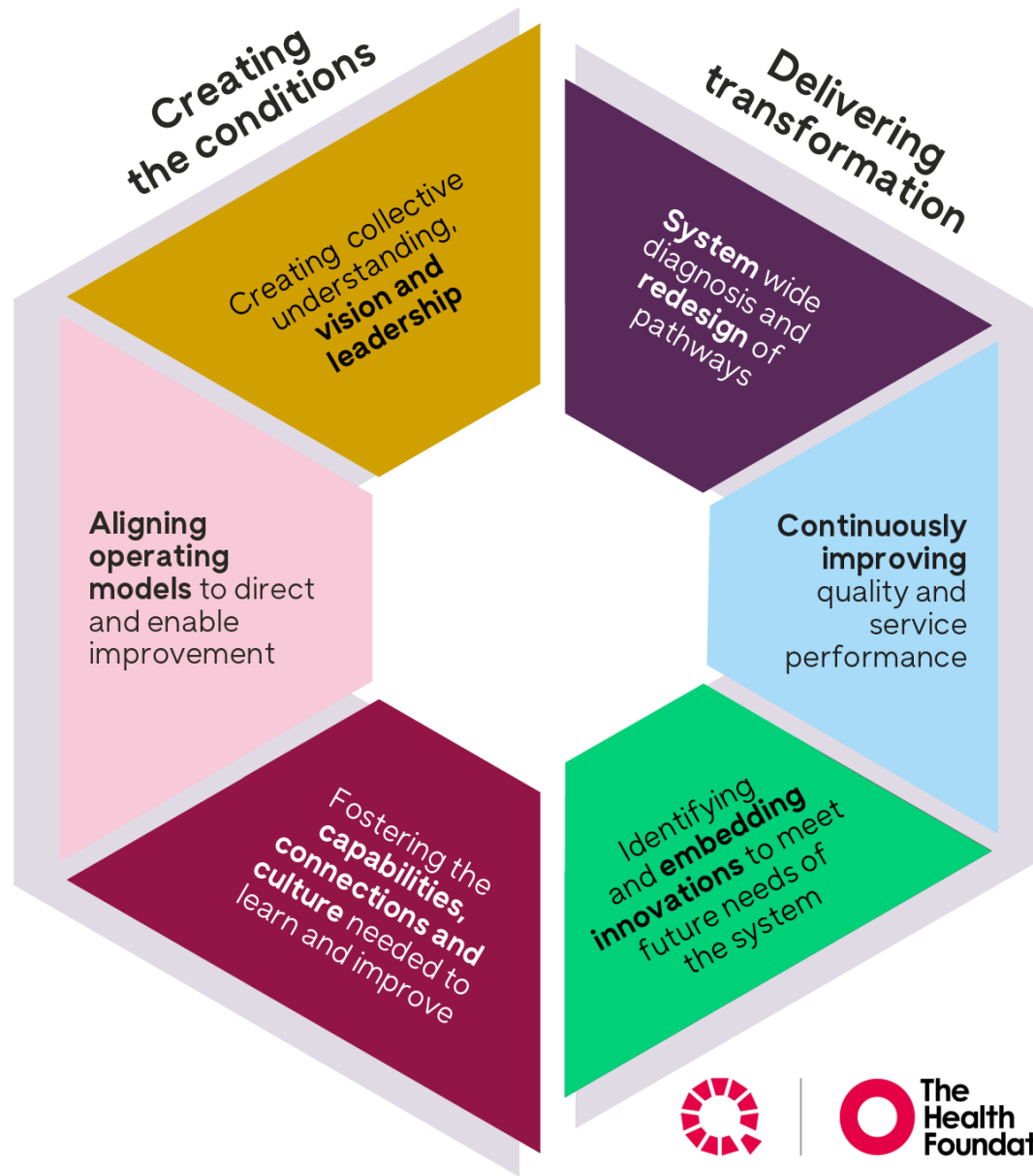
Need both radical innovation and incremental improvement

Need innovation guided by long term goals

Need many people and different approaches to come together

Need approaches to transforming across multiple organisations

Need to build the conditions to sustain long term change



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



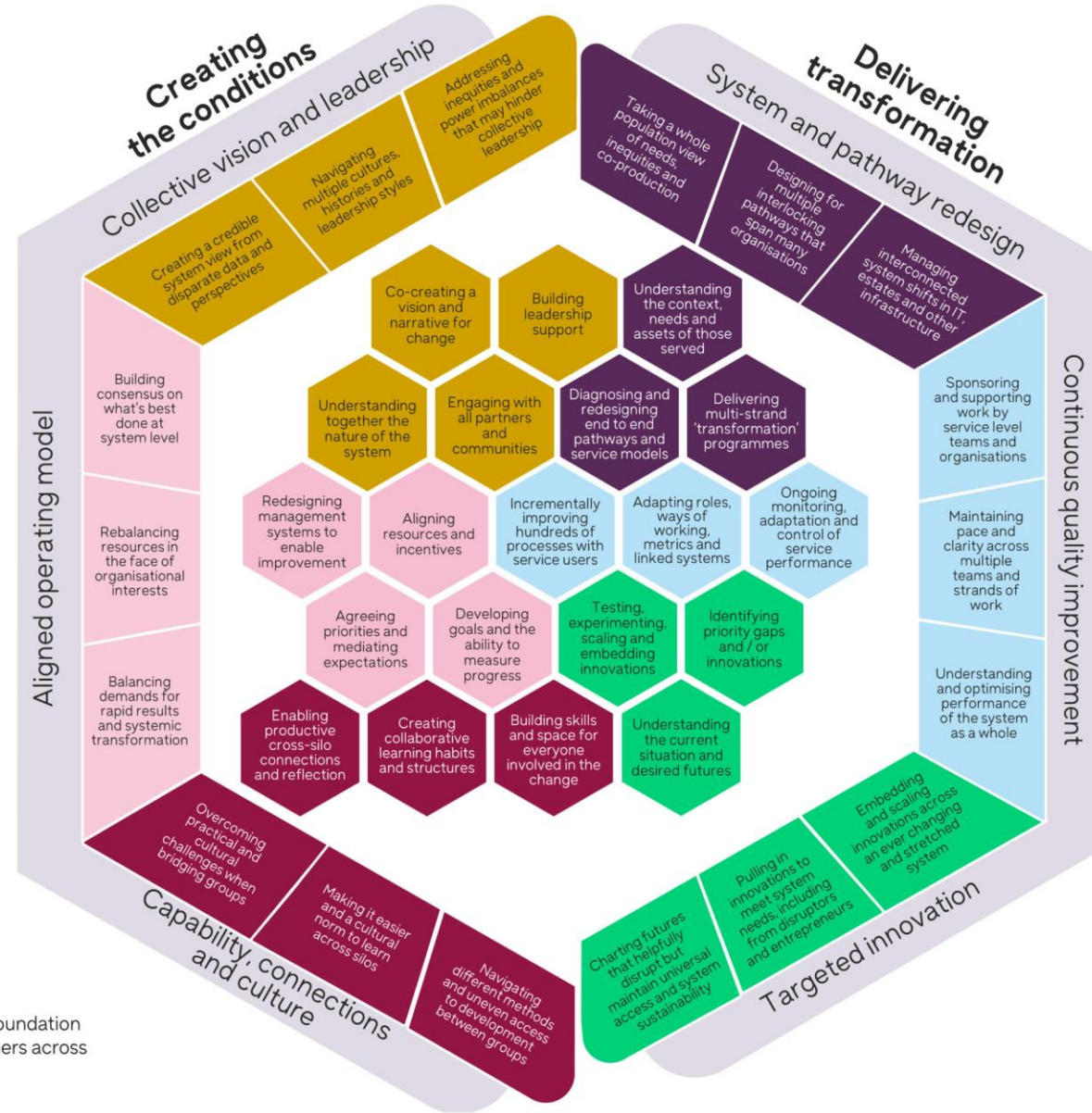
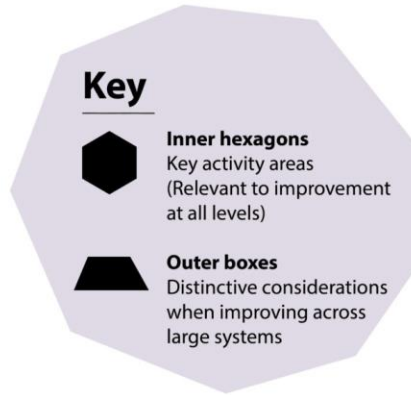
NHS Confederation

We need to link different modes of change for real transformation

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.

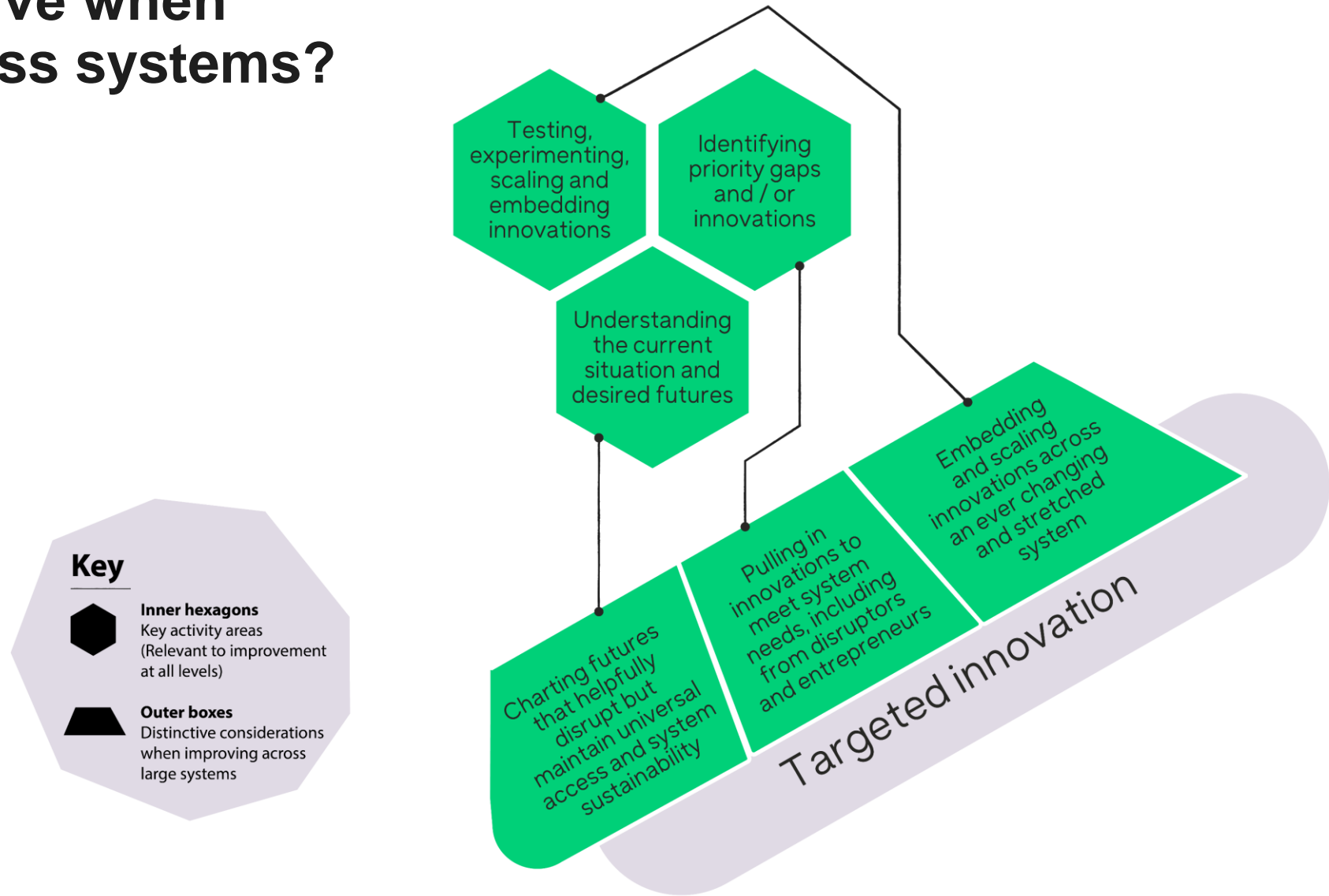


Improving across health and care systems: a framework



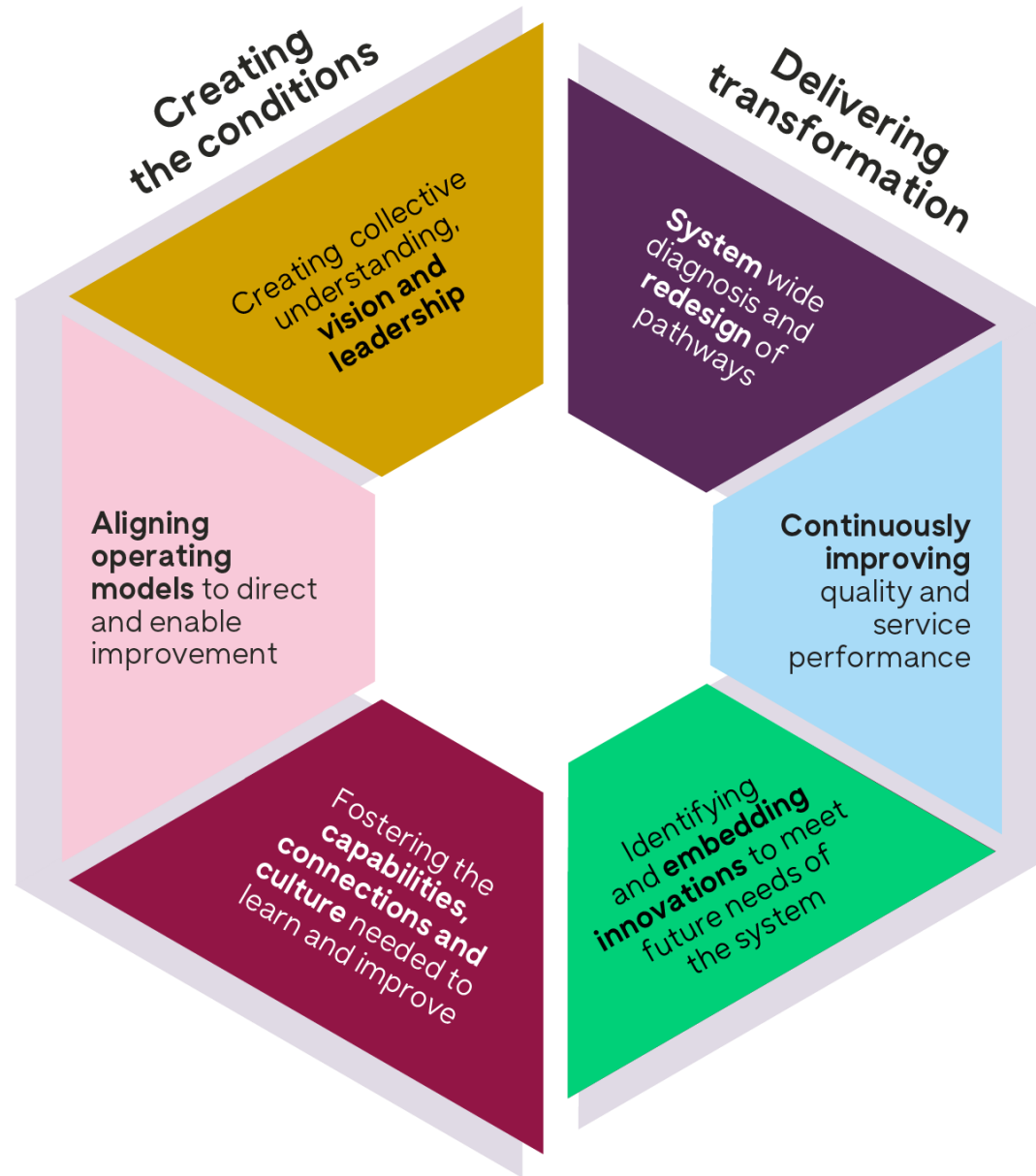
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What's distinctive when improving across systems?



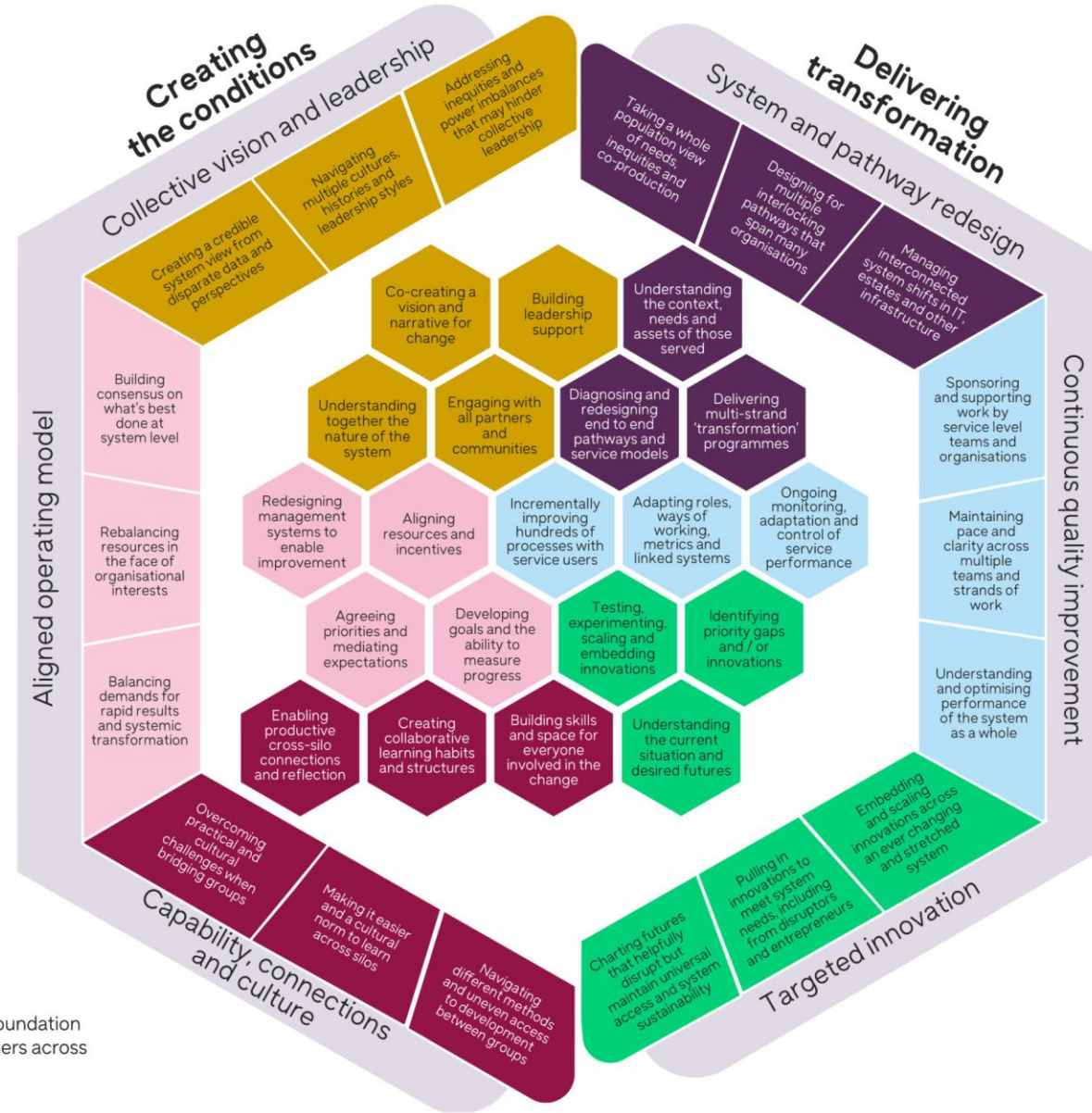
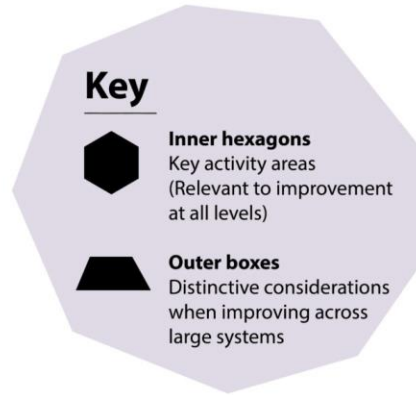
Understanding the content

1. Individual reflection
2. Group conversations
3. Main room synthesis





Improving across health and care systems: a framework



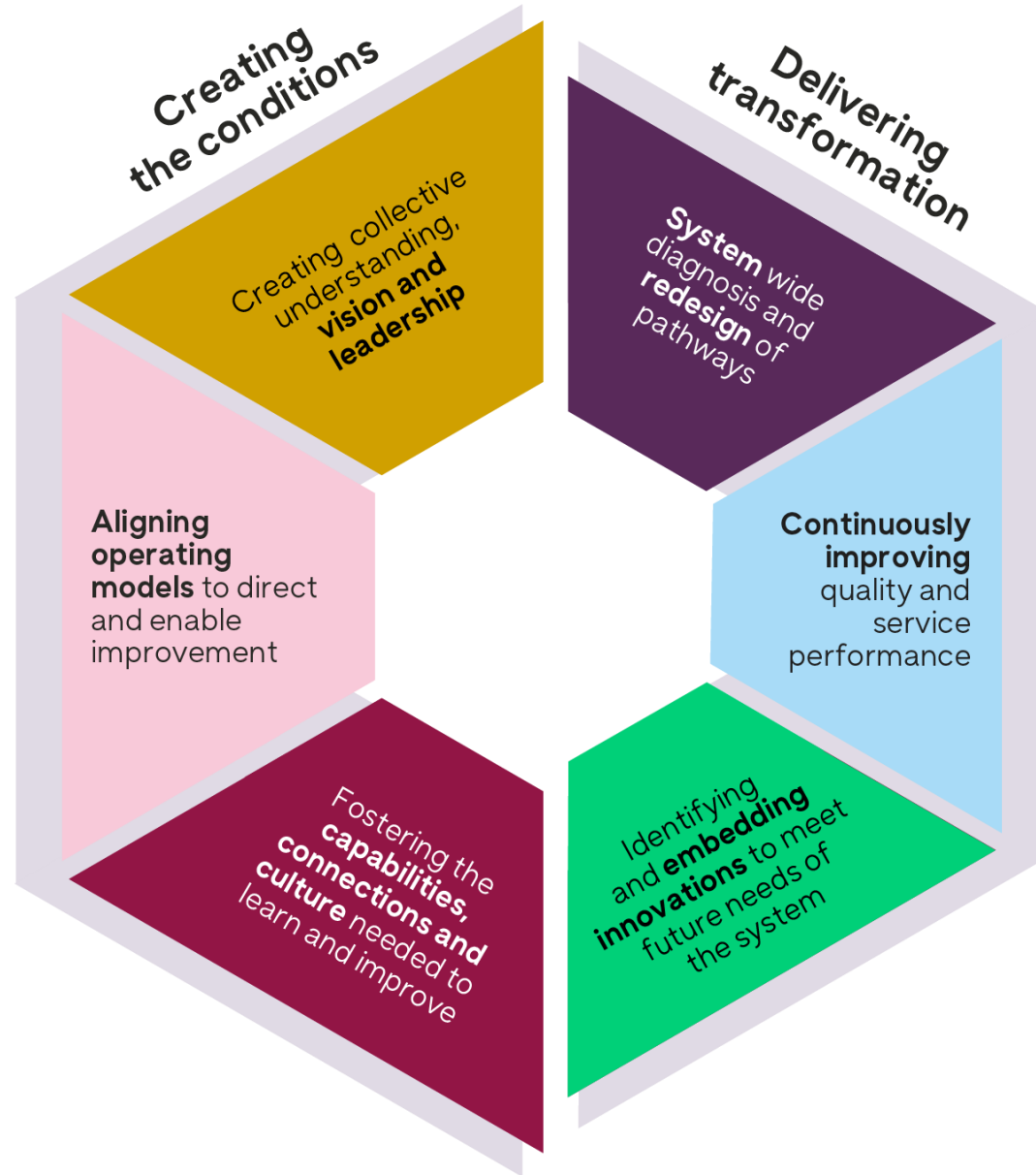
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Individual reflections

1. What is relevant? Where are you putting your attention?

What is less relevant or missing from your local context?

2. What are you interested in exploring and understanding further?



World café

Pick two of the domains



Penny:
Joining up
across domains



Tarnia:
Continuous
quality
improvement



Libby:
Targeted
Innovation



Tom:
Capability,
culture and
connection



Jen:
System and
pathway
redesign



Ilse:
Collective vision
and leadership



Vicky:
Aligned
operating
model

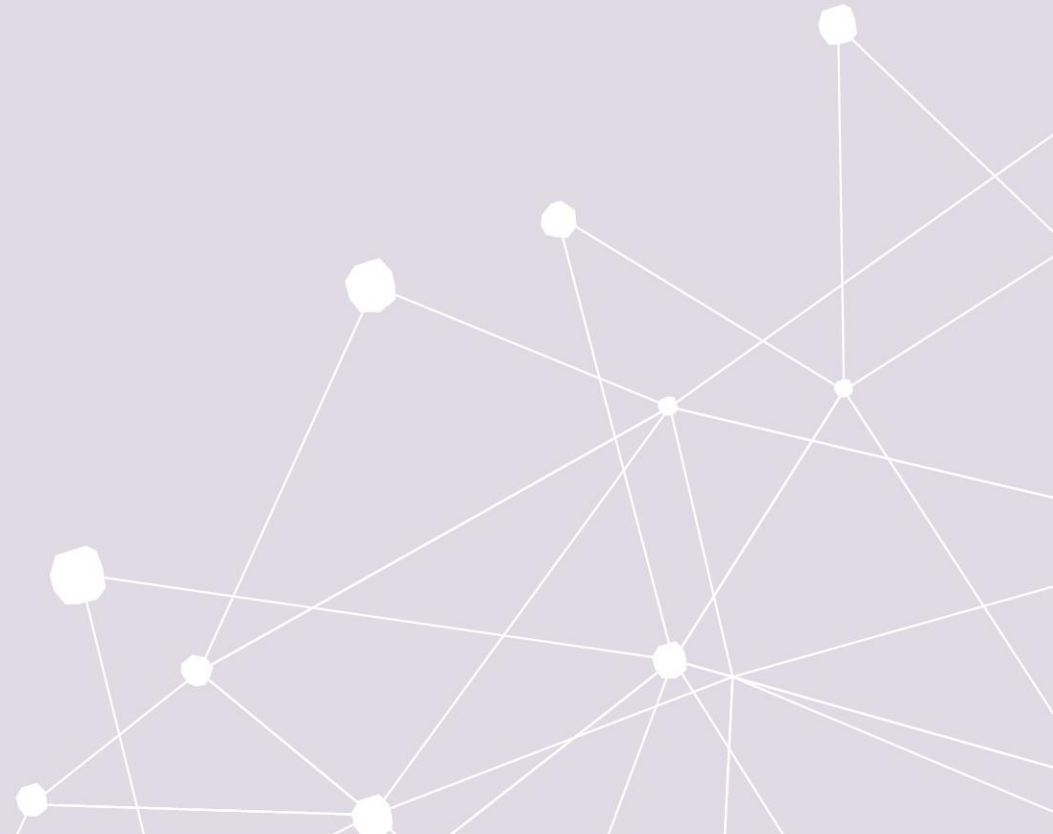
Table conversations

How does the content in that domain reflect the improvement you do? What feels relevant to the work you're doing?

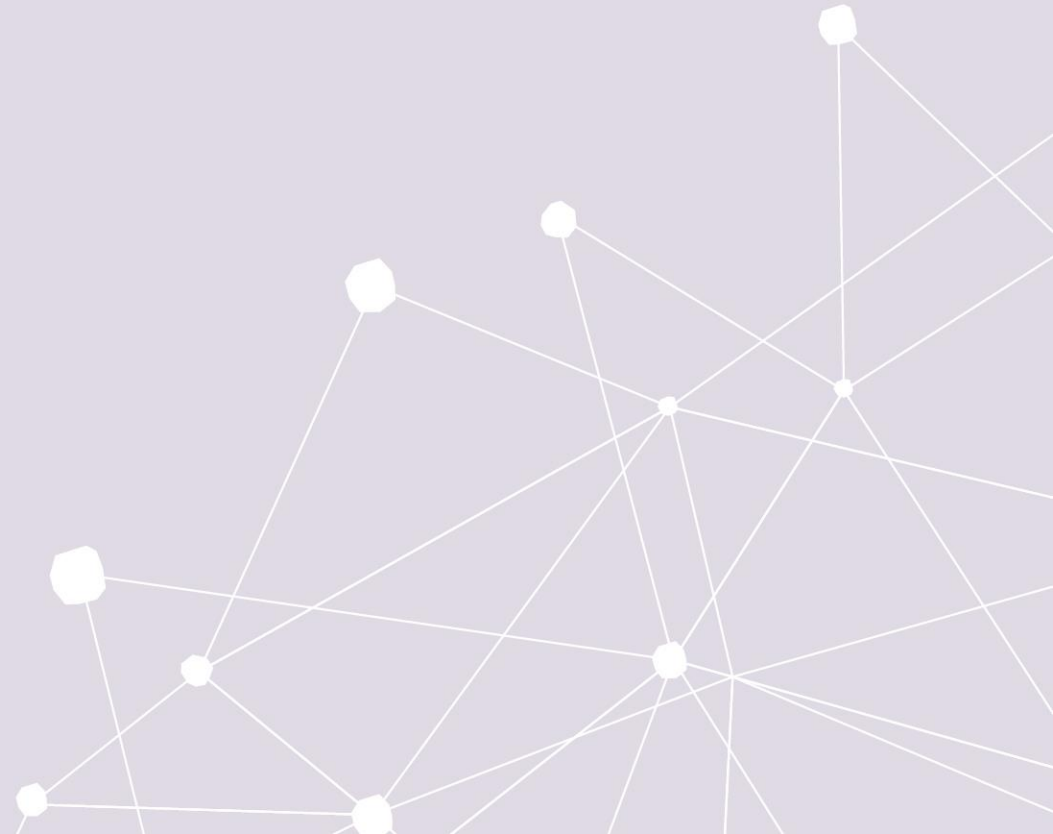
What is missing, or not as relevant to you?

What can we build on as an improvement community in this domain? Where should we be putting our attention?

Table reflections



Wrap up



Pairs reflection

Key Takeaway

Questions

**What could we
build on?**

Closing reflections and next steps

The big challenges and opportunities ahead are global

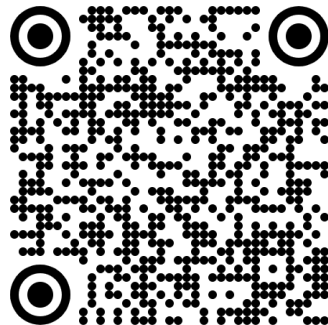
We need to bring together different ideas and perspectives for sustainable positive change

Let's continue to learn together about how our approaches to improvement can help and need to evolve

Cross-system improvement framework



Three horizons model



Share your reflections with us: q@health.org.uk
Add to the flip charts on your way out
Come and chat at the Q community hub.

Thank you

Supported by



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