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# FCA



Flow Coaching Academy

# The Flow Coaching Academy programme: developing improvement coaching capability across the UK



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# Declaration of Interests

Tom Downes' post is partially funded by a grant from the Health Foundation

Bryony Price's post is fully funded by a grant from the Health Foundation

# Session Outline

- The Challenge of Scale and Spread
- What is the Flow Coaching Academy programme?
- Big Room Live - What's best for Louise?
- Does it work? Where next?

# The Challenge of Scale and Spread

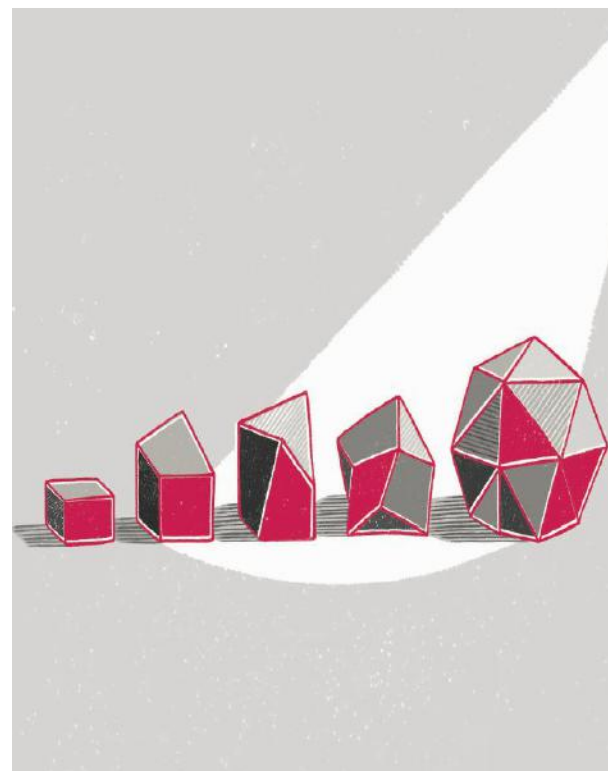
13:20



# About us

The Health Foundation is an independent charity committed to bringing about better health and health care for people in the UK.

We connect what works on the ground with effective policymaking and vice versa.



We shine a light on  
how to make successful  
change happen



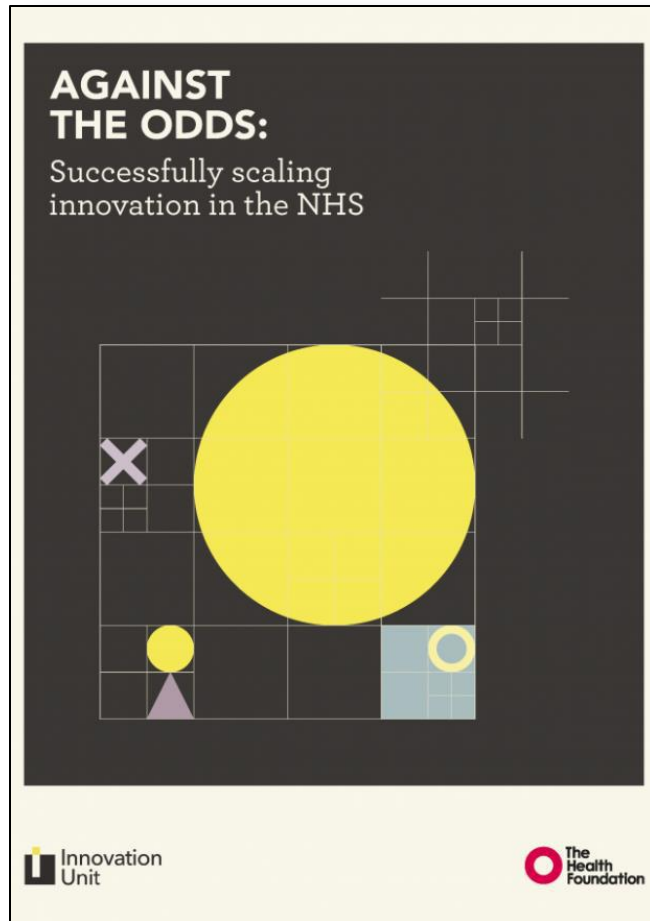
# We have a history of funding Flow projects



# Improving QI skills in frontline staff can support improvement of patient flow



# We're learning about how best to support spread of effective interventions



# Complex interventions are context-sensitive

Organisational  
systems & culture

Human behaviour  
& relationships

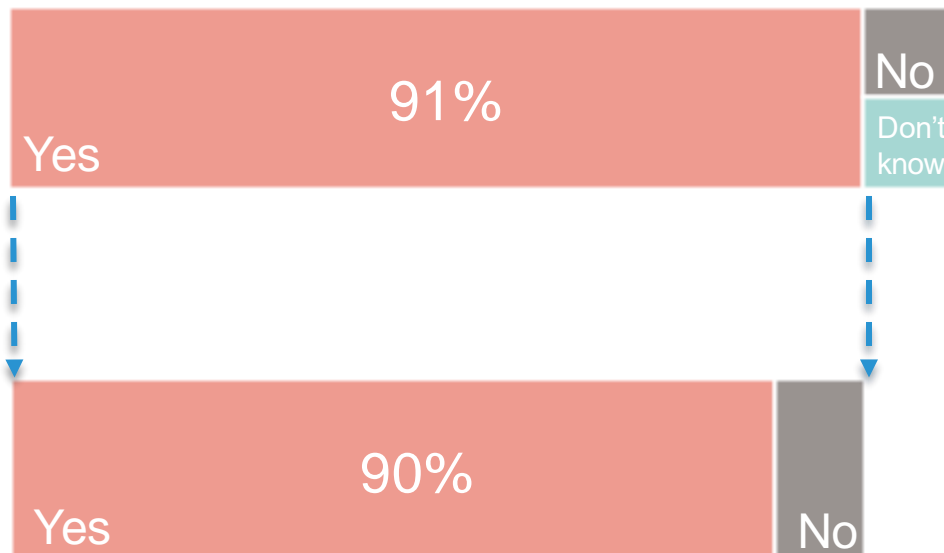
Dynamism &  
unpredictability

# Different contexts may require adaptation



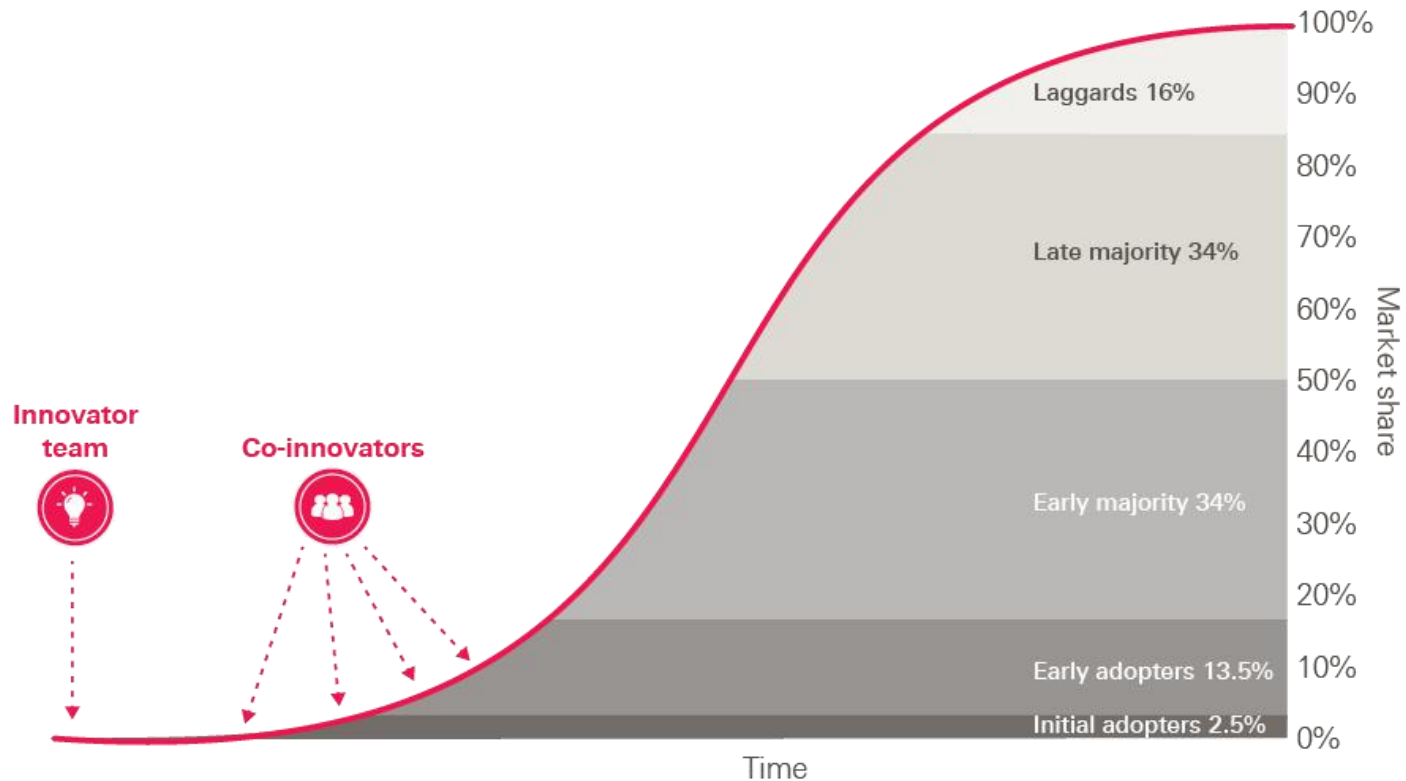
# We asked innovators from Health Foundation programmes...

Would you say you have learned new things about your intervention from adopters' experiences of implementing it?



If so, have you in any way changed how you describe and communicate the intervention as a result?

# Adopter sites have a key role to play in refining models to support spread



**The initial spread process as co-innovation**

**WE ARE SUPPORTING THE FCA  
TO DEVELOP AN APPROACH TO  
IMPROVE PATIENT FLOW**



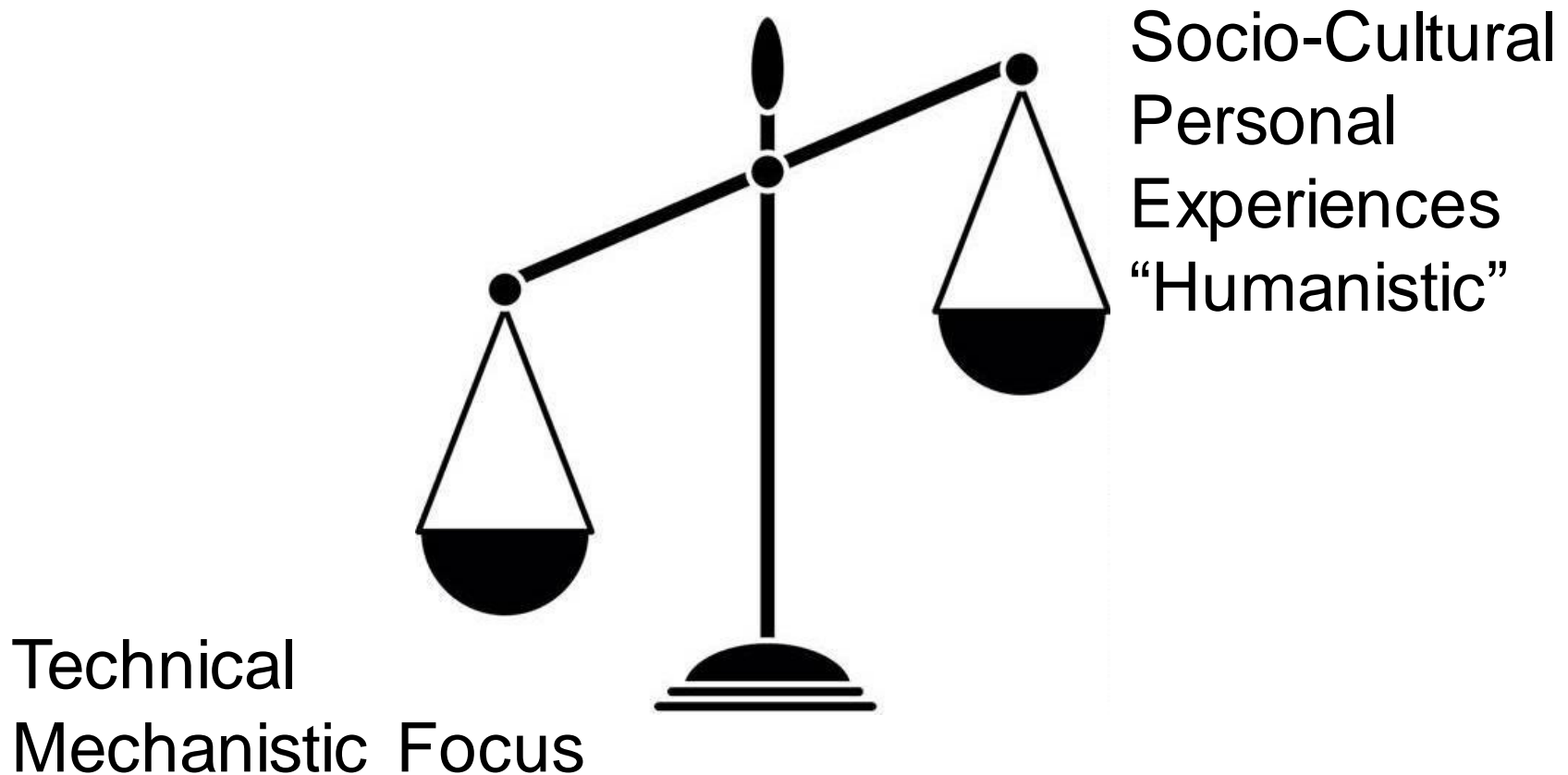


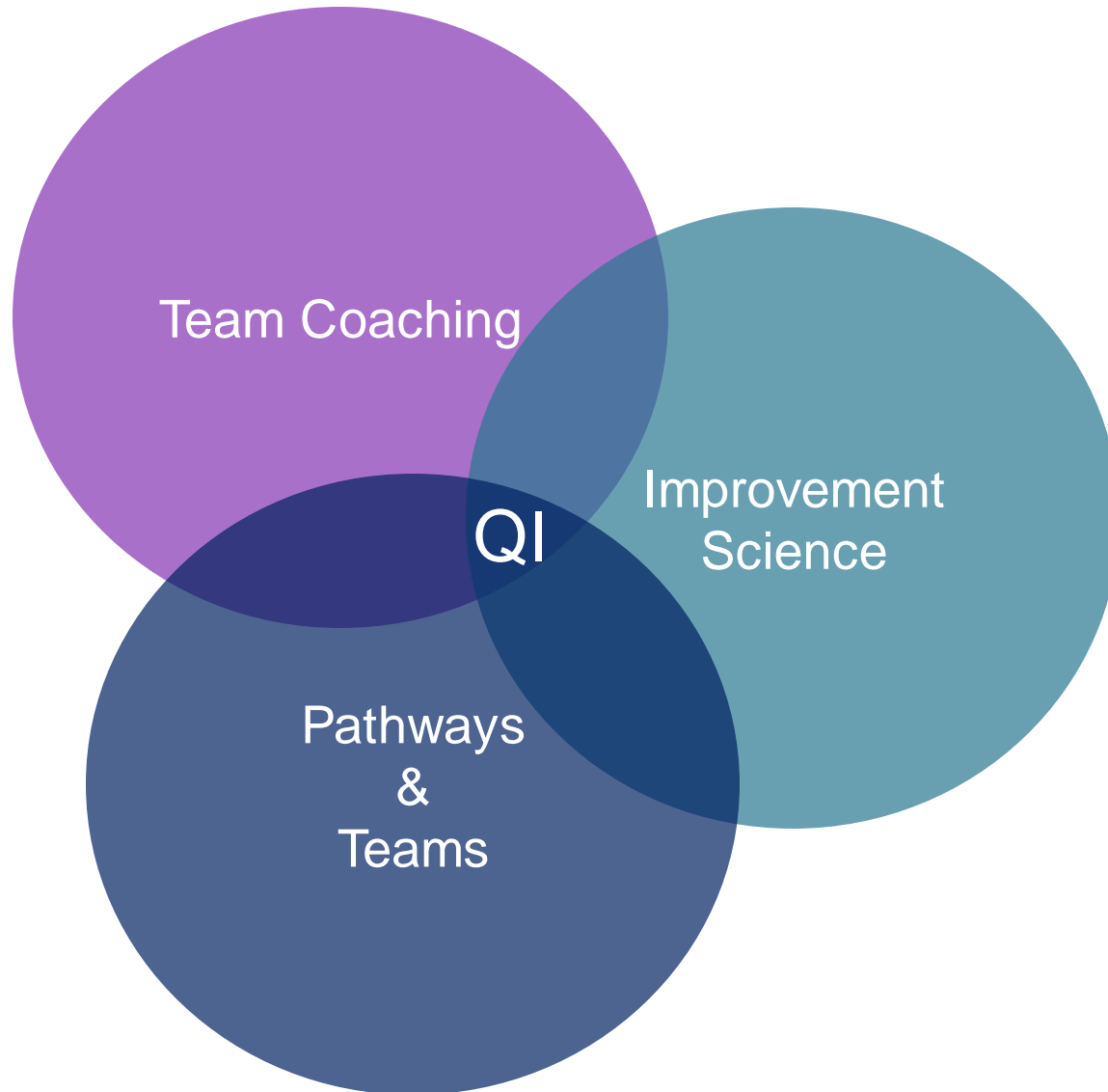
# What is the Flow Coaching Academy programme?

13:25



# Quality Improvement: The Imbalance of Art & Science





# How does it work?

## **Clinical pathways**

- 12-15 per cohort

## **‘Coaching pairs’**

- clinician and non pathway coach  
(24-30 people)

## **Practise based action learning**

- 18 days run over 12 months, including taught elements and action learning

## **‘Big rooms’**

- setting up weekly improvement meetings





# Big Room Live: What's best for Louise?

13:30

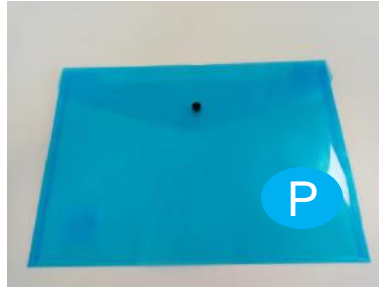


# Big Room Live Skin Cancer Pathway



# Big Room Live - Plastic Surgery

Open the **Blue** Folder on your table



5 mins - In your tables discuss

What does the data tell you about the  
Plastic Surgery service?



# Big Room Live - Plastic Surgery

What does the data tell you about the  
Plastic Surgery service?

# Big Room Live - Dermatology

Pack away the **Blue** Folder and  
Open the **Green** Folder on your table



5 mins - In your tables discuss  
What does the data tell you about the  
Dermatology service?

# Big Room Live - Dermatology

What does the data tell you about the  
Dermatology service?

# Value

$$\text{Value} = \frac{\text{Outcome} + \text{Patient experience}}{\text{Cost}}$$

# Louise's Story

# Louise's Story



# Louise's Story

GP

- Possible Cancer.
- Need an hospital appointment
- I have so many questions I can't think'

Hospital  
Dermatologist

- Letter from the hospital a few days later.
- *'It suddenly seems very real'*
- **10 days** later see Consultant Dermatologist.
- *'I go home and it feels so overwhelming'.*

Hospital  
Plastic Surgeon

- **2 weeks** later see Consultant Plastic Surgeon
- *'At least I leave with a date for my operation'.*

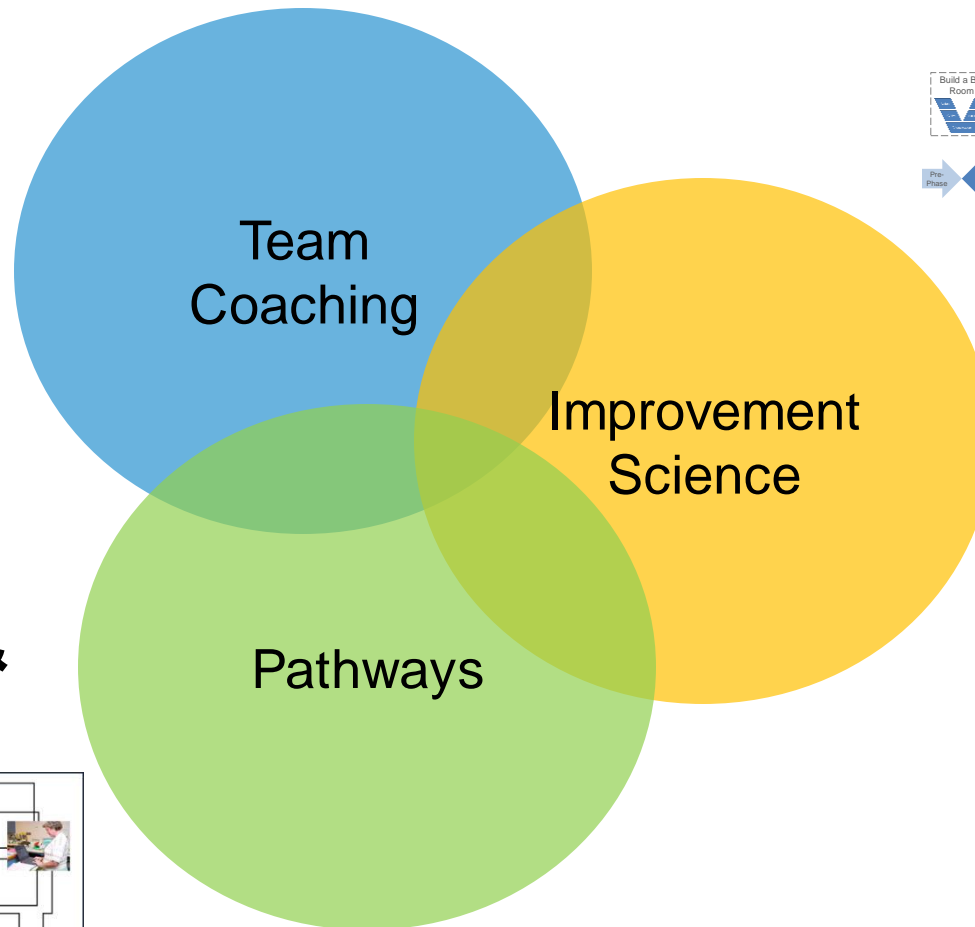
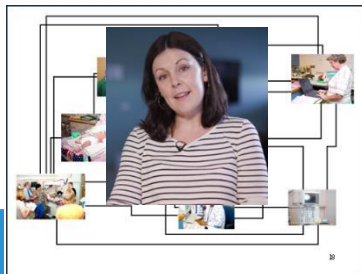
*It's nearly **6 weeks** since I saw my GP by the time I get to my operation. 'I'm relieved but still anxious about the future'.*

# Improvement- 3 key elements

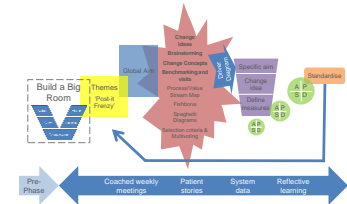
## Some help



## Time, space & focus

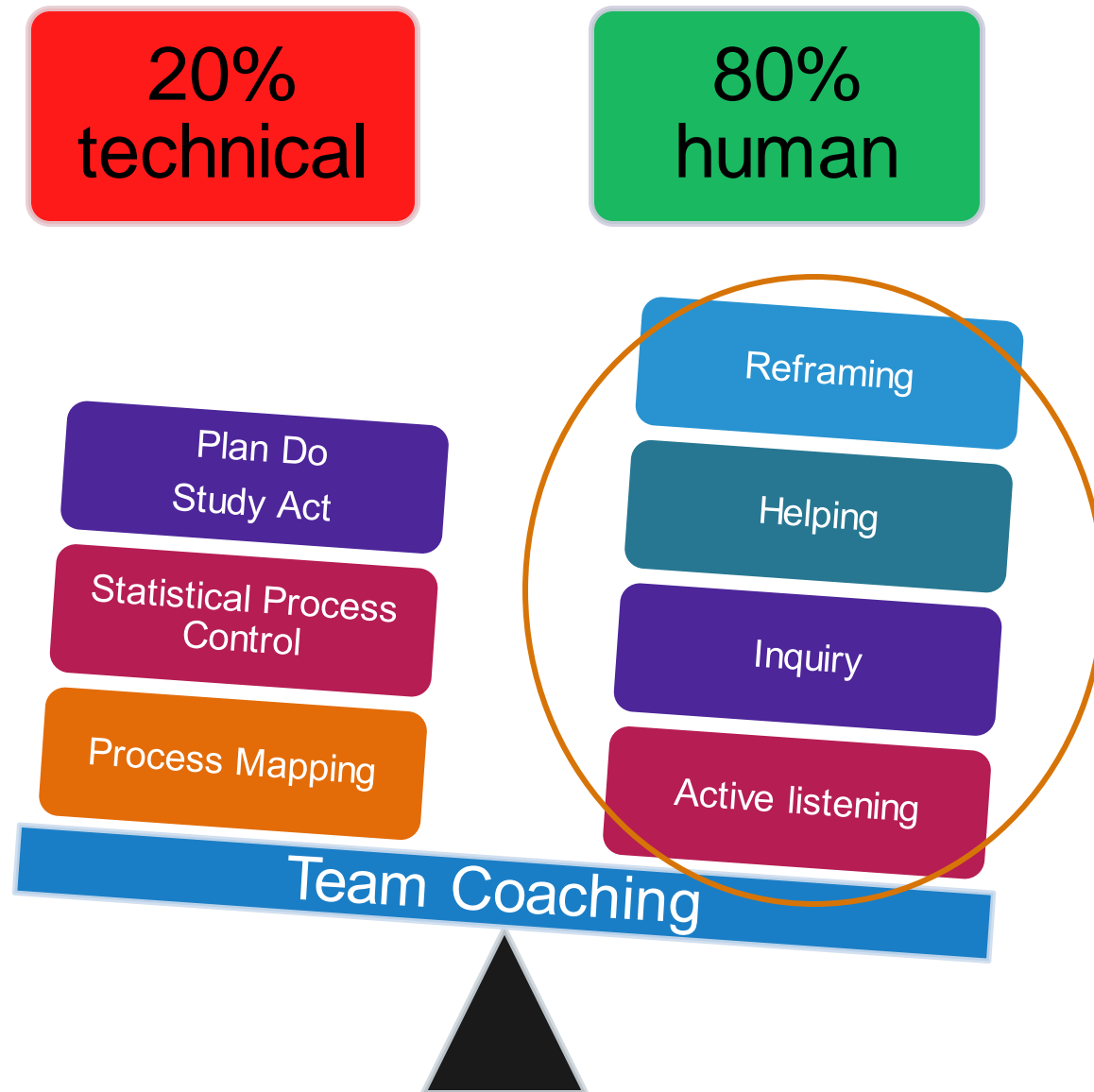


## Methodology





# Coaching skills & behaviours



# Helpful Coaching Questions

Is NOT asking....

Why don't you  
look at \_\_\_\_?

Why do you think  
that is the  
problem?

IS asking....

What have you  
looked at or heard?

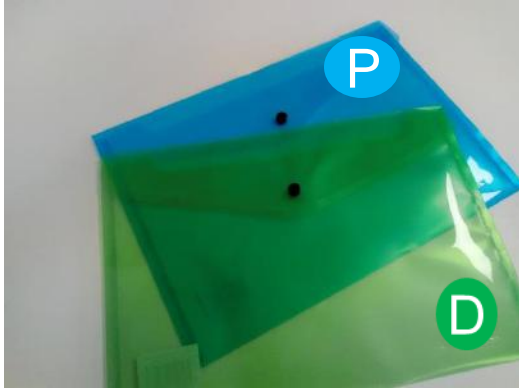
How would you  
describe what is  
happening here?

# Reframing

This is impossible!  
We will never get this  
group of clinicians to  
work together.

What would it be  
like for Louise if  
we managed to  
resolve this?

# Big Room Live

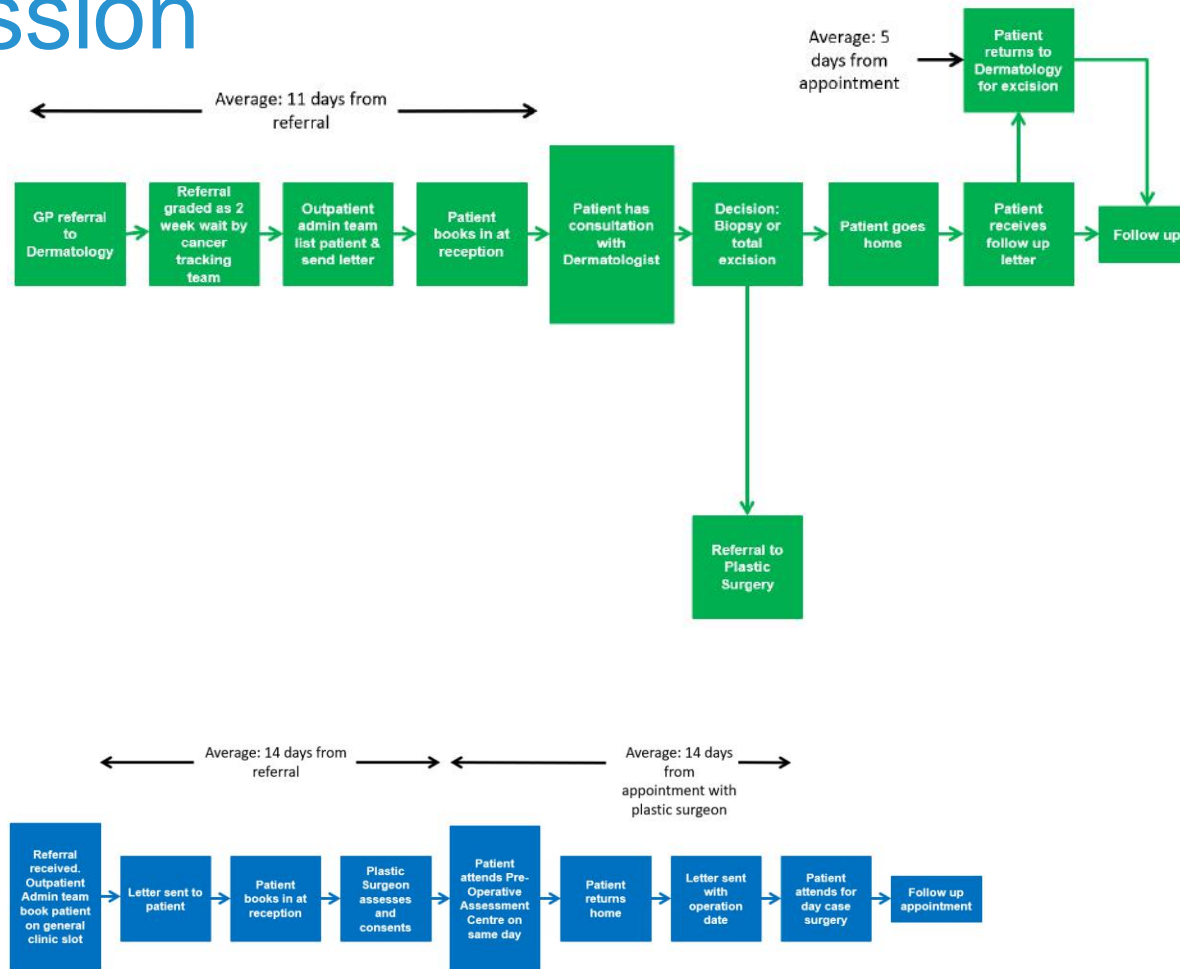


**Blue** Folder Plastic Surgery  
**Green** Folder Dermatology

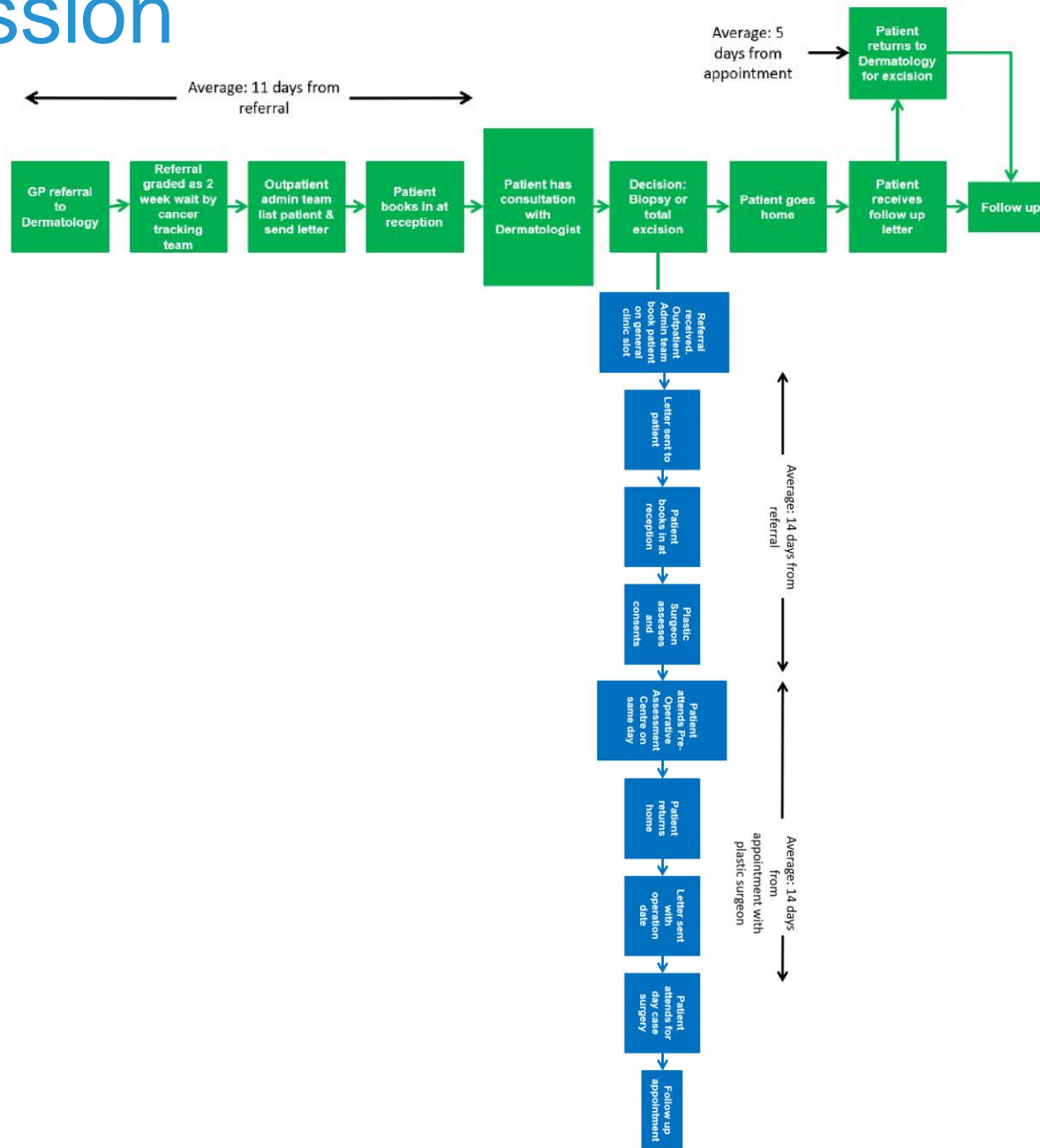
5 mins - In your tables discuss  
In the light of the Louise's story

- How are we doing?
- What ideas do we have to improve the service for Louise?

# Discussion



# Discussion



# Big Room Live

## Real patient story & What actually happened in the Skin Cancer Big Room

# Katie's Story

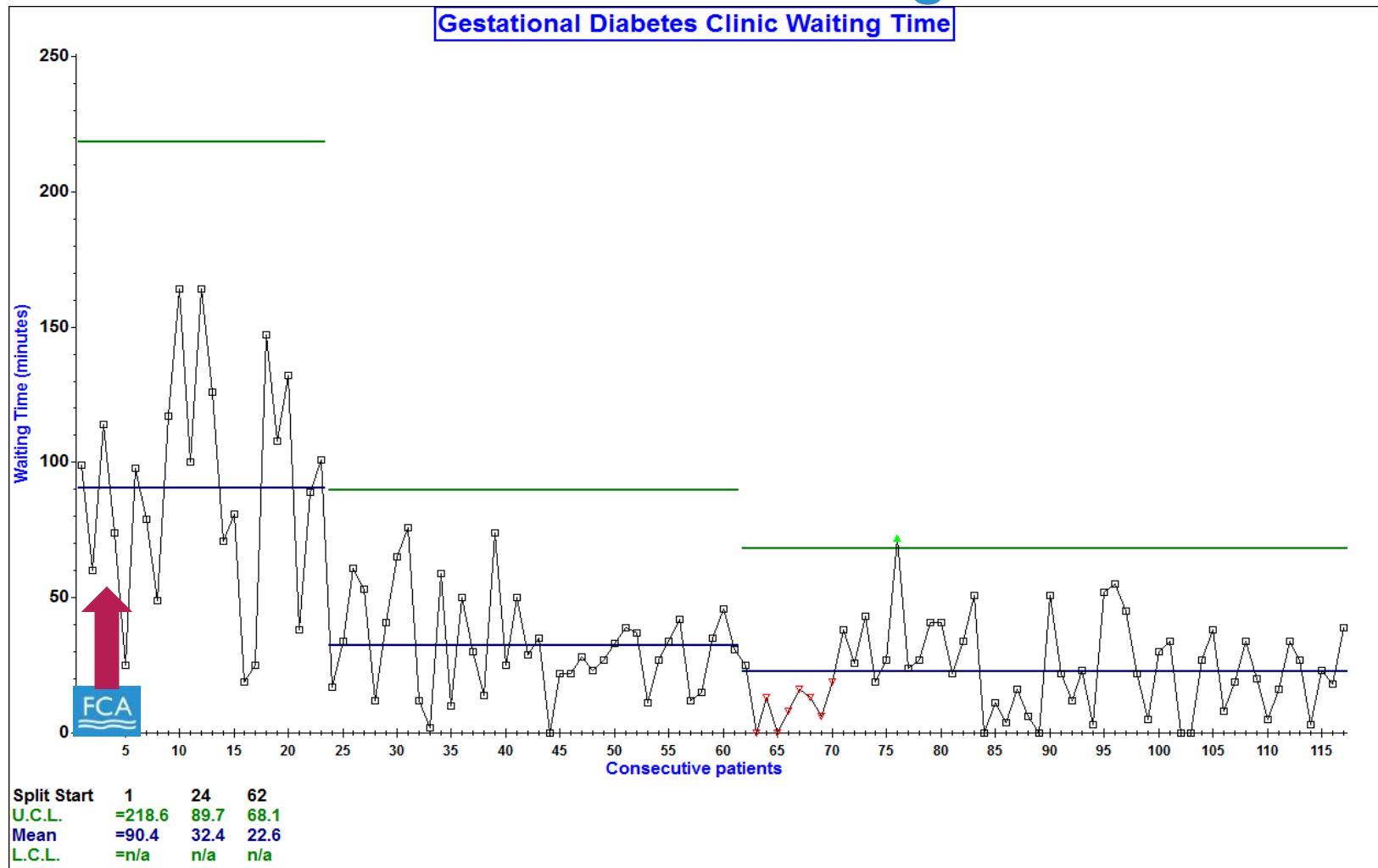




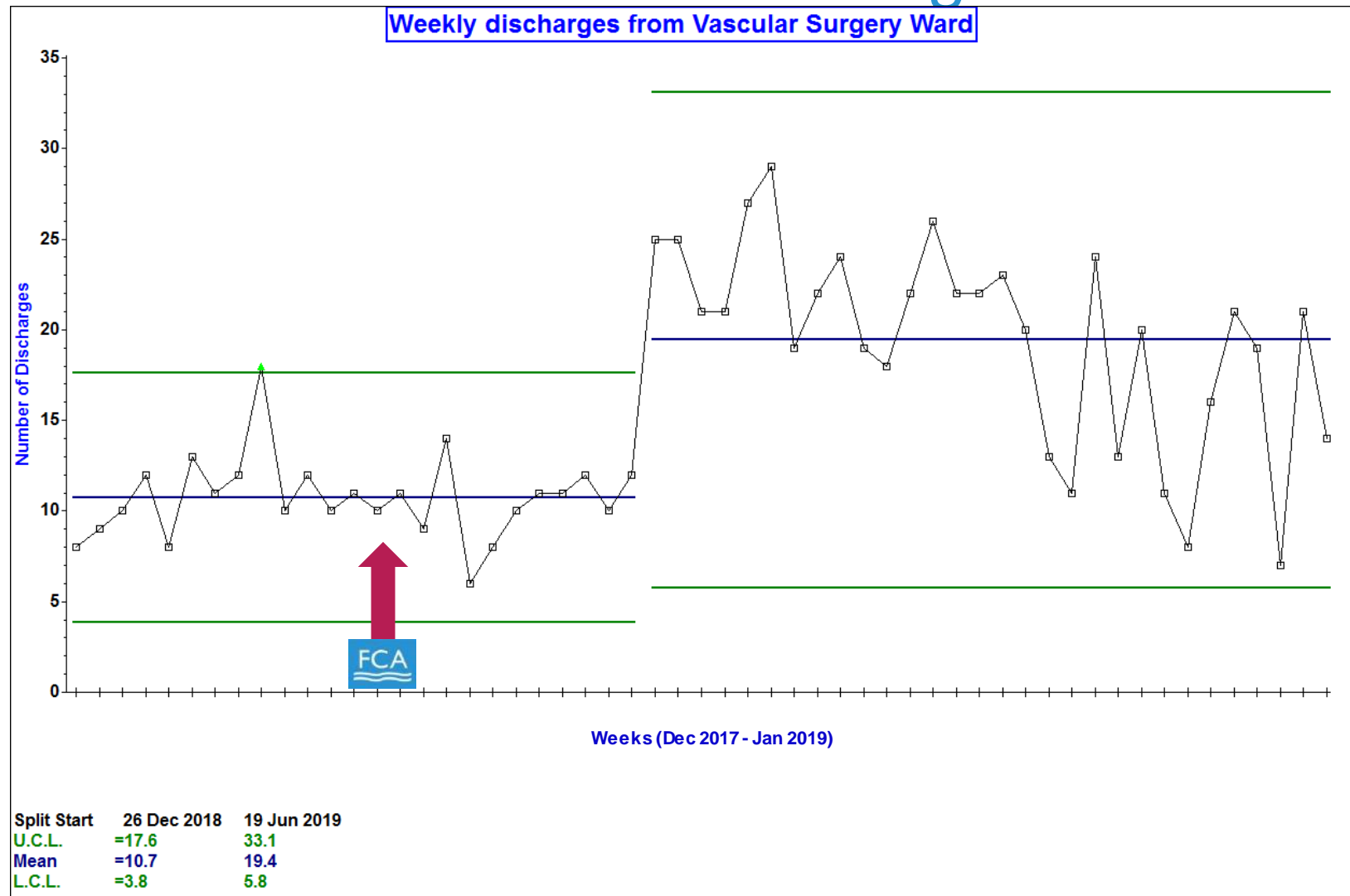
# Does it work?



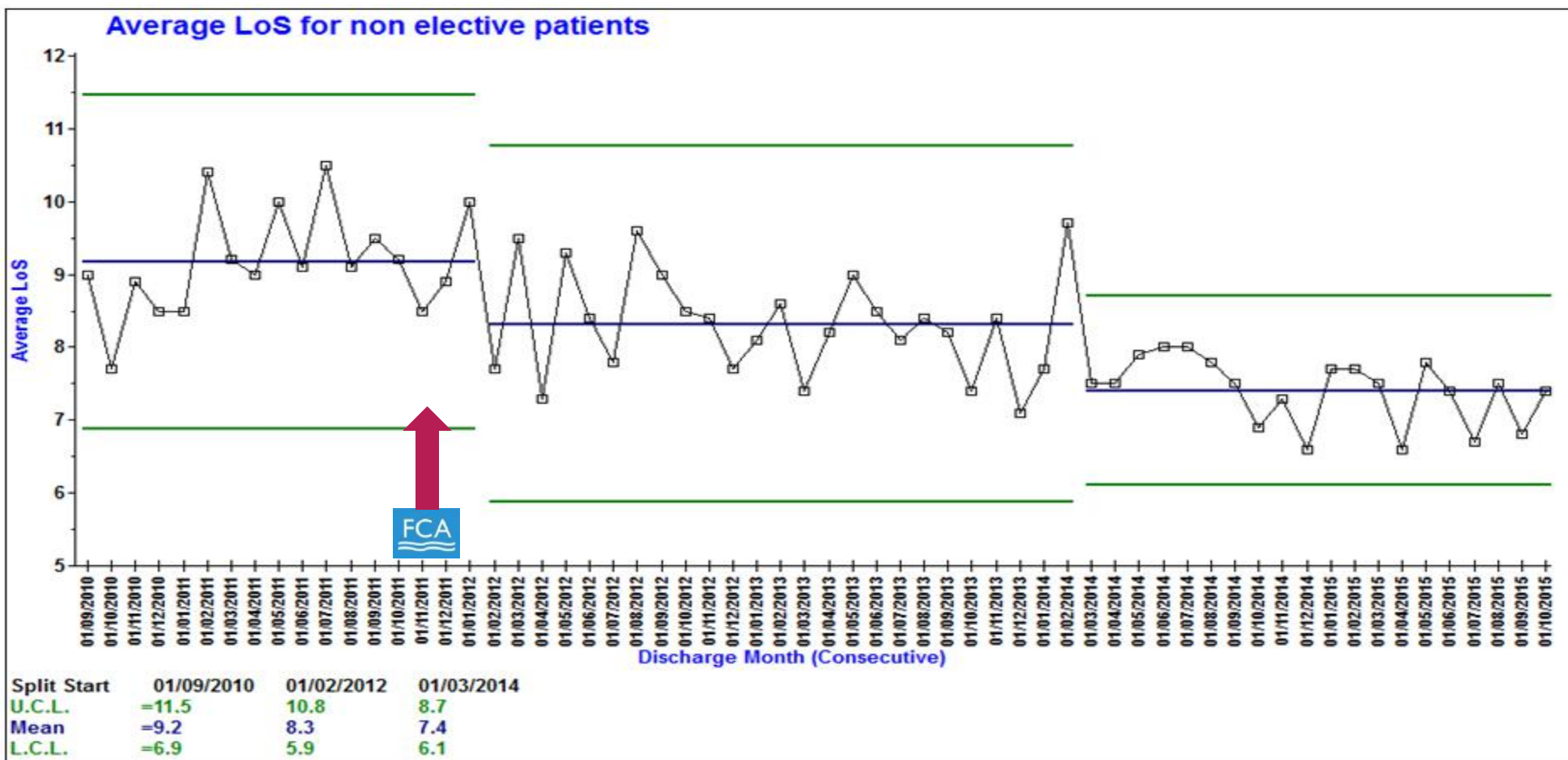
# Gestational Diabetes Big Room: 75% reduction in clinic waiting time



# Vascular surgery Big Room: 80% increase in ward discharges

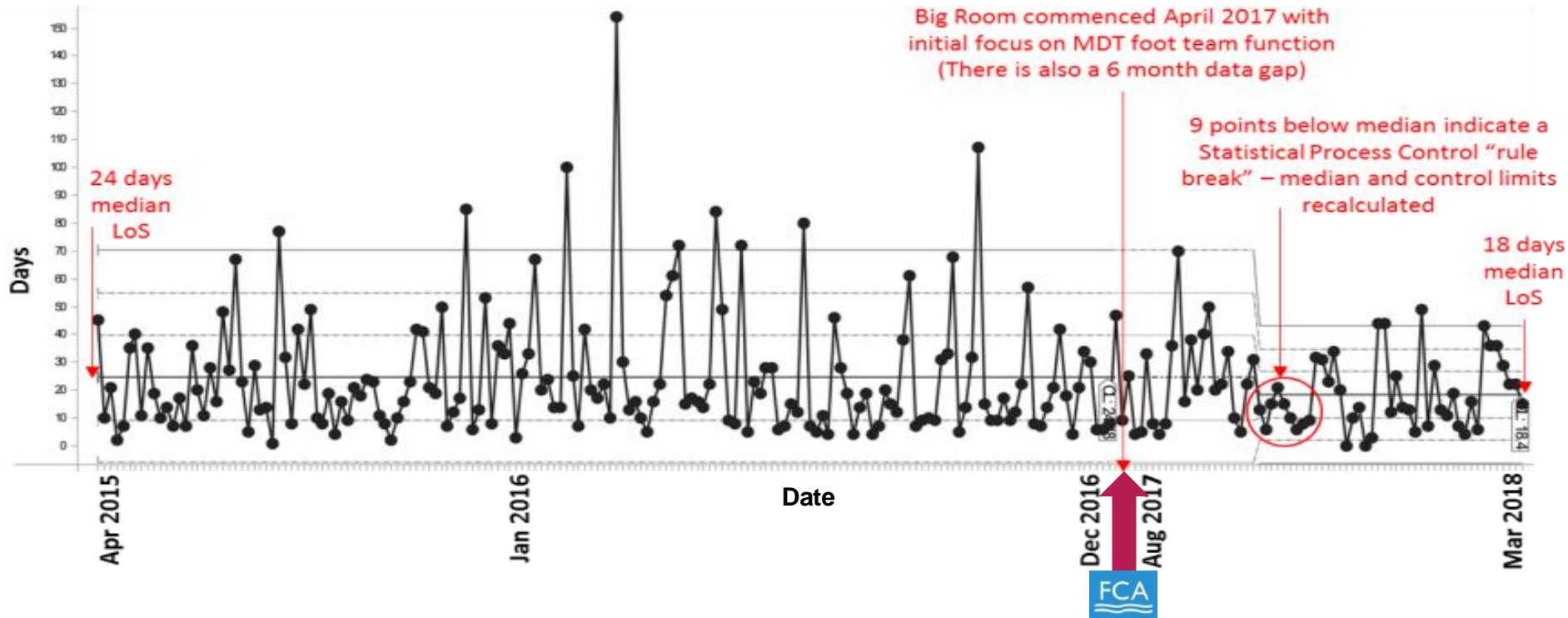


# Respiratory Medicine Big Room: 20% reduction in LoS



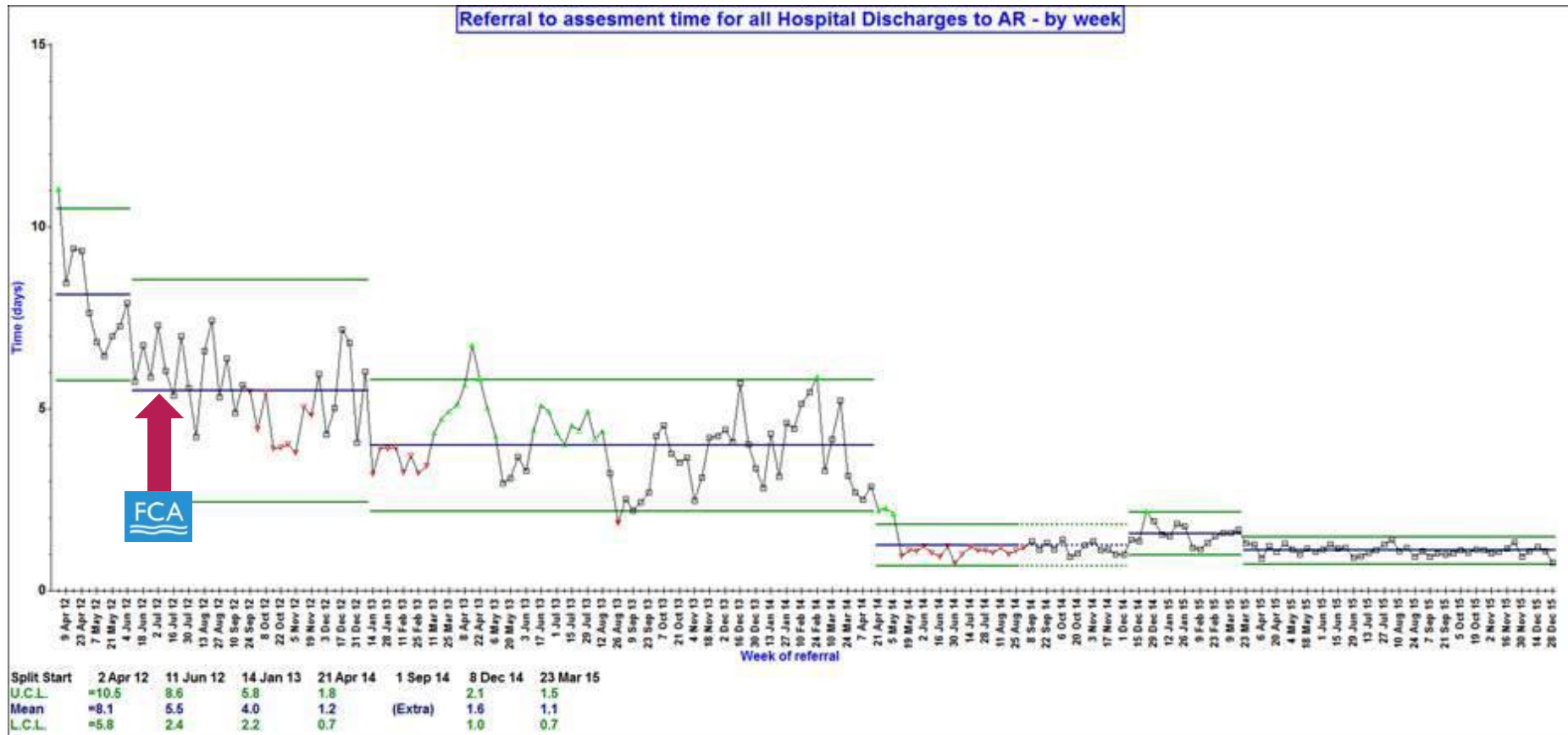
# Diabetic foot Big Room: inpatient care 25% reduced LoS

## Patient length of stay – MDT Foot team



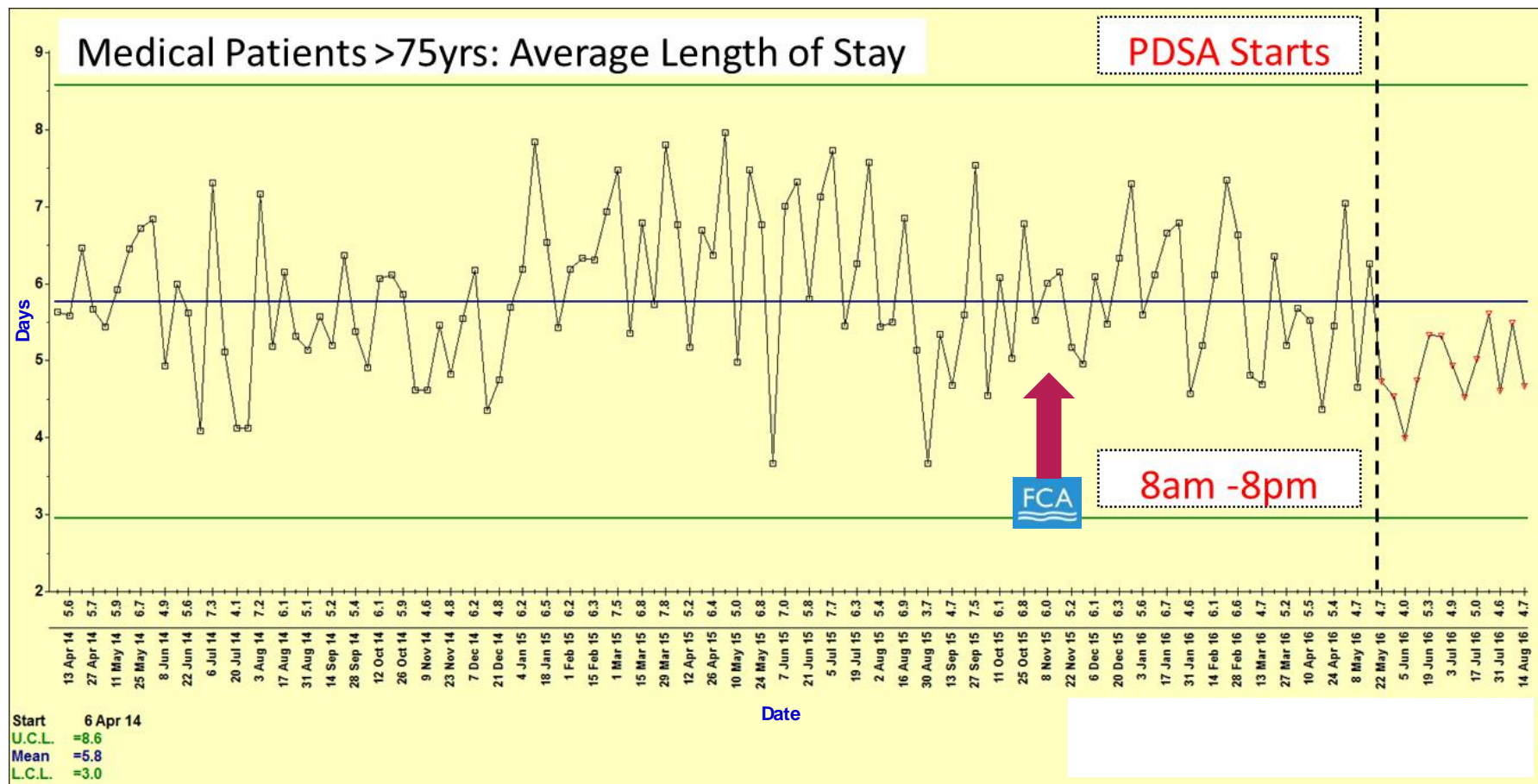
# Frailty Big Room:

4 day reduction in LoS for patients requiring support in their own home



# Frailty Big Room:

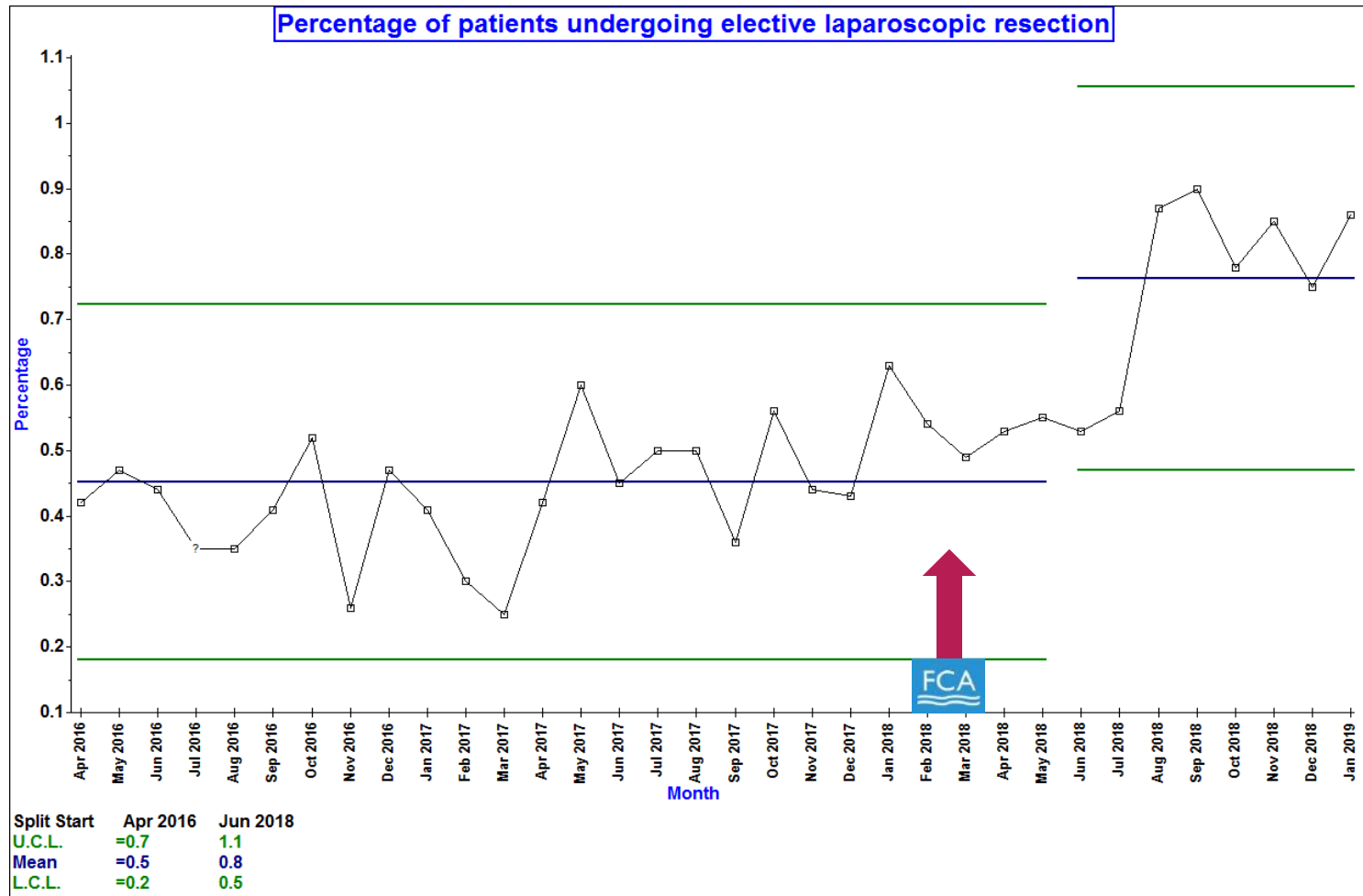
## >75y Medical patient 15% reduction in LoS





# Colorectal Surgery Big Room:

## >35% Increase in elective laparoscopic resection of bowel cancer

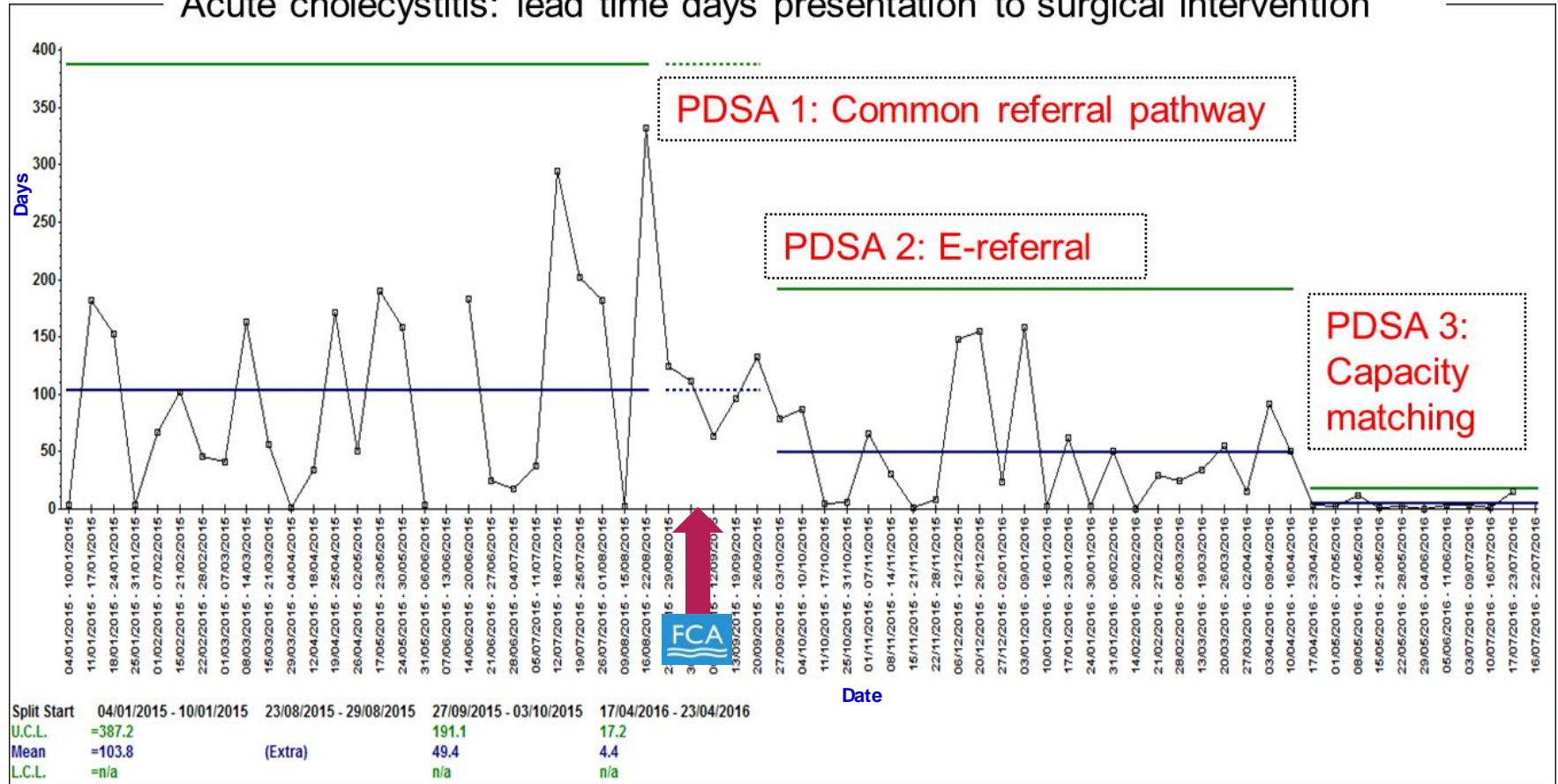




# Biliary Surgery Big Room:

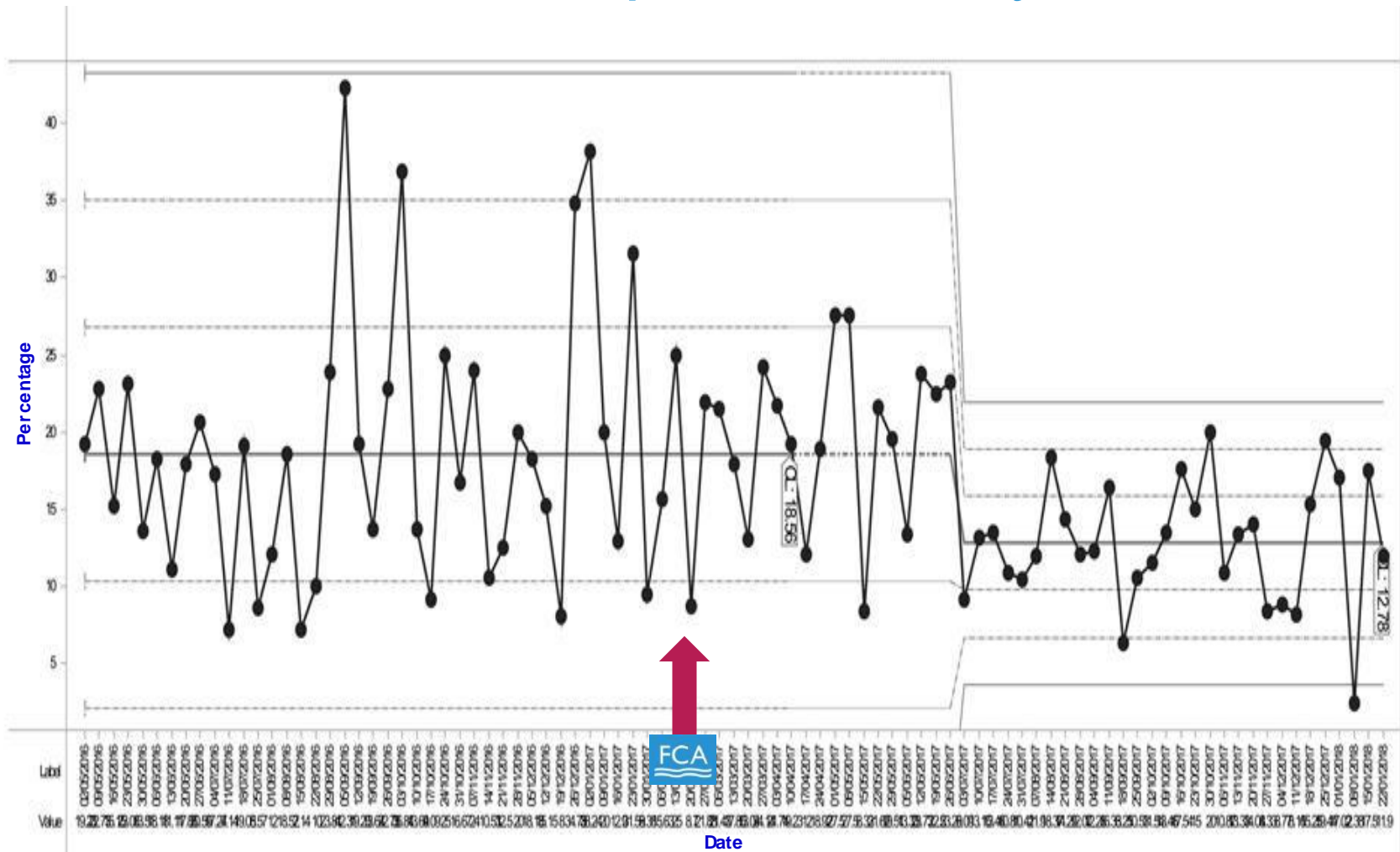
## Lead time reduction from 103 to 4.4 days for cholecystectomy

Acute cholecystitis: lead time days presentation to surgical intervention



# Sepsis Big Room:

## 23% reduction in sepsis mortality

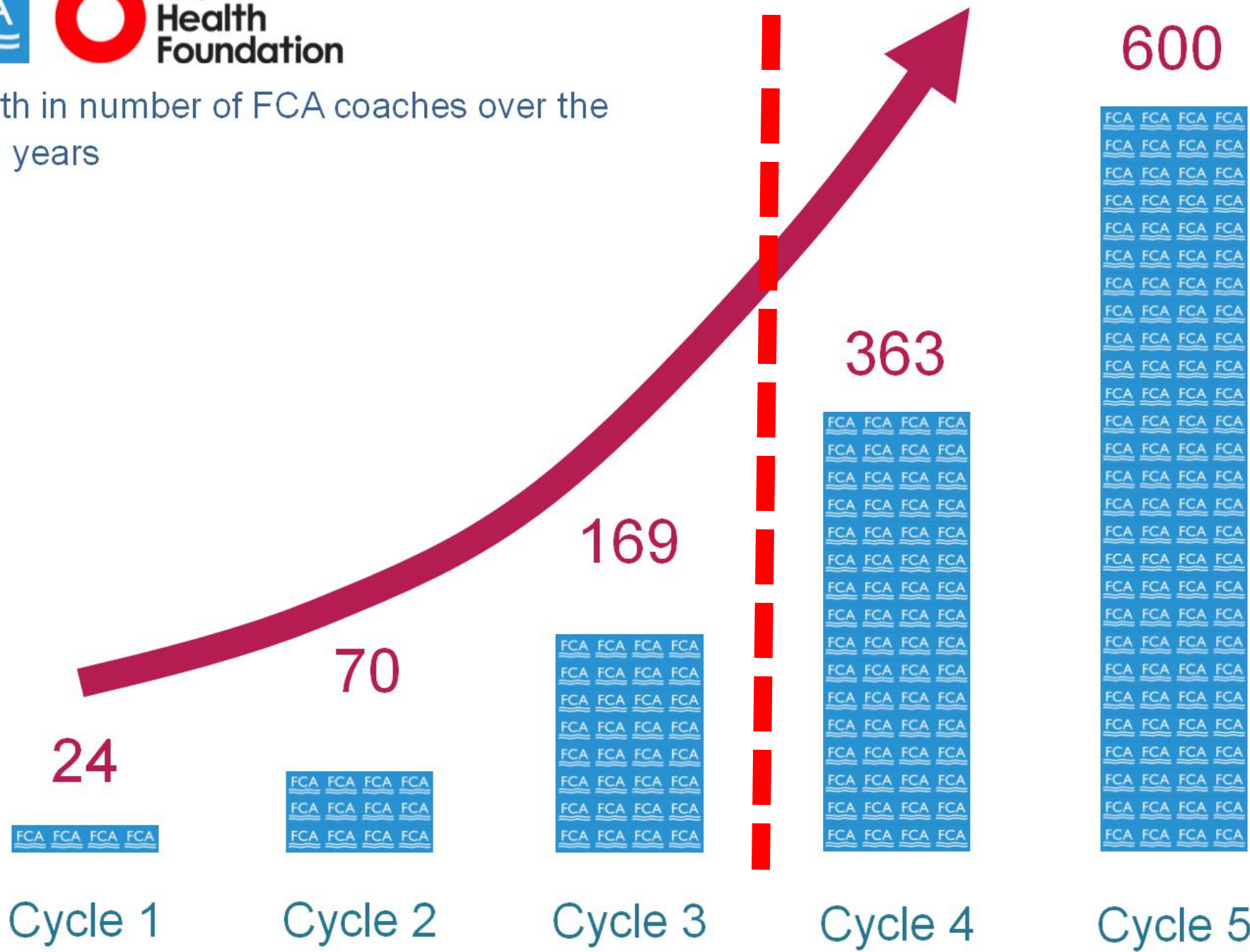


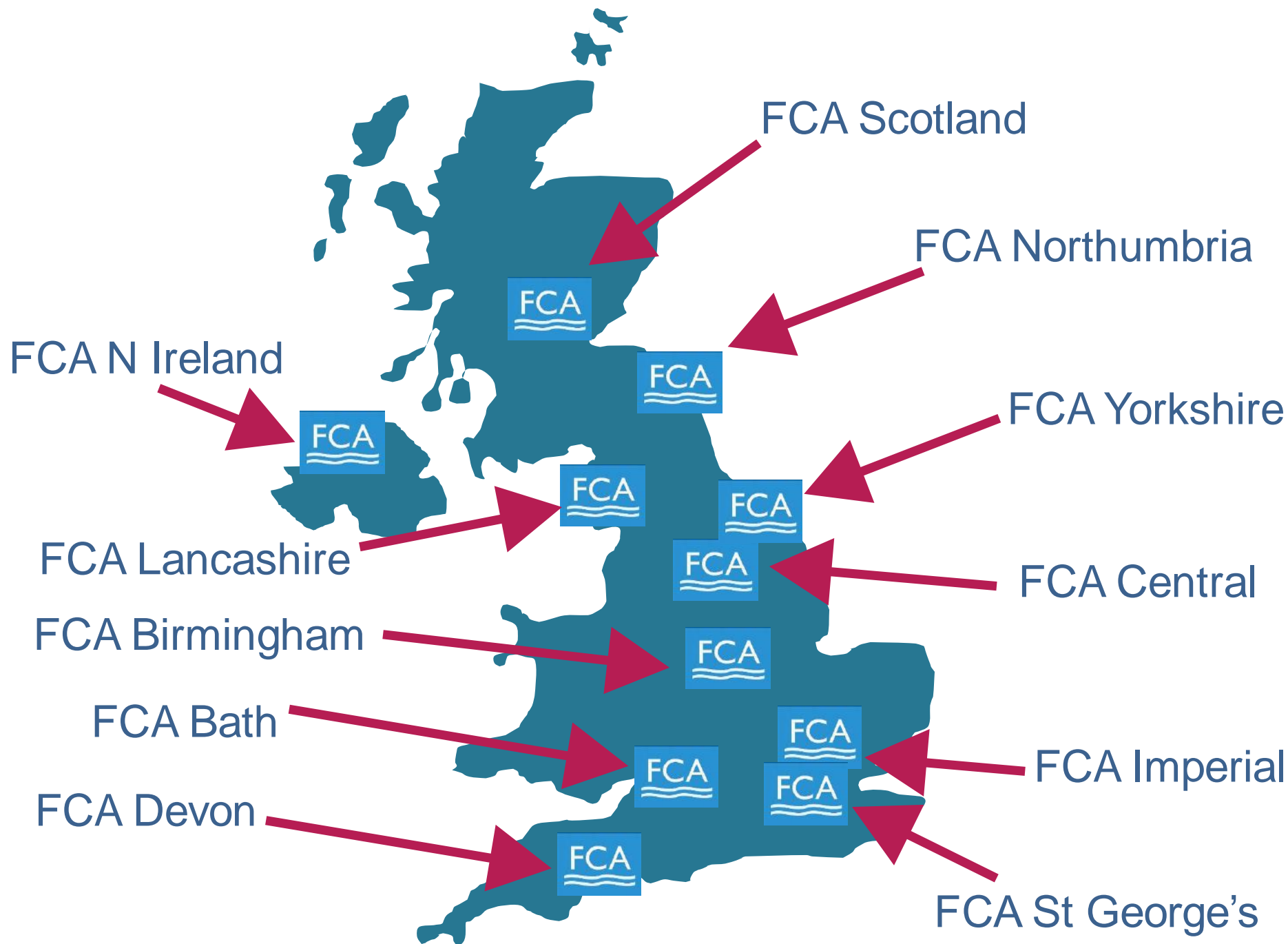
# Where next?





Growth in number of FCA coaches over the first 5 years



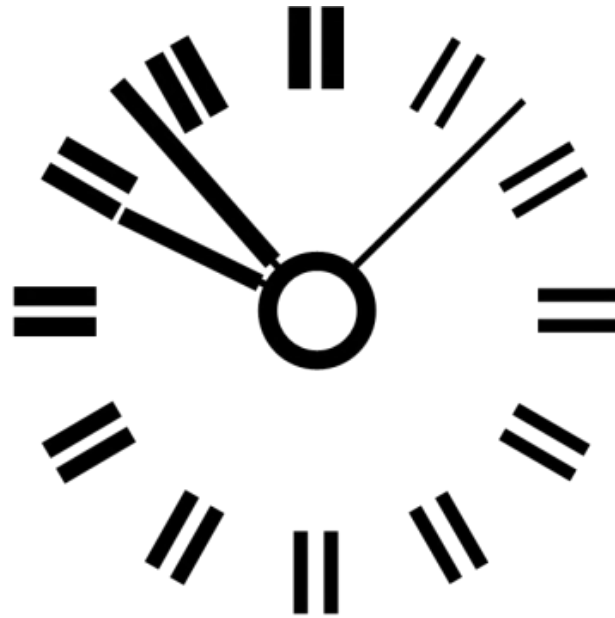




# MCA expo '19

***'It's about time...' 17th & 18th June 2019***

*Time to... improve, Time to...think, Time to...reflect*



==== expo '19 =====

To find out more visit [www.sheffieldmca.org.uk](http://www.sheffieldmca.org.uk)



[www.flowcoaching.academy](http://www.flowcoaching.academy)

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