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F4 #qff4

Institute *for* Healthcare Improvement

BMJ

The ‘f’ word

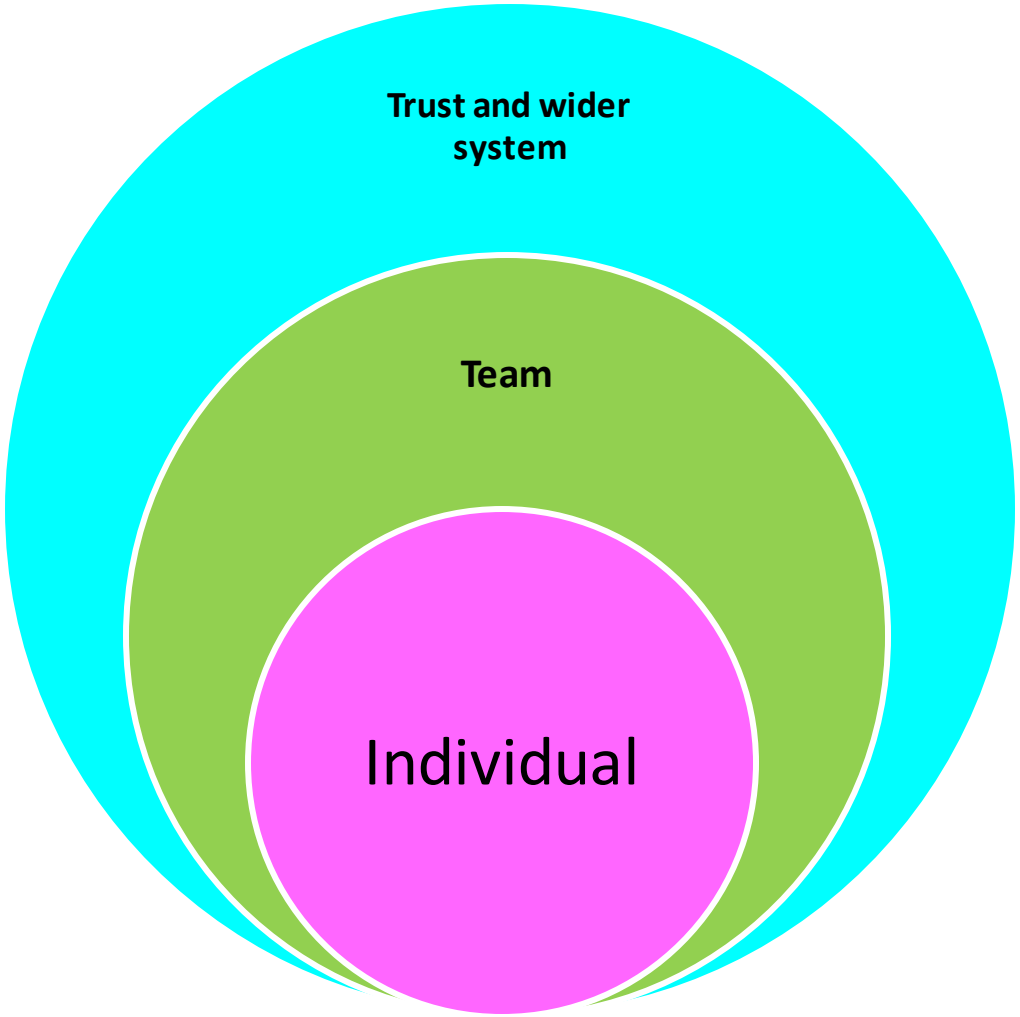
Learning and celebrating failure and success

Dr Barbara Grey
(@BarbaraGreyQISP)

Professor John Boulton
(@the_rheum_doc)

Glasgow 2019

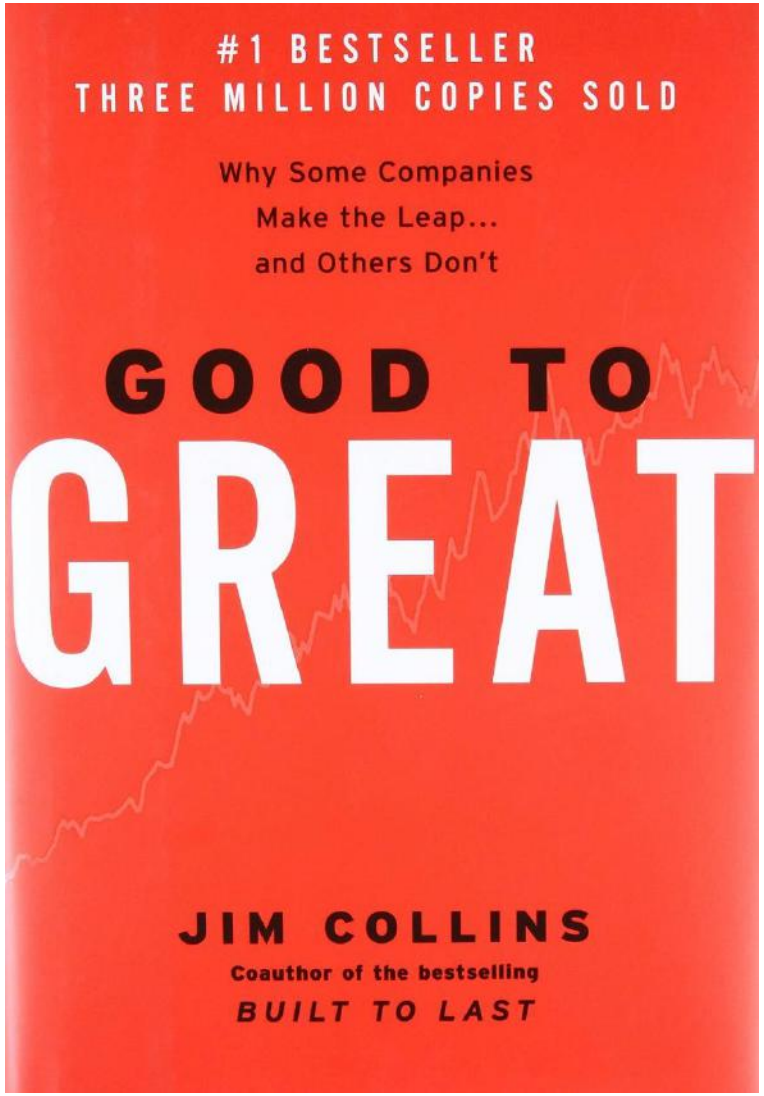
Celebrating successes in learning from failure



Feelings about failure

- Embarrassed/humiliated
- Loss of face/blamed
- Anxiety
- Fear
- Defensiveness and a move into self justification
- Negative
- Uncomfortable

- Liberated
- Creative
- Energetic
- Create a level playing field in which to learn
- Acknowledged
- Positive to fail quickly
- Uncomfortable



- Learning in management education focuses almost entirely on success and managerial role models
  Is it the same in quality improvement?
- A one-sided focus on success at the expense of failure may hinder the development of competence

Learning from Failure!

On inventing the lightbulb:

“I have not failed. I've just found 10,000 ways that won't work.”

Thomas Edison

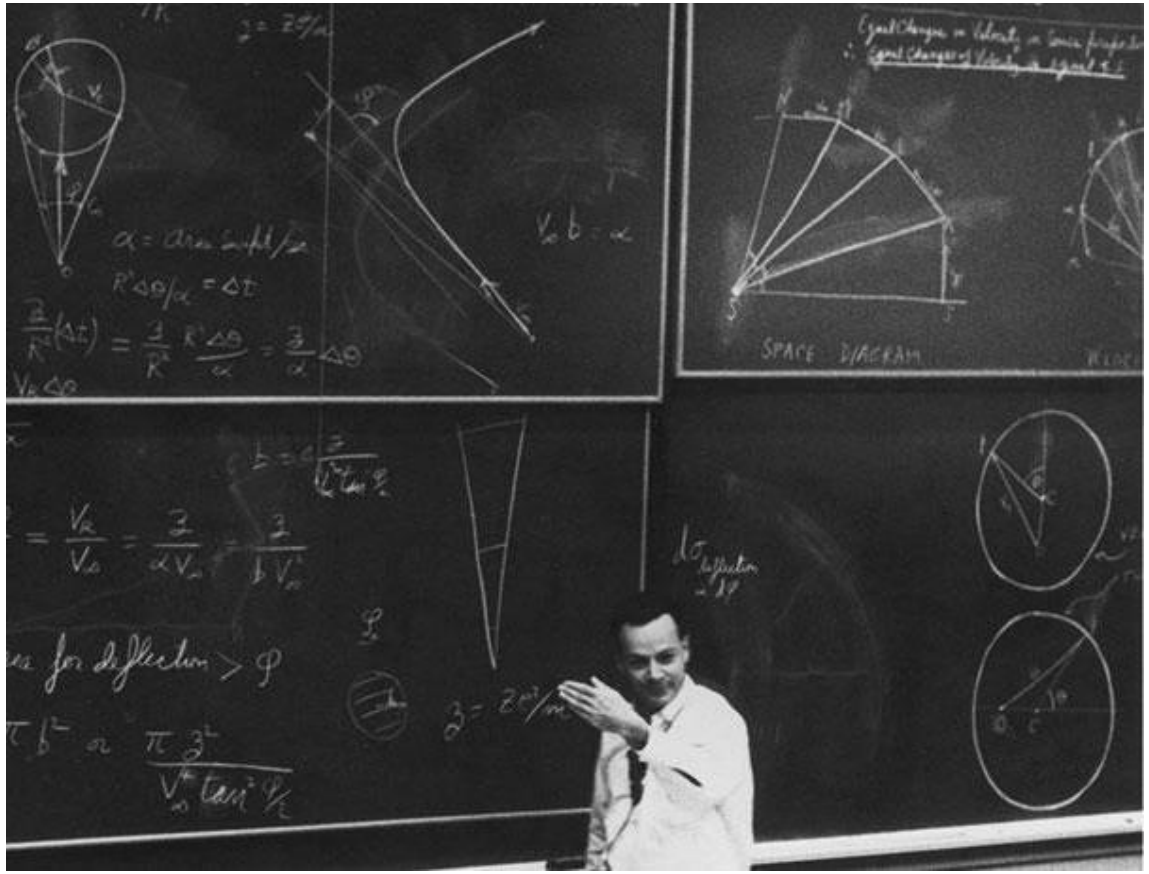
Working towards Success! – WD-40

In 1953, aimed to create a line of rust-prevention solvents & degreasers for use in the aerospace industry.

Original secret formula for WD-40®
- which stands for Water Displacement perfected on the 40th try— it's still in use today!

Adapted from WD-40.com

Failure



‘Being wrong isn't a bad thing like they teach you in school. It is an opportunity to learn something.’

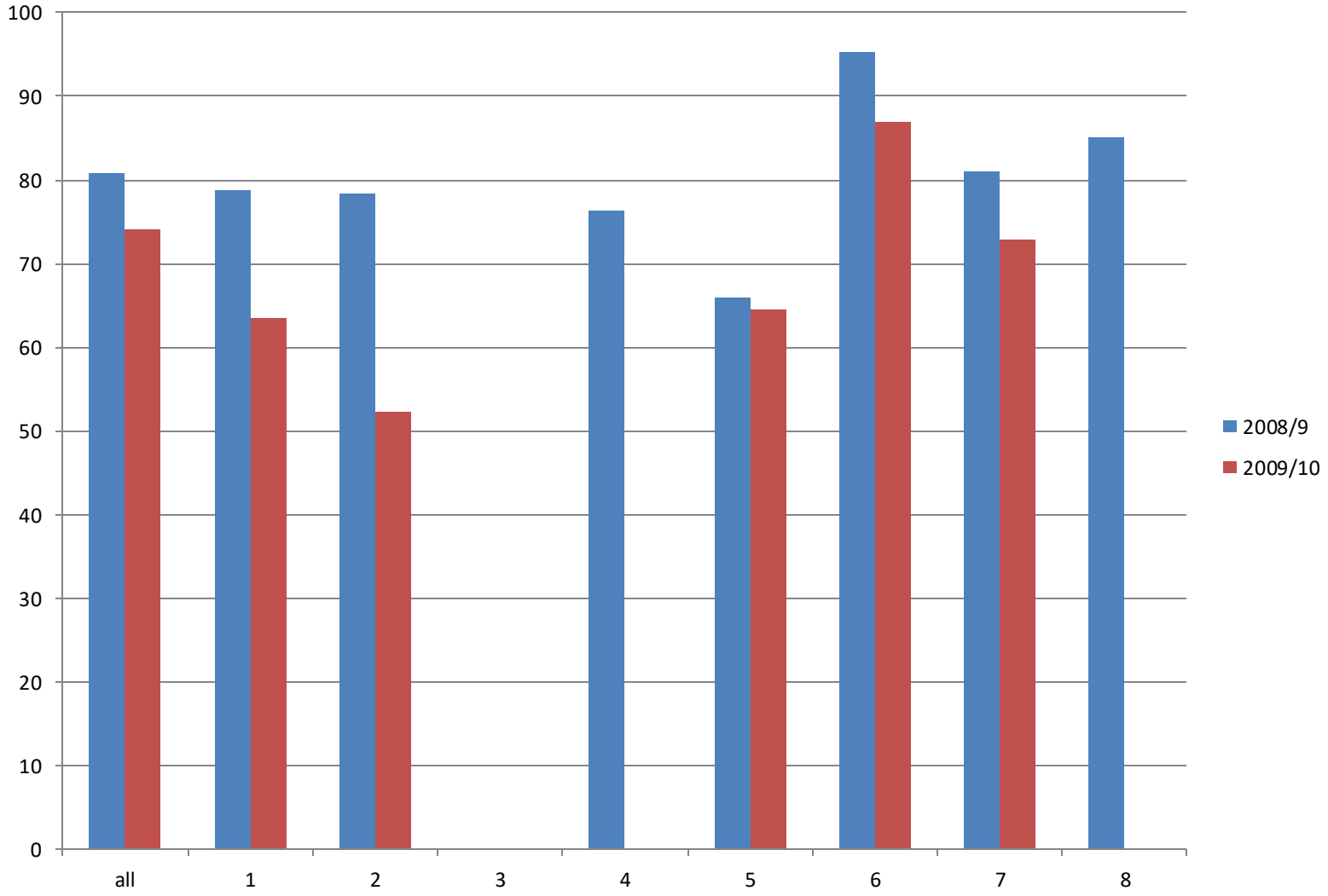
Richard Feynman

Principles

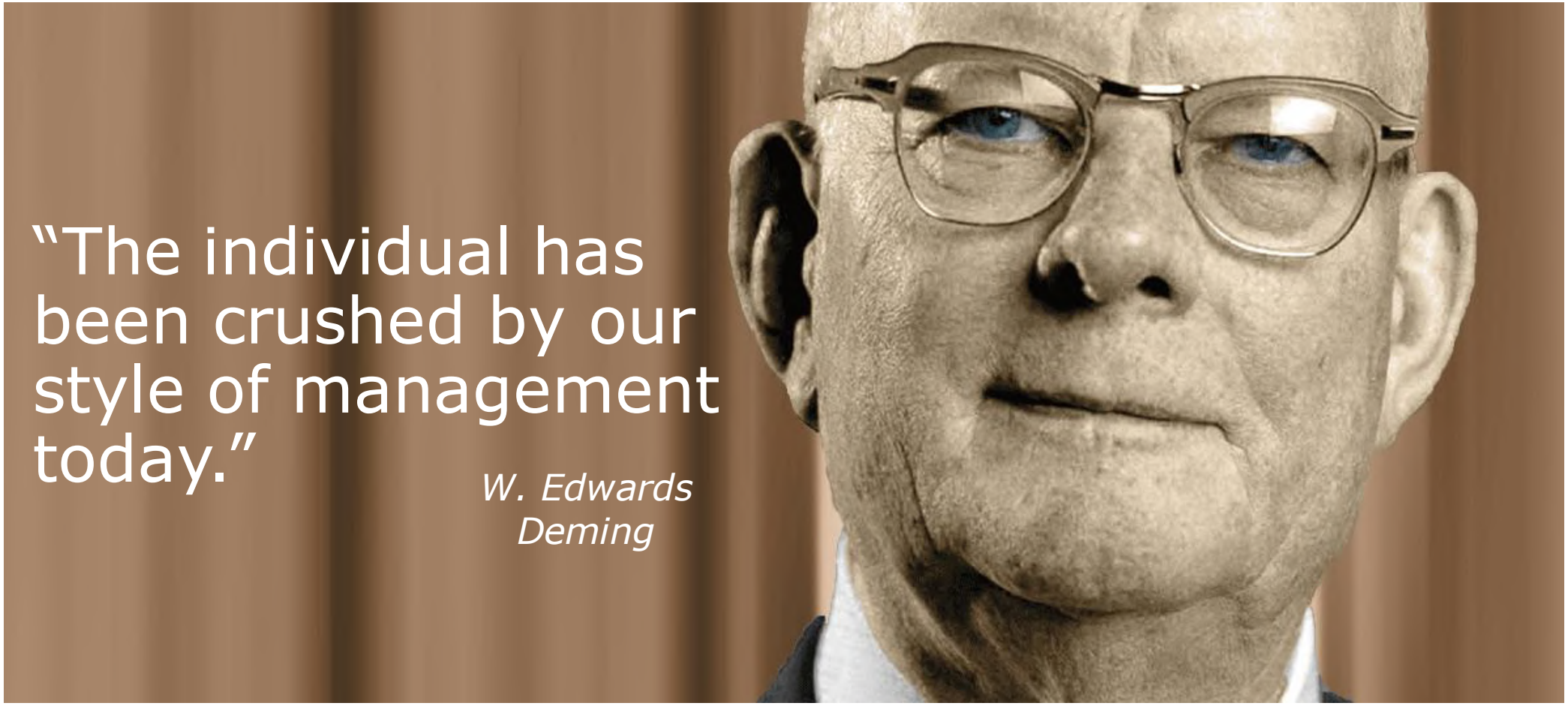
~~Flaws~~ in Scientific Management

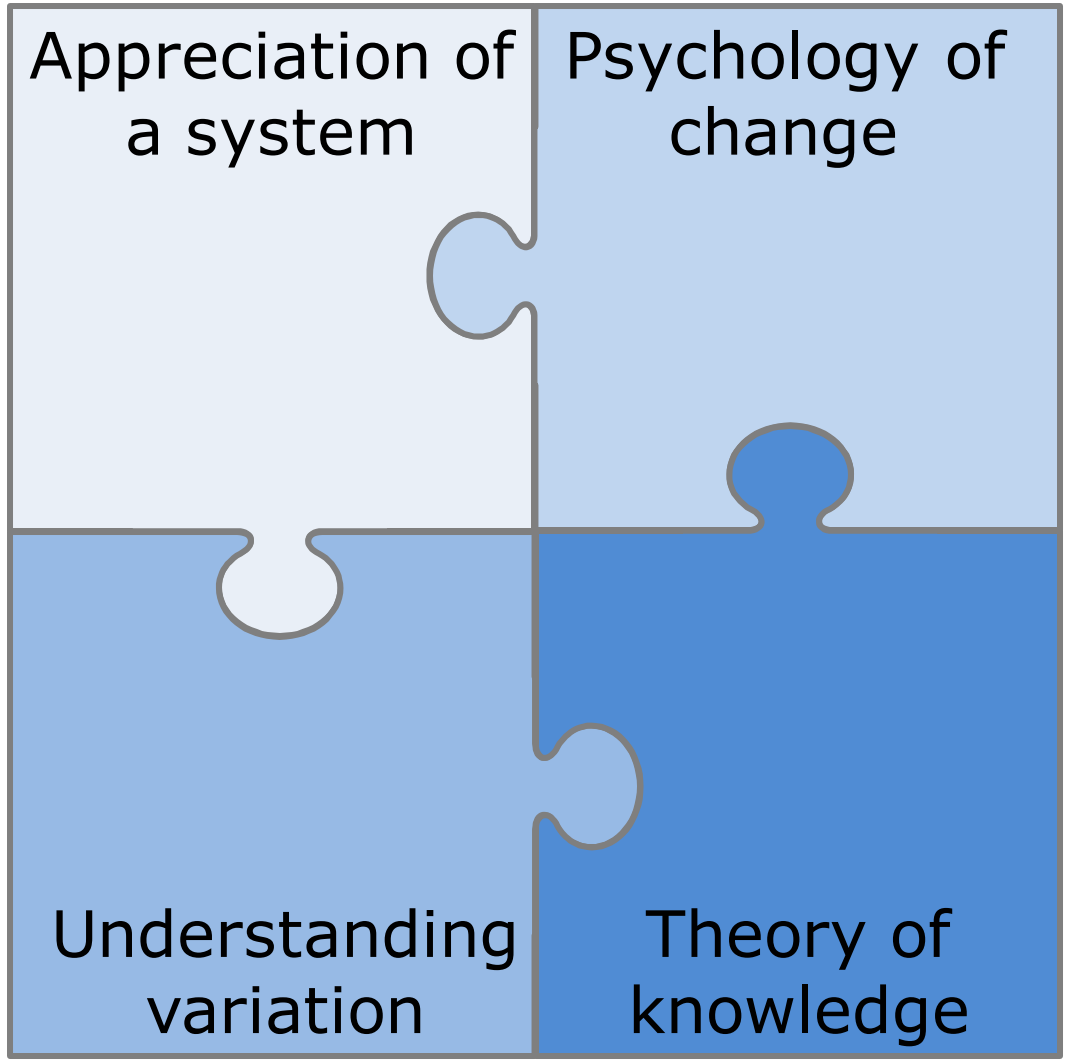
- Belief in management control as the essential precondition for increasing productivity
- Belief in the possibility of optimal processes
- A narrow view of process improvement
- Recognition of only one cause of defects: The people
- Failures to recognise systems and communities as organisations
- View workers as machines

PA utilisation - Rheumatology



Quality must pervade


"The individual has been crushed by our style of management today."
W. Edwards Deming


Appreciation of a system
Psychology of change
Understanding variation
Theory of knowledge

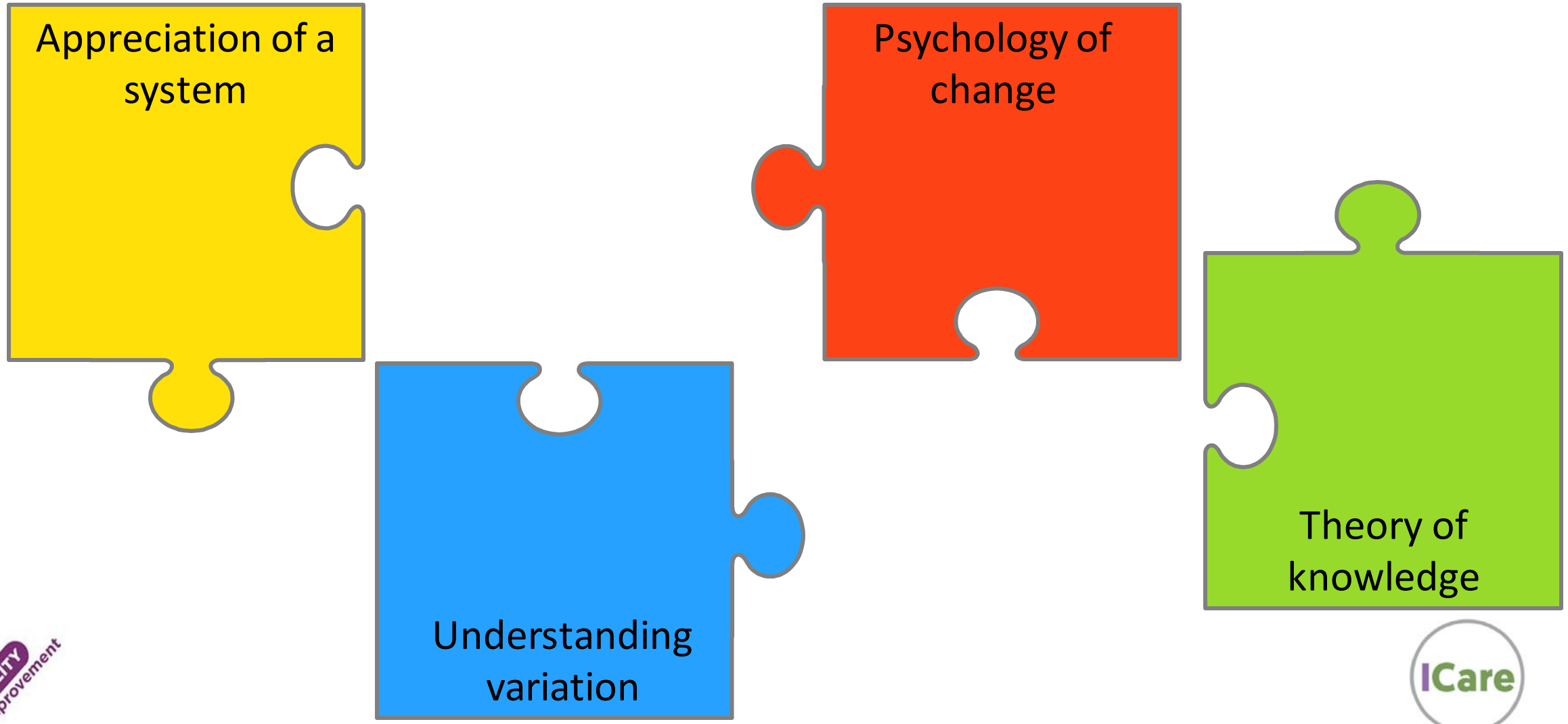
Learning from other people's failures provides a neglected source of …..learning associated with enhanced learning

Bedlow et al 2017

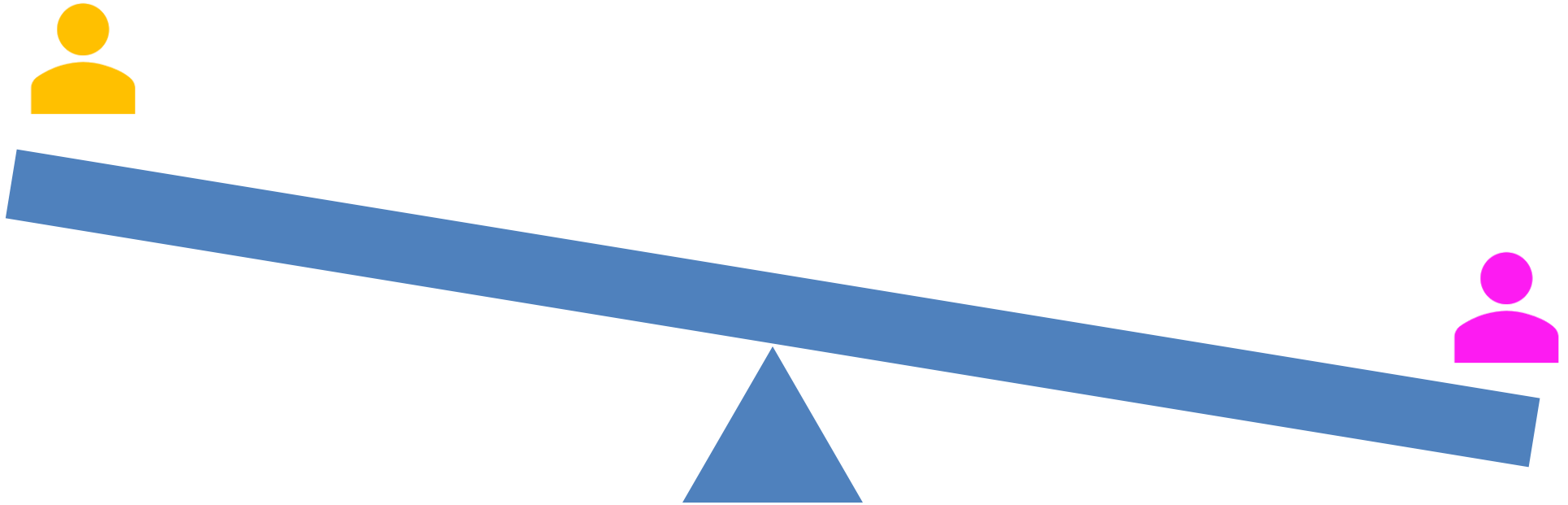
‘I’ve failed over and over again in my life and that is why I succeed’

Michael Jordan

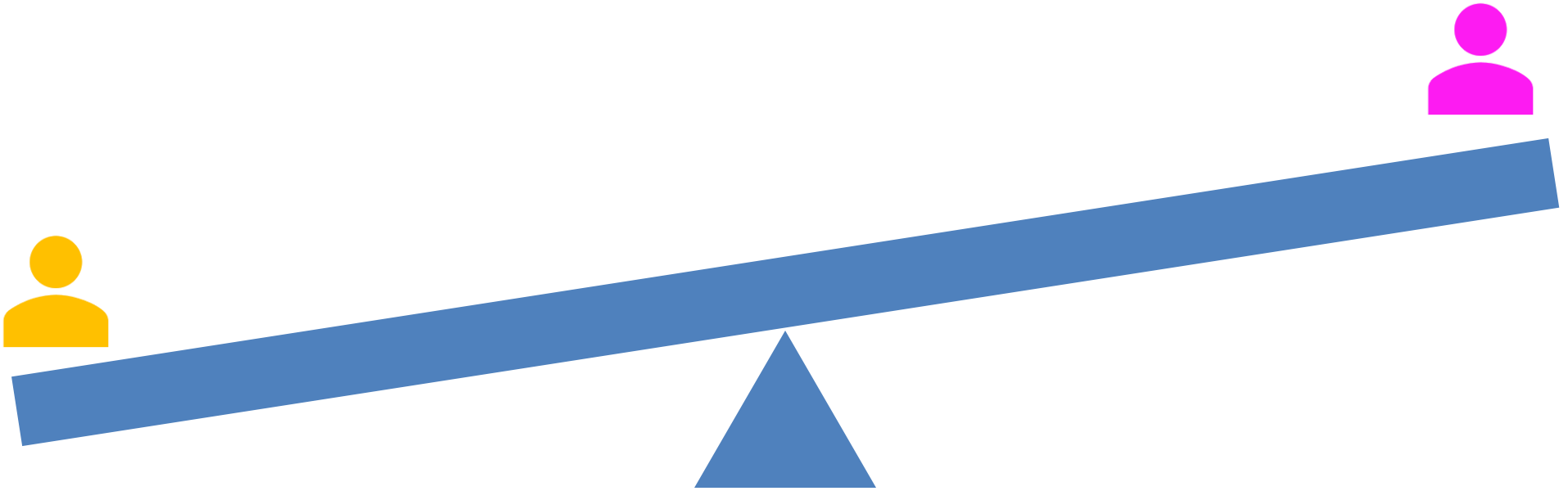
System of Profound Knowledge



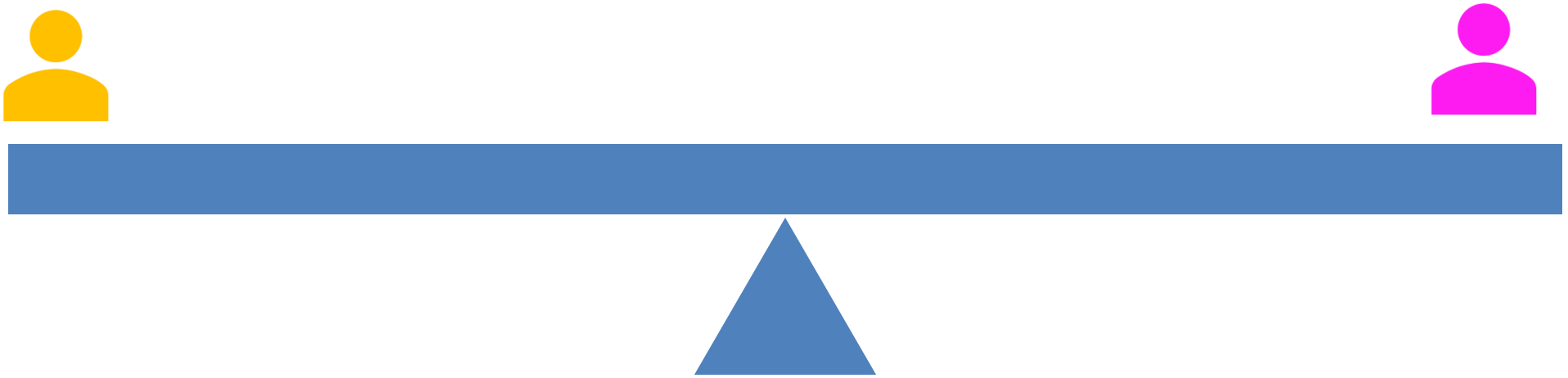
May 2017



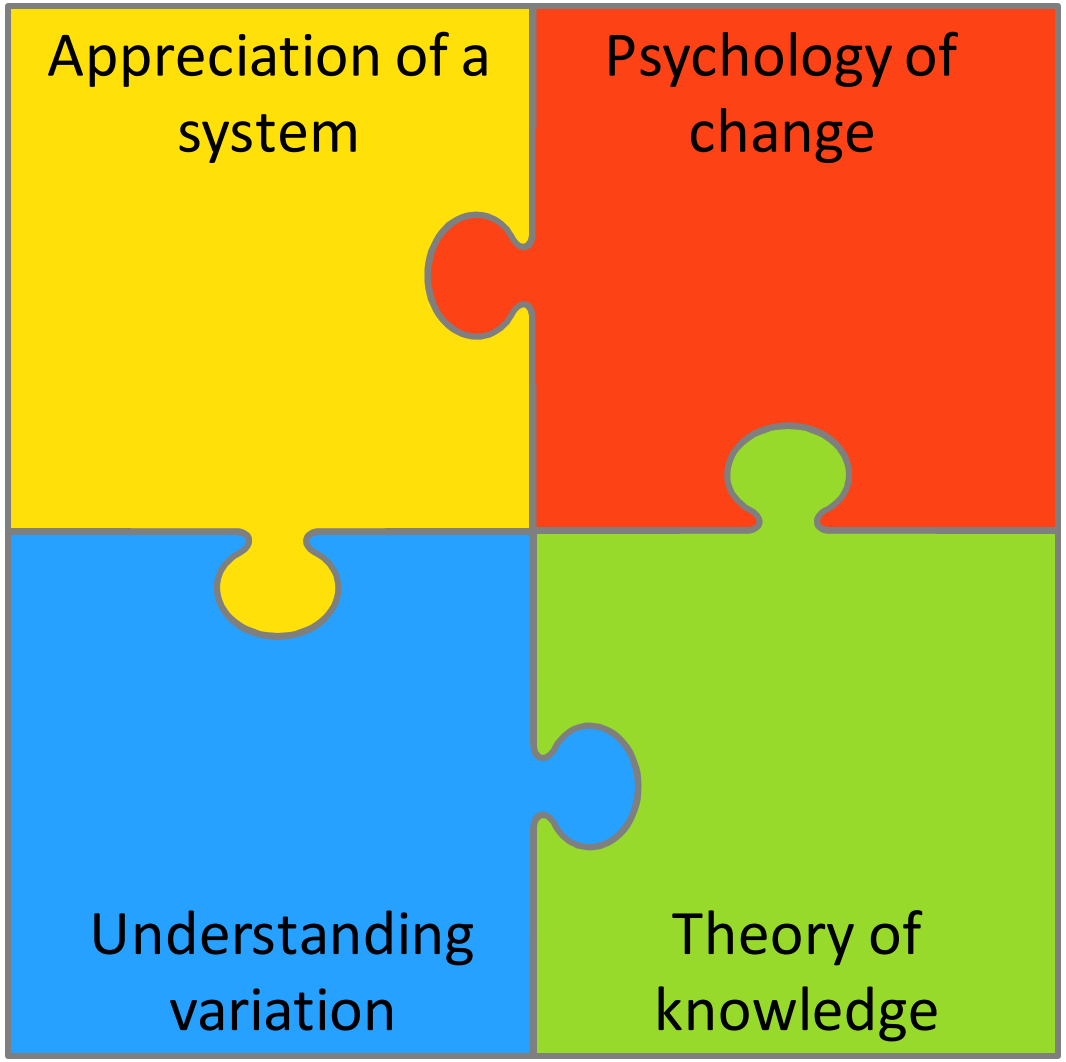
September 2017



November 2017



System of Profound Knowledge



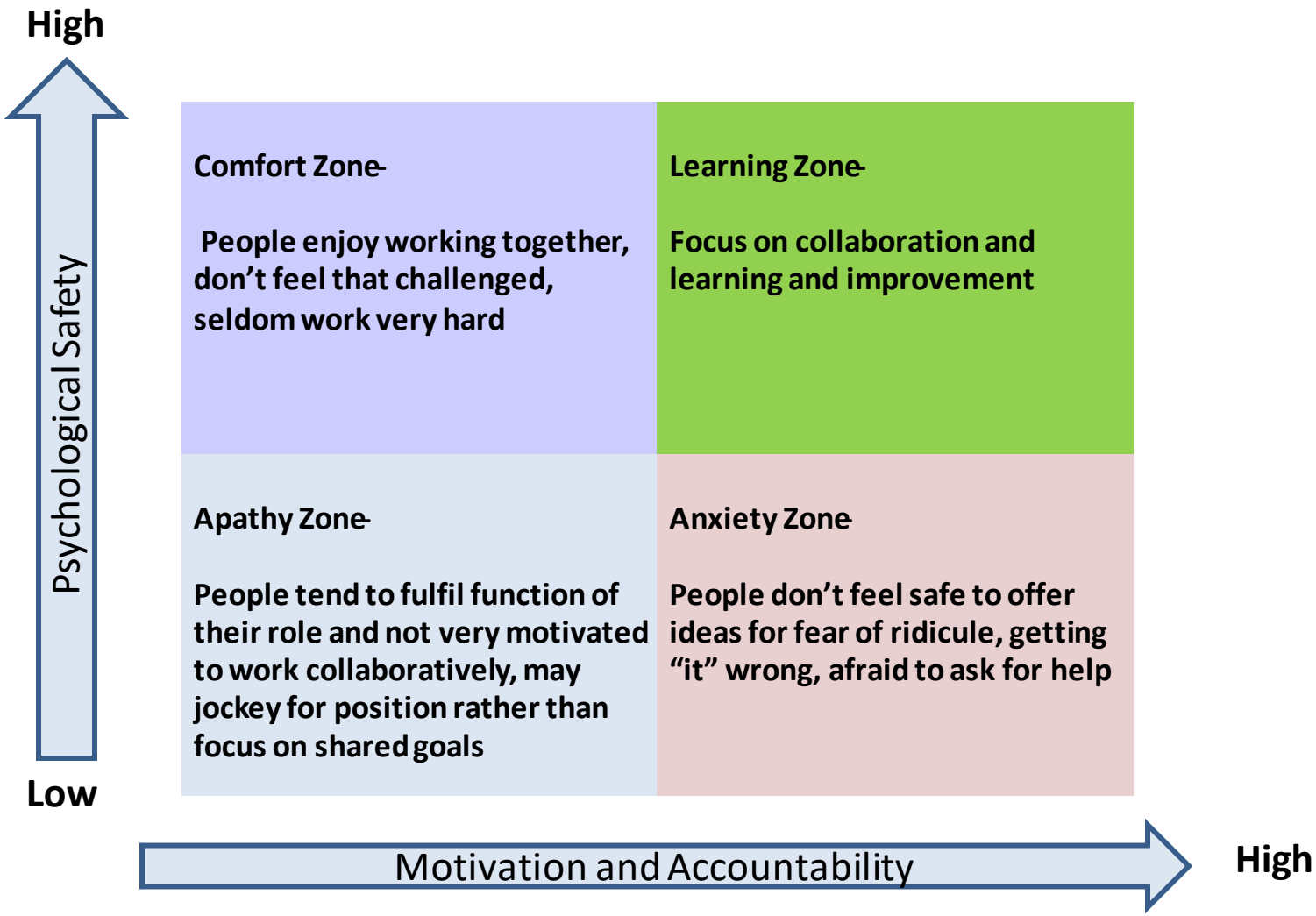
‘….when small failures are not widely identified, discussed and analysed, it is very difficult for larger failures to be prevented’

Cannon & Edmondson 2005

Psychological safety defined

Psychological safety is the belief that you will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes (Amy Edmondson 2012)

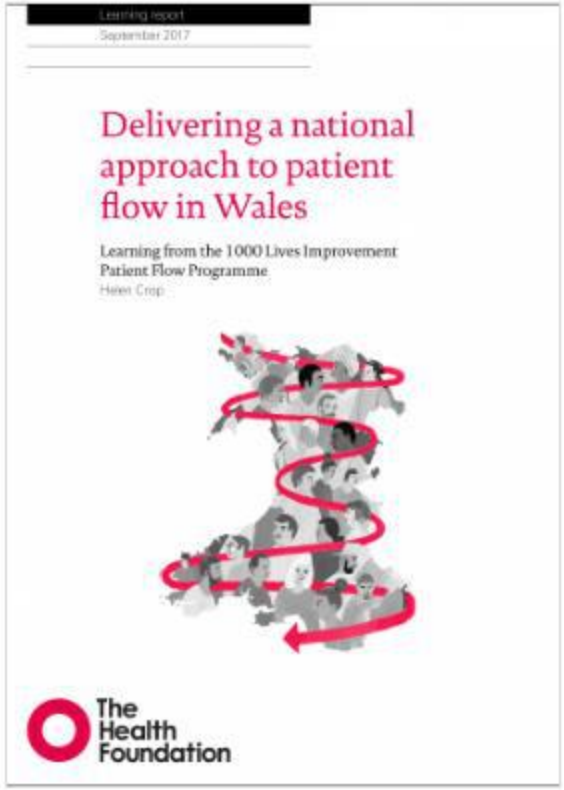
A leader's role is to model and promote behaviours that create and sustain psychological safety so that teams can work at their best together to deliver safe care



Ref: Amy Edmondson 2012: page119-120

“Ideas and products and messages and behaviours spread just like viruses do”

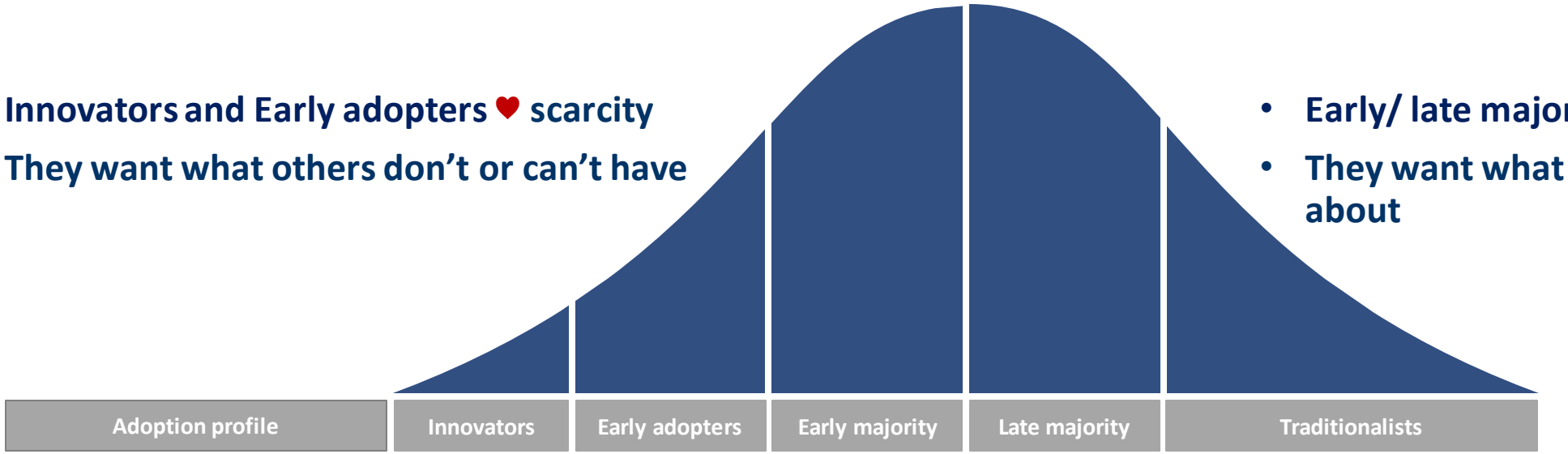
Malcolm Gladwell, The Tipping point



- There was a mismatch between the programme's ambitions and its design, timescale and resources. A two-year time scale was not sufficient to achieve change at system level and the programme didn't have the resources required for such a large-scale initiative.
- There was significant variation in programme engagement and leadership support across local health boards. Some local health boards experienced a lack of clarity on responsibility for leading, reporting on and owning the programme and local projects.
- Many of the projects were not clearly aligned with the strategic objectives of the local health boards. This meant it was difficult to secure the necessary support from management at every level to deliver sustained results.

Diffusion of improvement and innovation

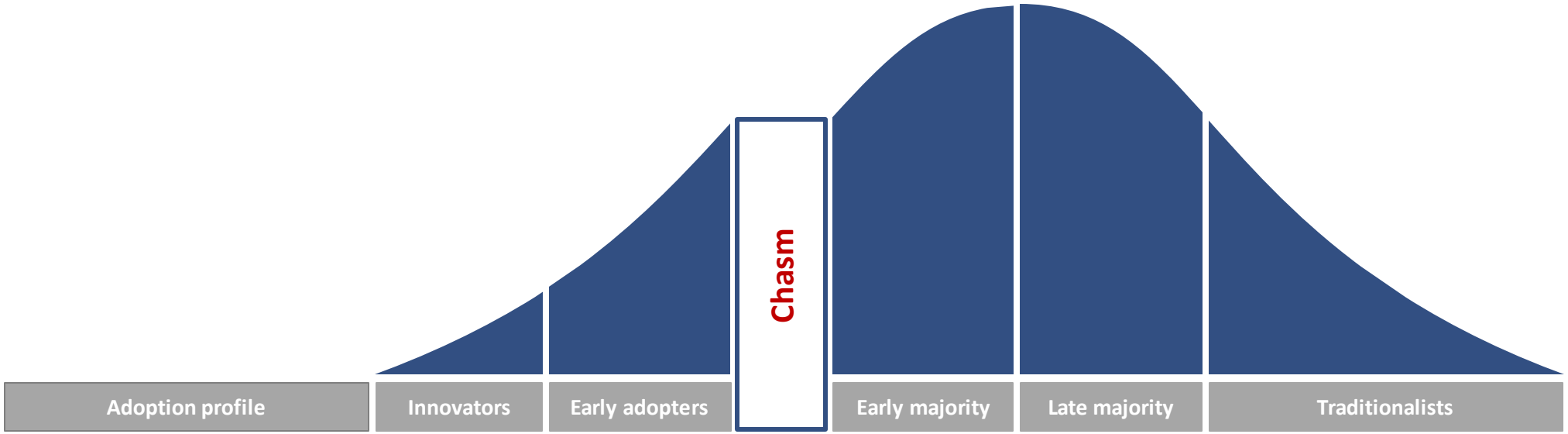
- Innovators and Early adopters ♥ scarcity
- They want what others don't or can't have



- Early/ late majority ♥ social proof
- They want what others have or are talking about

Note: Early adopters have a vested interest in Early majority not adopting the innovation as it takes away from their scarcity needs

A new view of improvement and innovation

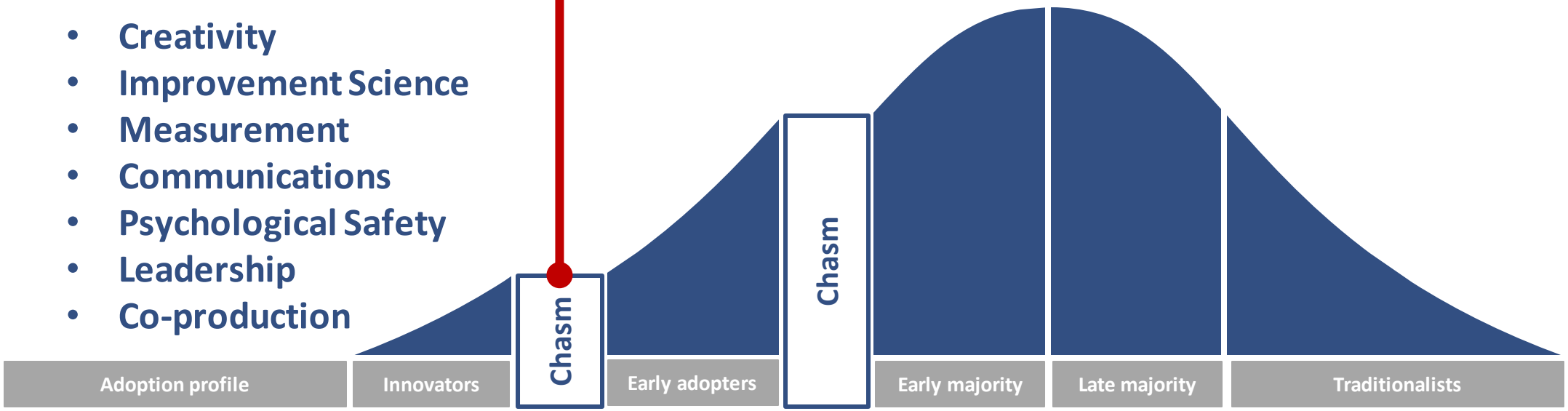


Moore 1991
Gladwell 2000

A new view of improvement and innovation

Chasm

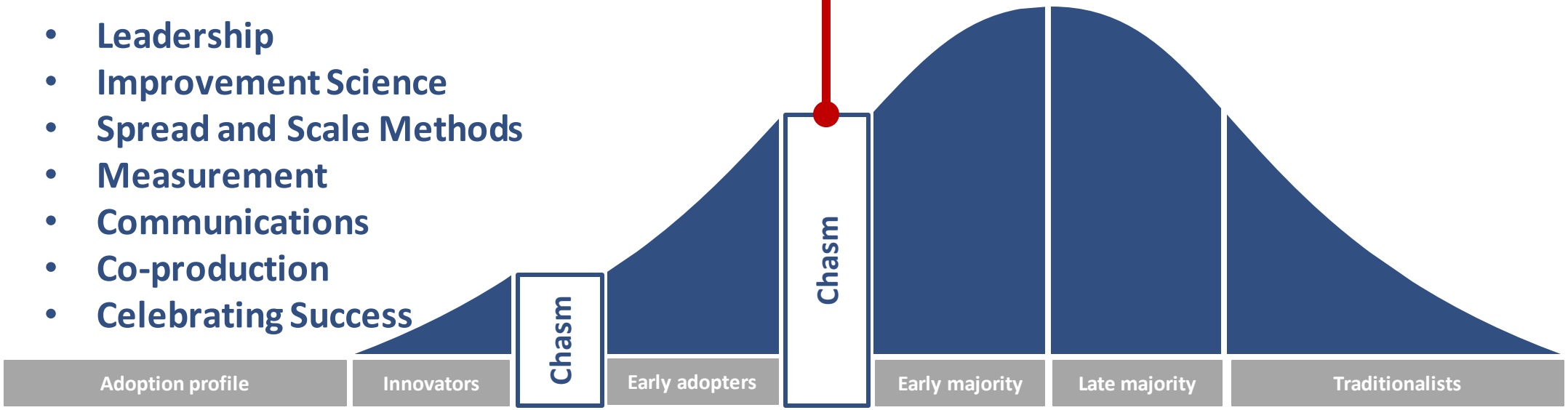
- Creativity
- Improvement Science
- Measurement
- Communications
- Psychological Safety
- Leadership
- Co-production



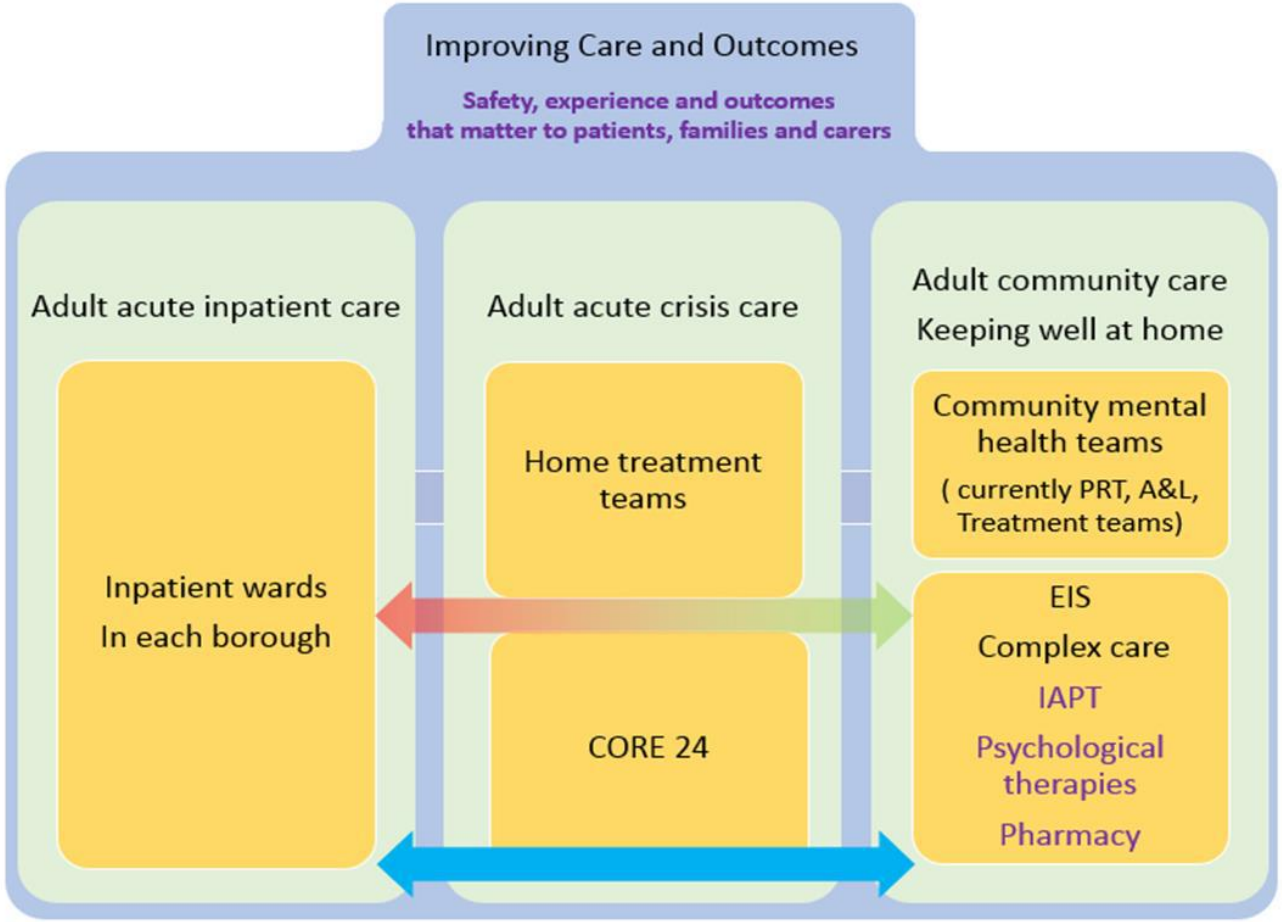
A new view of improvement and innovation

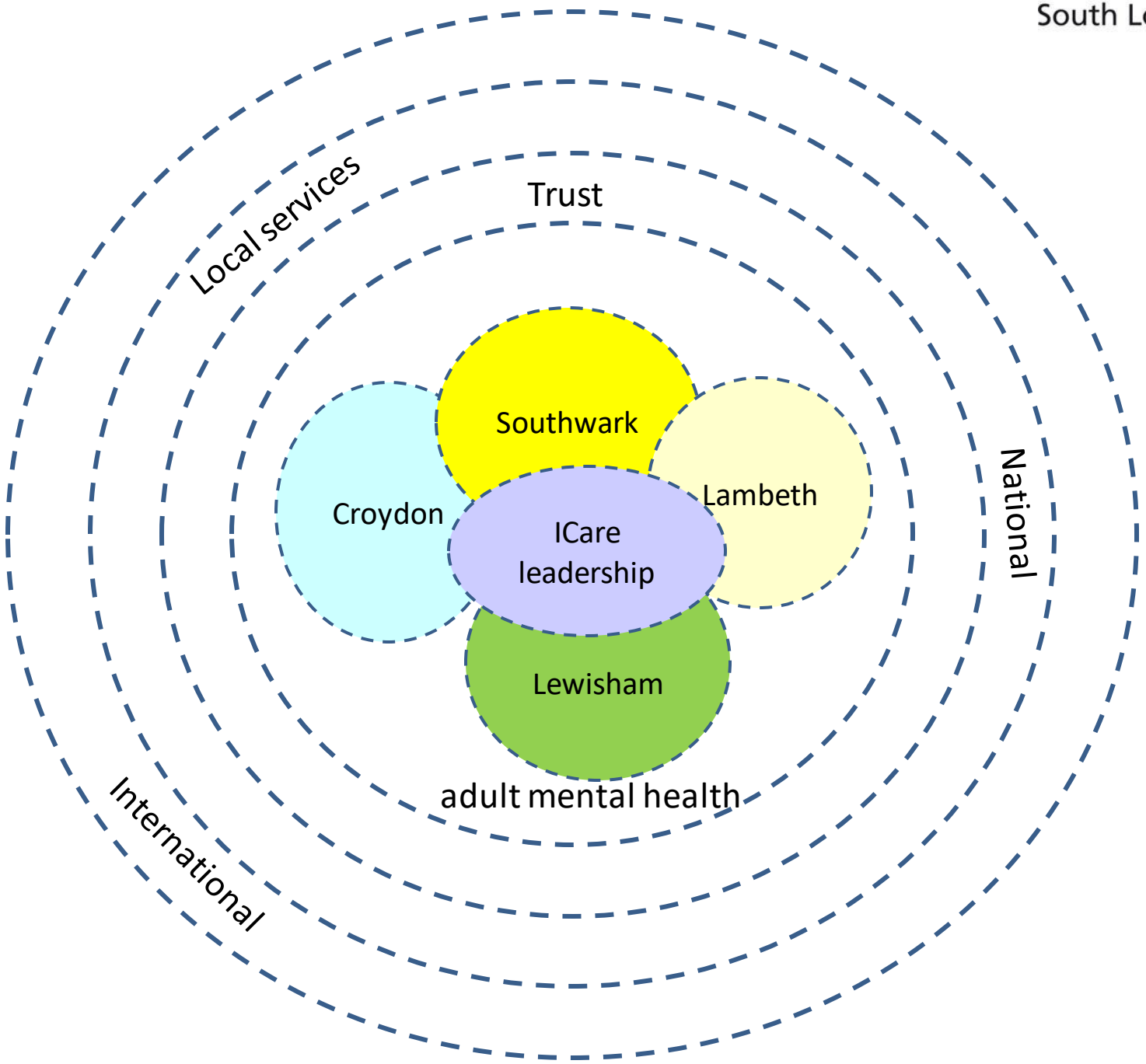
Chasm

- Leadership
- Improvement Science
- Spread and Scale Methods
- Measurement
- Communications
- Co-production
- Celebrating Success



Case study: Improving Care and Outcomes (ICare) Adult Mental Health




Local services
Trust
National
International
Southwark
Croydon
Lambeth
ICare
leadership
Lewisham
adult mental health

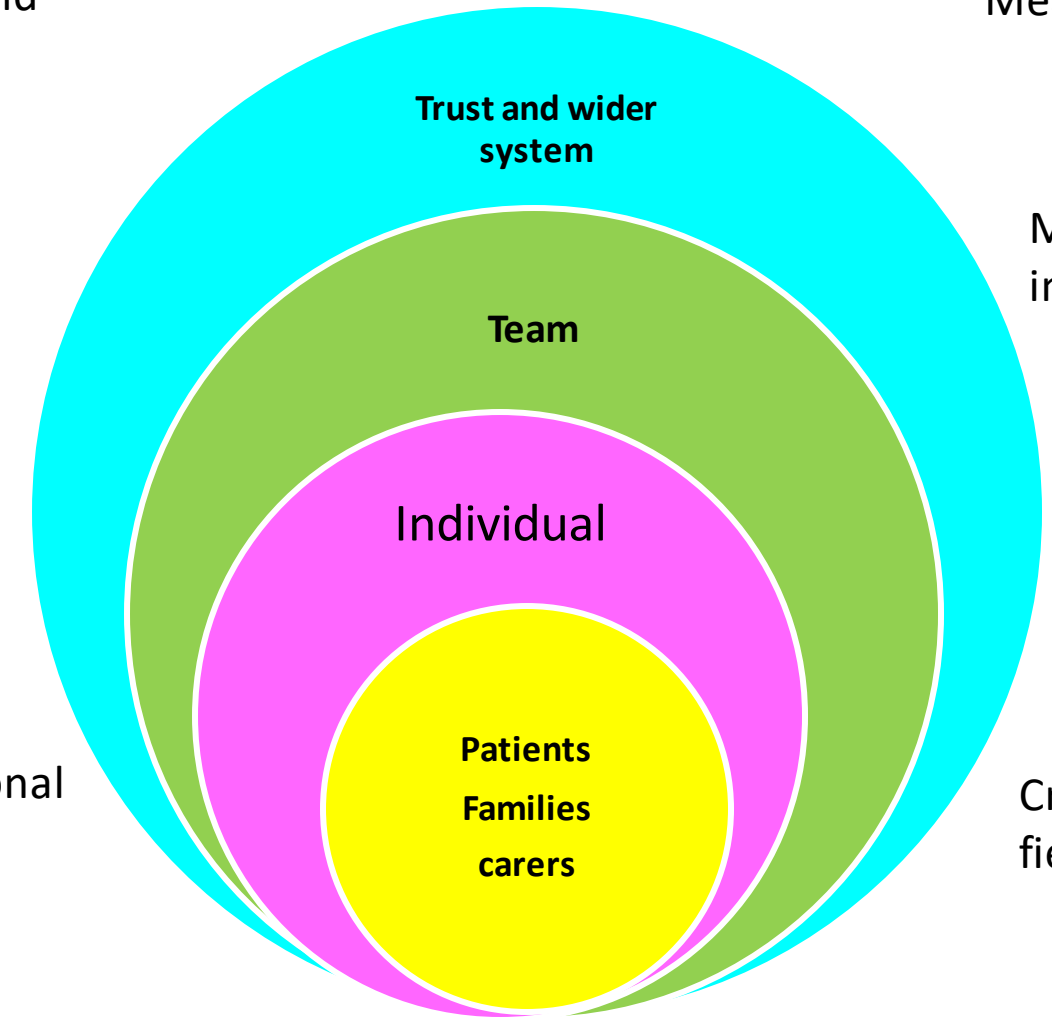
Some reflections on learning from failure….

Celebrating successes in learning from failure

Constancy of purpose

Leadership and followership

Meaningful Data



Mindset for team work

Methodology for improvement

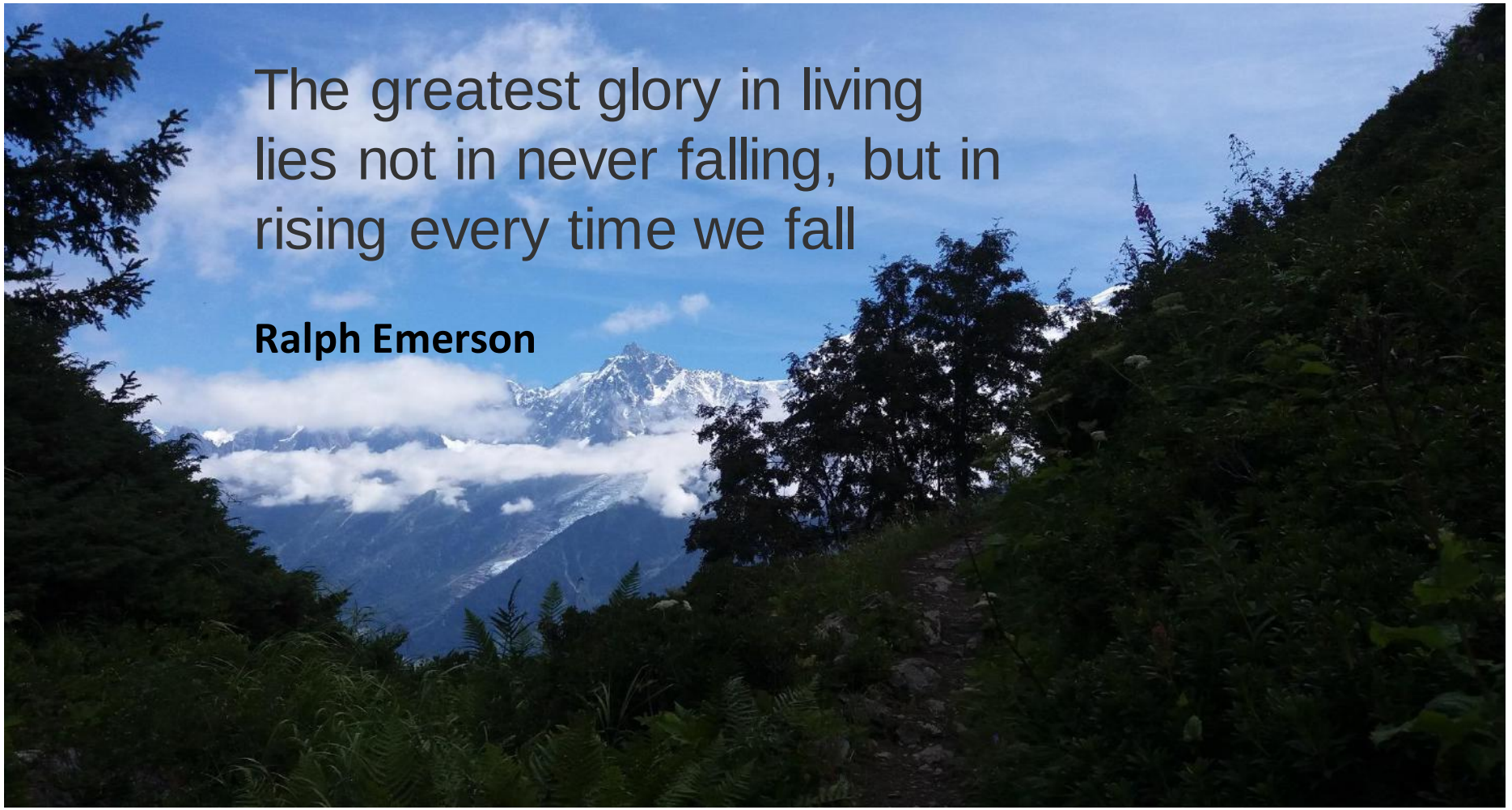
Psychological safety

Co - production

Engagement

Awareness of personal characteristics

Creating a level playing field


The greatest glory in living lies not in never falling, but in rising every time we fall
Ralph Emerson