Making QI Mainstream

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#Quality2019

Declarations of interests

Cat Chatfield

- I am employed by The BMJ and edit the QI series
- My salary has been funded by The Health Foundation

Sibylle Erdmann

- I am a parent/carer and on the editorial advisory group for the QI series and receive expenses

Will Warburton

- I am employed by The Health Foundation who fund the QI series and I'm the Chair of the editorial advisory group

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Session Aims

- Understand how to engage clinicians with Quality Improvement

- Discuss the cutting edge of Quality Improvement including

  - the role of patients

  - dealing with complexity

  - working with culture change

- Deepen knowledge of the evidence base for using Quality Improvement approaches to improve services

Session Overview

- Introduction
- Ice breaker
- Session 1: engaging through co-production
- Break
- Session 2: engaging with complexity
- Close

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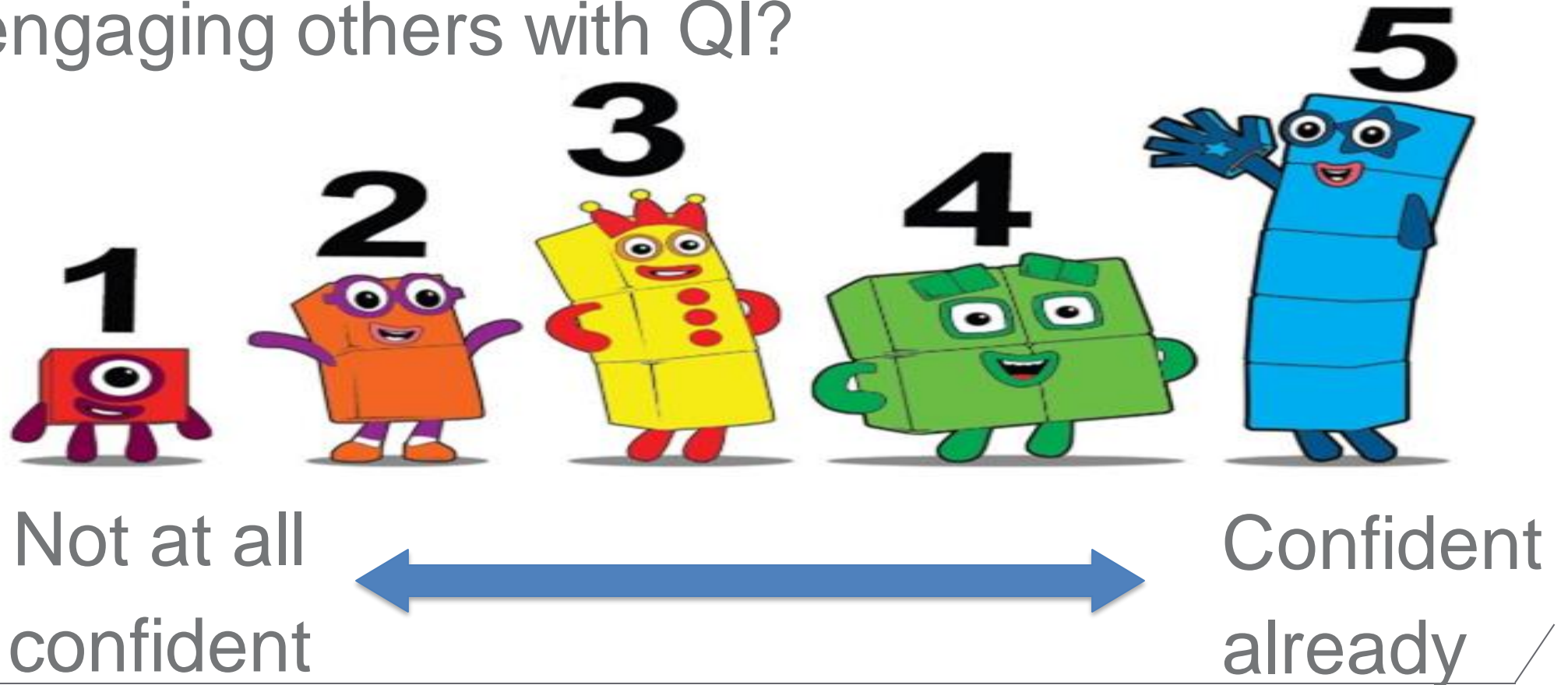The Health Foundation

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www.sli.do

# Enter event code	JOIN

Today's event code is…

#M7Quality19

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A poll

What is your level of confidence in engaging others with QI?

Not at all confident
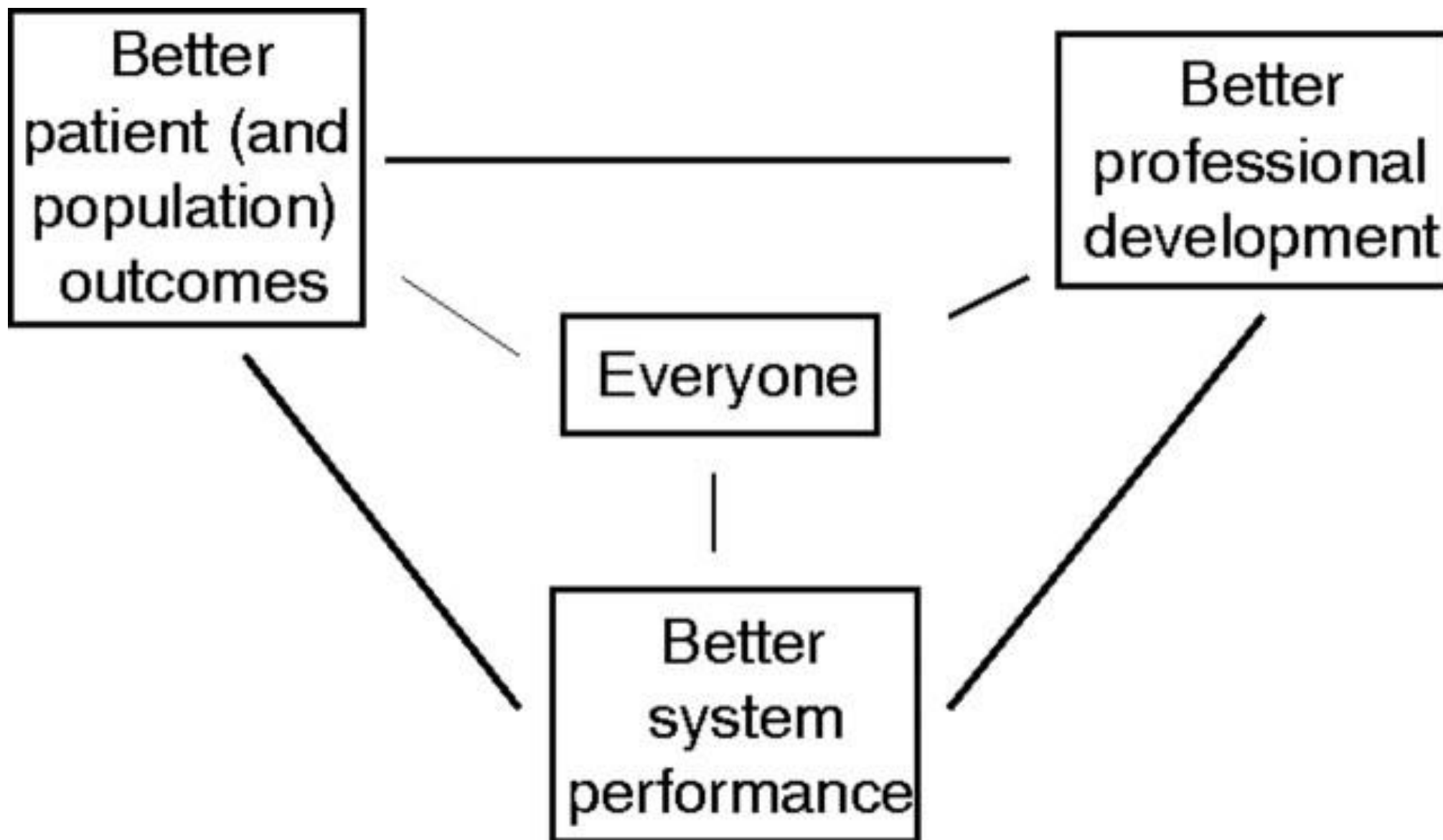
Confident already

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Engaging clinicians in QI: Changing the frame

Question: describe how you feel about engaging clinicians in improvement in one word or phrase

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Batalden PB, Davidoff F. What is "quality improvement" and how can it transform healthcare?.
Qual Saf Health Care. 2007;16(1):2-3.

Definition of *engagement*

1a: an arrangement to meet or be present at a specified time and place: a dinner *engagement*

b: a job or period of employment especially as a performer

2: something that engages : PLEDGE

3a: the act of engaging : the state of being engaged

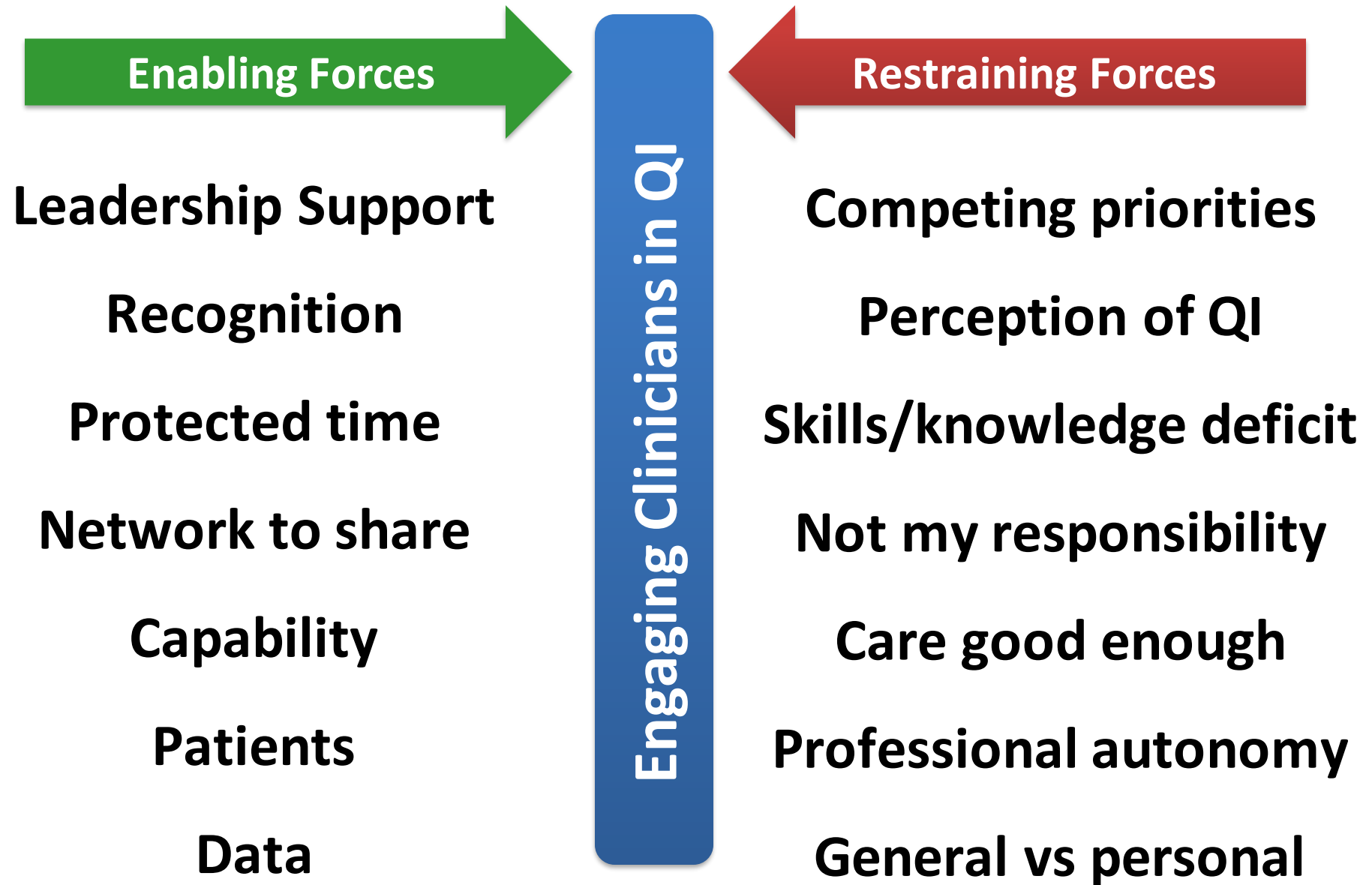**b**: emotional involvement or commitments
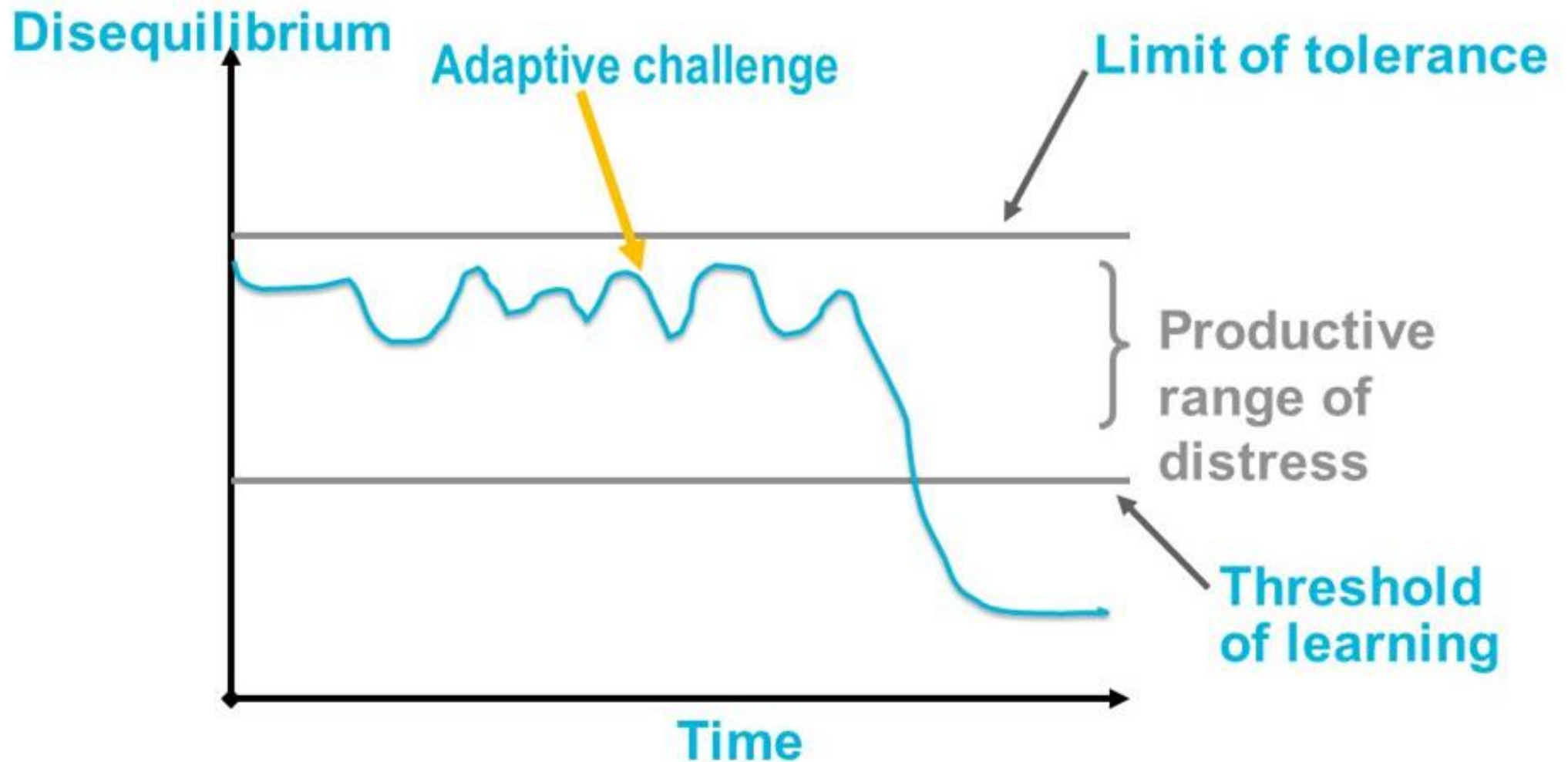
c: BETROTHAL

4: the state of being in gear

5: a hostile encounter between military forces

Dr Joanna Bircher, RCGP, 2018

Enabling Forces

Restraining Forces

Engaging Clinicians in QI

Enabling Forces	Restraining Forces
Leadership Support	Competing priorities
Recognition	Perception of QI
Protected time	Skills/knowledge deficit
Network to share	Not my responsibility
Capability	Care good enough
Patients	Professional autonomy
Data	General vs personal

Are clinicians engaged in quality improvement? The Health Foundation, 2011

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Heifetz & Linsky, Leadership on the Line, Harvard Business School Press, 2002, p108

Silversin & Kaplan, Virginia Mason Institute, International Forum for Quality and Safety in Healthcare, 2018

Definition of *engagement*

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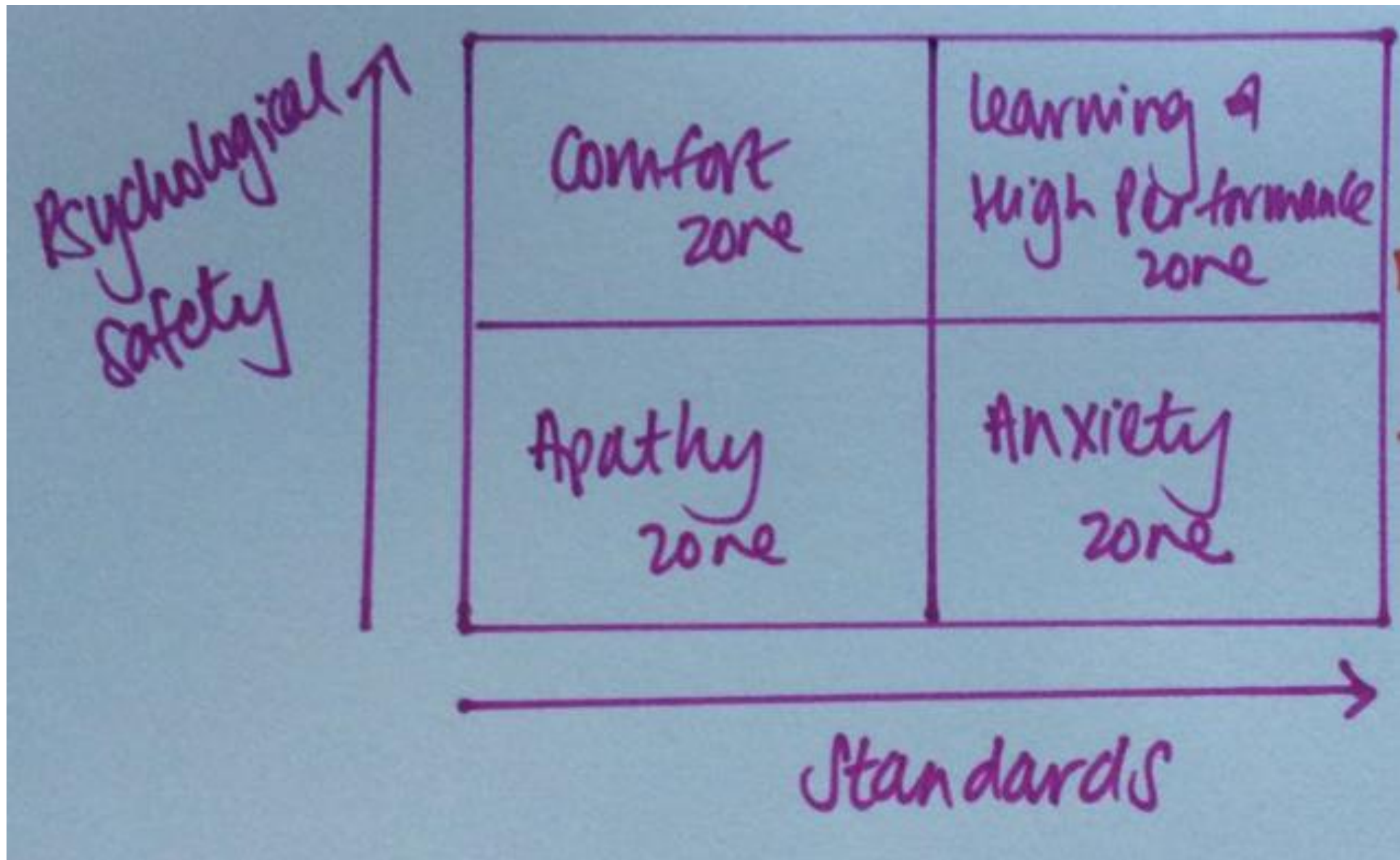
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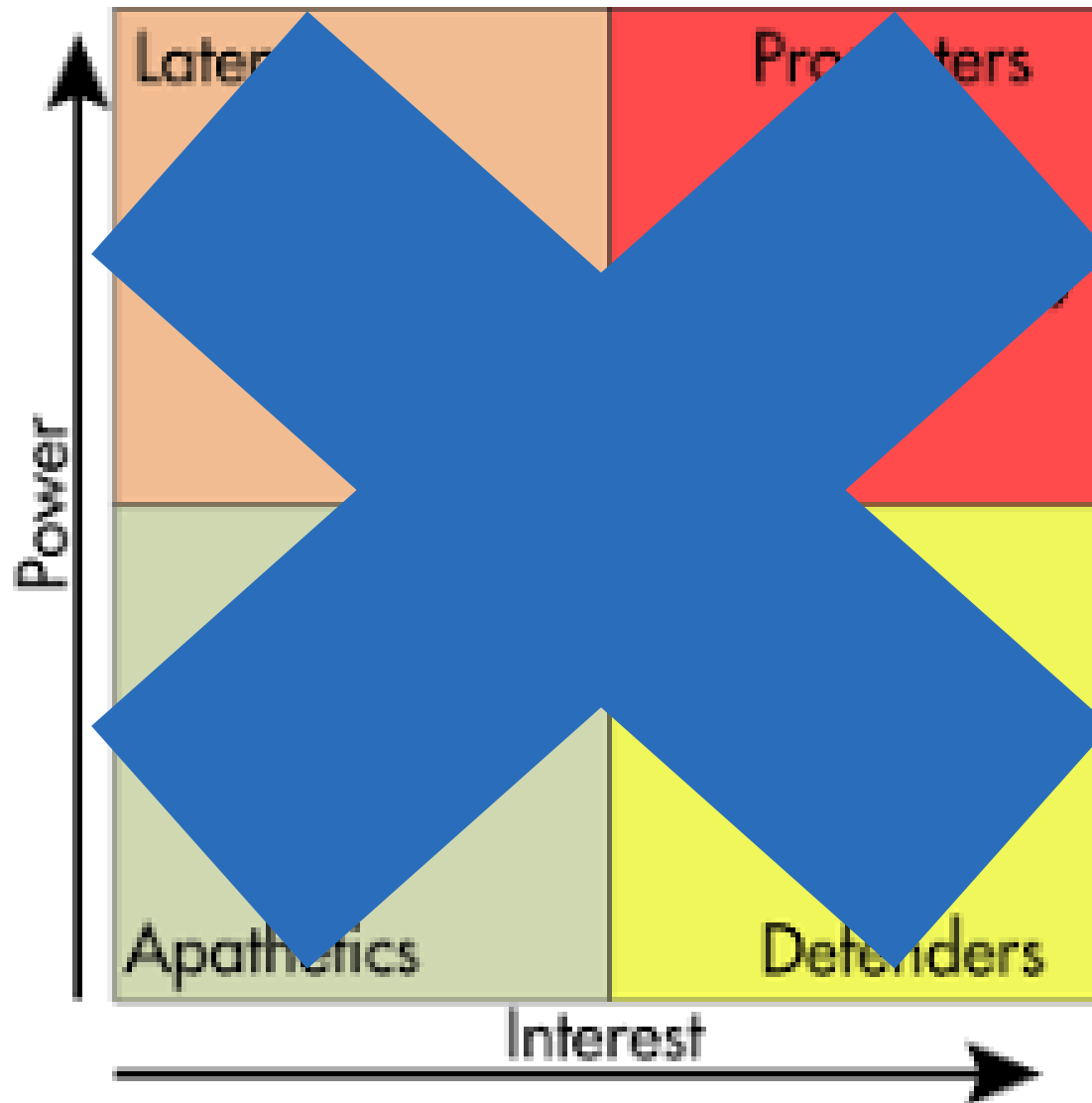**b**: emotional involvement or commitments

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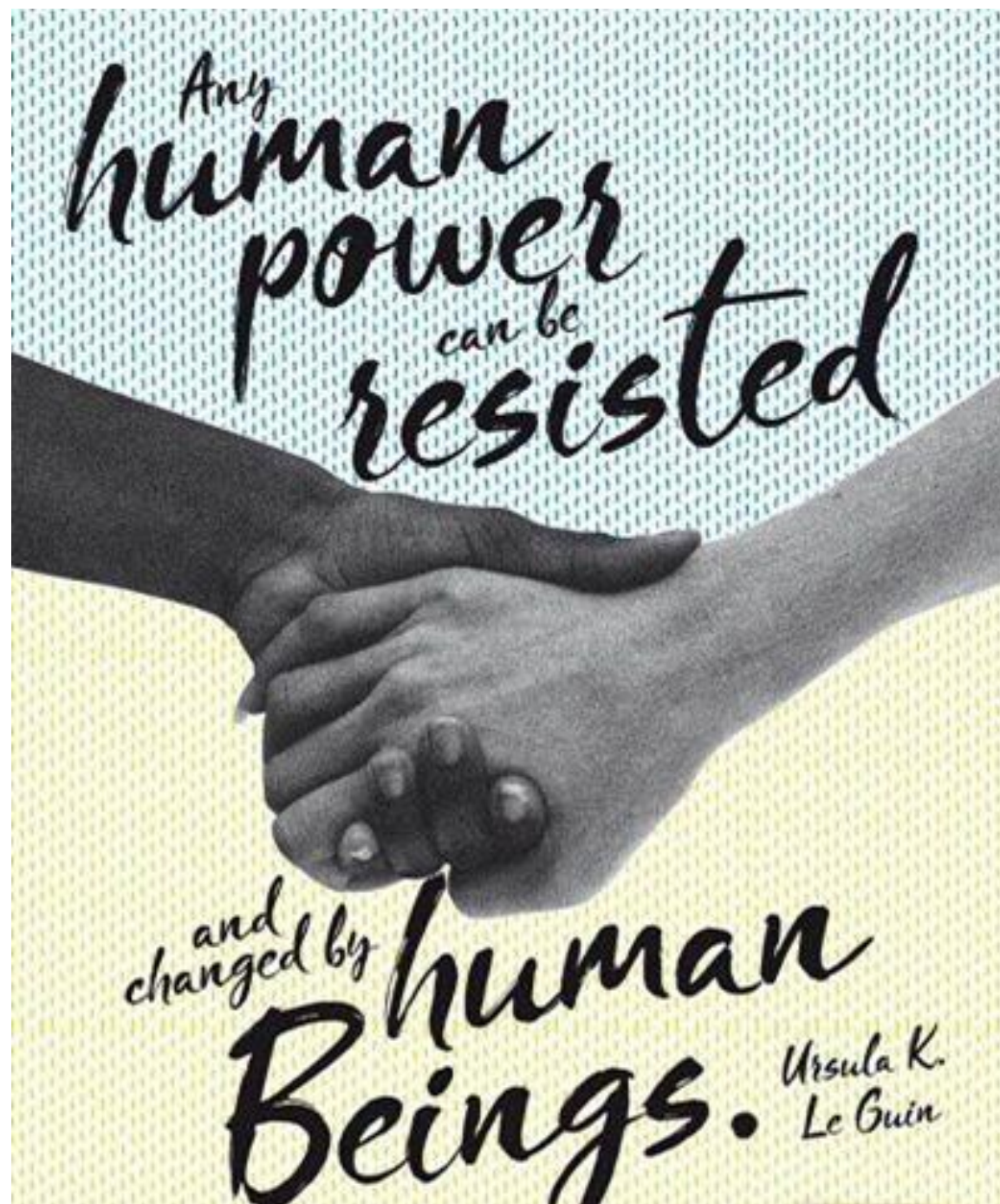**5**: a hostile encounter between military forces

Edmondson, Amy C. The competitive imperative of Learning, Harvard Business Review 7-8 2008 pg 50-55

Any human power can be resisted and changed by human Beings. — Ursula K. Le Guin

The work of healthcare

⬇

How healthcare works

Batalden Paul. Getting more health from healthcare: quality improvement must acknowledge patient coproduction—an essay by Paul Batalden *BMJ* 2018; 362 :k3617

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Co-production

What coproduction can feel like

What coproduction can feel like

Questions arising for me

"How do I make my needs understood?"
"What skills do I bring?"

Coproduction with interaction of patients and healthcare professionals in different roles and degrees of shared work

"Who do I speak to for what?"
"How do I participate in agreeing actions?"

A healthcare service is composed of a relationship and an action

"What does better look like for me?"
"How do I access knowledge?"

Knowledge of science informed practice and the particular context is not enough, need to add the patient aim

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Table
Discussion 1

Generalisable scientific knowledge + Particular context
→ Measurable performance improvement

(**Patient aim** + Generalisable, science informed practice) × Particular context
→ Measurable improvement

Batalden Paul. Getting more health from healthcare: quality improvement must acknowledge patient coproduction—an essay by Paul Batalden *BMJ* 2018; 362 :k3617

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Whatever your role in the system, how could you enable these kinds of conversation?

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Coffee gets a clean bill of health

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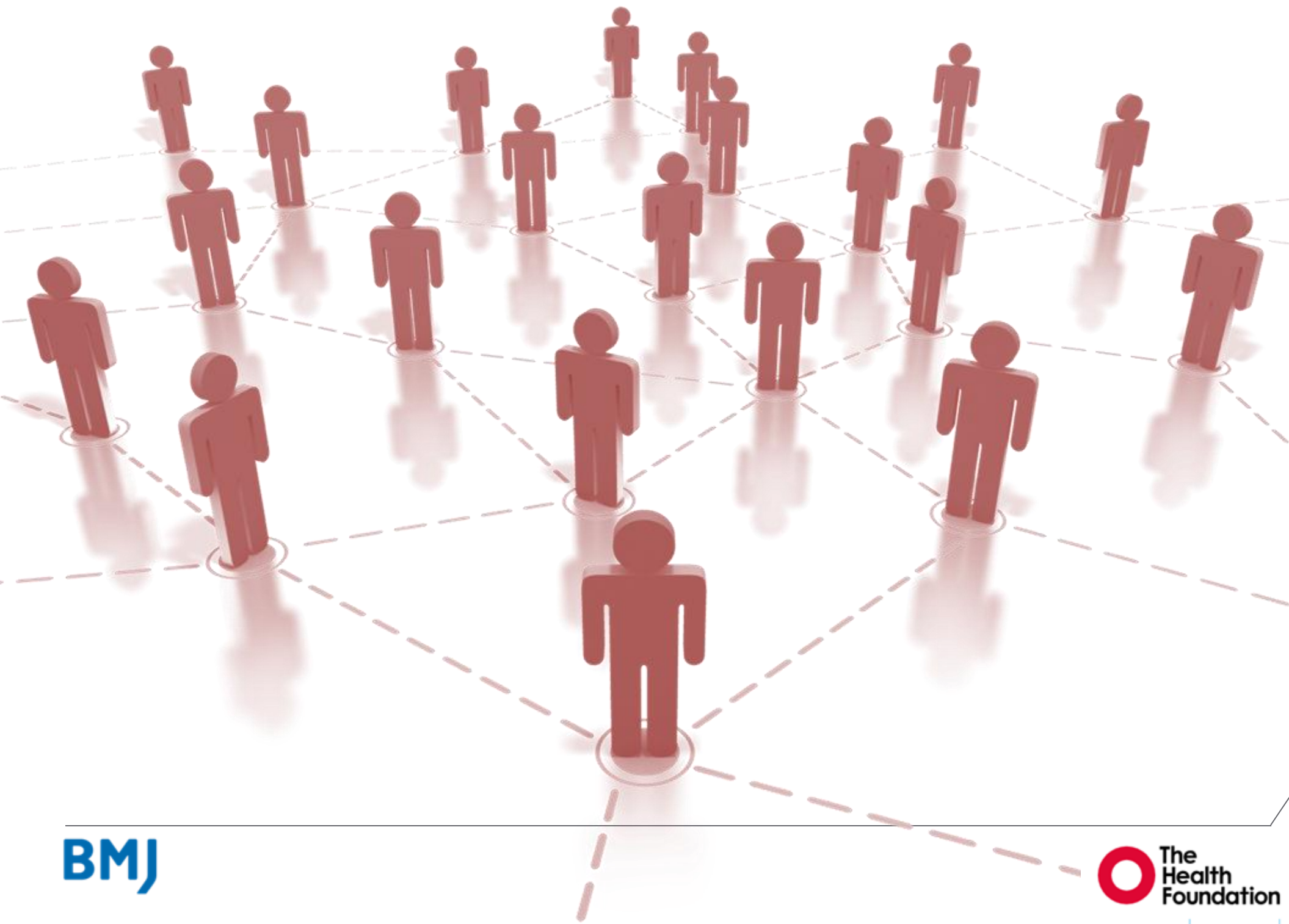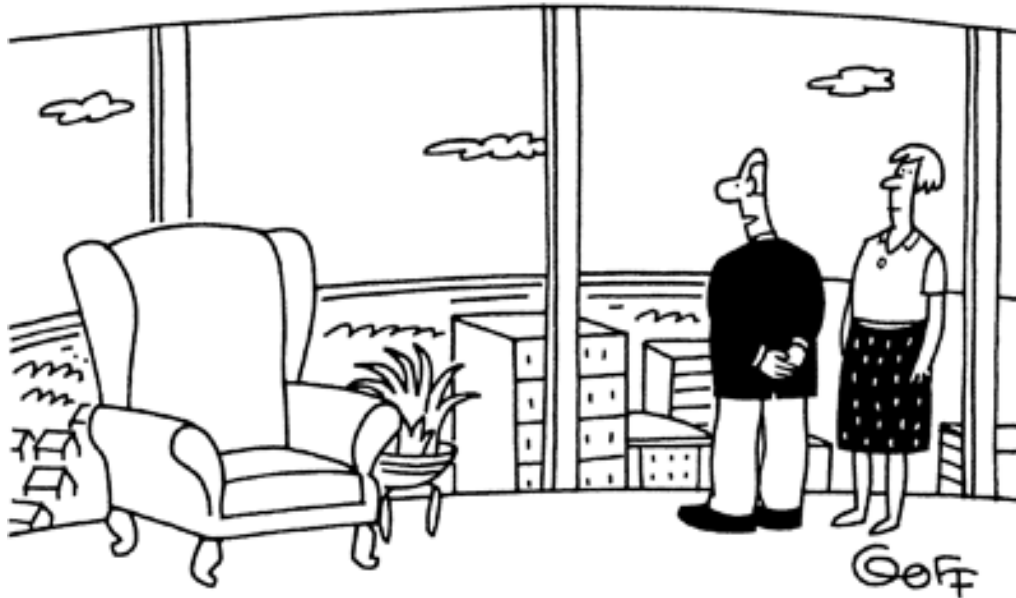
Different Perspectives on Change

Perspectives on change

How can perspectives on change enhance engagement?

- Recognise the complex and multi-dimensional nature of change

- Different theories and ways of framing problems can help open up new conversations and different possibilities

- Focus less on the individual and more on the system…

- …yet maintaining individual agency: rethinking our individual roles as 'powerful participants'

Complexity thinking

Simple

Complicated

Complex

Complexity thinking

Simple

Following a Recipe

- Recipe is essential
- Easy replication assured
- No particular expertise
- Standardised, predictable result

Complicated

Sending a Rocket to the Moon

- Protocols essential
- When done once, easier to do again
- High expertise needed
- High degree of predictability

Complex

Raising children

- Protocols of limited use
- First effort may provide little guide to second
- Expertise does not assure success
- Unique individuals with unpredictable outcomes

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The nature of health care systems

Machine

Ecosystem

Complex Adaptive System

Complex Social Process

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Complexity Thinking

Complex Adaptive System

- Inherent unpredictability
- Self-organisation
- Emergence
- Bounded Instability
- Simple rules guide action

Complex Social Process

- Conversations as the basic building block
- There is no organisation, only 'organising'
- Gesture and response
- Everyone a participant, including leaders
- Individual agency, constrained and enabled by others

Agency and autonomy in different perspectives

"I obey commands from hierarchy"

Machine thinking

"I act according to the rules of the system"

Systems thinking

"I follow the simple rules set for me"

Complex Adaptive Systems

"I have free will but am also enabled and constrained by relationships"

Complex Social Processes

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Classic change management orthodoxy

Eight Steps To Successful Change - John Kotter

- Establish a sense of urgency
- Create a guiding coalition
- Develop a clear shared vision
- Communicate the vision
- Empower people to act on the vision
- Create short term wins
- Consolidate & build on the gains
- Institutionalise the change

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An alternative view: directed and emergent

Deliberate/directive
- Predictable
- Linear
- Proceeds step by step
- Can be managed
- A right answer

Emergent
- Unpredictable
- Iterative
- Messy
- Can't be managed
- Many possible answers

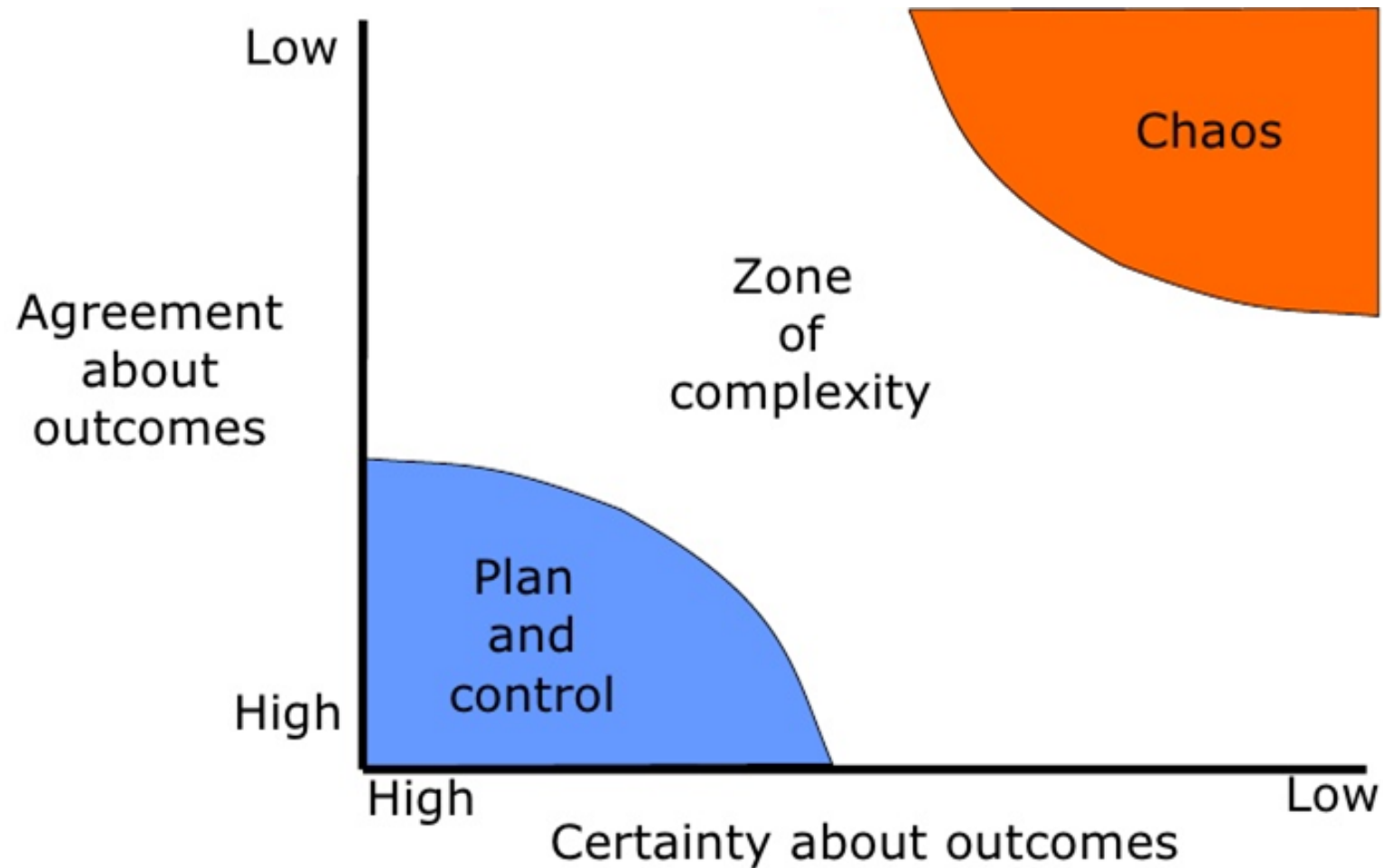Leader's role is to articulate a vision of where the organisation is going and motivate others to follow

Leader's role is to create conditions for change to release the collective intelligence for others to participate

What kind of problem do I have here?

Ralph Stacey, *Complexity and Creativity in Organizations*, 1996

Where to engage: Front stage and back stage

Front Stage

- 'Public performance' of rationally considered, logically phased and visibly participative change
- Recognises the need for plans, milestones, formal governance and communication
- Legitimising change, gives license to operate
- Gives reassurance and security

Back Stage

- Recruitment and maintenance of support
- Identifying and dealing with resistance
- Politicking, wheeler-dealing, coalition building, trade-offs, often not able to be openly discussed
- Gossip, 'have you got a few minutes', 'a word in your ear'

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When to engage: Different timelines

- Poorly implemented change makes for painful transition

- Unmanaged transitions make change less likely to succeed

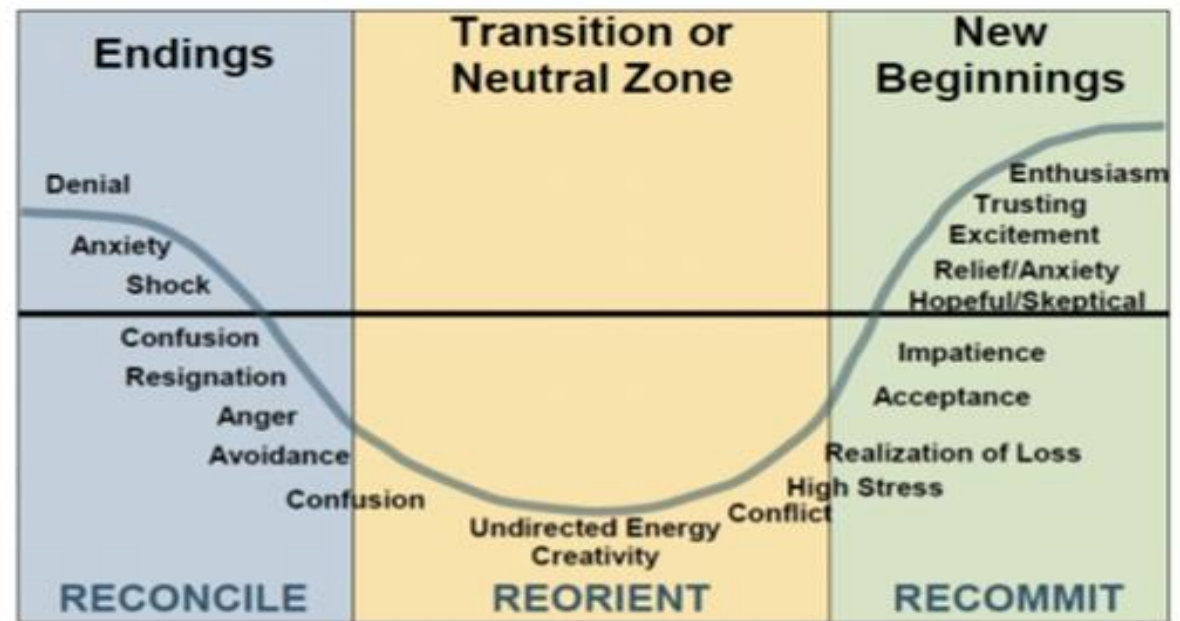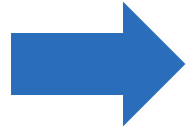- The 'change' isn't over until the transition is complete

Formal Change Management

Start ⟶ Finish

Transition Management ⟶

Endings	Transition or Neutral Zone	New Beginnings
Denial		Enthusiasm
Anxiety		Trusting
Shock		Excitement
		Relief/Anxiety
		Hopeful/Skeptical
Confusion		Impatience
Resignation		Acceptance
Anger		Realization of Loss
Avoidance		High Stress
Confusion	Conflict	
	Undirected Energy Creativity	
RECONCILE	REORIENT	RECOMMIT

Adapted from "Managing Transitions" William Bridges

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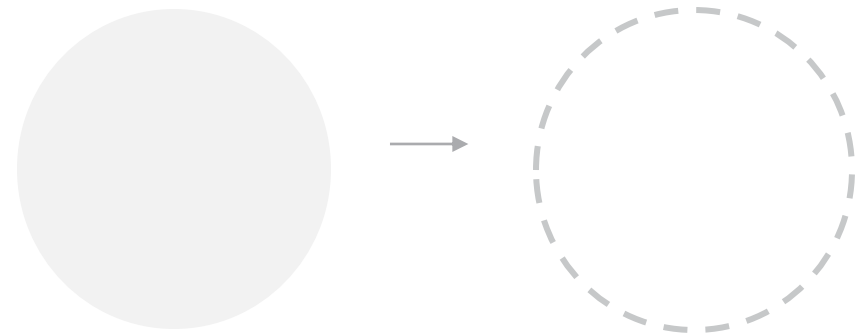# How to engage: change and transition management

Change management

- Starts with the desired outcome

- Logical, rational, 'head'

- What, Why, When, How
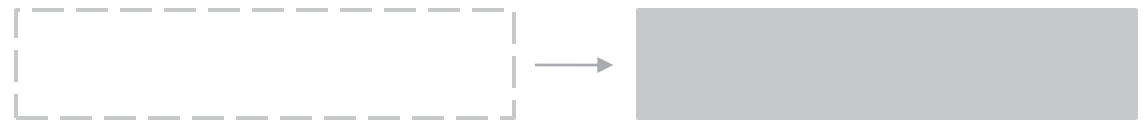
Transition management

- Starts with where people are

- Emotional, psychological, 'heart'

- Me – my feelings and responses

How to engage:
Backbone and heart (or power and love)

"Backbone means knowing and clearly stating your position, whether it is popular or not. Heart is staying engaged in the relationship and reaching out, even when that relationship is mired in conflict…These two seemingly opposed functions work well together. Each withers in isolation from the other"

Mary Beth O'Neil, 2007

"Power without love is reckless and abusive, and love without power is sentimental and anaemic"

Martin Luther King, referred to in Kahane, 2010

Everyone at all levels as 'powerful participant'

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Braithwaite: six principles

1	**Pay attention to how care is delivered at the coalface**
2	**All meaningful improvement is local**
3	**Look at the 90% of what works, as well as the 10% of harm**
4	**Learn from success stories**
5	**Be more humble in our aspirations**
6	**Appreciate complexity: change is unpredictable and hard won**

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Table
Discussion 2

1 : 2 : 4 : All

- Spend a few minutes reading 'Table 1' on page 3 in the article by Jeffrey Braithwaite
- Reflect on the enablers and insights to yourself
- Turn to another person and discuss your reflections
- Find 2 more people and discuss as a group
- Feedback to the room

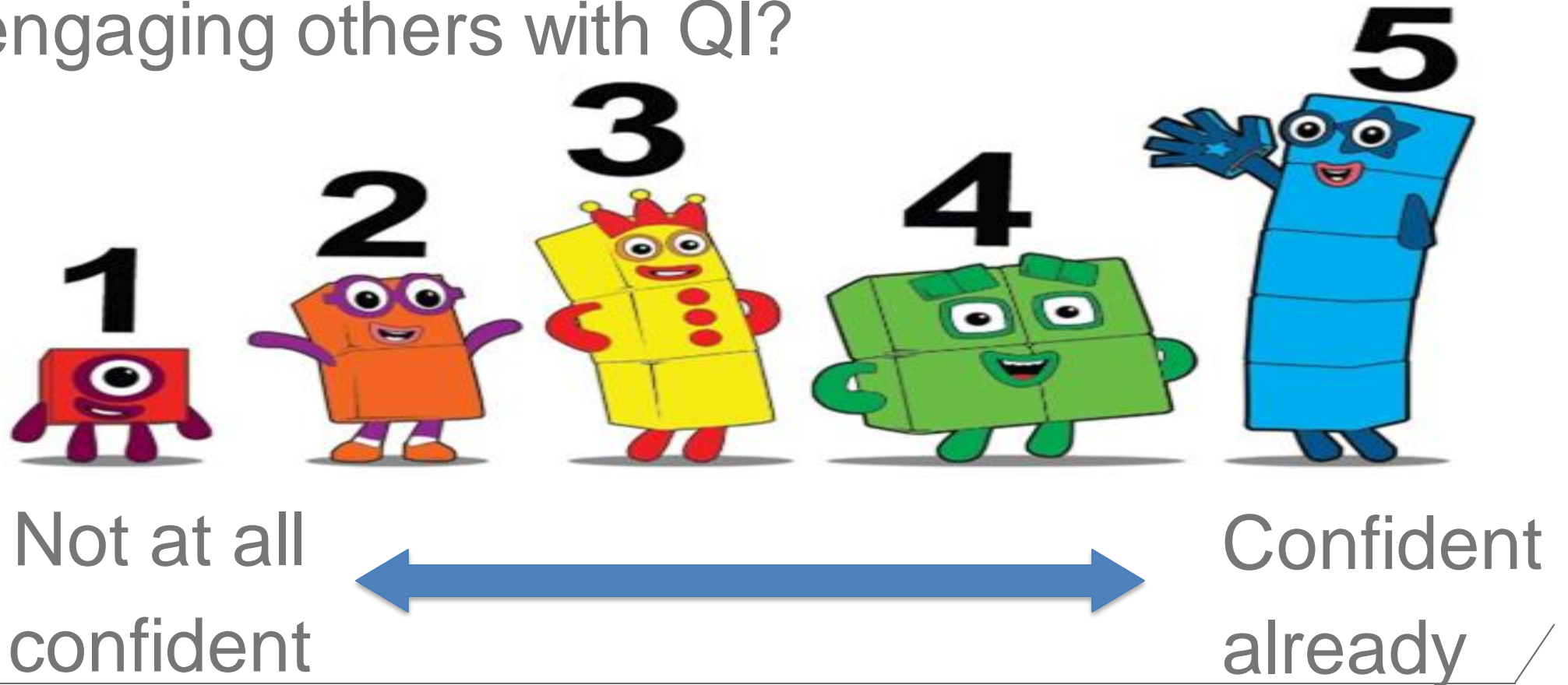How could different perspectives on change and complexity help to engage people in improvement?

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Question: what key insights did you take from this session?

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Thank You

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