



*Everybody's Business:
Quality Management at an
organisational level
Webinar 1/4*

24th February 2022



Welcome!

Hosts:



Emma Adams

*Independent
Improvement
Consultant &
Generation Q
Fellow*



Dr Joy Furnival

*Chief of Regulatory
Compliance &
Improvement
North West
Ambulance Service*

Guests:



Michael
Canavan

*Portfolio Lead, QMS
Portfolio
**Improvement Hub
(ihub)**
Healthcare
Improvement
Scotland*



Dr Amar Shar

*Consultant forensic
psychiatrist & Chief
Quality Officer at
East London NHS
Foundation Trust
(ELFT)*



Dr Nicola Burgess

*Reader of Operations
Management
Warwick Business
School*

How we're running today's session



1. We'd like you to be on mute whilst we present the core material

2. The chat is open throughout - please post any questions or comments there



3. We'll open for questions at the end of the presentation:

- Raise your hand if you'd like to speak (and don't forget to unmute!)
- Post in chat and the chair will moderate questions to the presenter



4. If your tech fails, don't worry – we're recording so you can listen to this later

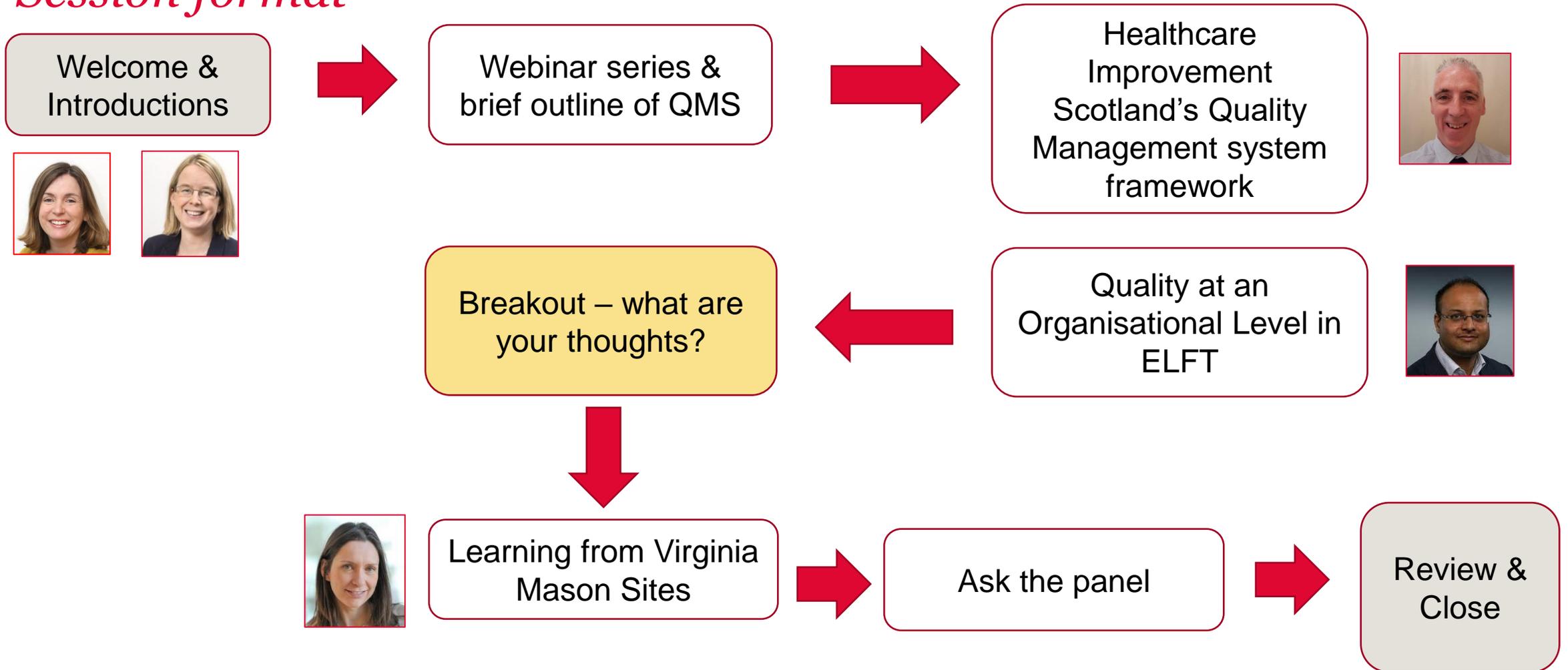


5. Please feel free to continue the discussion after the event via email or on Twitter #QcomQMS @TheQCommunity

6. And really don't worry if the dog/child/window cleaner interrupts!

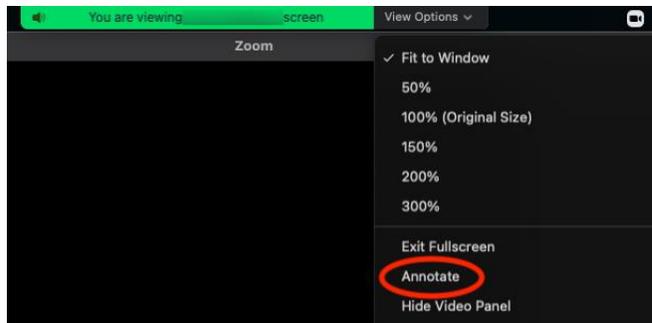
7. We're recording and saving chat to share later

Session format



Where are you?

Use the Annotate function again or use the chat



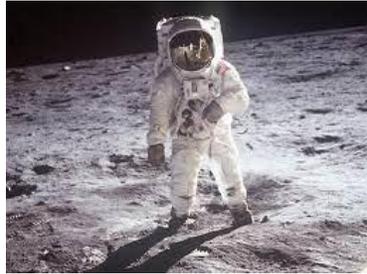
Quality Management System Webinar series – Emma Adams



Webinar
22.09.21

“High performing organisations have quality management systems with quality improvement, quality control and quality planning co-ordinated and embedded.”

Webinar Series



1
Everybody's Business: Quality management at an organizational level

2
"Putting the man on the moon" – aligning everyone to strategy

3
"Work as done vs work as imagined" – making QMS a daily reality

4
"Leading for Quality" – how do we lead where we are and bring people with us?





Healthcare
Improvement
Scotland

Quality Management : A Healthcare Improvement Scotland Approach

The Health Foundation
24th February 2022

Supporting better quality health and
social care for everyone in Scotland

Welcome



Michael Canavan

Portfolio Lead – Quality Management Systems

Healthcare Improvement Scotland

@Michaelcn67

Aim

**Overview of Healthcare
Improvement Scotland**

**Our approach to Quality
Management**

**Evolving thinking around
Quality Management**

**Introduction to our Learning
System work**



Enabling people in Scotland to experience the **best quality health and social care.**

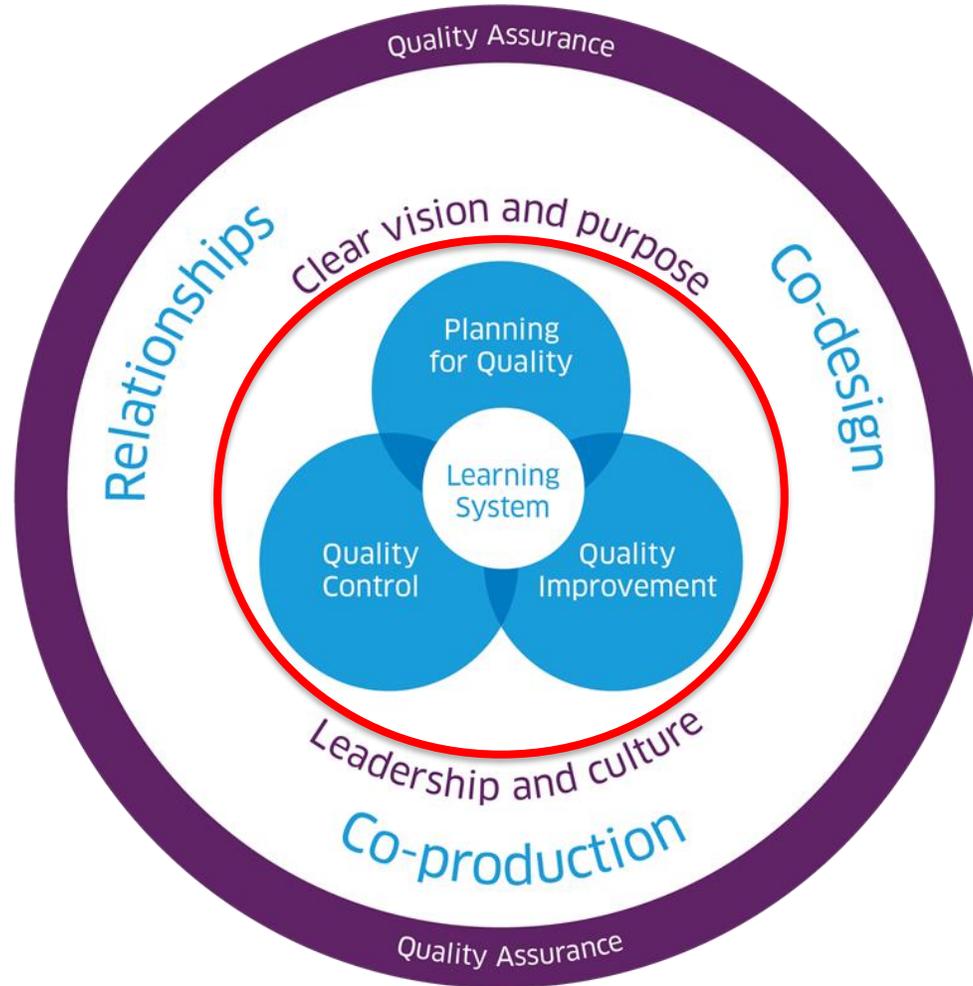
We will continue to review and refocus our work... using the [Quality Management Approach](#) to decide which combination of our functions will be [most effective](#) in the key delivery areas.

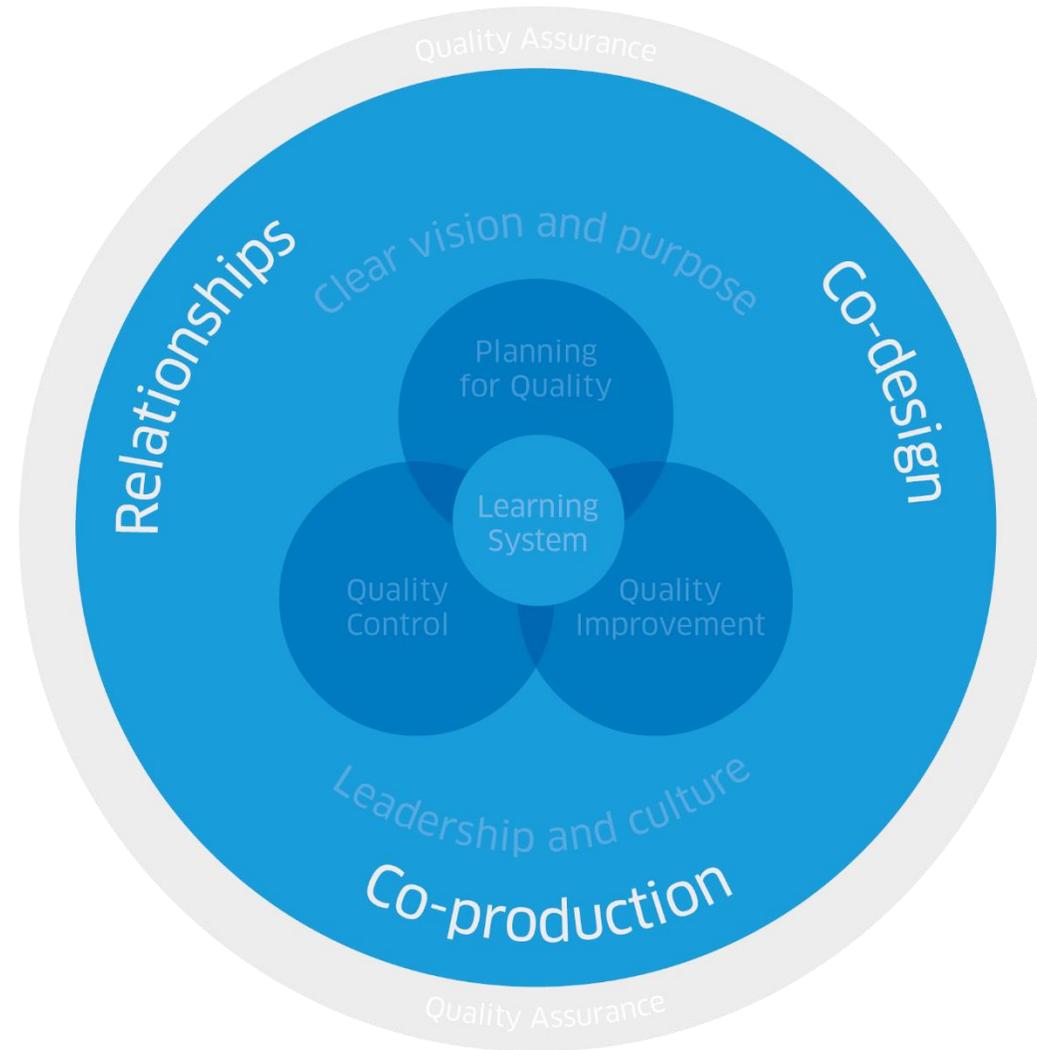
From Emergency to Recovery Remobilisation
2021-22 Plan 3, Healthcare Improvement Scotland

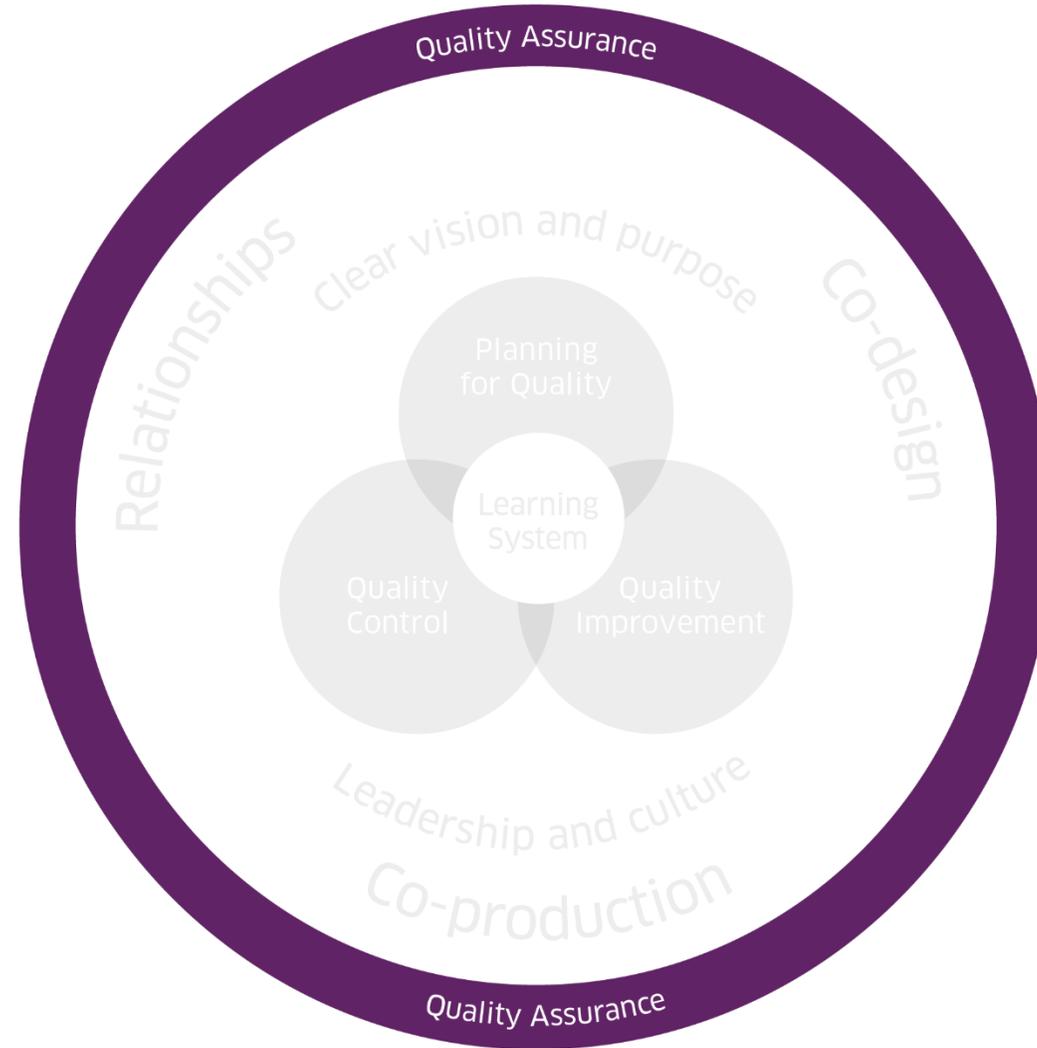
Quality Management System

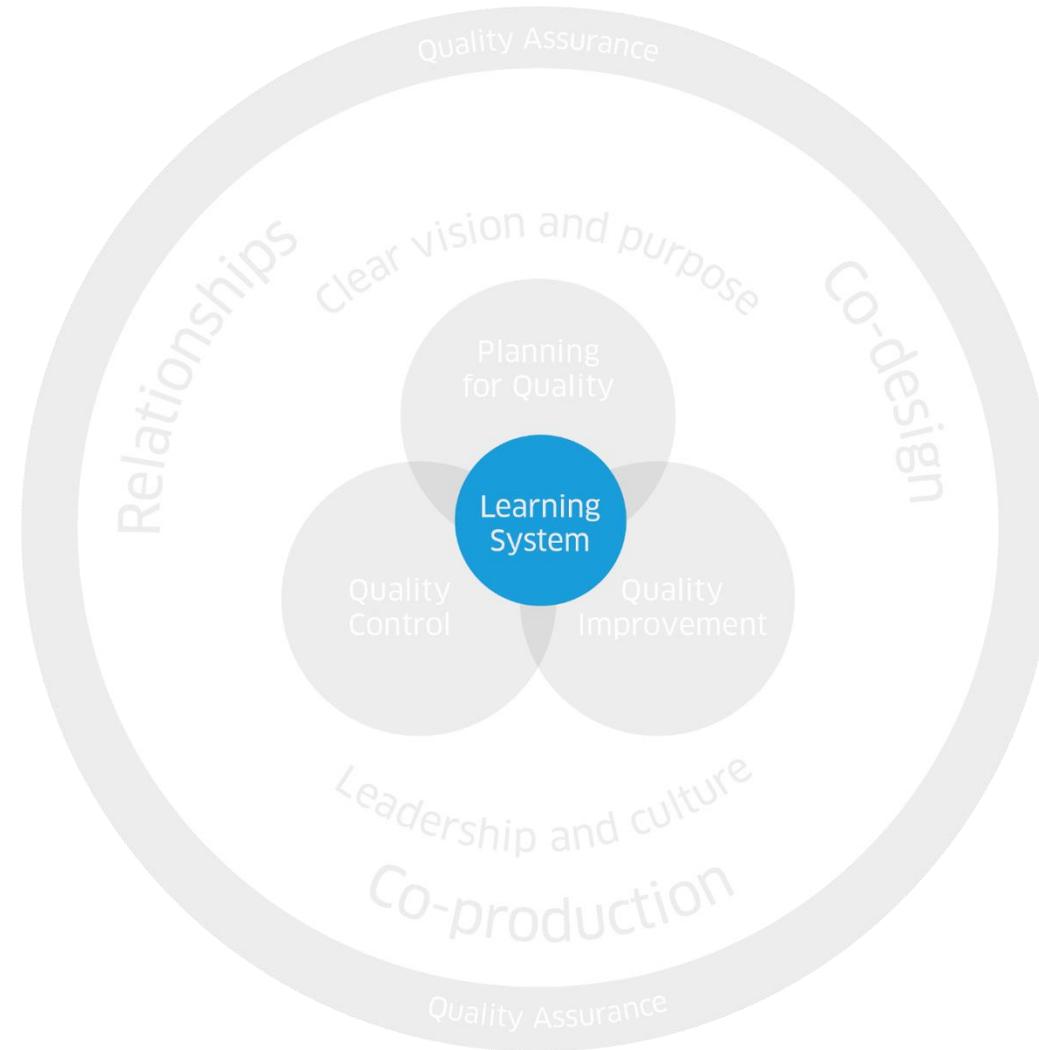
A coordinated and consistent approach to managing the quality of what we do across the whole health and care system

with the ultimate aim of delivering better population health and wellbeing, better care experience, better value and better staff experience.







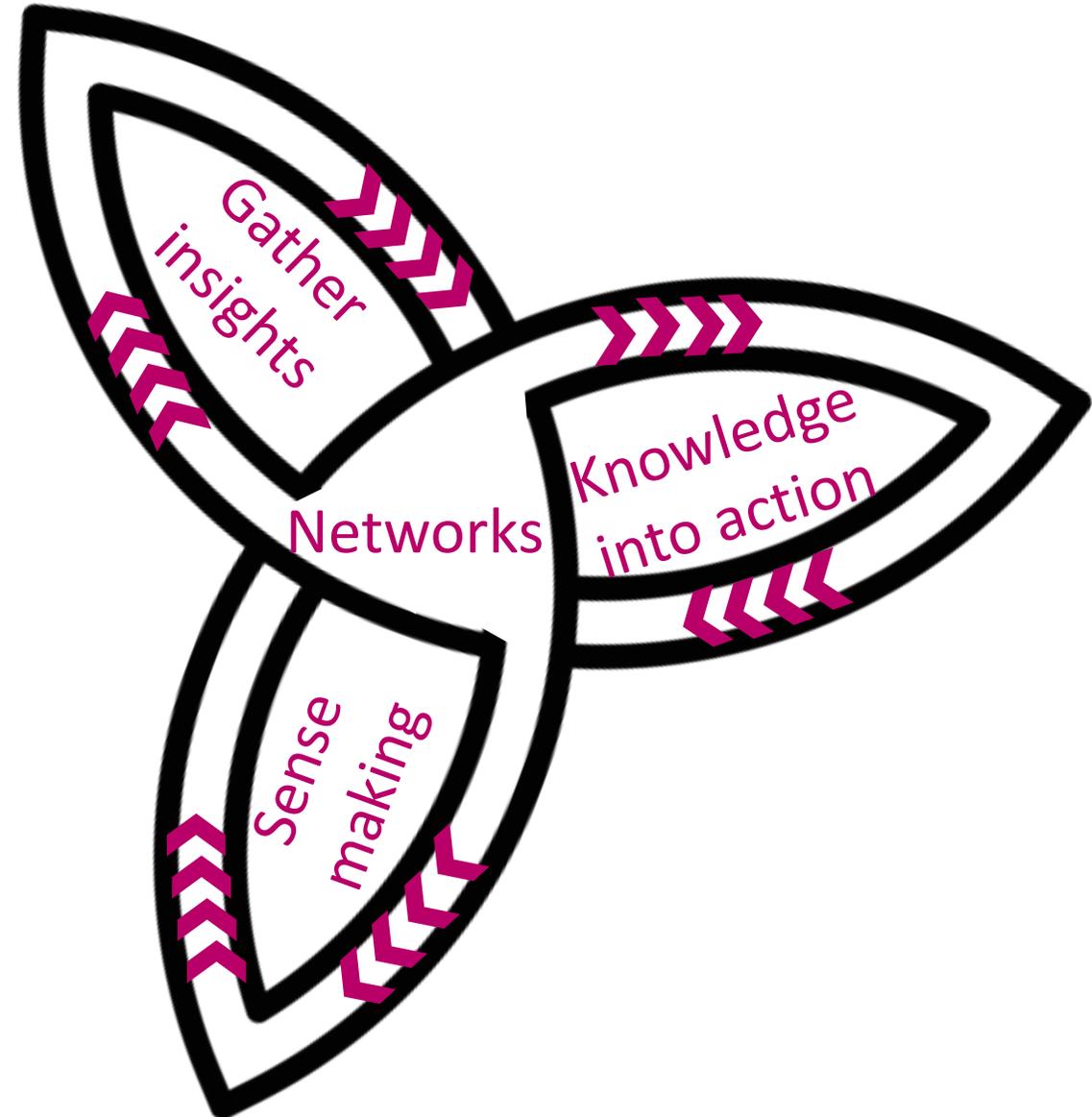


Supporting infrastructure

What is this learning system's purpose?

Who needs to be involved and how?

How will you make sure this reduces inequality?



Evaluating

Embedding the approach

Suite of Practical Tools

Creating the conditions for QMS

Diagnostic and development

Learning with others

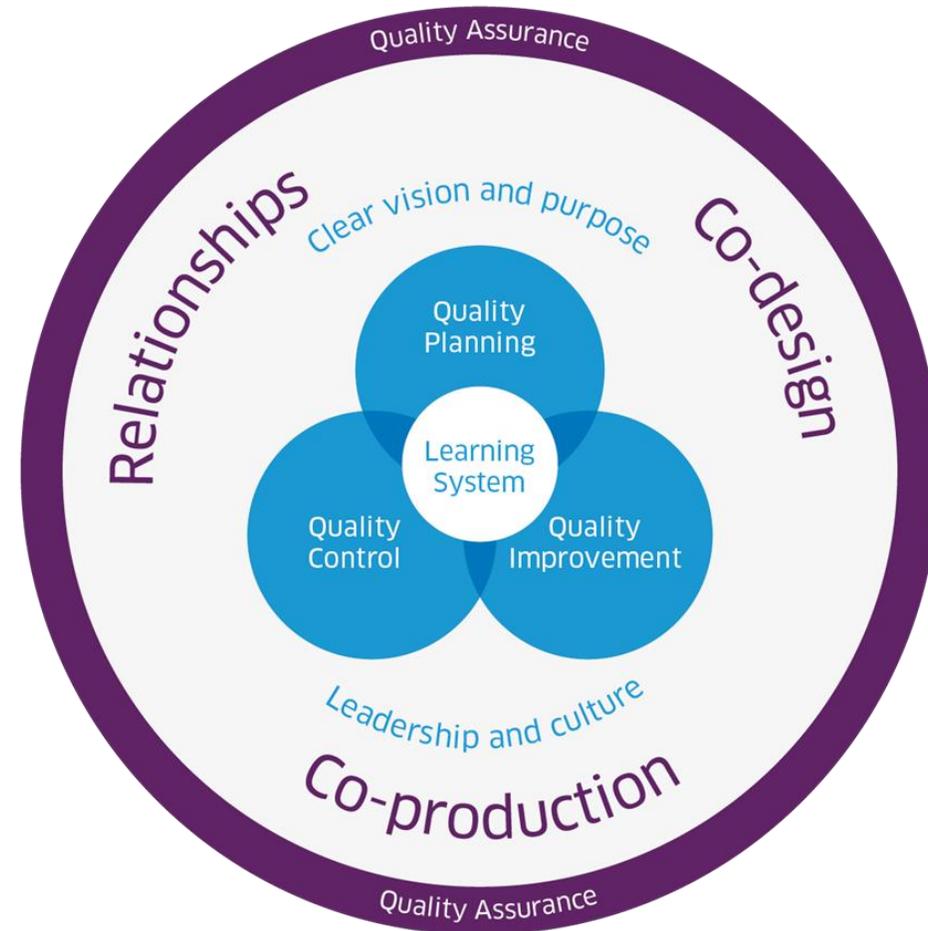
Value Management Collaborative

Working with various parts of the Health and Care System

Learning System

Team

The “QMS Habit”



High-level Quality Management System Framework (working draft 2)

Thank You!



28/02/2022

Quality at an organizational level in East London Foundation Trust

Dr Amar Shah



<https://qi.elft.nhs.uk/wp-content/uploads/2020/07/How-to-move-beyond-quality-improvement-projects.pdf>

<https://qi.elft.nhs.uk/elfts-quality-management-system/>

Breakout – 15 mins

Say hello!

What are you starting to think about...?

Please appoint one person from each group to provide feedback in the Zoom chat at the end of the breakout session.



wbs

WARWICK BUSINESS SCHOOL
THE UNIVERSITY OF WARWICK

For the Change Makers

Dr Nicola Burgess,

Reader – Operations Management,
Healthcare

February 2022

**Antecedents of an
improvement culture:**

**Lessons from the NHS-VMI
partnership**

NHS-VMI partnership: What does success look like?



Develop CI Capability through people not targets

NHS England/Improvement

“By the end of five years we expect each trust to have sufficient capacity in their organisation to build on this journey themselves without necessarily getting support externally. They have a sustainable culture of continuous improvement. The journey – they can carry on themselves.”

**DEVELOP A CULTURE OF
CONTINUOUS
IMPROVEMENT
CAPABILITY**

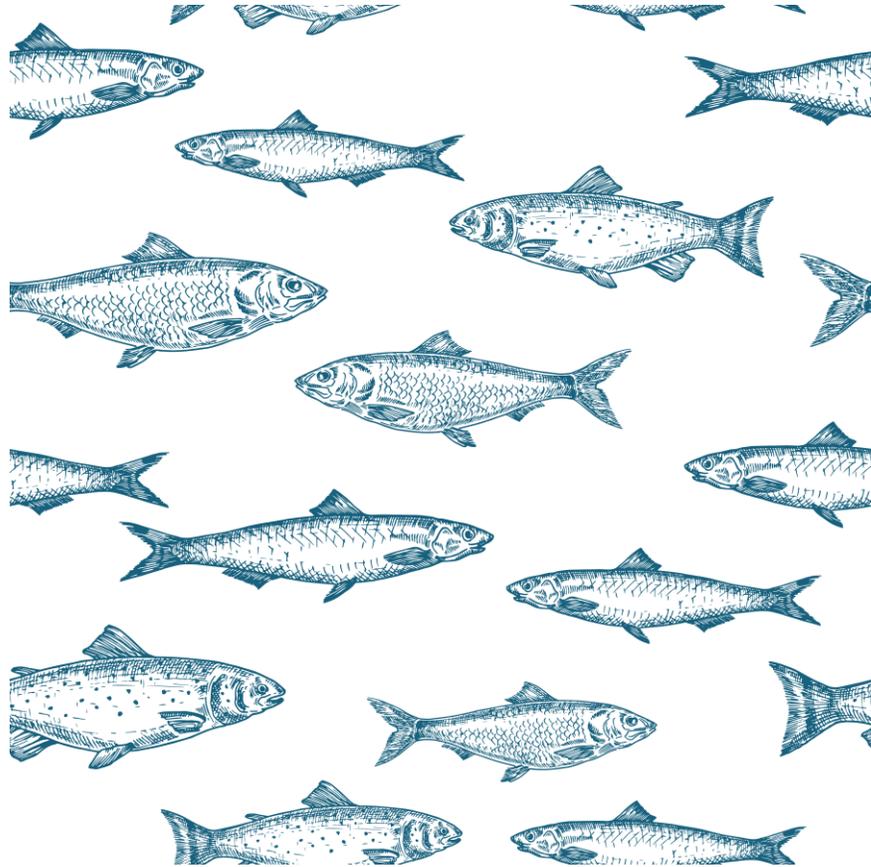
5 NHS Trust CEO's

“We had a long debate about this – but we agree – we **hope** to see improvements across three areas [quality of care, staff morale and financial position] but **we aren't going to say you have to be at a certain point by the end of the partnership.**”

Participant observation data: Dec 2018

~~**TARGETS**~~

Or to put it differently:



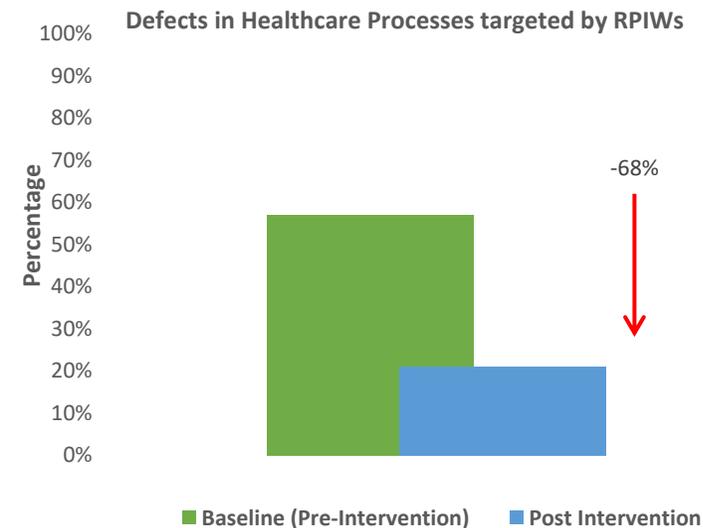
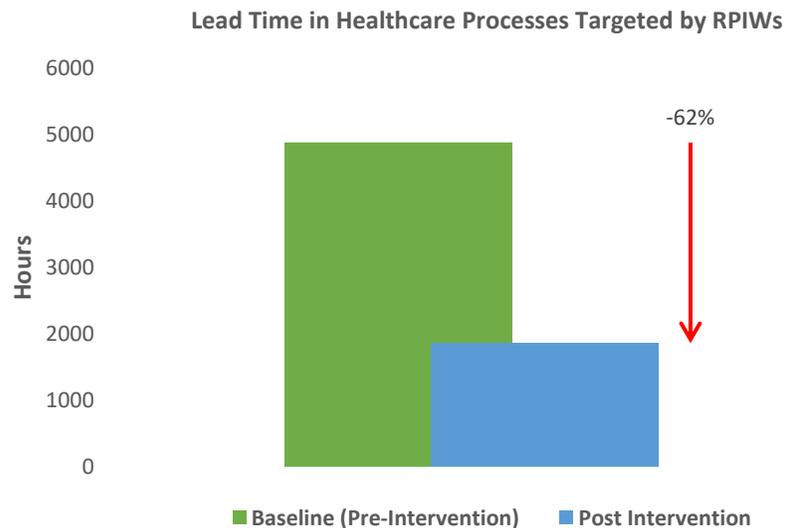
Background vector created by createvil - www.freepik.com

‘At the end of the partnership if they wanted to say “Well, we’re going to scrap it” you couldn’t because it’s like somebody’s chopped anchovies and stuck it right into the sauce, you can’t pull them out. It’s part of the fabric.’

(KPO facilitator, BHRUT03)

Performance

- ✓ Between December 2015-July 2019, **28** value streams and **113** RPIWs were completed.
- ✓ Collectively, activity/ service times targeted by RPIWs (i.e. lead time) were reduced by **62%**. This represents over **3020 hrs** of time saved.
- ✓ Quality defects fell from **57%** to **21%**.
- ✓ All Trusts reported approximately **50%** improvement and over in all outcomes targeted for improvement by RPIWs.



Differential performance outcomes:

During the intervention:

- One Trust rated 'outstanding' in 2019 (CQC)
- One significantly improved financial context
- One won an award for safety
- Two went into special measures...

Same intervention – different outcomes

Understanding and explaining differences is essential for broader learning about how to foster a QI culture in a healthcare context

Social Network Data Collection

Who do you interact with

=

Who are you connected to?

For each person listed, please rate each of the following statements relating to improvement work relationships

NAME	ROLE	ORGANISATION	I am aware of this person's areas of expertise, and so understand which aspects of improvement work they can help me with	This person provides me with information or advice with regards to improvement work	I feel personally comfortable asking this person for information or advice	This person is influential with regards to improvement work issues	I trust this person enough to talk freely to them about improvement work matters
			<u>Expertise</u>	1-2-3-4-5	1-2-3-4-5	1-2-3-4-5	1-2-3-4-5
				1-2-3-4-5	1-2-3-4-5	1-2-3-4-5	1-2-3-4-5
				<u>Provide Advice</u>	1-2-3-4-5	1-2-3-4-5	1-2-3-4-5
					1-2-3-4-5	1-2-3-4-5	1-2-3-4-5
			1-2-3-4-5	<u>Seek Advice</u>	1-2-3-4-5	1-2-3-4-5	1-2-3-4-5
			1-2-3-4-5	1-2-3-4-5	<u>Influence</u>	1-2-3-4-5	1-2-3-4-5
			1-2-3-4-5	1-2-3-4-5	1-2-3-4-5	<u>Trust</u>	1-2-3-4-5
			1-2-3-4-5	1-2-3-4-5	1-2-3-4-5	1-2-3-4-5	1-2-3-4-5
			1-2-3-4-5	1-2-3-4-5	1-2-3-4-5	1-2-3-4-5	1-2-3-4-5
			1-2-3-4-5	1-2-3-4-5	1-2-3-4-5	1-2-3-4-5	1-2-3-4-5

(Please circle your answer: 1= Strongly disagree 2= Disagree 3= Neither agree nor disagree, 4= Agree, 5= Strongly agree)

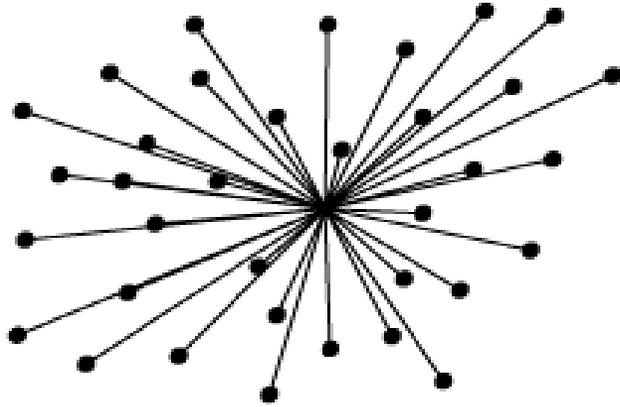
Interested in knowledge mobilisation of QI knowledge

Targeted participants of (lean-based) improvement training programme

ASK:

- **“who do you speak to about improvement”**
- **Who do you go to for advice**
 - **Who comes to you...**

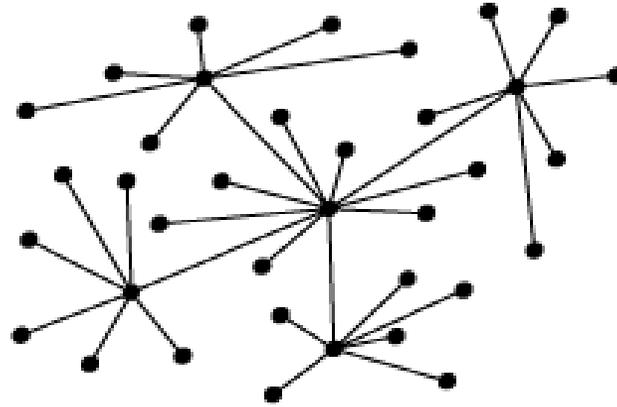
Types of Network Structures



centralised

Hub-Spoke Network

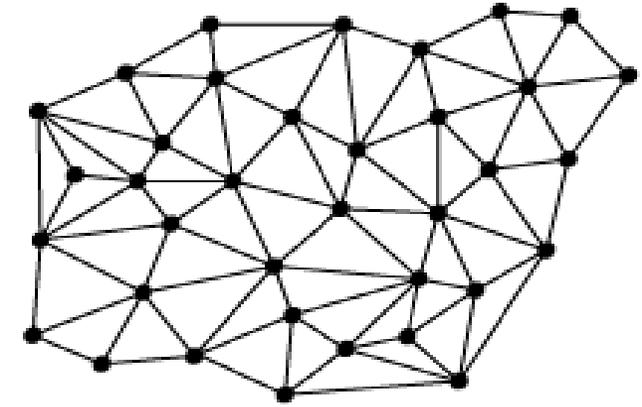
- Low Degree of Connectivity.
- Sparse Network – No Cohesion
- Low Interaction
- One Key Source of Information
- Low capacity to Facilitate learning and knowledge transfer.



decentralised

Multiple Hub-Spoke Networks

- Moderate Degree of Connectivity.
- Boundary Spanning
- Moderate Degree of Interaction across clusters.
- Few Key Sources of Information.
- Moderate capacity to Facilitate learning and knowledge transfer.

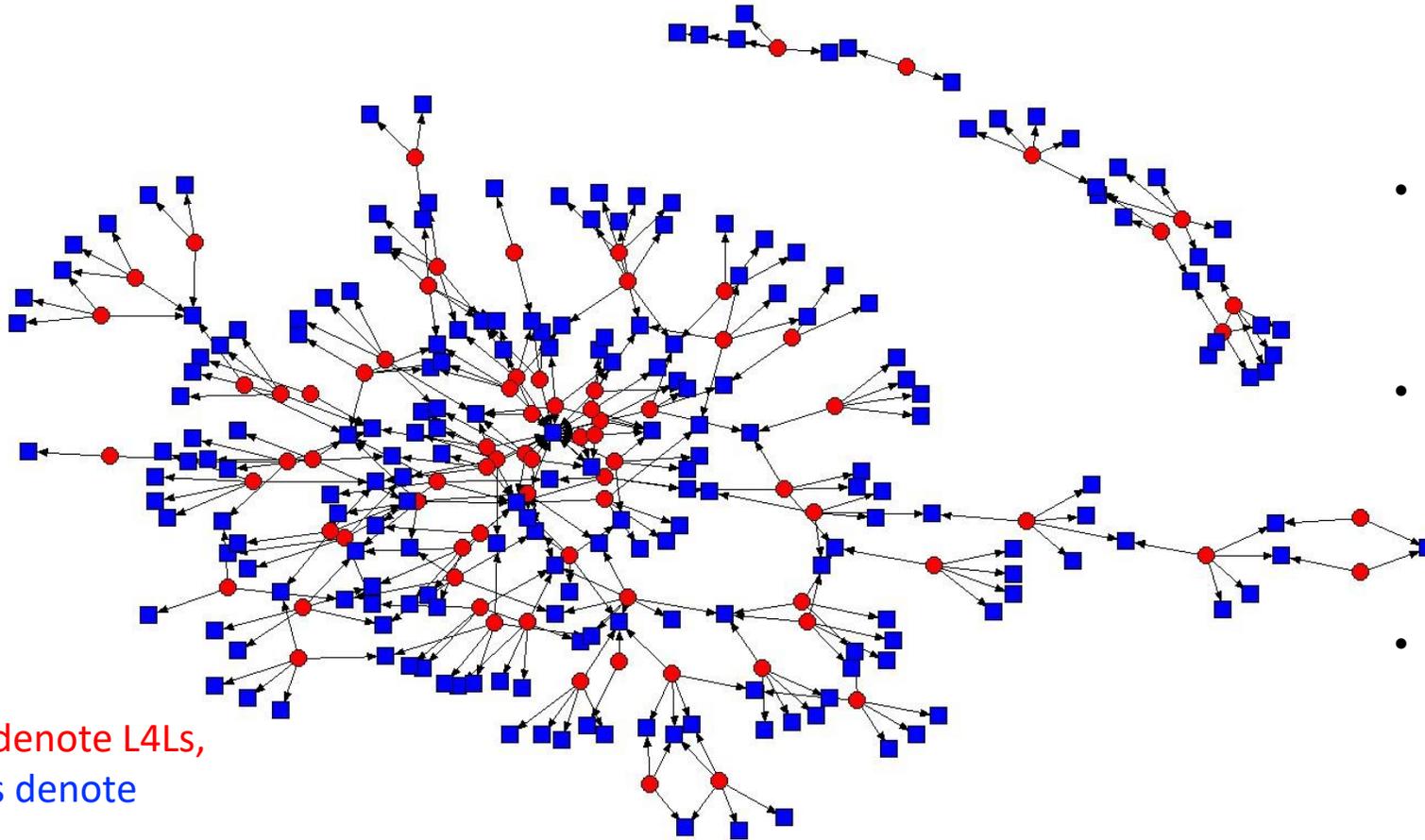


distributed

Dense Network

- High Degree of Connectivity.
- Cohesive Network
- High Degree of Interaction.
- Multiple sources of information.
- High capacity to Facilitate learning and knowledge transfer.

Trust A – an ‘outstanding’ trust

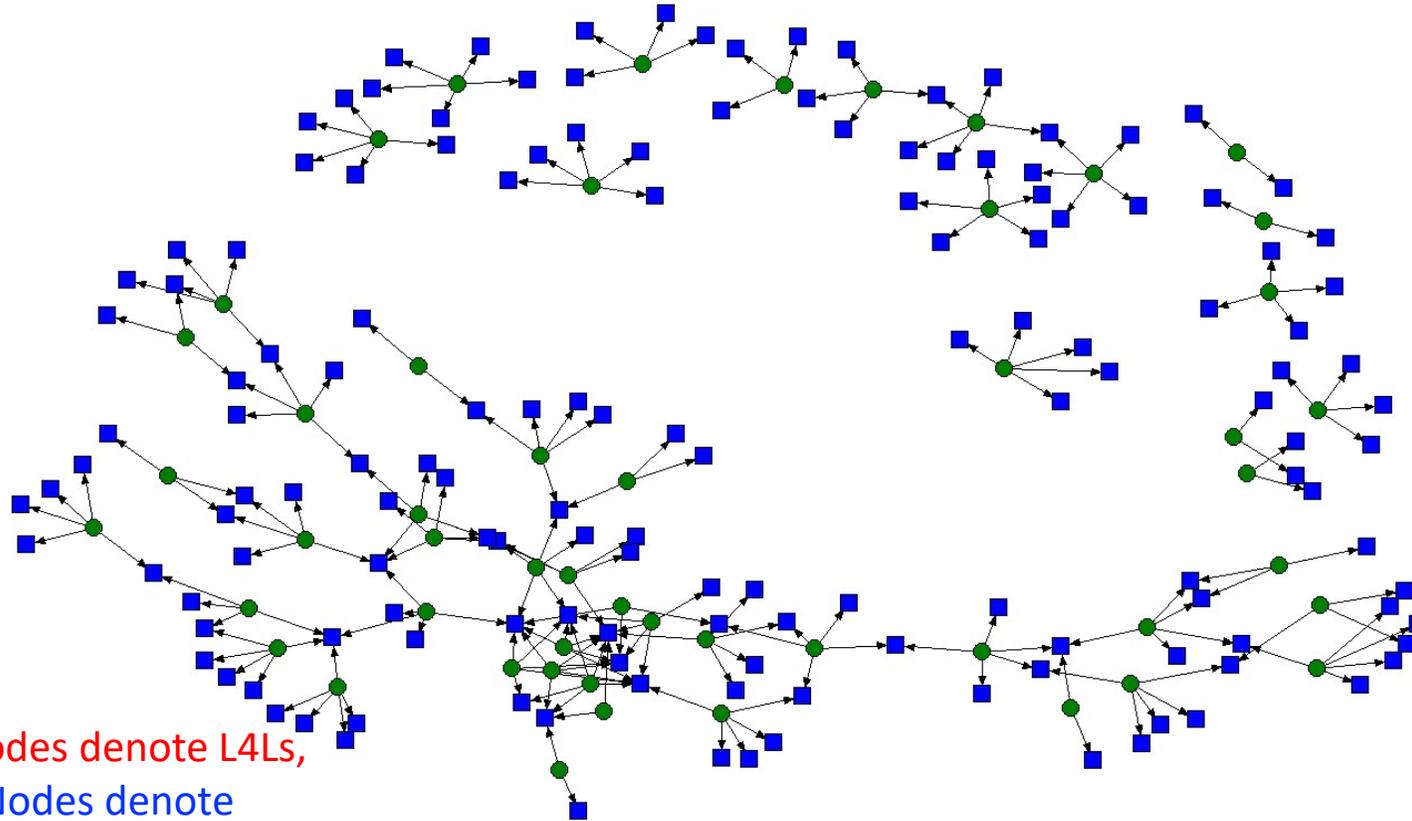


Circle Nodes denote L4Ls,
Square Nodes denote
collaborators

- Distributed Network – High Degree of Connectivity.
- High degree of interaction - everyone is talking to each other.
- Dense clusters and groupings also indicate high degree of collaboration.
- High degree of connectivity associated with high capacity to facilitate knowledge exchange and learning.

Contact us at: arcturaconsulting@gmail.com to enquire about SNA for your organisation

Trust D – special measures trust



Circle Nodes denote L4Ls,
Square Nodes denote
collaborators

- Two-thirds of the Core Network is decentralised and has Chain-like characteristics
- One small dense cluster, so some L4Ls are talking to each other and share collaborators.
- Third of the network disconnected with several 14 isolated components.
- Low to moderate connectivity indicates a low to moderate degree of interaction, engagement and knowledge sharing

Contact us at: arcturaconsulting@gmail.com to enquire about SNA for your organisation

The math behind the graphs tell us about the nature of relationships.

**Trust D = very high levels of 'simple brokering'.
Non-reciprocated interaction: 'messengers'.**

Trust A = High levels of mutually reciprocal relationships. 'Everybody's talking to one another'

A receptive context for QI is characterised by reciprocal relationships that enable collective, reflective talk

Trust A

“Most people know about the Lean for leaders [training]. Whether they’ve been on it or not, everyone talks about it”

Clinical lead

Trust A rated ‘Outstanding’ in 2019

Knowledge is mobilised and collective, reflective talk emerges

Trust D

“People that have been on Lean for leaders [training] love it, those that haven’t feel excluded, they feel L4L is elitist”

Chief Nurse

‘Special Measures’ 2019

Improvement knowledge appears is ‘locked in’, improvers become ostracized

A receptive context: like firewood

- Seasoned/Unseasoned, both can be lit but performance will be significantly different:
 - Damp firewood will smoulder, release toxic fumes and extinguish itself over time, no matter how much wood there is;
 - Seasoned firewood burns bright and warm, and with enough resource it is self-sustaining.
- Context and culture shape improvement



Creating the right antecedent conditions

What can we learn about creating a receptive context

CULTURAL WORK PRE-INTERVENTION

Three antecedent conditions that shaped receptive context:

1. Clear, concise and consistent shared organisational values
2. Distributed clinical leadership to foster inter-professional collaboration (clinically led-managerially enabled)
3. Collective reflective talk (*Formal spaces for informal interaction*)

More detail in final evaluation report due July 2021



1. Clear, concise and consistent shared values

An example:

“Spend all your time on patient experience, on quality, patient safety and getting the best clinical outcomes and that’s it...”

2. Clinical leadership for inter-professional collaboration

“The consultants here, they rule the place”

(Middle manager, Inadequate performing Trust)

FEAR

“I’m not in charge anymore, they [clinicians] are”

(CEO, Outstanding performing Trust)

PRIDE

Leading in ways that foster inter-professional collaboration

3. Formal spaces for informal interaction (eg. TGB)

Social capital more important than human capital

“when participants in any process engage in talk, they reflect with one another, which facilitates change. **Collective, reflective talk** has an outsized impact on [QI] routines. [Without talk] QI routines die*”

Relationships are resources for action.

*Aristidou, A. and Burgess, N.J., 2019, July. The Death of a Bundle of Organizational Routines. In *Academy of Management Proceedings* (Vol. 2019, No. 1, p. 13796). Briarcliff Manor, NY 10510: Academy of Management.

More info: Blogs, reports and other resources:

<https://warwick.ac.uk/fac/soc/wbs/research/vmi-nhs/>



About the NHS-VMI Partnership

In July 2015 five NHS Trusts were selected to work with Virginia Mason Institute (VMI) to develop localized versions of the Virginia Mason Production System (an adaptation of the Toyota Production System, a continuous improvement approach commonly known as Lean). The goal was to develop a sustainable culture of continuous improvement capability in each of the five partner NHS hospital Trusts, and to share lessons from the partnership with NHS system leaders.

Evaluating the NHS-VMI partnership

In January 2018 a research team at WBS led by Dr. Nicola Burgess commenced an independent evaluation of NHS-VMI partnership, commissioned by the Health Foundation and NHS England and NHS Improvement. This three-year evaluation aimed to explore the impact of the partnership upon the quality and efficiency of care delivery at each trust and the degree to which a sustainable culture of continuous improvement is emerging. Specifically, the evaluation is concerned to understand how best to build a sustainable culture of continuous improvement capability in the NHS, and to gather learning on how NHS system leaders can support providers to foster and spread a culture of continuous improvement capability across the NHS.

Sharing lessons from the NHS-VMI partnership

The team at WBS is due to publish their final evaluation report in mid to late 2021. This website hosts publications, interim reports, videos and other data to share lessons from the evaluation with NHS leaders, practitioners and researchers in a timely and accessible way.

Anyone interested to learn more about the partnership and its evaluation should contact Dr Nicola Burgess.



WARWICK BUSINESS SCHOOL
THE UNIVERSITY OF WARWICK



CEO Video Interviews

Professor Andy Hardy



08:17

Professor Andy Hardy, CEO of University Hospitals Coventry and Warwickshire talks about his experience with the NHS-VMI partnership. Andy talks about the important role of leadership and how the partnership has changed the way he leads as CEO.

Julian Hartley

Chris Bown



11:07

Chris Bown, Interim CEO (09/2018-01/2020) at Barking Havering & Redbridge NHS Trust talks about his experience, coming into the partnership in year 3, at a time where the organisation had gone into 'special measures' for finance. Chris talks about his decision to continue the commitment to developing improvement capability and revamp efforts to build continuous improvement capability across the organisation.

Michael Wilson CBE

Ask the Panel

Please ask your questions
in the Zoom chat



Michael
Canavan

*Portfolio Lead, QMS
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Dr Nicola Burgess

*Reader of Operations
Management
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After Action Review and close

A red speech bubble with a white outline and a small tail pointing downwards and to the left. It contains white italicized text.

*One thing that
I'll be taking
away from
today's session*

A grey speech bubble with a white outline and a small tail pointing downwards and to the left. It contains white italicized text.

*One thing that
you think we
could build on /
improve on going
forward*

Please put your feedback in the chat

Thank you

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

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E q@health.org.uk
🐦 [@theQcommunity](https://twitter.com/theQcommunity)
q.health.org.uk



The screenshot shows a web browser window with the following details:

- Browser tab: Upcoming events | Q Community
- Address bar: q.health.org.uk/get-involved/events/
- Calendar header: APRIL 8 2022
- Event location: Zoom
- Event title: “Putting the man on the moon” – aligning everyone to strategy
- Event description: Join us for the 2nd webinar in our series on Quality Management Systems. This time we'll be exploring Quality Planning - how do we develop strategies and align our people towards them. Like the apochryphal cleaner at NASA, how do we support people to know, understand and engage in the organisation's mission.