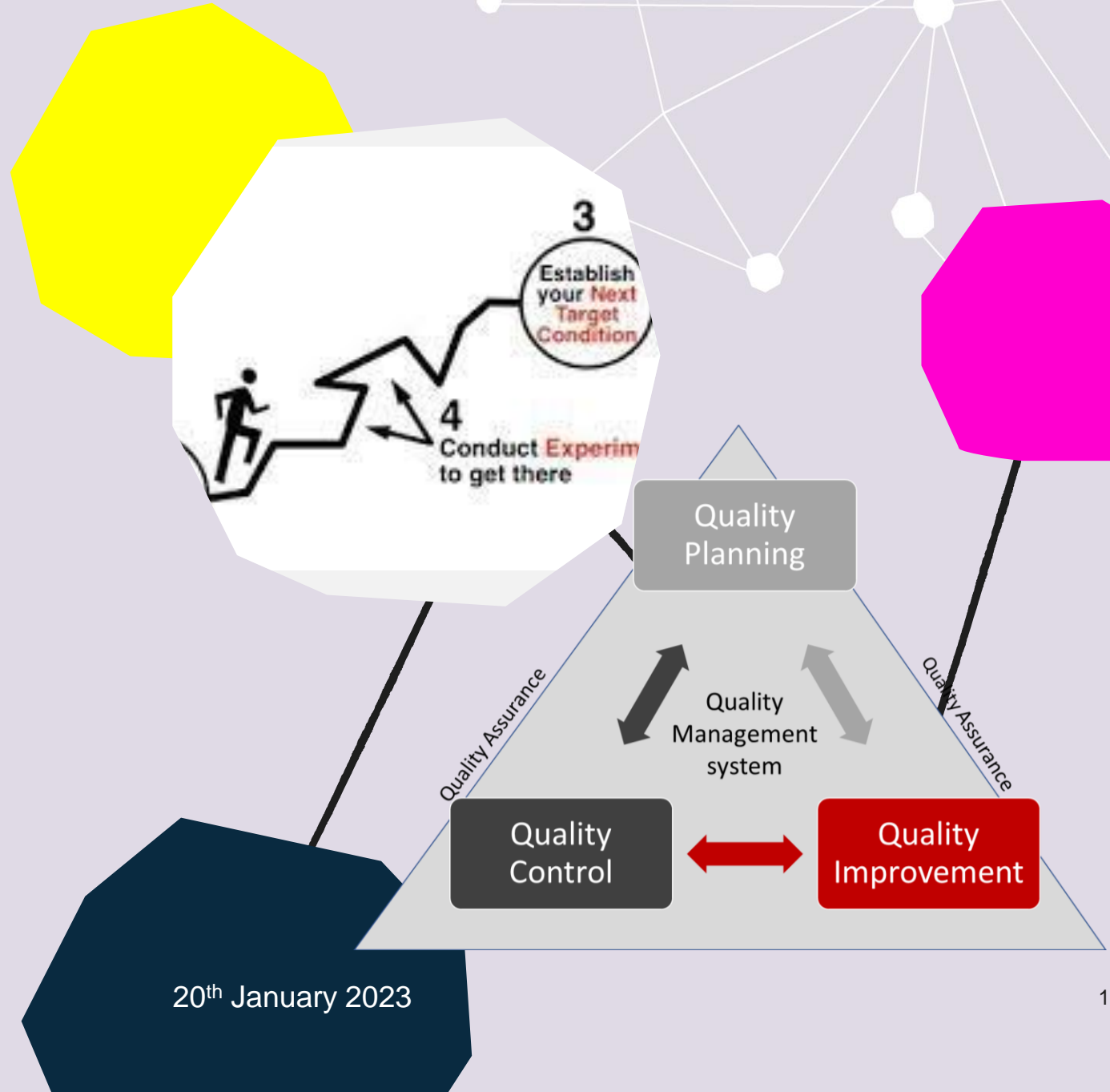




Change through conversations – how coaching can support continuous daily improvement

Quality Management Systems Series 2/ Webinar 2

Led by



20th January 2023

Welcome!

Hosts:



Emma Adams

*Independent
Improvement
Consultant &
Generation Q Fellow*



Dr Joy Furnival

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

Guest speakers:



Ann Hill

*Head of Improvement
Capability
NHS England and NHS
Improvement South West*



Peter Lowe

*Director of Improvement
The Dudley Group NHS
Foundation Trust*



Jem Ramazanoglu

*Continuous improvement
programme manager
Central London Community
Healthcare NHS Trust*



Sid Beech

*QI Training Lead
Central London Community
Healthcare NHS Trust*

How we're running today's session



Please stay muted while we're presenting



We're recording, so don't worry if your tech fails



Use the chat for questions or comments



We'll open for questions at the end of the presentations:

- Raise your hand if you'd like to speak (and don't forget to unmute!)



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

Q: spaces and support for learning and collaboration



Providing peer learning opportunities across the UK and Ireland

Helping connect and energise improvement locally

Creating the conditions at local and national level



We are a community of thousands of people across the UK and Ireland, collaborating to improve the safety and quality of health and care.

We share our knowledge and support each other to tackle challenges. Together, we make faster progress to change health and care for the better.

Session format



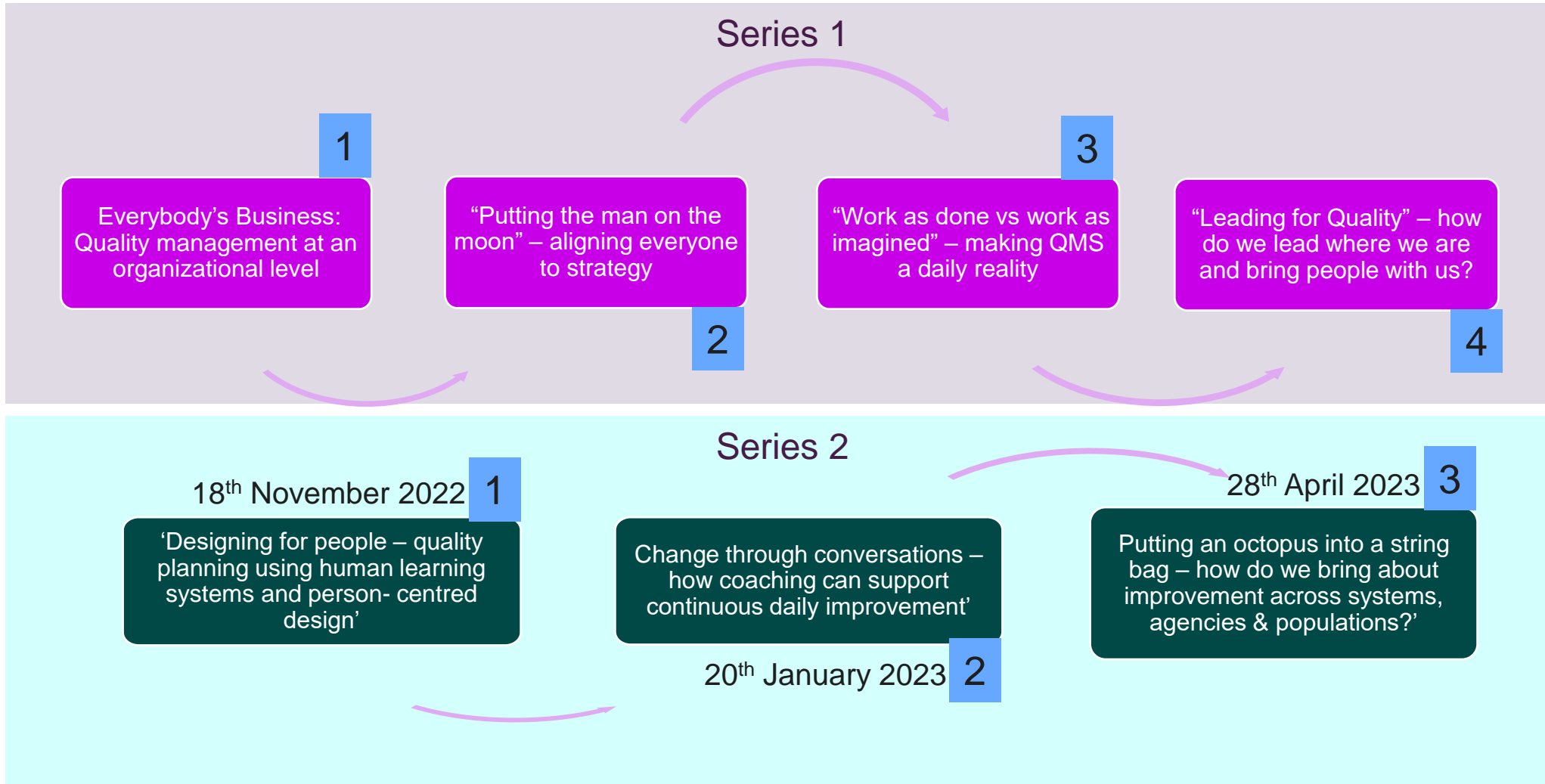
Quality Management Systems – Webinar series



Why isn't improvement sustained?

“High performing organisations have quality management systems with quality improvement, quality control and quality planning co-ordinated and embedded.” Juran *The Quality Trilogy* 1986

Webinar Series





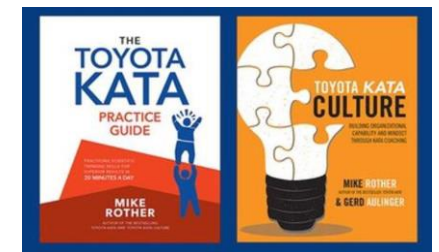
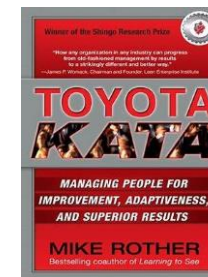
Understand the principles of Toyota Kata coaching in relation to daily continuous improvement

- Ann Hill, Head of Improvement Capability, NHS South West
- Peter Lowe, Director of Improvement at
The Dudley Group NHS Foundation Trust

What are we missing?

2 Questions

- What are the unseen managerial routines that lie behind Toyota's success with continuous improvement?
- How can other organisations develop similar routines and thinking?



Coaching Leadership

- How do you rate **your** ability to coach for continuous improvement as part of your day job? 1-5
- How do you rate the ability of **your line manager** to coach for continuous improvement as part of their day job? 1-5
- Thinking about **senior leaders** in your organisation how do their ability to coach for continuous improvement? 1-5

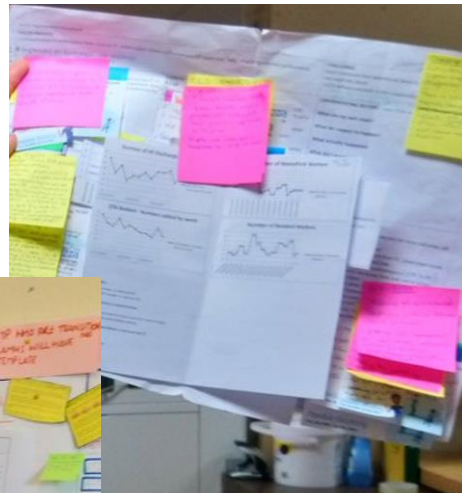


Metaskill – become how we work

Hospital nutrition team to raise awareness on the wards



Emergency Flow



Challenge: "a home where we all thrive"



Challenge 2022, no new plastic

Kata for kata



22:03
New PB!

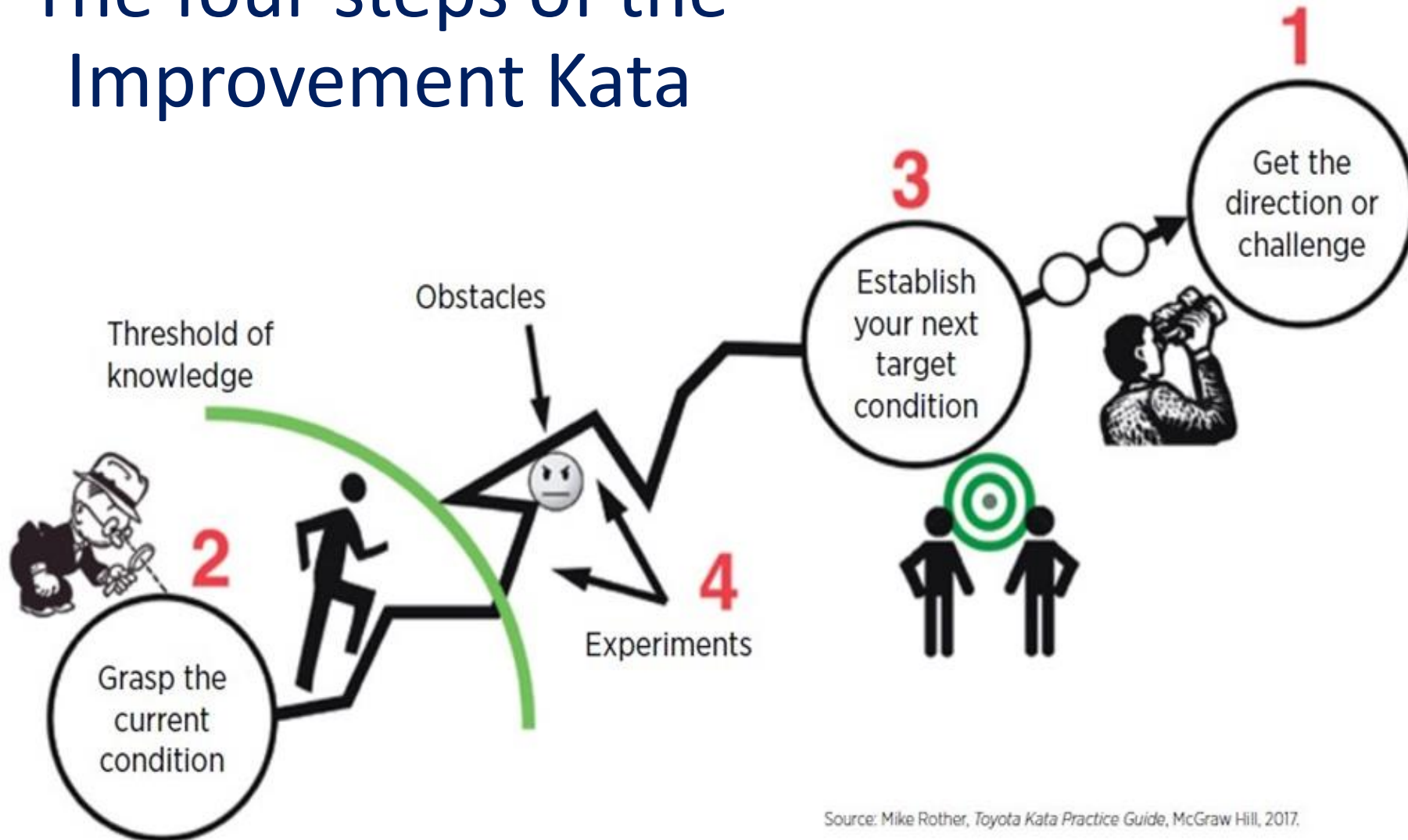
Challenge: sub 25

Challenge: CYP Service Equity

Challenge: Improvement for all

"The workplace has the potential to be the worlds largest classroom" Mike Rother

The four steps of the Improvement Kata



Coaching Kata

The five coaching questions and the Kata storyboard are used together

COACHING KATA

The Five Questions

- 1) What is the **Target Condition**?
- 2) What is the **Actual Condition** now?
-----*(Turn Card Over)*----->
- 3) What **Obstacles** do you think are preventing you from reaching the target condition?
Which ***one*** are you addressing now?
- 4) What is your **Next Step**?
(Next experiment) What do you expect?
- 5) How quickly can we go and see what we **Have Learned** from taking that step?

*You'll often work on the same obstacle with several experiments



Team		Strategic Objective	
Coaching Cycles Tally		Challenge	
Focus Process			
Target Condition	Current Condition	PDSA Cycles Record	
		Obstacles Car Park	

Used by the coach



Used by the improver

Some examples – physical boards



Team: NUTRITION TEAM

Strategic Objective: Deliver a great patient experience, Deliver safe and caring service, Drive service improvement, innovation and transformation.

Coaching Cycles Tally: Patient meal time

Challenge: By Feb 2021 all patients will be satisfied with meal time experience

Focus Process: Patient meal time

Target Condition: There is no process for meal times

Current Condition: Nutrition audit on NCI (monthly), Trust wide meal time audit, Compliments + complaints

Obstacles Car Park: Bas on queues, No feedback from most vulnerable patient, No CSW training, Lack of knowledge

Complaints: Staff not aware of existing policy, No menu choice, PE's not aware of menu, No CSW training, Lack of knowledge

Food Survey: [Handwritten notes and survey data]

Trustwide Meal time audit: [Handwritten notes and survey data]

NCI 1-year results: [Handwritten notes and survey data]

Effective Stewardship: Target 4.0%, Variance to Budget (MBP) 0%

People-Centered Care: Target 71.7%, Variance to recommended physician office 81.6%, Variance to recommended ED hospital based 75.6%

Challenge: Reduc errors from 160/month to 15/month by 6/30/18 which sends a 30% decrease in State

Challenge: Improve top box score to 90 for the roll-up of last 3 months of calendar year for ? related insurance info provided.

Current State: 54 n=97 June 2018

Focus Process: Registration

Actual Condition: Scripting 14 of 15 Written of 15

Obstacle Parking Lot: [List of issues]

PDCA CYCLES RECORD: [Handwritten notes and diagrams]

Obstacle Parking Lot: [List of issues]

PDCA CYCLES RECORD: [Handwritten notes and diagrams]

Obstacle Parking Lot: [List of issues]

PDCA CYCLES RECORD: [Handwritten notes and diagrams]

Obstacle Parking Lot: [List of issues]

PDCA CYCLES RECORD: [Handwritten notes and diagrams]

Obstacle Parking Lot: [List of issues]

PDCA CYCLES RECORD: [Handwritten notes and diagrams]

Some examples – virtual boards

Couch to 5K

Team

Couch to 5k kata

Coaching Cycle Tally

05/07/2021	03/08/2021	30/08/2021	09/09/2021
08/07/2021	05/08/2021	12/08/2021	14/09/2021
13/07/2021	05/08/2021	16/08/2021	17/09/2021
14/07/2021	31/08/2021	22/09/2021	
19/07/2021	26/08/2021	01/10/2021	
21/07/2021	01/09/2021		
26/07/2021	03/09/2021		
28/07/2021	06/09/2021		

Challenge

On the 1st of September I will be able to run continuously for 30 mins, or equalling a distance of 5km, resulting in improved fitness, mental well being and help to loose weight, aiming to loose a stone by 1st October. This will help me feel better about my self, improve my self confidence and help me believe that can do things outside my comfort zone in my personal life.

challenge met 01/10/2021

Target Condition

- Run for 10 mins without stopping - TC 1 - complete 9th August 2021.
- On the 24th August I will be able to run for 25mins continuously. Keeping my split pace to below 8mins. - complete - 25th August
- I will run for 5km once a week and 20 mins 2 x a week, and maintain this pattern for a month, to build the habit of running in to my routine. To have completed this for a whole month starting 1st September.

Current Condition

ran 20 mins in one go!

Last my motivation - found it again

Realise that I can't keep my motivation up for a week

Realise that I can't keep my motivation up for a week

Realise that I can't keep my motivation up for a week

Realise that I can't keep my motivation up for a week

PDSA

Step	Plan	Do	Study	Act
Step	What do we expect?		What happened?	What we learnt
	Establishing the pattern of 10 mins runs with a 5 min rest period.	Do a coaching cycle	Completed 10 mins run with 5 min rest period.	Completed 10 mins run with 5 min rest period.
	Establishing the pattern of 25 mins runs with a 5 min rest period.	Do a coaching cycle	Completed 25 mins run with 5 min rest period.	Completed 25 mins run with 5 min rest period.

PDSA Archive

Team **Coaching Cycle Tally & Dates**

Dudley Improvement Practice

||||||

Target Condition **Current Condition**

By 23rd November meet with all board owners that haven't reached 3 cycles to re-engage and make a decision on whether they want to continue with their board

By 11/10/2022 to understand the current position in relation to all Kata boards that have commenced with new - COAR-LT2

process metrics to ascertain active boards

contact with board owner

number of board owners contacted/active of boards

Decision on whether they want to continue with the board

Kata conversion

Focus process metric

Delivery (outcome) Conversion rate of Kata training attendees into boards 3 cycles = 75%	Quality (process) Attendance at Kata clinics > 6 per month
Cost/Productivity (process) Amounts of time each month spent by the DIP team 2nd coaching Kata cycles > 8 hours	Morale (process) Kata training feedback > 80%

Proposed first TC for next challenge (sustainment)

On the 13th November 2021, I will be consistently (80 % of the time) be running 3 time a week. (18 runs in total able to miss 4 runs). With documented lap time and be able to show a reduction in lap times by 10% Average pace 44sec faster - aim for 6:52 per km equalling total 5km 32.5min. 2x 5km and a 3km at a faster average pace.

Obstacles

Run obstacles: Risk of Injury, Liv not going to sleep, Tiredness, Time, Motivation, daylight

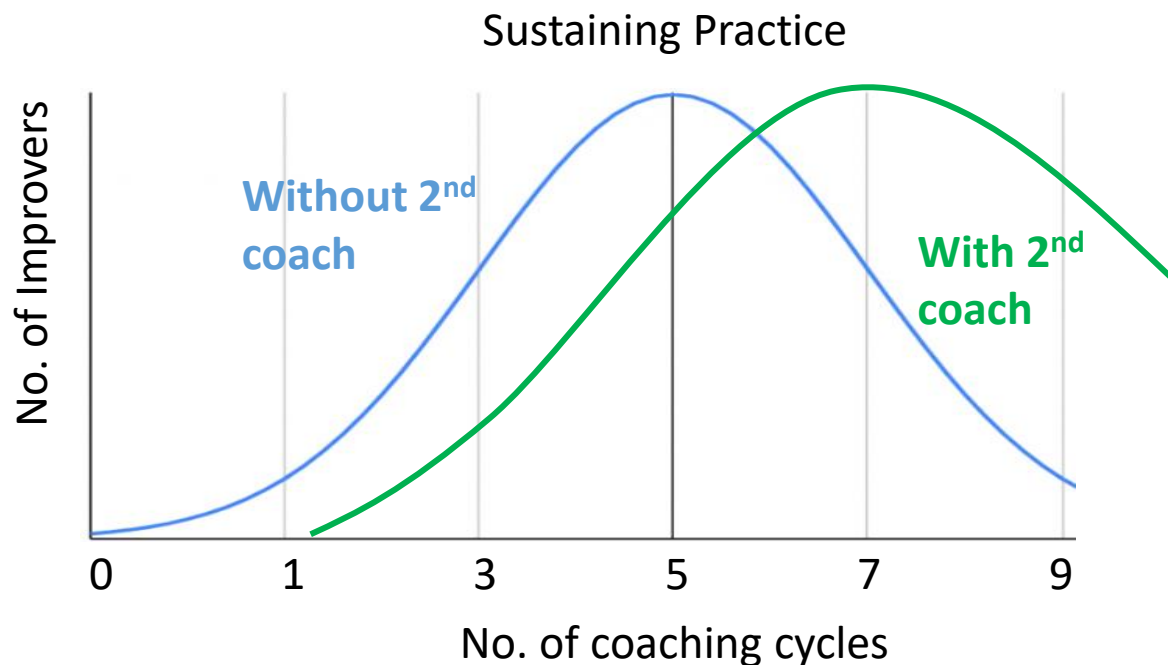
Weight obstacles: Lost motivation/ will power to eat well, snacks in the house, Events/wedding, Christmas, Bank holiday, Confidence in own ability, route

Obstacles

- Some of the knowledge is held with Peter
- Limited knowledge or understanding of how many Kata boards are presently active - COAR-LT2C
- Communication with Catherine
- Data Quality on Trella
- At the moment often don't come with 10 cycles in with many people don't have get the list
- Some people don't naturally have the same appetite for reflective learning
- Our own 2nd coach skills need more development
- Poor attendance at Kata Clinics
- we haven't asked people for their feedback post training
- Some people aren't through the routine because they have been told to run on to get the certificate
- PDSA cycles are too big so we haven't got time and then don't occur
- too few examples of what good looks like in real life

2nd Coach to support habit forming & coaching competency

- 1/6 don't want to try it
- 1/6 can run with it without support
- The other 2/3 want to, but motivation wains fast if unsupported



- 2nd coaches are experienced Kata improvers and coaches who will observe a Kata coaching cycle and provide support to the coach to help them develop their skills.
- The use of a 2nd coach significantly increases the chances of the improver developing new problem-solving habits.

The Dojo – Coaching Microskills



Welcome
to the
Kata Coaching Dojo

Safe training Space



learn

Connect individual skills

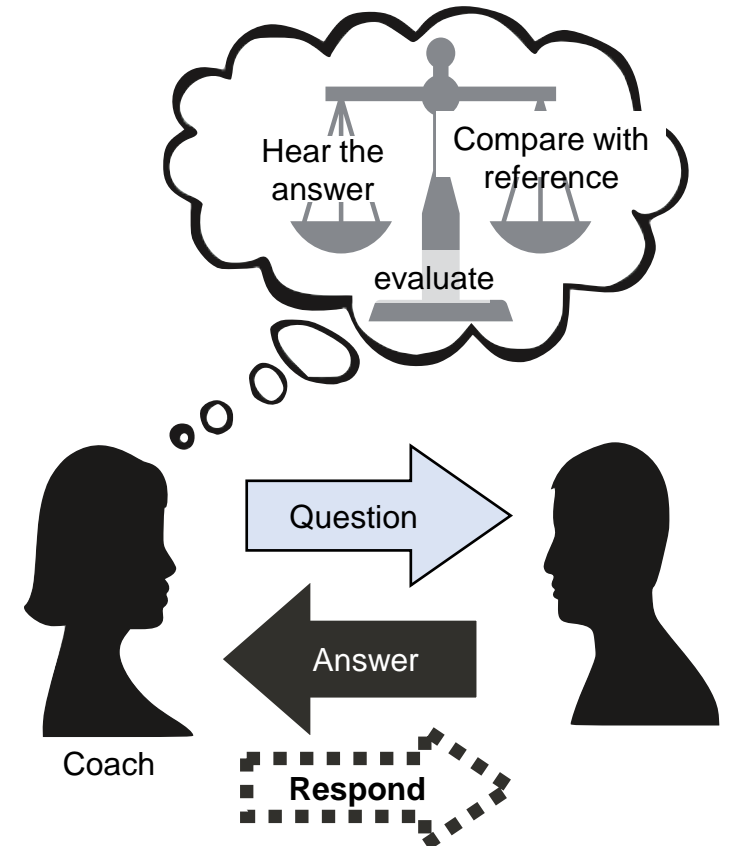


apply

Micro Skills

- The 5 questions are the stepping stones of the conversation
- Stand on red, walk on green
- Rule of Thumb
- Repeat and Add
- Repeat and Add +Constraint
- Love at first sight

Original source www.Kata-Dojo.com



How do we start?

- Contact Ann who can put you in touch with trusts using Kata.
- Train 2-3 people (contact Ann for learning groups)
- Start with a small timescale challenge – personal challenges are often a great learning springboard
- Develop coaching and improving skills together
- Use experienced 2nd coaches occasionally to maintain motivation and build competency
- Kata coaching dojo courses can also be provided



Welcome
to the
Kata Coaching Dojo

Are you
interested
in learning
more?



Breakout – 15 minutes

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.



Quality Coach Development Programme

Jem Ramazanoglu and Sid Beech

CLCH NHS Trust

Making sense of the ask – building QI capability

- There is national and local recognition that we should all aim to build QI capability in our organisations and systems
- The practicalities of *how* we go about this in our respective organisations is less clear
- With QMS, improvement will be a daily routine for all teams - everyone will need a good understanding of QI techniques and access to relevant support

Different models for QI support in a provider

QI team are often responsible for QI work and are often very “hands on” in the application of QI methods

QI team are responsible for building QI capability and are enablers of others to apply QI methods. Often using coaching style

Dependence

Independence

How does QMS link in?



- For QMS, the demand for QI support will grow at pace – thinking about how you will provide this resource now will help you down the line
- The QI dependence model may require a significant capital investment in a larger QI team
- The QI independence model would require less capital investment in WTE, but would still need resourcing through other means

What is a Quality Coach?



A person with a passion for QI, who has experience of running a QI project



Has dedicated time to support QI



Teaches and explains use of QI tools



Works to engage people and teams in QI



Develops and nurtures relationships based on trust and support

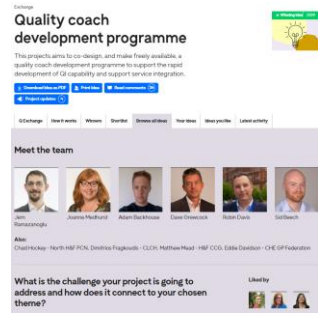


Observes QI work of team—provides guidance, support & encouragement

Addressing the “gap” – the programme

- Q Exchange project with an aim to develop an “off the shelf” free-to-use programme to develop Quality Coaches
- Started in Autumn 2019 and has been co-designed by 30+ QI professionals from across the UK
- Recognition that flexibility in the programme structure is needed to suit organisational / system needs (one size doesn't fit all)

Our journey



Q Exchange bid submitted

Design group 2

First pilot (July – Dec)

Fourth pilot major iteration (Feb-Jul)

Programme redesign

Autumn 2019

Feb 2020

Oct 2020

Winter 20/21

July 2021

Sept 2021

Feb 2022

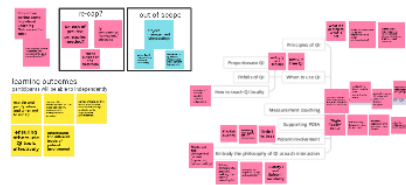
Apr 2022

Autumn 22

April 23



Design group 1



6 workstreams develop module structure and start to design content



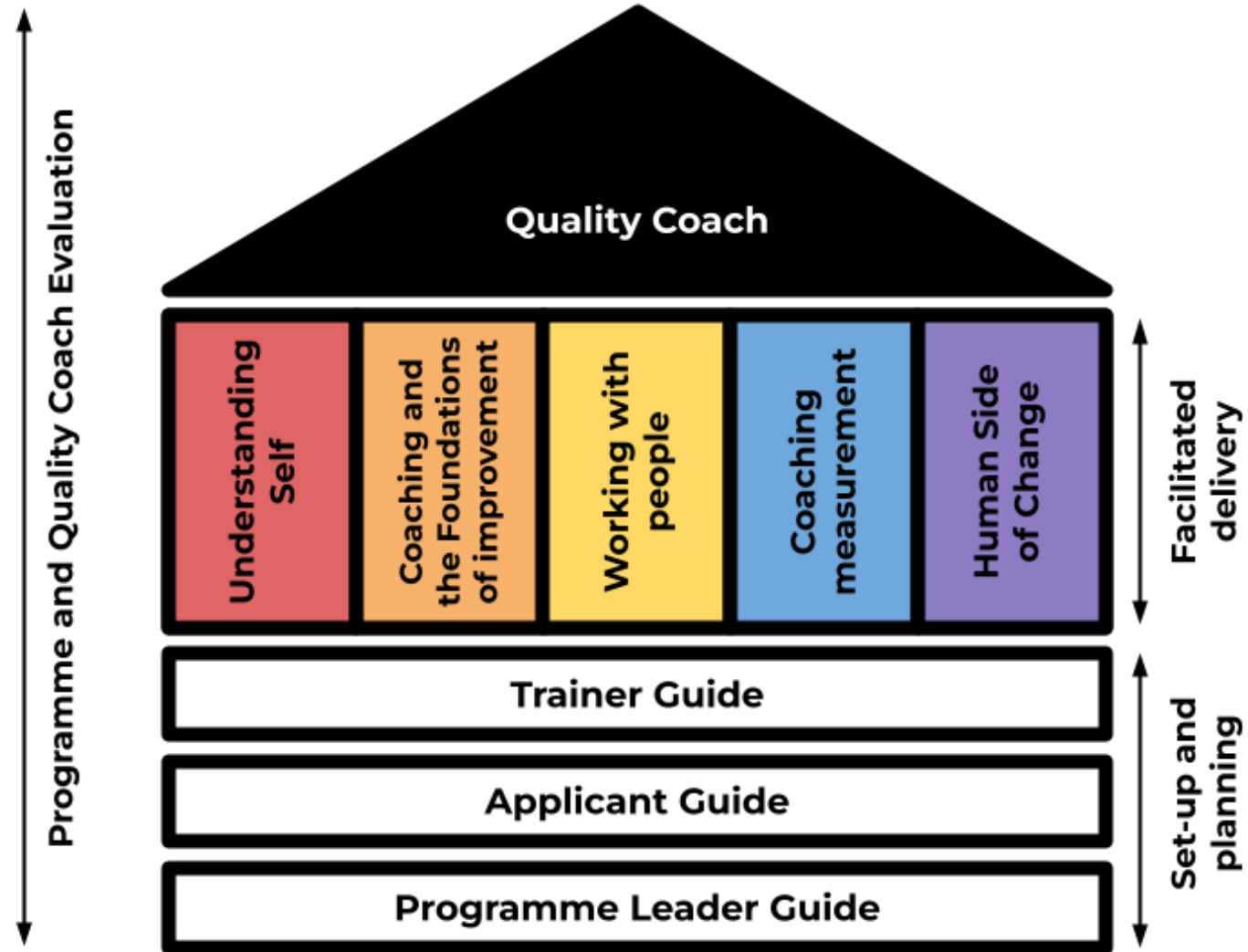
Second and third pilots (Sep – Nov and Nov – Jan 22)



Fifth pilot (Apr - Nov)



The programme

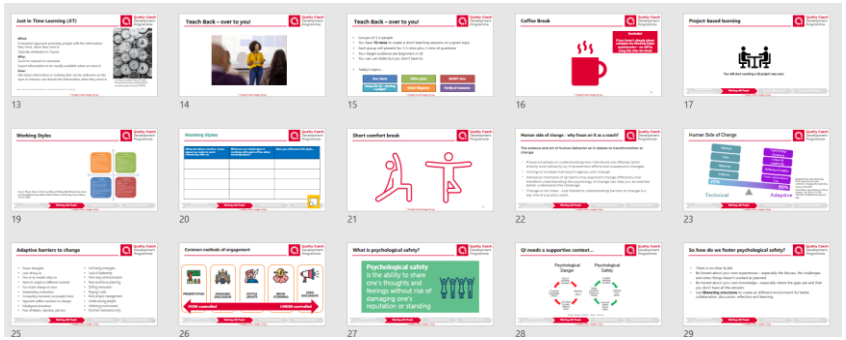


We've created an "off the shelf" product

- Learning Outcomes for Day 1**
- Understand the concepts of coaching improvement and the difference between coaching and advising
 - Understand the role QI plays in the wider change context and begin to think about how you would determine whether a problem/opportunity merits a QI approach
 - Be able to apply a simple coaching model to facilitate a coaching conversation
 - Be able to use coaching questions

Schedule

(A) indicates this topic has an in-classroom activity
 (B) indicates this topic has a breakout room/small group activity
 More complex activities, particularly those in breakout rooms, have detailed explanation in the activity guide. The activity guide is located at the end of this Trainer Guide for additional information.



Slides with full notes

Quality Coach Development Programme



Participant workbook

Participant's Name:	
Cohort:	
My Mentor is:	
My Buddy is:	

Time	Topic	Activity	Slide Numbers	Facilitator
9:00-9:20	Introduction to the day: <ul style="list-style-type: none"> Housekeeping and agenda Introduction to the facilitators Quick poll (A) Programme aims and learning outcomes 	Poll on MS Teams	1-10	Add who is delivering this section here
9:20-10:20	Getting to know one another (A)	See activity 11 in the activity guide	11-12	
10:20-10:25	Break			
10:25-10:35	Today's learning outcomes		14-15	
10:40-11:35	QI and the wider change context <ul style="list-style-type: none"> What is QI and the core principles QI vs other types of change Know-do gap Model for improvement (classroom teachback) (A) 	Ask a few attendees to explain the Model for Improvement by question and PDSA	16-31	
11:35-11:40	Comfort Break			
11:40-12:00	Who wants to be a millionaire? (A)	See activity 12 in the activity guide	33-57	
12:00-12:45	Lunch			

6. What resources are needed to deliver this programme?

Role	Description	Commitment and competencies
Sponsor	<ul style="list-style-type: none"> Responsible for and committed to the development of QI capability in your organisation/system. (Typically a member of Trust Board or equivalent) Lead and guide your organisation through the set up of the programme Unlocking the resources to run a culture of the programme Working with leadership in the organisation to secure and agree protected time for Quality Coaches 	<ul style="list-style-type: none"> Time: Around 10 hours per week throughout the entirety of the programme Champion the programme by being a visible presence in key forums and through raising profile and advocating for the programme Attendance at coaching circles to understand the progress, experiences and challenges of staff on the programme Leading key programme events (eg. opening, celebrations) and engaging with participants
Programme Leader (May also serve a dual role as the QI Lead - see below)	<ul style="list-style-type: none"> Responsible for the setup, planning, delivery and evaluation of the Quality Coach Development Programme effort, in line with the guidance of the resource Influence the organisation at senior and operational level Create, guide and manage the governance/assurance structure for the programme Recruit a faculty to deliver the programme, including QI Lead, Trainers and extended faculty Oversee the recruitment of delegates to the programme 	<ul style="list-style-type: none"> Time: Approximately 2 days per week throughout the entirety of the programme (delivered over a 6-9 month period) During the planning and set-up phase, you will typically require around 2 days prep for each day of delivery Ideally has previous experience of running projects/programmes and experience of managing a training programme Able to influence at all levels of the organisation
QI Lead	<ul style="list-style-type: none"> Responsible for ensuring that the programme is aligned to the local approach to QI and the organisational plan for QI capacity building Responsible for leading the adaptation of programme content as a subject matter expert Support the Programme Lead with the recruitment of a QI faculty to deliver and facilitate the session 	<ul style="list-style-type: none"> Time: Variable depending on level of adaptation of the content, but may equate to around 1 day per week for 3-6 months Highly experienced QI practitioner and leader, serving as the organisation's authority on the design and delivery of the programme
Trainers and programme faculty	<ul style="list-style-type: none"> Deliver the content in line with the guidance provided in the training resource pack Serve as programme faculty/coaches to delegates on the programme, providing expert guidance and support 	<ul style="list-style-type: none"> Time: Approximately 2 days to support the planning and delivery of programme content for each taught day (20 days total if taught over 10 days). Will vary depending on the size of the cohort Skilled and knowledgeable QI practitioners Considerable experience of coaching QI work Experience of teaching
Mentors	<ul style="list-style-type: none"> Coach the delegates during sections of the course Assist and monitor completion of self-directed tasks Act as critical friend to reflect application of content to coaching situations 	<ul style="list-style-type: none"> Time: Ad hoc through the course content, likely 1 hour every 2 weeks during question of course Skilled and knowledgeable QI practitioners Considerable experience of coaching QI work

Other considerations:

- Designated administrative support for the Programme Leader
- Evaluation support, such as a Data Analyst
- Communications/engagement input
- IT support (especially if running the programme virtually)
- Education support

We suggest that your organisation establishes a working group to consider how Quality Coaches fit into your QI strategy and how they will be supported to undertake their coaching activities. This working group should have good representation from the QI team, your faculty, senior leadership, operational teams/management and frontline staff.

Group 2

What the bare minimum data you need to move forward?

Scenario

A busy team on a bedded unit want to improve handover to staff working at the weekends. Jobs are often missed / not completed because of incomplete handovers and documentation. Staff are correctly reporting these issues on Datix, which shows this is a long standing issue. There have been some occasions where harm has resulted in an omission of care (e.g. a result not acted on, meds not administered)


The aim is to reduce the number of incidents/near misses reported relating to poor handover on the unit by 75% in the next 5 months. The project is led by the Clinical Lead, alongside the Ward Sister and Medical Support Worker.

Task

Step 1: 10 mins
Review the scenario and add all of the potential measures in the shopping cart that you can think of. You should have at least 10 measures... You should clarify which of these are Outcome, Process and Balancing Measures.

Step 2: 10 mins
As a group identify which of your measures should be "must-have" and which would be "nice to have". Thinking about restraints (e.g. time, resources), the potential change ideas, stakeholders, data over time and accessibility when making these decisions.

For step 1



For step 2

Nice to have/
not essential

Must have data

Activity templates for F2F and virtual delivery

Workbook

Guides for running and delivering the programme

8 day programme

Programme structure

The QI Coach Development Programme is delivered virtually over 8 full day sessions, set out over a 6 month period.

The Foundations of QI and The Role of the QI Coach		Working with People			Coaching Measurement	The Human Side of Change	
Day 1 <ul style="list-style-type: none">• QI vs others types of change• GROW coaching• Using coaching questions• Active listening	Day 2 <ul style="list-style-type: none">• Coaching practice• Contracting with teams as a QI coach• The pitfalls of coaching• Coaching circle	Day 3 <ul style="list-style-type: none">• Just-in-time teaching practice• Facilitation and working with groups• Methods to build Psychological Safety	Day 4 <ul style="list-style-type: none">• The role of context in QI• Affinity diagrams• Reflection as a QI Coach• Measuring sustainable change	Day 5 <ul style="list-style-type: none">• Involving patients in QI• Qualitative data• Coaching best practice PDSA• All teach, all learn	Day 6 <ul style="list-style-type: none">• Coaching measurement• Using creative methods in QI• Working with resistance to change	Day 7 <ul style="list-style-type: none">• Using SPC charts in QI work• Designing sustainable change• More creative thinking• Change concepts	Day 8 <ul style="list-style-type: none">• Behaviour change• Human factors and QI• What's next for you as a QI Coach?

Active QI Coaching



You can view the content already on MURAL

Learn more

- The product will be available **at no cost** to Q members and NHS providers from Spring 2023
- Join the Coaching Improvement SIG (Q Community)

Any questions?

Please ask your questions in the Zoom chat or raise your hand



Poll

- Something that you're taking away from today (a learning, insight, idea, or something you want to put into practice)
- What could be improved in future sessions?'

Next Webinar – 28th April 2023

Putting an octopus into a string bag – how do we bring about improvement across systems, agencies & populations?'



Thank you

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

8 Salisbury Square
London EC4Y 8AP

T +44 (0)20 7664 4661

E q@health.org.uk

[@theQCommunity](https://twitter.com/theQCommunity)

q.health.org.uk

Supported by

