# Workshop 1

**Q Lab on reducing waits**
21 September 2023

The Health Foundation

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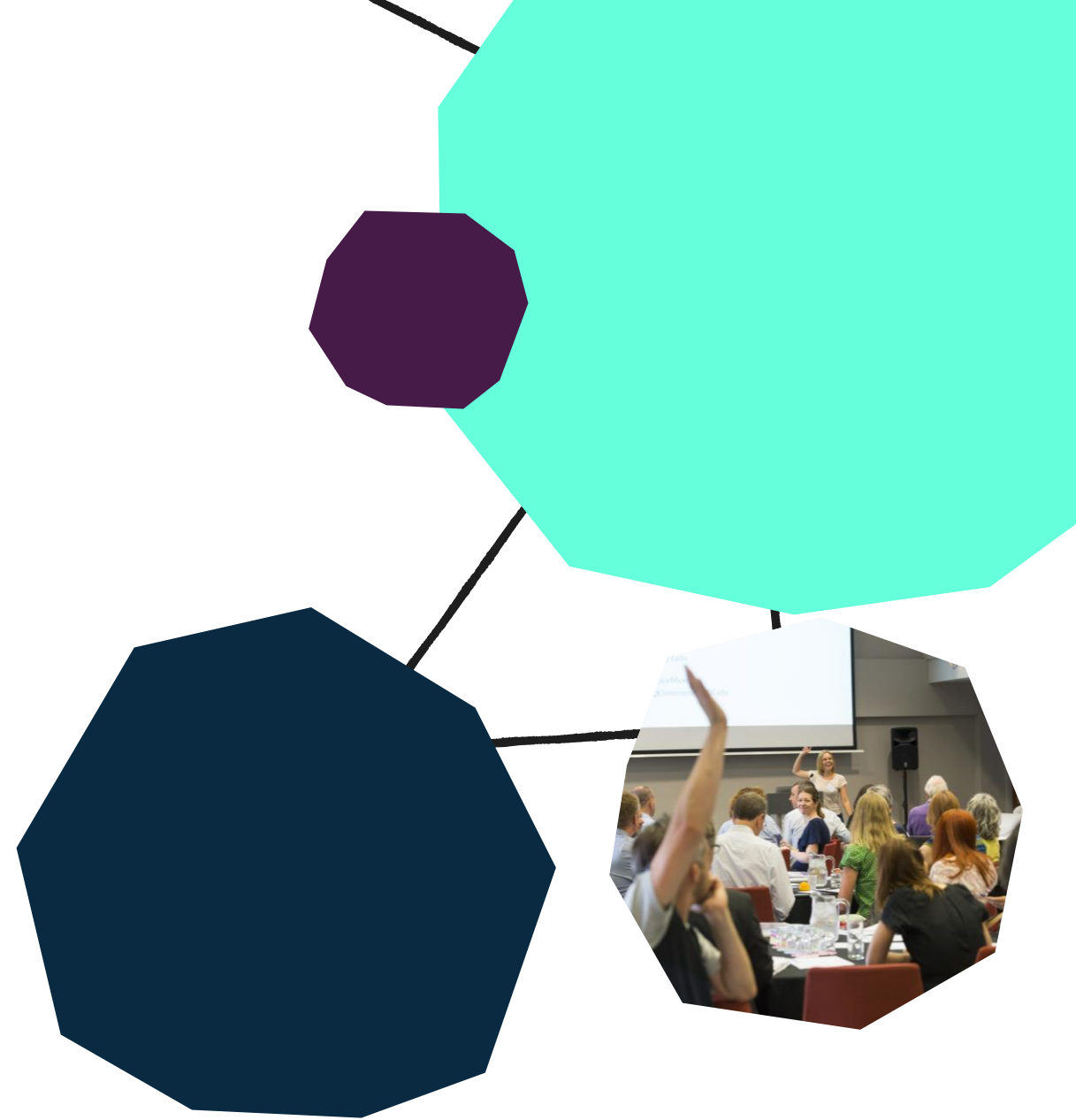
# Welcome!

Jamila Malabu
Innovation and Collaboration Manager

# Impromptu Networking

**4 mins per round, 3 rounds**

- Form a pair with someone you don't know
- Each person has 2 minutes per round to share who they are, their motivations for joining the Lab
- Go the network web and connect

# Objectives for the day

- Make connections and share knowledge with people working to reduce delays in elective care.
- Increase your knowledge in the fundamentals of flow
- Build an understanding of the problems that underpin delayed care, and contribute to the research of Q Lab test teams.
- Try out practical tools to support your improvement work.

# Agenda

| | |
|---|---|
| 09.30 – 10.00 | Registration and coffee |
| 10.00 – 10.40 | Welcome and introduction |
| 10.40 – 11.40 | Theory of flow |
| 11.40 – 12.20 | Conversation Café |
| 12.20 – 13.20 | Lunch |
| 13.25 – 13.45 | Energiser |
| 13.45 – 14.15 | Insight Safari |
| 14.15 – 15.15 | Troika Consulting |
| 15.15 – 15.30 | Break |
| 15.30 – 16.10 | Working with others in complex systems |
| 16.10 – 16.30 | Reflection and close |
| 16.30 – 17.30 | Drinks |

# Ground Rules

- Respect and value everyone's perspective
- Leave biases, preconceptions and hierarchies at the door
- Be open to learning together
- Challenge each other in a healthy manner – no personal criticism
- Be open to change
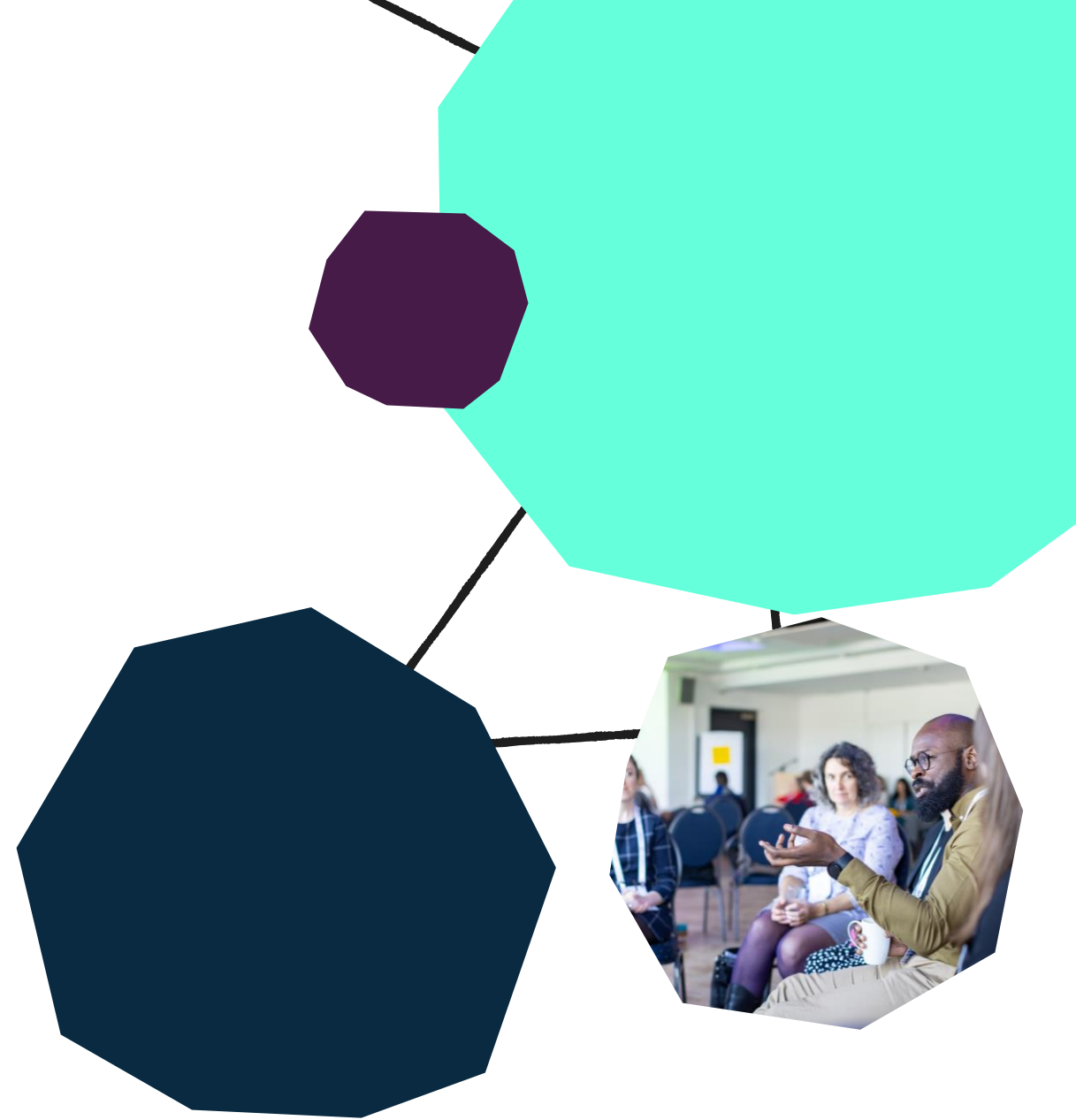
# Introduction

Libby Keck
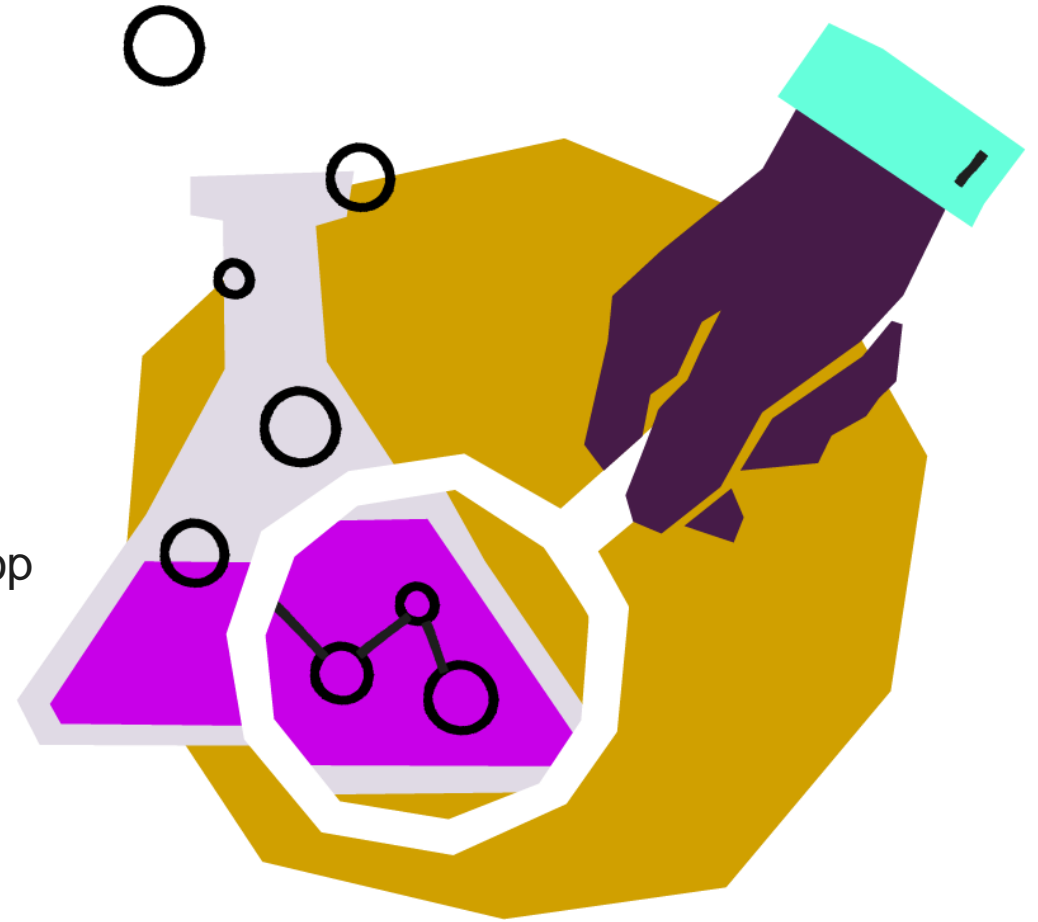Head of Design and Collaboration/ Q Lab network

# The challenge

## How might we create collective responsibility to reduce delays in elective pathways?

We are particularly interested in…

- Collaboration

- Narrowing equity

- Approaches to tackling these issues
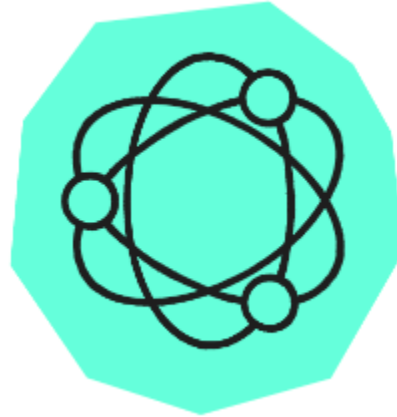
In order to…

- Support you to develop successful improvements and innovations
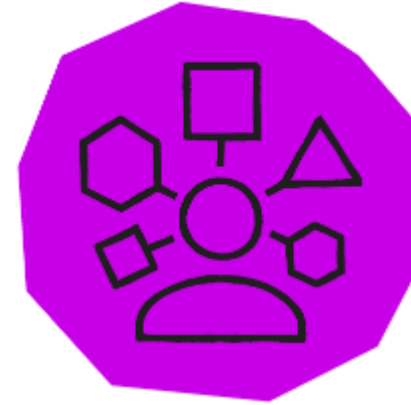
- Share learning with other Q members

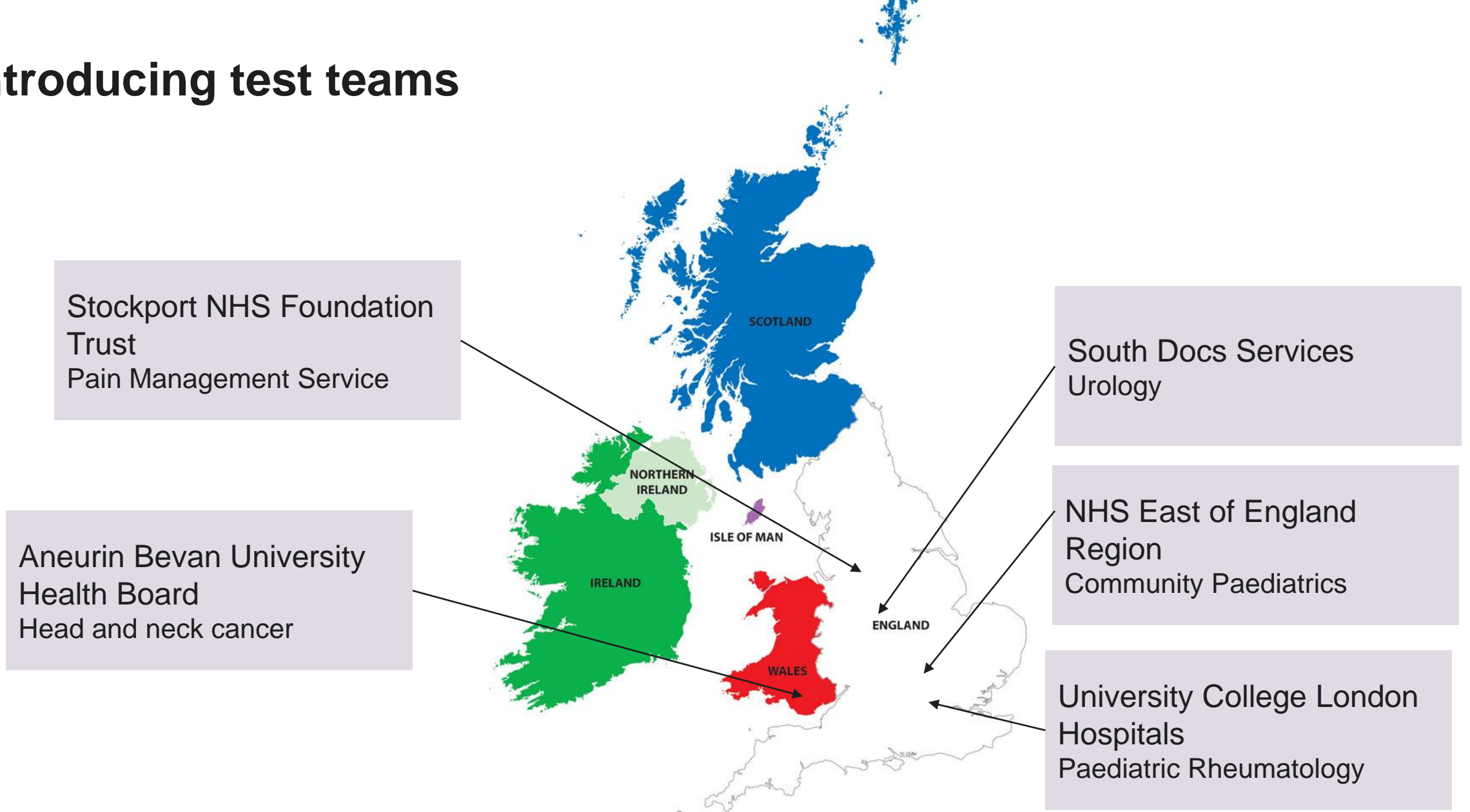# Who is in the room



Test teams



Contributors



Co-researchers

# Introducing test teams



Stockport NHS Foundation Trust
Pain Management Service

Aneurin Bevan University Health Board
Head and neck cancer

South Docs Services
Urology

NHS East of England Region
Community Paediatrics

University College London Hospitals
Paediatric Rheumatology

# Who is in the room



Test teams
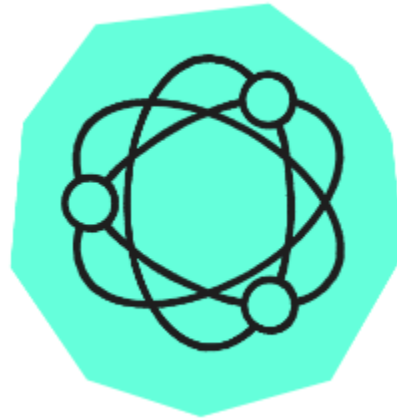


Contributors
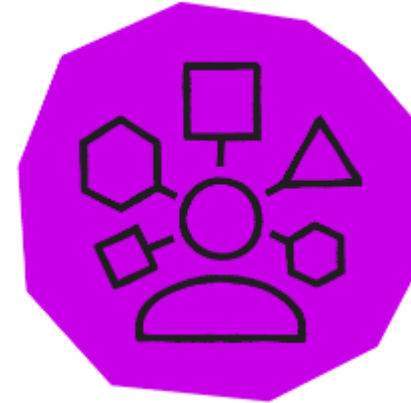


Co-researchers

# Lab process

**Build test teams**

Onboard test teams and develop relationships with each other and Q Lab UK

Welcome session

**Research and discovery**

Deepen knowledge and develop systemic understanding of the problem

Workshop 1

**Define and refine**

Analyse and make sense of insights to identify areas amenable to change

Workshop 2

**Develop and test**

Generate and develop ideas to improve the situation, and undertake prototype testing

Workshop 3

**Distil and share**

Develop implementation plans. Synthesise and communicate insights to inform other improvement efforts

Workshop 4

**Implementation (12 months)**

Test teams that reach proof-of-concept stage are invited to apply for grant funding to support further testing

— Discovery and ideation (9 months) —
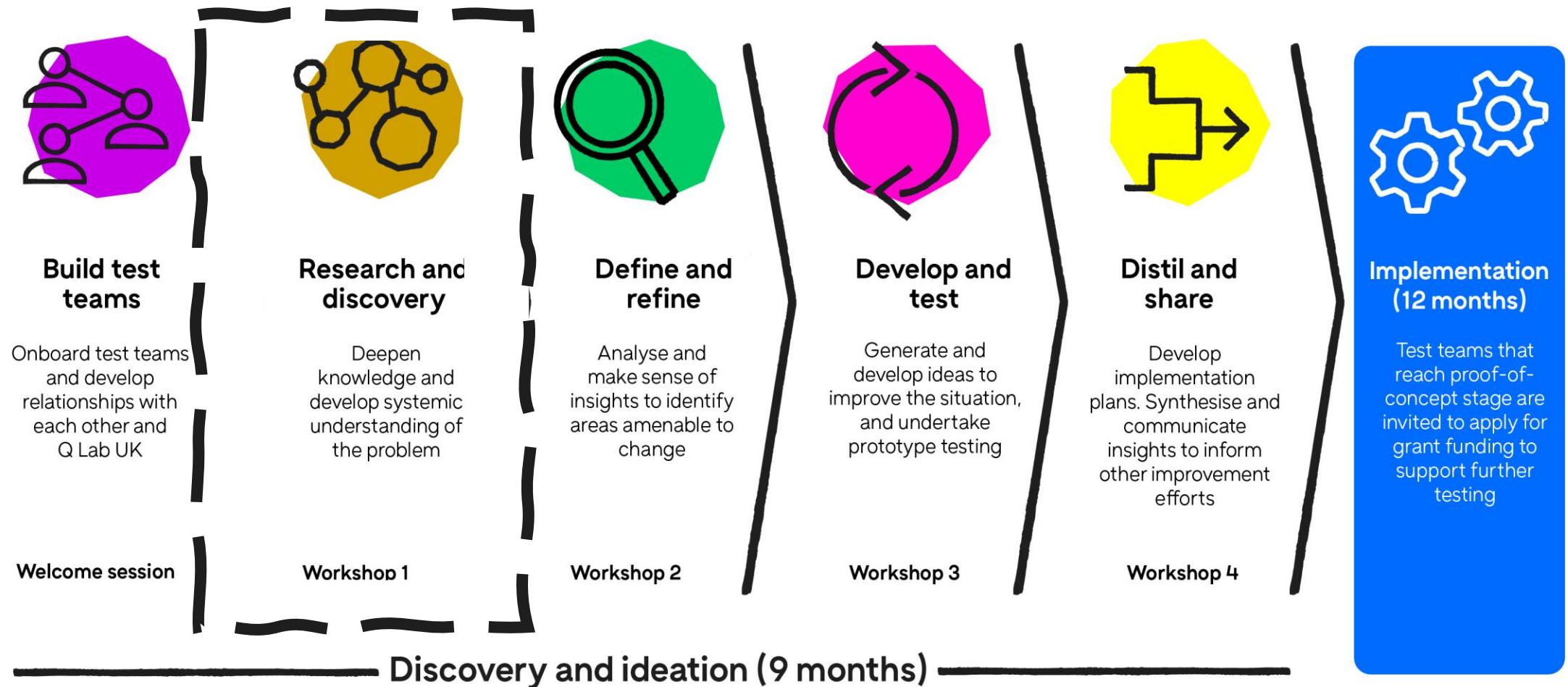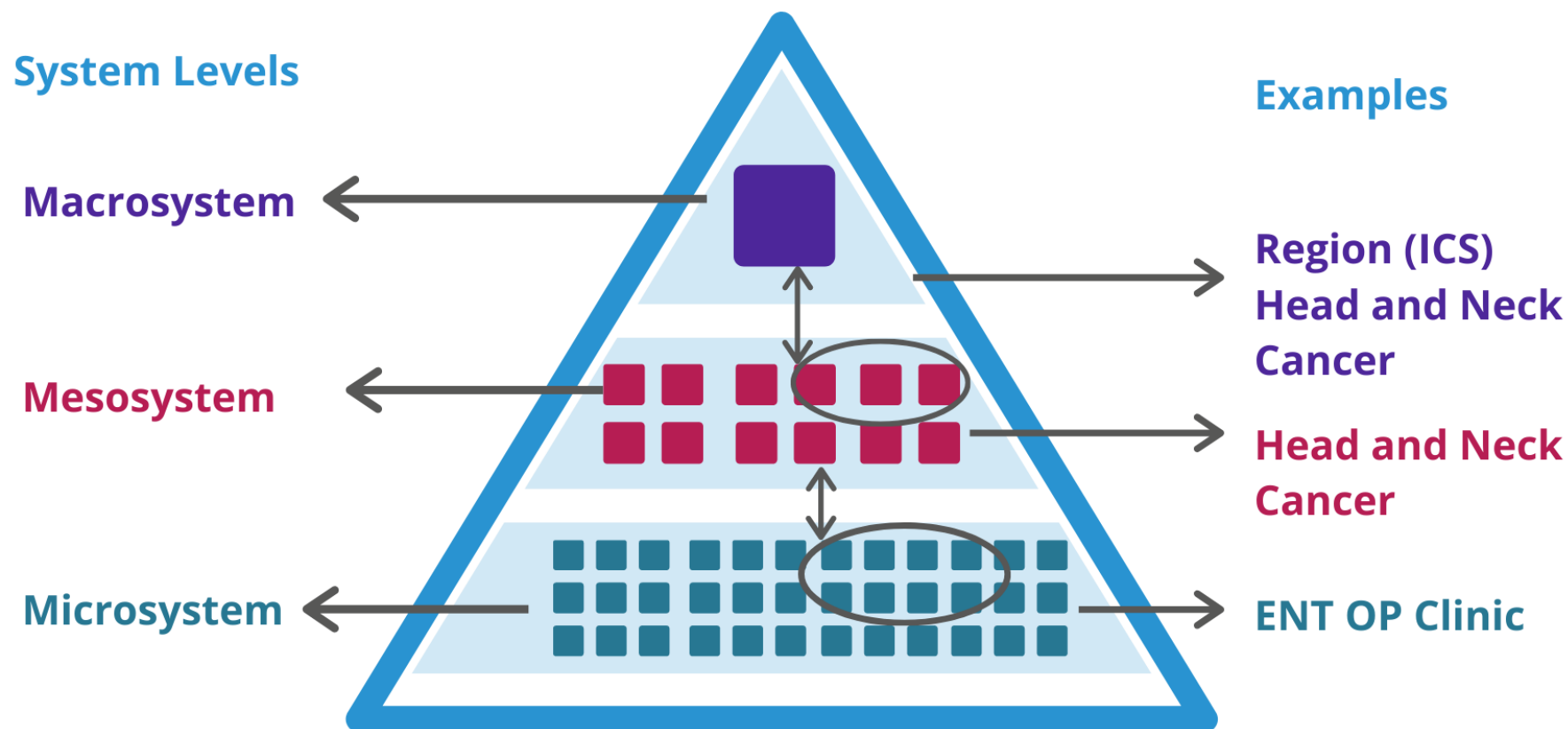
# Theory of flow

# Focus on Flow

Concepts & thinking tools

Q Lab 2023

# System Levels & Flow

**Microsystems are the building blocks that come together to form Macro-organisations.**

**System Levels**

**Macrosystem**

**Mesosystem**

**Microsystem**

**Examples**

**Region (ICS)**
**Head and Neck Cancer**

**Head and Neck Cancer**

**ENT OP Clinic**

# FCA – Flow Coaching Academy

**FCA**
Flow Coaching Academy

## Our Guiding Principles

- **Patient at the Heart**
- **Engagement**
- **Ownership**
- **Collaboration**
- **Building Capability**
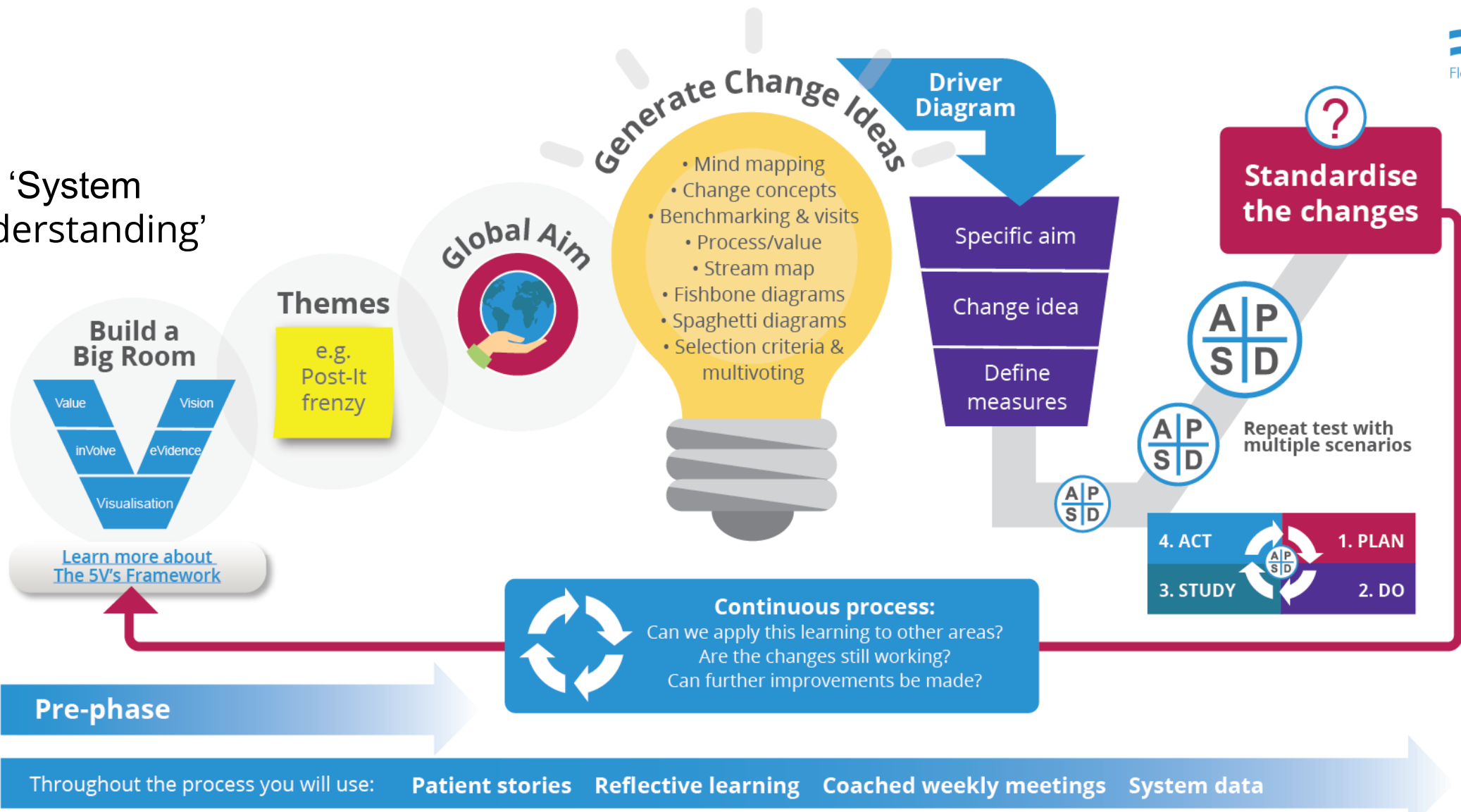- **Continuous Learning**



- **Team Coaching** - The unique element that makes improvement happen is co-coaching using the team coaching model.

- **Improvement Science** - The tools and methodology to help the process of improvement by providing structure and a way to approach the work.

- **Pathway** - Typically described as condition based, that reflects how a patient actually moves and experiences care.

The Health Foundation

# Nurturing and developing sustainable improvement through -

Leadership for improvement with a clear destination **+** Improvement routines and method **+** Engagement with high performing teams & patients **=** Improvement

# Every system is perfectly designed to get the results it gets
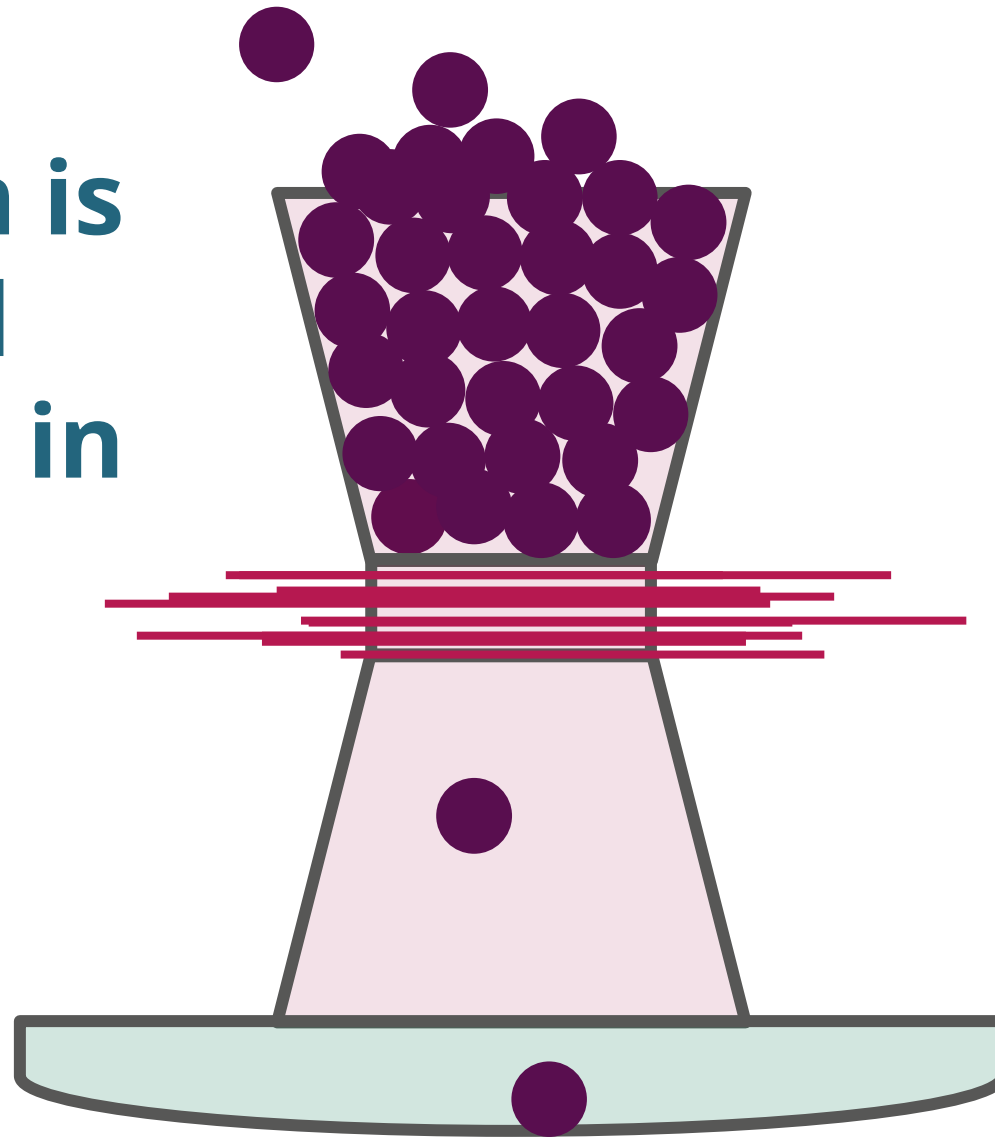
**X must equal Y**
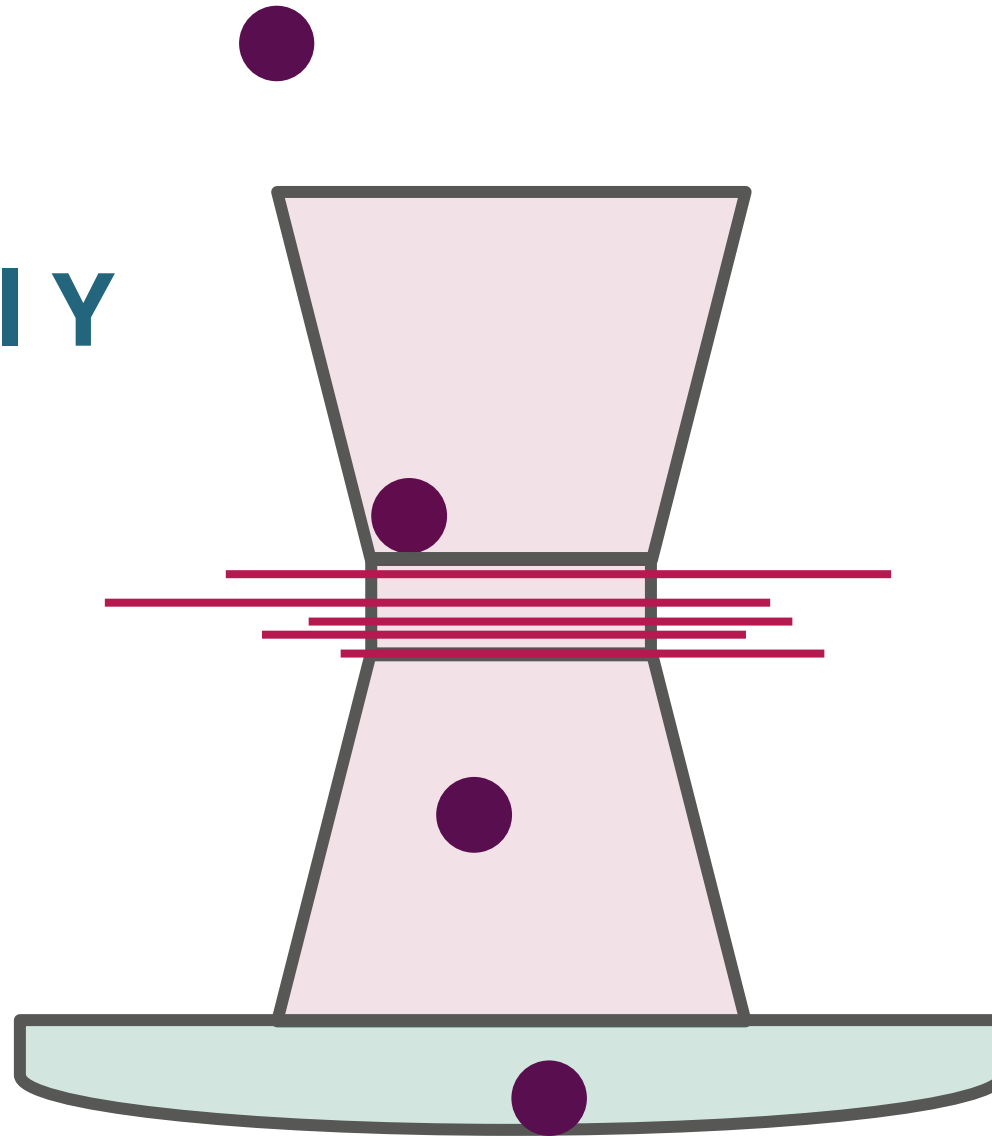
People with healthcare needs (sick) - X

The 'System'

People with healthcare needs met (better) - Y

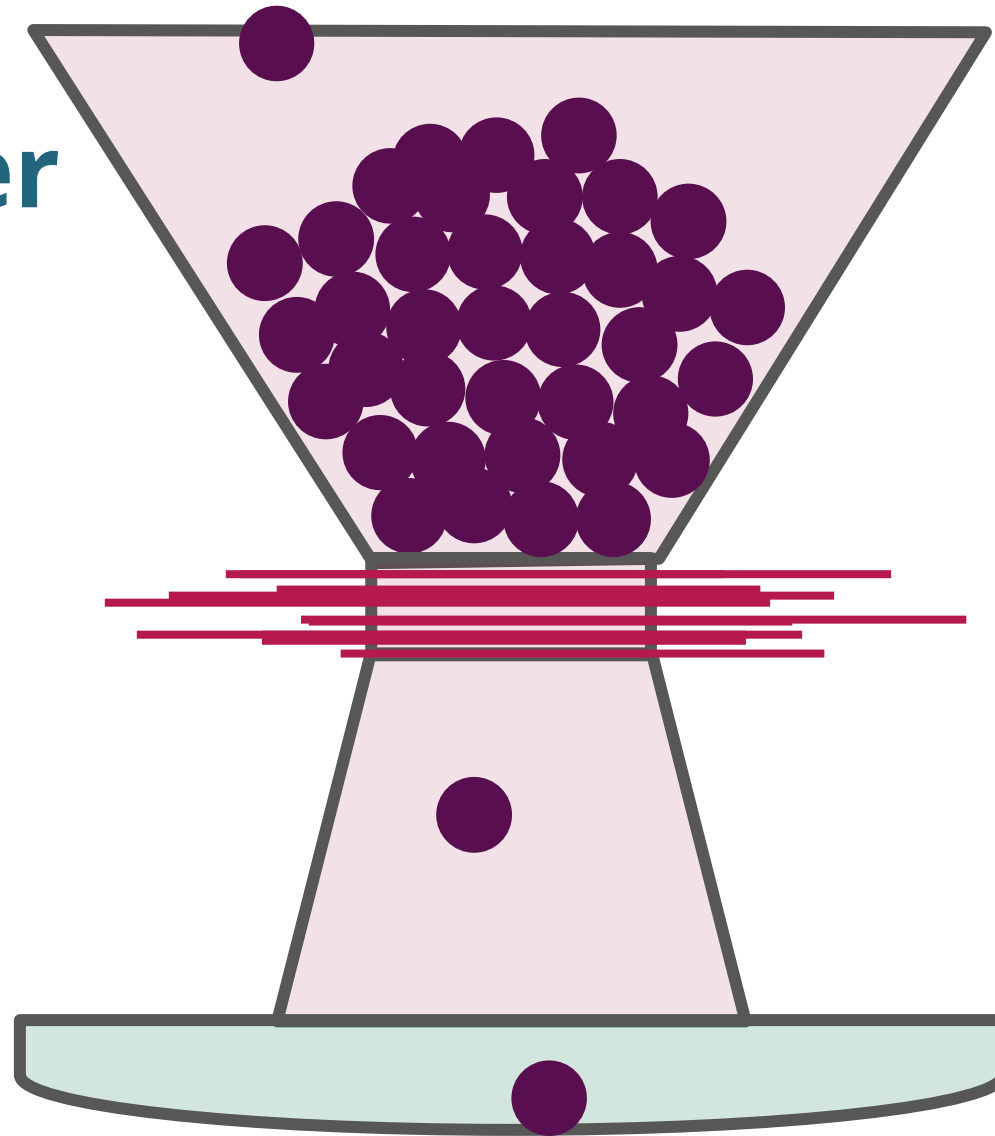**If the system is not designed to meet flow in - X**

FCA
Flow Coaching Academy

People with healthcare needs (sick) - X

The 'System'

People with healthcare needs met (better) - Y

The Health Foundation
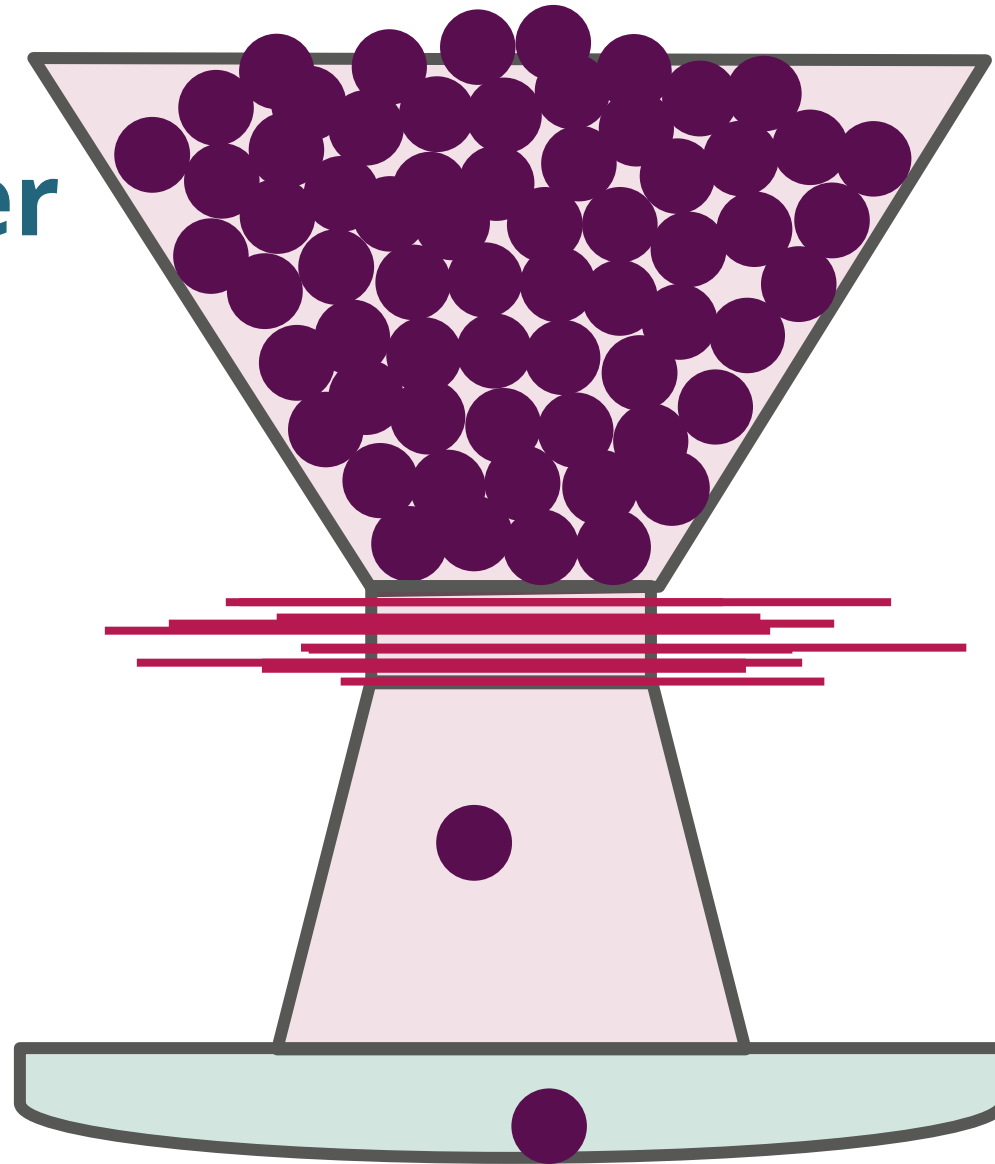
**Build a Bigger Service? Add more capacity?**

FCA
Flow Coaching Academy

People with healthcare needs (sick) - X

The 'System'

People with healthcare needs met (better) - Y

The Health Foundation

**Redesign the system**
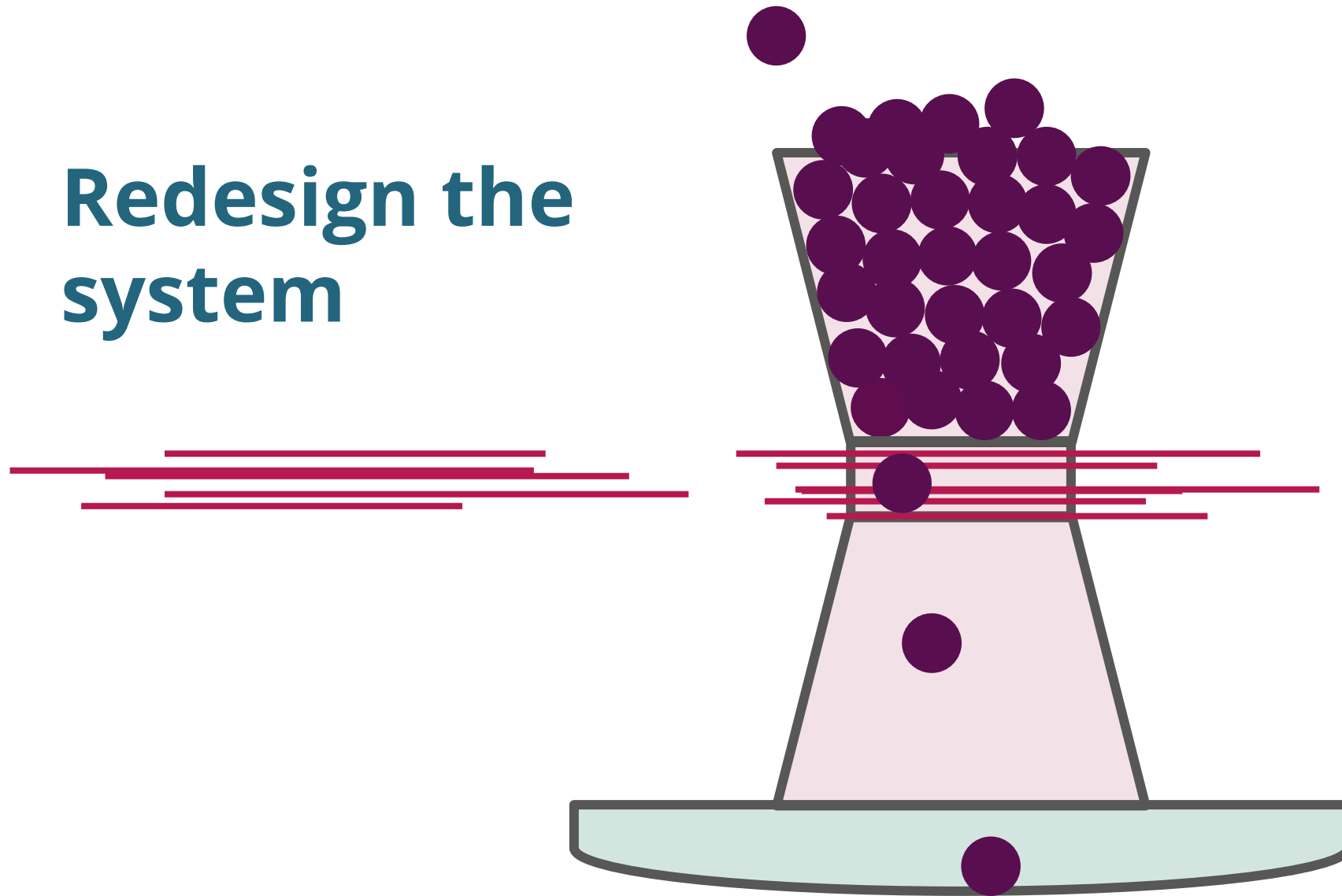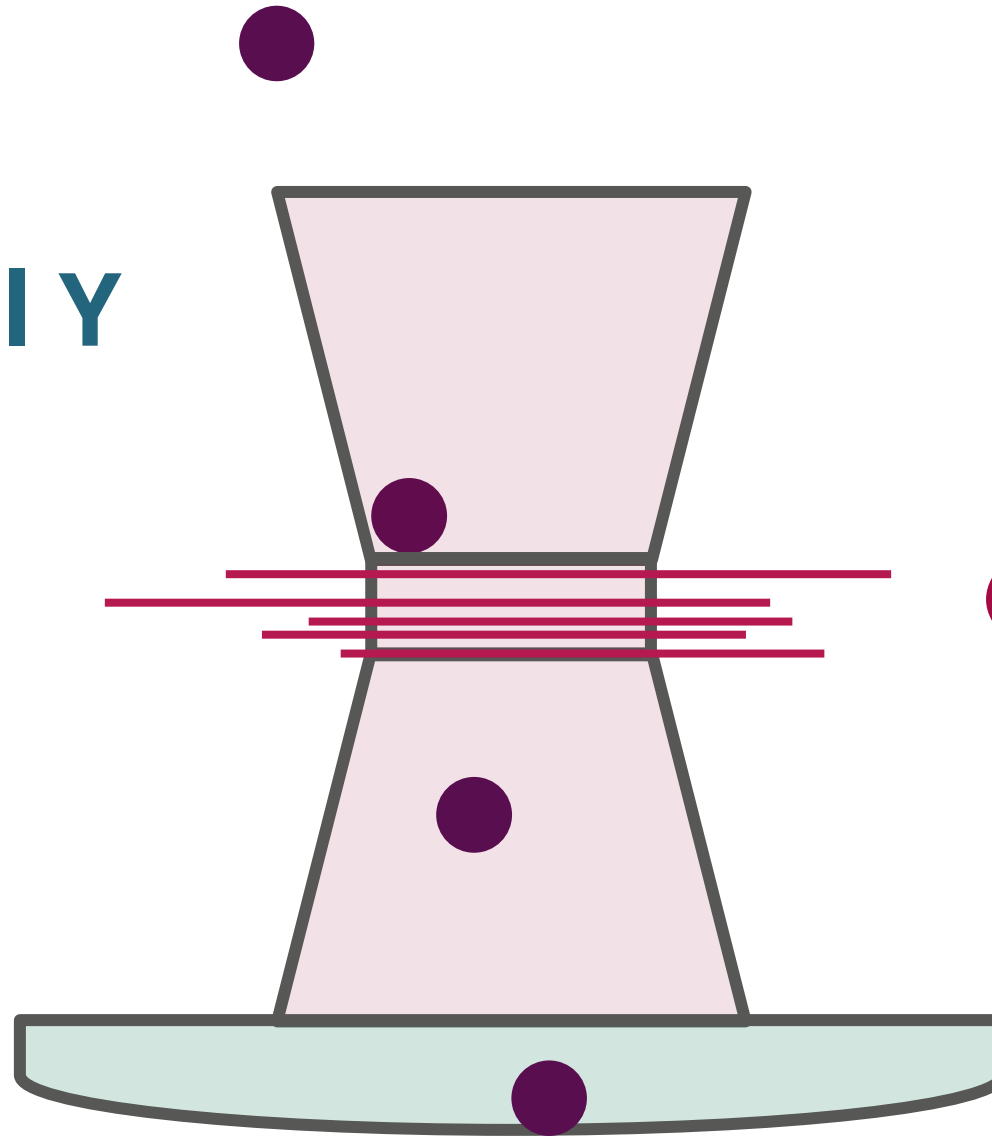
People with healthcare needs (sick) - X

The 'System'

People with healthcare needs met (better) - Y

X must equal Y

People with healthcare needs (sick) - X

The 'System'

People with healthcare needs met (better) - Y

# Poor Flow equals more work and harm
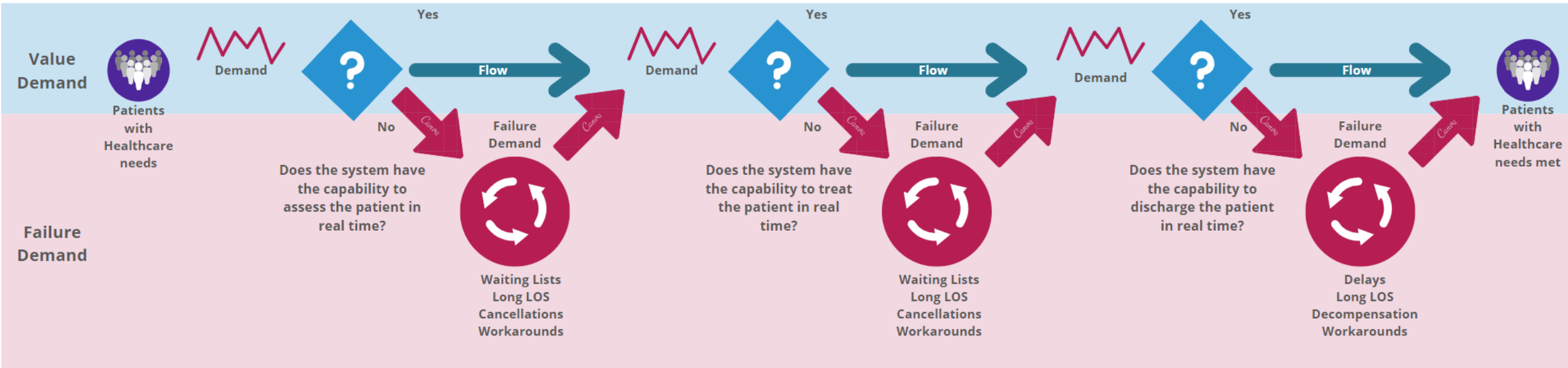
# Demand & Flow

**Value Demand**

Patients with Healthcare needs

Demand

**?**

Does the system have the capability to assess the patient in real time?

Yes → **Flow** → Demand

No → Failure Demand →

**Failure Demand**

Waiting Lists
Long LOS
Cancellations
Workarounds

FCA
Flow Coaching Academy

# Features & Response

| Value Demand | Easy | Reliable |
| --- | --- | --- |
| | Motivating | Safe |
| | Productive | Efficient |

| Failure Demand | Causes Harm |
| --- | --- |
| | Costly |
| | Encourages Variation |
| | Adds burden & work |
| | Burnout |
| | Frustrating |

## Focus on *Flow*

**Understand demand and system capability**
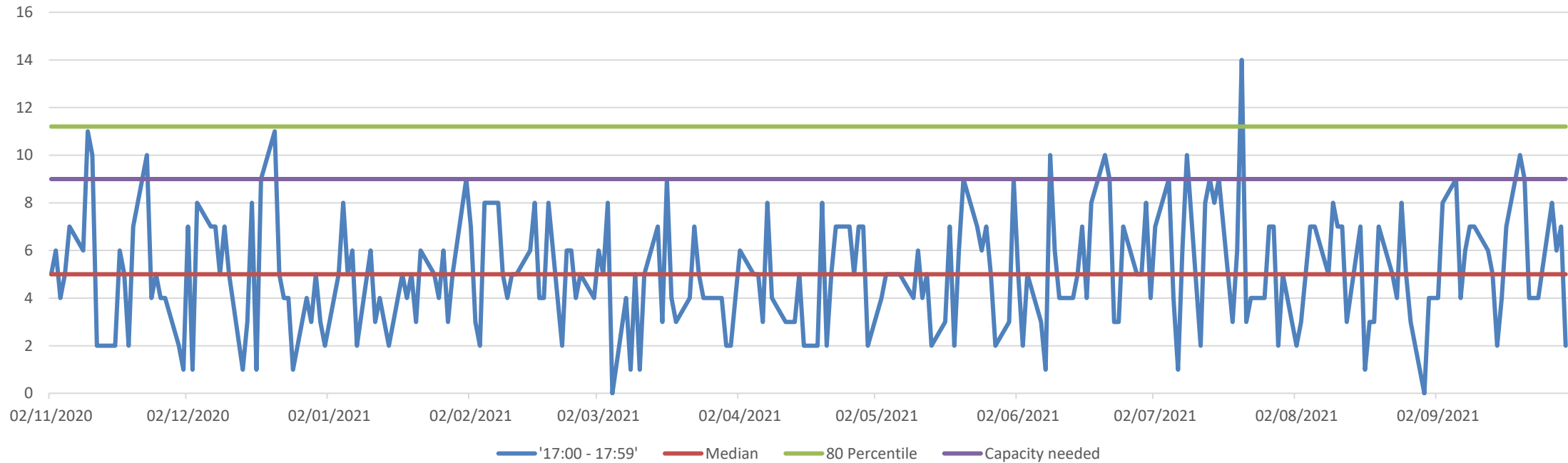
**Identify and remove causes of constraints & failure demand**

**Persue changes to deliver value in real time**

FCA
Flow Coaching Academy

The Health Foundation

# Demand is Predictable

# Demand (X) is predictable



Percentage of A&E attendances by hour of day
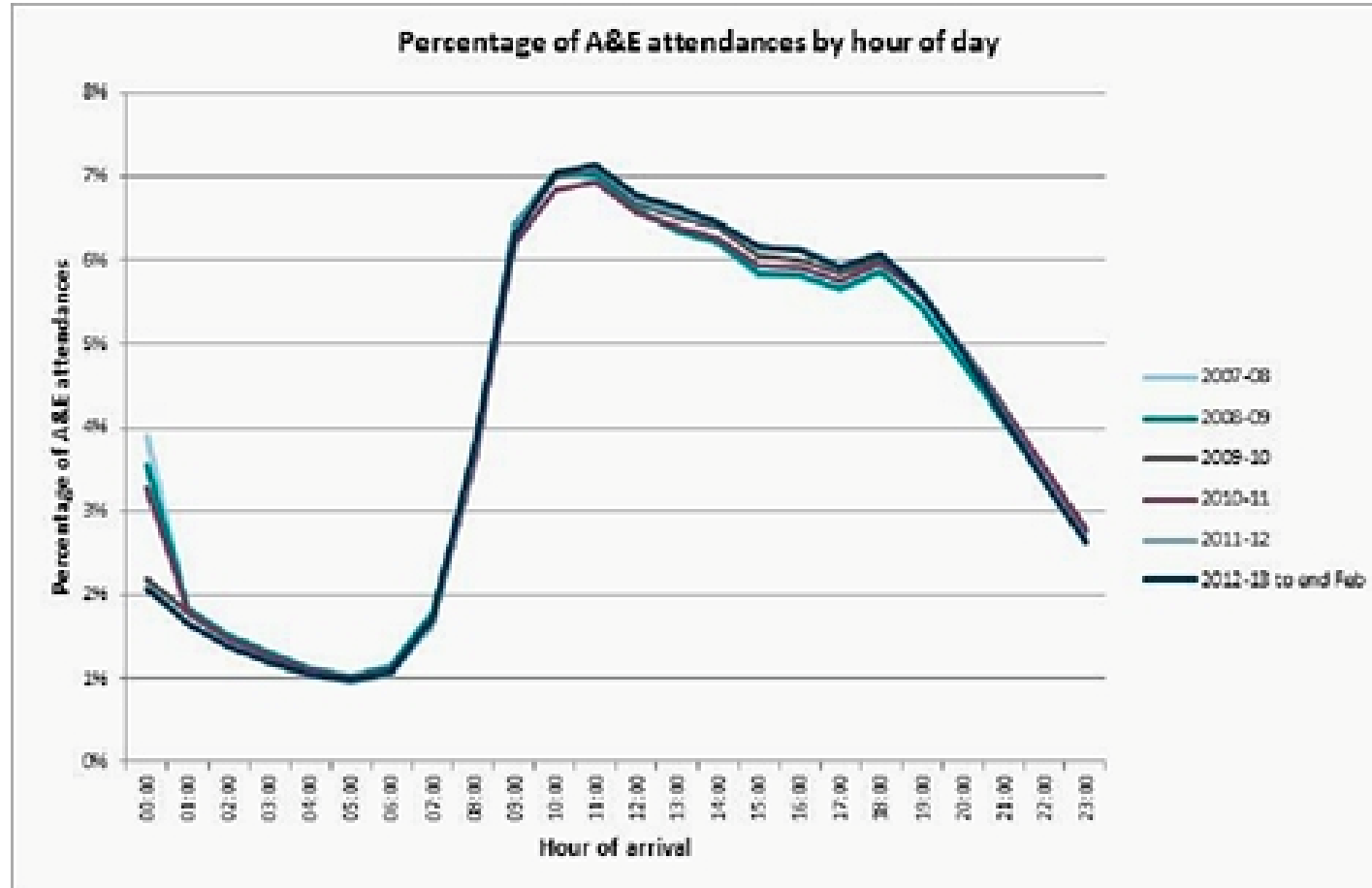
# Demand (X) is predictable



Admissions 17.00 - 18.00

# Demand (X) is predictable



Weekday Admission Demand - By Type
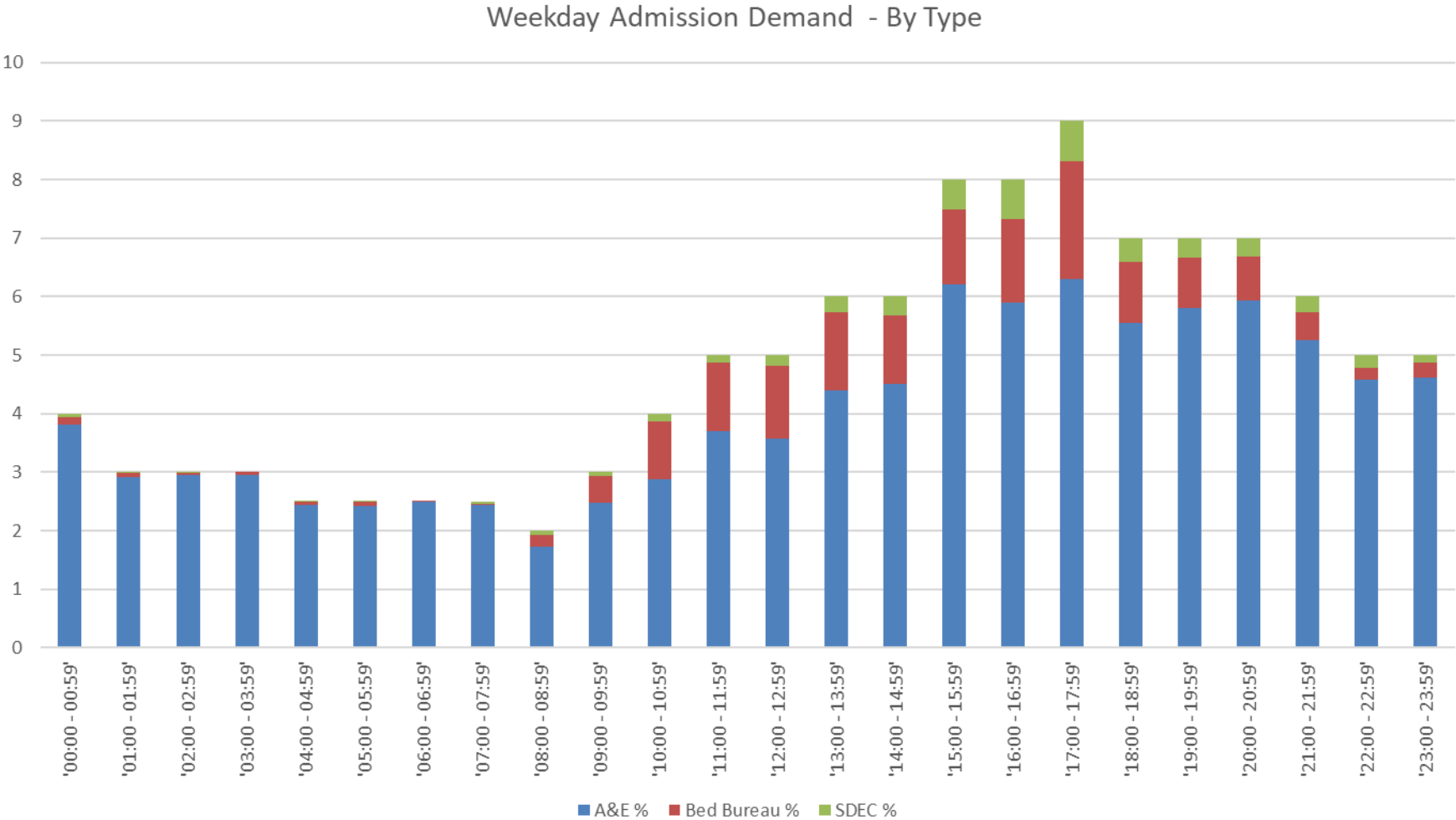
# Demand (X) is predictable



Weekly referrals to Clinical Oncology 2022
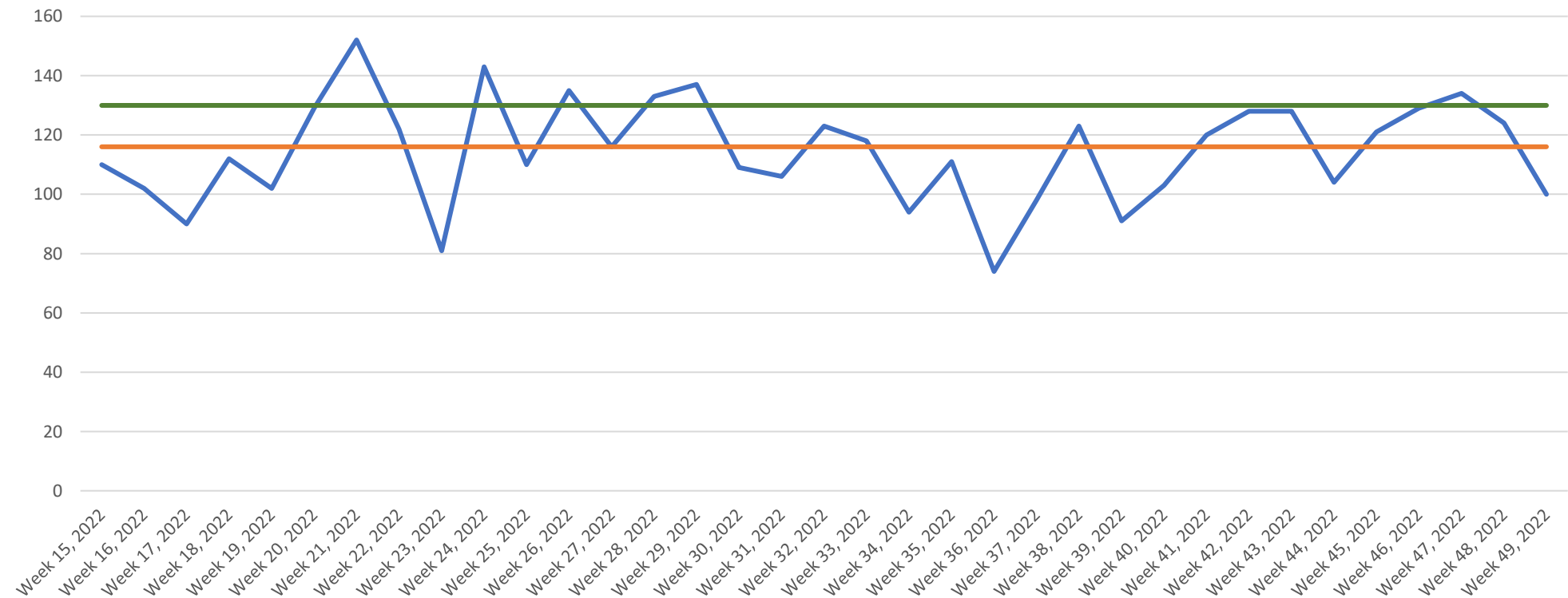
# What can we do?

# Understand Demand
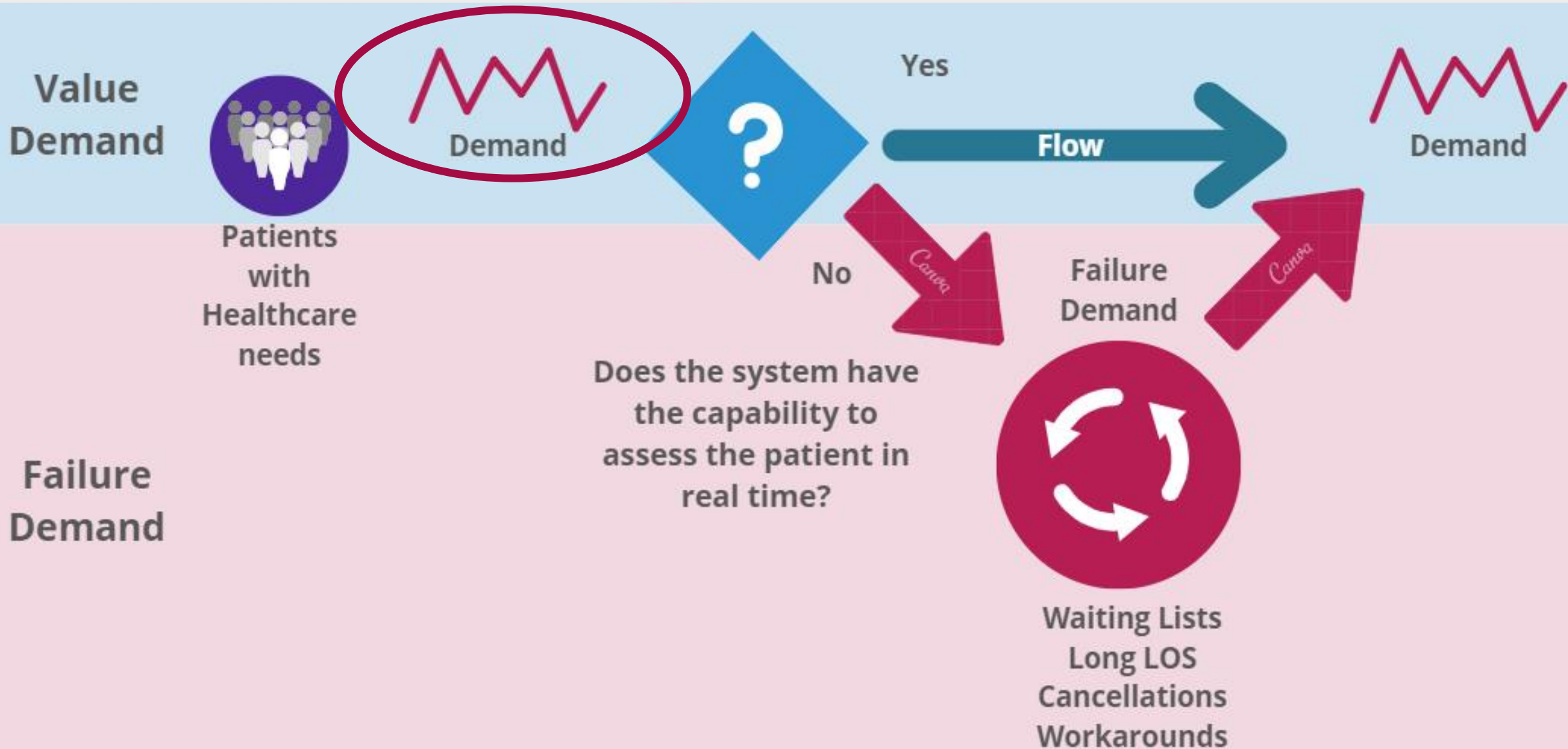
# Redesign the system to add value

# Constraints



500 grains/30 secs

270 grains/30 secs

170 grains/30 secs

270 grains /30 secs

The 'theory of constraints'

500 grains/30 secs

270 grains/30 secs

170 grains/30 secs

270 grains /30 secs

# Theory of constraints

1. **Identify** - Identify the current constraint (the single part of the process that limits the rate at which the goal is achieved).
2. **Exploit**- Make quick improvements to the throughput of the constraint using existing resources (i.e. make the most of what you have).
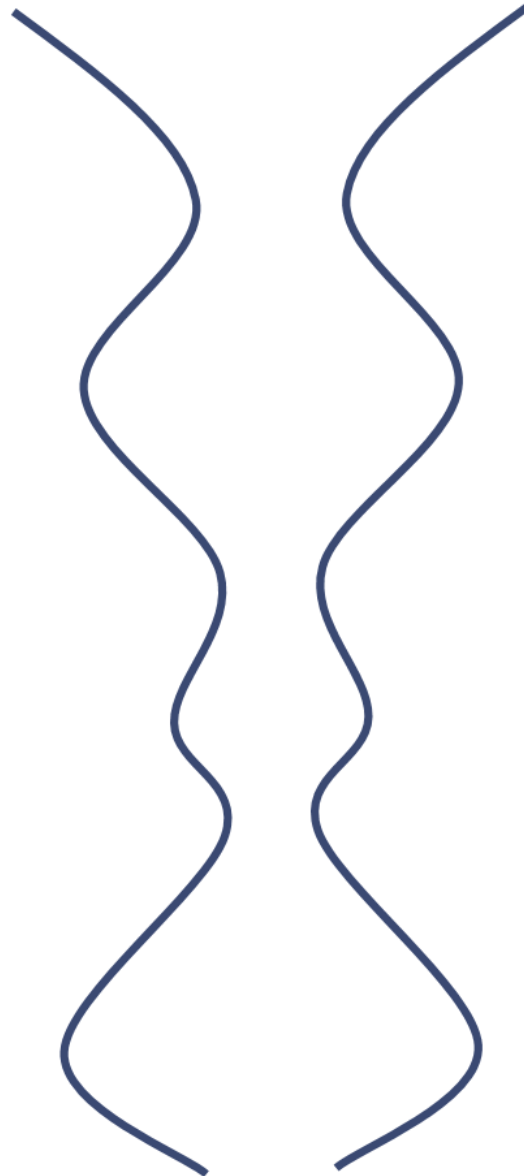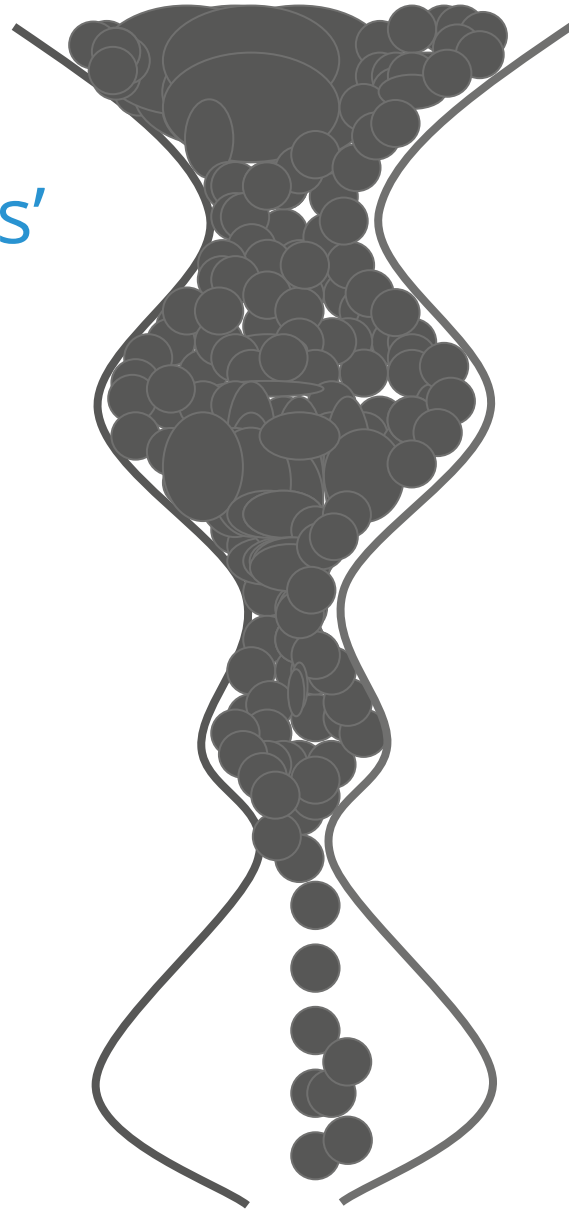3. **Subordinate** - Review all other activities in the process to ensure that they are aligned with and truly support the needs of the constraint.
4. **Elevate** - If the constraint still exists (i.e. it has not moved), consider what further actions can be taken to eliminate it from being the constraint.
5. **Repeat**- The Five Focusing Steps are a continuous improvement cycle. Therefore, once a constraint is resolved the next constraint should immediately be addressed. This step is a reminder to never become complacent – aggressively improve the current constraint...and then immediately move on to the next constraint.
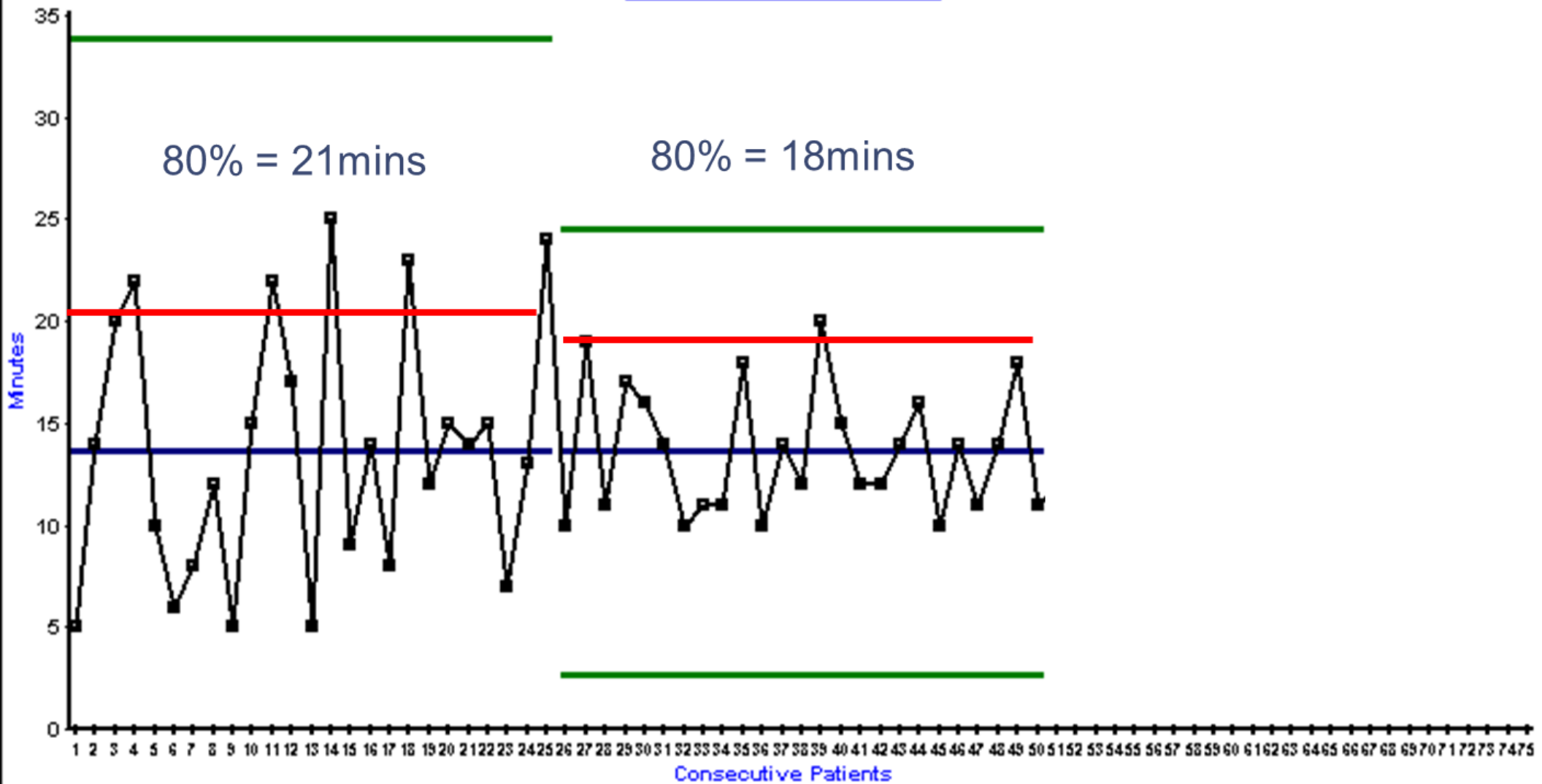
**Doctor - Cycle Times**

80% = 21mins

Minutes (y-axis)

Consecutive Patients (x-axis)

| Split Start | 1 | 26 | 51 |
|---|---|---|---|
| U.C.L. | =33.9 | 24.6 | 18.7 |
| Mean | =13.6 | 13.6 | 13.6 |
| L.C.L. | =n/a | 2.6 | 8.5 |

3hrs = 8 Patients

FCA
Flow Coaching Academy

The Health Foundation

Doctor - Cycle Times

80% = 21mins    80% = 18mins

Split Start    1       26      51
U.C.L.      =33.9    24.6    18.7
Mean        =13.6    13.6    13.6
L.C.L.      =n/a      2.6     8.5

3hrs = 8 Patients    3hrs = 10 Patients

Doctor - Cycle Times
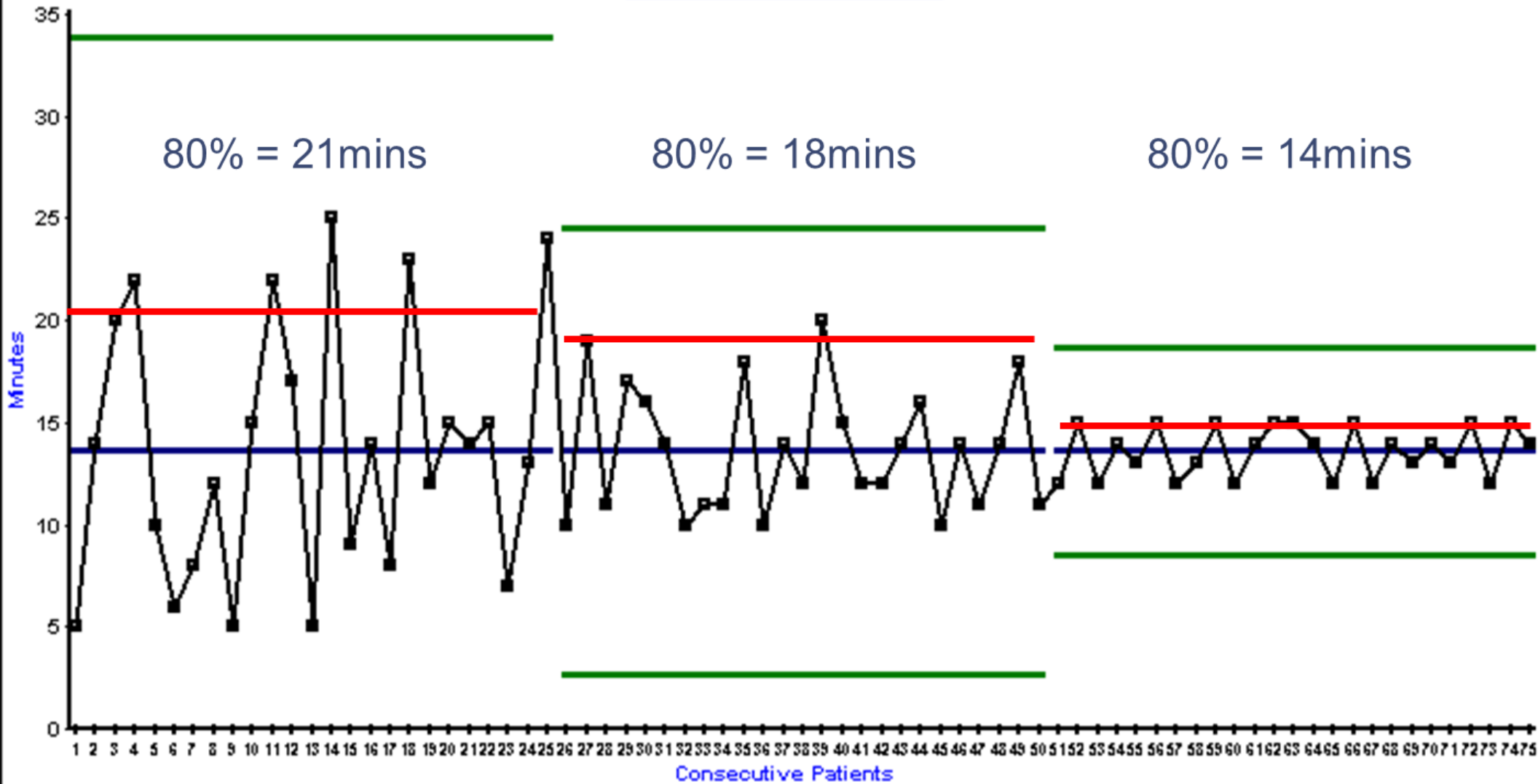
80% = 21mins    80% = 18mins    80% = 14mins

Minutes (y-axis: 0, 5, 10, 15, 20, 25, 30, 35)

Consecutive Patients

Split Start     1       26      51
U.C.L.      =33.9    24.6    18.7
Mean        =13.6    13.6    13.6
L.C.L.      =n/a     2.6     8.5

3hrs = 8 Patients    3hrs = 10 Patients    3hrs = 12 Patients

FCA
Flow Coaching Academy

The Health Foundation

# Consider Pooling

TESCO

PRIMARK®

# Summary

1. For Flow X must equal Y
2. Poor flow equals more work & harm
3. Demand is predictable

What can we do?

1. Understand Demand
2. Apply the Theory of Constraints
3. Consider Variation and Pooling

# Conversation Café
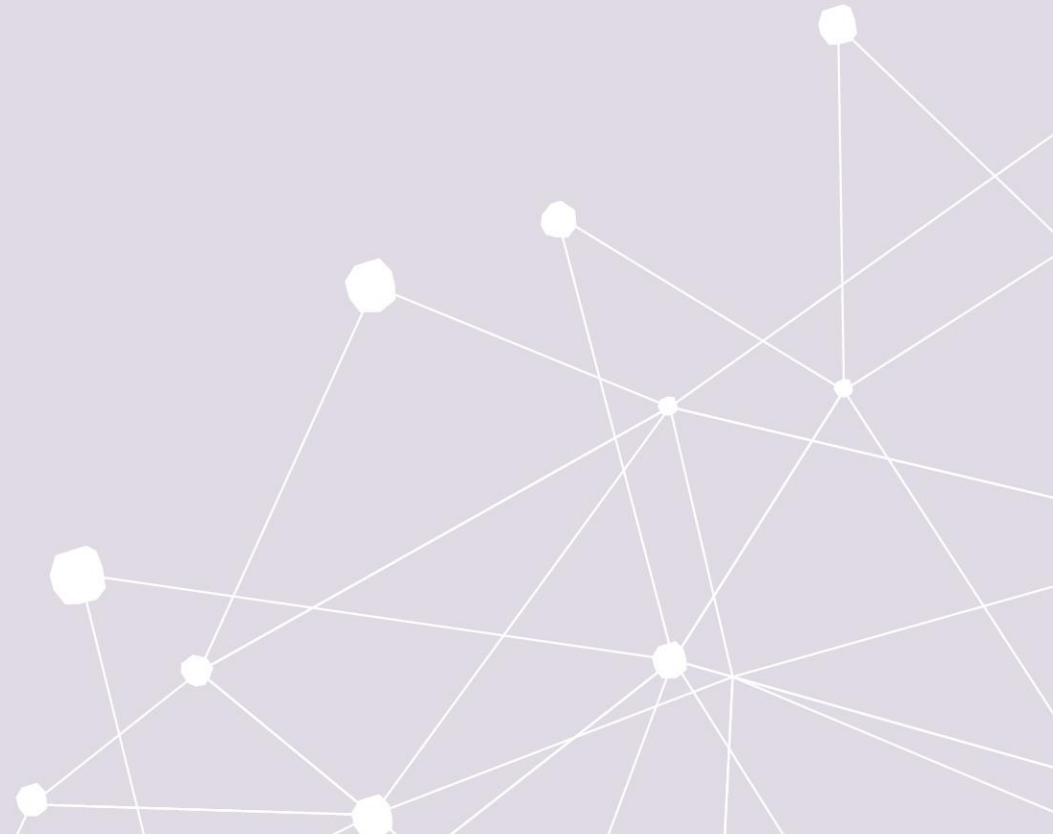
# What is conversation café?

- Structured conversation split into four rounds
- Talking objects to be used by the person speaking
- Host at each table who will keep time and gently intervene and capture notes

**Agreements**
- Suspend judgement as best you can
- Respect one another
- Seek to understand rather than persuade
- Invite and honour diverse opinions
- Speak what has personal heart and meaning
- Go for honesty and depth without going on and on

# Instructions

**Rounds 1 and 2**
Use talking object and allow each person to speak for up to 1 minute without interruption, while other's listen.

- **Round 1:** what are you thinking, feeling, or doing about the content that has been shared?
- **Round 2:** what are your thoughts and feelings after having listened to everybody at the table?

**Round 3**: lively, open conversation (20-25 min)

**Round 4:** Final round using the talking object: what are your 'takeaways'?
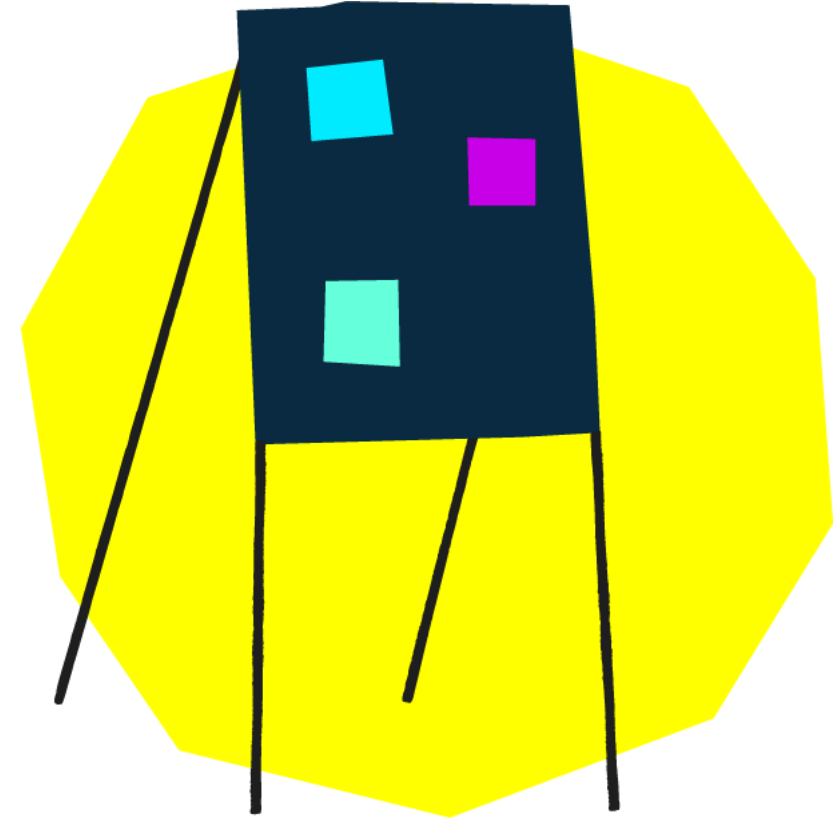
# Lunch

Come back at 1:20pm
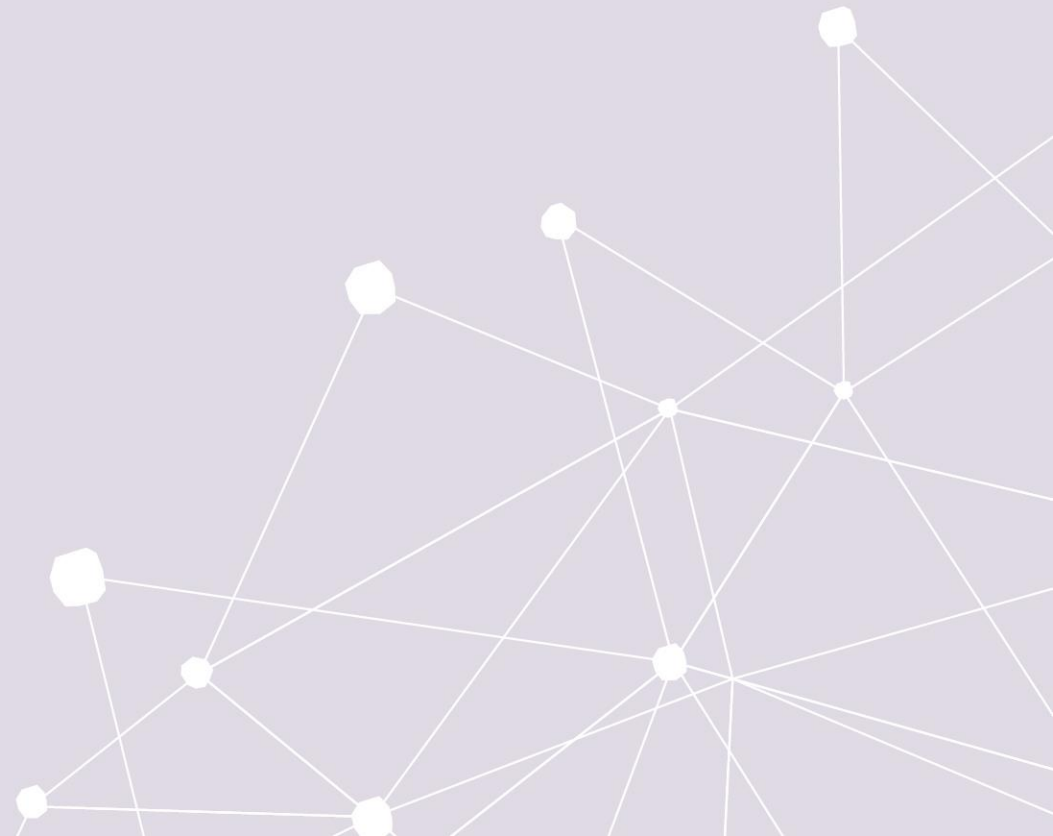
# Energiser

# Build a Marshmallow Tower

**In teams of 4, 10mins**

- Teams must build the tallest free-standing structure out of 20 sticks of spaghetti, one yard of tape, one yard of string, and one marshmallow.
- **The ENTIRE marshmallow needs to be on top**.
- The winning team is the one that has the tallest structure measured from the table top surface to the top of the marshmallow.

# Insight Safari

# Insight Safari

**30mins – 5 Lab Projects, 1 Contributor Project**

- Teams to move to their boards and share more about their projects
- Participants to act as a critical friend and use post its to respond to questions that teams need to explore further
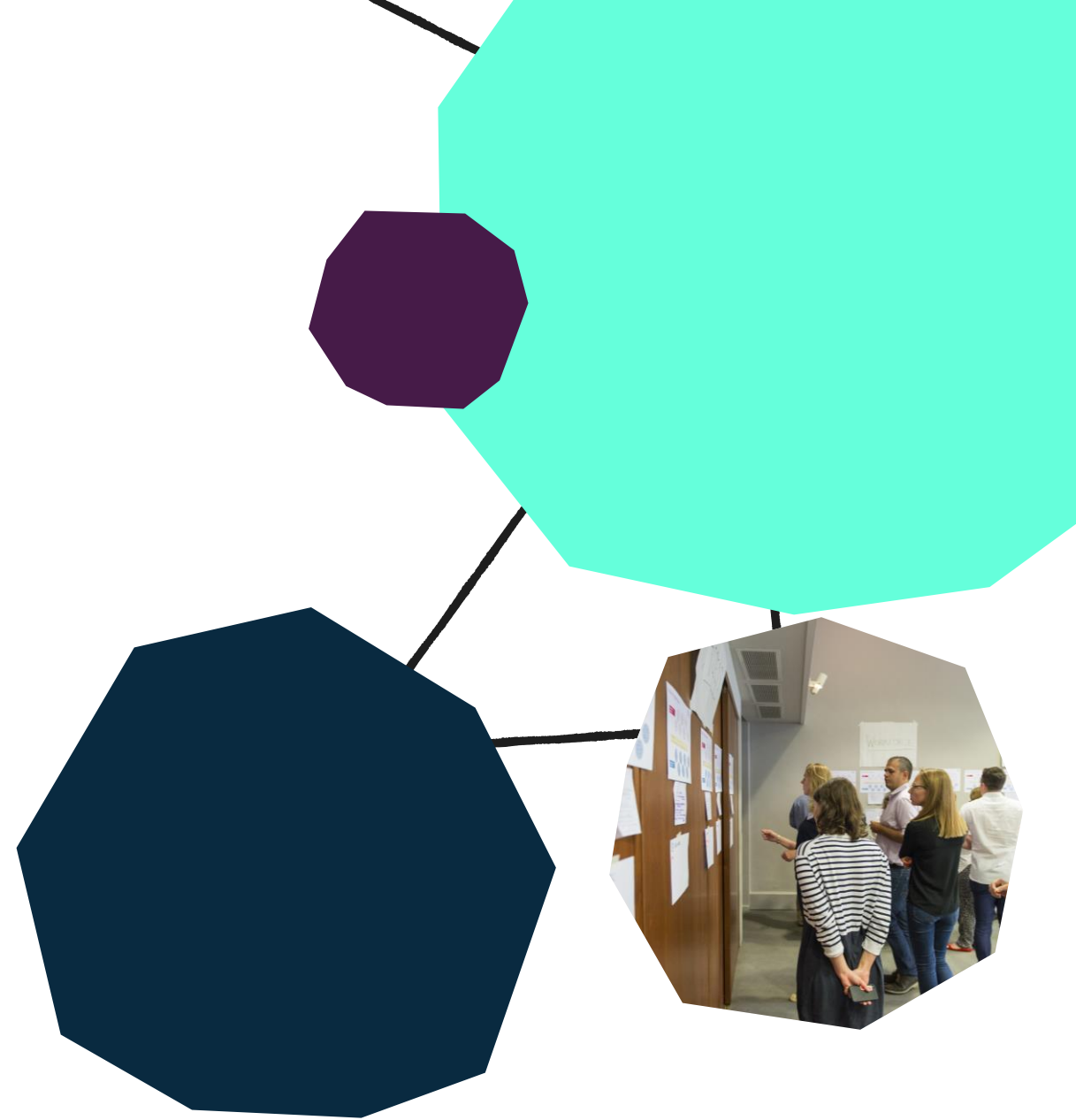
# Troika Consulting

# Troika Consulting

Split into groups of 3s

Spend 1-2 minutes individually thinking about 2-3 questions you'd like to explore, please make a note on a post-it
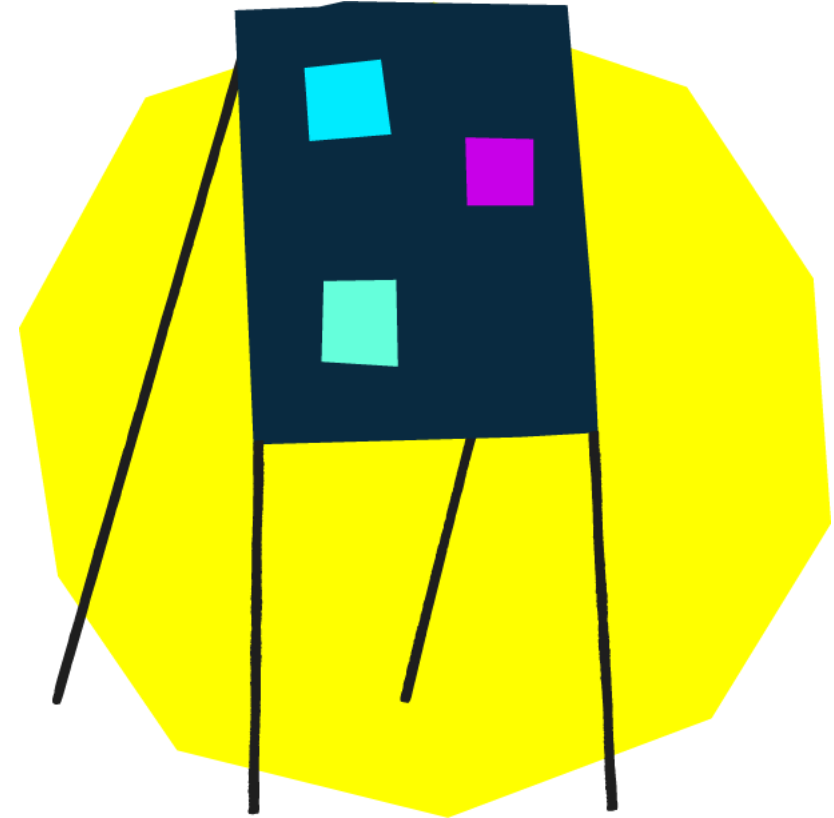
# Troika Consulting

- Reflecting on your conversations today or what you've brought into the room, what questions would you like to explore with the wisdom of the room?
- Everyone has a chance to be coached and coach others

# Troika Consulting

- In each round, 1 participant is the client, others are consultants, 1 person in the group manages the  time
- (1-2 min) The first client shares their question
- (1-2 min) Consultants ask the client clarifying questions (no advice is given)
- **Client turns around with their back to face the consultants**
- (4-5 min) Together, the consultants generate ideas, suggestions, coaching advice
- (1-2 min) Client turns around and shares what was most valuable about the experience
- Groups switch to next person and repeat steps
- We'll be running 5 rounds
- Then we'll ask you to share reflections before moving into a break
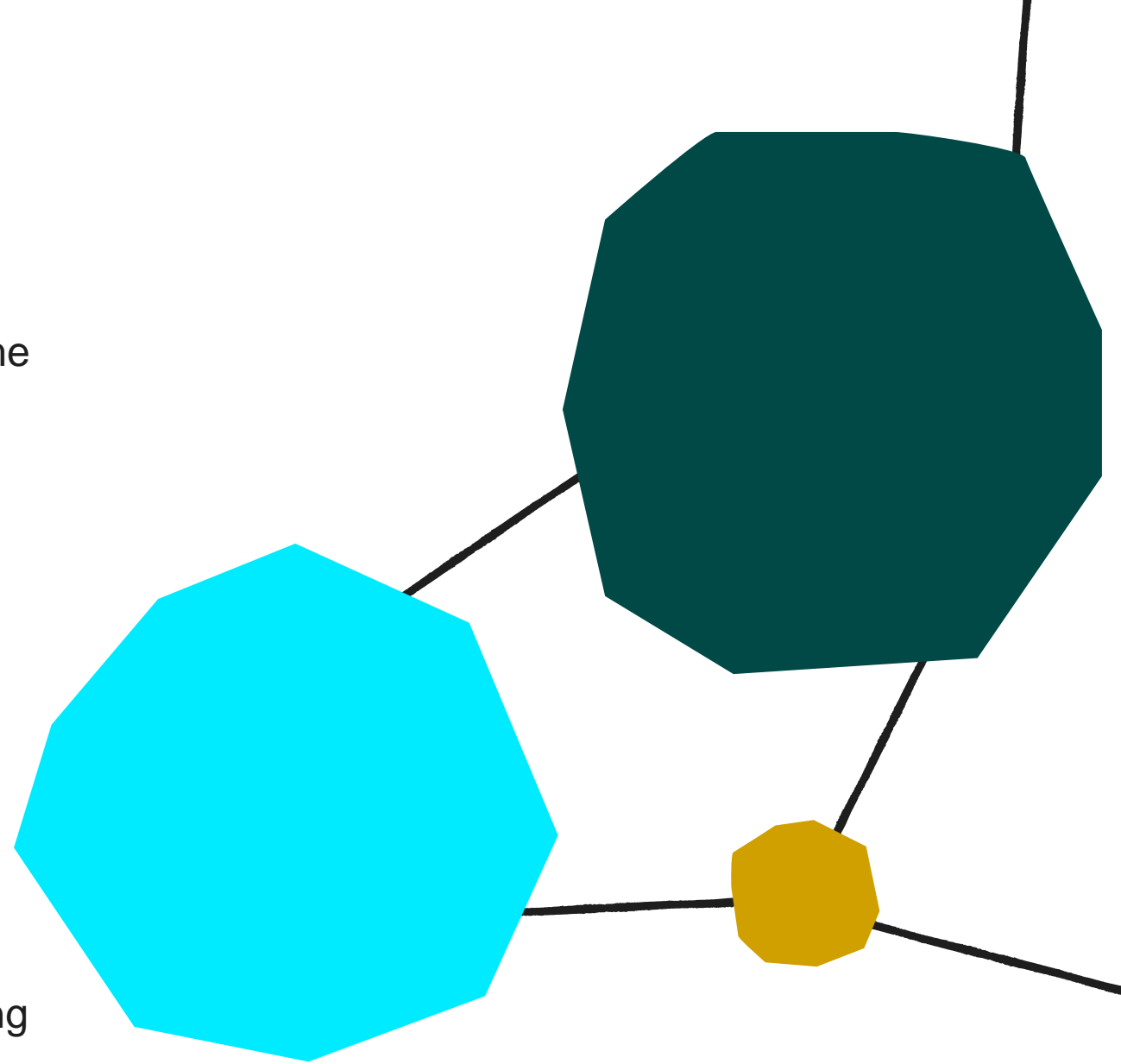
# Break

Come back at 3:30pm
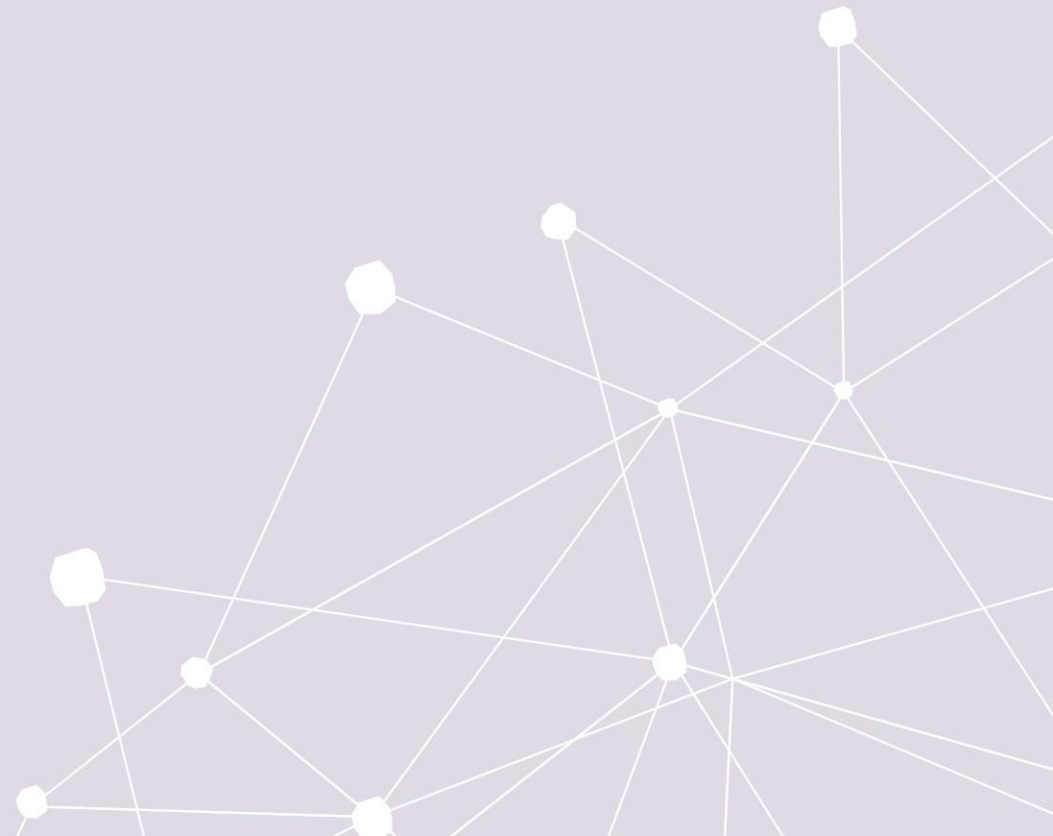
# Working with others in complex systems

# Focus on Flow

Coaching & thinking tools

Q Lab 2023

**FCA**
Flow Coaching Academy

"80% of the problem is the system not the people"



W. Edwards Deming

Author, lecturer, and consultant

Photo © 2014 The W. Edwards Deming Institute Blog

The Health Foundation

STH as a System

Assess    Treat    Discharge

Value Demand

Failure Demand

Patients with Healthcare needs

Demand

**?** Yes

No

Does the system have the capability to assess the patient in real time?

Flow

Failure Demand

Waiting Lists
Long LOS
Cancellations
Workarounds

Demand

**?** Yes

No

Does the system have the capability to treat the patient in real time?

Flow

Failure Demand

Waiting Lists
Long LOS
Cancellations
Workarounds

Demand

**?** Yes

No

Does the system have the capability to discharge the patient in real time?

Flow

Failure Demand

Delays
Long LOS
Decompensation
Workarounds

Patients with Healthcare needs met

FCA
Flow Coaching Academy

The Health Foundation

# Demand & Flow

**Value Demand**

Patients with Healthcare needs

Demand

**?**

Does the system have the capability to assess the patient in real time?

Yes → Flow → Demand

No → Failure Demand

Waiting Lists
Long LOS
Cancellations
Workarounds

**Failure Demand**

FCA
Flow Coaching Academy

# Nurturing & developing sustainable improvement through -

Leadership for improvement with a clear destination **+** Improvement routines and method **+** Engagement with high performing teams & patients **=** Improvement

# 3 Elements for Improvement to happen

FCA
Flow Coaching Academy

Will **+** Ideas **+** Execution **=** Improvement
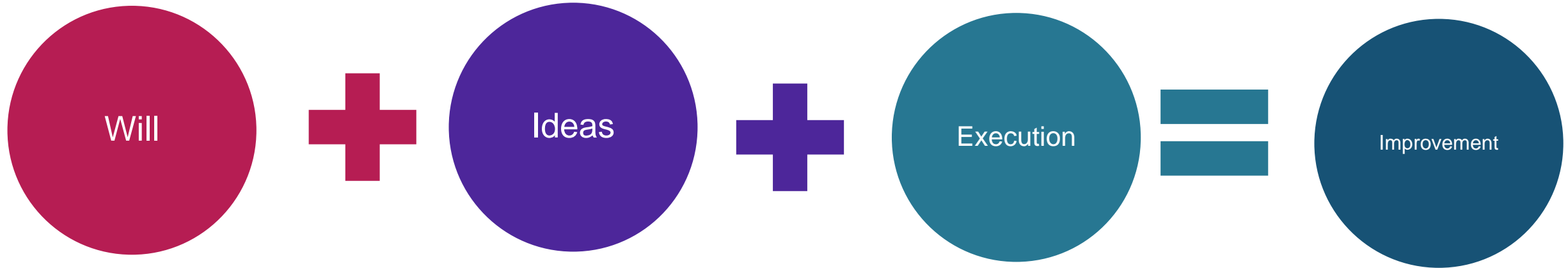
- Personal willingness to change and reflect

- Curiosity to understand how work is done: listening, enquiry

- Personal humility not having all the solutions

- Perseverance - Seek feedback and use buddys and mentors

- Self discipline with intentional time

- Use an improvement knowledge and framework and data to discover and deliver improvements

The Health Foundation

So how do we begin to link the technicalities of poor flow with feeling, emotion and experience?
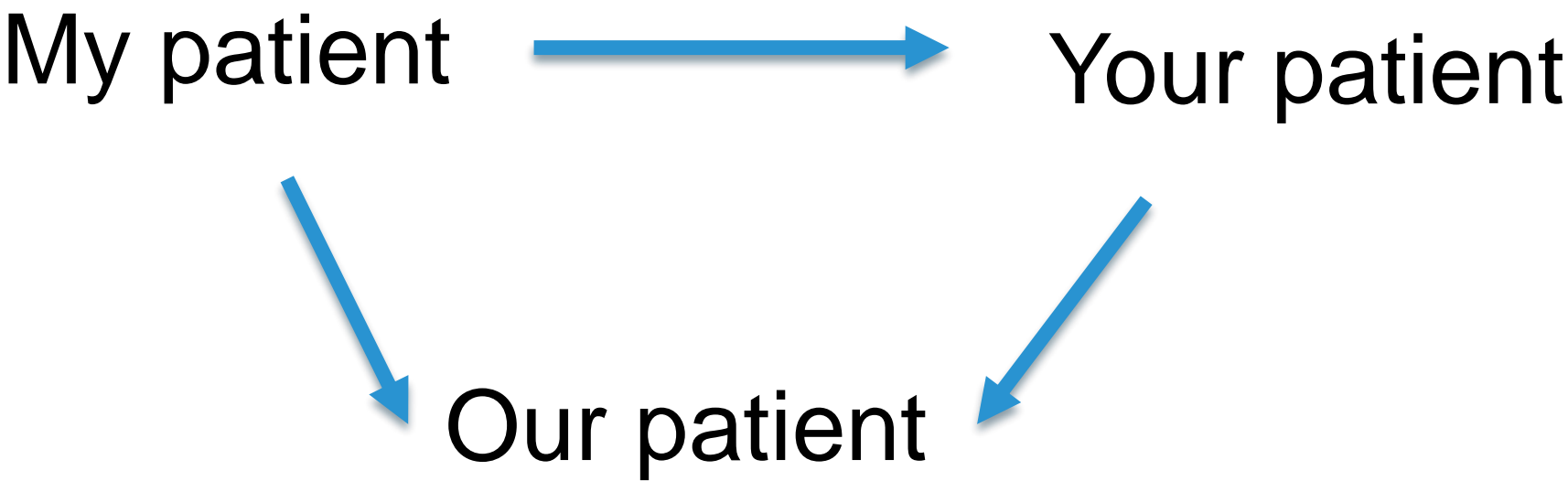
So what can we do differently?

- To be different we have to think differently
- Beliefs
- Mental Models
- Assumptions

# Our Beliefs

We generate our conclusions and beliefs based on what we observe and our past experiences.

Our effectiveness can be eroded by feelings that are

- Our beliefs are the truth
- The truth is obvious
- Our beliefs are based on true data
- The data we select are the real data and yours is wrong?

# Mental Models

- Images, assumptions and stories
- Human beings cannot navigate through the complex environments of our world without cognitive "mental maps"
- Mental models also shape how we act
- All of these mental maps, by definition, are flawed in some way

# Mental Models
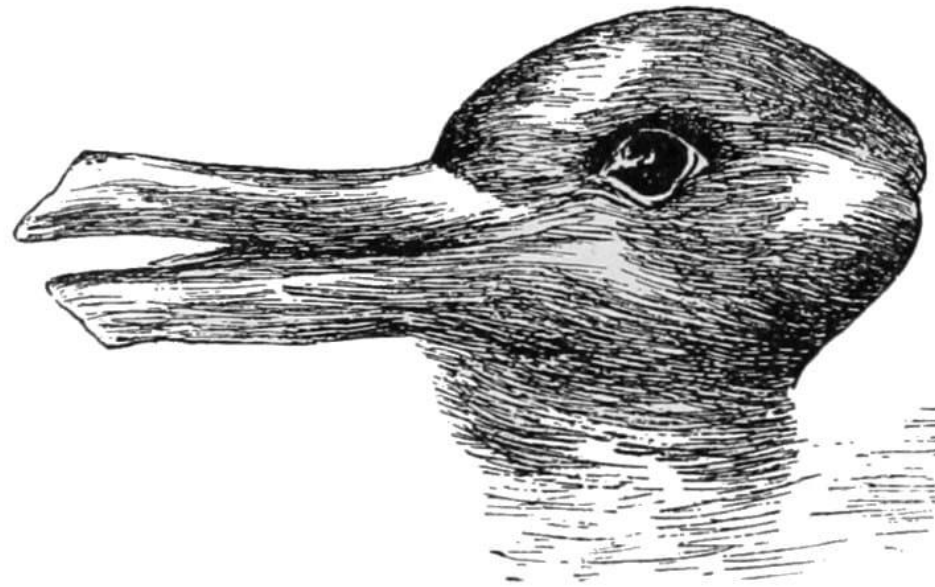
- Our mental models explain why two people can observe the same event and describe it differently
  - they are paying attention to different details

- The core task is to bring mental models to the surface, to explore and talk about them with minimal defensiveness

# Mental Model Skills

- Reflection
  - Slow down our thinking processes to become more aware of how we form our mental models

- Inquiry & curiosity
  - Holding conversations where we openly share views and develop knowledge about each other's assumptions

- In teams and groups people who have not mastered basic inquiry skills will spend hours arguing about their ideas!

A good working relationship is not contingent on agreeing. It's how we explore, navigate and work through differences that focus on moving closer to satisfying others interests

In other words what really matters

# Tomatoes

# Dynamics of Helping

Trust

Meeting where people are at

Helping

Both giving & receiving
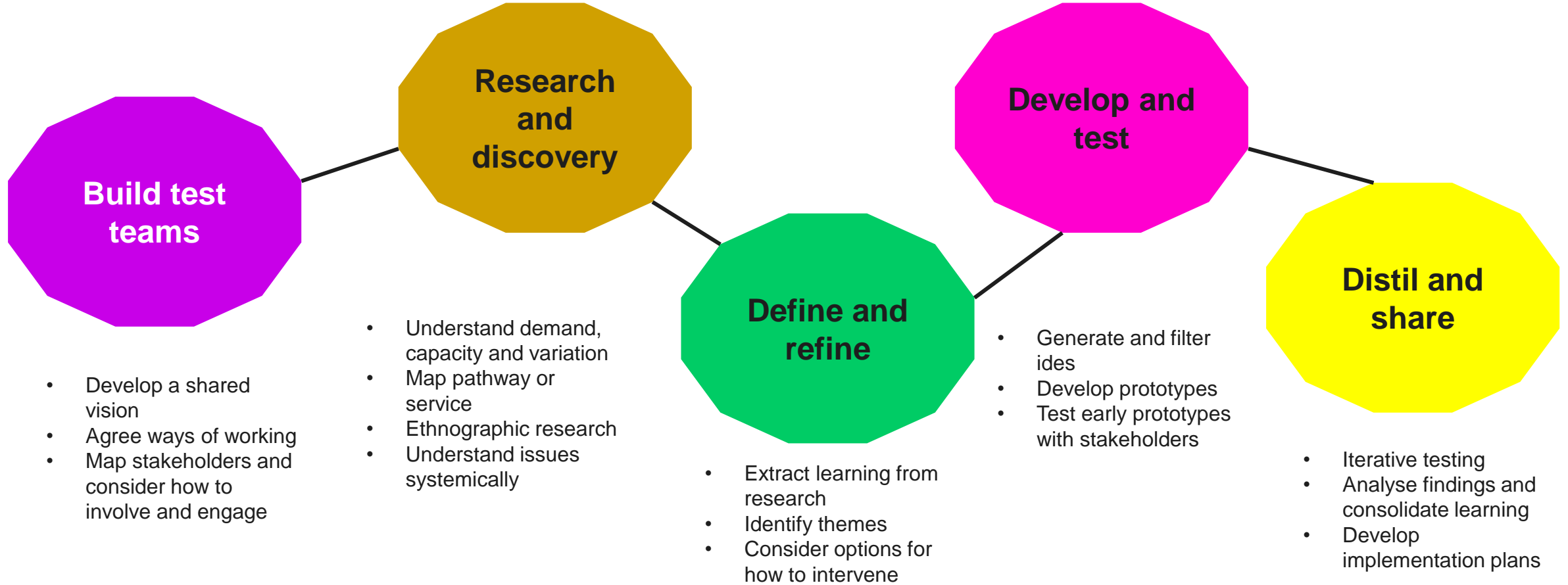
What help is actually being asked for?

**'It's about building relationships'**

# Your challenge

- Consider how you might approach your next important conversation in a helpful way

- Use enquiry

- Develop curiosity, humility

- Pause before telling or suggesting

- Practice with each other throughout the day

# Next Steps

**Build test teams**

- Develop a shared vision
- Agree ways of working
- Map stakeholders and consider how to involve and engage

**Research and discovery**

- Understand demand, capacity and variation
- Map pathway or service
- Ethnographic research
- Understand issues systemically

**Define and refine**

- Extract learning from research
- Identify themes
- Consider options for how to intervene

**Develop and test**

- Generate and filter ides
- Develop prototypes
- Test early prototypes with stakeholders

**Distil and share**

- Iterative testing
- Analyse findings and consolidate learning
- Develop implementation plans

# Next steps

- Join Online Group and continue conversations

- Follow test teams progress with co-researcher field notes

- Test teams and co-researchers to sign up for the workshop on 1 November 2023 in Birmingham



Scan the QR code to join the Lab online group

# Reflections and check out
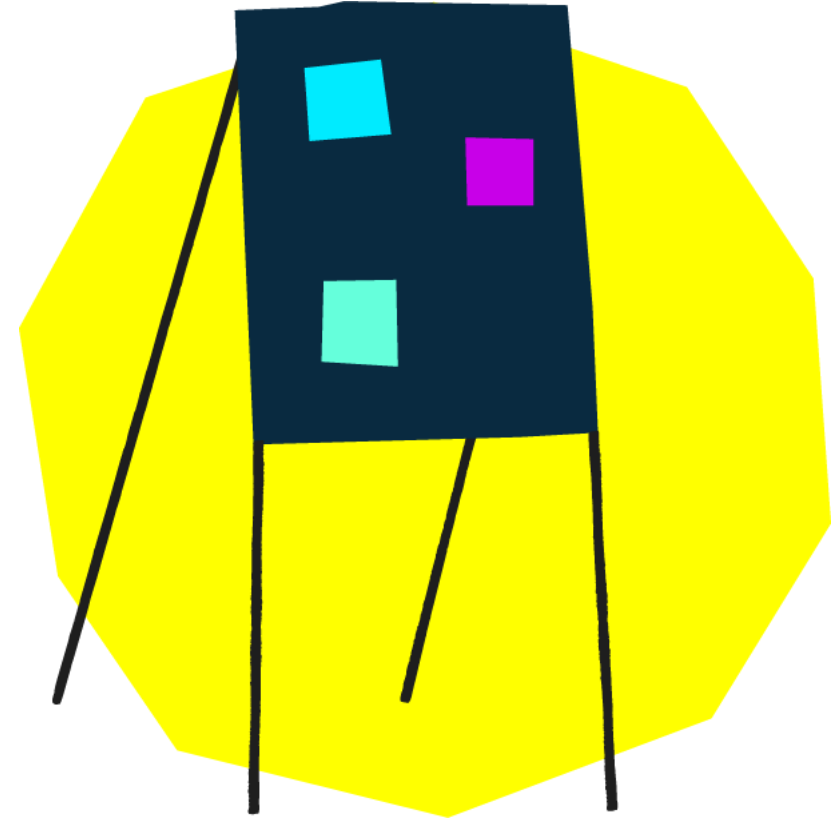
# Your feedback is greatly valued and appreciated!

5 minutes

https://t.ly/qlab1

# Reflecting on today

Spiral journal

| I have been most inspired by… | A connection or idea to follow up on is… |
|---|---|
| After today I will… | What I need from others is … |

# 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
q.health.org.uk