

Tuesday 30th June 2015

WOHP Masterclass Planning Workshop

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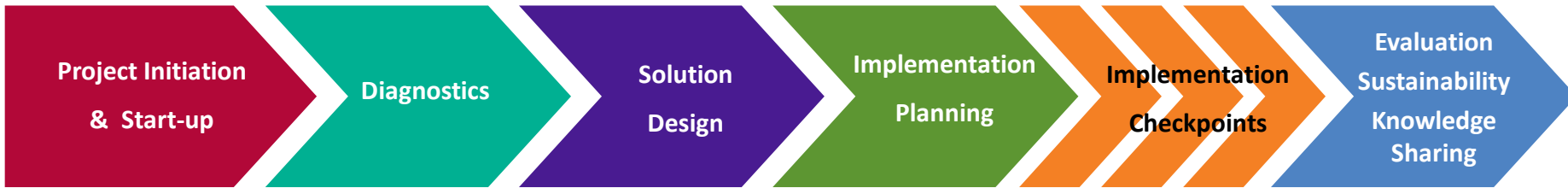
Agency for Clinical Innovation

**Collaboration.
Innovation.
Better Healthcare.**

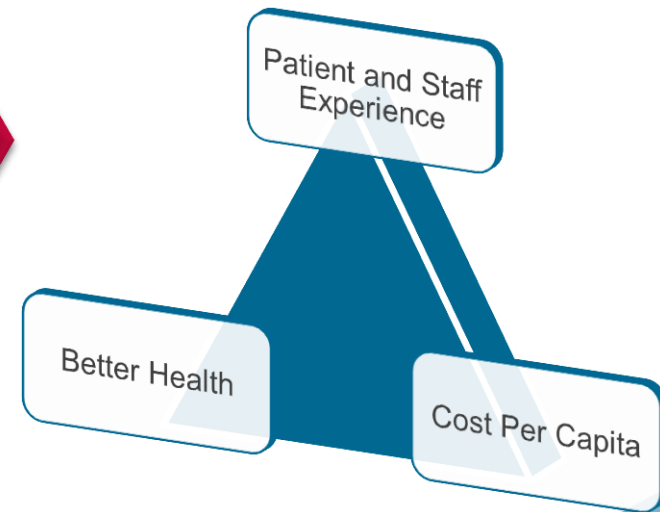
Undertaking an Improvement Initiative

- Aim of Today –to walk away with a plan for the foundations of an improvement approach
- 3 broad areas
 - Set Up
 - Clear Problem Definition
 - Spreading Good Ideas

Problem Solving Methodology



- Frontline staff use the methodology to
 - Identify **issues** across the patient journey
 - Design **solutions**
 - Implement the best solutions
- Ensure we **analyse** problems **before** developing solutions to ensure we are addressing the biggest opportunity
- Deliver the right changes



5 Key Strategies

For
High
Impact
Leadership in
Service Improvement



1 Nothing about Me without Me

Always Walk side by side with
Patients and Carers



2

Clinical Leaders and Managers involved in the change with Frontline Staff



**Improvement
Is a Team Sport**

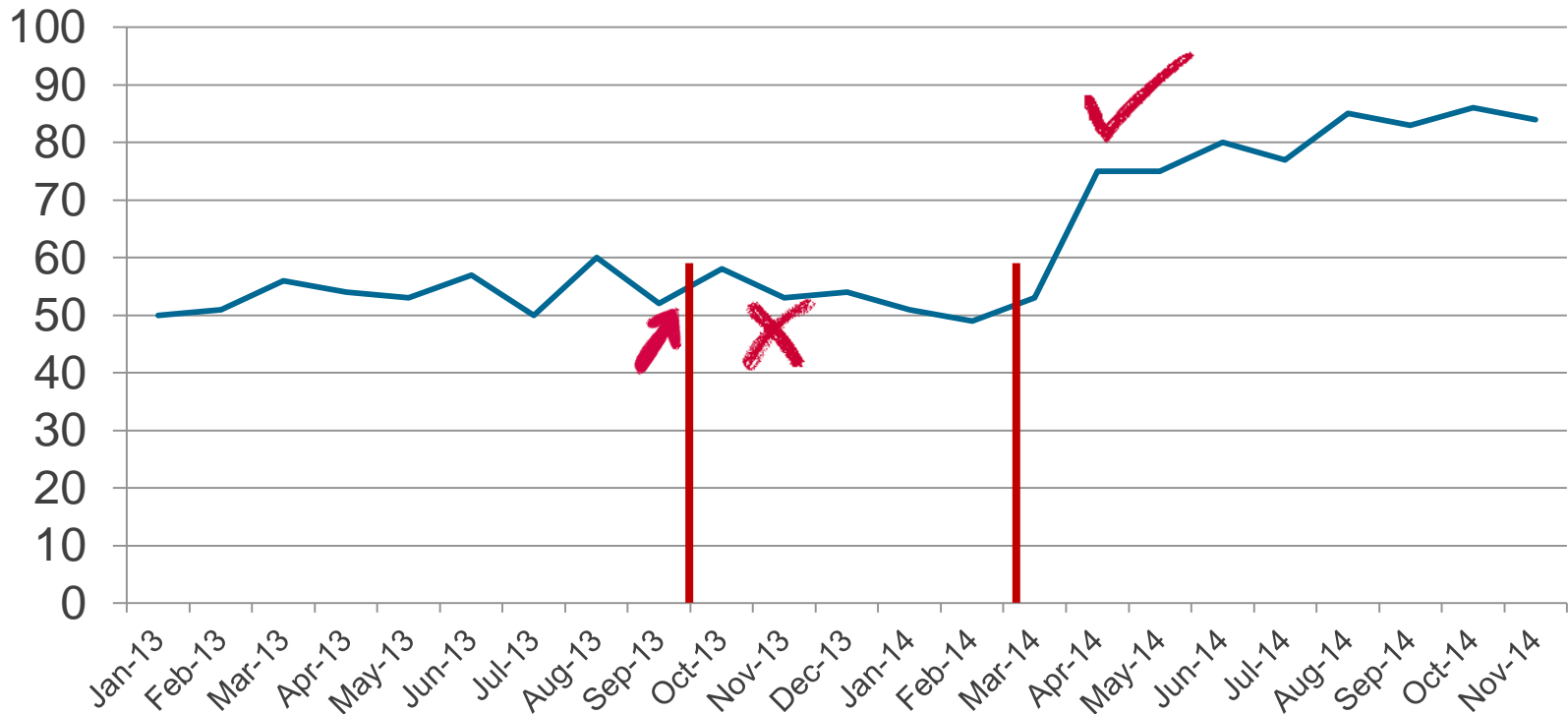
3 Goal alignment



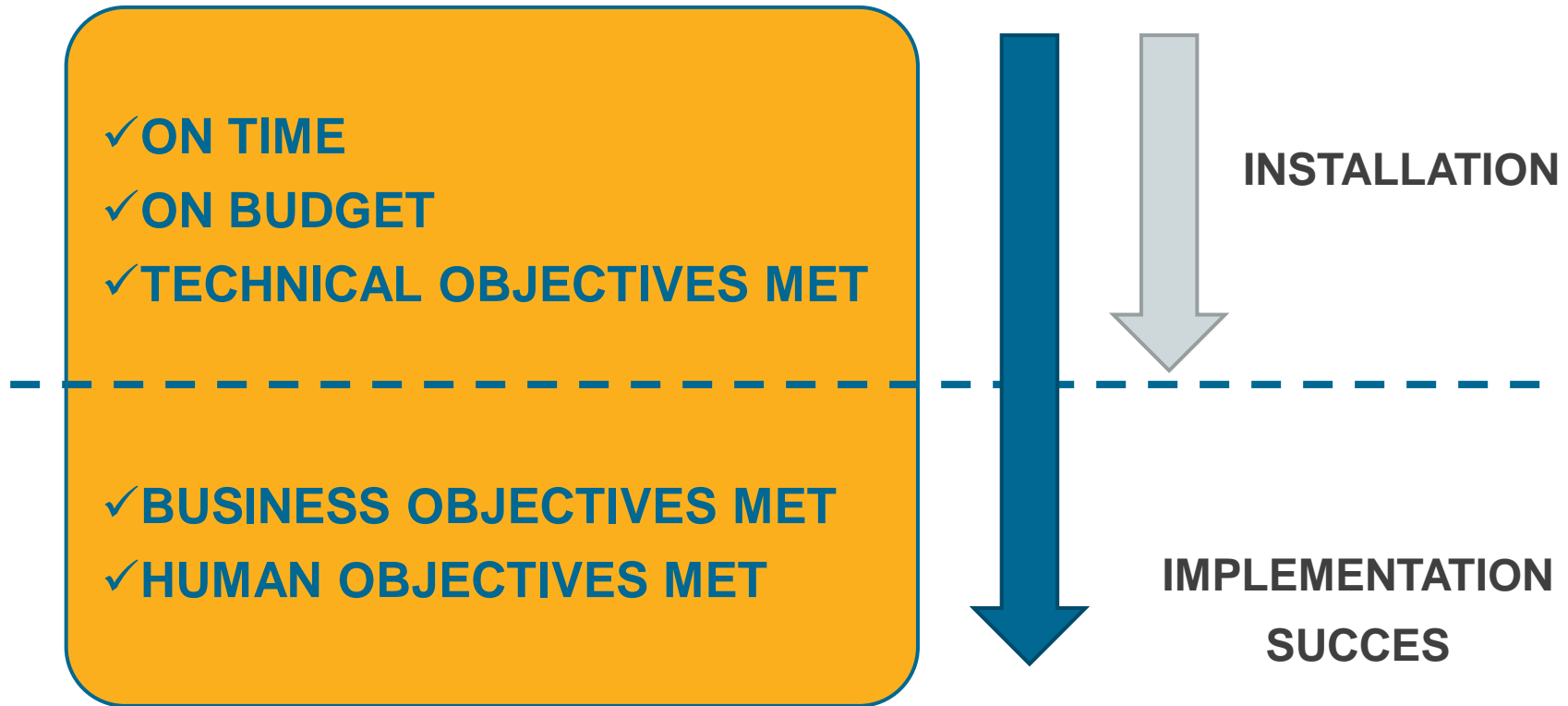
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Transparency: Results, Progress & Defects

Performance



Installation \neq Implementation



5 Working Collaboratively

- Make opportunities to work across boundaries
 - Departments and Wards
 - Specialties
 - Roles and Peer Groups
 - Primary and Secondary Care



Step One

**Establish;
The shared goal,
The Team and
Ways of Working**



Why?

- Everyone is aligned on what the improvement aims to achieve
- Taking the time to establish and build a team approach generates trust and energy to maintain momentum

Common Pitfalls

- Leaving out relevant stakeholders
- Not recognising misaligned incentives and motivations of team members
- Failing to agree a shared goal
- Not agreeing on ways of working until you're well underway
- Not assigning clear roles and responsibilities and agreeing on them explicitly with team members
- Not recognising early enough when things are going off track

Establishing the Improvement



- Write your Goal for this improvement on a post it and place it on the wall.
- Group common themes
- Identify the potential gains for the patient / family / each service.
- Each person tell the group – what goal would ‘get me out of bed in the morning’.
- Once agreed – who needs to be involved in this improvement – how can you get them involved?

At Set Up you should

- Have representative team members and understand their motivations
- Have aligned the team around a common goal
- Have a clear reporting structure and agreement on ways of working
- Have mechanisms in place to help track and adjust the working approach if required; e.g.; regular check points, collaboration checklist

Step Two

Analysing the Problem

- Map the process
- Data
- Patient / Carer Perspective
- Staff Perspective



Understanding the Problem



- Capture the Quantitative and Qualitative data
- Theme the data
- Analyse the underlying Issues
- Choose the area with the biggest opportunity to make and impact and be successful.
- Decide on a measurable objective / scope

For your agreed Goal...

- What do you believe the current issues are?
- What information do you need to quantify the current issues and root causes?
- Who needs to be present to map the current process /patient journey and identify issues?
- What Data do you need
How can you get it?
- What staff groups do you need to involve / consult
How will you do this?
- How can you capture the experience of the patient and carer?

Step Three

Spreading Good Ideas



Ideas that spread more rapidly have attractive qualities

- Clear advantage compared with current ways.
- Compatibility with current systems and values.
- Simplicity of change and its implementation.
- Ease of testing before making a full commitment.
- Observability of the change and its impact.

de Silva D. *Spreading improvement ideas: Tips from empirical research*. London: The Health Foundation, 2014. www.health.org.uk/spreadingideas



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Spreading the Improvement



- Discuss – is there an innovation would you like to spread?
- If Yes, Complete the checklist
- List actions to address identified areas

Top Ten tips for Successful Spread

1. Get a range of people involved in both implementation and dissemination of ideas, including clinicians and managers
2. View people as active change agents, not passive recipients.
3. Emphasise how initiatives address people's priorities.
4. Target messages differently for different audiences.
5. Provide support and training to help people understand and implement change.



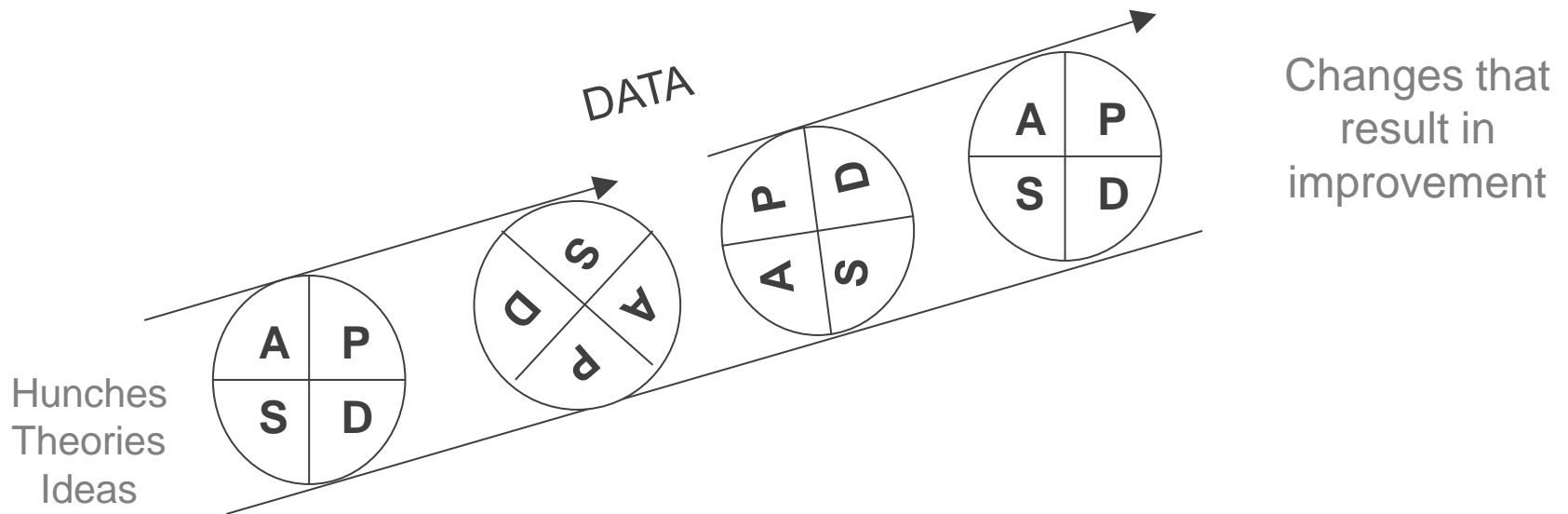
Top Ten tips for Successful Spread

6. Plan dissemination strategies from the outset.
7. Dedicate time for dissemination.
8. Dedicate funds for dissemination.
9. Make use of a wide range of approaches such as social media, opinion leaders and existing professional networks.
10. What gets measured gets done! Evaluate the success of innovations and improvements, but also the extent of uptake and dissemination within teams, organisations and more broadly.



Repeated PDSA Cycles

- “Trial – and – learn” and reflection.
- Small tests, not necessarily small changes.



Resources

- Canadian Model – Highly Adaptable Change
<http://www.highlyadoptableqi.com/model.html>
- NHS Spread and Adoption Scoring Tool & Resources
http://www.institute.nhs.uk/index.php?option=com_spread_and_adoption
- Health Foundation Guides
<http://www.health.org.uk/publications/using-communications-approaches-to-spread-improvement/>
<http://www.health.org.uk/publications/spreading-improvement-ideas/>



Today's Challenge

**4 Improvements;
3 Groups of Actions**

**What will you
do when you go
back?**



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