Enjoying Work
Learning Collaborative

'*Developing a Strategy & Change Ideas*' Learning Set

Agenda

Agenda Item	Format
Welcome and Introductions	Plenary
Developing a Change Strategy	Plenary
Introduction to PDSA	Plenary
Break	
Breakout sessions 1) Understanding the problem 2) Measurement 3) Change strategy 4) PDSA	2 x breakout sessions per delegate, 25mins each

Developing a Change Strategy

Sequence of Improvement

Identification of quality issue → Understanding the problem → Developing a strategy and change ideas → Testing → Implement & sustaining the gains
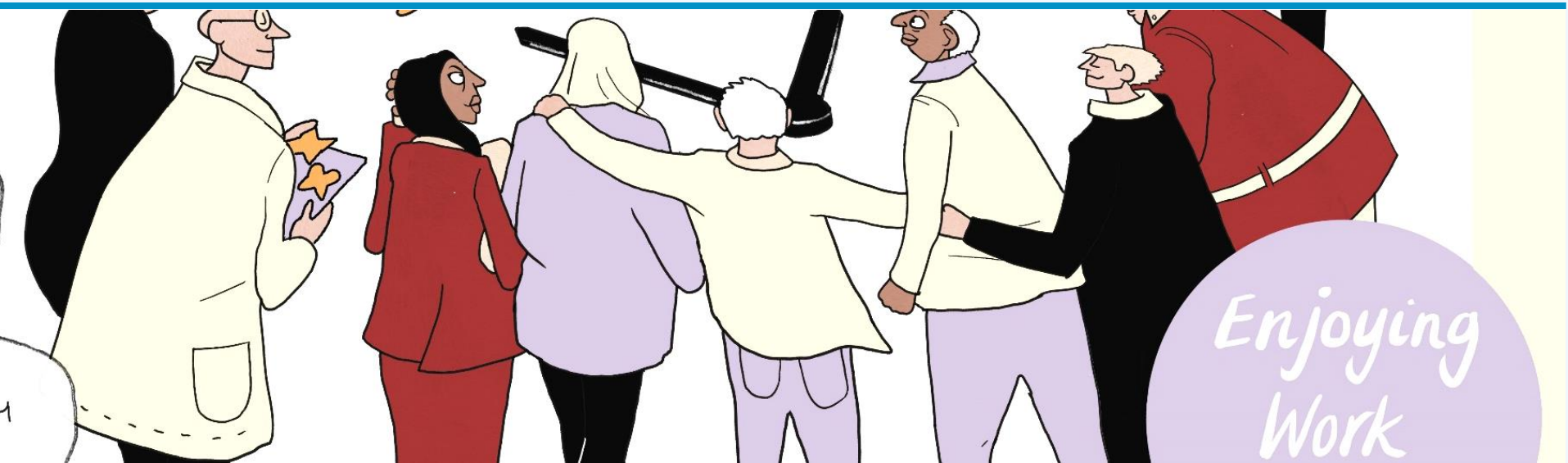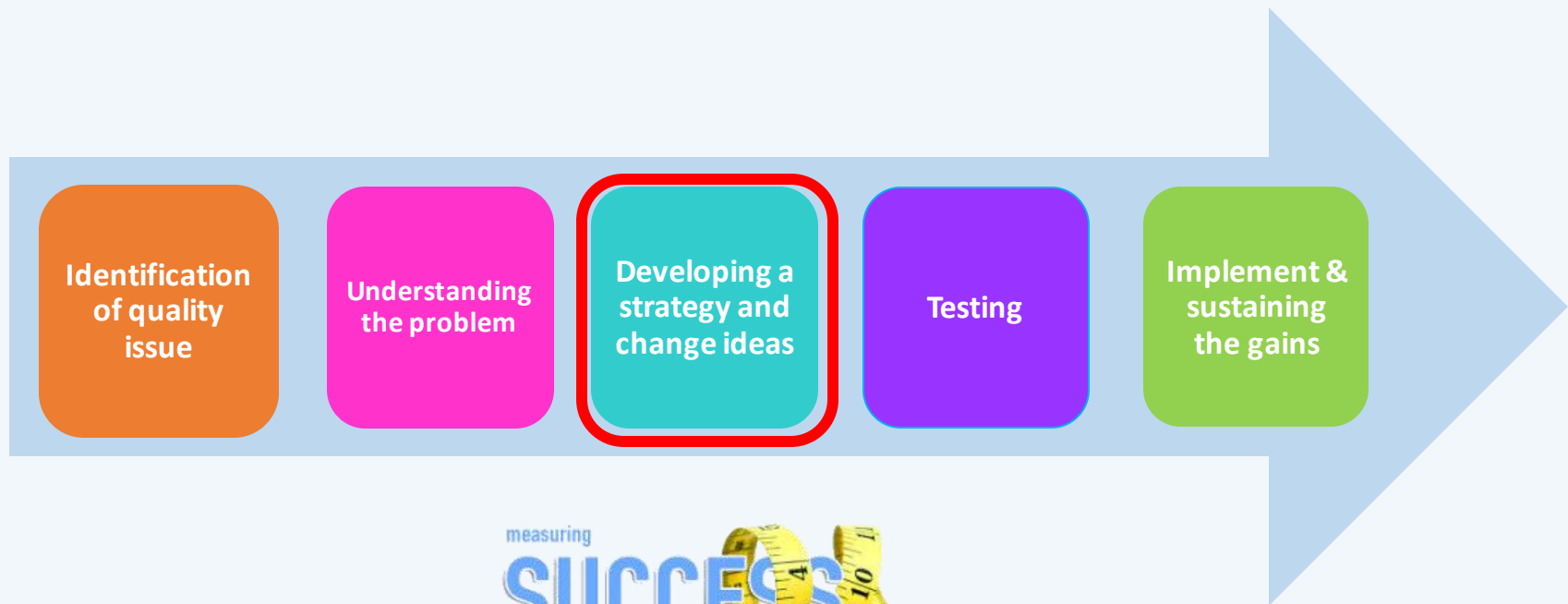
Developing an Aim
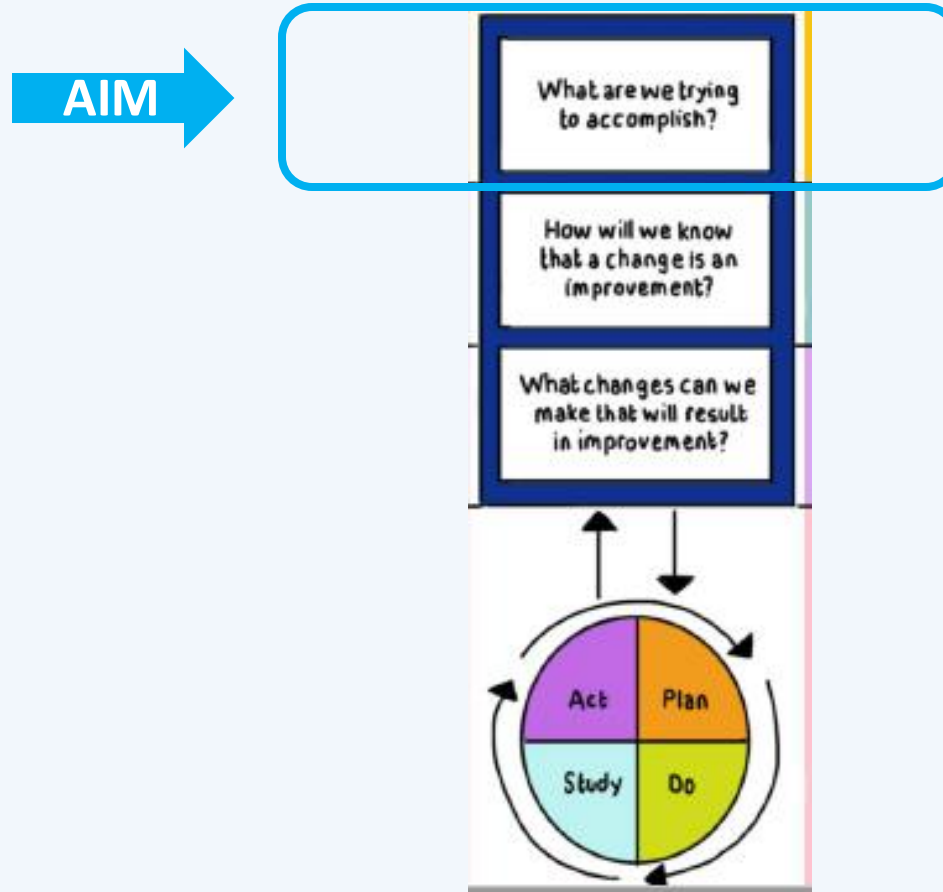
How SMART are these aims?

To increase staff morale and motivation on Emerald ward by 50% by March 2020

To improve staff wellbeing and increase enjoyment at work by 10% for staff working for the Bedfordshire Wellbeing Service by April 2020.

SMART

Specific Measurable Attainable Relevant Time Based

Let us know which you think is SMART and why

LISTEN
Hello

How good?   By when?

ACTIVE

FINDING

Sequence of Improvement

CHANGES

What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?

Act | Plan
Study | Do
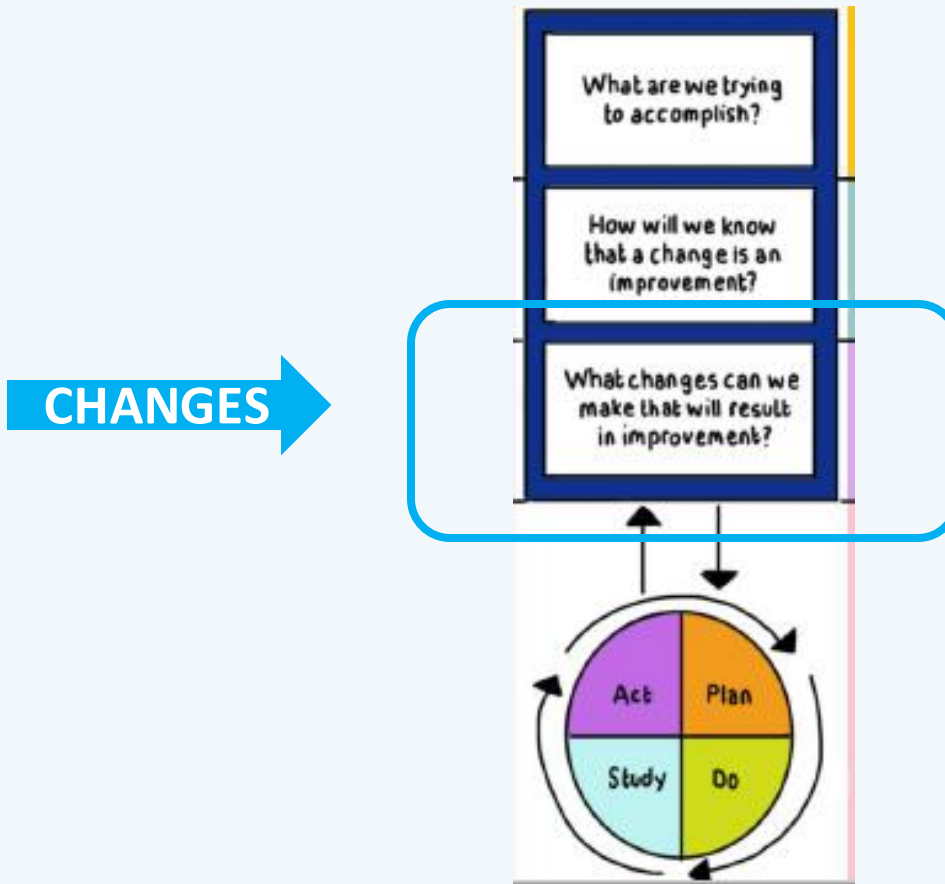
Developing a Change Strategy
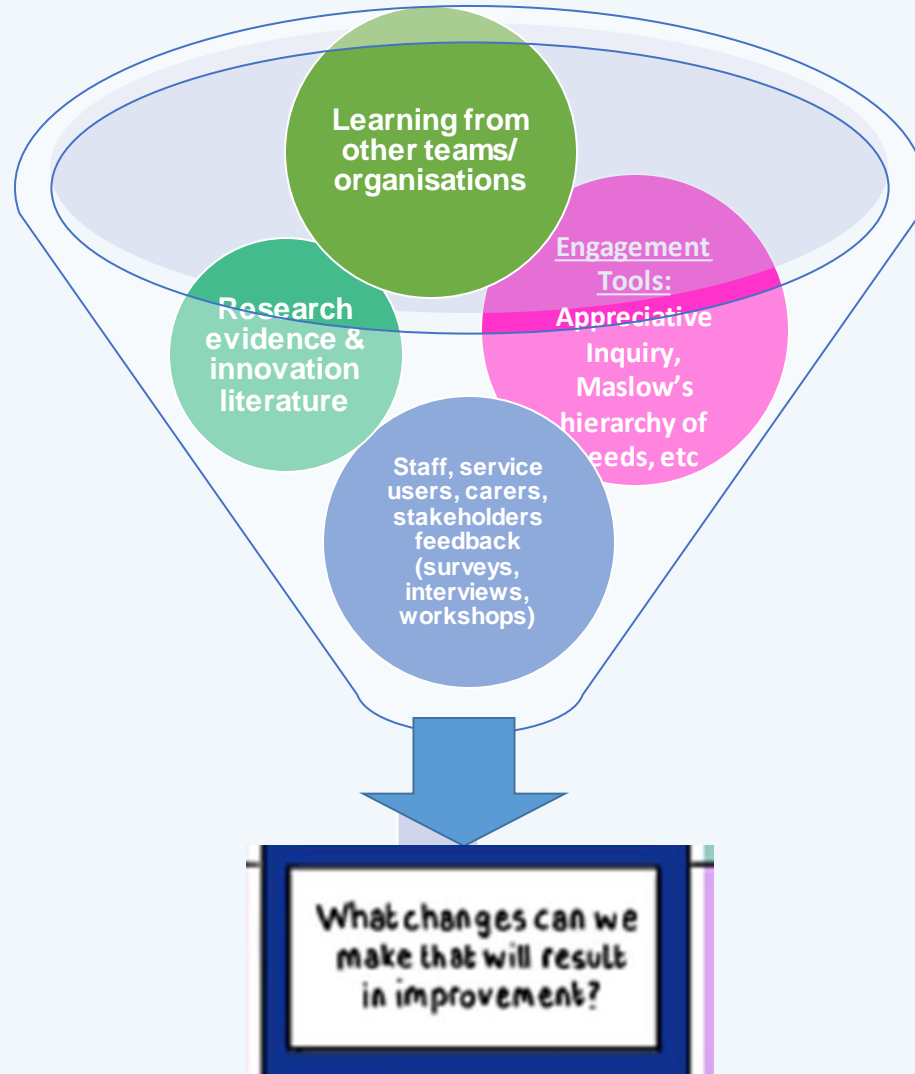
Driver Diagram : the theory
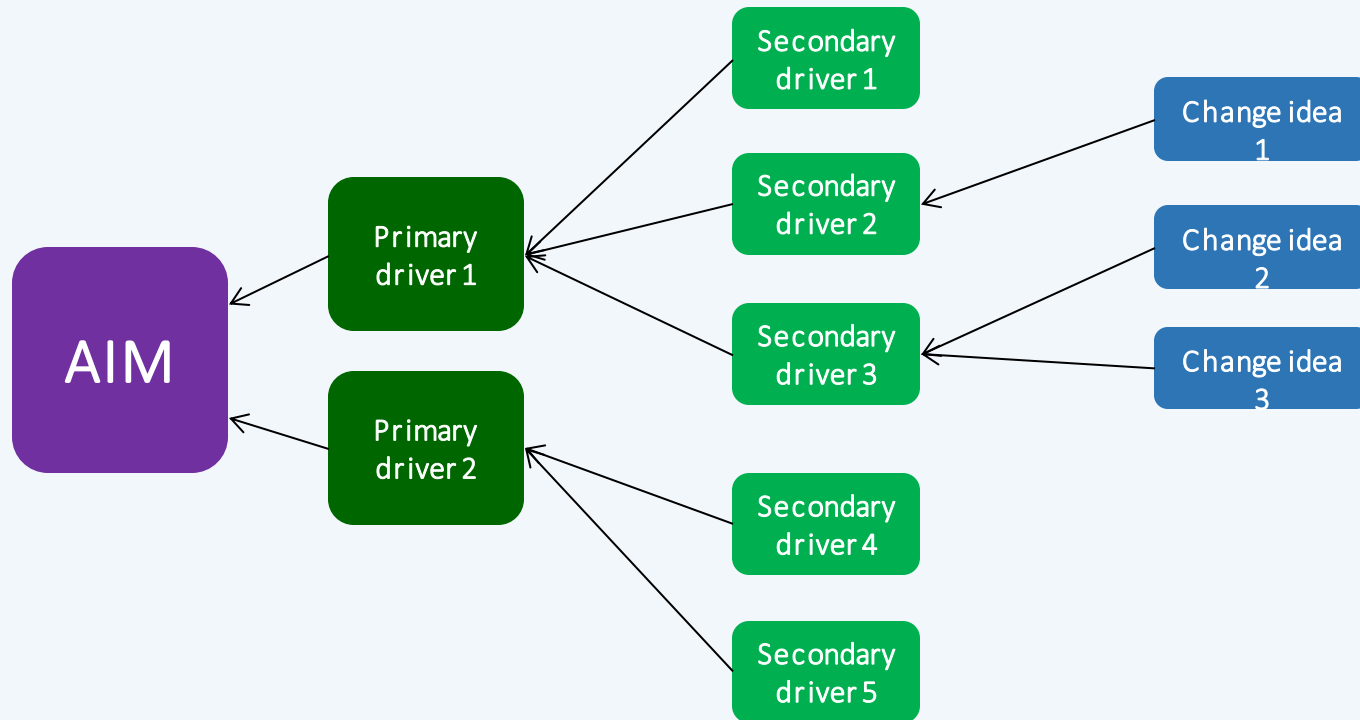
To increase staff morale and motivation on Emerald ward by 50% by March 2020

- **Staff health and wellbeing**
  - rention → Increasing profession progression opportunities
  - Physical and psychological safety → Staff room renovations
  - work life balance → prioritise requested shifts
- **Communication**
  - Handovers → written handover
  - → staff safety huddles
- **Camaradie and Teamwork**
  - Interactions → Fun away days
  - Recognition and rewards → employee of the month
  - staff support → positivity board
- **Senior Management support**
  - Enter secondary driver text here
  - Participative Management → To invite senior managers to away days.
  - Enter secondary driver text here → Enter intervention text here
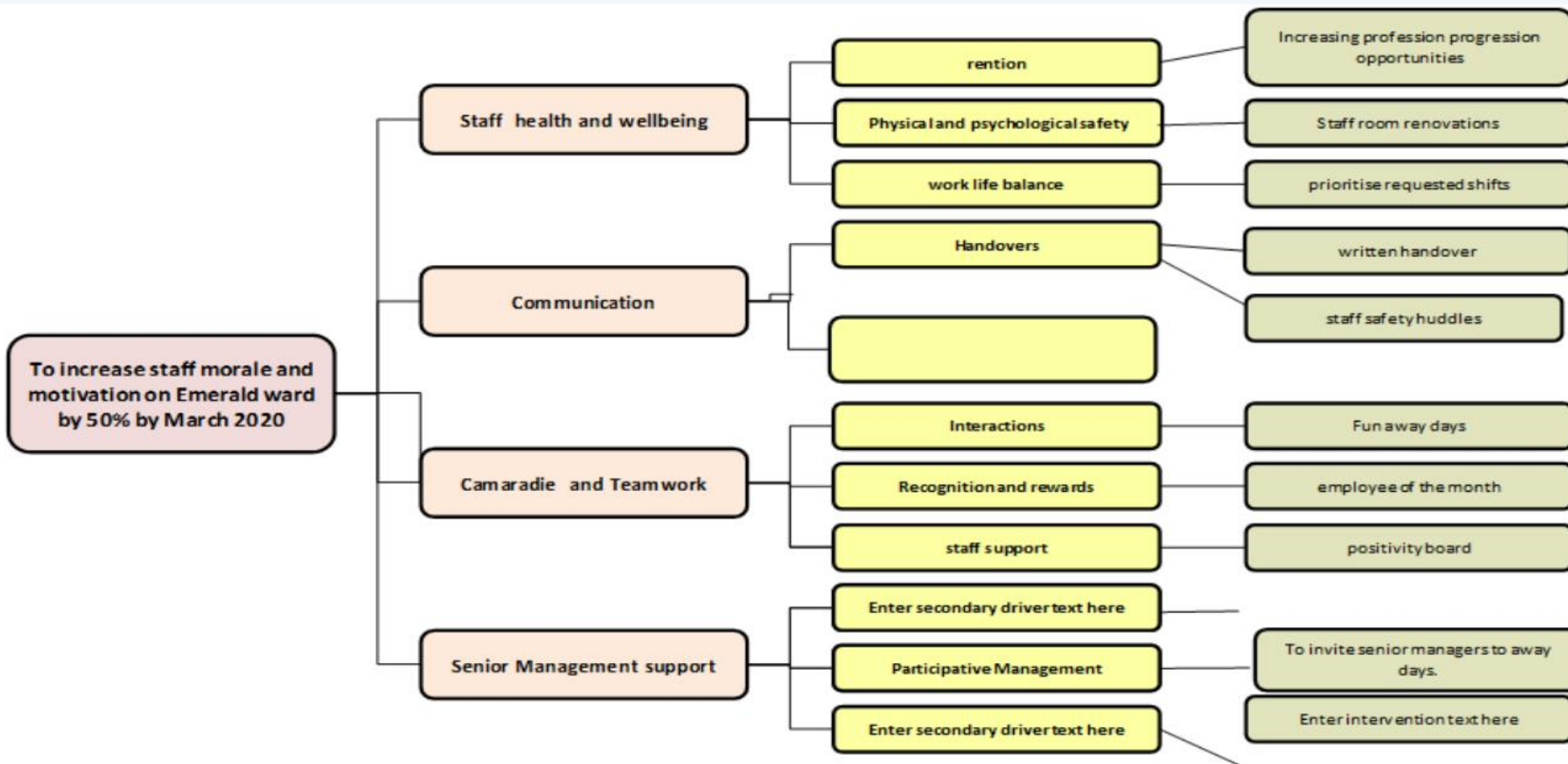
Divergent and Convergent Thinking Tools

Affinity Diagram

Multi-voting

Nominal Group Technique

Divergent Thinking

Convergent Thinking

Rank ordering

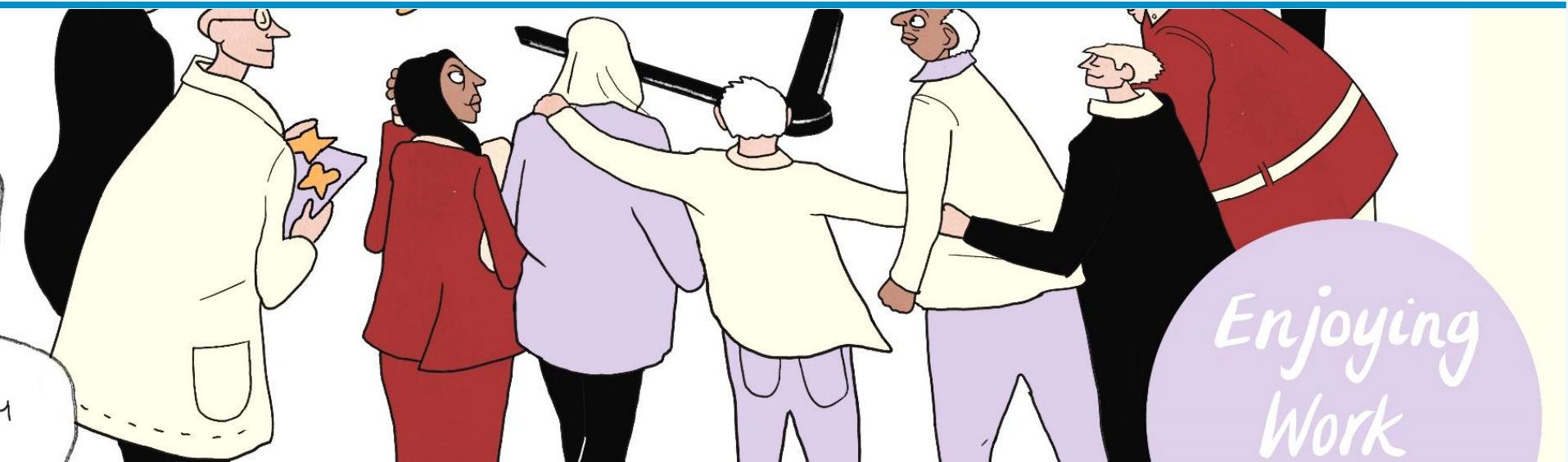**Brainstorming**

Structured Discussion

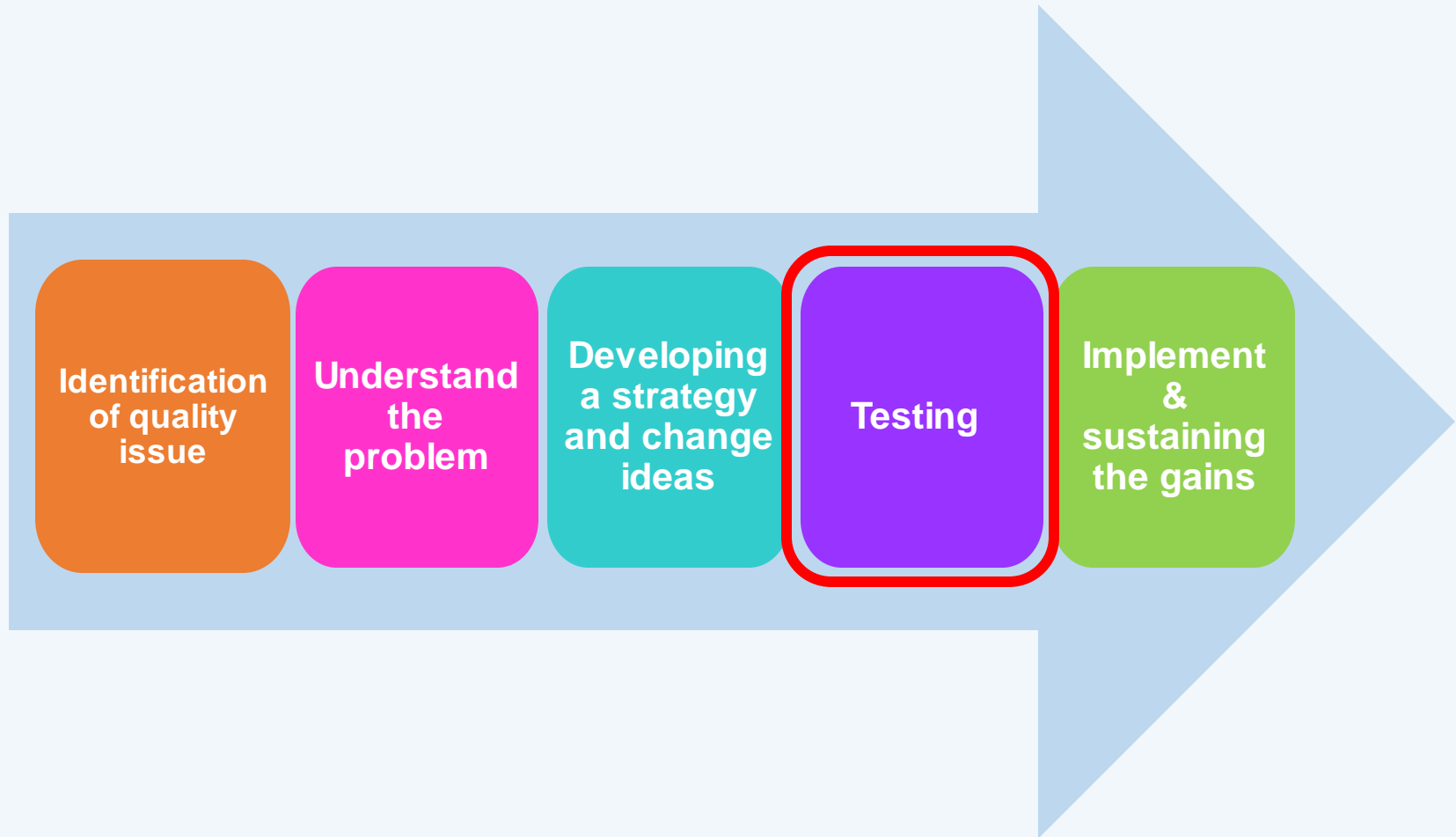**Few ideas or None**   **Many Ideas**   **Few Ideas**
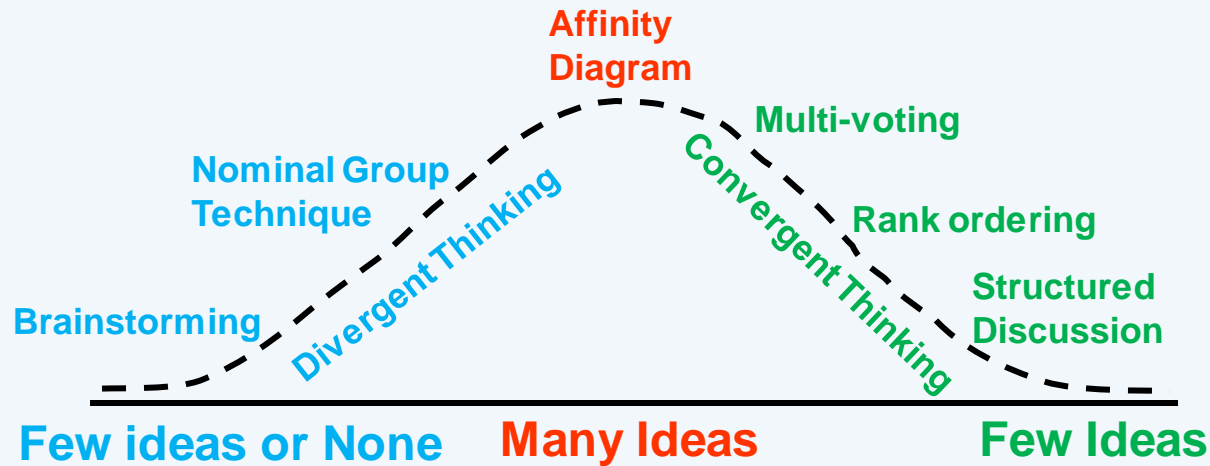
- **Few ideas** for improvement at the start.
- Engaged in **divergent thinking** to broaden thinking and generate ideas
- Engage in **convergent thinking** to reduce the many to the vital few that can be tested

Introduction to PDSA

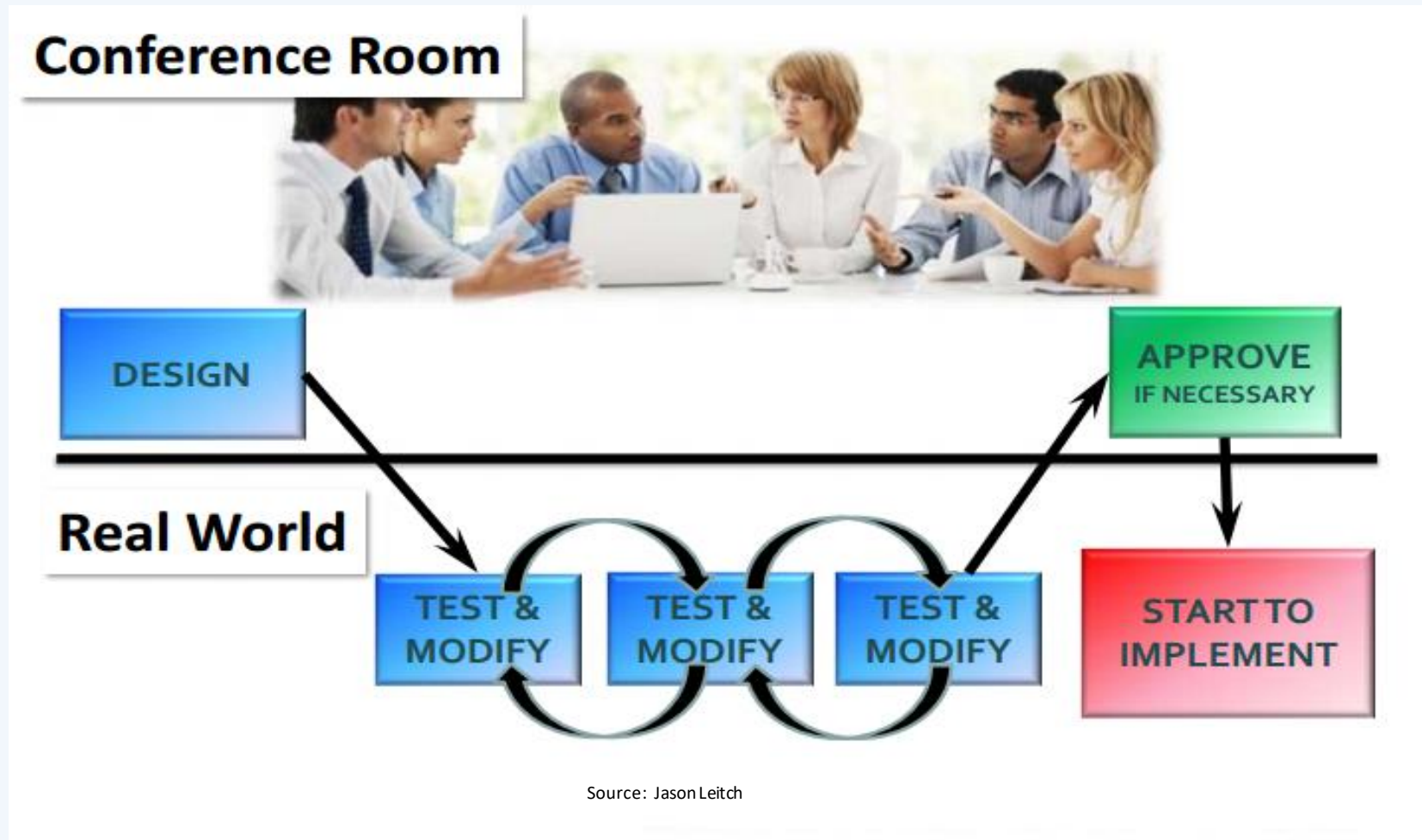# ELFT Sequence of Improvement

The Typical Approach

Source: Jason Leitch (National Clinical Director Scotland)

The Quality Improvement Approach
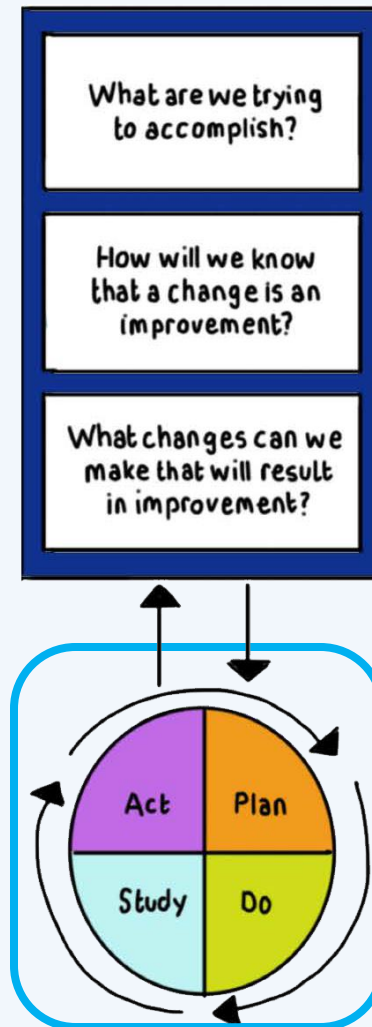

Source: Jason Leitch
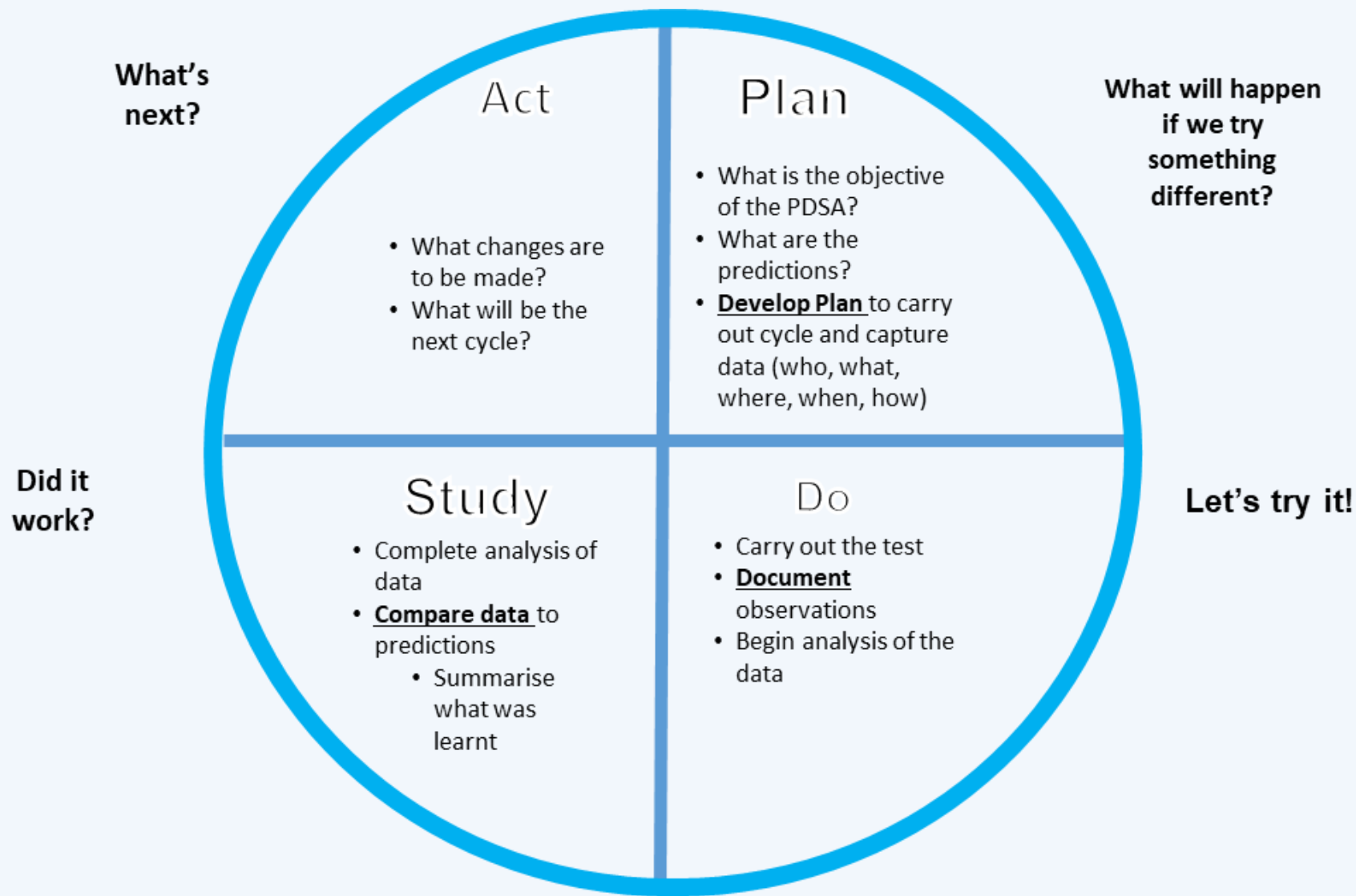
Model For Improvement

Decide on your aim

Develop your set of measures to know whether changes are improvements

Develop your driver diagram to identify factors driving issue and change ideas to work on these

Plan a test of that theory…


What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?

PDSA

Act   Plan
Study   Do

NHS
East London
NHS Foundation Trust

What's next?

What will happen if we try something different?

Did it work?

Let's try it!

Act
- What changes are to be made?
- What will be the next cycle?

Plan
- What is the objective of the PDSA?
- What are the predictions?
- **Develop Plan** to carry out cycle and capture data (who, what, where, when, how)

Study
- Complete analysis of data
- **Compare data** to predictions
  - Summarise what was learnt

Do
- Carry out the test
- **Document** observations
- Begin analysis of the data

PDSA Checklist – Part 1

- A test of change should **answer a specific question**

- A test of change requires a **theory** and a **prediction** (Don't confuse a task with a test)

- Be very clear about **how you will know whether your predictions are correct or not?** What data will you need and how are you going to get it?

Repeated Use of the PDSA Cycle
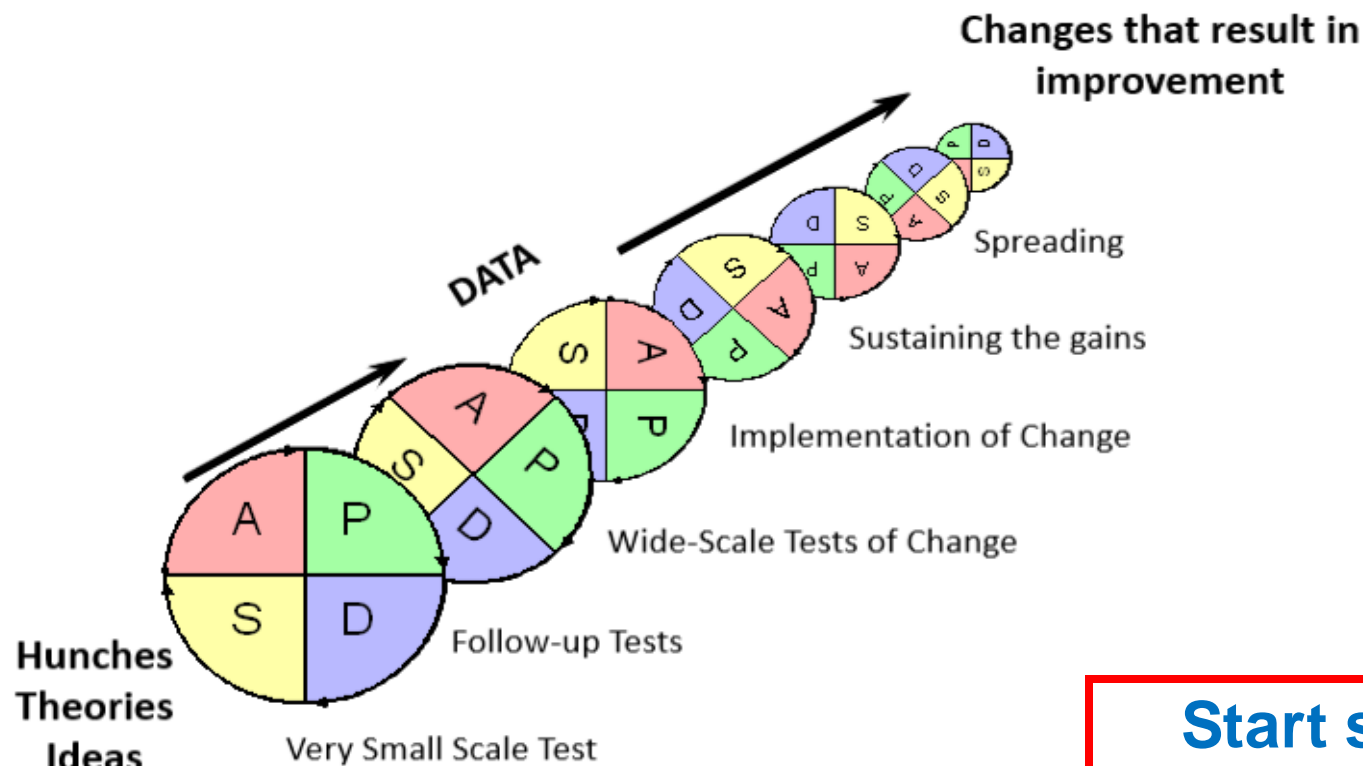

**Start small!
1 patient
1 clinician
1 place**

Start small!

- 1 PDSA is just the beginning; develop your understanding and degree of belief about what works & how to make it work with **multiple PDSA cycles** for each change idea

- Include a **wide range of conditions** in the sequence of tests

- Forget about failure… it's about learning!

A PERSON WHO NEVER
MADE A MISTAKE
NEVER TRIED ANYTHING NEW

Albert Einstein
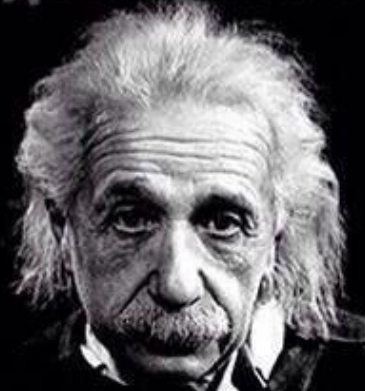
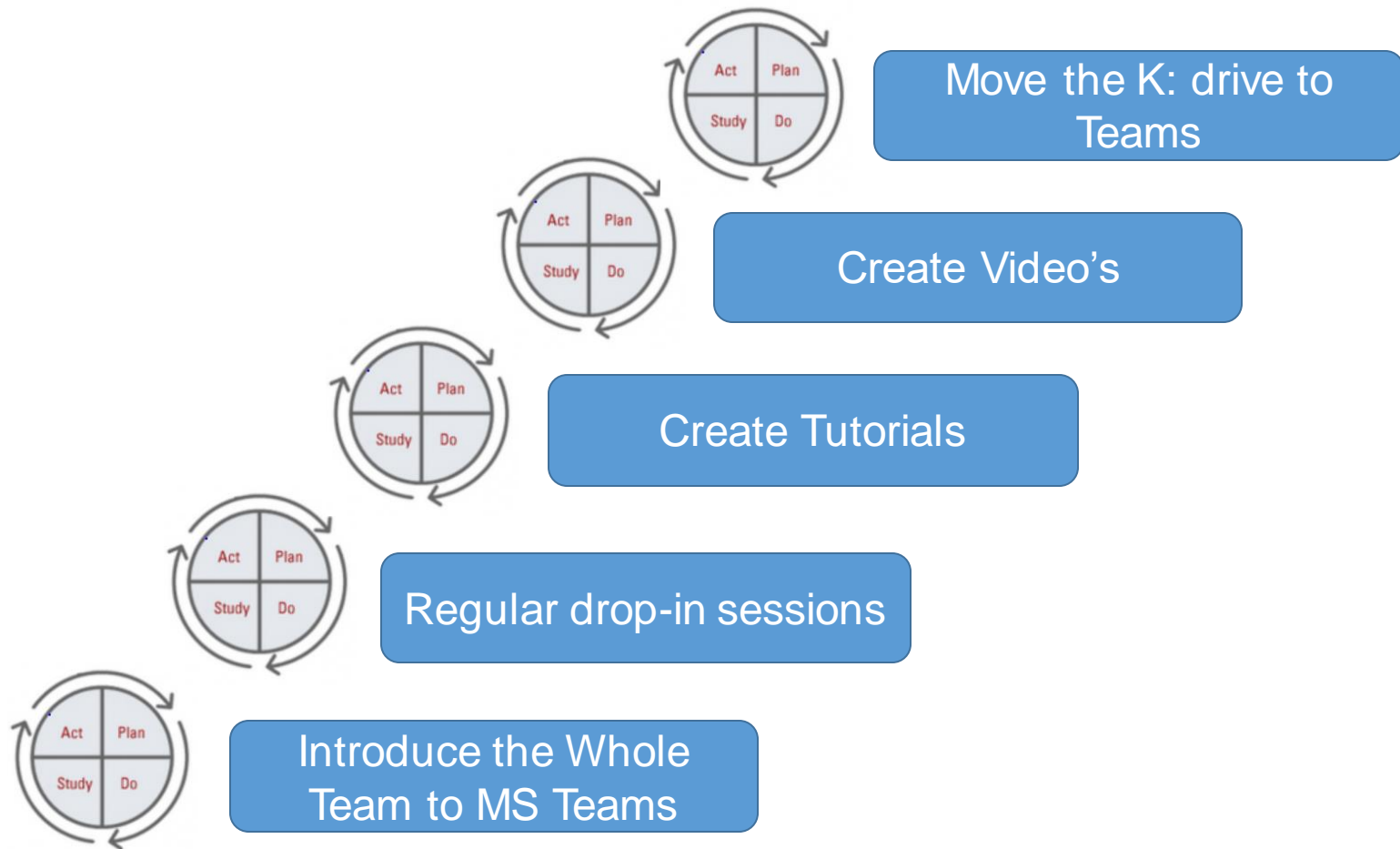"Better is possible. It does not take genius. It takes diligence. It takes moral clarity. And above all it takes a willingness to try"
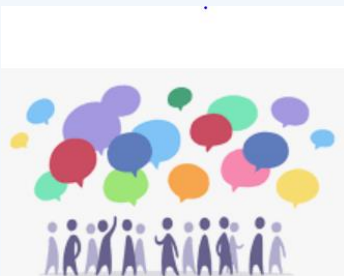

Atul Gawande

PDSA Masterclass

Bedfordshire Wellbeing Service

Transition to Microsoft Teams To Help Improve Communication Whilst Working Remotely

Move the K: drive to Teams

Create Video's

Create Tutorials

Regular drop-in sessions

Introduce the Whole Team to MS Teams

PDSA Masterclass

Bedfordshire Wellbeing Service Top Tips

Tip - Involve the whole service in agreeing your change ideas and testing them. Communicate with them regularly throughout the process

Tip - "just do it" when it's a task

Tip – In Enjoying Work projects there are lots of elements that contribute, so a family of measures helps you to understand where to focus your efforts.

Our team identified 4 key areas that the staff felt required improvement. We measured those as well as the Good Day Measure (outcome).

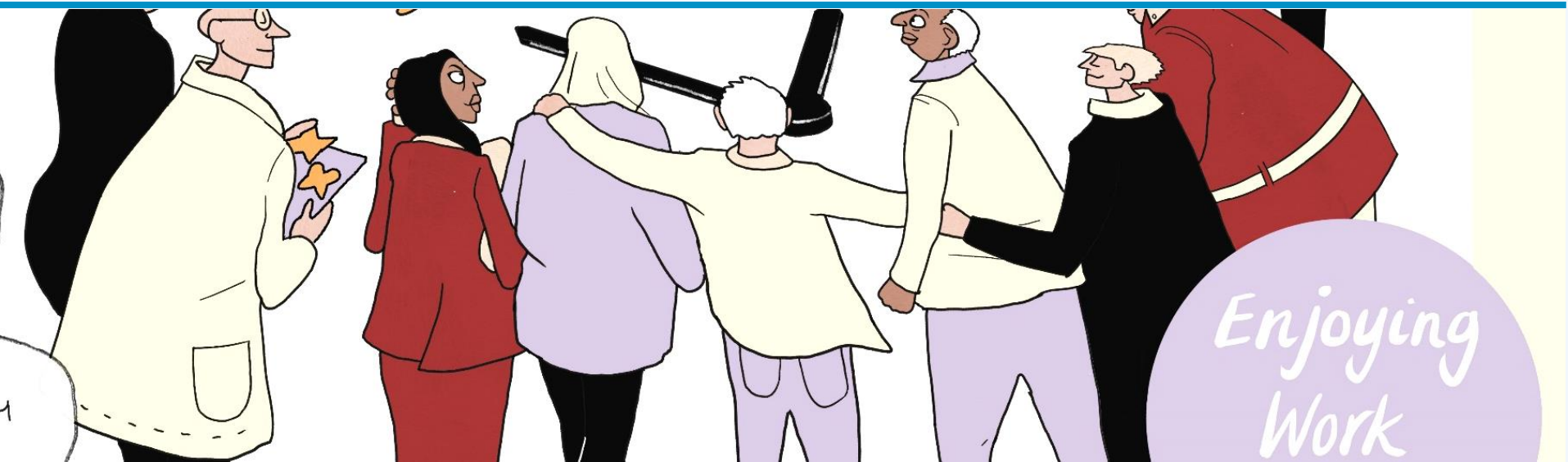# PDSA Masterclass

Bedfordshire Wellbeing Service outcome data
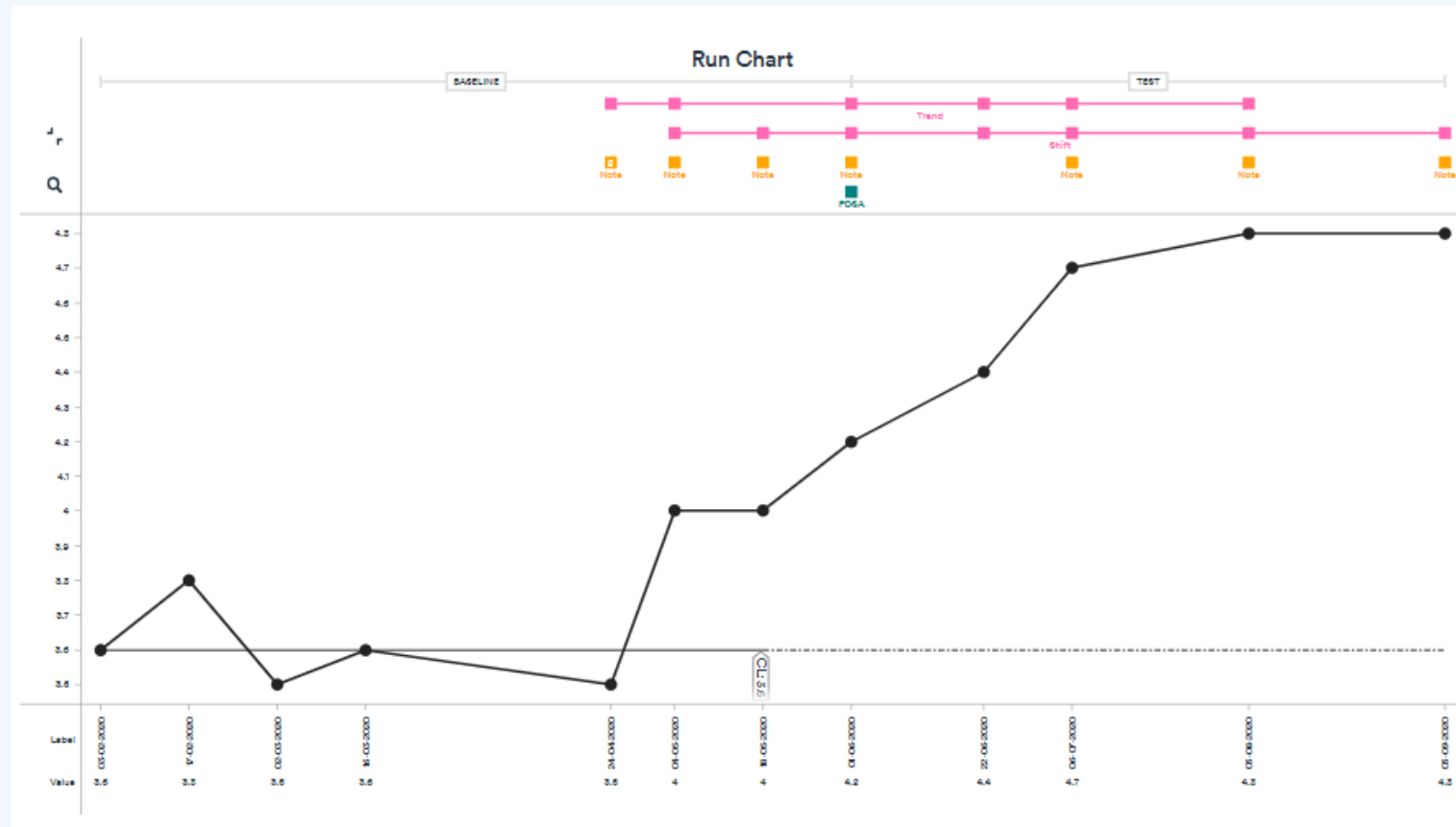
Breakout Sessions

Learning Set Dates

- **19th November**   2:30-4:30
- **17th December**   11-1pm
- **13th January 2021**   9:30-11:30
- **25th February**   9:30-11:30
- **17th March**   1-3pm
- **15th April**   10-12pm
- **17th May**   1-3pm