

Improvement Leaders' Programme



Participant Manual






EAST LONDON NHS FOUNDATION TRUST






QUALITY IMPROVEMENT DEPARTMENT
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Day 1



	<p>LEARNING OBJECTIVES The expected knowledge and skills participants will gain by the end of each module.</p>
	<p>KEY CONTENT Key content covered during each module.</p>
	<p>RESOURCES A list of resources used during each module.</p>
	<p>TRAINING ACTIVITIES A list of exercises done by participant's during each module.</p>
	<p>ASSESSMENT AND TAKE AWAY WORK An assessment of key information covered during each module.</p>

	<p>LEARNING OBJECTIVES</p> <ul style="list-style-type: none"> • Introductions and the history of Quality Improvement
	<p>KEY CONTENT</p> <ul style="list-style-type: none"> • History of QI • Deciding what to improve
	<p>RESOURCES</p> <ul style="list-style-type: none"> • Presentation
	<p>TRAINING ACTIVITIES</p> <ul style="list-style-type: none"> • N/A
	<p>ASSESSMENT</p> <ul style="list-style-type: none"> • N/A








our story

Model for Improvement

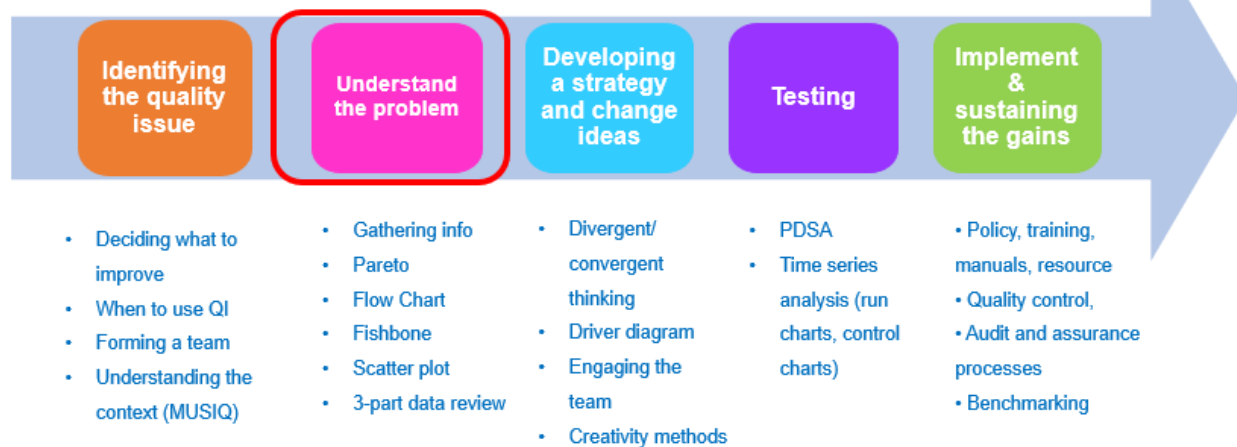
So, what's our method?



	<p>LEARNING OBJECTIVES</p> <ul style="list-style-type: none"> • Understand the use of graphical tools used for understanding the problem when exploring a quality issue.
	<p>KEY CONTENT</p> <ul style="list-style-type: none"> • Sequence of improvement • Flowcharting
	<p>RESOURCES</p> <ul style="list-style-type: none"> • Presentation
	<p>TRAINING ACTIVITIES</p> <ul style="list-style-type: none"> • Jamboard
	<p>ASSESSMENT</p> <ul style="list-style-type: none"> • N/A



The sequence of improvement



Why use flowcharting?

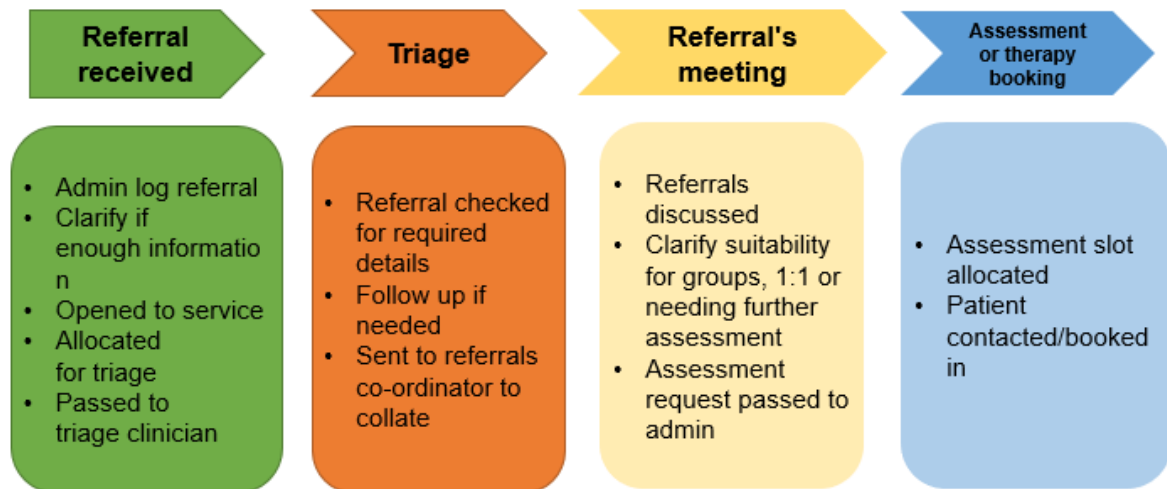
- **Flow-charting** is when teams create a visual depiction of how processes are functioning.

Helps with:

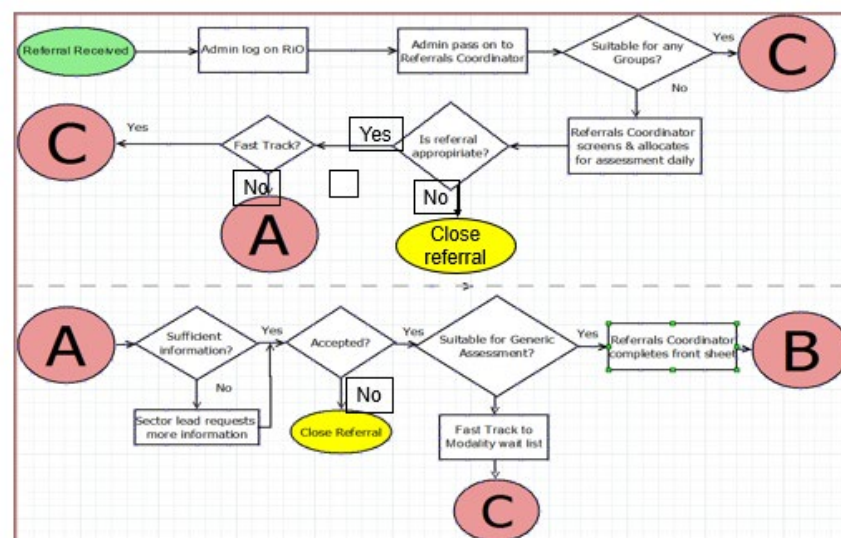
- Understand problems and areas for improvement
- Clarify complex processes
- Communicate processes with colleagues
- Identify part of the process that do not add value
- Target improvement efforts
- Design new processes



High level block / top down diagram



Detailed Flowchart









Cause & Effect Diagram

(Identifying 'causes of causes' using the '5 Whys')






5 Whys is an iterative interrogative technique used to explore the cause-and-effect relationships underlying a particular problem.

- **Problem: Patients are missing their appointments...**
- **Why?** - They forget (people). (First why)
- **Why?** - The reminders are not effective (methods). (Second why)
- **Why?** - The only reminder is a letter 3 months in advance (materials). (Third why)
- **Why?** - The organisation does not allow any other way (environment). (Fourth why)
- **Why?** - The letters are autogenerated on the patients records system (equipment). (Fifth why, a root cause)



Module 1.3

Early Steps for projects

	LEARNING OBJECTIVES <ul style="list-style-type: none"> • Start thinking about who needs to be in your project team • Start thinking how to involve your 'customers' • Think about what structures and support systems will be useful for your project
	KEY CONTENT <ul style="list-style-type: none"> • Ingredients of a successful QI project team • Who to involve in projects
	RESOURCES <ul style="list-style-type: none"> • Presentation
	TRAINING ACTIVITIES <ul style="list-style-type: none"> • Menti
	ASSESSMENT <ul style="list-style-type: none"> • N/A



In our experience the ideal number of people to include in your project team is between 4-6 people including:



Project Lead



End user of the system you are looking to improve



People involved in delivering parts of the process or system you are wanting to improve



Project lead

Role

- The day-to-day project leader, overseeing testing, data collection and implementation
- Encourage, involve and communicate with the team
- Accountable for project outcomes

Responsibilities

- Coordinate meetings, organise agenda, record actions, track actions between meetings
- Monitor progress of the project, and send monthly progress update to sponsor & coach
- Liaise with sponsor regarding challenges faced by project team
- Ensure involvement of service users / carers within the project
- Actively participate as a team member, contributing ideas and participating in the team processes and decisions



Who are end users of projects?

Many QI projects

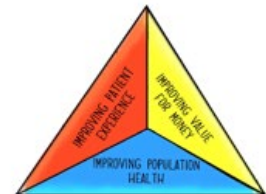
Service users and carers

Some QI projects

Staff (Enjoying Work, some corporate projects)

Triple Aim Projects

Citizens within a defined population





Some reasons why it's important to involve Service Users and Carers



Service users and carers are the recipient of the care and services that we offer



Staff can really learn from service user and carer experience, understand what really matters and what could be improved in the services we offer.



Genuinely caring – seeing service users and carers as people and not just a job



Service users and carers have other professional, educational and life backgrounds with skills to add outside of being a SU or carer

Key things we've learnt about including Service Users

Involvement in Projects can be an important part of a SU recovery

Include them from the beginning and not as an after thought

Be clear about what they will be doing and agree on their role, what they would like to gain

Think about how you communicate and invite them to meetings





Time and space to meet frequently

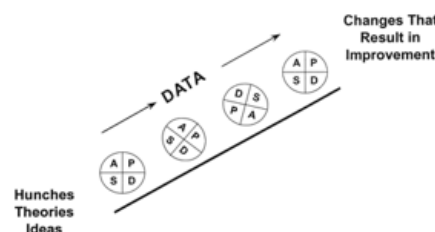
Meet as often as possible.
Weekly/Fortnightly for 30mins rather
than 2hrs every 3 months

Repurpose existing meeting
spaces to reduce extra work

Have a plan for your meetings
to make the most out of them



This rhythm and
approach is
conductive to the
model for
improvement and
rapid cycle testing



QI coaches

Role

- Coaching QI teams within directorates, meeting with the team regularly
- Deeper knowledge of improvement methods and tools
- Support the development of directorate structures and processes for QI

Responsibilities

- Help engage people and teams in QI
- Support project teams to develop ideas and strategy, using QI tools, and advise on how to complete project documentation
- Support project teams in using QI methodology, including PDSA cycles and data over time
- Provide monthly update on team progress to sponsor
- Teach and explain use of QI tools and methods
- Attend supervision with QI lead locally, and Trust-wide support sessions

Working well with your coach

- It is helpful to have a written agreement or “contract” with your coach so it is clear what support they will offer
- Make sure you invite your QI coach to your project team meetings
- Sometimes it is helpful to meet with your QI coach ahead of meetings so they can help you plan the best use of time and which tools to use



Sponsors

Role

- A senior member of staff with close link to DMT
- Keep an eye on project progression, helping unblock barriers and championing the work
- Support DMTs in developing improvement priorities, and planning QI training
- Manage allocation of resource and effort to QI
- Accountable for project progression (not outcomes)

Responsibilities

- Support formation of stable team at start of projects
- Scan the monthly progress reports from project leads
- Regular liaison with project leads (at least monthly, ideally face-to-face)
- Attend/chair monthly QI forum in directorate
- Champion successes and engage staff in QI
- Help unblock barriers faced by project teams
- Determine when a project should be closed

Working well with your sponsor

- Meet with them at the start of your project so they can help you
- Have a way of regularly communicating how you are getting on – Emails, meeting invites

Quick Exercise: Review what have you got in place so far?

Successful Team Component	Where are you now?	Ideas that could help you move forward
Having the right people in your team		
Having the 'customer' of your project involved		
Frequent opportunities to meet		
Ways of hosting meetings and getting the most out of them		
Active support from a QI coach and sponsor		
Ways of engaging the wider team		

What will help me to succeed in completing the action period work?