Improving Quality Together: Making Improvement a Habit

Dominique Bird, National Programme Manager
Improving Quality Together

- Common language of improvement
- Focus on person-centred care
- Consolidation of quality improvement in NHS to date
- Framework of quality improvement skills
- Support delivery of local improvement priorities
Improving Quality Together Levels

Bronze: Awareness of quality improvement approach

Silver: Able to apply quality improvement approach with support

Gold: Able to apply quality improvement approach independently and support others

Board: Able to lead system-wide quality improvement and assurance, and create a culture when everyone feels engaged and accountable.
I hear and I forget;
I see and I remember;
I do and I understand’

– Confucious
Why this is the right thing to do?

‘At present, prevailing strategies (in healthcare) rely largely on outmoded theories of control and standardisation of work.

More modern, and much more effective theories seek to harness the imagination and participation of the workforce in reinventing the system’ (Berwick 2003)
Experts in this field...

- Intermountain Healthcare
- Jönköping
- Mayo Clinic
- Kaiser Permanente

All focus on quality improvement skills for the entire workforce to improve care.
<table>
<thead>
<tr>
<th>Top down</th>
<th>Bottom up</th>
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<tbody>
<tr>
<td><strong>Taylor</strong> - &quot;hardly a competent workman can be found&quot;</td>
<td><strong>Deming</strong> - almost all failures arise from underlying processes</td>
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<td><strong>Criticize / control</strong></td>
<td><strong>Empowerment</strong></td>
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<td>- (helpfully) point out mistakes</td>
<td>- drive out fear; put joy into work</td>
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<td>- &quot;power over&quot;</td>
<td>- &quot;power to&quot; (shared vision)</td>
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<td>- re-educate</td>
<td>- supply vision, tools; facilitate</td>
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<td><strong>Judgment</strong> (playing God)</td>
<td><strong>Learning</strong> (a &quot;servant king&quot;)</td>
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<td><strong>Heroic individualism</strong></td>
<td><strong>Teams</strong> with Fundamental Knowledge</td>
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<tr>
<td>- the &quot;Lone Ranger&quot; syndrome</td>
<td><strong>Integrated tools</strong></td>
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<td></td>
<td>- carefully built into workflow</td>
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<td><strong>Unfunded mandates</strong></td>
<td><strong>Make it easy to do it right</strong></td>
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<td>- layered on top; assumes unlimited time/attention/resources</td>
<td>(align incentives)</td>
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Putting everyone to work

- Every employee is responsible to improve within their own work assignment

- That means everyone has two jobs:
  - 95% of the time: do their regular job
  - 5% of the time: improve how they do their regular job

- Management is responsible to provide
  - the tools (training and technical support);
  - the time (structured as part of work assignments);
  - the resources (as part of a local budget); and
  - the vision (focus)

so that local teams can improve
Breakthrough improvement

- high investment per project (only allows a few, large projects)
- requires careful planning (voice of the customer, voice of the process)
- strong management control
- limited workforce participation (typically < 1% of workforce at a time)

A few major, strategic breakthroughs
Incremental improvement

- Low investment per project (small projects, but in large numbers)
- Grass roots based; empowering (builds morale, customer satisfaction)
- Needs reward and recognition system (reinforces improvement vision)
- 100% workforce participation

Many small, incremental improvements
A mature quality system

- combines breakthrough and incremental improvement at the same time

Performance

Breakthrough with incremental

Incremental alone

Time
Key elements for 100% participation

1. Organization-wide training

2. Coaches - supervisors, mid-level managers

3. A data system that tracks project progress, successes
   - manage projects (very easy access)
   - keep score (coaches certify successes)
   - promote piracy ("stealing" of successful ideas)
   - standardize solutions (coach to the "Intermountain way")

4. A formal reward and recognition system, complemented by intermittent, unexpected reinforcement
Improving Quality Together

How can we get there?

• QI as role and responsibility of all NHS staff
• QI backbone for NHS Wales
• Integrated in learning & development
• Integrated into practice
• Support development of a quality driven culture focusing on person-centred care
Cleveland Clinic

Empathy ...

Improving Quality Together
What is Quality?
How can we do this Together?
Making improvement a habit

All improvement is inherently local, so …

• How do you get people involved and enthused locally?

• What do you need from the Improvement Unit to help this happen?