



QI TALK TIME

Building an Irish Network of Quality Improvers

*Liberating Structures: Practical Tools to energise,
inspire and deliver frontline solutions.*

Speaker: Dr Rob Cunney and Juanita Guidera

5th Dec 2017 1-2 pm

Connect

Improve

Innovate

Engage, Listen, Inspire, Act, Share: People Caring with People

Today's Speakers

Dr Rob Cunney

- **Consultant Microbiologist at Temple Street Children's Hospital & HPSC. He is the former Clinical Lead for the HSE's Healthcare-Associated Infection and Antimicrobial Resistance Programme & a fellow of the Scottish Patient Safety Programme.**
- **He has a particular interest in applying quality improvement methods in the area of antimicrobial stewardship, and has led on a number of local and national-level projects in this area**



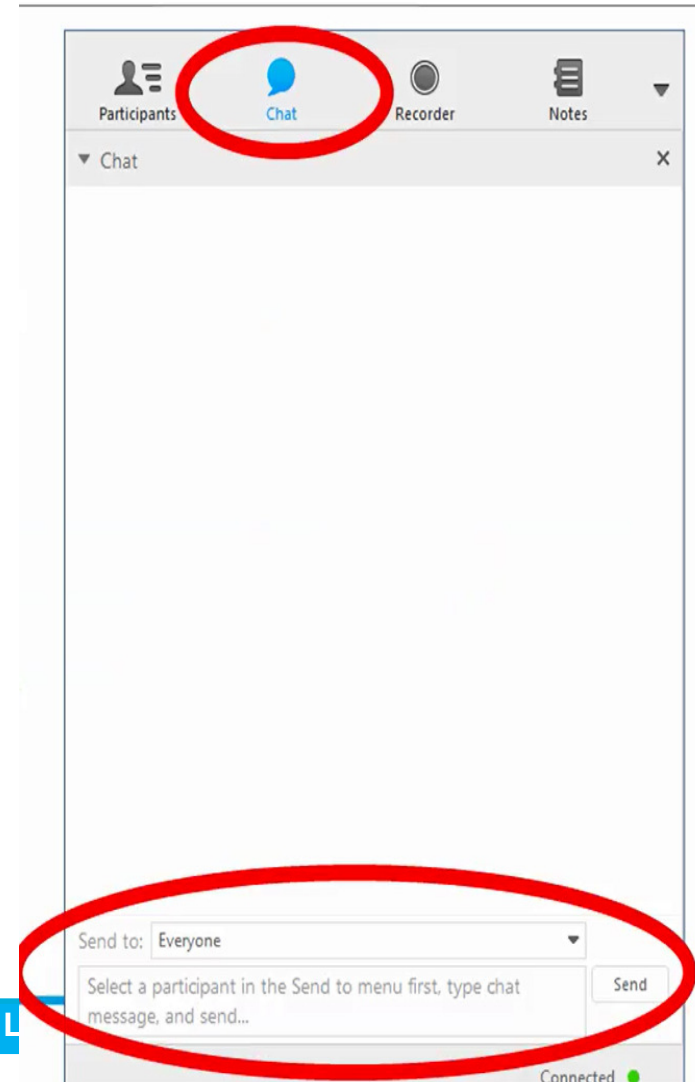
Juanita Guidera

- **The Quality Improvement Division Lead for Staff Engagement in HSE. She is passionate about the potential of people.**
- **In addition to co-facilitating the National Health Sector Staff Engagement Forum, she supports leaders to develop skills to engage staff in QI using a front line ownership ethos & working with organisations seeking to introduce Schwartz Rounds**

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Instructions

- Interactive
- Sound
- Chat box function
 - Comments/Ideas
 - Questions
- Q&A at the end
- Twitter: @QITalktime



Engage, L

People

QI Talk Time

Liberating Structures

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[#LiberatingStructures](#)

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Dr. Rob Cunney
Consultant Microbiologist

Juanita Guidera
Quality Improvement Division
Lead Staff Engagement

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Poll

Liberating Structures?

A. I've used

B. I've participated

C. New to me

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**With special thanks to
Dr. Michael Gardam, Leah Gitterman,
Henri Lipmanowicz and Keith
McCandless**

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Liberating Structures

Questions

Complexity science

Understanding

TRIZ

Why this work is important to staff engagement in improving quality

Liberating structures examples and use in practice

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Using Liberating Structures

Share or spread ideas, know how or experiences,

Reveal, generate or improve ideas or solutions,

Analyse, diagnose or debrief,

Get help or give help,

Strategise

Plan

www.liberatingstructures.com

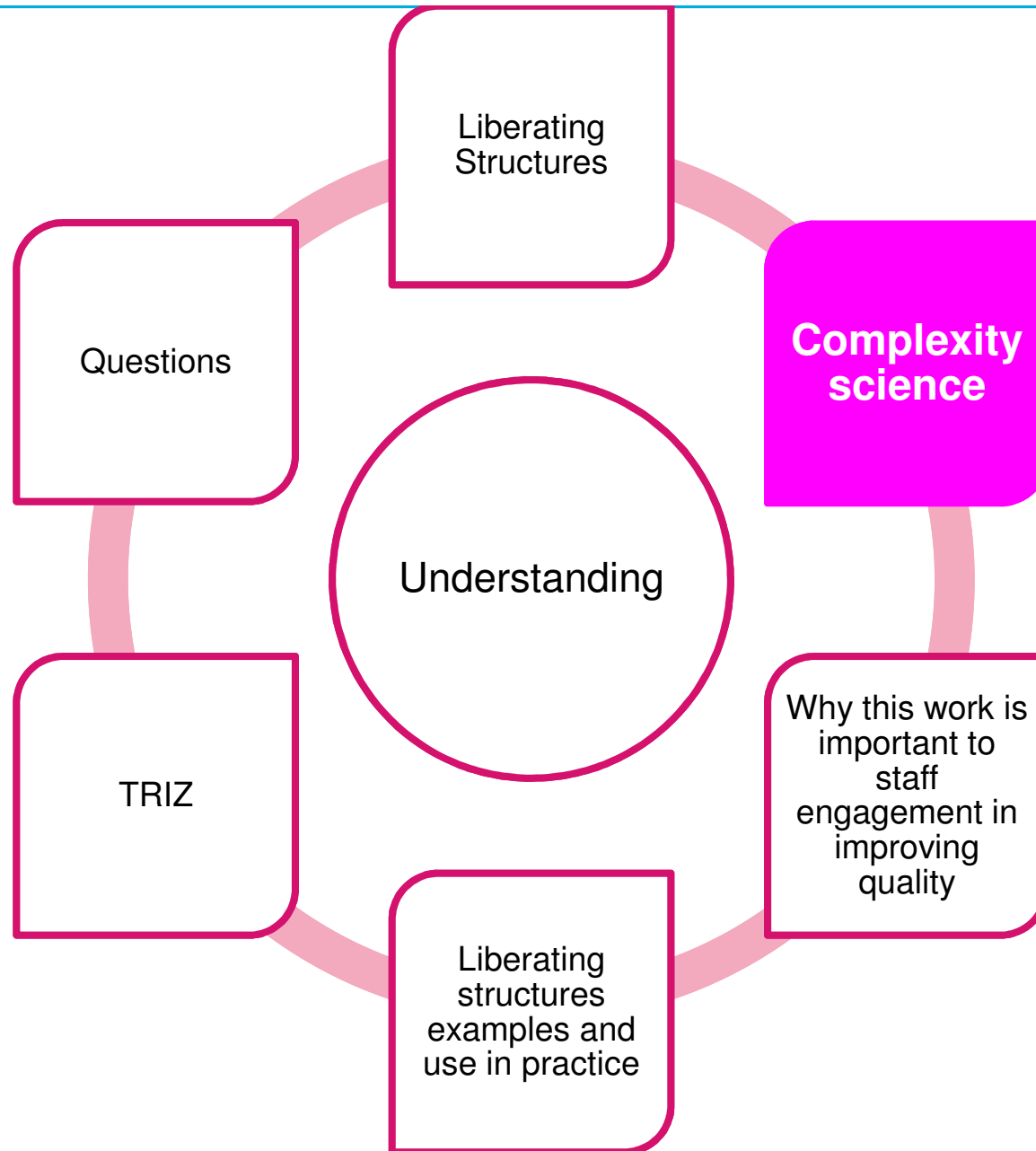
1. Appreciative Interviews
2. Agreement / Uncertainty Matrix
3. Creative Destruction via TRIZ
4. Wicked Questions
5. Min Specs
6. Chunking via Rapid Prototyping
7. Improv
8. 15% Solutions
9. Open Space Technology
10. Ecocycle Sifting & Gathering
11. Panarchy: Cross-Scale Change
12. Conversation Café Dialogue
13. Discovery & Action Dialogue
14. Wise Crowds Group Consultation
15. Smart Network Mapping
16. Generative Relationships
17. Purpose-To-Practice Design
18. Scenario Planning Critical Uncertainties
19. Impromptu Speed Networking
20. 1-2-4-Whole Group
21. Troika Consulting
22. Fishbowl Sessions – “What I Need From You”
23. Celebrity Interview
24. 5 Whys & 10 Hows
25. Storyboarding Agendas
26. Positive Deviance

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**Stimulate and unleash
innovation and
productivity
at all levels
by using and inventing
new ways of working
and interacting together**

**Moving from
the
perception
or reality of
a
“permission
culture”**

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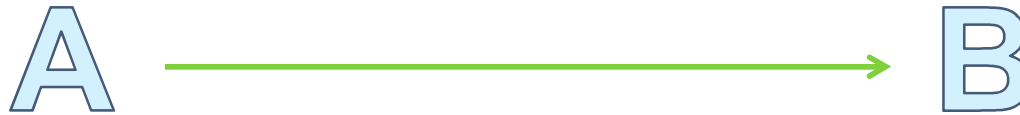
Poll

Think of a project you're working on. Is it

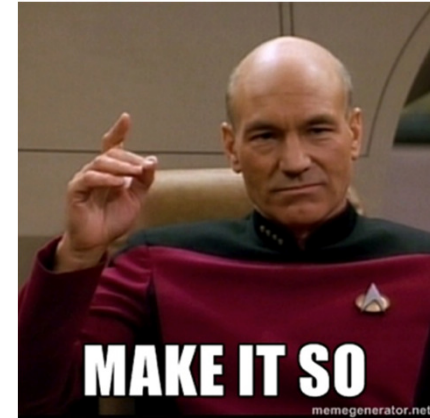
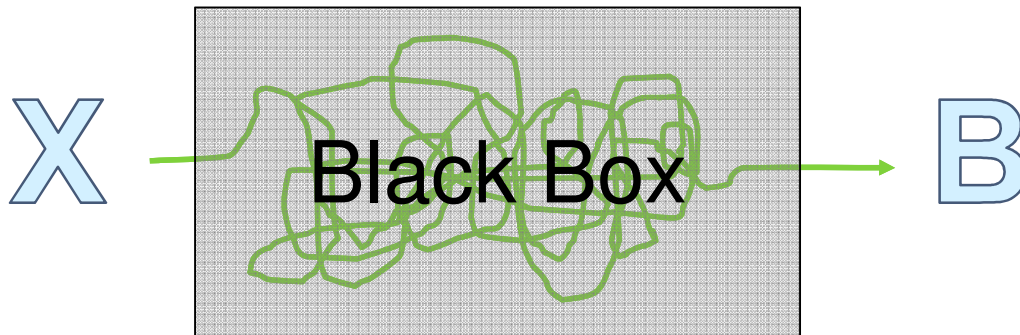
- A. Simple
- B. Complicated
- C. Complex
- D. Chaotic

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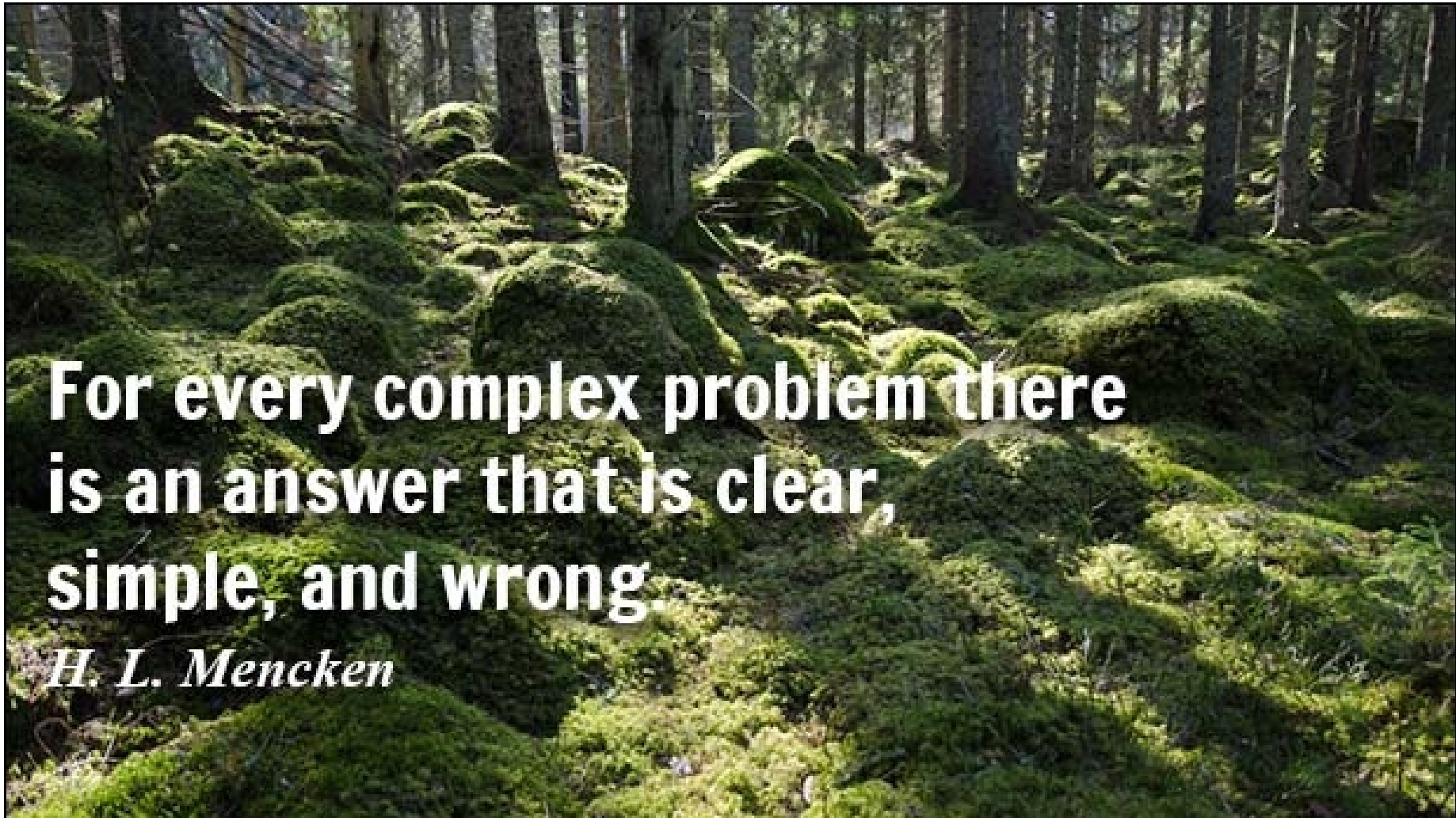
– How we think healthcare works:



– How it actually works:



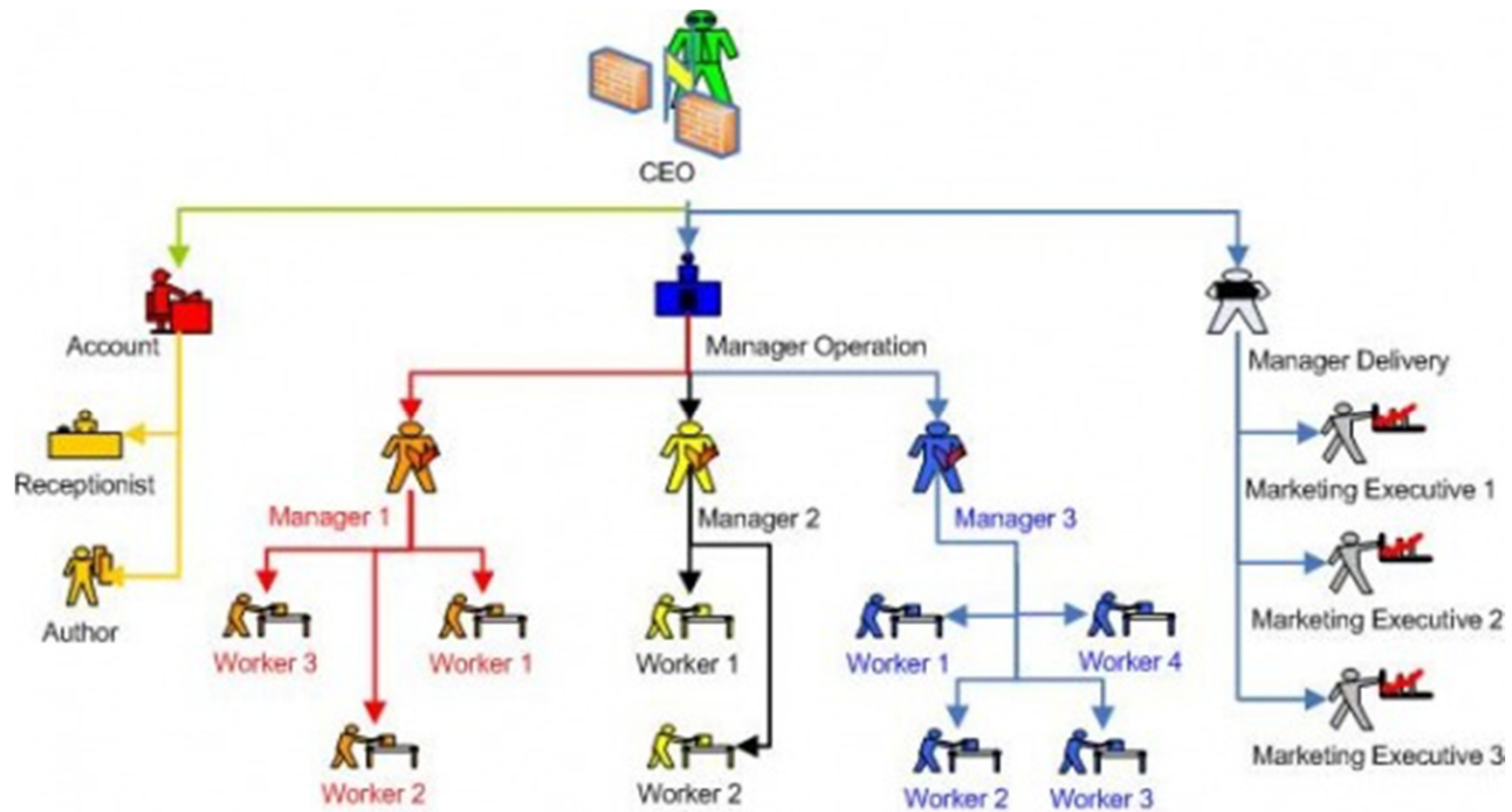
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For every complex problem there is an answer that is clear, simple, and wrong.

H. L. Mencken

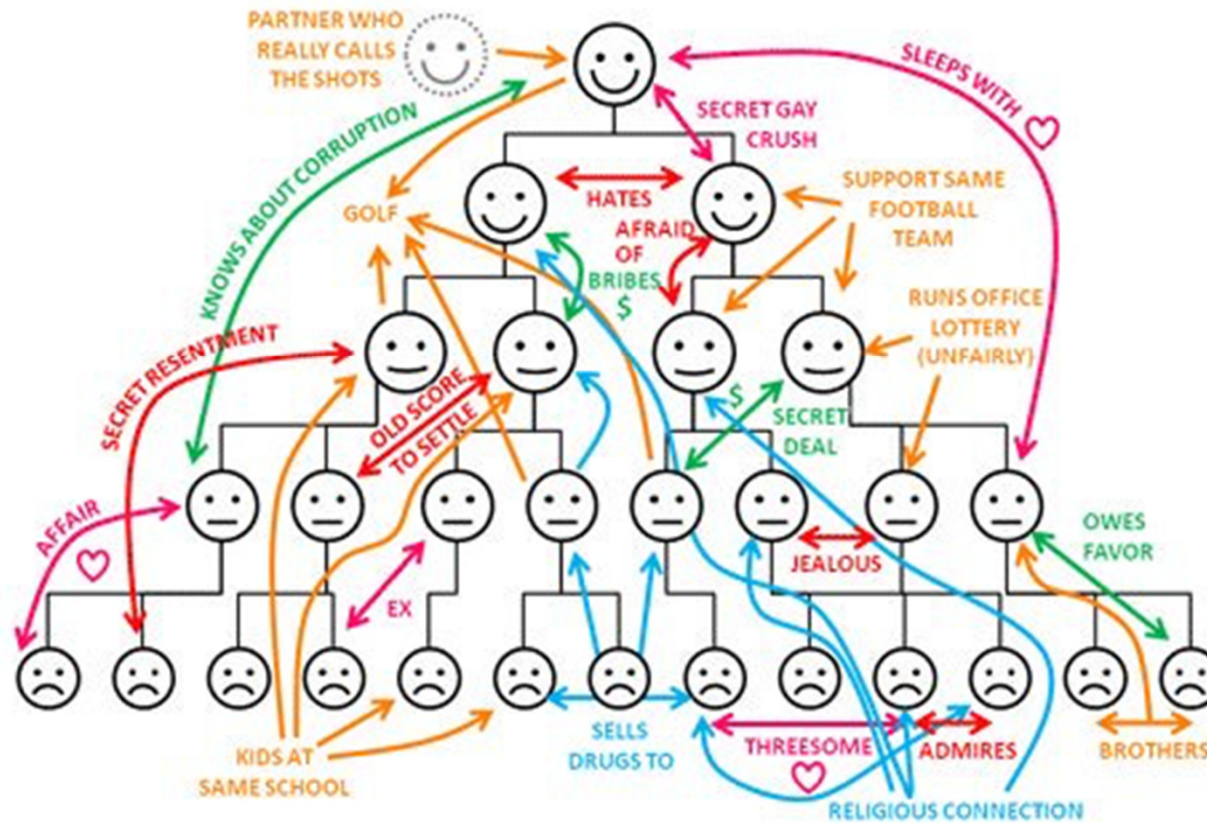
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REAL ORGANIZATION CHART

INTEGRATION TRAINING
www.integrationtraining.co.uk



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EVERYONE
YOU WILL EVER MEET
KNOWS SOMETHING
YOU DON'T.

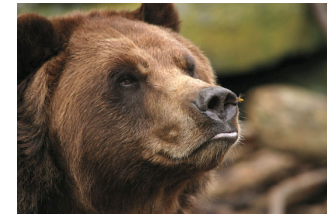
~ Bill Nye



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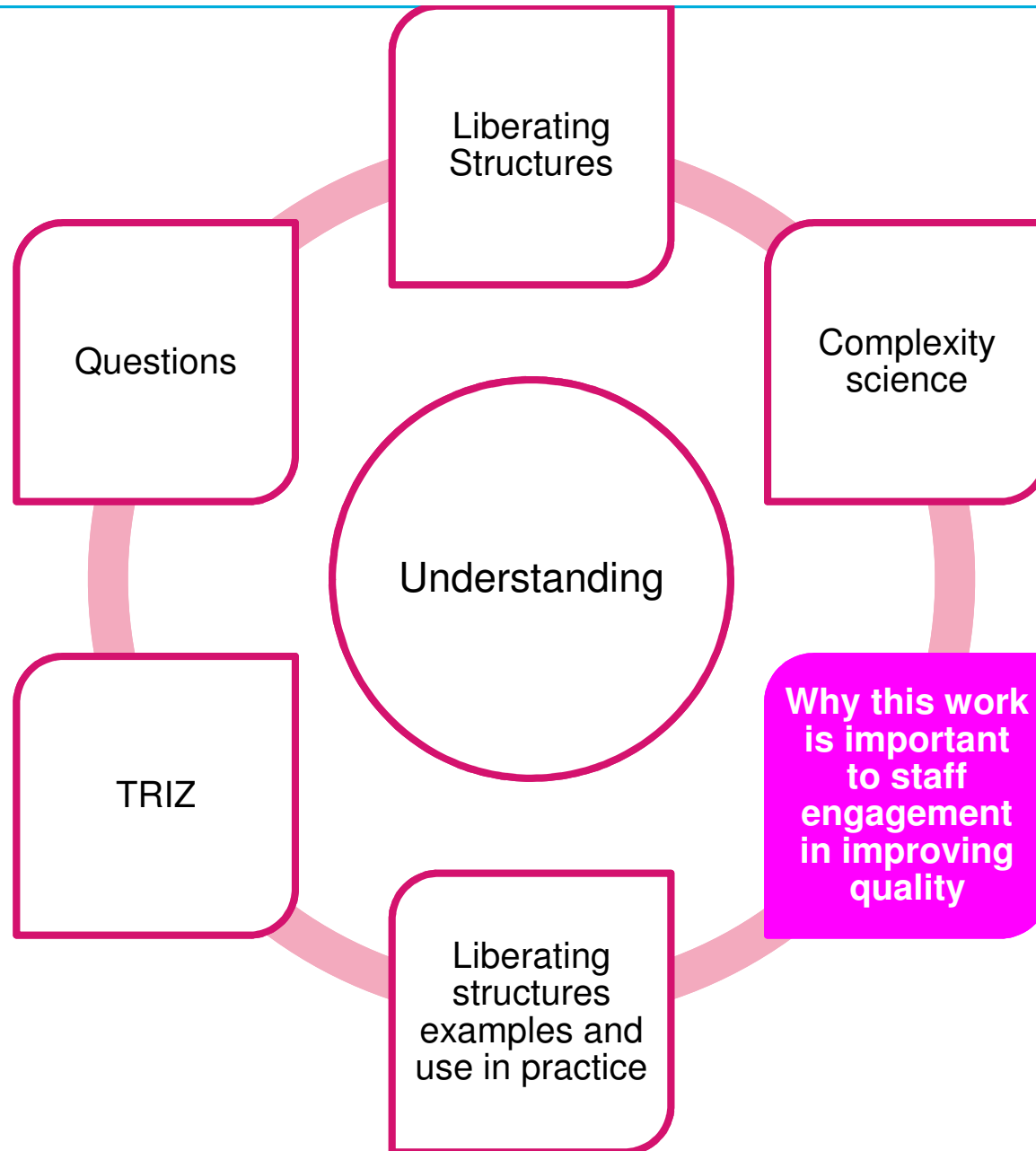
Principles of Front Line Ownership

- Go slow to go fast
- Invite the unusual suspects
- Work with those who want to work with you
- Participation is voluntary
- Nothing about me without me
- Change can spread bottom up, top down, and sideways
- Make the invisible visible
- Act your way into a new way of thinking



Gardam M, Gitterman L. If you don't succeed the first 20 times, please try something different... Accreditation Canada Qmentum Quarterly 2013; 6(2):6-11.
Zimmerman B, Reason P, Rykert L, Gitterman L, Christian J, Gardam M. Front-line ownership: generating a cure mindset for patient safety. Healthc Pap. 2013;13(1):6-22.

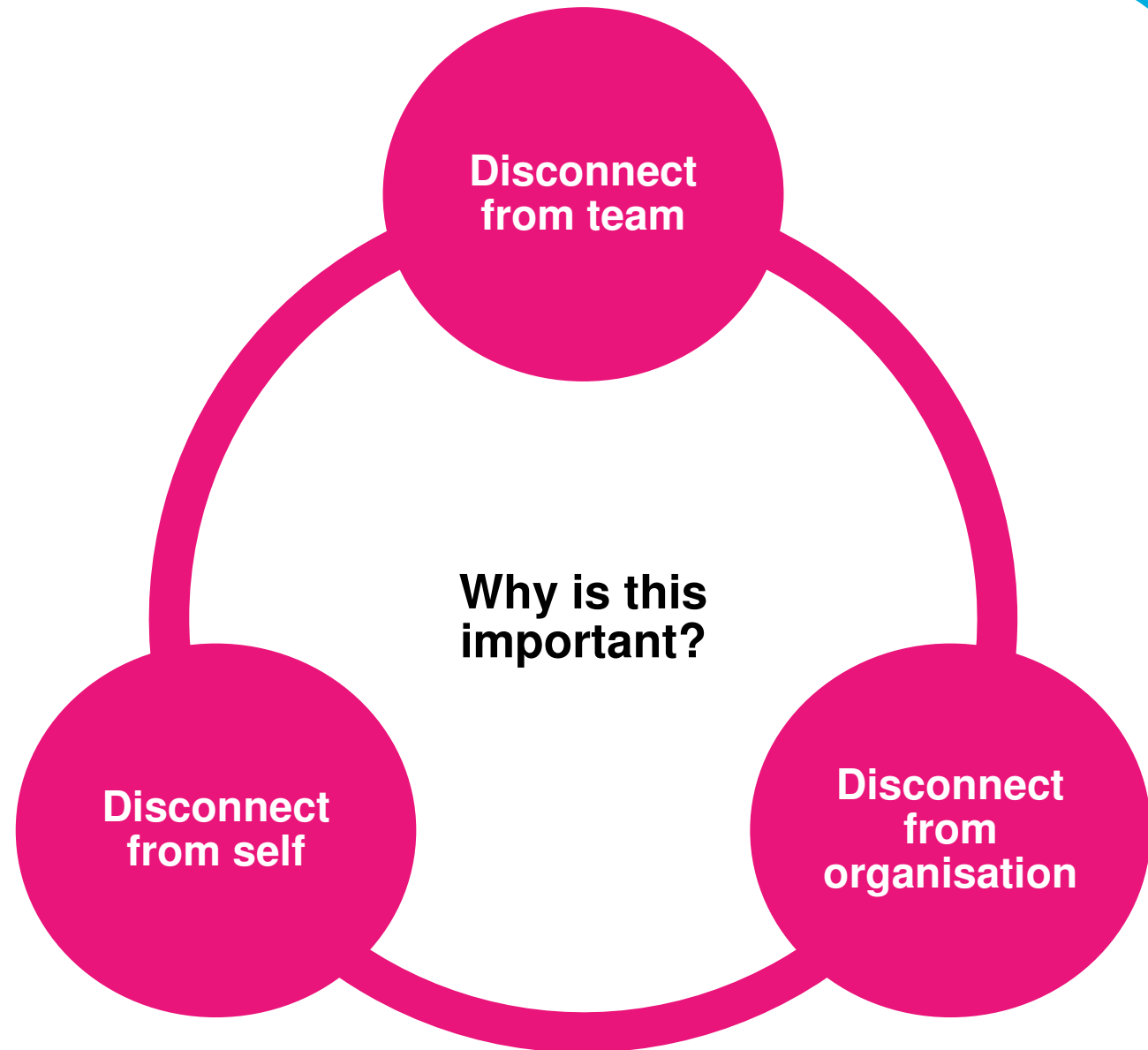
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Key Your Opinion Counts

- 29% of staff were dissatisfied in their job
- 1/3 intend to leave the organisation in the next two years
- Only 29% believe the organisation is interested in their wellbeing
- Only a 1/3 believe their managers listen to their ideas for change



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Why is this work important?



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Culture and behaviour in the English National Health Service: overview of lessons from a large multimethod study

Mary Dixon-Woods,¹ Richard Baker,¹ Kathryn Charles,² Jeremy Dawson,³ Gabi Jerzembek,⁴ Graham Martin,¹ Imelda McCarthy,⁴ Lorna McKee,⁵ Joel Minion,¹ Piotr Ozieranski,⁶ Janet Willars,¹ Patricia Wilkie,⁷ Michael West⁸

A quest for patient-safe culture: contextual influences on patient safety performance

Kathryn Charles, Lorna McKee, Sharon McCann
Health Services Research Unit, University of Aberdeen, Aberdeen, UK

As well as being the ethos we want to create for our staff... where staff engagement is higher or services are seen to be supporting staff wellbeing the results are:

- lower patient mortality,
- reductions in the number of incidents,
- improved clinical care,
- improved patient experience,
- improved staff wellbeing,
- lower absenteeism rates and
- improved staff retention.

(Dixon-Woods et al., 2014; Lowe, 2012; Lown & Manning, 2010; Macleod & Clarke, 2009; West & Dawson, 2012)

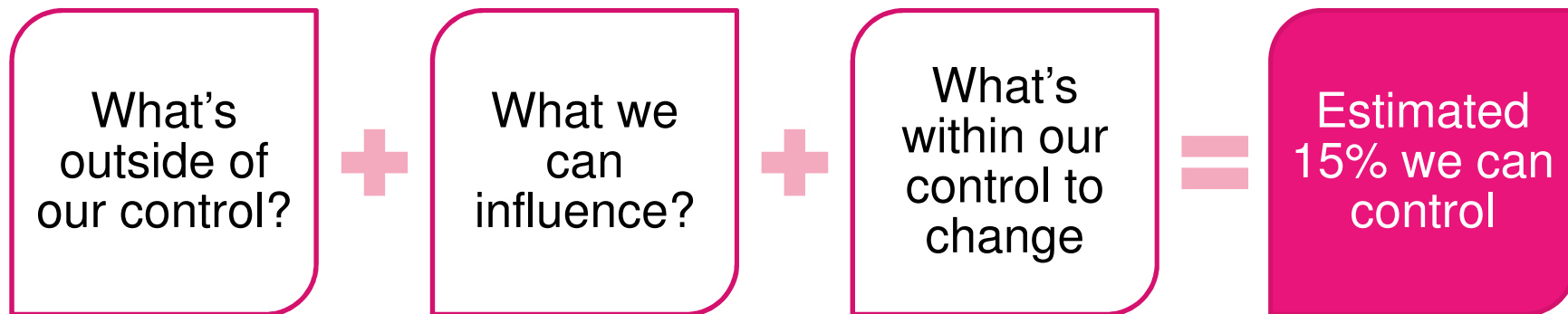
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Staff are engaged when they feel valued, are emotionally connected, fully involved, enthusiastic and committed to providing a good service... when each person knows that what they do and say matters and makes a difference.

**National Staff Engagement Forum
Definition for Staff Engagement 2017**

What needs to change?



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For effective System Change

- Same people
- Same structure
- Same incentives
- Change processes and patterns of relating

Henri Lipmanowicz
Keith McCandless

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Key Components for Staff Engagement in Quality

Prompt Questions



Listening

- What are we doing to value staff ideas (*asking, listening to and hearing what's important to staff*)?

Action using creative problem solving

- How do we encourage staff to act on their ideas (*create space for creativity and innovation*)?

Health and wellbeing

- How do we help staff manage the emotional impact of care?
- How are we looking after ourselves?

Teamwork in a culture of respect and integrity

- How do we encourage teamwork and say thank you to build trust?

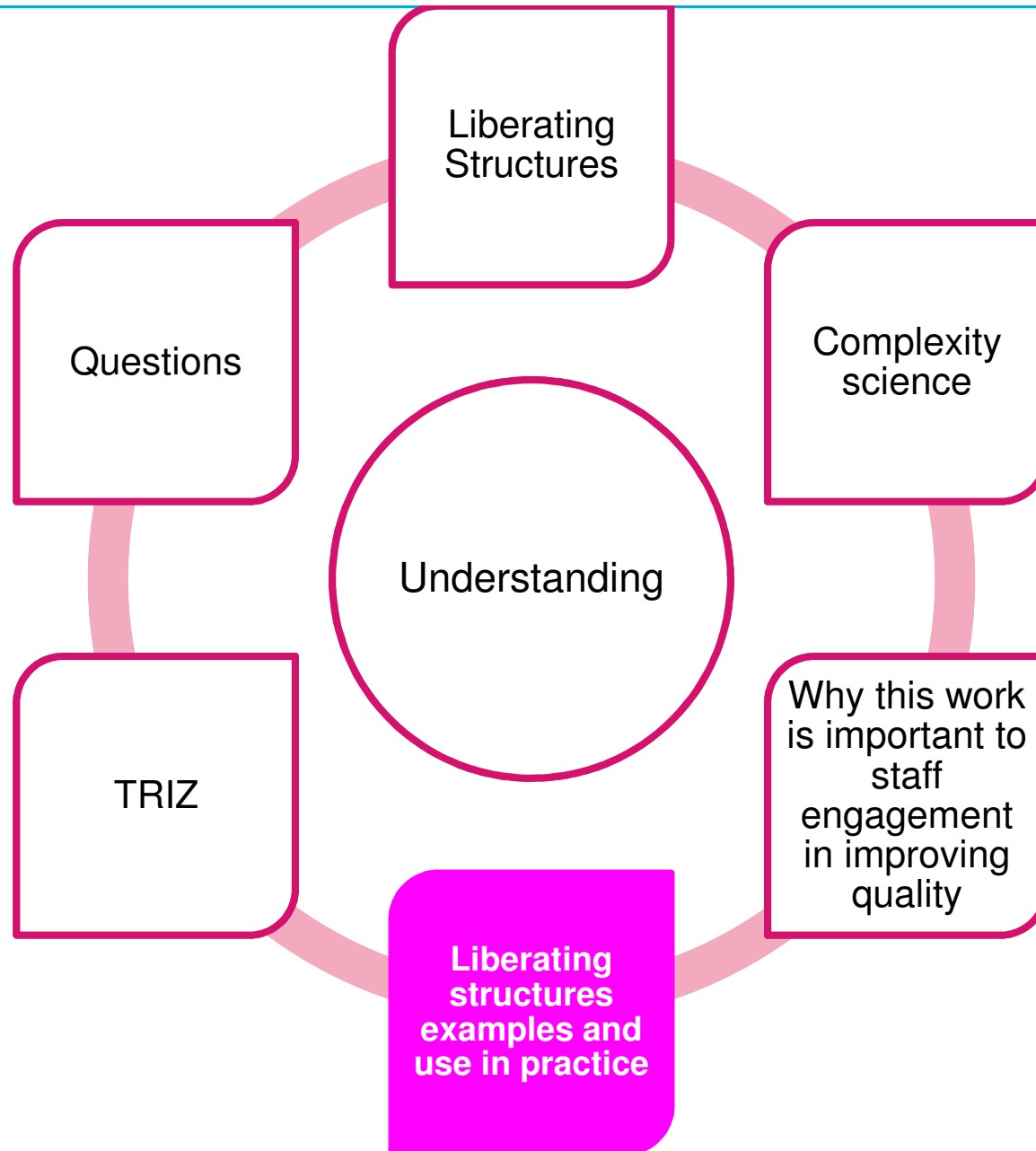
Continuous learning and development

- What training do we personally need to engage staff for quality improvement?

Coaching and mentoring

- How do you prepare yourself to encourage staff to act on their ideas and share decision making? How do you share ownership?

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Are you interested in practicing new ways to inspire, motivate, facilitate or encourage creativity?

Liberating Structures INTRODUCTORY Training session

Wednesday, 22nd November 2017
10.00 - 16.00
St. Luke's Hospital, Western Road, Clonmel, Co. Tipperary

To register your place

Please email Orla on orla.b.oreilly@hse.ie to register. Places are limited and will be allocated on a first come first served basis.

Please note that this is an introductory session. There will be future training for more experienced users in early 2018.

The programme will be informal, fun and interactive and is open to any staff member interested in using liberating structures in their work. Bring a sense of humour, a willingness to get involved and your imagination. Looking forward to seeing you there.

For more information

Please contact Juanita Guidera, Quality Improvement Division Lead Staff Engagement on juanita.guidera@hse.ie / 087 0542308
Follow us on twitter: [@LSUsers](https://twitter.com/LSUsers)
For more info see: www.liberatingstructures.com

idera @juanitaguidera · May 25
so nice to be inside 😊😄 #LSUsers took today's session to the
10 crowd sourcing! See bit.ly/LSguides for ideas!



LiberatingStructures @LSUsers · Feb 3
Looking forward to our first get together to share & practise dynamic ways to
engage groups. If you're interested come join us! 😊 #LSUsers

LiberatingStructures @LSUsers · May 23
If you're interested in engagement techniques come join us 17.00 - 18.30, Dr.
Steevens Hospital, Thurs 25 May! All welcome! #LSUsers @FfitzP



You, Dr Philip Crowley, Steve Pitman and 7 others



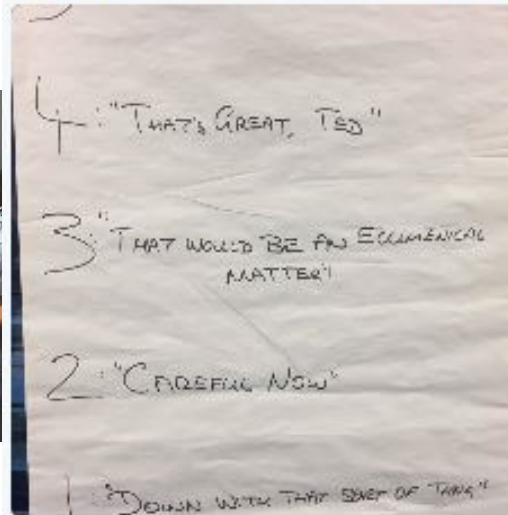
You, Bob Green, Michael Gardner and 5 others



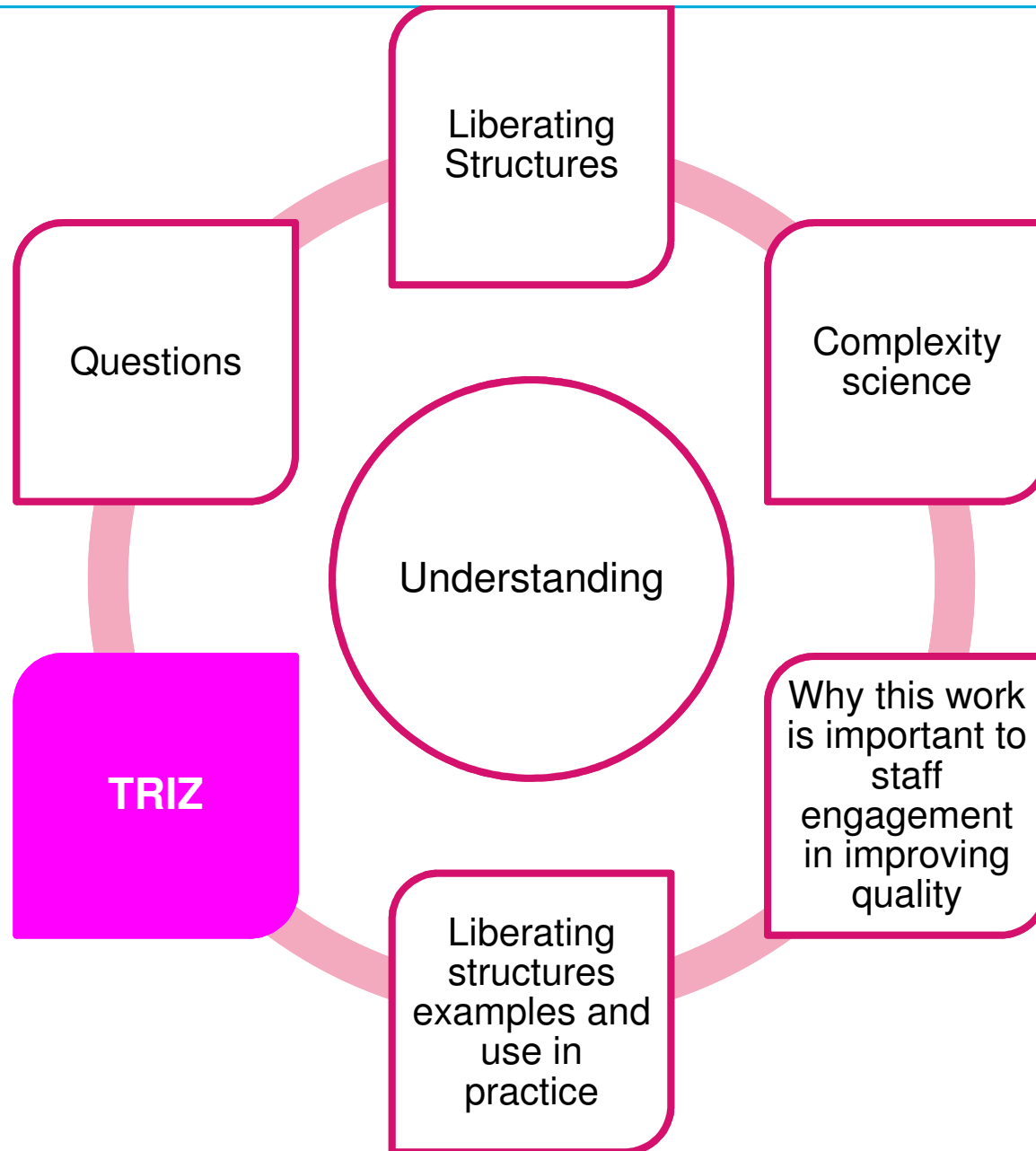
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Rob Cunney @robcunney · Oct 25
 Using 25:10 to identify ways to ↑ staff engagement @LSusers #NPSO2017
 @juanitaguidera @DrMichaelGardam @HSEQI @eilismurphy5



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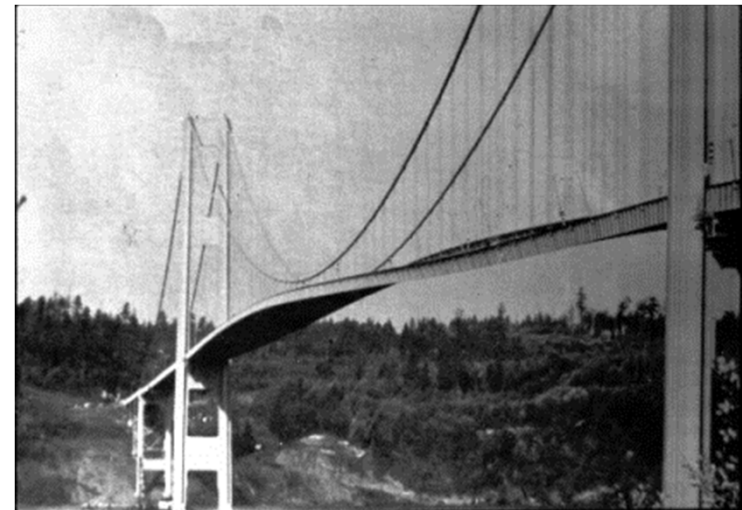
Triz

How would we ensure that every quality improvement project fails with drastic results?

liberatingstructures.com

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- теория решения изобретательских задач
 - *Teoriya Resheniya Izobretatelskikh Zadach*
 - "theory of the resolution of invention-related tasks"
- How do we design the exact opposite of what we are trying to achieve?

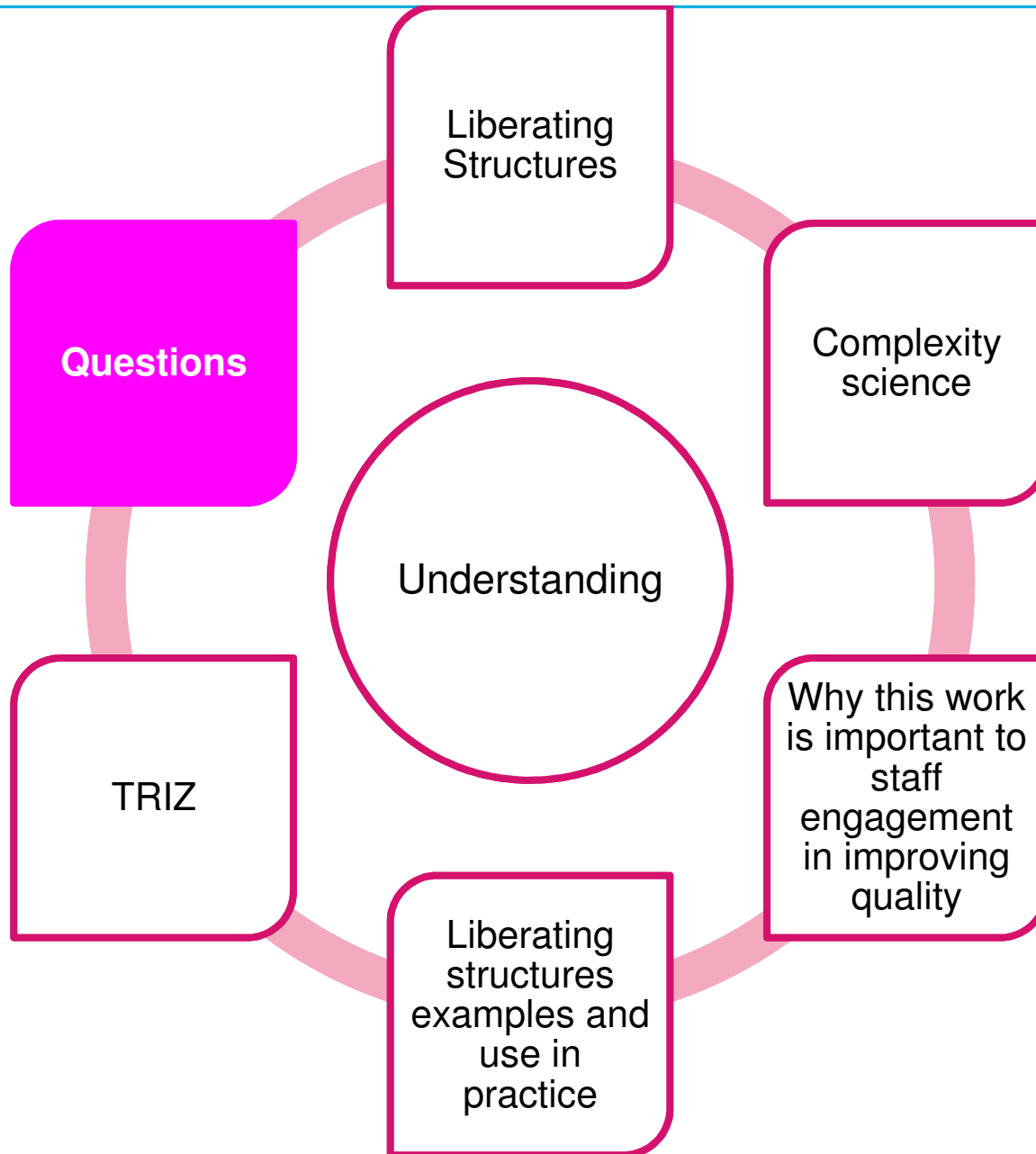


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15%

- The most any one person can contribute to improving a healthcare system is 15%
- Adding each person's contribution together can make up 100%
- If anyone who can contribute isn't in the room: bring them in!
 - The unusual suspects
- It's about what small steps can be taken now

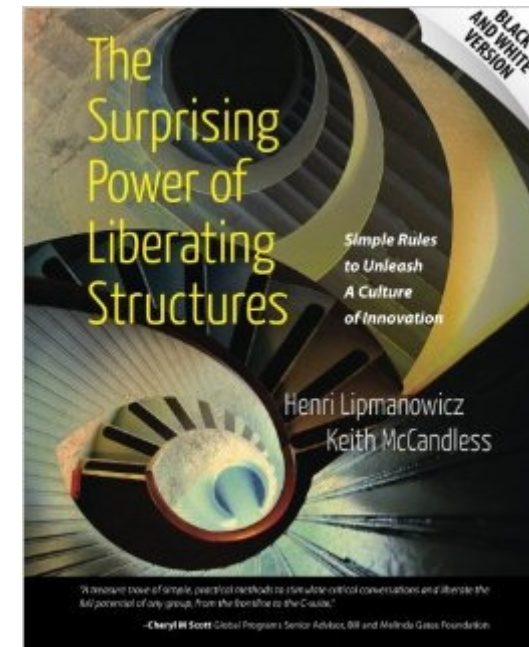
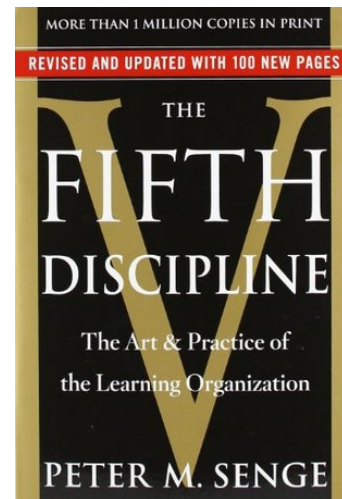
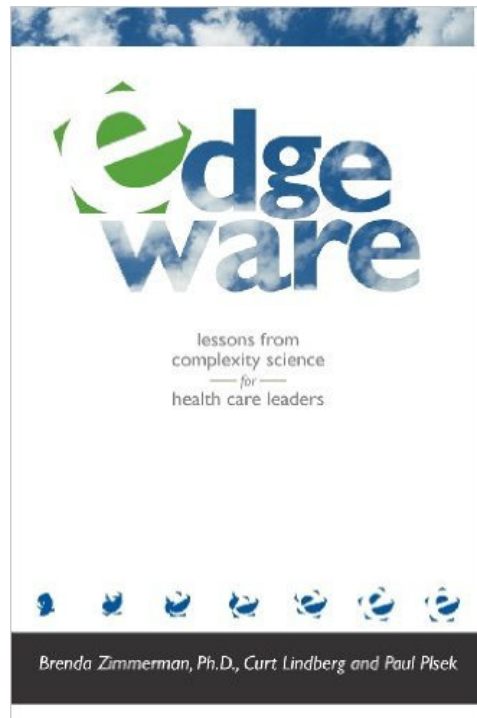
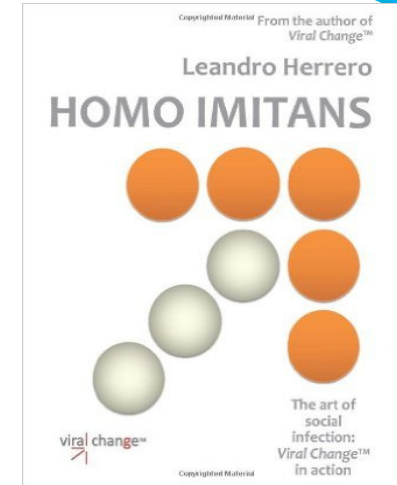
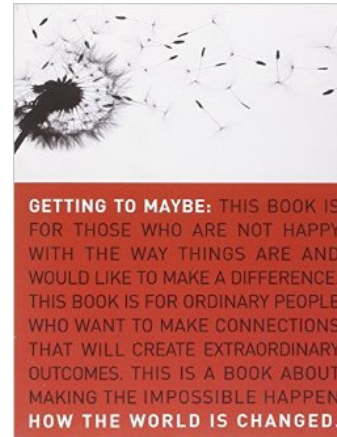
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To get started...

- Impromptu networking
- 1-2-4 all
- TRIZ



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- Useful resources

- Liberating Structures App
- www.liberatingstructures.com
- www.staffengagement.ie

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Thank You

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**For information on
Staff Engagement for Quality Improvement and Liberating Structures
please contact us:**

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Helpful links

Framework for Improving quality



Improvement Knowledge and Skills Guide



<http://www.hse.ie/eng/about/Who/QID/aboutQID/>

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Watch recorded webinars at your convenience on HSEQID QITalktime page



Next Webex –December 19th 1pm
Dr Michael Carton
Run charts for Improvement

Thank you from all the team
@QITalktime
Roisin.breen@hse.ie
Noemi.palacios@hse.ie



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