



QI TALK TIME

Building an Irish Network of Quality Improvers



CHAMPION PARTNER ENABLE DEMONSTRATE

@NationalQI

@juanitaguidera



Speakers

Juanita Guidera works as a Quality Improvement (QI) Facilitator - Staff Engagement for Quality in the National QI Team. Juanita is especially interested in practical tools and techniques that enhance how we work together to improve the services we deliver.

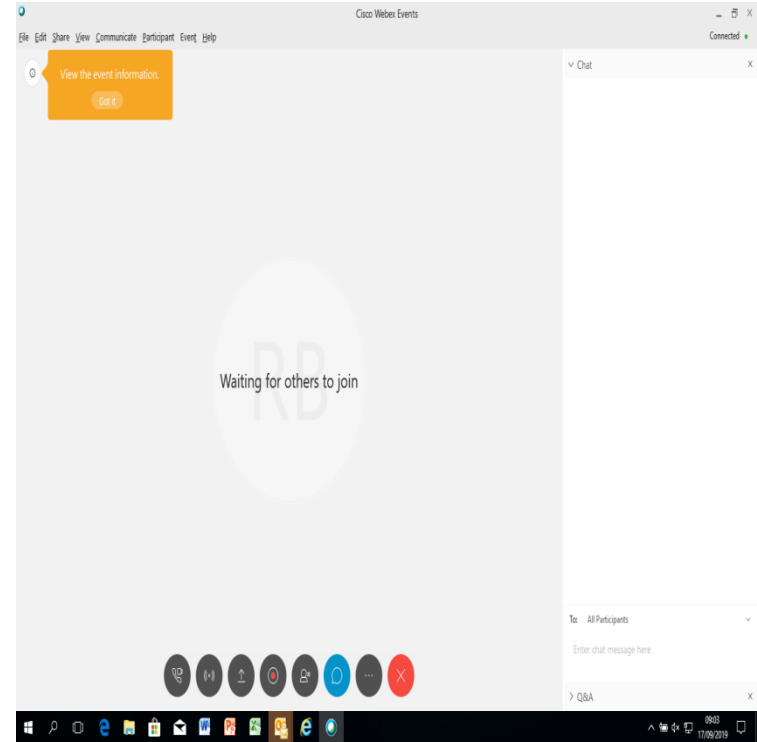
A key part of her role is to influence cultural change through designing, developing and testing organisational interventions to enhance staff engagement, innovation and action. This work focuses on supporting people to further develop leadership skills for engaging staff as a core competency and keystone of quality improvement.

Combining the evidence, the experience of staff and the cultural context of our services with the use of creative facilitation techniques, it becomes possible to hear and value the staff voice as a positive and powerful force to improve quality.



Instructions

- **Sound**
Computer or dial in:
Telephone no: 01-5260058
Event number: 842 658 269#
- **Chat box function**
 - Comments/Ideas
 - Keep the questions coming
- **Twitter**
@QITalktime





An introduction

Leadership skills for engaging staff in Quality Improvement

www.staffengagement.ie

hello
my name is...

Juanita Guidera

Quality Improvement Facilitator Staff Engagement for QI

@juanitaguidera #QIreland #engaginghealthstaff



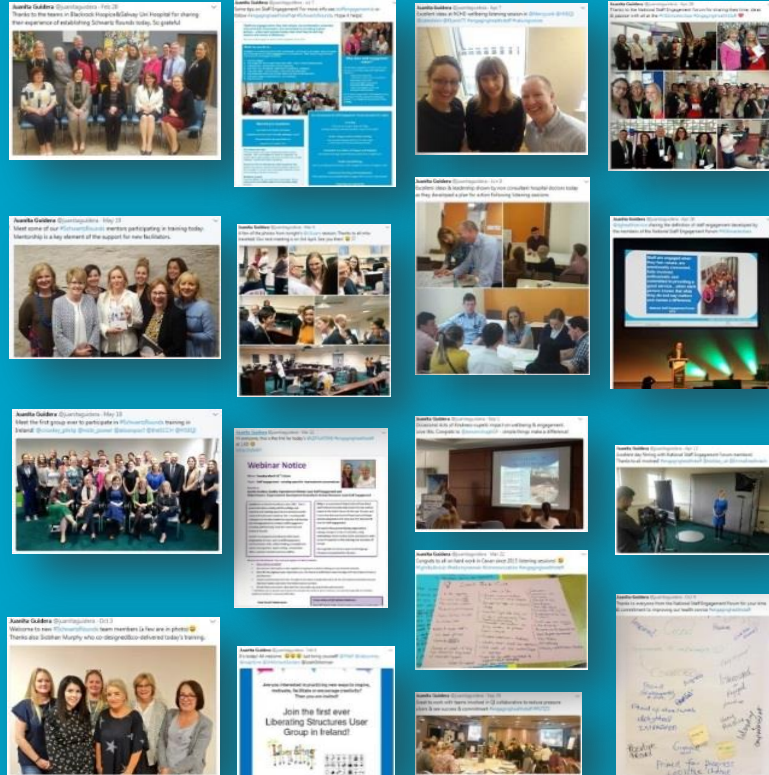
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OUR FOCUS TODAY



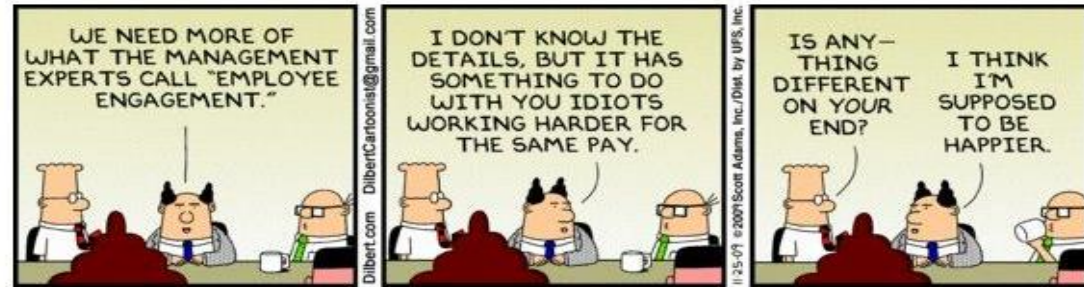
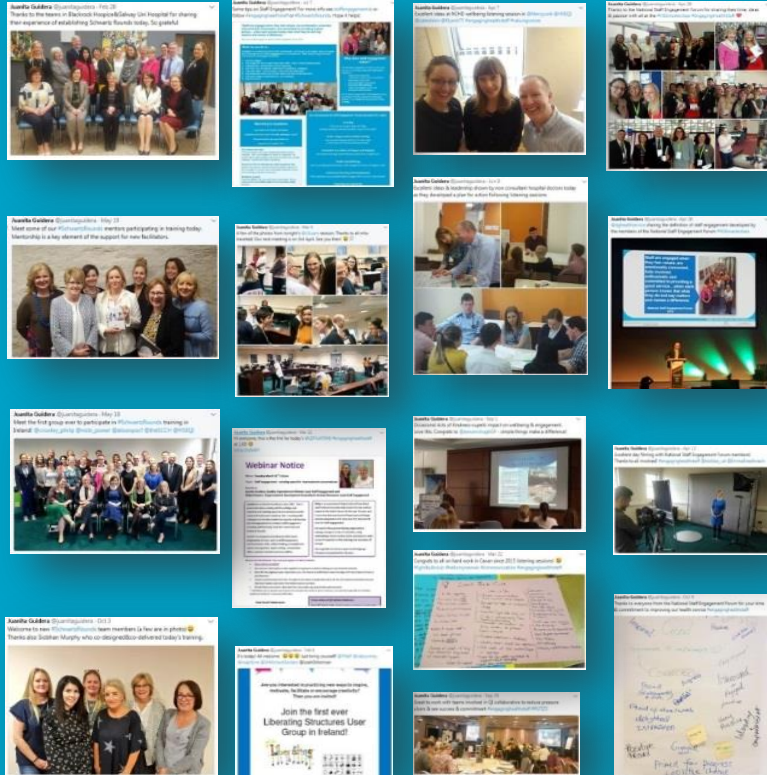
What is staff
engagement?

What supports
and resources are
available?

Why does it
matter?

What can you do?

What is staff engagement?



Engagement

Engagement for Quality





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**



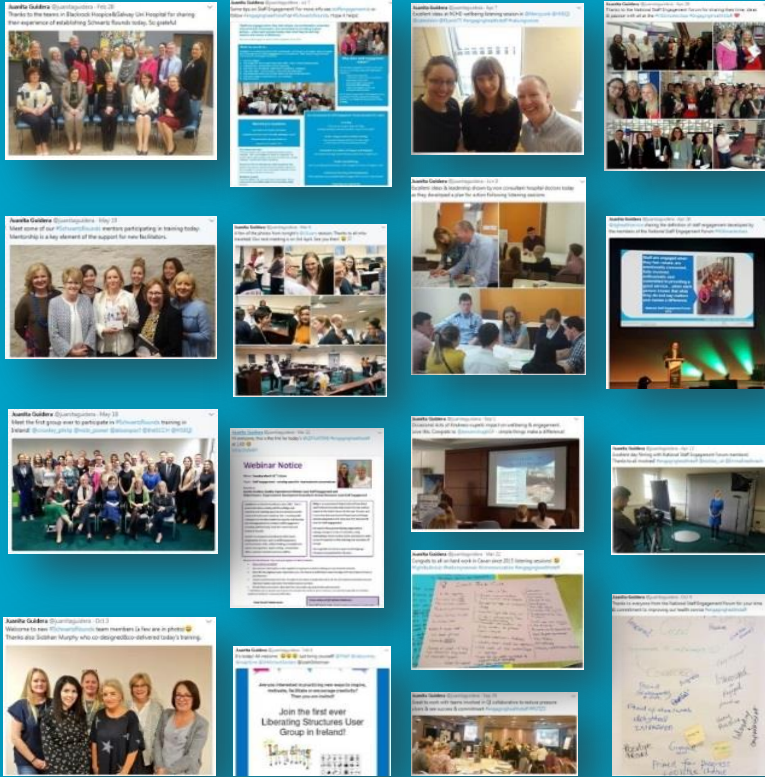
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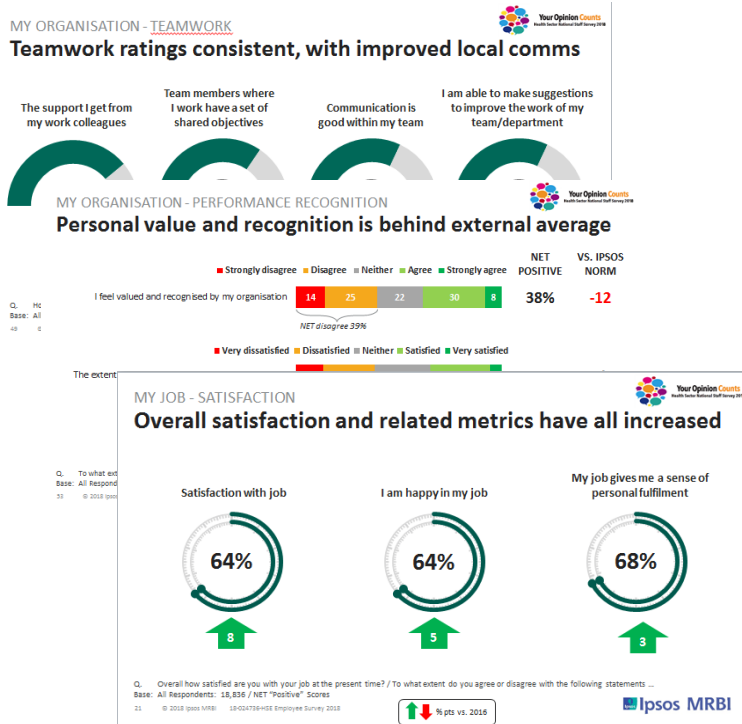


Why does staff engagement matter?



What does the organisational data tell us?

Have your Say - Your Opinion Counts 2018 Health Sector - Staff Survey Results



- 64% satisfied in their role and happy in their job
- 70% intend to be working with the organisation in the next two years
- 89% believe they are trusted to do their work
- 40% believe there are involved in decisions which affect them in their work
- 69% believe they are able to make suggestions to improve the work
- 35% believe the organisation values their work

What does anecdotal data tell us?



Dis/connect
from or with
organisation

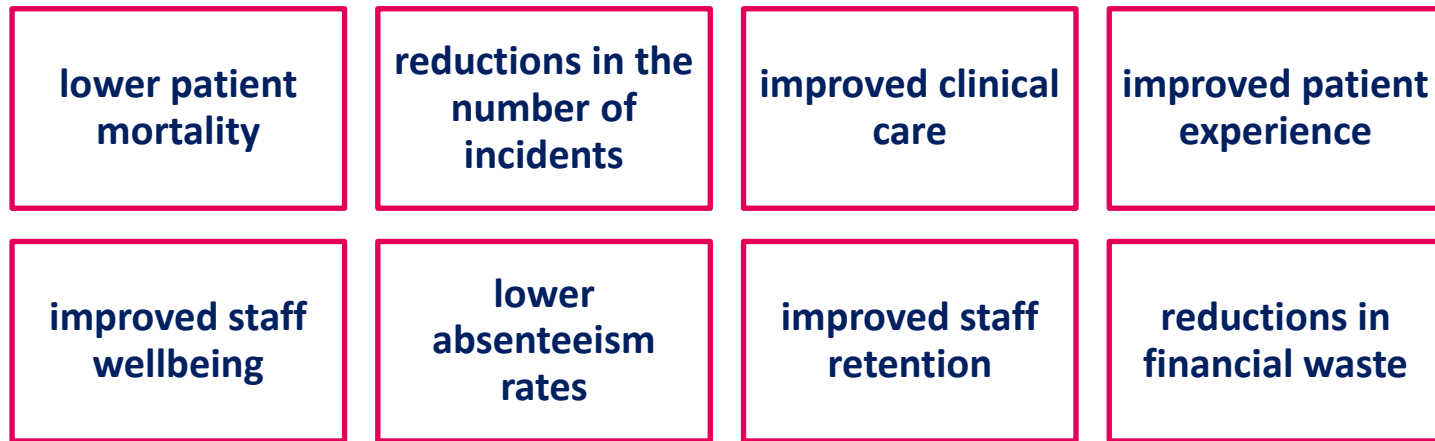
Dis/connect
from or
with self

Dis/connect
from or with
team

What does the evidence base tell us?

Staff Engagement is the greatest indicator of organisational performance.

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



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

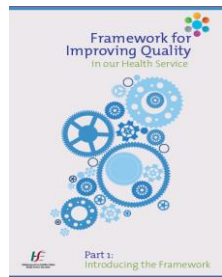
What can you do?



Framework for Improving Quality

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*)?



Teamwork in a culture of respect and integrity

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



Health and wellbeing

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



Continuous learning and development

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

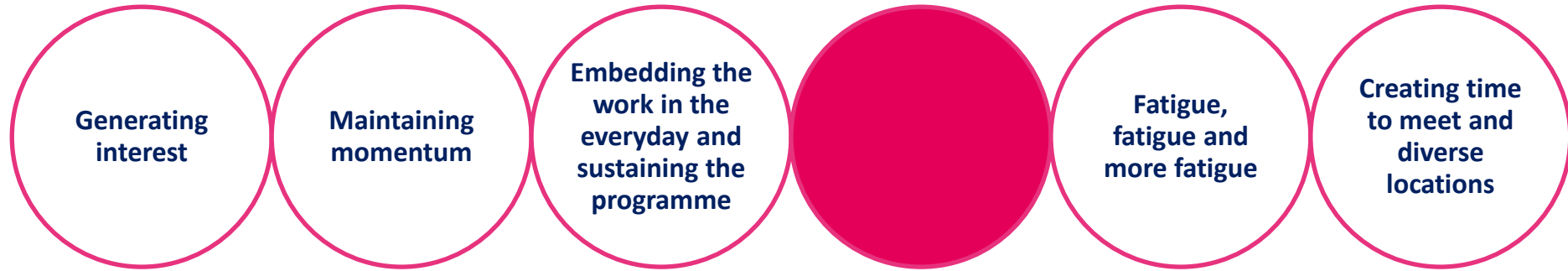


Coaching and mentoring

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



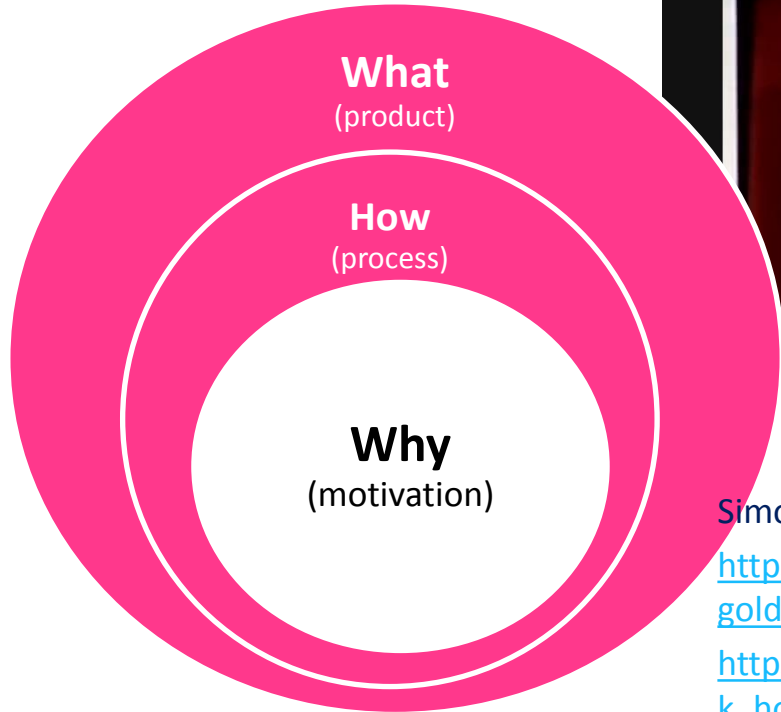
What's the lived experience?



Generating interest in QI

- **Invite** How am I invited to take part? Voluntold / volunteer / tap on the shoulder
- **Vision** How is the vision created?
- **Communication** How do I hear about the work and my part in it?
- **Passion** Am I interested? What's my why?

What is your why?



Simon Sinek – The Golden Circle

<https://simonsinek.com/commit/the-golden-circle>

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en

You as an individual

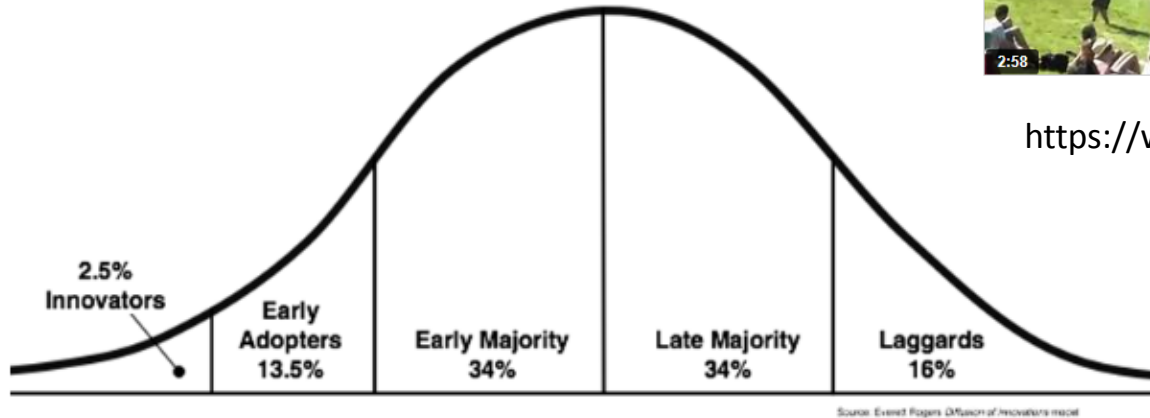
You as a colleague

You as a leader

The people you engage with - "People don't buy what you do they buy why you do it..."

Diffusion of Innovation Theory

E.M. Rogers (1962)



[First Follower: Leadership Lessons from Dancing Guy - YouTube](https://www.youtube.com/watch?v=fW8amMCVAJQ)

<https://www.youtube.com/watch?v=fW8amMCVAJQ>



11/02/2010 · The first follower transforms a lone nut into a leader. If the leader is the flint, the first follower is the spark that makes the fire. The 2nd follower is a turning point: ...

Author: Derek Sivers

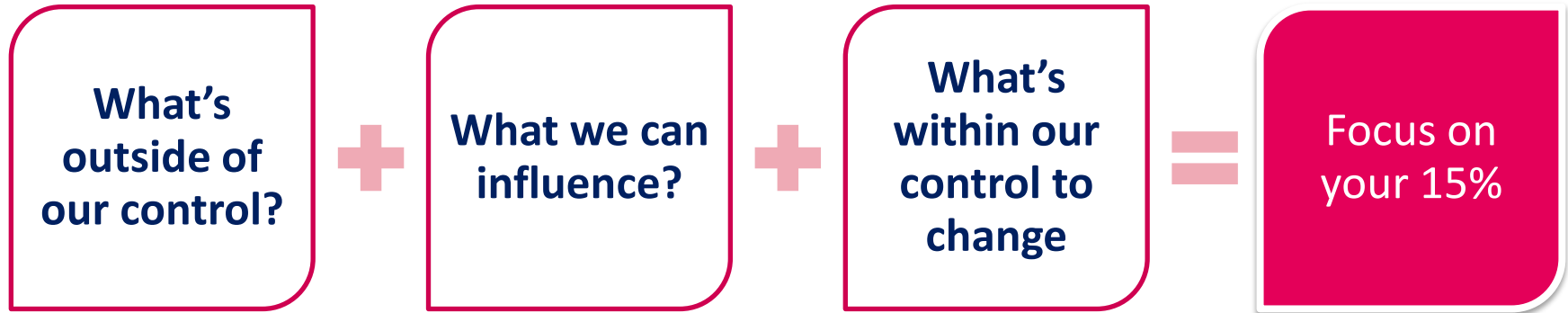
Views: 6.1M

<https://www.youtube.com/watch?v=fW8amMCVAJQ>

Source: <http://blog.leanmonitor.com/early-adopters-allies-launching-product/>

Focusing on what needs to change

Create meaningful opportunities to connect...



Design the plan of action together - ask the questions...
what can we change? Do people feel they have autonomy to act?

What are the challenges of listening to others?

Listen to hear...

Step back from a
desire to defend or
challenge

Being aware of your
own bias

Recognising that a
person's perceptions
are their perceptions
accurate or inaccurate

Knowing that there's
your version, my
version and the truth

Being gentle with
yourself



Impact of our behaviour

- **Patient mortality and teamwork**

5% more staff working in real teams associated with 3.3% drop in mortality rate ($p = .006$) For an “average” acute hospital, this represents around 40 deaths per year

Lyubovnikova, J., West, MA, Dawson, JF, Carter, MR (2015)

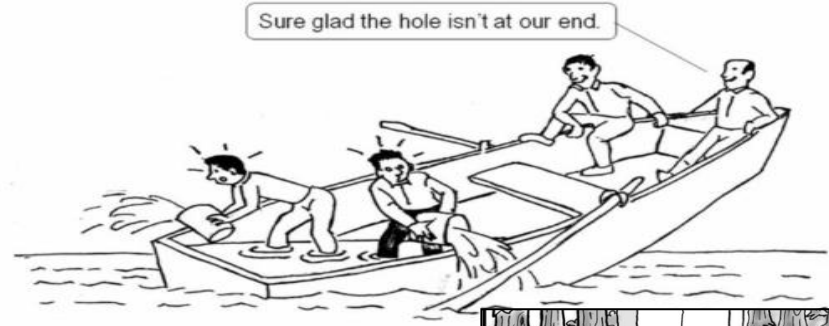
Rudeness in the workplace has been linked to a

- 61% drop in ‘bandwidth’,
- 50% drop in people willing to help a colleague,
- missing 50% of errors in a medication chart

Dr. Chris Turner

Teamwork in a culture of respect and integrity

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



Teamwork in a culture of respect and integrity

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

What's your role?

- Have you met each other?
- Do you know what you're trying to achieve together - your vision?
- Is there respect? Do you treat everyone the same?
- How do people communicate?
- Are you visible to others?
- Do you say thank you?
- How do you encourage people to get to know each other?

Teamwork in a culture of respect and integrity

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

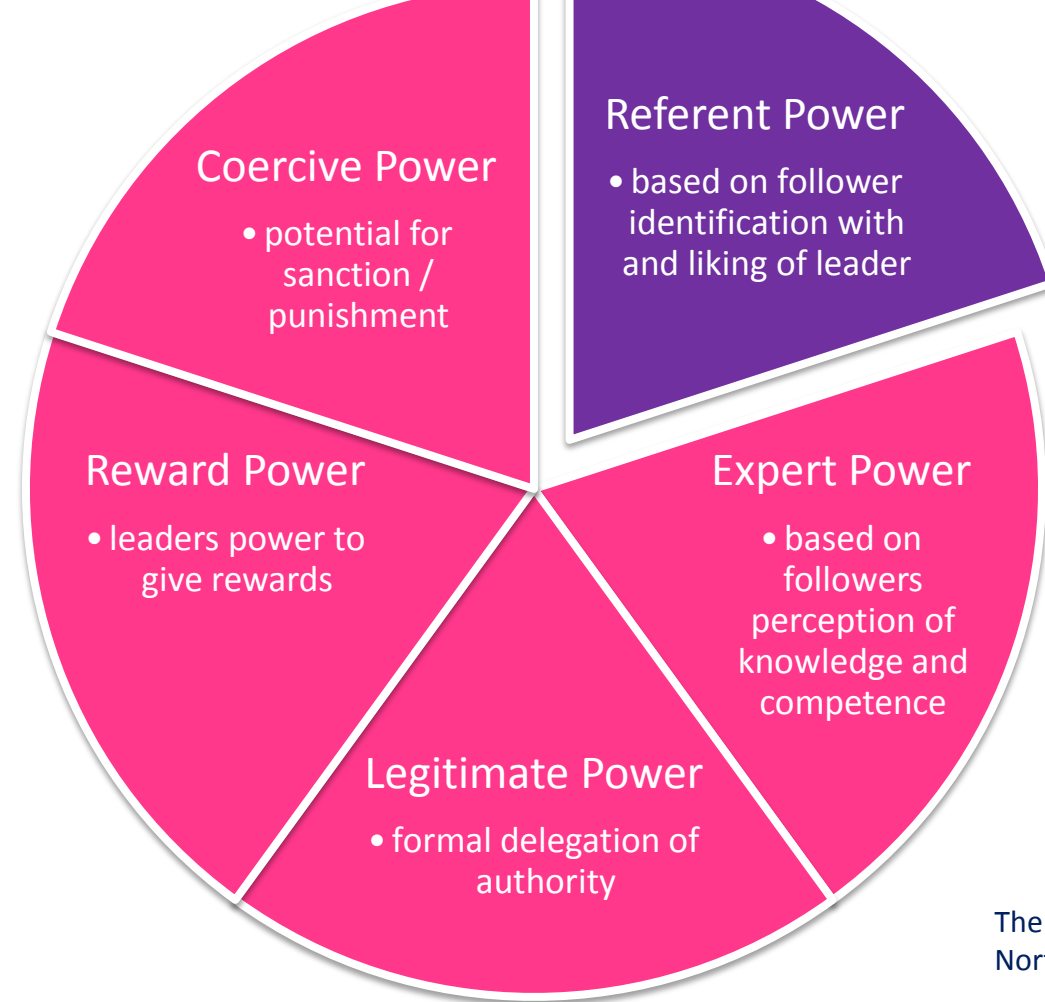
Don't underestimate the power of a cup of tea!



Maintaining momentum

- Is it ownership or buy in?
- We versus I - is it our work or “your” project?
- Can we name what’s not working well / the challenges?
- Does everyone have a say? / are people heard?
- How involved are the team in the solution?
- Do we say thank you / celebrate success along the way?

How will you use your power to engage?



The Bases of Social Power. Adapted from (French & Raven, 1959; Northouse, 2010)



<https://youtu.be/cFdCzN7RYbw>

Near miss
to good
catch

Coaching and mentoring

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

How do you raise ideas?

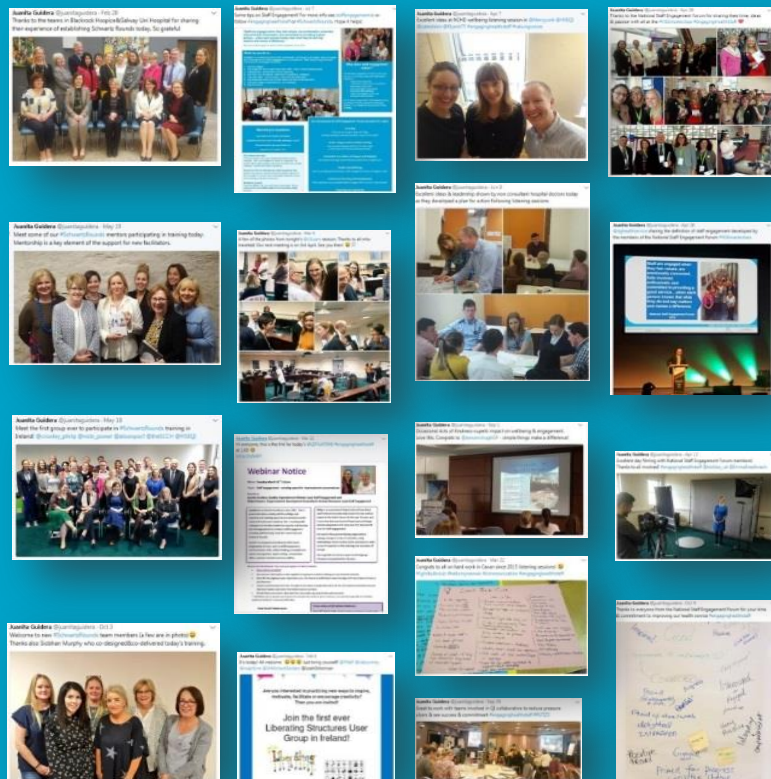
How do you share ownership?

First steps

Reflect

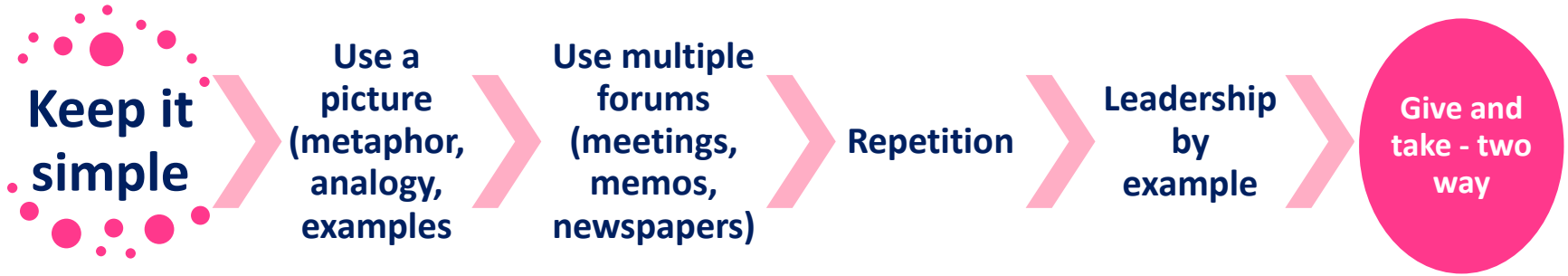
How do you raise ideas safely and without 'negatively challenging' the team? (Humble Inquiry - Edgar Schein)

How will this challenge you? What do you need in place and what conversations do you need to have to delegate autonomy of decision making in quality improvement while retaining accountability?



Top tips

Key elements in the effective communication of vision Leading Change (Kotter, 2012)



Where's the story? What inspires me?

Practice the 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.



Use liberating structures to help you in your work...

- See liberatingstructures.com
- See the Liberating Structures App

LS Menu 	Wicked questions 	What? debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy 
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties 
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle 
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy 
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice 

Ideas forum on specific challenge

- TRIZ
- 1-2-4 all
- 25 10 crowdsourcing

Bring to light patterns of behaviour (Patients / Staff)

- Simple ethnography
- Improv Prototyping

Strategic Planning

- Ecocycle planning
- What, so what, now what?

Share learning and insight

- User experience fishbowl or
- Appreciative inquiry

Planning a new initiative

- Purpose to Practice
- Min specs

Sourcing help

- Wise Crowds or
- Troika Consulting

Get to know each other / make it fun

Strong Vision

- Do all staff know what you're trying to do?

Role definition

- Does each staff member have a defined role and responsibility? Do staff know what's expected of them?

Motivation

- What motivates your team? Is it a patient story? Feeling they're making a difference?
- Keep it personal

Consistent Communication

- Share knowledge, raise concerns, celebrate success
- team Huddles / meetings / briefings / weekly update email / notice board / suggestions board / whats app

Trust

- How is information shared in relation to developments? Do staff hear of developments from within the team or outside of it?
- Are staff consulted and listened to during change processes?

Decision making

- How do you involve people early in the decision making process?
- How will you make collective decisions?

Team Environment

- How is team work encouraged?
- Do all staff have the tools to do their work safely?
- Do we have a diverse team?

Staff Recognition

- Do staff feel acknowledged and valued as part of the team?
- Do you say thank you?
- How are small wins and achievements acknowledged and recognised through the unit?

Motivating for Excellence

Also consider
generational
differences

I am treated with dignity and respect

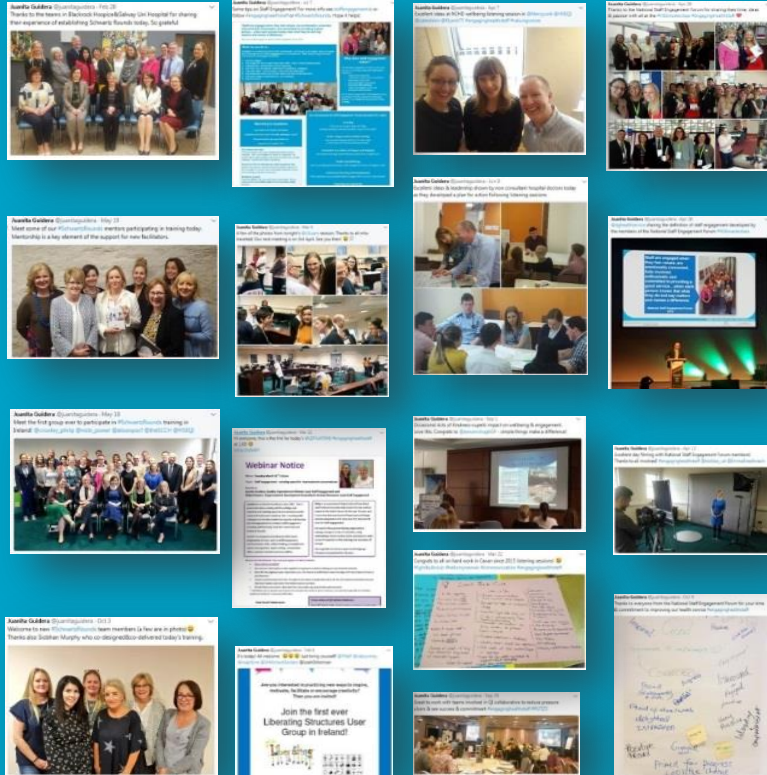
**I am given tools to do work that adds meaning to
my life**

Someone notices and says thank you

(adapted from Don Berwick, IHI)



What supports and resources are available?



Useful resources



www.qualityimprovement.ie

www.staffengagement.ie -
A practical toolkit -
Leadership Skills for
Engaging Staff in Improving
Quality

www.liberatingstructures.com | Liberating Structures
App

Q Community Creative
approaches to problem
solving

'Leadership in Healthcare - A
Summary of the Evidence
Base' (West et al. 2015).

The Kings Fund

The co-lead project
www.ucd.ie/collectiveleadership

Institute for Healthcare
Improvement, Framework
for Improving Joy at Work.
<http://www.ihl.org/Topics/Joy-In-Work/Pages/default.aspx>

The power of vulnerability –
Brene Browne (Ted talk)

Psychological safety

Simon Sinek – the golden
circle

Dr. Chris Turner on civility...

**When you believe anything is
possible, anything is...**

Connect with your why





Champion
Partner
Enable
Demonstrate



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Engagement for Quality**

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Follow us on Twitter @QITalktime

Missed a webinar - Don't worry you can watch recorded webinars on the HSE National QI Team QITalktime page

<https://www.hse.ie/eng/about/who/qid/resourcespublications/qitalktime>



Next QITalktime:

Date: Tuesday, 18th February 2020
13.00 - 14.00

Topic: Live from the All Ireland Schwartz Rounds and QI Conference
(join to hear from the growing network of improvers and learn about the Q Community)

Thank you from all the team @QITalktime roisin.breen@hse.ie noemi.palacios@hse.ie



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