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
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.
Instructions

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

Liberating Structures

#engaginghealthstaff  #LiberatingStructures  @LSUsers

Dr. Rob Cunney
Consultant Microbiologist

Juanita Guidera
Quality Improvement Division
Lead Staff Engagement
Liberating Structures?
A. I’ve used
B. I’ve participated
C. New to me
With special thanks to
Dr. Michael Gardam, Leah Gitterman,
Henri Lipmanowicz and Keith McCandless
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
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
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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Understanding

Liberating Structures

Questions

TRIZ

Liberating structures examples and use in practice

Why this work is important to staff engagement in improving quality

Complexity science
Think of a project you’re working on. Is it
A. Simple
B. Complicated
C. Complex
D. Chaotic
– How we think healthcare works:

A → B

– How it actually works:

X → Black Box → B

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

H. L. Mencken
EVERYONE YOU WILL EVER MEET KNOWS SOMETHING YOU DON’T.

~ Bill Nye
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.
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Why this work is important to staff engagement in improving quality
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

Why is this important?
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)
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?

What’s outside of our control? + What we can influence? + What’s within our control to change = Estimated 15% we can control
For effective System Change

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

Henri Lipmanowicz
Keith McCandless
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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Liberating structures examples and use in practice

Understanding

www.staffengagement.ie  @robcunney  @juanitaguidera
Rob Cunney @robunney  ·  Oct 25
Using 25:10 to identify ways to  useSelector  @LSusers  #NPSO2017
@juanitaguidra  @DrMichaelGardam  @HSEQ!  @eilismurphy5
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Liberating structures examples and use in practice
How would we ensure that every quality improvement project fails with drastic results?

liberatingstructures.com
- 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?
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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Understanding Liberating Structures

Questions

Complexity science

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Liberating structures examples and use in practice
To get started…

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

- Liberating Structures App
- www.liberatingstructures.com
- www.staffengagement.ie
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/
Follow us on Twitter @QITalktime

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
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