



Show notes of our session with Matthew Hill and Dr. Philip Crowley

Thursday 23rd February 2021

“What are the lessons from COVID for the future of Improvement: learning from our five countries Q Network?”

Who participated and what did we learn?

120 people participated live at lunchtime on the day. The session focused on sharing the findings of “The role of improvement during the response to COVID-19: Emergent findings from Q’s Insight Survey 2020”. You can read more about the working paper here:

<https://s20056.pcdn.co/wp-content/uploads/2020/12/Q-insight-survey-working-paper.pdf>

Drawing on the survey of improvers’ experiences and in-depth follow up interviews, together QITalktimers explored:

- What role have improvement tools, approaches and mind sets had in supporting the health and care system’s response during COVID-19?
- What contexts and support have enabled improvement and collaboration and what has held it back?
- What does this mean for the future of improvement and for those who support it?

Dr. Philip Crowley, National Director Quality Improvement, welcomed everyone, particularly those joining from Northern Ireland, to the first QITalktime of the 2021 series. He shared reflections on the public health context and our responses to COVID-19.

Matthew Hill Insight, Evaluation and Research Manager, for Q at The Health Foundation UK commenced by inviting the participants to engage in a fun “Mad Tea” exercise looking back over the period of COVID-19 – by entering the end of a series of prompt statements in the chatbox.

“Looking back over the period of COVID-19” – feedback from QITalktimers

Q1. The best meal of the day was... dinner time, family dinner, breakfast, breakfast when babies are sleeping, coffee, coffee outdoors, lunch, a pause in the middle of a busy day, tea before bed, free/donated meals, the only one I had out in a restaurant!

Q2. The role improvement played for me during COVID-19 was....

Theme	Words from the chat box
Mindset and approach	<ul style="list-style-type: none"> • There is an energy for it • To start now, involve many, do it quickly • Rapid innovation is possible when needed • A framework to work by • Helping in our response • Consistently showing up • Improvement science can be applied in crisis • The importance of having a clear aim!!! • Essential to collaborate • Always room for more however small • Flexibility to change • One step at a time and learning that each day is about change

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Thursday 23rd February 2021

Theme	Words from the chat box
Rapid testing	<ul style="list-style-type: none"> • Testing one small thing and then acting • Constant testing and changing • Rapid cycle improvement skills really helped, PDSAs • It doesn't have to be perfect, keeping moving • Trying out and testing changes • It is easily done, small changes made rapidly • Managing rapid change
Keeping people safe	<ul style="list-style-type: none"> • Minimizing risk to already ill patients • Identifying and managing risks and issues related to COVID • Supported integrated care • Choices • Survival!
Service transformation	<ul style="list-style-type: none"> • Pivoting services to meet patient needs • Adapting changes much needed already • Innovation and responsiveness • Managing change • Greater efficiency • Supporting staff working in Contact tracing Centres • Quick set up in Covid care tracker • Rapid development of Covid testing services
Rapid learning	<ul style="list-style-type: none"> • Learning, Learning • Reassuring that we rapidly learnt each day • Change can drive great improvement • We're always in the right place
Humanizing and being person-centred	<ul style="list-style-type: none"> • Being kind • Listening to everyone • Patience
Teamwork	<ul style="list-style-type: none"> • A lot was down to relationships and trust rather than specific operational aspects • The importance of team work
Hidden / silent	<ul style="list-style-type: none"> • Hard to see

Q3. One of the things I've learned about improvement during COVID-19 is...

- Opportunities and collaboration, new options for engagement and collaboration.
- Change was rapid, it's constantly evolving.
- New ways of working.
- Flexibility, where there is a will, there is a way!
- Evolving is more important than ever.
- The small things matter the most.
- To take time to reflect.
- Team spirit, looking after each other in the process.
- Without it, patient safety is reduced.
- Plan Do Study Act is great!
- The future would be brighter.

Show notes of our session with Matthew Hill and Dr. Philip Crowley

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- Ensure I manage the relationships I've created so we can go from strength to strength.
- Use more creative ways to engage, be responsive, adapt to a changing healthcare environment.
- Reconsider staff training across the board in QI methods.
- Reduce travel, encourage remote working.
- Think outside of the box.
- Use telehealth.
- Consider the processes in place at work...not always doing something because it has been done that way, create a culture of innovation.
- Delegate more, communicate.
- Be the change I want to see.
- Celebrate success.
- Develop the culture of shared learning within the organisation.
- Run improvement ideas even if no one engages with them.
- Acknowledge we have been to hell and back, be agile and ready for the next crisis.

Q6. When all is said and done, we need to focus on... (summarised in the word cloud below)



Some of the topics address in conversation with the panelists

Following the presentation Siobhan Reynolds, QITalktime lead facilitated a conversation between Matthew Hill, Dr. Philip Crowley and QITalktimes via chatbox comments and questions.

- How do we prevent regression of improvements achieved?
- The best phrase I heard in this pandemic was 'Perfection is the enemy of good'; by waiting to have everything perfect we will never get ahead.
- Good is better than nothing, but QI is a process that evolves and develops.

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- QI supports and listens and encourages staff best outcomes.
- How do we allow frontline staff to recover and stay engaged with QI over the next few months?
- Acknowledge how well we managed as a health service and complement each and all.
- How do we best support QI exhausted frontline staff?
- Staff engagement value respect all staff
- Any tips on getting non-engaged staff on board with improvement projects in instances where they are not particularly interested in change.
- Create a happy work culture.
- I think by leading by example and involve staff and collaborating in a safe work environment.
- Set up 'Wellness @ Work committees for staff' whereby a needs assessment is completed by the committee and they then prioritize and progress on some of the suggested ideas e.g. decorating a wellbeing space, set up a walk / joke challenge, set up an exercise class in house, source a motivational speaker in house, whatever staff feel would benefit their H& WB. All this improves team muscles & resultantly teamwork work @ campuses.
- Sometimes the simple things like asking staff what they are interested in improving, listening to their ideas, keeping them involved among other things.

Join the Q Community for support and motivation.

Maureen Flynn, National QI Team QI Connections lead shared information on the Q Community and the benefits to members, inviting all QITalktimers to consider applying to become members. Chat discussion included:

- What is the waiting time on Q membership? Can people I work with who are on the ground basic grade staff sign up if they have a QI interest? Yes, anyone one with experience of leading local improvements. Applications assessed within six weeks and can be made using the Q portal <https://q.health.org.uk/join-q/>
- As a long-standing Q member, I can recommend it as a great resource and engaged community. Lots of opportunities to engage with colleagues in NI.

What participants told us about the session

A new feature for this QITalktime session was to include a brief feedback survey as the participants closed out of the session. Eleven QITalktimers completed the survey, four of whom were new to QITalktime. Overall, participants found the session excellent/good. Some commented "absolutely loved the Mad Tea engagement". Respondents shared what they would like to hear more about in a future QITalktime webinar which included:

- Success stories across borders "really great to have participants from NI in this session sharing collaborations further would be great".
- Ongoing measurement and sustaining engagement and motivation, and some solutions for barriers identified.



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QITalktimers shared what appealed to them most in the session:

- Interest in the topic
- Speaker's expertise
- Relevance to work. Including a student nurse who wants to engage with webinars.

QITalktimers shared what would have made the session better:

- Sharing the links in the chatbox by email
- Some connection issues- however pleased playback option available
- Improvements in the audio
- Potentially hearing more from the audience and frontline workers on how QI can be used to better our work.

You can read more at the following links:

- QITalktime webpage: <https://www.hse.ie/eng/about/who/qid/resourcespublications/qi-talktime/qitalktime.html>
- Join Q: <https://q.health.org.uk/join-q/>
- National QI Team Strategic Approach 2020-2024: <https://www.hse.ie/eng/about/who/qid/strategic-plan-2019-2024/>
- Framework for Improving Quality in Our Health Services <https://www.hse.ie/eng/about/who/qid/framework-for-quality-improvement/>
- What was the role of improvement during COVID-19? Help us interpret the findings from Q's insight survey: <https://q.health.org.uk/blog-post/what-was-the-role-of-improvement-during-covid-19-help-us-interpret-the-findings-from-qs-insight-survey/>
- Quality Improvement- The Way to Tackle a Pandemic: <https://www.hse.ie/eng/about/who/qid/covid-19-qi-learning/quality-improvement-%E2%80%93-the-way-to-tackle-a-pandemic.pdf>
- The impact of Covid-19 pandemic and the societal restrictions on health and wellbeing on service capacity and delivery: <https://www.hse.ie/eng/about/who/qid/covid-19-qi-learning/qi-resources-to-support-learning-from-covid19/covid-19-pandemic-impact-paper-2021.pdf>
- Keep the conversation going on Twitter @MatthewHillsays @crowley_philip, @mapflynn, @theQcommunity, @NationalQI, @QITalktime #QItalktime #QIreland

1st March 2021

Write up prepared by QITalktime team