

QI TALK TIME



Building an Irish Network of Quality improvers

23 February, 2021

A session with Matthew Hill and Dr Philip Crowley

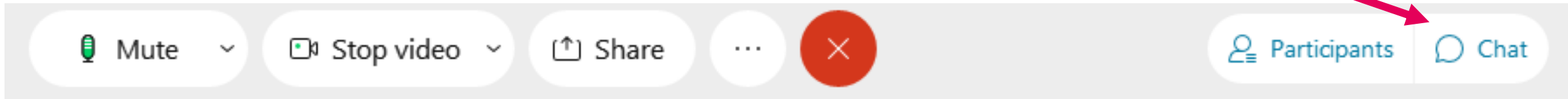
hello
my name is...

What are the lessons from COVID-19 for the future of improvement?: Learning from our five countries Q network

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Welcome

- **Sound:** Computer or dial in:
 - Telephone no: 01-5260058
 - Event number: 174 942 2023#
- **Chat box function**
 - Comments/Ideas
 - Keep the questions coming!
- **Recording**
- **Engage with the team**
 - Twitter: @QITalktime / #QITalktime
- **New feature**
 - Short feedback form after the session, please help us to improve our QITalktime Webinars
 - A window will pop up before logging out



Speakers today



Dr. Philip Crowley
HSE, National Director QI



Matthew Hill, Insight,
Evaluation and Research
Manager, Q
The Health Foundation UK



Dr. Maureen Flynn, QI
Connection Lead, National QI
Team



What are the lessons from COVID-19 for the future of improvement?: Learning from the Q network

Dr Matthew Hill, Insight, Evaluation and Research Manager, Q

Feb 2021

The Q community

- Supports people in their existing improvement work: making it easier to **share** ideas, enhance and **learn** skills and knowledge and **collaborate** to make changes that benefit patients
- A connected community working together to improve health and care quality across the UK and Ireland



Mad tea: looking back over the period of COVID-19

“The best meal of the day was...”

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

“One of the things I’ve learned about improvement during COVID-19 is...”

We explored improvers' experiences through a community survey and in-depth interviews

- Sent to all Q members
- 29 closed and free text questions



- 225 responses



- Follow up interviews with 12 survey respondents
- Focused on individual improvers' perspective



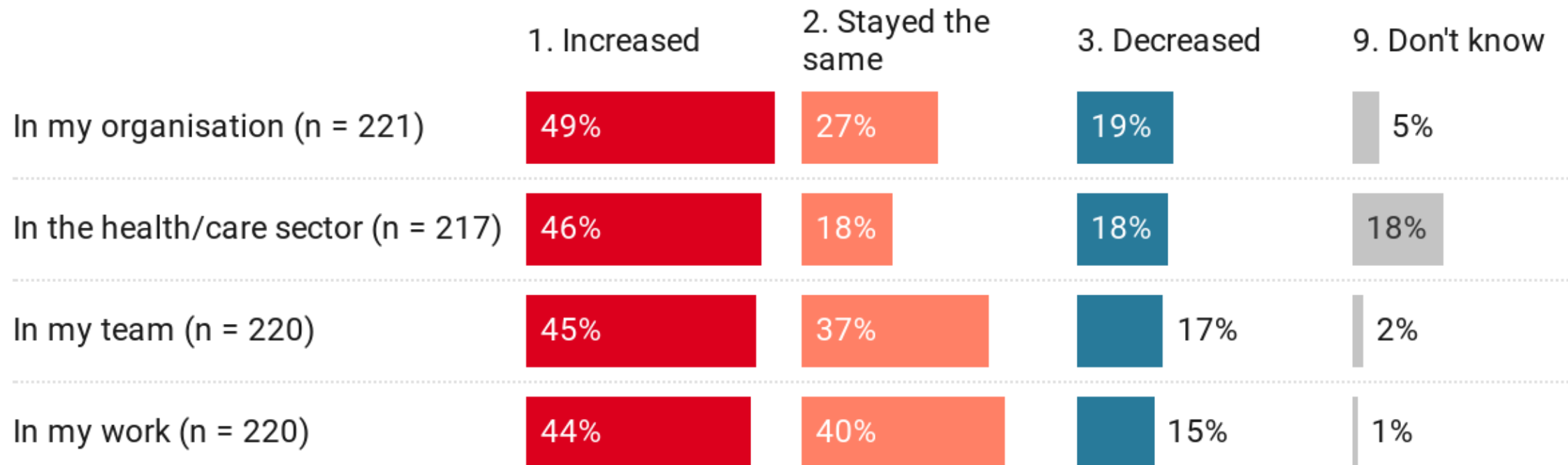
Broad framing of improvement tools, methods, approaches and mindsets





Improvement had an important role, and it increased

■ 1. Increased ■ 2. Stayed the same ■ 3. Decreased ■ 9. Don't know





Key finding: Improvement had an important role, and it increased



Rapidly reviewing and improving processes
(70% used to a moderate or great extent)

Engaging staff
(72% used to a moderate or great extent)

“PDSA - used for the testing of new ideas that were short - cycle, reflective of the speed of change.”

“Liberating Structures approaches - thinking about how we continue to engage and capture different perspectives when time is in particularly short supply.”



Measuring what is happening
(59% used to a moderate or great extent)

Engaging patients and carers
(38% used to a moderate or great extent)

“The focus is just on getting this 'done' rather than systematically planning change and measuring the difference.”

“Guidance had to be produced at speed, preventing the level of engagement we normally undertake.”



Differences worth exploring

Short-termism?

Fidelity to
methods?

Remote working



Those with established cultures and capability responded differently

*More important role
for improvement*

More collaborative

More strategic

More systematic



Key finding: Those with established cultures and capability did respond differently



...but other enablers were important

*Reduced
bureaucracy*

*Increased cross-
boundary working*

Leadership

Staff willingness

*Quicker decision-
making*



Leadership was important - but could be either an enabler or a barrier

“Permission to try new things rapidly without having perfected the approach.”

“Due to command and control at the centre a lot of change was dictated which made generating ideas redundant.”

“Top-down clarity and bottom-up agency”

<https://www.health.org.uk/publications/long-reads/understanding-and-sustaining-the-health-care-service-shifts-accelerated-by-COVID-19>



Was there a “*crisis standard*” of improvement?

*What is improvement
'best practice' given the
constraints of rapid
change, uncertainty
and remote working?*

Crisis standard of measurement for improvement

Crisis standard of PPI in improvement

Crisis standard of the Model for Improvement

*“we used tools in a different way not getting tangled up with trying to be perfect,
people said it was “freeing” and we achieved great results.”*



Improvement as method, mindset or muscle?

“You could observe methodologies being used, almost as a heuristic, rather than through any planned desire to follow a strict methodology.”

“There simply wasn't time to devote to ensuring accurate measurement or implementation or even plan - but it was as if muscle memory kicked in.”

Helps to resolve the method/
mindset tension?



What does this mean for the future of improvement and for those who support it?

1. A strengthened case for consistent and long-term future investment in developing improvement capabilities, cultures and contexts that support its application at team, organisation and system-level

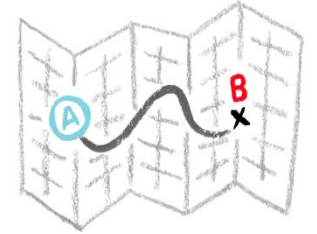
2. Improvers should build on the positive momentum that has been seen during the pandemic and ensure improvement has a core role during the recovery – most notably in meaningfully engaging staff and for reviewing and improving processes

3. Focus efforts around developing skills and resources in systematic measurement and give renewed commitment to substantial patient and public involvement

4. Improvement should align more directly with the needs of those on the frontline through simplifying language, consolidating methods and ensuring it is accessible and useful for those directly delivering service change

5. Finally, the pandemic has demonstrated the power of shared purpose and so leaders should more concretely galvanise improvement efforts around system priorities

Looking to the future - priorities



Given what you've seen and learned through the pandemic, please select up to THREE issues that you think the improvement community should prioritise in the future..

(N=194)

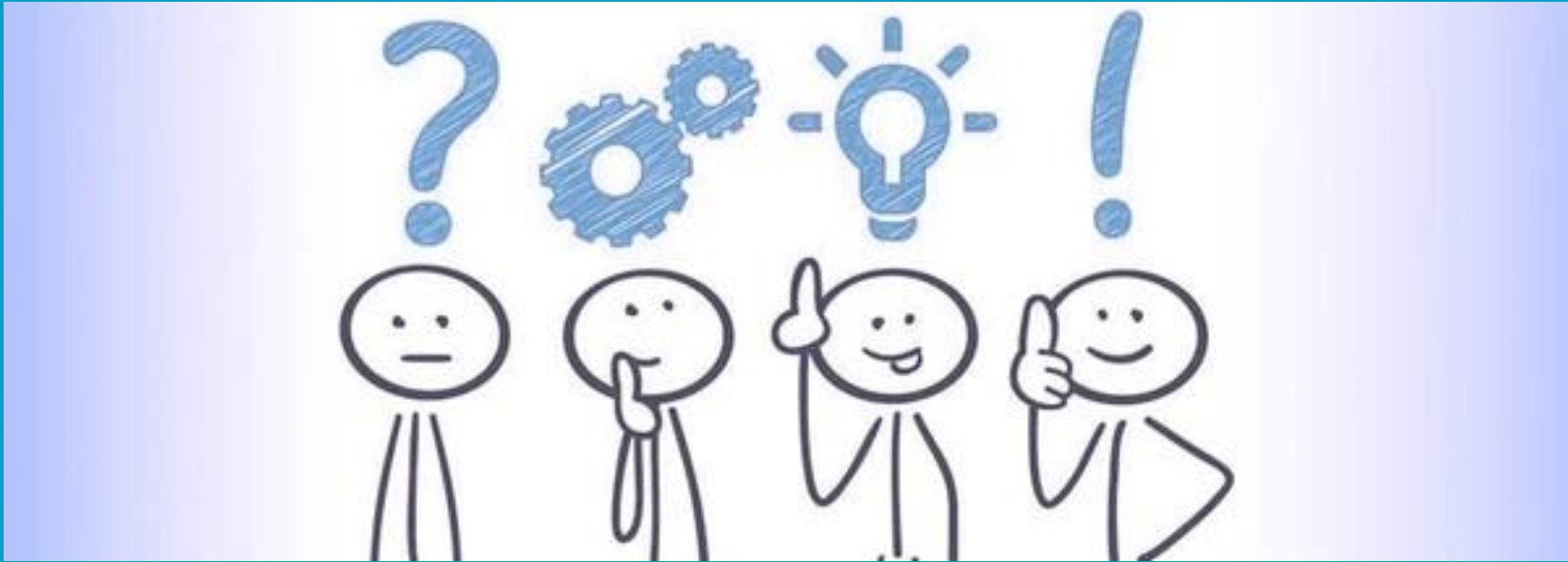
Mad tea: looking to the future

“Something we need to know more about is...”

“Something I plan to do differently is...”

“When all is said and done we need to...”

Thank you



TIME FOR QUESTIONS AND DISCUSSION

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Dr. Maureen Flynn

ABOUT THE Q COMMUNITY IN IRELAND

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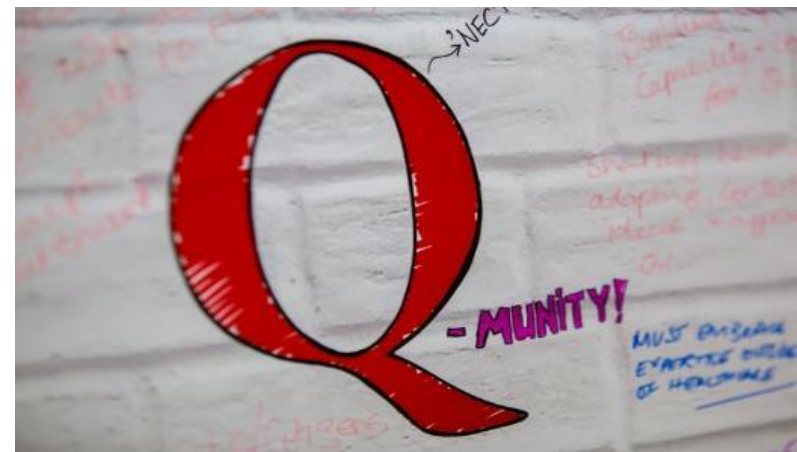
About Q

- A connected community working together to improve health and care quality across the UK and Ireland.
- Supports people in their existing improvement work: making it easier to **share** ideas, enhance and **learn** skills and knowledge, and **collaborate** to make changes that benefit patients.
- Led by the Health Foundation and supported by partners across the UK and Ireland.

Co-designing Q

In 2015 Q was co-designed with 231 people leading and working in improvement across the UK. It has been, and continues to be, informed by the needs of Q members.

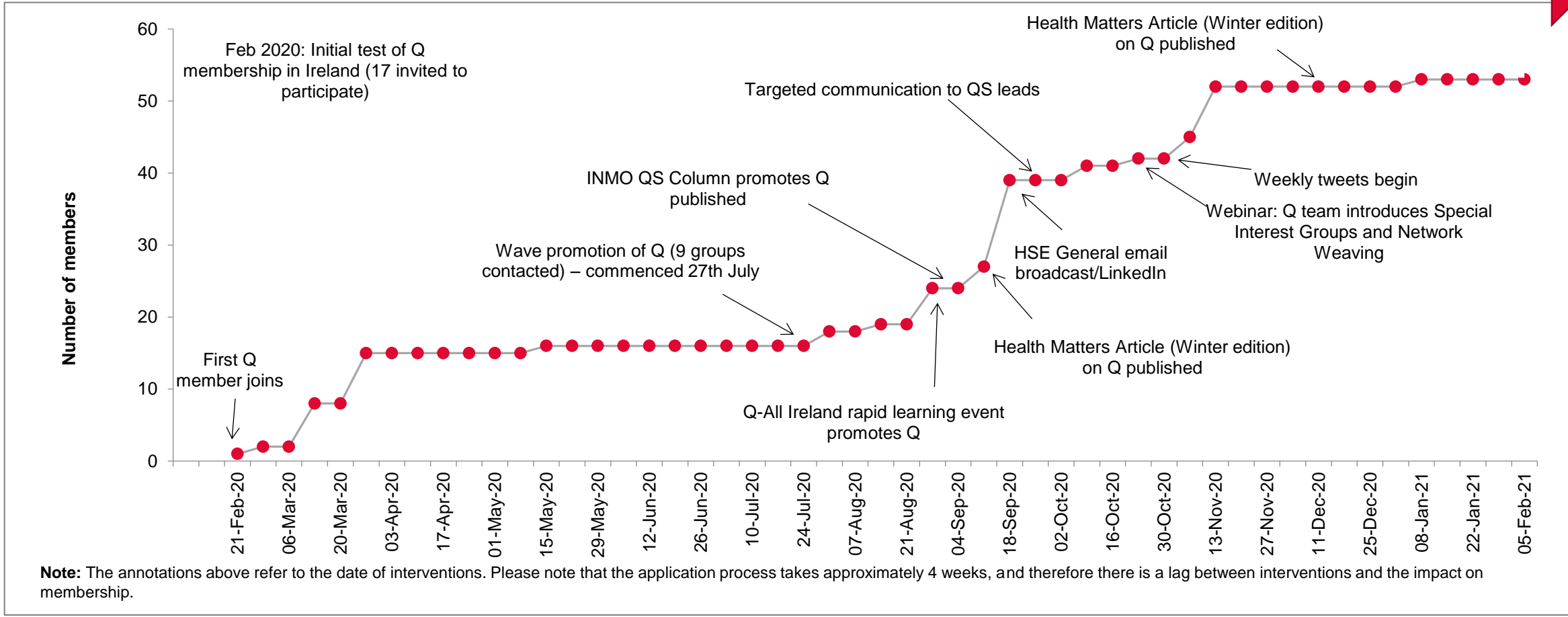
Ireland became a country partner in 2020





Join our growing Q membership across Ireland

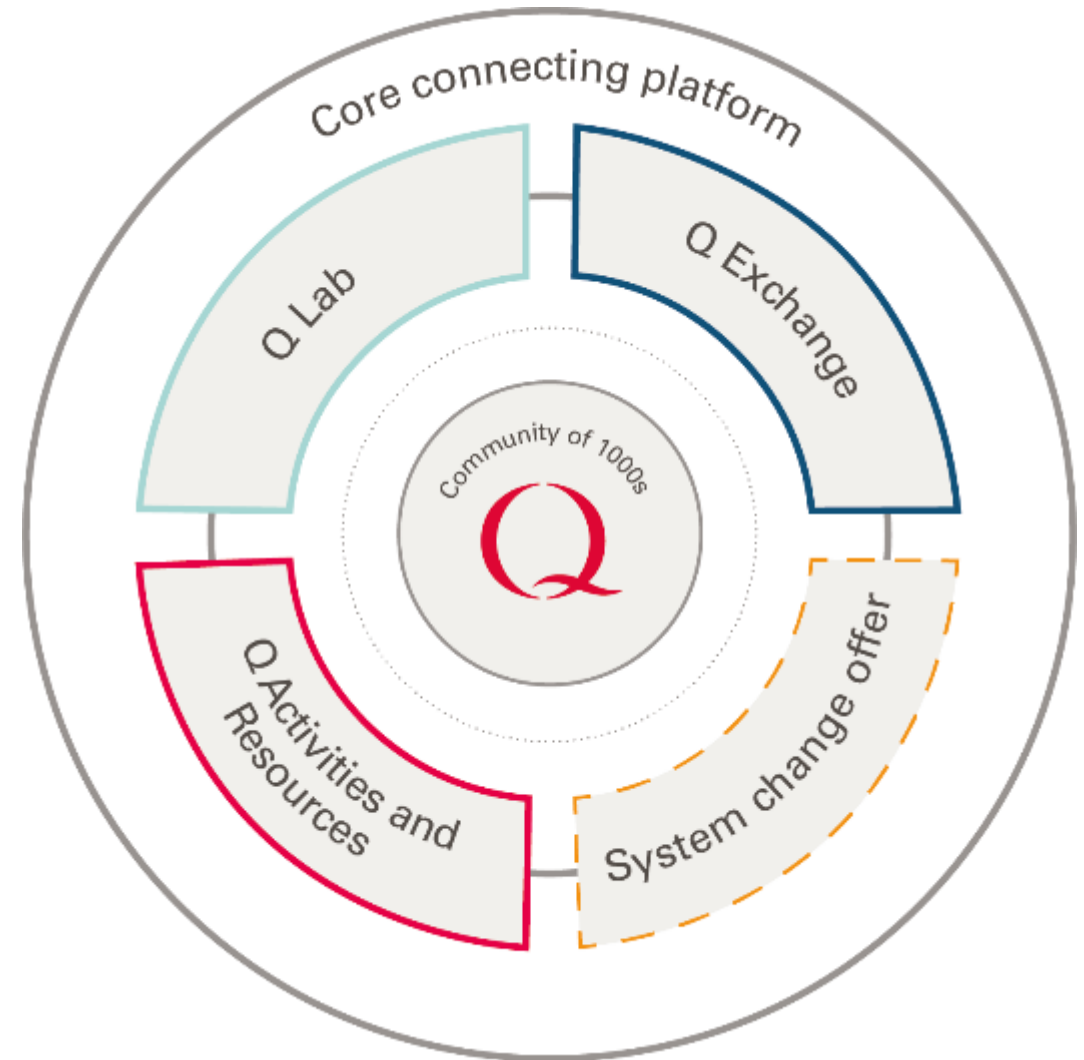
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What Q offers

Long-term infrastructure with interwoven offers, co-designed with improvers:

- Searchable **Directory** of nearly 4000 improvers, committed to collaborating
- **Online resources**; networking and development activities
- **Q Labs**: approaches to solving complex shared challenges
- **Q Exchange**: funding for practical cross-boundary change
- **System-change offer**: supporting learning between orgs leading national scale change across the UK and Ireland



Check out this link if you're interested in becoming a member of the Q Community...

Q <https://q.health.org.uk/join-q/>

When you've accessed the Q website, scroll down the page and under

'How Can I apply'

you'll see the link to the online portal – click on this link to submit your membership application

*If you have any queries or require support in completing your application, you're most welcome to email:
Caroline.Lennonally@hse.ie*

Continue the discussion



Tell us what you know on Twitter:
[@MatthewHillsays](#) [@theQCommunity](#)



Or via email:
Matthew.hill@health.org.uk



Dr. Philip Crowley

CLOSING COMMENTS

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Invitation to provide feedback on 2020 series....

QI TALK TIME



Building an Irish Network of Quality improvers

We are planning our 2021 QITalktime webinars. We need your help in order to provide you with webinars that best support your work in QI. We have received over 100 responses to our survey – THANK YOU

Final opportunity to provide your ideas – our survey closes **Friday 26 February 2021**. <https://surveymonkey.com/r/6FGVPJ3>

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Let us know how we did today

New feature: Short feedback form after the session, please help us to improve our QITalktime Webinars



A window will pop up before logging out with a few short questions

We really appreciate your time, thank you

*Thank
you*




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Upcoming Webinars: Dates for your diary ...



Dates	Topics	Speakers
9 March	Co-production	Dr John Brennan
23 March	Making data count, plotting the path to improvement	Samantha Riley
20 April	Communicating in a Virtual World	Winnie Ryan and Prof Peter Gillen

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Missed a webinar – Don't worry you can watch recorded webinars on HSE National QI Team-QITalktime page: <https://www.hse.ie/eng/about/who/qid/resourcespublications/qitalktime.html>



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