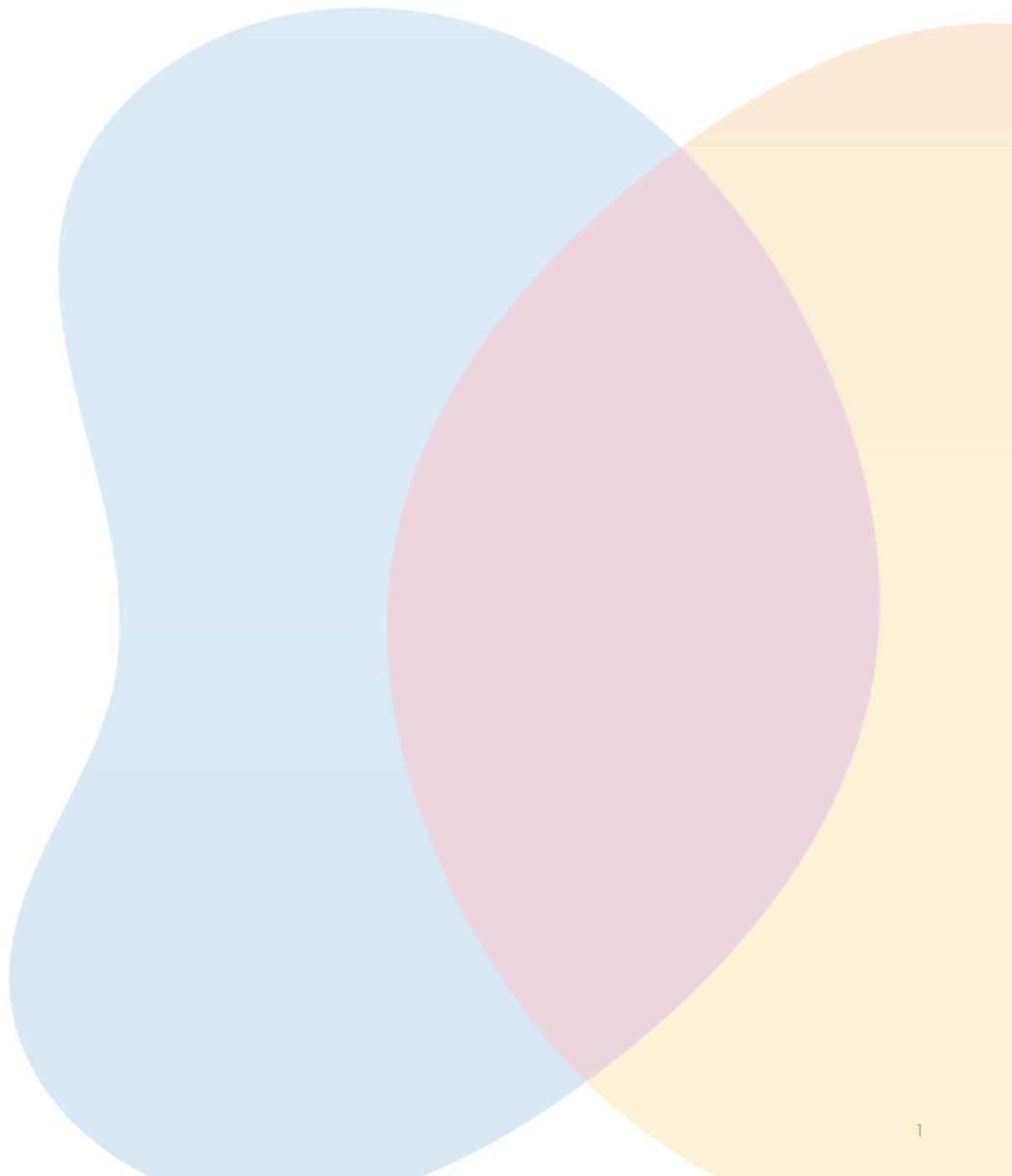


UKKA KQuIP

UK Kidney Association



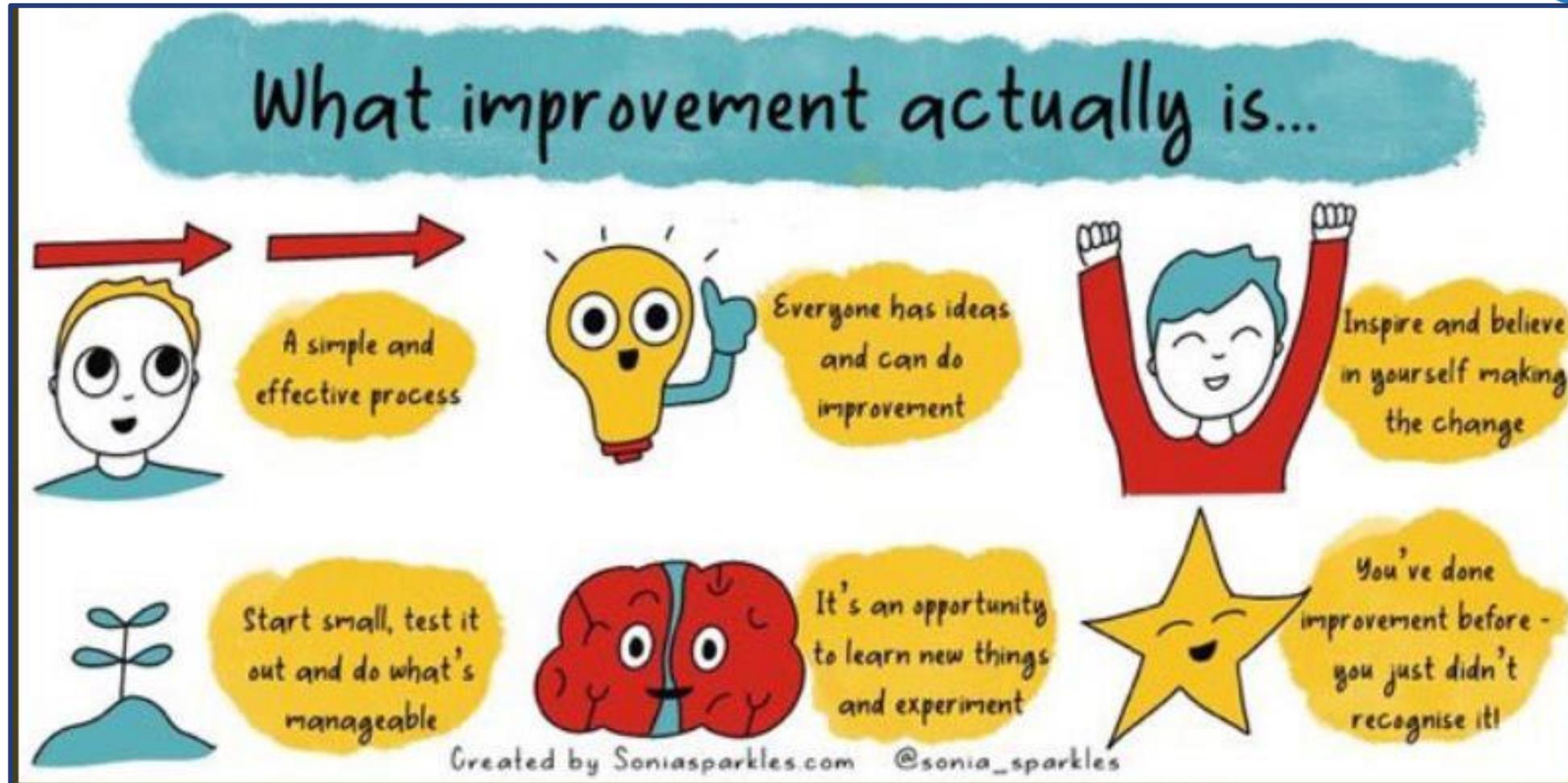
Aims and Objectives



By the end of this workshop will gain an understanding of:

1. Quality Improvement
2. The KQuIP Methodology
3. Leadership for QI
4. Engagement and involving your team, stakeholders and patients/ carers
5. How to understand the problem before finding solutions.

What word comes to mind when you hear Quality Improvement (QI)?

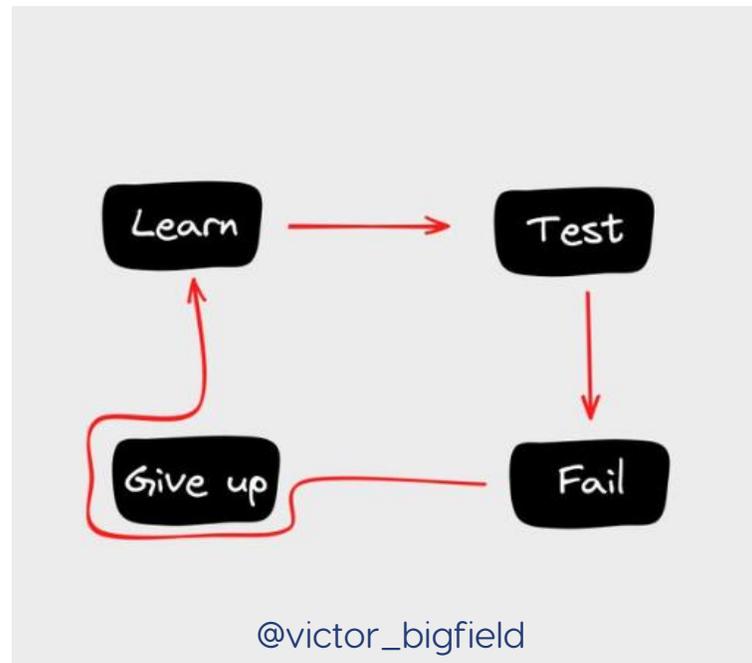


What are we aiming for in QI?



**“Not all changes lead to improvement,
but all improvement requires change”**

Institute of Healthcare Improvement (IHI)

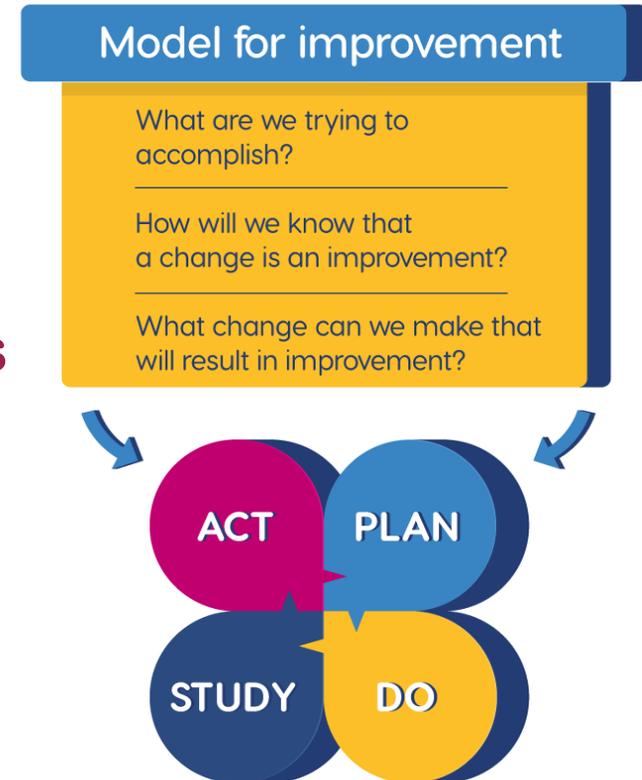




10 steps in QI

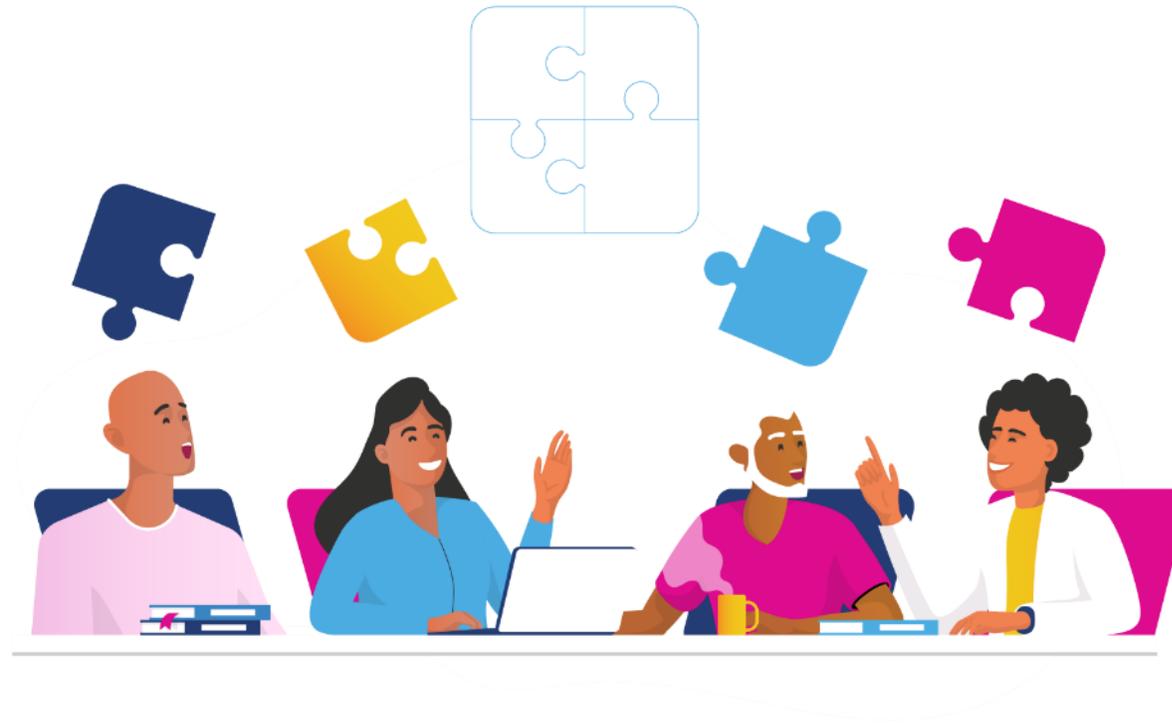
KQUIP Methodology

1. Agree an area for improvement
2. Involve and assemble your team
3. Understand your problem/ system
4. Define project aim and scope
5. Choose 'just enough' project measures
6. Develop change ideas
7. Test change ideas (PDSA)
8. Measure impact of changes
9. Do further PDSA cycles
10. Implement successful changes



Share your progress

1. Agree an area for improvement (Nov – March)



2. Involve and assemble your team (Today)



carers

other specialists

social workers

patients

KQuIP Faculty

doctors

GPs

nurses



NHS England Y&H commissioners

local QI team

Library & Knowledge Service

data analyst

pharmacists

counsellors

admin staff

managers

physiotherapists

dieticians

occupational therapists

psychologists

3. Understand your problem (Today)

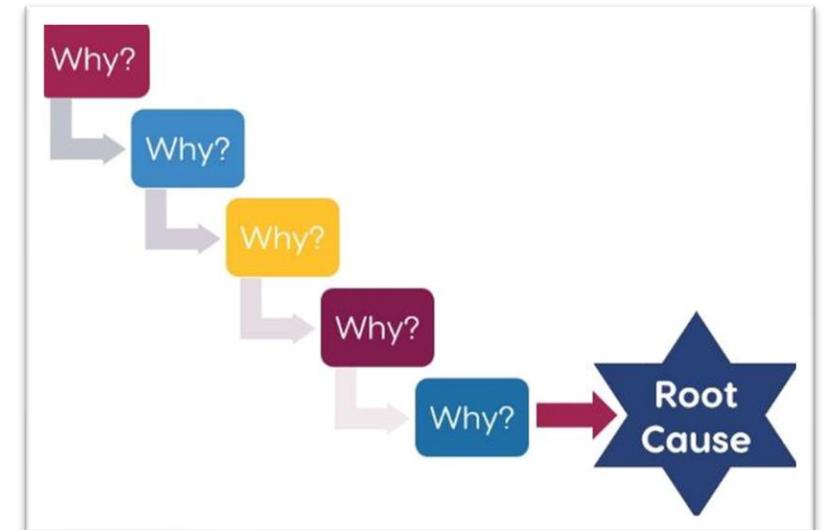
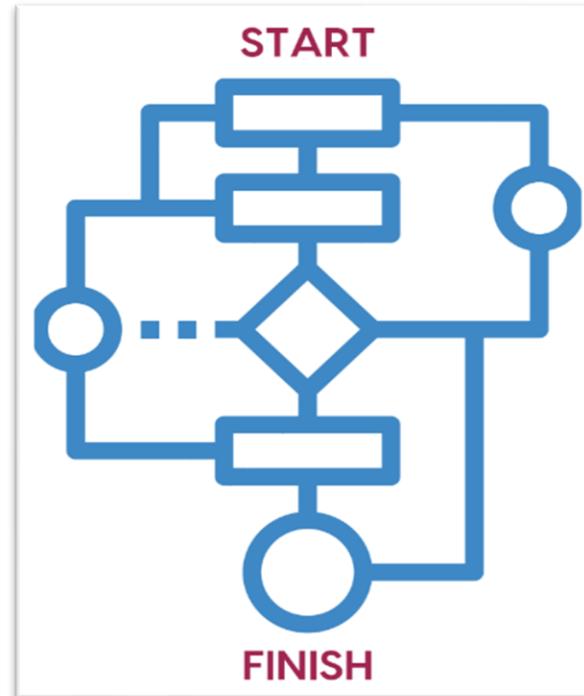


Baseline data

Process mapping

Root cause analysis

- Keep patient-focused
- Design “ideal state” map



4. Define project aim (26th May)



What **is** included in project

What's **not** in the project scope

S.M.A.R.T. aim statement

Specific

Measurable

Achievable

Relevant

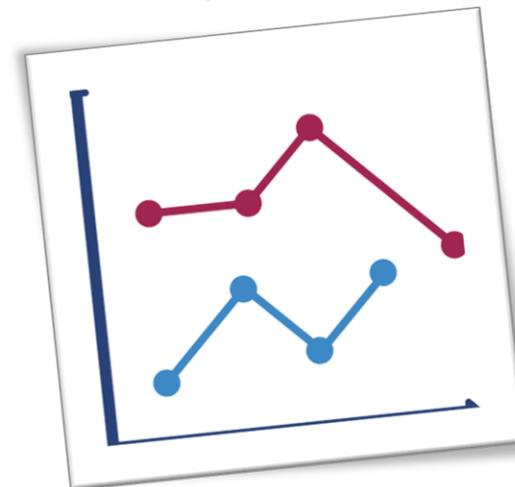
Timebound



5. Choose “just enough” project measures (26th May)



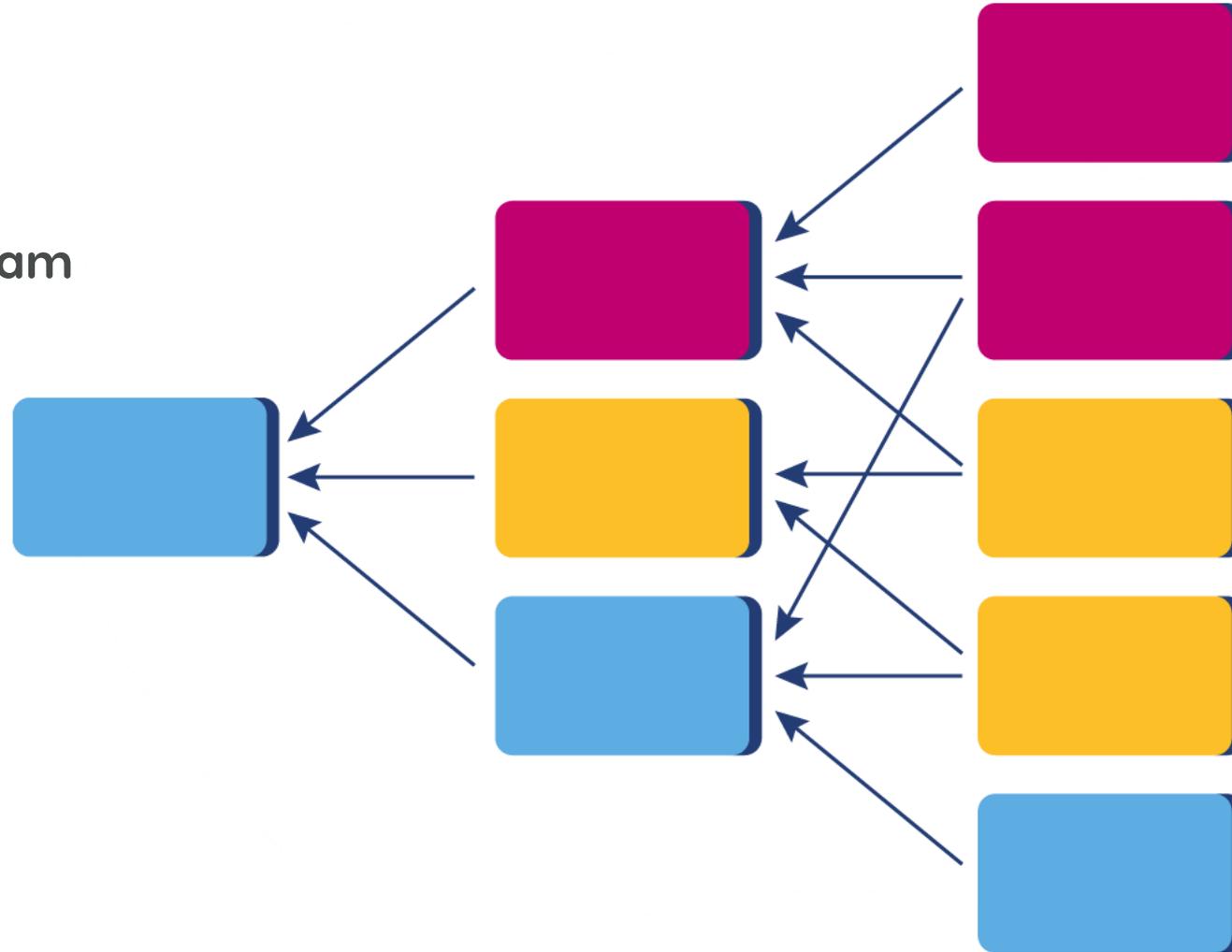
- **Outcome**
 - linked to S.M.A.R.T. aim
 - e.g. % of transplants which occur pre-emptively
- **Process**
 - things which need to happen reliably along the way, e.g. duration of access pathway
 - early signal of improvement
- **Balancing**
 - unintended consequences of change ideas



6. Develop change ideas (21st June)



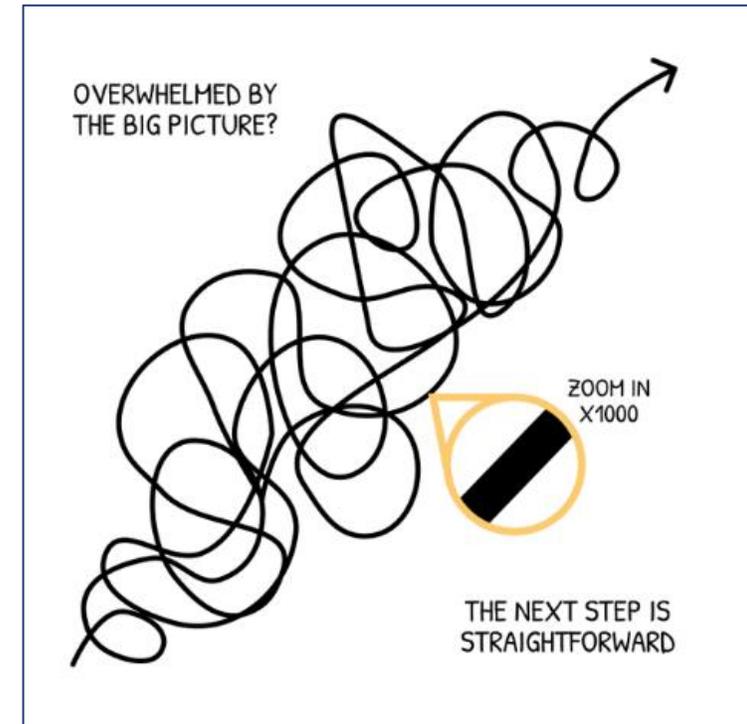
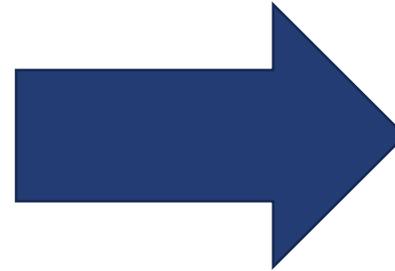
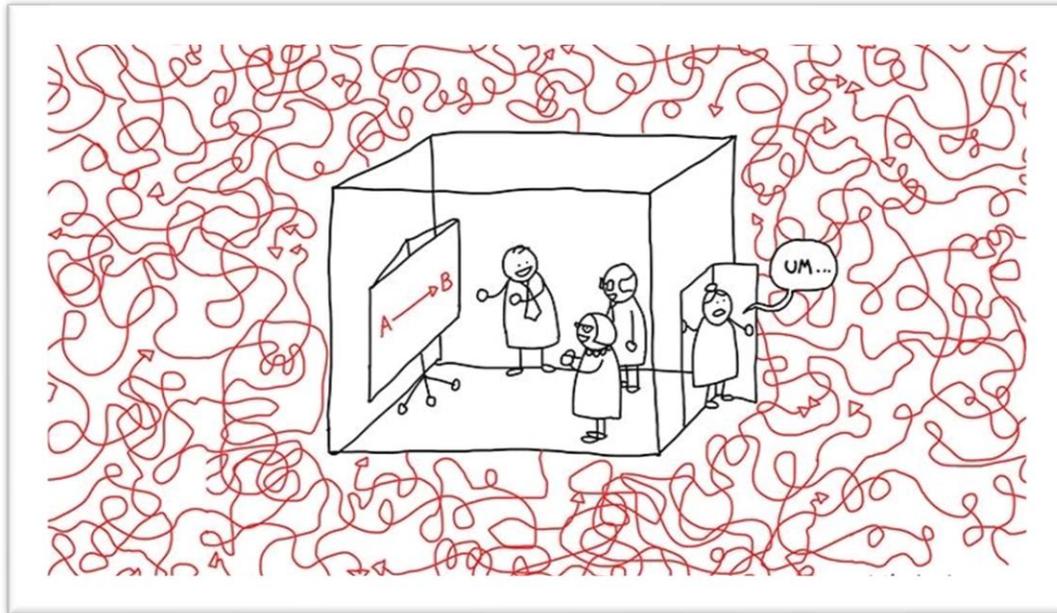
Create **driver diagram**
"project on a page"



7. Test using PDSA cycles (21st June)



**It wont always be easy!
KQuIP team is here to help you along the way!**



10 Things Fab Leaders Do!

1. INTRODUCE THEMSELVES

#hello my name is...

2. Less Talking
...MORE LISTENING

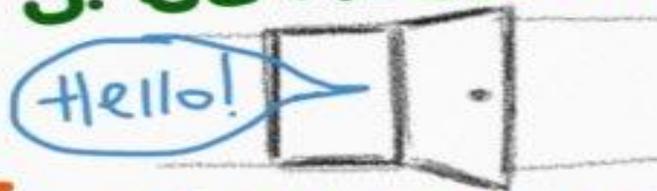
3. EMPOWER!

Help others develop as leaders. Encourage learning from ~~mistakes~~ mistakes

4. LIVE THE VALUES



5. BE ACCESSIBLE



6. GIVE CREDIT AND THANKS



7. REMAIN POSITIVE

... even when having a bad day!



positive pants!



8. WELCOME CHALLENGE

I recognise I don't have all the answers, and I seek different views.

9. BALANCE

When to intervene... and when to get out of the way!



10. LEARN AND DEVELOP



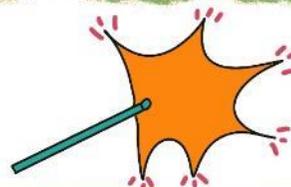
Habits of an Improver



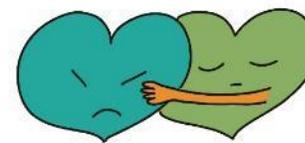
Learn from others. There's a wealth of knowledge & experience out there



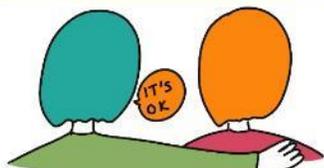
Listen to learn not to respond. It's not all about you and your thoughts



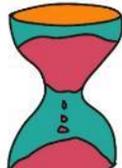
Be kind to diverse views. No one thinks the same. Differences spark change



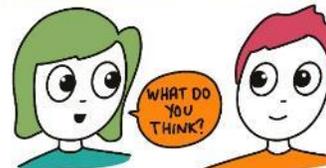
Embrace "negative" stories & strong emotions. They lead to the right changes



Don't judge people and their journey. Everyone has challenges



Be patient. People are busy & tired. It takes time but be consistent



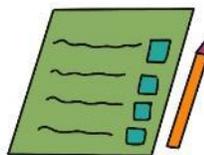
Don't dictate what needs to be done. Let people get there on their own



Get to know people. Build connections and trust. Relationships matter



Don't bombard people with emails & actions. Be mindful of your approach



Be organised. Plan ahead and make things as easy as possible for everyone



Encourage ideas to blossom. Ask how you can help them. Empower others



Be clear about what the aim is. Keep it simple and relatable



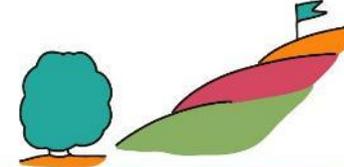
Be curious. Ask why. Offer different perspectives to spark creative thinking



Be flexible. If something is not working, don't be afraid to change approach



Be positive, champion good work no matter how big or small. It motivates people



Be focused on the outcome - make it visible to everyone. Use it consistently

<https://www.health.org.uk/publications/the-habits-of-an-improver>





10 steps in QI

KQUIP Methodology

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Model for improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?



Share your progress

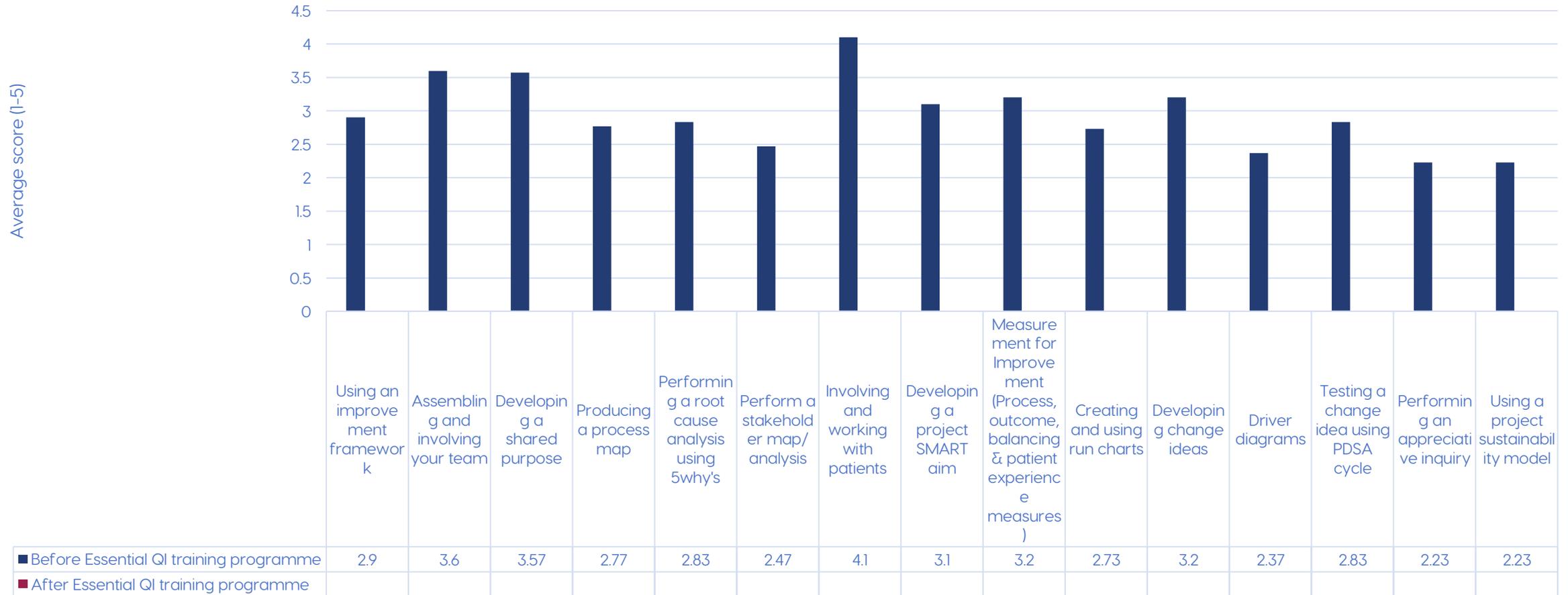
1. Agree an area for improvement (Nov – March)



Regional QI Needs Analysis - Results



Y&H QI Needs Analysis



Year 1 - KQuIP methodology



10 steps in QI

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Model for improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?



Share your progress

Aims



The aim of this session is to:

- Involve and assemble an improvement team
- Identify your key stakeholders
- Understand how to engage and communicate with them

2. Involve and assemble your team (Today)



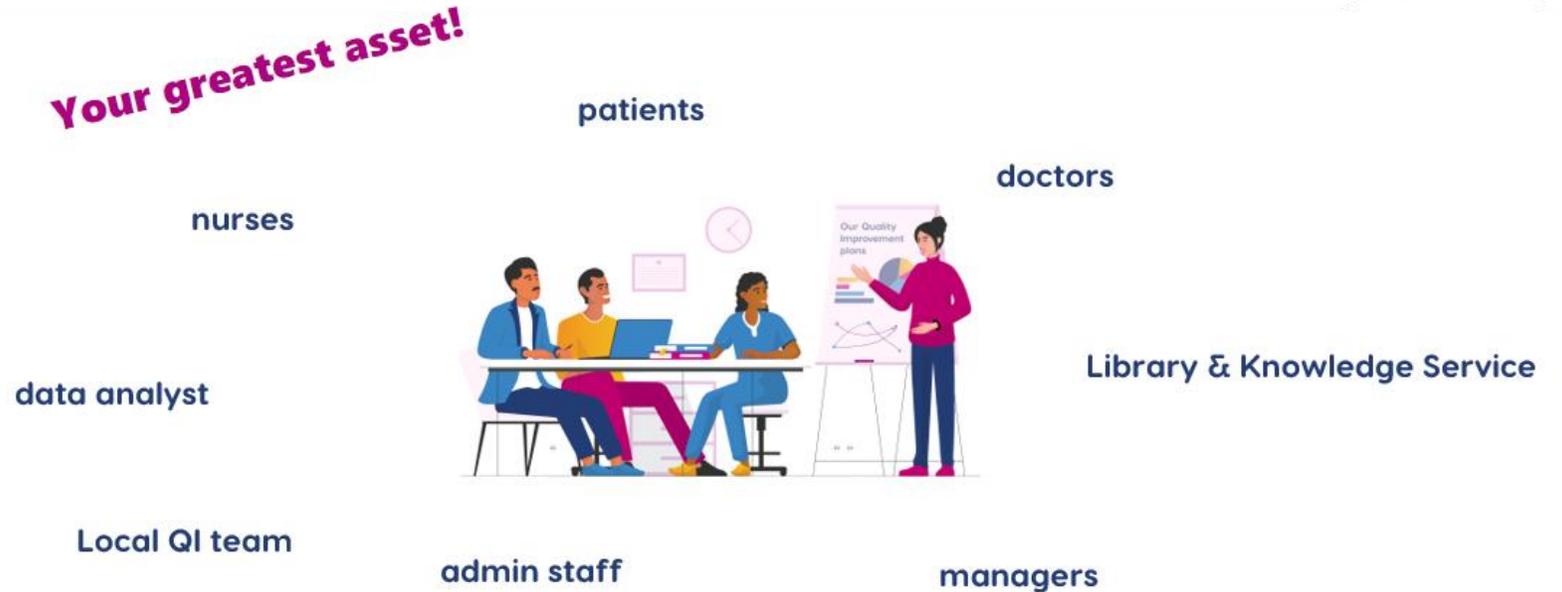
No one can whistle a symphony; it takes a whole orchestra to play it



2. Involve and assemble your team



A team is a cohesive group with a common aim who work together to get things done



How do you know who to have in your team?



How do you know who to have in your team?



INSTRUCTIONS

Please mark in rank order of your preference for each question, where "1" notes what matters most to me and "4" notes what matters least to you.

1. When performing a job, it is most important to me to

- _____ do it correctly, regardless of the time involved.
- _____ set deadlines and get it done.
- _____ work as a team, cooperatively with others.
- _____ demonstrate my talents and enthusiasm.

2. The most enjoyable part of working on a job is

- _____ the information you need to do it.
- _____ the results you achieve when it's done.
- _____ the people you meet or work with.
- _____ seeing how the job contributes to progress.

3. When I have several ways to get a job done, I usually

- _____ review the pros and cons of each way and choose.
- _____ choose a way that I can begin to work immediately.
- _____ discuss ways with others and choose the one most favored.
- _____ review the ways and follow my "gut" sense about what will work the best.

4. In working on a long-term job, it is most important to me to

- _____ understand and complete each step before going to the next step.
- _____ seek a fast, efficient way to complete it.
- _____ work on it with others in a team.
- _____ keep the job stimulating and exciting.

5. I am willing to take a risky action if

- _____ there are facts to support my action.
- _____ it gets the job done.
- _____ it will not hurt others' feelings.
- _____ it feels right for the situation.

Transfer the answers from the Working Styles Questionnaire onto the scoring grid below by entering the number you chose for each letter. Next, total the columns and record the answers in the space provided.

1. A. _____ B. _____ C. _____ D. _____

2. A. _____ B. _____ C. _____ D. _____

3. A. _____ B. _____ C. _____ D. _____

4. A. _____ B. _____ C. _____ D. _____

5. A. _____ B. _____ C. _____ D. _____

TOTALS: A. _____ B. _____ C. _____ D. _____

Your **LOWEST** score is your preferred or dominant working style.
In the case of a tied score, you should pick the working style you feel is most like you.

A= ANALYTICAL

B=DRIVER

C=AMIALE

D=EXPRESSIVE

My preferred working style is _____.

*Source: People Styles at Work and Beyond – Making Bad Relationships Good and Good Relationships Better/ Rober Bolton and Dorothy Grover Bolton, 2nd ed 2009.

Stakeholder Analysis



**20% of QI in healthcare is
about understanding the tools
80% is about understanding
the people**

Prof Marjorie Godfrey

1. Identify who the key stakeholders are



2. Assessing the influence and level of impact



More power in the project	Satisfy Opinion formers. Keep them satisfied with what is happening and review your analysis of their position regularly	Manage Key stakeholders should be fully engaged through full communication and consultation
Less power in the project	Monitor This group may be ignored if time and resources are stretched	Inform Patients often fall into this category. It may be helpful to take steps to increase their influence by organising them into groups or taking active consultative work
	Less impact	More impact

3. Stakeholder involvement plan



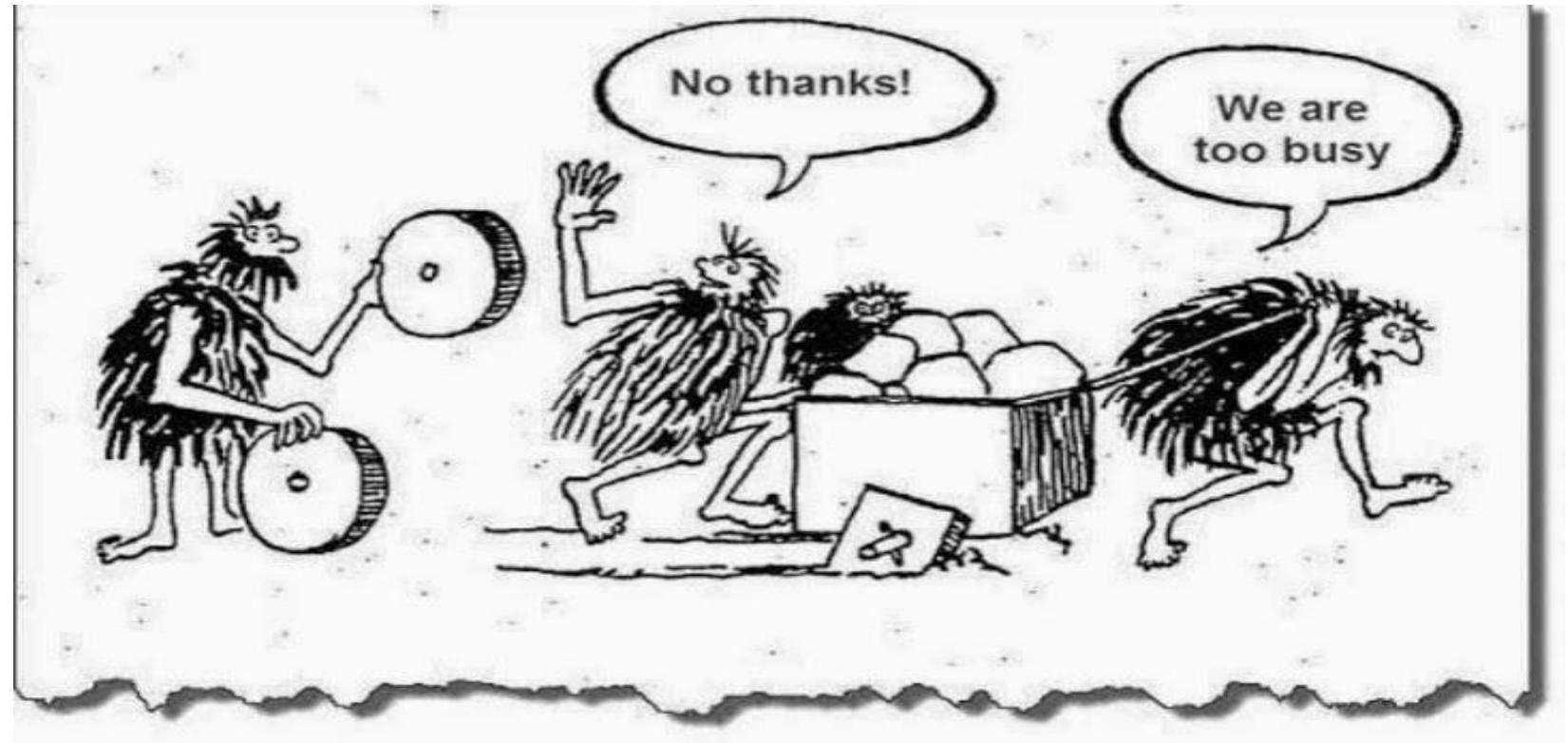
Stakeholder	Type	Level of Impact	Level of Influence	Current commitment	Engagement Plan	Communication plan
Name	Influenced Impacted Involved	High Low	High Low	High Medium Low	e.g. invite to the next project team meeting	e.g. include in the group mailing list to ensure always informed

How will you engage your stakeholders?



You get the best effort from others not by lighting a fire beneath them, but by building a fire within"

Bob Nelson



Power of the Narrative



15% of people engage with a **mandated** message
15% of people engage with **data and evidence**
70% engage with **stories**

People give 10% more if one personal story is told

A **story** reaches into our **values**
which **influences emotions**
which **leads us into action**