Joining up the Improvement Effort across organisations and systems

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10 High Impact Changes for Service Improvement and Delivery

A guide for NHS leaders

- Improve clinical quality
- Improve patient choice
- Virtually eliminate outpatient waits
- Increase patient satisfaction
- Enhance patient experience
- Increase staff training and education
- Better care without delay
- Enhance patient safety
- Decrease length of stay
- Release nearly 1.2 million inpatient bed days
- Create 80,000 extra patient interactions per week
- Improve staff morale
- Eliminate one million DNAs
Reforming the NHS from within

Beyond hierarchy, inspection and markets

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Time to Think Differently
A joined up system for improvement

Local Systems for Improvement

Regional Level Capability Building and Networking

National Level Leadership
What the Modernisation Agency didn’t quite get right…

- Paid for by the DH; but the NHS as the real “customer”
- National remit inhibited effective networking
- Lack of buy-in from CEOs and Boards
- Work was programmatic, uni service and episodic… “initiativitis”
- Grew too big – pulled good people away from the frontline
Applying the lessons – across the system

• A smaller, well focused improvement leadership nationally

• A network of regionally based improvement organisations who will:
  - build capacity
  - spread learning
  - create scalable results

• Hundreds of local “qulturums”
Applying the learning - AQuA

- Having real customers – 73 fee paying member organisations
- Scale – Northwest England – 7 million population
- CEO/Board Buy In – Board development and executive leadership are critical
- Not just initiatives – A long term relationship to build capability
- Avoiding Talent drain – Use an “Associate” Model to grow experts within member organisations
- Building partnerships…with 2 AHSNs, the NW Leadership Academy, Haelo, Health Education England, NW Employers
- A member of the UK Improvement Alliance…an embryonic network of regionally based improvement organisations
Applying the learning – The UK Improvement Alliance

- The UKIA is a nascent network of improvement bodies from England, Scotland, Wales and Northern Ireland.
- Our early development has been supported by the Health Foundation.
- We aim to:
  - Deepen and accelerate our improvement know-how by working together
  - Collectively influence policy makers to put quality improvement methods centre stage
  - Move the UK towards a greater self reliance in QI capability
  - Work in close partnership with AHSN’s, NHS England and other stakeholders
AQuA....
- works as a system integrator
- aims to develop system leadership skills across our membership
Integration to Improve
- Safety
- Effectiveness
- Population health
- Use of resources

Leadership

Service Design

Workforce
- Role design
- Skills
- Capacity

Patient and Carer Engagement

Governance

Infrastructure and IT

Financial and Contractual mechanisms

Culture

Healthcare value
System leadership
Lessons and learning from AQuA’s Integrated Care Discovery Communities

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Developing system leaders

• Focus on a real ‘Place’
• Apply learning from Improvement science and complexity theory
• Develop leaders at every level in the system
• Surface and handle conflicts
• Be patient, persistent and resilient
• Measure progress and impact
So...in conclusion

• Each organisation/community need to build their own “system for improvement”
• Regionally and Nationally based improvement organisations can help…but only if we learn the lessons of the past
• We need leaders who can both lead organisations and lead effectively across complex systems
• Keep the end in mind… Better Health, Better Care, Better use of tax payers’ money