Engaging staff and service users in Quality Improvement

Amar  Kevin  Jonathan  Marie  Paul

qi.elft.nhs.uk  @ELFT_QI

The presenters have nothing to disclose
Objectives for this learning lab

1. Describe a framework for engaging people in quality improvement at all levels of a system

2. Identify locally relevant ideas and tactics to support engagement in quality improvement

... to support you in your efforts to improve outcomes for your service users, carers and community
<table>
<thead>
<tr>
<th>Arrived at the forum by car</th>
<th>Has led a QI project</th>
<th>Is an administrator / manager</th>
<th>Is presenting at this IHI forum</th>
<th>Has already put their Christmas tree up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has a QI programme in their organisation</td>
<td>Owns three Apple devices</td>
<td>Plays sport weekly</td>
<td>Has been to an IHI forum before</td>
<td>Lives in the Southern hemisphere</td>
</tr>
<tr>
<td>Lives in an apartment</td>
<td>Knows what PDSA stands for</td>
<td>Travelled for over 4 hours to reach the forum</td>
<td>Works for a healthcare provider</td>
<td>Has been part of an improvement collaborative</td>
</tr>
<tr>
<td>Has worked in healthcare for over 10 years</td>
<td>Has a cat</td>
<td>Is at the forum with at least one work colleague</td>
<td>Has published quality improvement work</td>
<td>Owns a car</td>
</tr>
<tr>
<td>Is a nurse</td>
<td>Plays a musical instrument</td>
<td>Works in quality assurance</td>
<td>Has three children</td>
<td>Is going on a site visit tomorrow</td>
</tr>
</tbody>
</table>
Beyond organisational boundaries

Board

Organisation level

Staff

Service users & carers
Make it feel meaningful

Make it feel possible

Make it feel valued and permanent

Provide skills and support
At your table, have a discussion in pairs on what **you are currently doing** and **what you might like to try**, in order to engage staff at team-level in quality improvement...

1. How are you making QI meaningful to your teams?

2. How are you making QI feel possible?

3. How are you making QI feel valued and permanent?

4. How are you providing skills and support?
## Service user involvement in providing governance and assurance

### Structures and processes

- Members of our QI Board and steering group
- Metrics on service user involvement in QI reported to the Board
- Service user steering group to oversee and support user & carer involvement
- People participation leads across every area of the organisation

### Supporting the service user voice

- Stories and experiences within key meetings (eg Board)
- Service user surveys (qualitative and quantitative)
- Service user auditors
Service user involvement in improvement

### Co-design and co-creation
- Two service users within the central QI team
- Co-created service user involvement strategy
- Co-design the visibility wall and joint newsletters for staff & service users

### Genuine partnership
- Service users involved in QI projects alongside staff members
- Service user led QI projects starting to emerge
Little I

Regularly consulted during lifetime of the project

- Service user forum
- Community meetings
- Focus groups
- Surveys

Big I

Act as a full member of the QI project team
To achieve service user/carer involvement in QI across ELFT:

**Big I**
- Communication (in and out)
  - Advertising
  - Access to information
  - Support structure
- Service user/carer specific role in project team
- Structure/process outlining how service users/carers get involved
- Payment
- Service user/carer led or co-led projects

**Little I**
- Service user/carer feedback
- Partnership working between Quality team and QI Team

**Overview of service user/carer involvement**
- Monitoring & reporting
- Regular Reviews

**Additional details**
- Booklet outlining all information about involvement in QI
- Clear structure outlining different levels of support and outlining responsibilities
- Service user/carer involvement in QI forum
- Service user/carer lead in QI central team and each project team
- Role descriptions and contracts
- Incorporate QI into recovery syllabus
- Buddying up
- Regular support sessions for service users/carers similar to coaches.
- Training – not focused on methodology – more focus communication skills and role plays.
- Service user/carer bespoke group – similar to support QI coaches receive.
- Induction to team and/or trust induction.
- A trust wide survey service users/carers can complete about quality of service and/or QI project on that ward/in that team – similar to friends and family test.
- Regular steering group/oversight meeting.
- Monitoring informatics system that reviews service user/carer involvement at all different stages of the QI project.
- Dashboards
At your table and in pairs, consider what you are currently doing and what you might want to do, in order to support service users, carers and families to engage in quality improvement...
Use of data to guide decision-making

Executive WalkRounds

Stop solving problems at the top

Give people time and space to solve complex problems

Manage the expectations

Paying personal attention

**Change in Executive behaviours**

**ROLE MODELLING**
At your table and in pairs, consider what you are currently doing and what you might want to do, in order to shift the whole organisation towards being improvement-focused...
Why Do Boards Exist?

Collective Responsibilities of the Board

- Shareholders, customers, employees and other stakeholders
- Risk management and accountability controls
- Long-term direction and strategy
- Right resources to deliver
- Review management performance
- Values and standards
Tips on How to Engage Your Board

Understand
• Your Board
• The wider context within which it exists
• Timing

Evidence
• Alignment
• Successful impact
• Role for the Board

Create
• Board Champions
• Board Ownership
• Naysayer Response
• Next Steps

Be tenacious, maintain and grow the above
Create a plan to engage your Board to support an organisation-wide QI programme.

What would you do, when, how and by whom?

Consider the information that has been shared throughout today’s session.

Be prepared to present your plan to the room…