Building and sustaining effective collaborative networks

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NHS Improvement objectives

Delivering better healthcare by inspiring and supporting everyone we work with, and challenging ourselves and others to help improve outcomes for all.
Yet in reality….

• ‘A culture of quality and service improvement in acute hospitals is emergent and variable’

• Focus on Quality Assurance rather than Quality Improvement

• Key drivers are governance, compliance, accountability rather than learning and cultural change

• Focus is more on systems, tools and data than on changing attitudes, behaviours and cultures

• QI work resides largely at the margins of hospital priorities and routines
improving quality $\neq$ quality improvement
What It Feels Like

Frequency

Quality

Control

Improvement

Invention

From Don Berwick
Inspired by others South Eastern Trust (NI) and East London Foundation Trust…

• Germ of idea: Value to all in collaboration (individuals, orgs)
• A lead in each org: Regular, brief check-ins
  • Set a date for 1st meeting 8 weeks away
  • ‘Hook’ around 3 topics
  • Convened 2-5 people per topic per org

Principles (not yet made explicit)
• “No conscripts”
• “No lectures” – just enough material in and out
• “Create pull”: Make it something people want to do
  • Curiosity: “all teach, all learn”
  • Groups self-organising
  • Direction & focus emergent … but find & deliver benefit
One sunny afternoon in Paddington, London…

1. Measurement for improvement
2. Reducing unwarranted variation across care pathways
3. Psychological safety & creating supportive cultures
BOB K
Royal Free
NHS I
Imperial
Welcome!
So far our collaboration has..

1. Generated shared learning and ideas to progress work on three topic areas:
   - Measurement for improvement
   - Culture of Safety
   - Reduction of unwarranted variation

2. Emergence of collaboration in other topic areas:
   - Inclusivity & diversity
   - Joy in work

3. Connected people i.e. Culture and Leadership Programme

4. Supported the co-design of Making Data Count – a practical, interactive guide [published in May 2018]

5. Facilitated an NHS Improvement board and executive session on measurement for improvement.

Next…

- Paired learning commences Autumn 2018
- ‘Critical friend’ peer support (e.g. Board development)
How much do you & your organisation currently collaborate and share with others at the moment?

10  .................................. 5  .................................. 1
Small group work:

1. Who are you working with at the moment?
2. What are you collaborating on?
3. What are you doing as senior leaders to enable collaboration across your organisations & health systems?
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