



**Quality Improvement Fundamentals:  
Practical Application Workshop**



CPD  
CERTIFIED  
The CPD Certification  
Service



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**Qi Fundamentals  
Workshop**





*Improving lives*

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**Pre-Knowledge Survey**


Please take five minutes to complete  
this survey.


You can use your smartphone or  
iPad to scan the QR code.

or

You can enter the URL below:  
<https://forms.office.com/e/sHCVfmNrj1>

Qi Fundamentals: Pre-Knowledge  
Assessment





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Housekeeping

- Be respectful to others
- Phones on silent and avoid looking at emails
- Twitter
- Lunch and breaks throughout the day
- Ask questions!



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Learning objectives

- To appreciate the psychology of change.
- To understand the fundamentals of a Quality Improvement Project.
- To appreciate the Model for improvement approach.
- To be able to try out tools of Qi:
  - Affinity diagrams
  - Driver diagrams
  - Aim statements
  - Using data
  - PDSA Cycles



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Today's Agenda

- 9.30 Introductions, icebreaker
- 10.00 Qi teach and explore the problem activity
- 11.15 Aim statements and activity
- 11.30 Break
- 11.45 Driver diagrams
- 12:30 Measures and activity
- 1:00 Lunch and networking
- 1.45 Change ideas
- 2.15 PDSA activity
- 2.45 Present worked example
- 3.15 End

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Introductions and Ice Breaker



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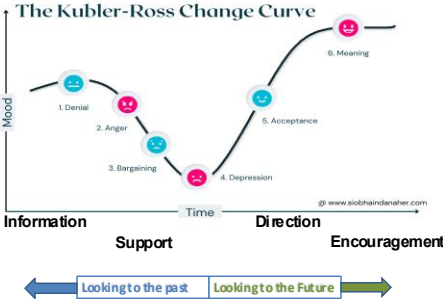
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Engaging a Team

The Kubler-Ross Change Curve



© www.siddhaindianher.com

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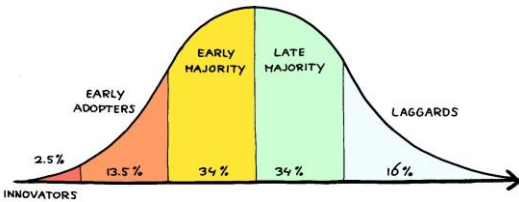
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Change adoption curve



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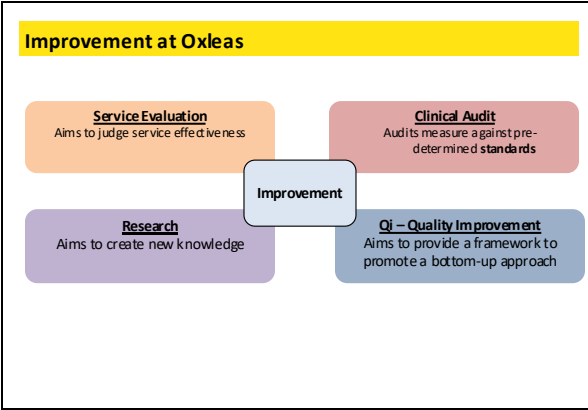
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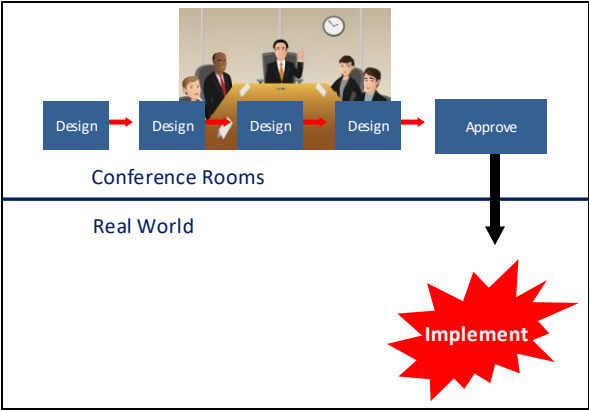
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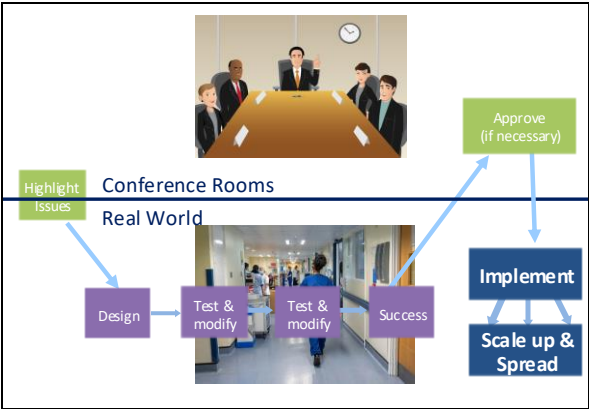
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Let's think about...

What problem are we trying to solve?

How do I know it's a problem?

What does Good look like?



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The Model for Improvement (MFI)

There are 3 fundamental questions we need to answer when doing a Qi project

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?

Aim

Measure

Change Ideas

Test

Adapt

Adopt


Discard

Act

Plan

Study

Do



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Qi Project Journey

Project charter & Establish type of project

Project team & Service User Involvement

Explore the problem

Aim Statement

Create driver diagram

Define measures

Collect data

PDCA cycles

Project in Sustainability Phase

Celebrate and share your learning

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Co-Production

Co-production

Co-design

Engagement

Consultation

Informing

Educating

Coercion

Doing with


Doing for

Doing to

Is an equal and reciprocal partnership

engaging and involving people

trying to fix people who are passive recipients of service



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Oxleas  
NHS

Aim Statement

Improving lives

STEP 1

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?

Act

Plan

Study

Do

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Setting an Aim

What

Where

How Good

By When

Reduce the number of falls

On Ward 1

By 50%

By December 2023

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Setting an Aim Activity

What

Where

How Good

By When

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Oxleas  
NHS

Exploring the problem

Improving lives

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Exploring the problem

- This is a team effort
- Time needs to be spent here. Experience has shown that the root cause of the problem is not always what is originally thought.
- Teams that have properly explored the problem have a greater chance of implementing sustainable change
- There are many tools available to help you and your team dig deeper



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## Tools for Exploring the Problem

## Process Mapping



### Fishbone Diagram



### Pareto Chart



### Affinity Diagram



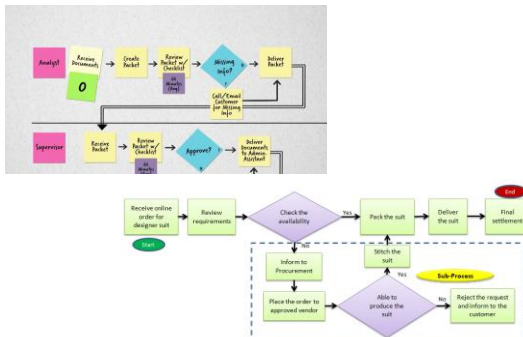
## 5 Whys



## 6 Thinking Hats



## Process Mapping



## Explore the problem

## Thought Shower



The Rules of thought shower:

- Accept all creative and wild ideas.
- Build on other ideas.
- Everyone can contribute.
- Capture all ideas without evaluation.
- Aim for quantity over quality

Explore the problem- Affinity diagram

TYPE

PROBLEM

CAUSE

SOLUTION

OPTION

What is the problem?

What are the causes?

What are the solutions?

What are the options?

Grouping ideas together which share the same theme.

Example

What are you writing about?

AFFINITY DIAGRAM Q2 2022

CULTURE

LEADERSHIP

COLLABORATION

GOALS

CUSTOMER

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NHS

15 minute break

"Every system is perfectly designed to get the results it gets" W. Edwards Deming

Improving lives

Portrait of W. Edwards Deming

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Oxleas  
NHS

Driver Diagram

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?

Act

Plan

Study

Do

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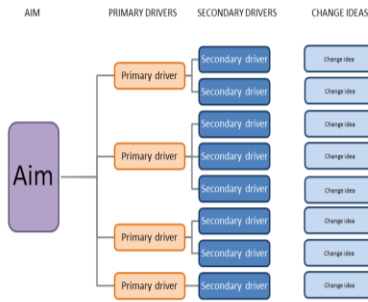
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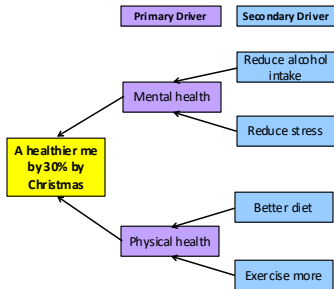
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### Driver Diagram –Your project on a page:

- **Aim:** what/where/how good/by when?
- **Primary Drivers:** main systems/processes that will help towards achieving the aim
- **Secondary Drivers:** elements or portions of the primary drivers. The detail behind the primary drivers
- **Change Ideas/Concepts:** what we are going to test to achieve our aim

[illegible]

## Driver Diagram Example



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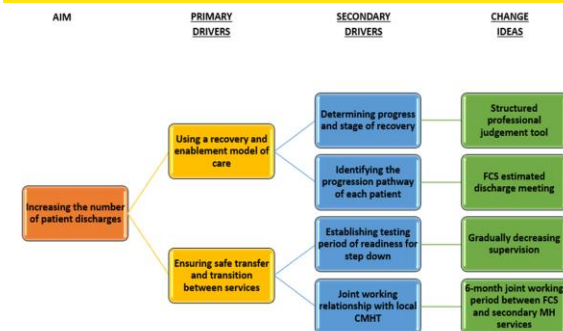
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# Oxleas

NHS

STEP 2

If you can't measure it,  
  
you can't improve it.

Improving lives

### 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?

Act

Plan

Study

Do

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What comes to mind when you think of data?



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### Types of Measures

This is data that will show if you have achieved your aim & how successful!

OUTCOME

PROCESS

BALANCING

This is data that will show how you know you're on your way to your aim

This is data that makes sure the change ideas you are testing aren't having an unintended impact elsewhere

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Types of Measures

This is data that will show if you have achieved your aim & how successful

OUTCOME

PROCESS

BALANCING

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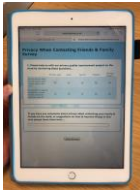


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Data Collection Methods



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Data for Judgement (Static Data)

When people think of data they're often thinking of data for judgement:



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Data for Judgement (Static Data)

Target = 85%

Month	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Percentage of prescriptions have given to new staff	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85

Data for Judgement (Static Data)

Target = 85%

Month	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Percentage of prescriptions have given to new staff	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85

What have the results changed in the last 12 months?

Has a copy of the care plan been given to the service user?

Percentage answering "Yes"

Source: monthly, comparing with comparing basis

Month	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18
Percentage answering "Yes"	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85

DATA....fear not

Hi, my name is Ryan and I am here to help!

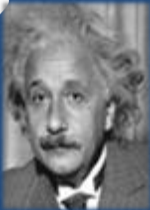
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Oxleas  
NHS

Lunch

*"The purest form of insanity is to leave everything the same hoping that things will change."*

Albert Einstein



Improving lives

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Oxleas  
NHS


STEP 3

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?



Improving lives

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A practical need often drives creativity...



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...But don't get carried away!



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What is a Change Idea?

- While all changes do not lead to improvement, all improvement requires change.
- The ability to develop, test, and implement changes is essential for any individual, group, or organisation that wants to continuously improve.



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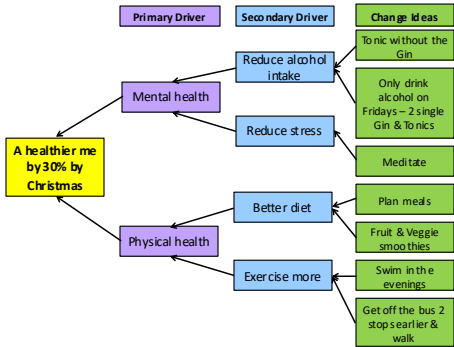
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Driver Diagram with change ideas



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Oxleas

NHS

PDSA cycles

Improving lives

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?

Act

Plan

Study

Do

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PDSA Cycles

- Small scale tests of change
- PDSA cycle for each change idea

PLAN

What change idea are you testing and what do you hope to see? (What is your prediction/hypothesis?)

DO

Do the test and record observations

STUDY

Analyse the data – was your change idea a success? Did it help you move towards the aim?

ACT

Adapt, adopt or discard?

Act

Plan

Study

Do

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Plan, Do, Study, Act (PDSA)

We do PDSAs every day, without even realising!





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Tips for testing

- ✓ Start by testing your quick wins first
- ✓ Be enthusiastic
- ✓ Involve service users where possible
- ✓ Try not to agonise over getting approval or reaching consensus
- ✓ Collect useful data during each test (quantitative and qualitative)
- ✓ Start small with your tests and then scale up e.g. start with one ward and then move on to a whole unit

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PDSA take aways

- ✓ Importance of test and learn.
- ✓ Data informed change. Plot data over time.
- ✓ Don't be afraid to fail! As long as you are learning.
- ✓ It's a team effort.
- ✓ Plan your tests of change
- ✓ Do your test of change
- ✓ Study your test of change
- ✓ Act – Adopt, Adapt, Discard



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A quick summary



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Next steps...



Zoe O'Mahoney-James

Acute & Crisis Services



Nitish Lakhman

Adult Community  
Physical Health  
Services



Lucy Barr-Hamilton

Community Mental  
Health Services



Becky Newton

Children and Young  
People / Adult  
Learning Disability  
Services



Olivia Ellis

Forensic and Offender  
Health Services

Poonam Gupta

Corporate Teams

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Feedback

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