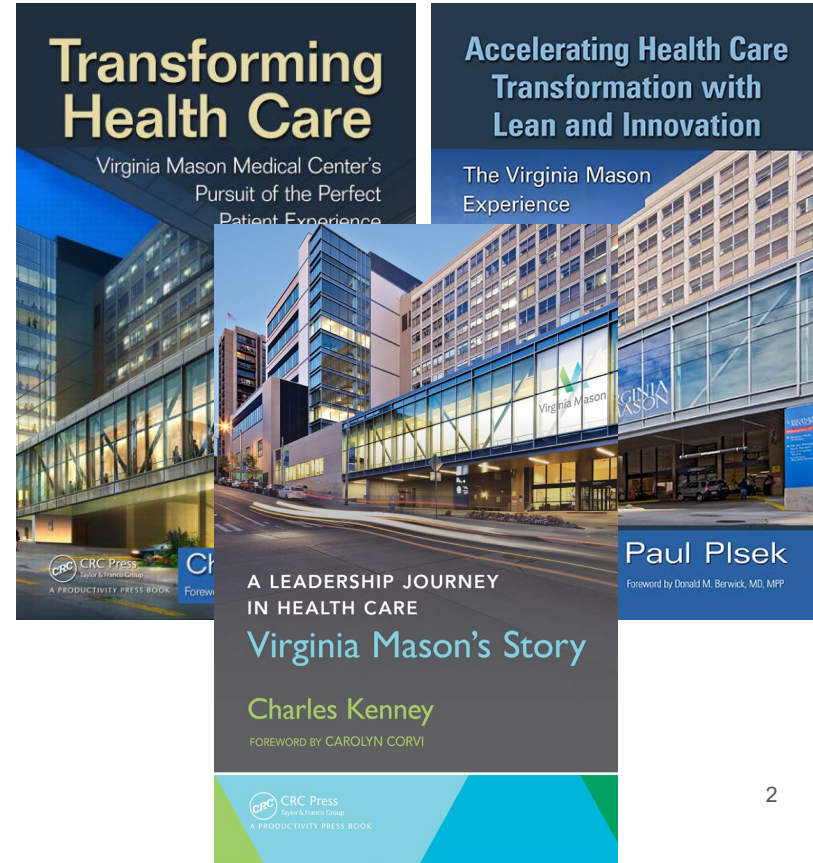


The IMPACT You Need: Delivering a Quality Management System

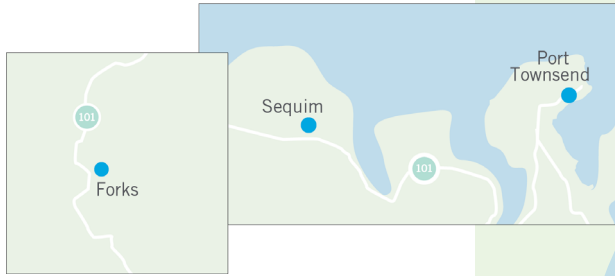
Dr. Gary Kaplan
28th September 2023

Virginia Mason Institute: An Overview

- Formed in 2008 with 14 years of NHS partnership experience
- International experience working across 26 countries, governments and systems
- Real world application across our 18,000 people, 11 hospitals and over 300 care sites around the world
- World-class experts with proven delivery approaches, concepts and methods
- Access to Virginia Mason's "Live Learning Lab" and state of art learning experience



Our System



- H** Hospitals: **11**
- 🛏** Bed Count: **1,678**
- Outpatient Centers: **289**
- Urgent & Prompt Care Clinics: **15**
- Franciscan Hospice House, Bailey-Boushay House
- Benaroya Research Institute



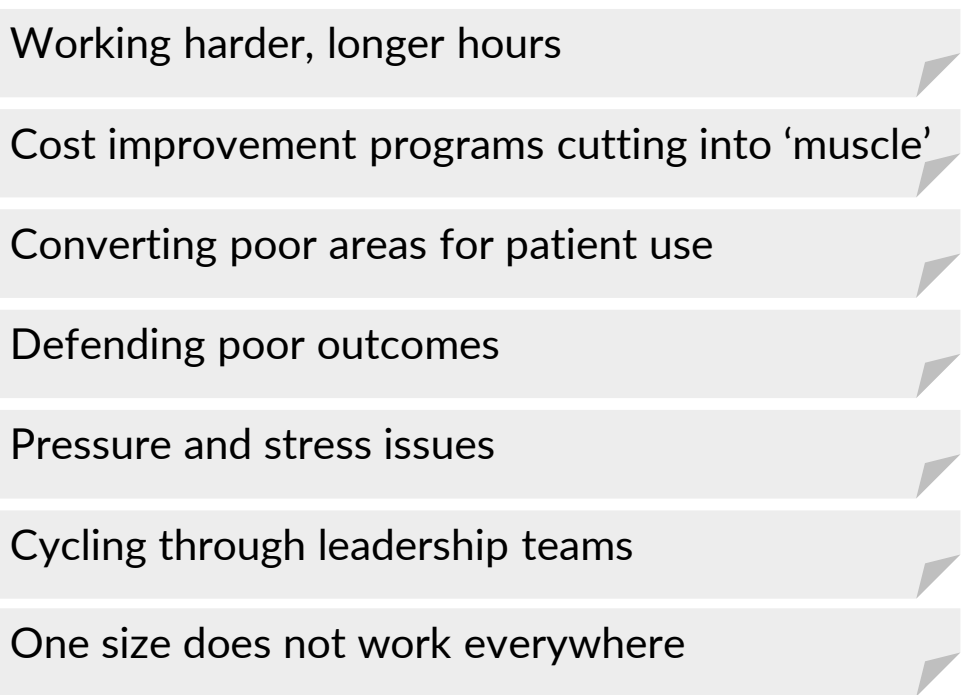
Why Change?

NHS Improvement- Global Improvement

Global Issues



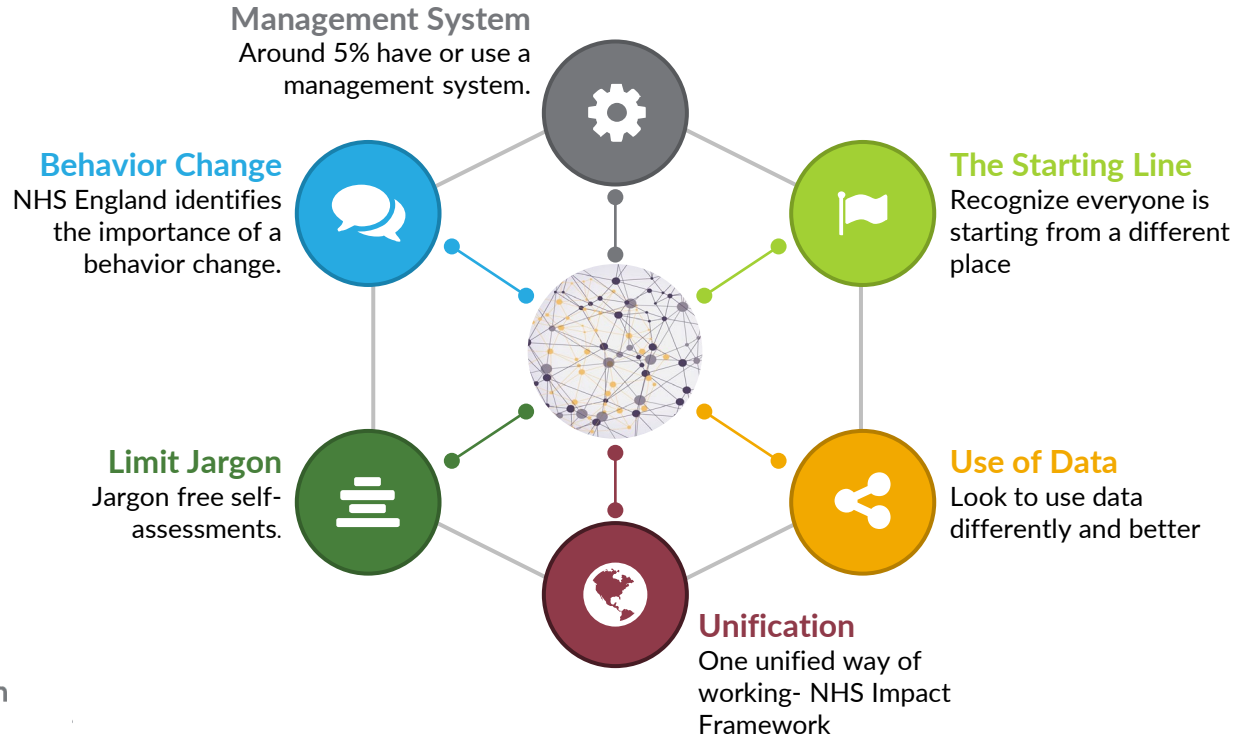
Traditional Responses



What is a Quality Management System?

NHS Improvement

Global Improvement



The Core Ingredients

Embedding a Quality Management System



A High Functioning Quality Management System Has...

Strategic
Alignment

Daily Work

Risk
Identification

Priorities

Quality
Improvement

Organizations and systems that are doing this well have:

- ✓ Developed an explicit QMS that **aligns with the strategy, vision and purpose** of the organisation at board level and throughout all workforce structures and functions
- ✓ Embedded **visible continuous improvement routines** in daily work so that everyone's daily activity links back to the organisation's strategy, vision and purpose to improve care quality and outcomes
- ✓ Put systems in place as part of the QMS to identify and **monitor early warning signs** and quality risks
- ✓ The ability to **respond to system and national priorities more easily** as the QMS provides a consistent and coherent quality-focused framework
- ✓ Set up the QMS as a system that **enables ongoing improvement** of quality, experience, and outcomes



Building a Shared Purpose and Vision

Building a Shared Purpose & Vision

Inclusivity & Transparency

Create a vision and shared purpose in an inclusive and transparent way ensuring meaningful input from all people

Emphasize Lived Experience

Involve communities and people with lived experience as partners in the design of the vision and shared purpose.

Strategic Priorities

Align improvement work to the vision and shared purpose through strategic priorities

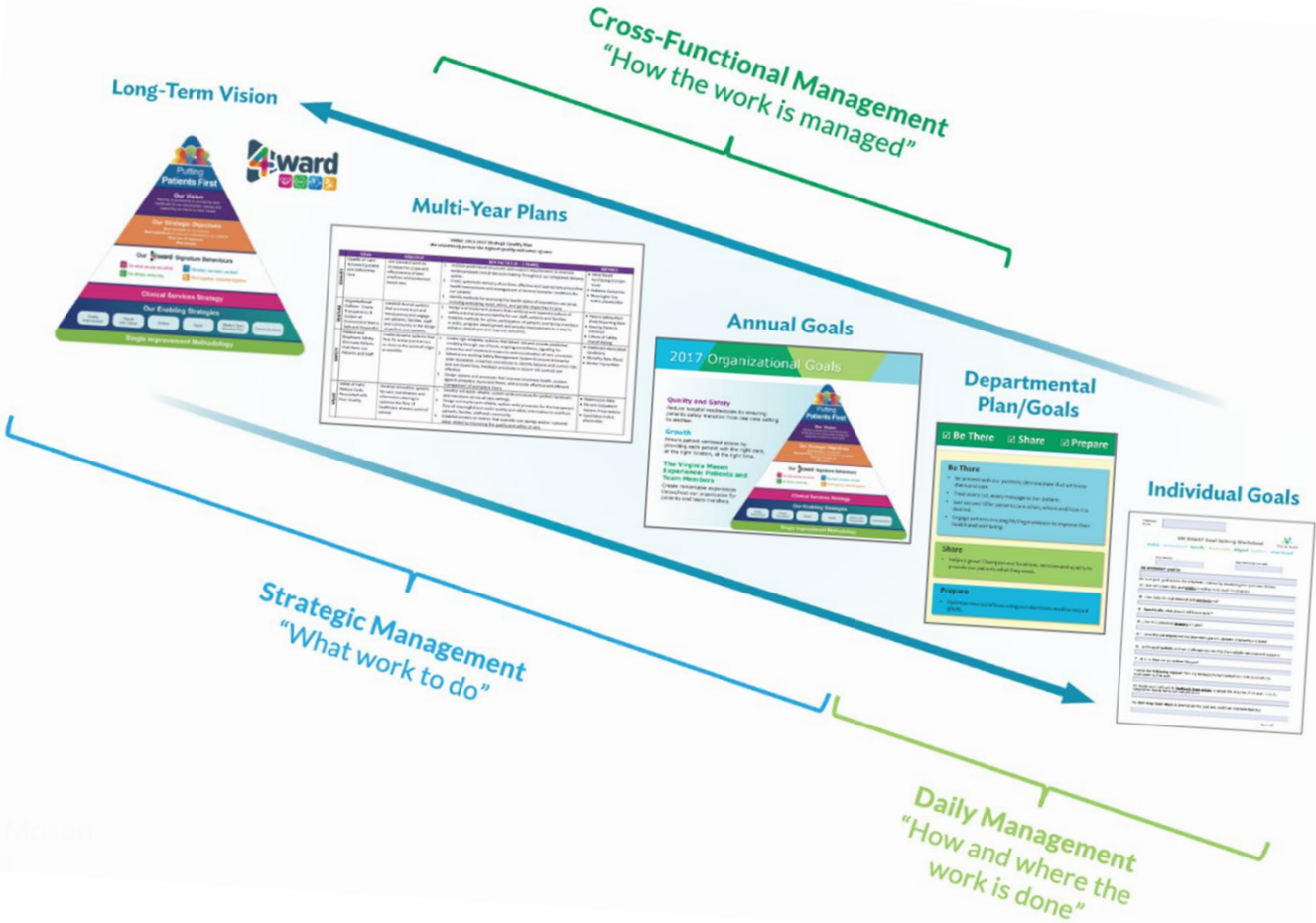
Core Values

Find ways to ensure the vision and shared purpose are lived everyday by its people and are underpinned by core values.

Purpose-Driven Context

Set a powerful purpose-driven context for their improvement work so that people are more likely to engage, based on commitment to the purpose, rather than compliance with a process

Creating the Golden Thread



Investing in People and Culture

Psychological Safety

Our Beliefs



Fostering a Culture of Continuous Improvement





How to Foster a Culture of Continuous Improvement

Learning from NHS - Virginia Mason institute Partnership

Nicola Burgess

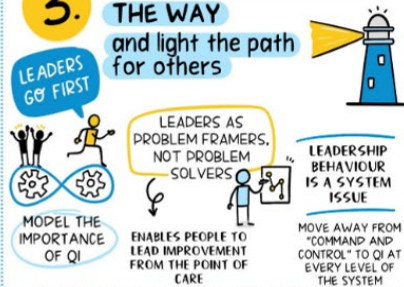
1. BUILD CULTURAL READINESS as foundation for better QI outcomes



2. EMBED QI ROUTINES AND PRACTICES into everyday practice



3. HAVE LEADERS SHOW THE WAY and light the path for others



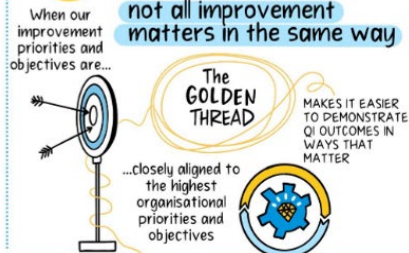
4. RELATIONSHIPS aren't a priority, THEY'RE A PREREQUISITE



5. HOLD EACH OTHER TO ACCOUNT FOR BEHAVIOURS, not just outcomes



6. THE RULE OF THE GOLDEN THREAD: not all improvement matters in the same way



LEADING CHANGE ACROSS HEALTHCARE SYSTEM: HOW TO BUILD IMPROVEMENT CAPABILITY AND FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT

Developing Leadership Behaviour

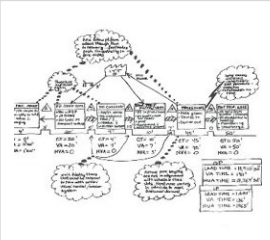
Developing Leadership Behaviours

From Enlightened
Command & Control



To Trust & Inspire

New Leadership Approach



System Thinker

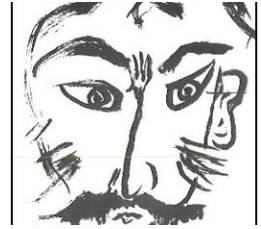



Coach

Problem Framer



“Go and See”

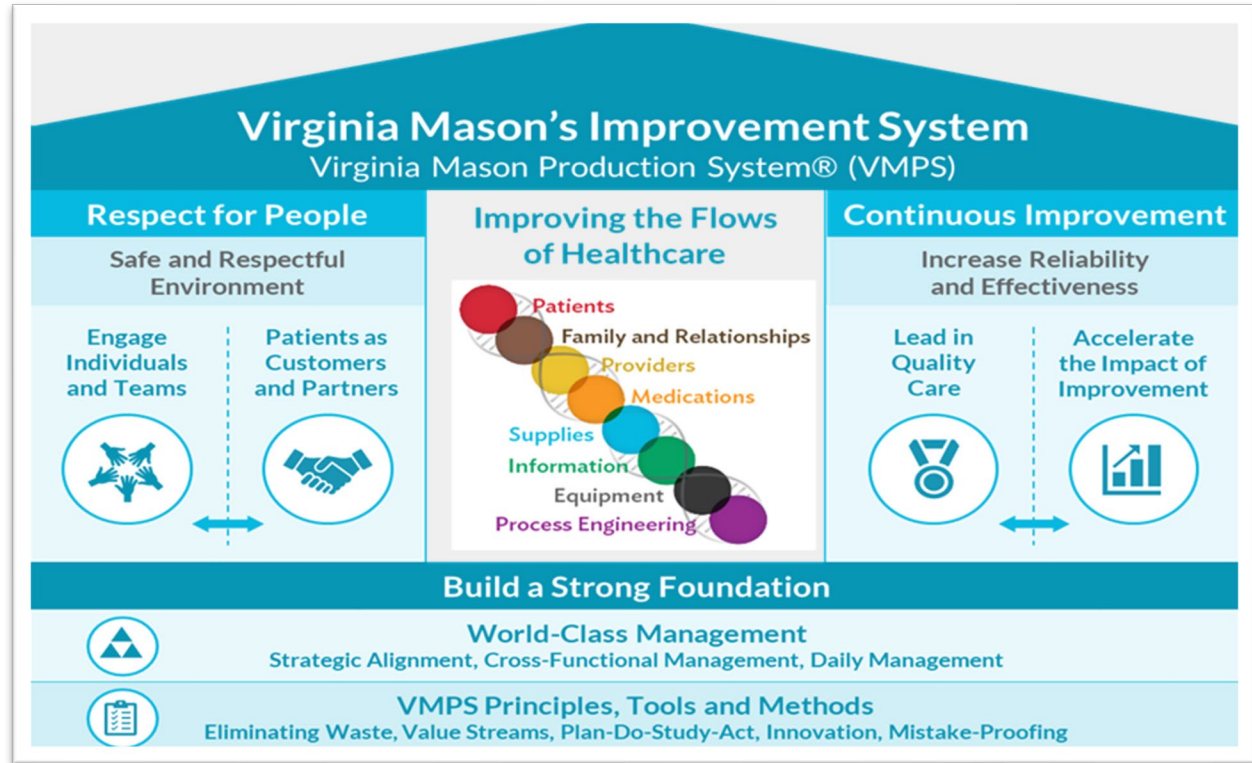
Learner

GENBA	
AIM	Review Issues Board for items in ORANGE status
Mid-Day	These items are:
Plus	-New Issues
	-Completes Rounding form
	-Have Updates/Changes
Quality Checks (DIP they fill out DME)	-Require Assistance
Appraise	
DEB:	
	Transparent Management Questions
	-What is working well for you?
	-Are there any barriers (top reasons)?
	-What is not working well for you?
	-Is there anyone I should recognize for good work?
	-How are your BU's coming?
	-How I help you with your BU's?

Standard Work

Building Improvement Capability

Building Improvement Capability & Capacity



Embedding a Quality Management System

At Its Heart, It's About How We All Work Together

A quality management system unifies the clinical and enabling strategies through:

Leadership



- Aligned strategy & goals
- Provides clarity, focus, and direction
- Self-aware & self-managed
- Social awareness & relationship management
- Behaviours, routines, & expectations
- Inspires & role-models



Behaviours & Culture



- Engaged & empowered workforce
- Inclusive & connected
- Psychological safety
- Values innovation & ideas
- Culture of engagement & continuous improvement
- Systems perspective, organizational health



Patient-Centered Focus



- Patient voice is prioritised and included
- Co-production with those with lived experience
- Focus on value for patient & community



Improvement Methodology



- Unified and scientific
- Simple, easy, & meaningful
- Standardization
- Removes unwarranted and unnecessary variation
- Reduces waste and non-value-added activities



A well-implemented QMS will bring focus and alignment to strategic goals, while building engagement and capability for continuous improvement across the organisation, resulting in measurable and sustainable success.

By approaching these elements concurrently, they wrap around each other creating a strong bond which unites the organizational teams in a single unending pursuit of **There are many variations of passages** of waste, variation, and risk empowering people to act and find joy in their work.

In Partnerships Worldwide

Transforming healthcare across the globe



Thank you.