



GREEN TEMPLETON COLLEGE | OXFORD

**The Green Templeton College  
Management in Medicine  
Programme**

# ***Making Service Improvements in Healthcare***

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***1 December 2018***

# Workshop Agenda

- 9.00 Coffee and registration - Postits please!!
- 9.30 Introduction and setting the scene – Keith/Tony
- 10.00 Identifying potential improvements and setting priorities
- 10.45 Break and regroup*
- 11.00 Developing solutions
- 11.45 Lessons and approaches to change – Keith/Tony
- 12.30 Action planning and summary
- 13.00 Lunch*
- 14.00 Close

# Introduction

Dr Keith Ruddle

*Change or no change?*

*...and how do we do it?*

# NHS Hospital 1948



# NHS Hospital 2018?

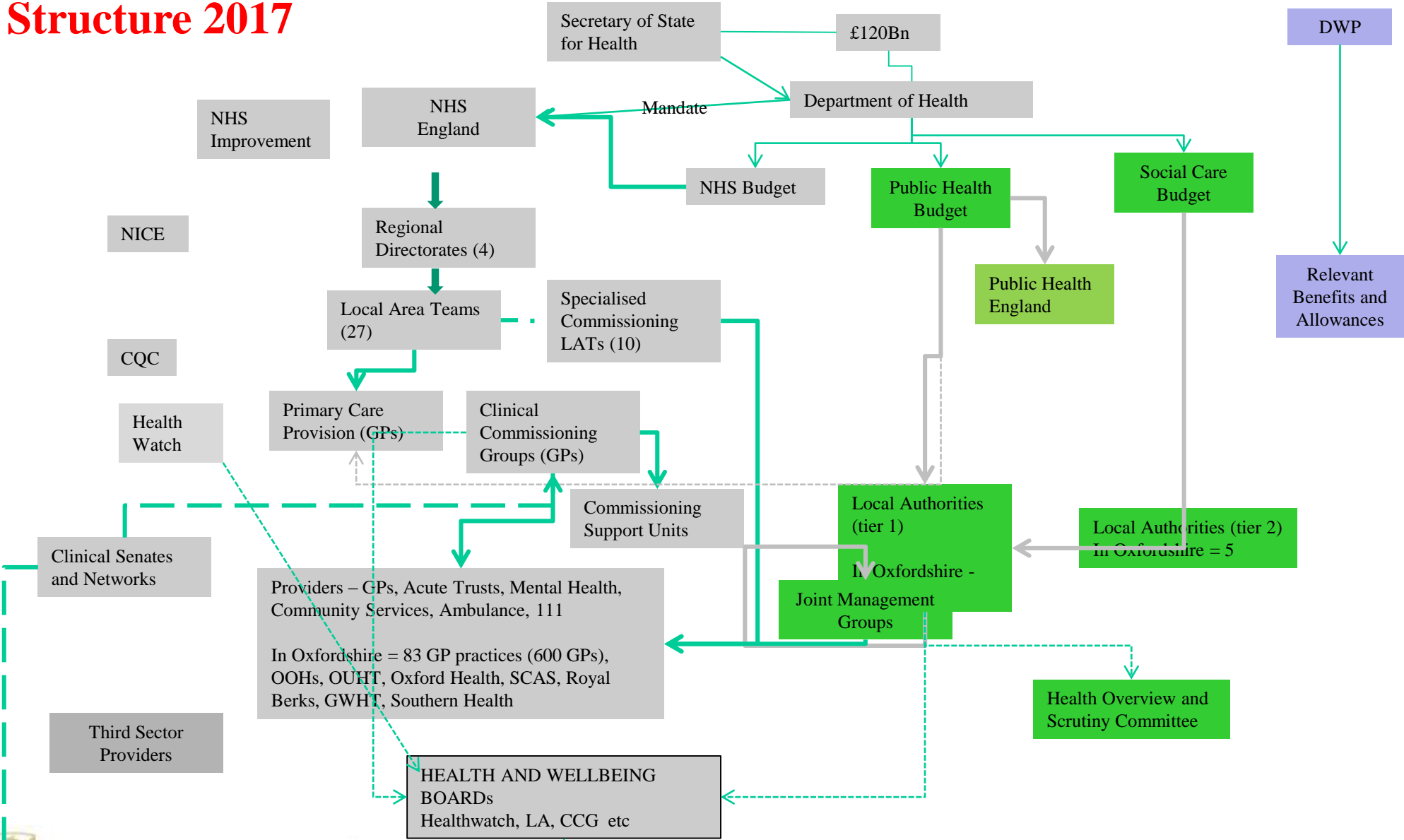


# But....Health & Care 2018

## Closer to home?



# NHS Structure 2017




# NHS new Structure 2016

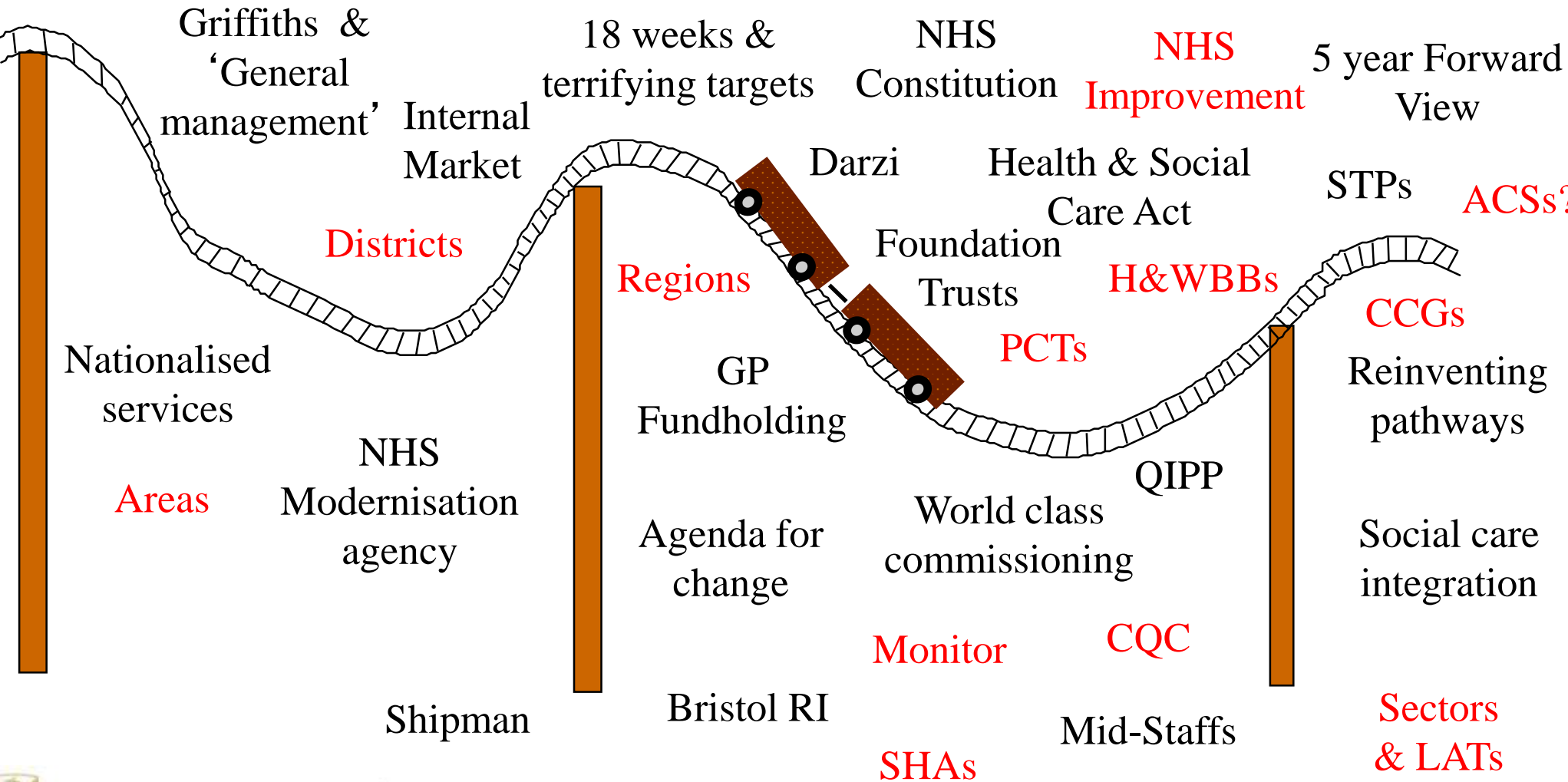


**15 Reorganisations  
in 30 years  
What's Next?**



# .....The NHS's 70 year rollercoaster of 'change' .....

'Provider' ? 'Market Manager' ? 'Regulator' ? 'Systems leader' ? 



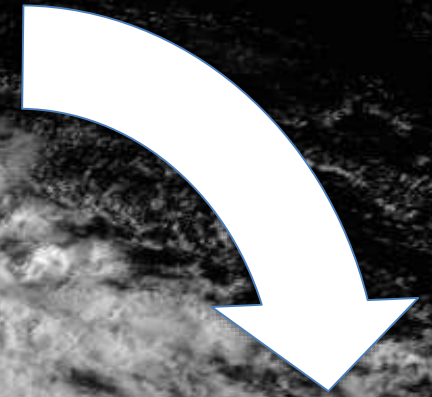
# Setting the Scene

- The NHS at the turn of 2018
- Problem or opportunity?

Today is about cycles...good, bad, and ugly

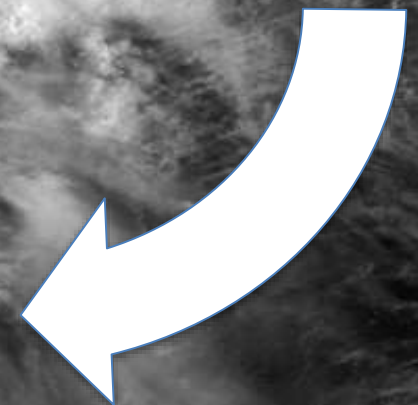


**Demand and expectations**



**Delivery,  
experience,  
outcomes**

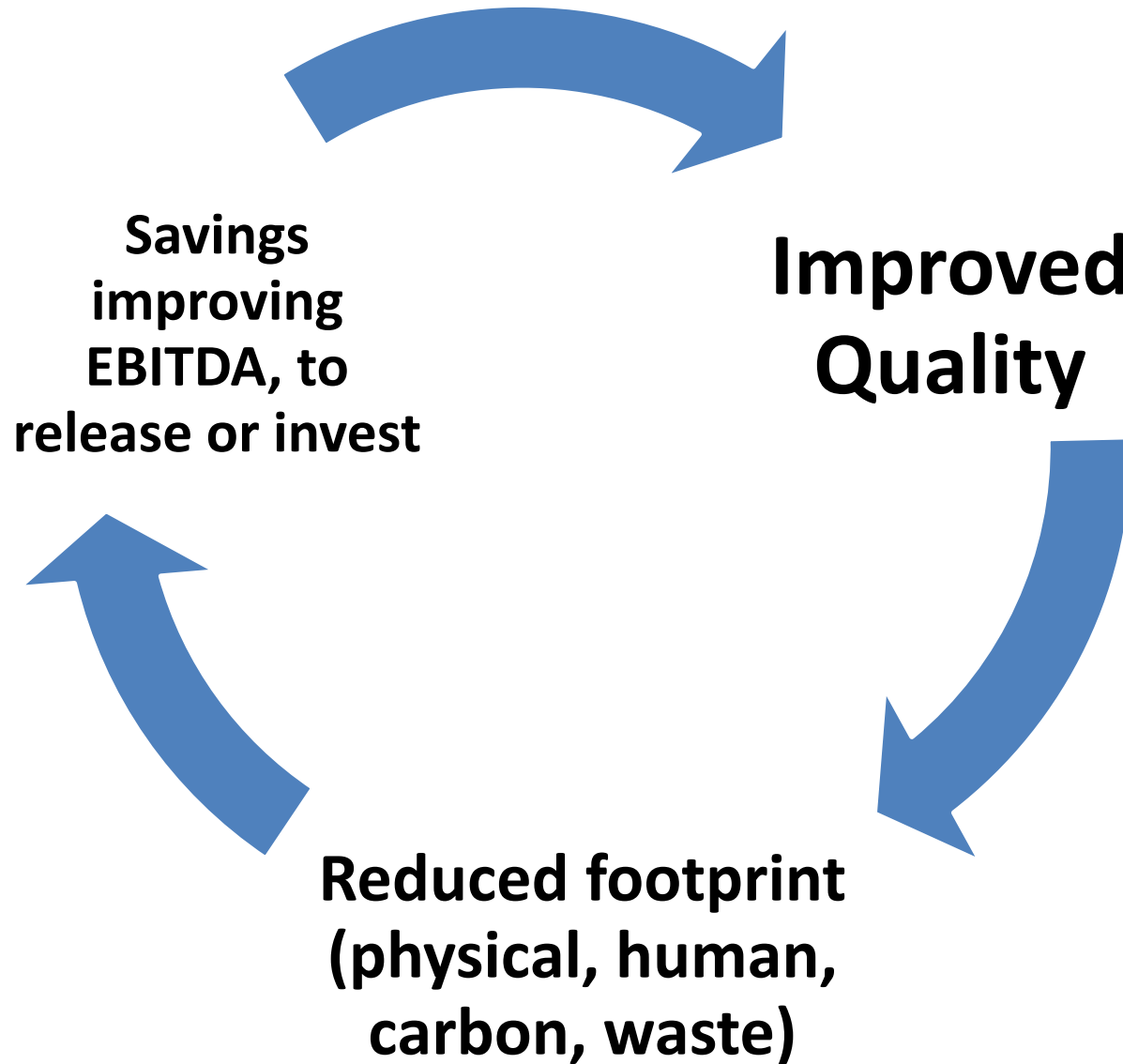
**Resources**



**Capacity and capability**

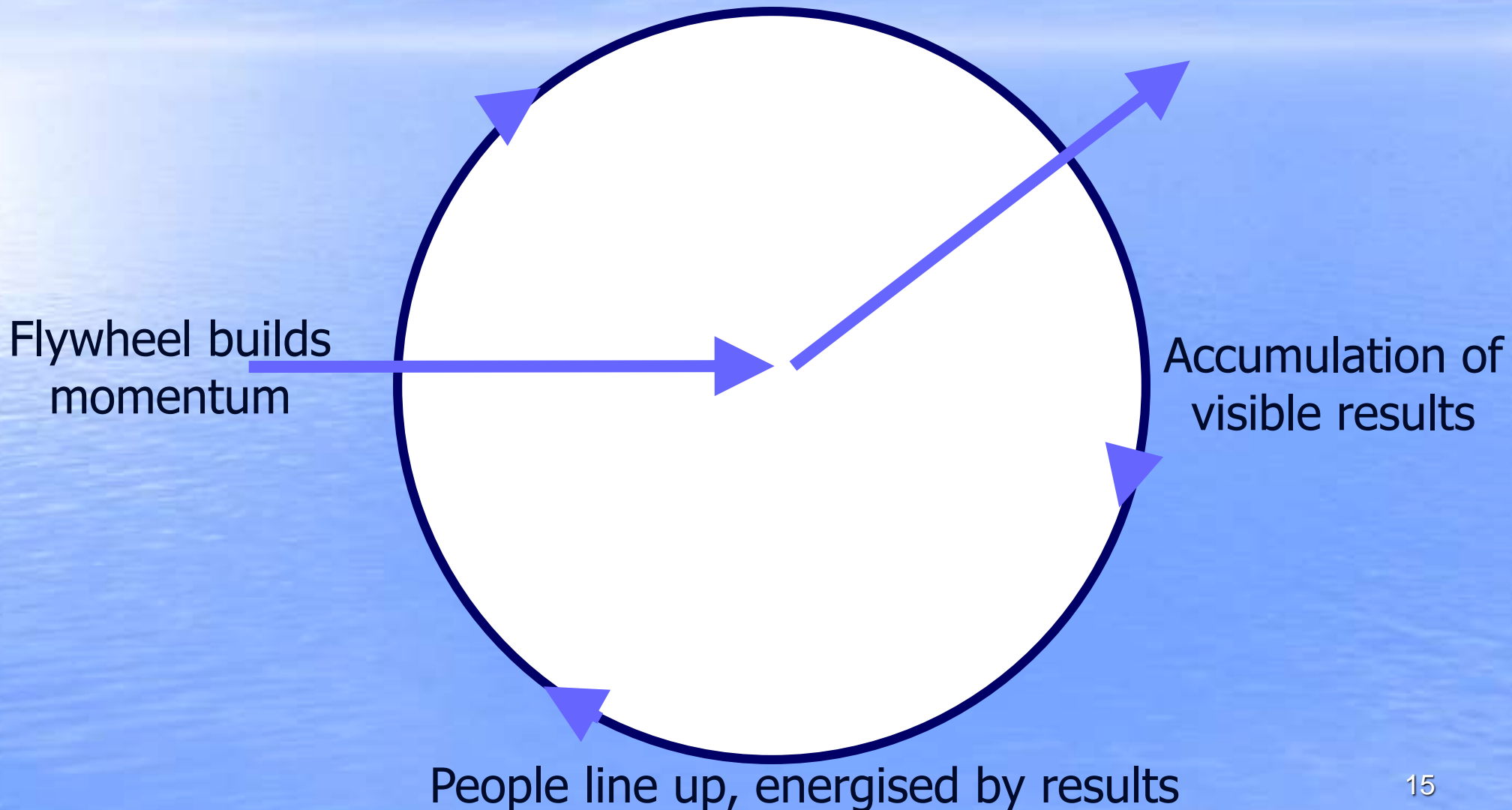
# OUH Strategic Themes





# Good to Great Flywheel Concept

Steps forward consistent with hedgehog concept



Get the Right  
Medical  
Professionals



Invest in the Best  
Facilities &  
Research  
& People

Cultivate a  
Collaborative  
Patient-Centered  
Culture



Cleveland  
Clinic  
Flywheel



Fuel the  
Resource Engine

Work Across  
Specialties for  
Best Health  
Outcomes



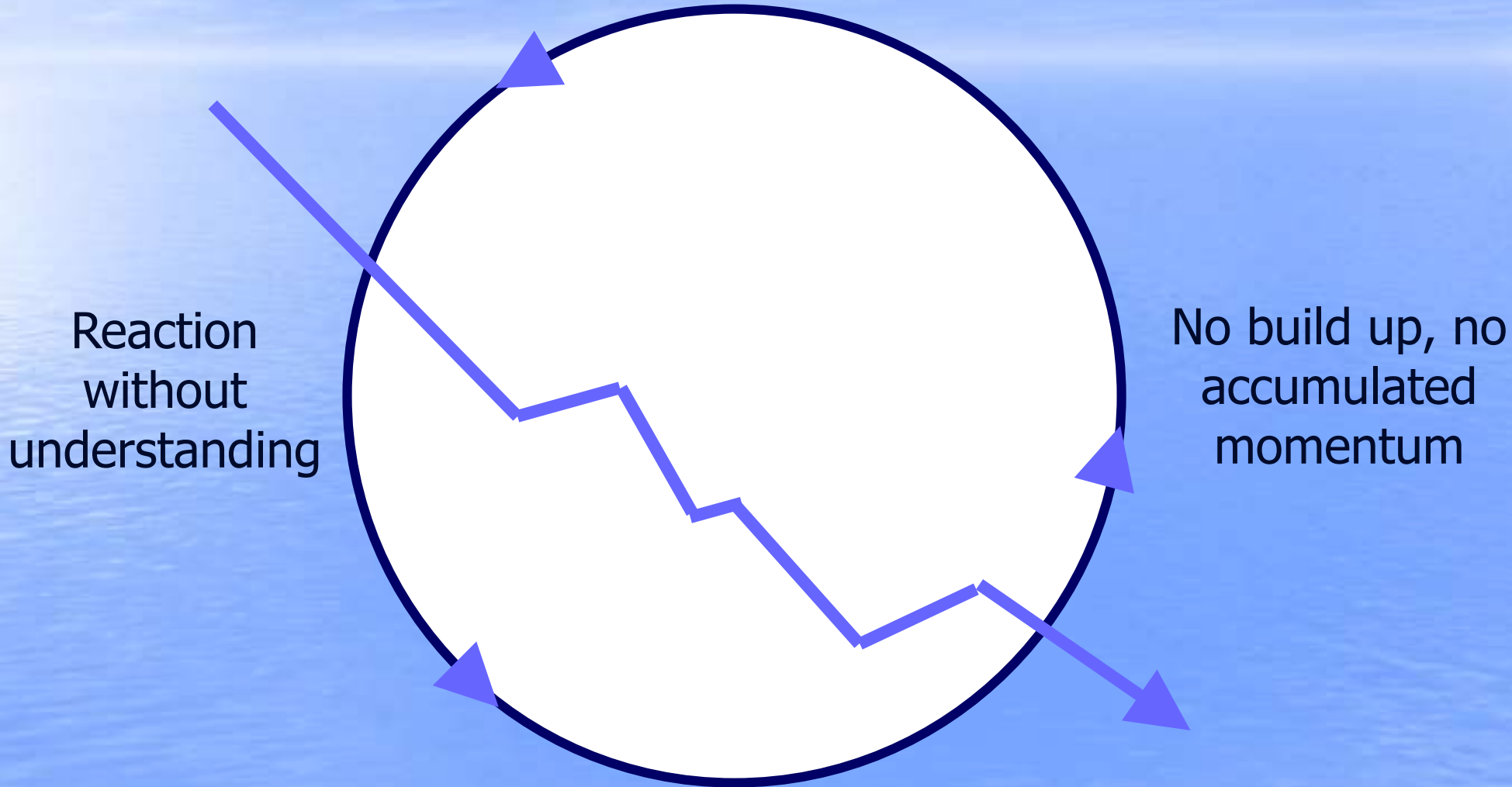
Attract  
Patients from  
Around  
the World





# Good to Great Doom Loop concept

Disappointing results



New direction, programme, leader, event, fad, acquisition 17

# Meeting Community Expectations

- Cost of maintaining services with demographic changes, age etc.
- System Transformation plans
  - Challenging for fragile sites
  - Balance of expectations
- Use of Technology inconsistent, adhoc
  - Skype for business etc.



# Regulatory climate

- Financial costs of regulation
- Opportunity costs
- Impact on culture, mindsets and behaviours

# Who wants to work in the NHS?

- Generational changes
  - Gender impact
- Brexit
  - Volume v Diversity
- Working in traditional roles
  - Reconsidering tasks
  - Community expectations



# The social care conundrum

- Capacity to deliver
  - Workforce
  - Cost
  - Generational changes



- Not necessarily health or social care - community
  - Funding not aligned
  - Drivers are different
  - Impact of family changes / volunteers

# Opportunities

- New roles – “top of licence” for health professionals
  - Other experts from other sectors
  - Letting go
- Influencing the regulation debate towards aspirational accreditation
- Rethink how social care / support is delivered completely perhaps



# **Groupwork**

## **Identifying areas for improvement**

## *Making Service Improvements*

# Post-its please!!!!

Welcome – find a seat, chat to your neighbour

**From your own experience of the Health Service what changes – which you might personally directly influence – would have the biggest, positive impact on patients, on staff... and on you doing a better job?**



# Group Task A

## Areas for improvement – priority ideas?

1. Share your individual best ideas – be aspirational
2. Prioritise the ideas based on
  - a) Impact: the most positive impact on improving health and care – including (at OUH) ‘compassionate excellence’ and better for patients and staff
  - b) Doability: the best chance of you personally being able to influence and do something
3. Come up with the team’s top idea to work on today

# Task B

## Areas for improvement – what needs to change?

Select a top area you would like to work on and do the following:

1. What would a new/better way of working look like?
2. What would be some of the key ingredients that would need to change?
  - Process and work
  - Procedures
  - Attitudes and behaviours
  - Jobs, skills and who does what
  - Sharing of facilities, knowledge, practices, resources
  - IT or other systems
  - Incentives, rewards, sanctions
  - etc

# **Lessons and Approaches to change**

**Changing the way we do things around here - Keith**

## Organization culture is:

The pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history and which tend to be manifested in its material arrangements and in the behaviours of its members

(Brown 1995)

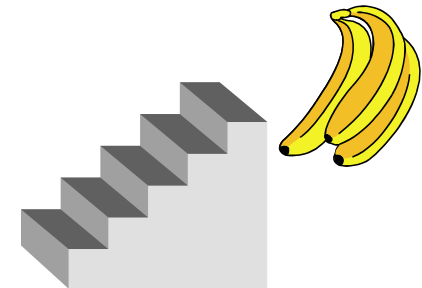
## Company Policy – How to create a culture . . . .

Start with a cage containing five apes. In the cage, hang a banana on a string and put stairs under it. Before long, an ape will go to the stairs and start to climb towards the banana. As soon as he touches the stairs, spray all of the apes with cold water. After a while, another ape makes an attempt with the same result: all the apes are sprayed with cold water.

Turn off the cold water. If, later another ape tries to climb the stairs, the other apes will try to prevent it even though no water sprays them. Now, remove one ape from the cage and replace it with a new one. The new ape sees the banana and wants to climb the stairs. To his horror, all of the other apes attack him. After another attempt and attack, he knows that if he tries to climb the stairs, he will be assaulted. Next, remove another of the original five apes and replace it with a new one. The newcomer goes to the stairs and is attacked. The previous newcomer takes part in the punishment with enthusiasm. Again, replace a third original ape with a new one. The new one makes it to the stairs and is attacked as well. Two of the four apes that beat him have no idea why they were not permitted to climb the stairs, or why they are participating in the beating of the newest ape.

After replacing the fourth and fifth original apes, all the apes, which have been sprayed with cold water, have been replaced. Nevertheless, no ape every again approaches the stairs? Why not? "Because that's the way it's always been around here."

That's how company culture begins!!



# Levels of Culture (Schein)

Artifacts  
e.g.  
technology, art  
organisation structures

Espoused Values  
e.g.  
strategies, goals,  
philosophies

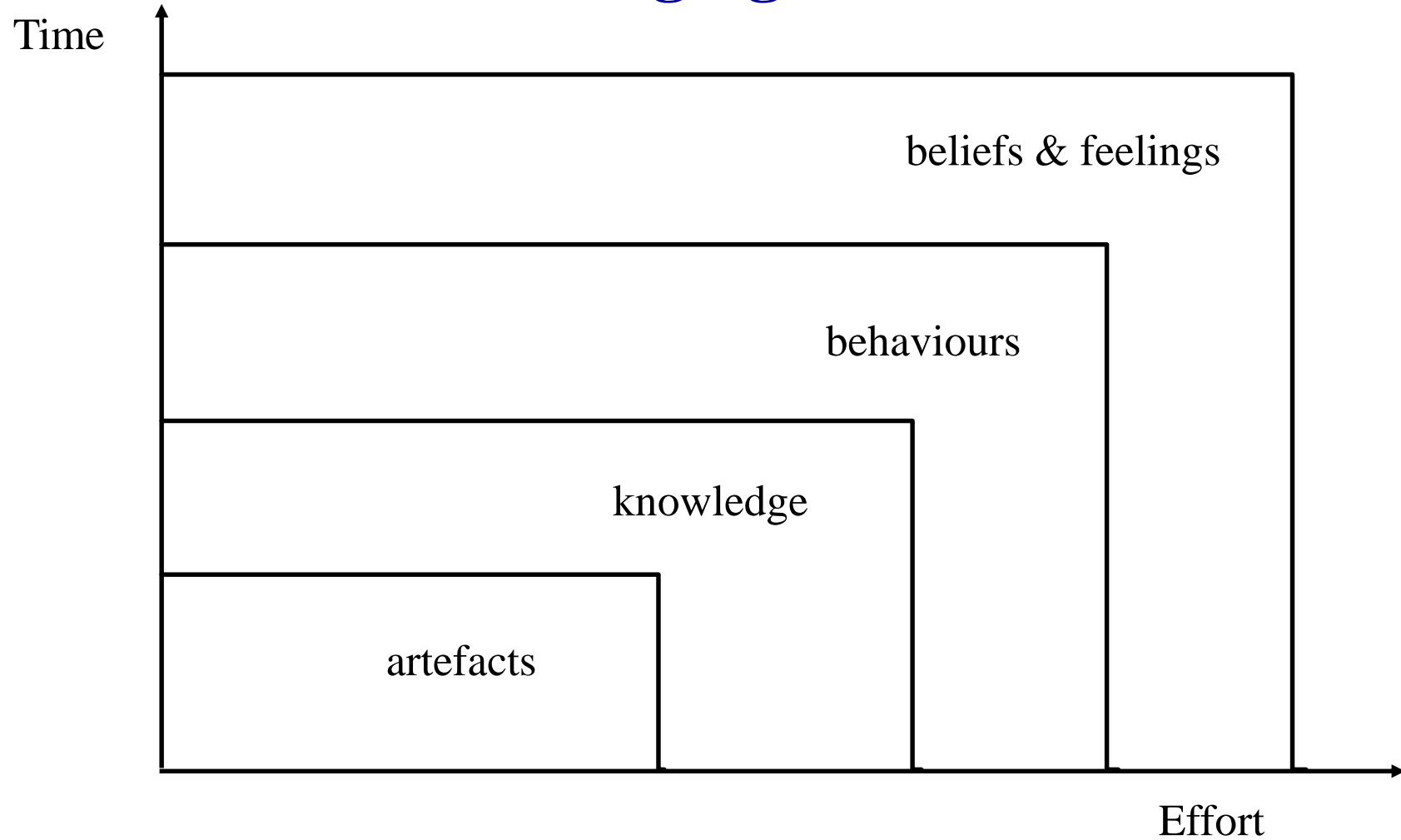
Basic Assumptions  
e.g.  
relationship to environment  
nature of reality, time, space  
view of human nature  
nature of human relationships

visible



invisible  
unconscious

# Changing Culture



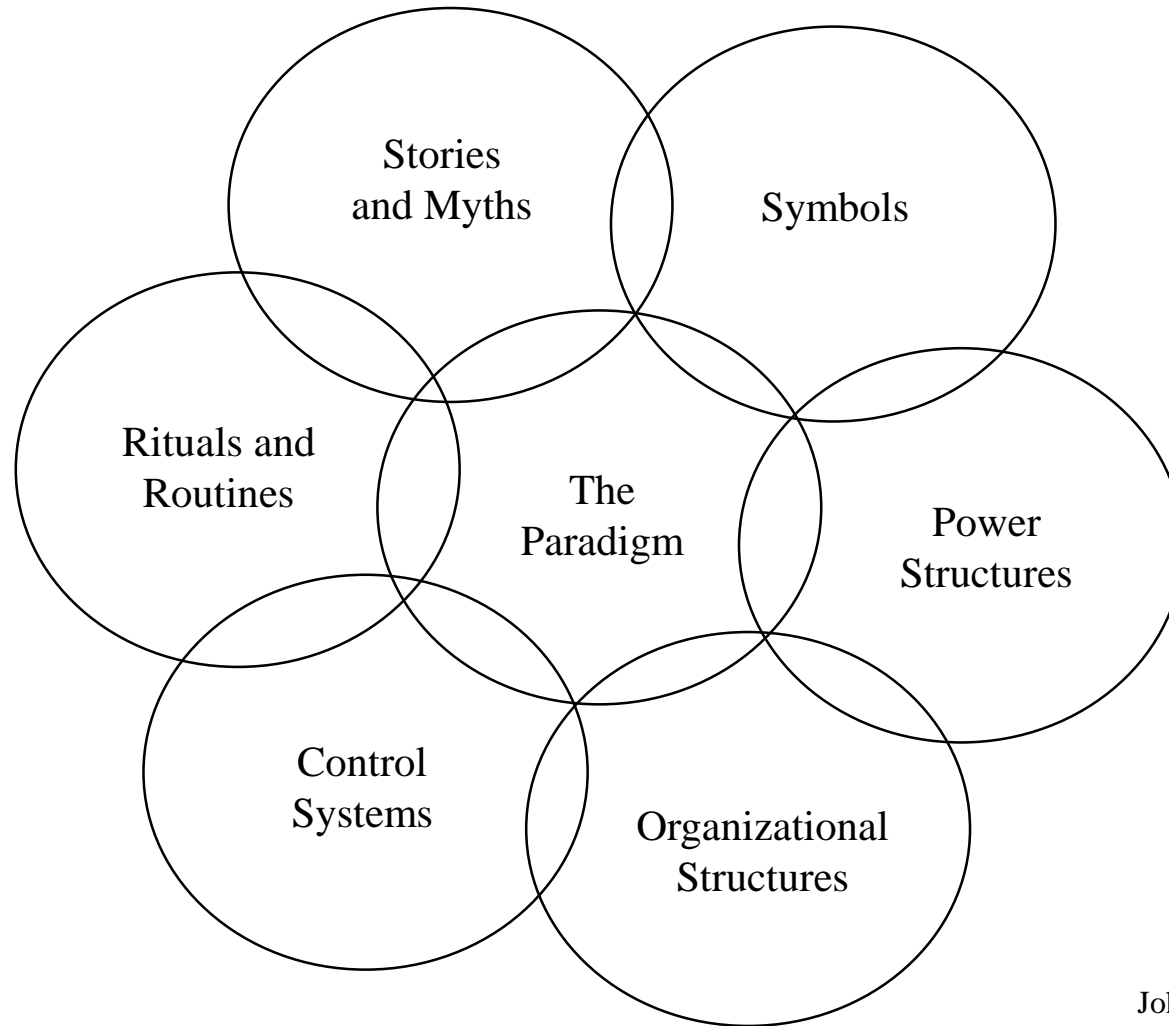
## Organization Culture is Expressed in:

- the design of the organization and its work
- in the artefacts and services that the organization produces
- in the architecture of its spaces
- in the technologies that it employs
- in its ceremonials of encounters and meetings
- in the temporal structuring of organizational courses of action
- in the conditions and quality of working life
- in the corporate philosophy
- in the jargon, lifestyle and physical appearance of organization members

(Szell 1990)

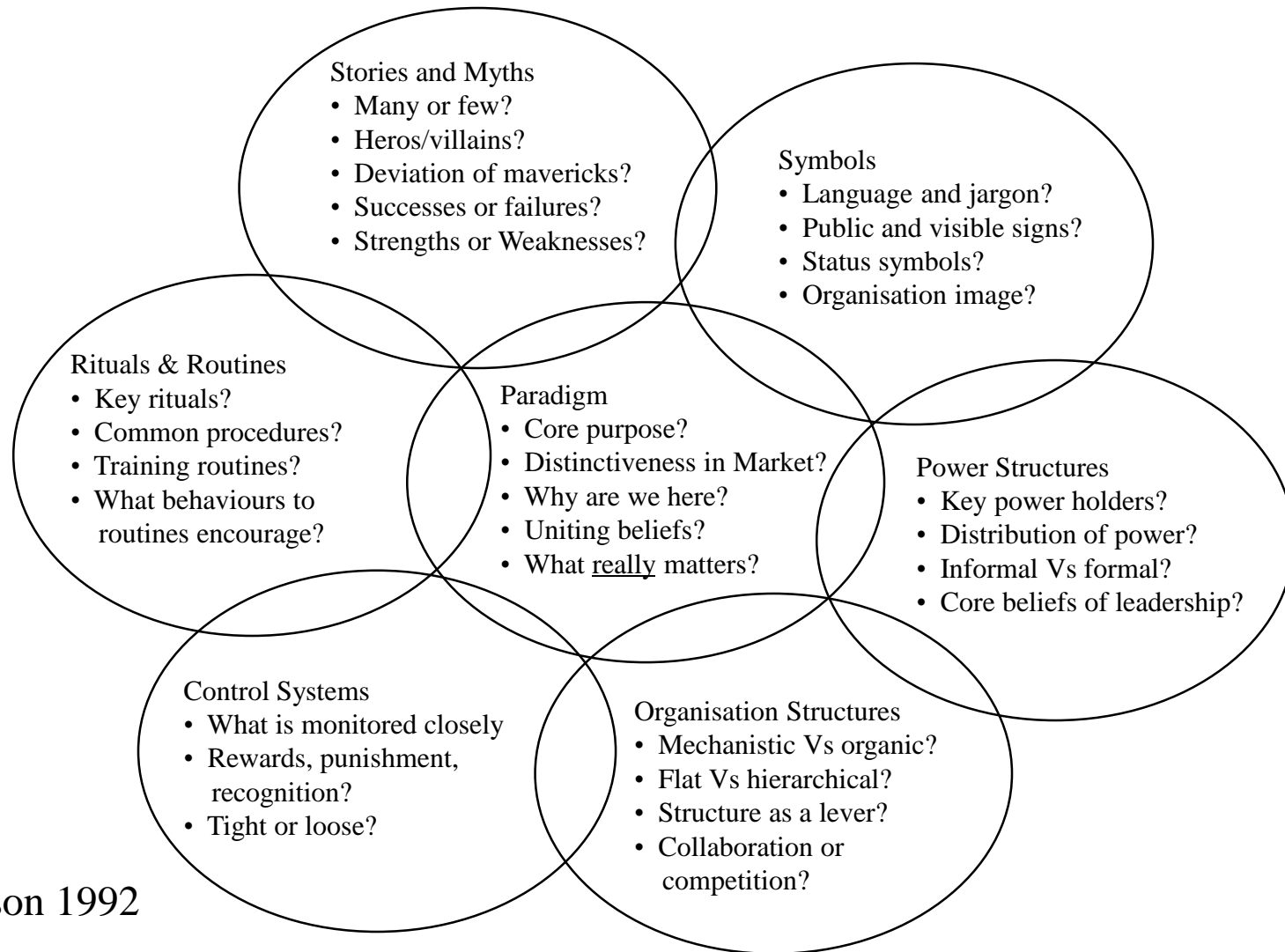


# What we're trying to change



Johnson 1992

# Cultural Web



Source – Johnson 1992

# Building culture change into the business plan

## What to build in!!

- seeing data/evidence (inside or outside) that provokes a need for action
- experiencing new leadership behaviour from the top
- make the desired ways of working visible and specific
- seeing new heroes, hearing new stories
- promoting and publicising the new stories
- seeing symbolic evidence that the old culture is going
- early champions and coalitions to spread the culture – demonstrating the new culture
- being challenged to solve difficult problems in a new way
- use some critical business imperatives to demonstrate from the top down a new way of working
- getting top leaders to work with the front line in the new way – in a demonstration of different habits
- put the spotlight on observed behaviours, feedback and publicise
- being measured , rewarded, promoted, punished a new way

## Where to do it - suggestions

- reorganisation announcements and action
- new and changed appointments
- office moves and new physical buildings
- all forms of communication
- new business projects as demonstration
- some high profile critical projects
- special projects
- visible day to day actions (eg the daily meetings)
- some sacred cow symbols
- planned interaction with unions, employees, customers, head office

# **Lessons and Approaches to change**

**Lessons, examples and key success factors - Tony**

# Changing...

➤ *“And...there is nothing more difficult to execute, nor more dubious of success, nor more dangerous to administer than to introduce a new order of things; for he who introduces it has all those who profit from the old order as enemies, and he has only lukewarm allies in all those who might profit from the new”.*

➤ Machiavelli, 1513, The Prince

## Innovation: an historical perspective

- Admiral Percy Scott...then Lt. William Sims, met in 1900
- 1898, Spanish-American war, 9,500 shots fired, 121 hit the target
- Scott invented a new mechanism for firing and Sims saw it (and the potential)
- 3000% increase in accuracy
- Sims reported the innovation to his superiors
- Not adopted (repeatedly)

From Tushman and O'Reilly *Winning through Innovation*

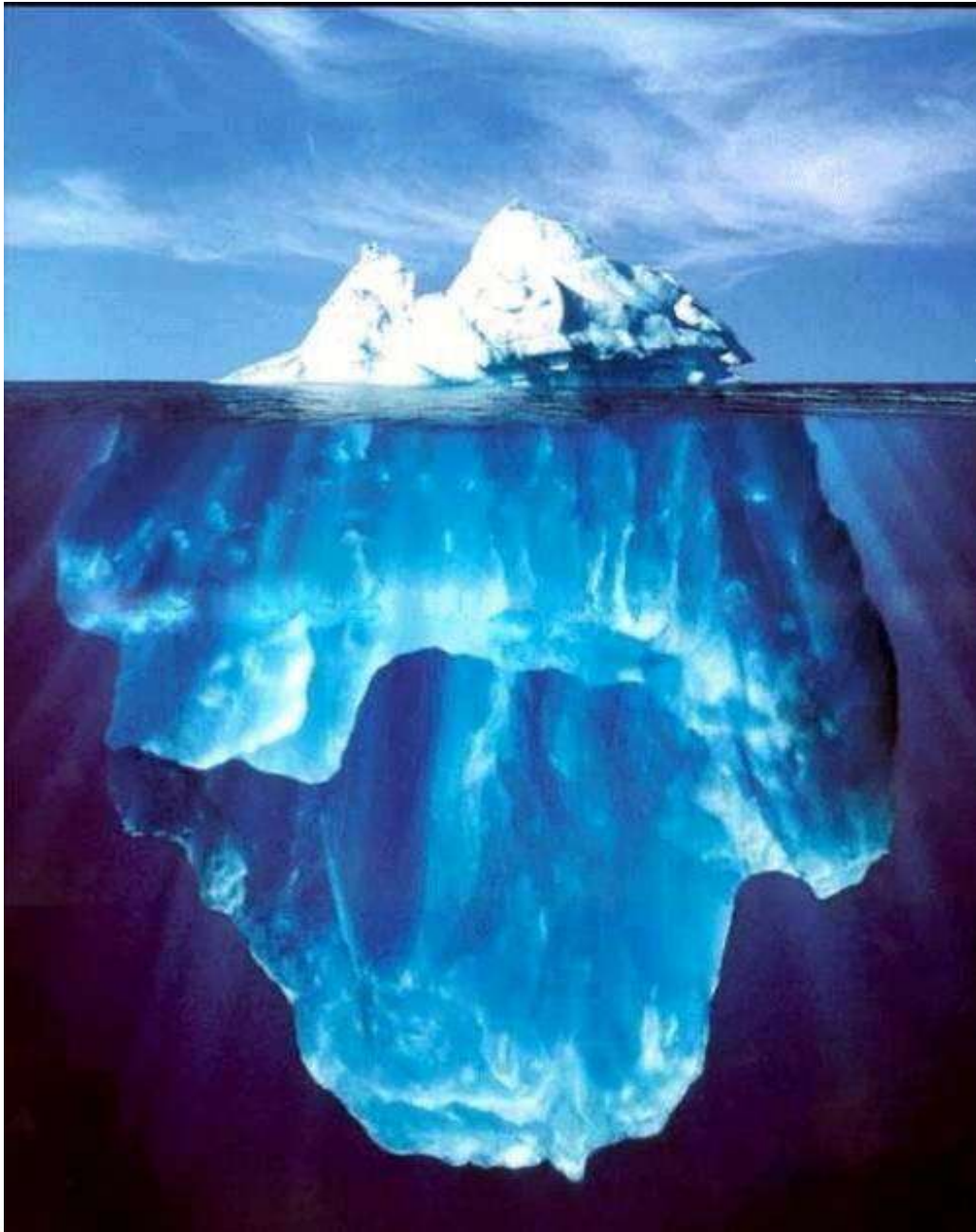
# What were the blockers?

- Status of innovator
- No perceived need for innovation
- Culture of US Navy
- Relevance of existing skills (in hierarchy)
- “Meaning” of the innovation

# Changing the secretarial function in a hospital...

- Cost- and quality-driven initiative to address numerous problems
- Move from individual consultant-secretary arrangements to team-based working
- What could possibly go wrong?





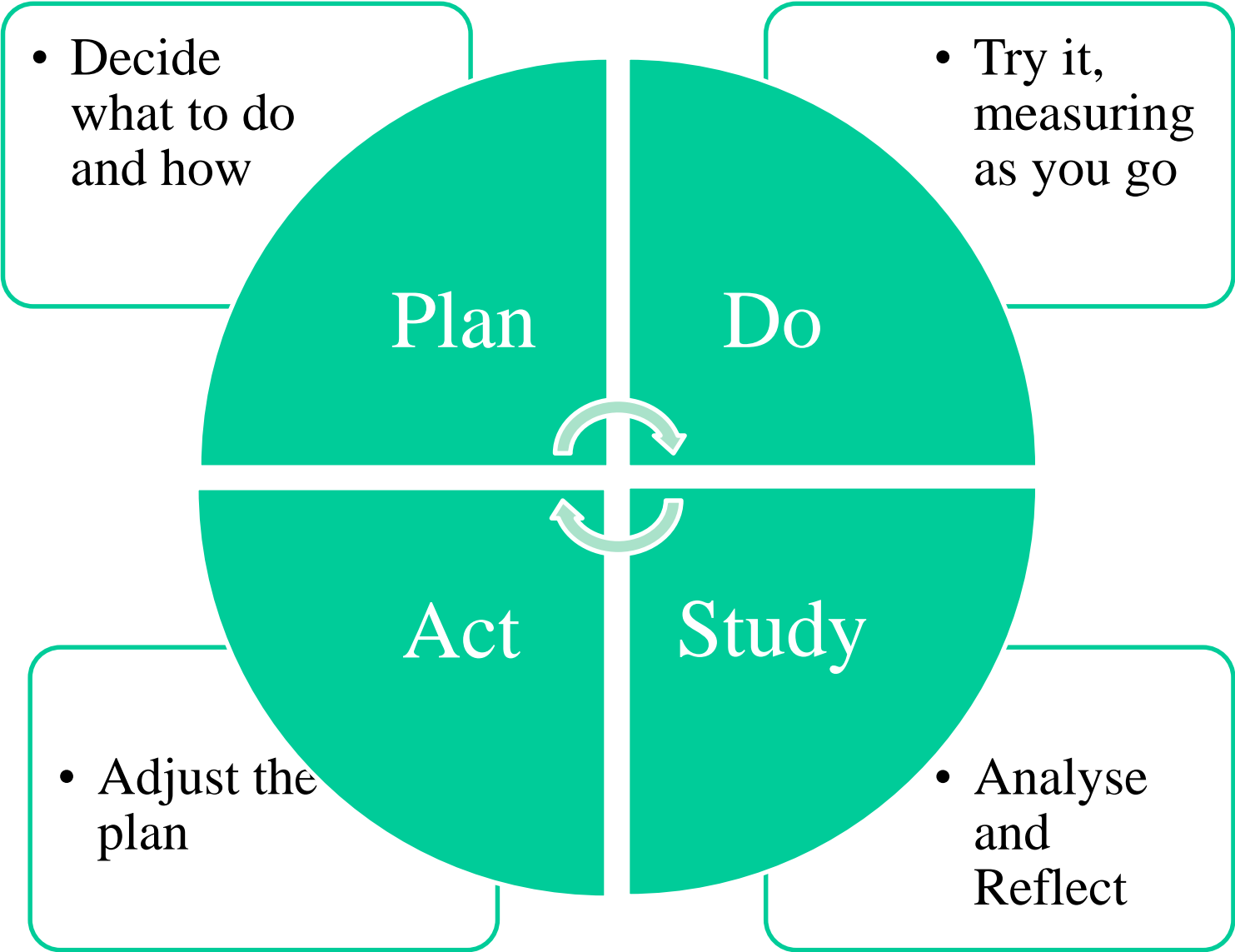
- Knowledge
- Skills
- Rules, processes
  
- Culture(s)
- History and values
- Emotional intelligence
- Human factors
- Self interest
- Responses and coping strategies to manage stress and anxiety

# The key questions in making your change

- **Why**....do you need to make the change?
- **What**...exactly is it going to involve?
- **Who**...is going you help you do it **AND** is going to be affected by it?
- **How**...will you achieve this, track your progress, and know you have succeeded?
- **When**...can you start and will you finish?

# Resources: Quality Improvement Toolkit





# The key questions in making your change

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# Groupwork

**So what next? - Action Planning**

# Task C

## Forming and agreeing action plans

*Being really specific, what practical steps should we take together to translate your ‘solutions’ into reality? ”*

- Be really, really practical – how will it work?
- Ideas from the culture web on things that could help?
- Getting more ideas and examples from elsewhere (positive success elsewhere?)
- Getting support and sponsorship?
- Experiments; try some things out?
- Early wins? Big impacts? Building ownership?
- Demonstrating it can be done
- Getting help and allies?
- Doing it with little resource?

*And what exactly is the next step to taking this forward?*