

Are You Ready for Change Workshop North West Region

Smeeta Sinha

Clinical Director Renal Services,
Greater Manchester North
Consultant Nephrologist & Honorary
Senior Lecturer
Salford Royal NHS Foundation Trust

Leeanne Lockley

QI programme Manager
UK Renal Registry

Publication date

KQuIP

The kidney community's
quality improvement
partnership

Are You Ready for Change Workshop

- Aintree
 - Royal Liverpool
 - Preston/ Lancaster
 - Salford
 - Manchester
 - Wirral
-

Table of Contents

Subject	Page No
1. What is KQuIP?	2
2. Background to the workshop	2
3. What is a self-assessment diagnostic tool	3
4. Schedule	3
5. Key findings and themes	4
6. Examples of calls to action	4
7. Next steps	5
8. Conclusion	5
9. Appendix One: North West Delivery Plan	
10. Appendix Two: Are You Ready for Change Questionnaire	
11. Appendix Three: Template for Action Planning	

What is Kidney Quality Improvement Partnership (KQuIP)?

KQuIP is a dynamic network of kidney health professionals, patients and carers who are committed to developing, supporting and sharing quality improvement in kidney services in order to enhance outcomes and quality of life for patients with kidney disease.

What does KQuIP do?

KQuIP will improve the lives of adults and children affected by kidney disease by supporting healthcare professionals, kidney units, renal networks and commissioners across the UK to achieve the highest quality of care for patients.

KQuIP builds on rather than replaces existing quality improvement structures.

It will do this by:

- Helping kidney services to embed quality improvement into daily practice.
- Understanding and reducing unwarranted variation in care.
- Spreading and sharing good practice.

Background to the workshop

Are you ready for change workshop was the first step in delivering quality improvement (QI) capability as per North West delivery plan (appendix one). It was facilitated by Julie Slevin, KQuIP Development Work stream Lead at Salford Royal NHS Foundation Trust on 18th October at 1800-2000h. A total of 23 delegates attended representing all 6 units from the region including Stoke from Staffordshire (involved with the North West MAGIC network). Bringing the QI leads together in a face to face workshop strengthened the development of the North West regional network and initiated a new way of working. Each delegate was asked to complete a self-assessment diagnostic questionnaire – Are You Ready for Change (appendix two). This allowed them to recognise and plan (appendix three for template) what they need to do within themselves, their unit and organisation for them to lead and have their chosen QI project become a sustainable change.

What is a Self-Assessment Diagnostic Tool

The purpose of any self-assessment diagnostic tool is to understand strengths and weaknesses and where the QI lead is positioned in a complex world; it's the process of analysing and evaluating oneself. Learning is part of everything we do in change and improvement. Understanding what needs to be done prior to embarking on a QI project is an important place to start.

Schedule

- 5 mins – instructions were given on how to complete the questionnaire
- 10 mins – QI leads completed the questionnaire generating an individual score
- 15 mins – QI leads worked together to generate an overall score for their unit
- 10 mins – units shared overall scores with each other
- 20 mins - each unit formulated a calls to action enabling the QI leads from each of unit to be ready for change



Key findings and themes

- QI Project Leader - all scored high; QI leads are ready for change but most voiced they needed time and cognitive space to lead change.
- The overall organisation – middle scores ; organisations are ready for change but a suggested action was to communicate the chosen QI project to all stakeholders
- Style of implementation – 4/7 units scored low in this area; a suggested action was to ensuring the whole multidisciplinary team is included in making the change.

Examples of calls to action

These are some of the calls to actions units have pledged to complete within a timeline of their choosing:

- Head space- dedicated time away from phone
- Be creative due to lack of funds
- Visit other units – share ideas
- Support from management – what do we need to tell them?
- Regional process map
- Regular communication with stakeholders
- Convince organisation to invest time required
- Engage urology, radiology and cardiology
- Educate junior doctors and patients

Next steps

- The QI leads were asked to add deadlines/ timelines to the action plans, allowing the regional programme manager to monitor and support where needed if deadlines cannot be realistically met.
- Units are arranging for regional programme manager to visit in preparation for change, to discuss the QI projects and KQuIP.
- Next regional event – Two day Shortsmoor Leadership Programme on the 28th and 29th November at Village Hotel Club, Lakeview, 600 Lakeside Drive, Centre Park, Warrington, WA1 1RW

Conclusion

Overall, the workshop was a success; 23 QI leads from the region were focused to complete the questionnaire and produce action plans. Each had passion and energy for quality improvement and the dedication to make their chosen QI project a sustainable change in their unit was clearly evident.

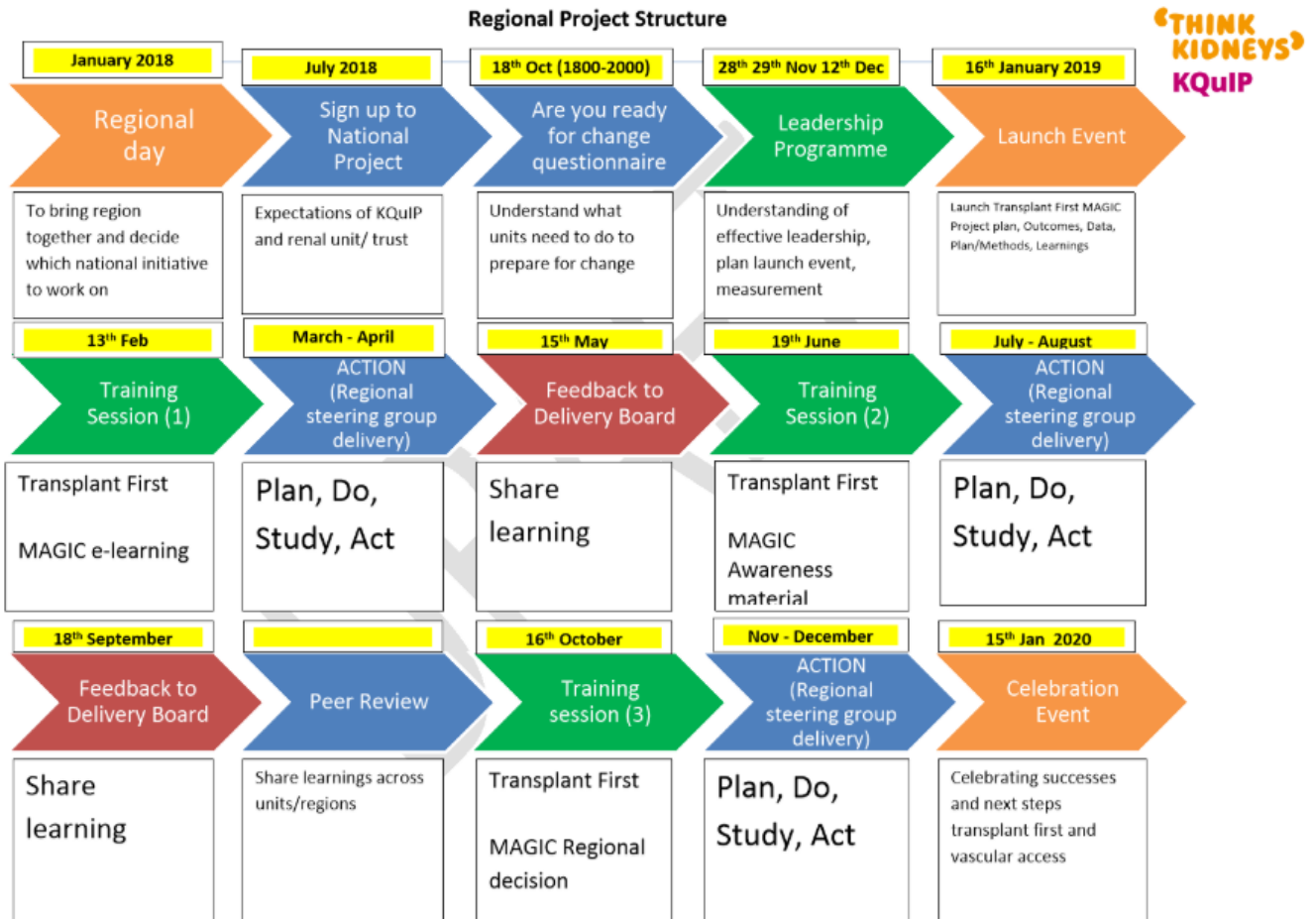
The feedback received from the region is mixed; “was it necessary for the workshop to happen in the evening and with everyone in the same room, however the actual exercise was meaningful as leads now have a starting point leading their chosen QI project.” Bringing QI leads together helps to build and solidify the North West regional network for QI. This workshop gave the QI leads space and time to focus on their QI projects.

Julie Slevin who facilitated the workshop commented “I’m impressed by the number of leads who have turned up especially when they have completed a full clinical shift”. At the end of the workshop she added “all the leads have energy and focus for QI and have left with an action plan of what they need to do to get ready for change. This is fantastic”. Having these comments, demonstrates the commitment of the renal community within the North West region for QI.

**‘THINK
KIDNEYS’**

Appendix One

North West Delivery Plan



Appendix Two

Are You Ready for Change?

A Self-Assessment Diagnostic:

Score each statement from 1 to 5. [1 = strong disagreement, 5 = strong agreement]

The QI Project Leader		
Number	Statement	Score
1	..agrees and is committed to making improvements	
2	.. is able to access organisational resources to initiate change	
3	..has a clear vision and is able to communicate that vision	
4	..is ready and willing to exercise leadership	
5	..has the time and cognitive space to lead this change	
6	...has the support and consent from the senior management/executive team to lead this change	
Total		
The Organisation –		
7	..recognises the need for the planned improvement	
8	..understands the impact of testing, implementing and then sustaining change on the local environment/service, the organisation and patients	
9	..has senior management that is committed to the time and resources required to test and sustain improvements to local services and patient experiences	
10	.. is motivated to test interventions designed to result in improvements	
11	..has the capacity to align financial and human resources necessary to instigate change	
12	..has the infrastructure to support improvement and innovations such as H/R, Finance, Information Systems	
13	..has experience with the Science of Improvement, Change Management or Healthcare Redesign	
15	..places a high value on improving the quality of care and patient experiences delivered by their organisation	
Total		
Style of Implementation –		
16	The organisation understands, accepts, and supports the mindset required for improvement and innovation, embracing risk taking, ambiguity and repeated cycles of failure, learning and prototyping.	
17	Members of the QI team feel empowered to test, fail and learn	
18	The change effort is directed at key organisational processes and systems, rather than organisational units	
18	Managers have been given end-to-end responsibility for the processes and identified as process owners	

19	Measures of success have been established and agreed to chart progress	
		Total
Score	Suggested actions	
Leadership		
6-12	<p>The leader is not ready for change</p> <p>The leader should look into what the team will need in order to implement the change and prepare the team for the effort required.</p> <p>The leader needs to really want to implement this change, in order to support the team</p> <p>Create a vision and ensure this is communicated to all levels of the organisation.</p> <p>Prepare to commit both organisational resources and personal attention</p>	
13-23	With some work you can be ready for change – start with points above	
24-28	<p>You are ready, but here are a few suggestions to improve</p> <p>Ensure the vision is understood by the whole team and senior leaders within the organisation.</p> <p>Make sure the team are given sufficient time and support for implementing the change</p>	
26-30	You are ready to go! However, bear in mind the advice above.	
Organisation		
9-18	<p>Your organisation is not ready for change</p> <p>Communicate to all levels of the organisation about the benefits of the change</p> <p>Think about and describe what will be the impact on processes, jobs, organisational structure, management responsibilities, etc.</p> <p>Meet with senior management to ensure sustainable commitment to the change</p> <p>Get commitment from senior leaders for the financial and human resources needed</p> <p>Communicate to key staff organisations (H/R, Finance, Information Systems, etc)</p> <p>Ensure your communications show the high value impact on patients and patient needs</p>	
19-27	With some work your organisation can be ready for change – see above areas.	
28-39	<p>Your organisation is ready, but here are a few suggestions to improve</p> <p>Have a solid communications strategy and ensure everyone in the organisation is clear about their contribution towards making the change a success.</p>	
40-45	Your organisation is ready for the change, taking account of the above advice.	
Implementation		
5-10	<p>You don't have the structure needed to support your change</p> <p>Organise some change management training for staff at all levels</p> <p>Empower the QI team to "break the rules"</p> <p>Ensure the whole multi-professional team is included in making the change</p> <p>Have a clear action plan so that everyone understands their role in ensuring the change is sustainable</p> <p>Establish measures of success to chart progress.</p>	
11-17	With some work you can improve the likelihood of succeeding – see above	

18-22	You are ready to implement the change, but here are a few suggestions for you Encourage creative thinking within the team and try something different Establish measures of success to chart progress Remember to include any new starters in your project
23-25	You have a structure in place to support your project but remember the above points.

Source: The Reengineering Revolution: A Handbook by Michael Hammer and Steven A. Stanton – 1995 Modified by: Mike Schlueter – July 2000

Appendix Three

Action plan template

Project Name:

Project QI Leads:

Organisation:



Actions	Lead	When	Monitoring Notes
Must do:			
Should do:			
Could do			