

It's never too early...



- Early identification of risks and potential is undervalued and can often be missed.
- Important to identify these at the outset and during the scheme start-out phase so that they are recognised, acknowledged and mitigated where possible.
- When time is limited, try to ensure you focus on the most significant risks - PRIORITISATION



Balance

- Ensuring we don't do harm elsewhere by making our changes
- e.g. mortality rates, readmission rates or staff turnover

Process

- Measuring the parts of your overall function, system or process or your individual :PDSA cycles
- Need to be sensitive enough to pick up your small, iterative changes

Outcome

- End point or purpose

Quality Impact Assessments

The background of the image is a stage with heavy, golden-yellow curtains. The curtains have a scalloped top edge and are drawn back to reveal a red rectangular sign in the center. The sign has a thin gold border and contains white text. The text consists of a large pound symbol (£) on the left, followed by the words "THE", "PRICE", and "IS RIGHT" stacked vertically on the right.

£ THE
PRICE
IS RIGHT

Urine Specimen Container £??????



Urine Specimen Container £0.11





**Dressing
with
bandage
£??????**



**Dressing
with
bandage
£0.16**





Leading Teams Through a Challenge to the Status Quo



**PROUD
TO MAKE A
DIFFERENCE**

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST



“People resist change”



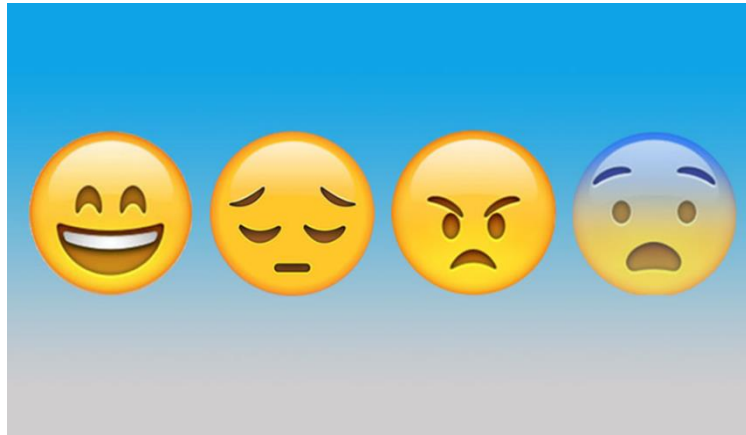
Why?

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Emotions drive people



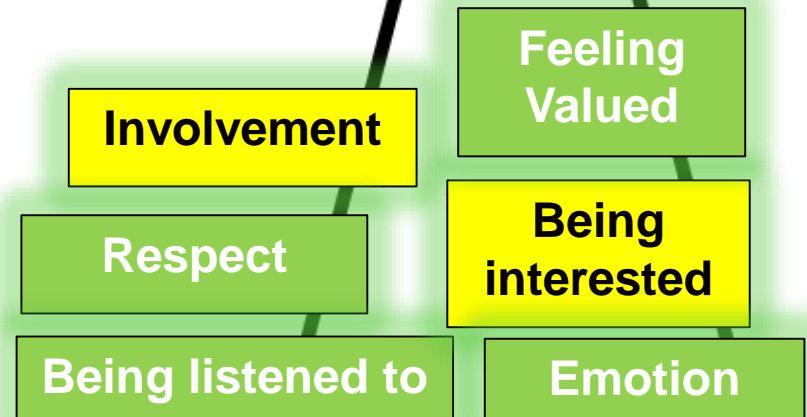
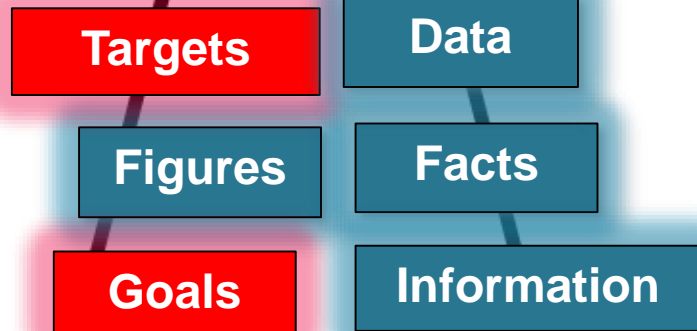
People drive Change

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LEADING VALUE BASED HEALTHCARE

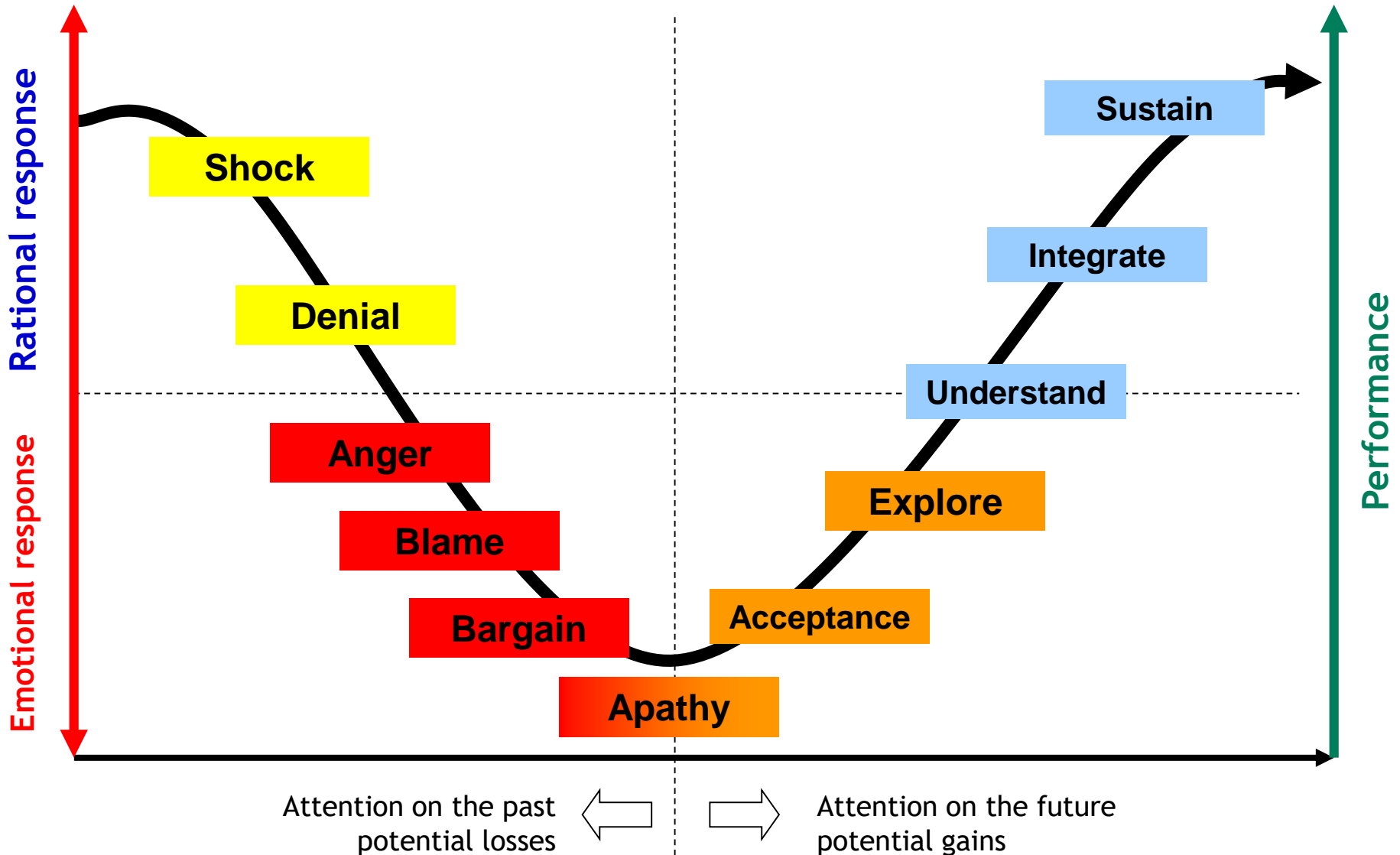


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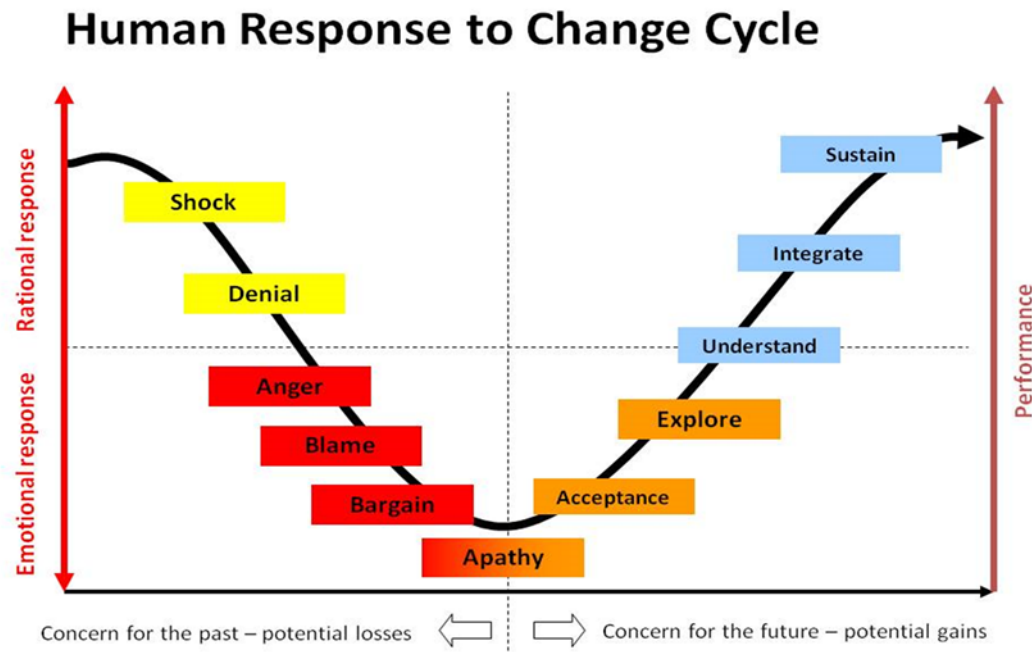


Human Response to Change Cycle



QUADRANTS 1 & 2 - DENIAL & REACTING PHASE

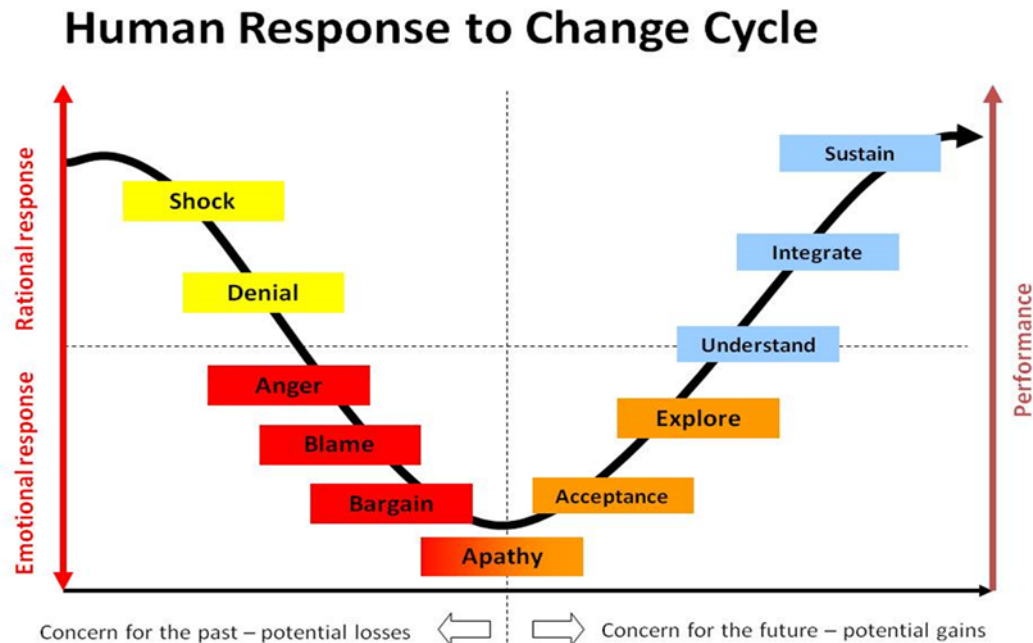
- Think about actions that you can take as leaders to manage these emotions...



QUADRANTS 3 & 4

- INVESTIGATING & IMPLEMENTATION PHASE

- Think about actions that you can take as leaders to encourage these emotions...



1. Denial Phase – Give information

Shock

Threat

Little
reaction

Mismatch

Denial

Slower

Processing

Enablers

- Give visible support
- Be patient and allow people the time and opportunity to vent...or retreat
- Provide any information clearly, honestly, compassionately and consistently
- Provide facts, with gentle repetition
- Make access to support networks available but don't push this at people

Derailers

- Hit people over the head with the truth
- Agreeing just for an easy life
- Offering up solutions too early
- Trying to fix everything
- Push for acknowledgement (this intensifies denial)
- Mixed messages
- Ignoring people or not allowing people time and space for an emotional response

2. Reacting phase – Give Support

Anxiety

Confusion

Testing

Anger

Blame

Bargain

Apathy

Sadness

Resistance

Enablers

- Listen
- Acknowledge the feelings of those in resistance, acknowledge the losses – emotional validation
- Provide time (as the situation allows)
- Provide facts, be consistent, be honest
- Be empathetic or set reminders to yourself if business gets in the way
- Identify areas of stability

Deraillers

- Argue
- Ignore
- Provide reasons why they should not feel the way they feel
- Tell them this is good for them
- Push exploration that results in denial
- Dump own reactions on team

3. Investigating phase - Give encouragement

Enablers

- Create opportunities to explore new possibilities-brainstorming
- Make gains tangible
- Reward exploration
- Use participative decision making to restore a sense of control
- Outline pros and cons of new possibilities
- Listen to the experience of those going through the change

Derailers

- Push choices
- Rush choices
- Punish mistakes
- Overestimate or misrepresent future options
- Missing people who may slip back into confusion and reactivity. This can be more likely with blue and green preferences.

Interest

Explore

Testing

Recycling

Future-orientation

Enthusiasm

4. Implementing Phase – Give reinforcement

Routines

Learn

Risk

Creativity

Control

Comfort

Complacent

Enablers

- Clarify desired outcomes
- Reward effective performance
- Support risk taking and innovation
- Encourage communication
- Get out of the way
- Learn from the whole experience – continuing to listen

Derailers

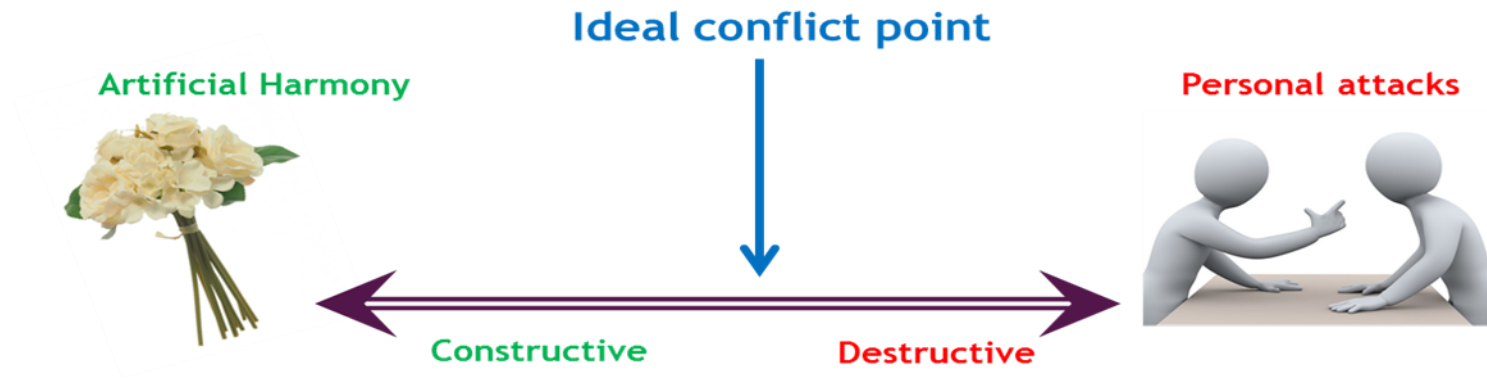
- Micro-manage
- Removing ownership
- Change the ground rules
- Control choices
- Punish mistakes
- Limit participation
- Rush on to the next change without sustaining the present



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Teams practicing constructive debate:

- Speak up and attack critical issues (because they're not afraid of conflict and are comfortable being vulnerable)
- Make higher quality decisions, quicker (because they avoid wasting time revisiting the same topics due to lack of buy-in)
- Align the team around common objectives (because communication is out there and clear)
- Are more innovative, and forward-thinking (because they are comfortable taking risks, asking for help, admitting mistakes, and offer and accept feedback readily).

The Four Pillars of Leading Value Based Healthcare

Effective Leadership



INFORMATION



STAFF ENGAGEMENT



FINANCE



PLANNING



COME
ON
DOWN!!



COME
ON
DOWN!!



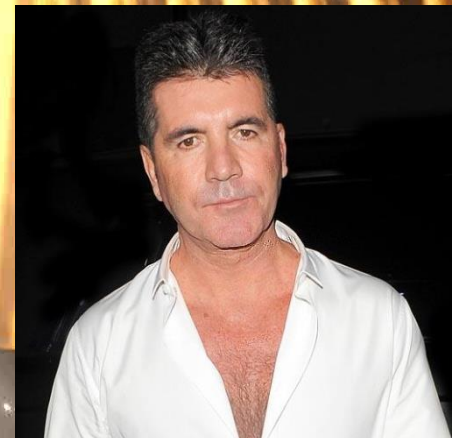
Lionel: Visit to A&E following a fall, sent home after triage

Meghan: Visit to A&E with fractured wrist, x-ray and splint, fracture clinic follow up



Barack: Visit to A&E with appendicitis, appendicectomy, 3 day inpatient stay, general surgery follow up

Simon: Stroke, taken straight to RHH, 16 day inpatient stay





Lionel: Visit to A&E following a fall, sent home after triage

£73

£227

Meghan: Visit to A&E with fractured wrist, x-ray and splint, fracture clinic follow up



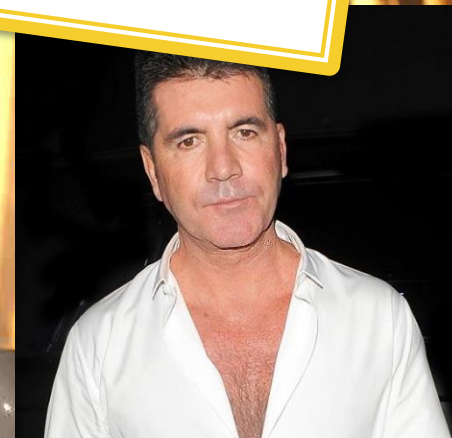
Barack: Visit to A&E with appendicitis, appendicectomy, 3 day inpatient stay, general surgery follow up

£6,325



£3,945

Simon: Stroke, taken straight to RHH, 16 day inpatient stay



*Values subject to clinical coding!