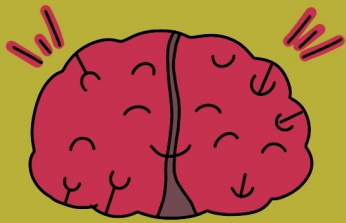


Creativity



To think without limits, explore the art of possibility and stop the repetitive cycle of doing the same thing again and again. Creativity breaks boundaries, connects with your imagination and transcends traditional ideas

Kindness



To heal and nurture each other to be the best we can be. To be gentle, curious and inspire changes. Improvement is not a task performance tool or target. It requires unit supporting each other & appreciating differences

Empowerment



To overcome hierarchical thinking, job titles and pay grades in order to empower everyone to bold with their ideas and ability to "do." To invest in people's growth, development and to give them headspace & time to flourish

WELCOME

The session will start in a few moments

Creativity in Healthcare

1st November

13:00-14:00

Online event



IMPROVEMENT CULTURE CLUB

CREATING THE CONDITIONS FOR IMPROVEMENT TO GROW

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Sonia Sparkles

Become a Change Agent

Created by Sonia Sparkles.com @sonia_sparkles

- Get involved in change and help others
- Be part of creating a positive impact - bringing joy in work
- Make things happen (be creative)
- Find inspiration and motivation to make changes
- Help boost morale and spread happiness
- Cultivate and spread kindness
- Get positive exposure + opportunities in the organisation
- Share your ideas, experience and feedback
- Make everyone feel welcome as part of the PMU family
- Recognise and be proud of staff who go above and beyond
- Empower others to be the change
- Listen and ask staff "what matters to you?"

What is Quality Improvement

Created by Sonia Sparkles.com WWW.QIELFT.NHS.UK @E

Quality Improvement A systematic method to solving complex problems through testing + learning	Empower Qi empowers those closest to the improvement opportunity to identify and test ideas	DATA DATA is used to evidence change has led to an actual improvement (statistically)	IN QI, a clear aim is set that specifies "how good" and "by when"	The model for key QI method Do Study Act
Quality Improvement Tips Identify "what matters the most" by engaging with staff and involving service users	Focus Qi is a team sport. Include service users + families to make sure the focus is right	Start small and test ideas a few times using Plan Do Study Act Cycles	As part of Qi is expected to	
Quality Management System Types of activity used to manage quality + continuous improvement	Quality Assurance pulling in place structures + processes to meet the needs of the population	Quality Control monitor quality and performance in real time, taking action when needed	Quality Assurance periodic checks to make sure the service is meeting service user needs	Quality Improvement theories to

QUALITIES OF A CHANGE AGENT

Be present when faced with barriers, but stay persistent on the cause	Make people feel something connect with their hearts, mind and soul	Don't wait for permission to lead, motivate or be creative - just do it	In tough heart is full of passion, optimism, hope and dreams	Work in resources not hierarchies to create new possibilities - together	Proactive - focused not "me" - focused - focused on the journey to success
WHY? Risk "why" need to create a deeper understanding of the system	Connecting with others is more important than the money, status or social movements in the change	Think Differently Think outside the box. Think without limits	Roll with resistance it's going to happen learn to accept it and respect it	Be authentic share what you are really feeling, being honest builds trust	Be proactive not reactive become a partner of your emotions and actions
Work in context even not in isolation. Look others there's power in numbers	Listen to learn, not to respond or to judge or convince. Learn to listen without judgement	Bring the best out in others a spark on change, hope and motivation	Be more charismatic never intimidate others but use confidence to bring others equal, be received	When faced with pressures, fear, stress, learn from it then change something	Verify not your comfort zone, dare to try something new, learn more and grow
Be flexible, embrace the unknown, be resilient when faced with uncertainty	Know creating destruction does not depend on letting go of old ways	Embrace diversity, differences and other views, bring them together + learn from them	Don't be afraid to say "no" you need time to respond, be curious and learn from time	Learn to show others it's ok to show your weaknesses it's ok to show your need help	Laugh, relax, find joy and share kindness, new people will embrace change

www.soniaparkles.com

Deming's System of profound knowledge

Created by Sonia Sparkles.com

Appreciation for systems Create common purpose - People and Processes	Psychology Encourage + understand interactions between people	Understand variation Control common cause variation, eliminate special cause variation	Theory of knowledge Learning + developing new knowledge, Create a theory, make a prediction + review the results, Continuous learning + improvement - Never stop trying to be better
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Appreciative Inquiry

www.soniaparkles.com

Why Appreciative Inquiry (AI) is good • Search for the best in people + organisations • Encourages trust + reduces defensiveness • Use success to motivate + create "win-win" mindsets • Problems + what to fix while AI - what to grow • Discover what could be rather than fix what is • The best of our past is what we carry forward	Principles of Appreciative Inquiry (AI) • Constructive : what we believe to be true determines what we do. Words create worlds • Simultaneous : if we require to human systems we can change them for the better. Qs are fair • Poetic : Life is expressed through the stories people tell. The organisation is co-authored • Participatory : what we do today is guided by our image of the future. Inspires action • Positive aspect : Social bonding, momentum and sustainable change. "we questions" + "we change"	AI Model or Appreciative Inquiry • Discovery : Tell, discuss and share Stories, Experiences, strengths • Dream : Nurture will of Action envisage what is possible • Design : Develop new "dream" organisation co-construct model • Destiny : Innovating what will encourage to take action for "we have a dream"
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Appreciation points • see the world through an appreciative + valuing eye • invest time, money and energy in strengths not weaknesses • Successes should attract more attention than weaknesses • when you believe it, you see it (dream that inspires) • when you feel good, you do good and reality becomes good • creative imagination INSPIRES action (not assigns)	Questions for Appreciative Inquiry 1. What have been your best experiences at work? 2. What achievements have you been most proud of? 3. Money aside, what motivates you to come to work? 4. What inspires you? What makes you smile? 5. If you had 3 wishes for your organisation, what?
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BANG OUT THE GOOD IN TO REALITY
G.R. Bushe

Plan Do Study Act cycle

Created by Sonia Sparkles.com WWW.QIELFT.NHS.UK @E

PLAN • Do you need to tweak/change your test of change? • Do you need to adapt the idea to make it more effective? • Do you need to test under different conditions? (eg night shift, different days, weekends) to make sure it works? • Are you convinced that the idea works in all conditions before considering implementation? • Put on your findings, implement, adapt or abandon	DO • Carry out the experiment • Document any changes to the plan • Be flexible, don't judge straight away • Collect the data as needed for the test • Let the test flourish
STUDY • Compare the data with the original prediction • What is the data telling you? Reflection • Is any revision of your theory needed? • Look at both Qualitative + Quantitative data • How do your results link to your prediction? • Evidence matters. Gut instinct + feelings are not enough • Remember measurement is for improvement not judgement • Don't react to a single data point • Paint a story from the information collected • Reflect with the team Are we on track for achieving our aim?	ACT • Consider starting small so you can run a test and learn as quickly as possible • Plan how long the test will run for + when you will regroup to reflect on what happened • START SMALL

Improving culture is not a process, action plan or one-off listening events

Culture runs deep, it's behaviors, feelings and emotions

We cannot carry out improvement work if the culture around us is stressful, transactional and oppressive

We must start with culture first before improvement

Our new norm is burnout, stress, pressures and the overwhelming sense of a heavy burden to make things work



IMPROVEMENT CULTURE CLUB

NURTURING THE CONDITIONS FOR IMPROVEMENT TO GROW



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What to expect in the Improvement Culture Club

Learning:
Knowledge,
research and
understanding
each pillar

Session 1

Application:
How have you
applied it &
trying out
different tools

Session 2

**Reflections
and next
steps:** What
are you going
to do?

Session 3

Why use creativity in healthcare?

- We need to adapt to the “new circumstances” with totally new ideas
- Stops you doing the same “ideas” again and again



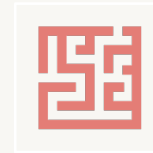
What is creativity?



Creativity is an **ability**, an **attitude**, and a **process**



Having the **ability** to use imagination to produce something new that is novel



The **attitude** to push boundaries, be daring and challenge conventional thinking



The **process** of manipulating, combining thoughts and ideas to create new concepts and possibilities

Creativity is a skill that can be developed and nurtured over time
It will not happen overnight, it needs consistent practice

Ability: Embracing boredom

- **Boredom/quiet** is a place where we give ourselves freedom from the constant pestering. That's when your brain will look at things differently. We need downtime to allow our minds to wander & daydream
- **Strolling. Meandering. Wandering.** In Japan, the Yamabushi walk through the mountains to gain enlightenment.
- **Forest bathing** connects with nature and tricks your mind into feeling an abundance of time & connect with all your senses
- **Hide your phone:** We are desensitized and over stimulated. The scrolling leaves us wanting more, while simultaneously destroying our ability to do more. Try 1 hour every day to hide your phone and just be present

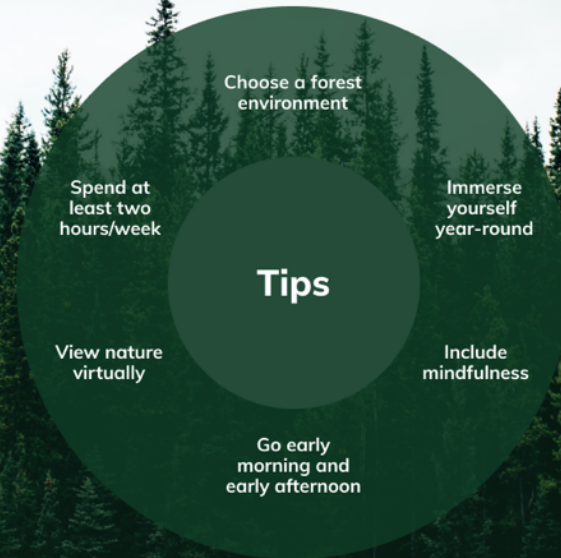
We should all find
a quiet place,
a peaceful space,
to bury the chaos
and rest for a while.

Christy Ann Martine

Ability: Finding connections

Experience the benefits of **forest bathing**

Forest bathing is a therapeutic technique in which you immerse yourself in a forest environment while focusing on the experience through the five senses (i.e., vision, smell, taste, hearing, and touch).



Attitude: Moving out your comfort zone

- You need to move out of your comfort zone for inspiration to strike
- 'How does this work?' or 'what if ...?' is a practice successful designers use
- Overcome "specialization bias" - Don't hold yourself back
- You are your own hero as well as your own bad guy. Who do you want to win?
- Every week, do something new that is a bit uncomfortable and makes you feel a bit nervous



<https://www.phrsrecruitment.com/quick-guide-comfort-zone/>

Attitude: Failure is growth

- Getting things wrong is the fastest and most realistic way to get closer to the truth
- To become a true creative, you need to accept that failure is likely and become 'a connoisseur of your own mistakes', (philosopher Daniel Dennett)
- Try to reframe "failure" - 'what's the valuable lesson here?' 'What could I do differently if I was to do this again?'
- 'Weeding the garden of your mind – pull out negativity (Neuroscientist Jill Bolte Taylor) notice what is a 'weed' or an unhelpful or negative thought
- Voice your failure – you will become more comfortable with it

Failing Forward
Taking responsibility
Learning from each mistake
Learning failure is a part of the success
Maintaining a positive attitude
Challenging outdated assumptions
Taking new risks
Believing something didn't work
Persevering

<https://www.ajourneytofi.com/think-about-your-response-to-failure-and-consider-failing-forward/>

The virtuous cycle of failing right



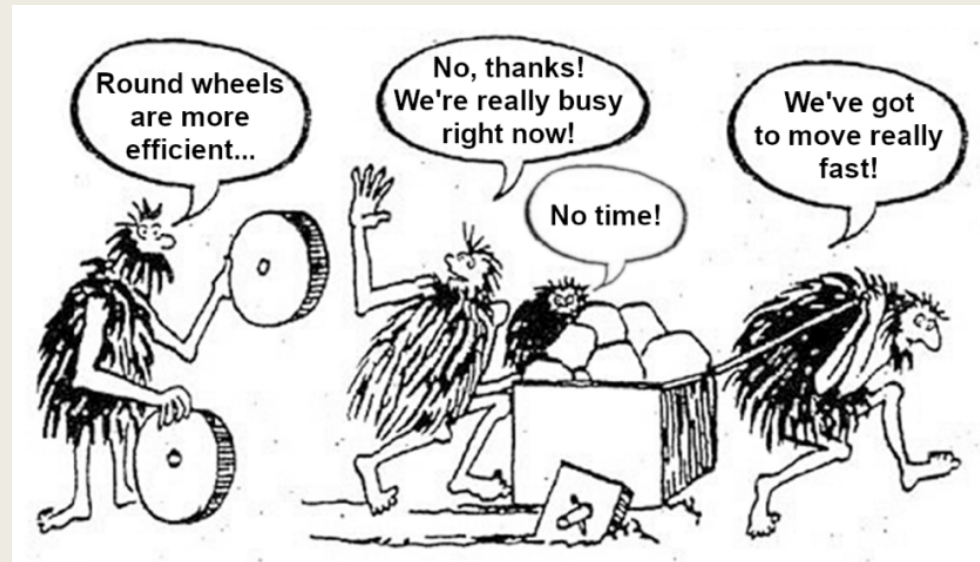
How to be a creative thinker Roya A Azadi

Process: Creativity leads to Innovation

- Innovation is gradual and an element of playfulness is needed
- Innovation requires sharing and collaboration – Rarely a lone genius
- Innovation happens when people are free to think, experiment and speculate
- Thomas Edison perfected the light bulb by perspiration: he and his team tested 6,000 different materials for the filament. 'I've not failed...I've found 10,000 ways that won't work.'
- The main ingredient in the secret sauce that leads to innovation is freedom. Freedom to exchange, experiment, imagine, invest and fail; & freedom from restriction
- Innovation is organic, it must be a response to an authentic and free desire - not what somebody in authority thinks we should want
- How free are you – mentally internally and externally?

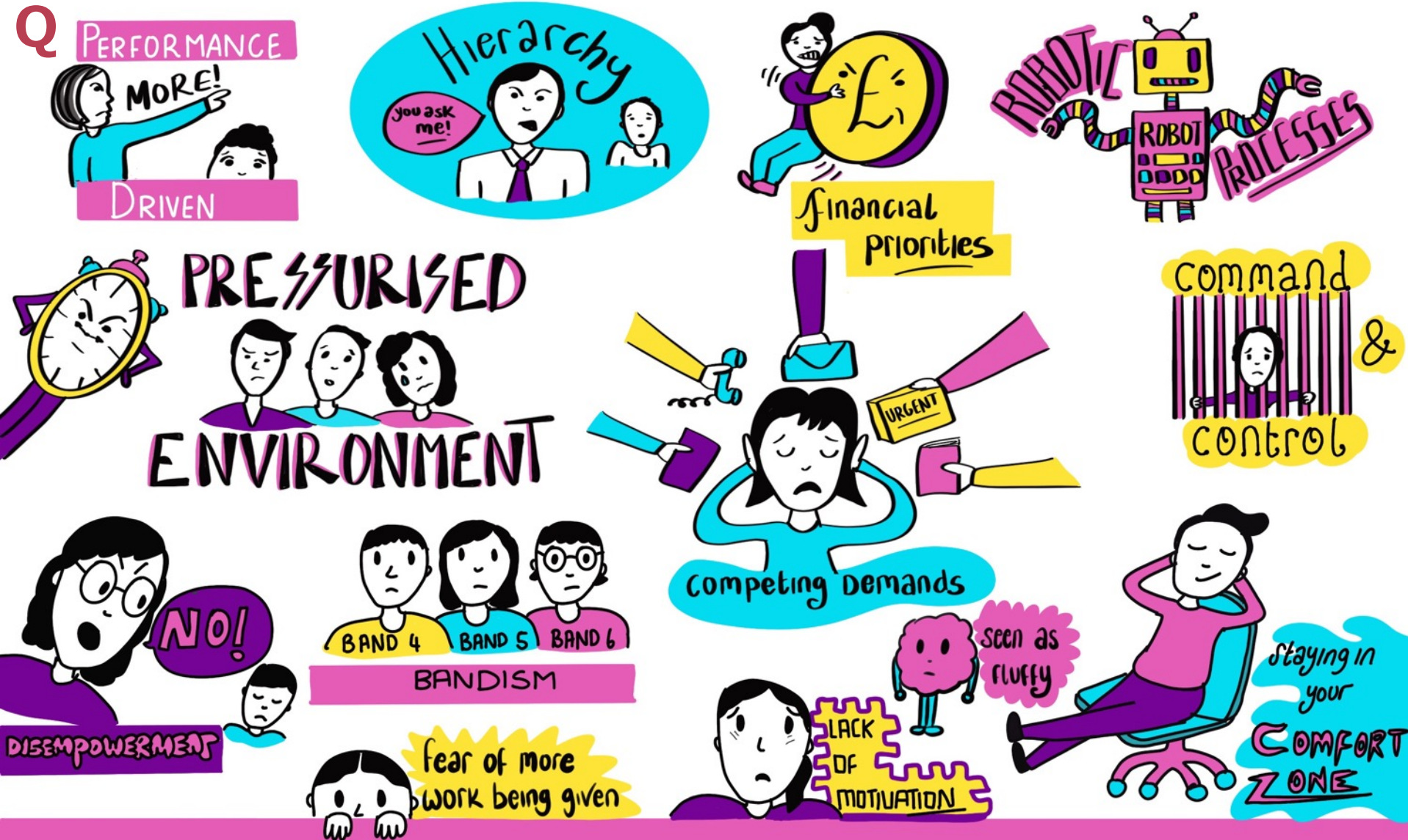
Process: Creativity leads to Innovation

- Start with a passion
- Find your tribe
- Don't overthink the planning
- Experiment and tweak
- Always ask WHY



Organizations are bad at innovating, because they are too bureaucratic, reactive & controlling - The biggest barrier to innovation is their mindset

What stops Creativity in Healthcare?



Process: Find your freedom

The main ingredient in the secret sauce that leads to innovation is freedom

Do not ask for permission for everything you do	Believe in your idea and ability – your intentions are all that matter	Don't seek too many opinions – it can get confusing
Take calculated risks to explore new things – What's the worst that can happen?	Seek the right support – told "no"? Go find your cheerleader	Do not give up, find new ways to achieve your vision Jack Andraka
Have honest conversations when your freedom is compromised	Build a culture of trust and responsibly with leaders	Learn to be persuasive and optimistic

IDEO: The Shopping Cart



<https://www.ideo.com/post/reimagining-the-shopping-cart>

IDEO'S secret to Brainstorming

1. **Sharpen the focus** – Well horned statement of problem and understanding
2. **Playful rules**– Don't critique or debate. Go for quantity & wild ideas.
3. **Number your ideas** so you know how many you have as you go along – aim for 100 in 1 hr
4. **Build and jump** – bounce around ideas, back & forth, build up, keep the energy levels up
5. **Stretch your mental muscles** – group warm up is good for people who don't brainstorm often or are distracted by other pressures
6. **Get physical** – bring in competitive products, have materials on hand and bodystorming – act out usage

Let's add to that idea...

What if we also...

And then we can...

Let's take it up a level...

Why don't we ...

You can also include...

Pitfalls in Brainstorming

- 1. The boss speaks first** – they set boundaries and agendas. **Why might this stifle creative thinking?**
- 2. Everybody gets a turn** – Go round everyone like clockwork. **How does this affect energy levels?**
- 3. Experts only please-** get a diverse group of people in. **Why are experts likely to judge/debate ideas?**
- 4. Do it off site** – Creativity does not just happen off site, you want it to be in the spaces you work. **Why do you think?**
- 5. No silly stuff** – Keeping it serious, focused and driven can stop the flow of ideas. **Why?**
- 6. Write down everything** – This shifts your focus to the wrong side of your brain. **What can this do to the flow and rhythm?**

IDEO: Increasing Creativity

- Ideas flow in the right environment: not in the meeting room, but over food, chairs all over the place **DO: Create a new space to meet up**
- Doodling, drawing, sketching, make things, - create accidental discoveries, play about exploring borders **DO: Have pens, paper, stationary in spaces and get people scribbling**
- Forcing ideas from the top to flow down stifles creativity. **DO: Stop using the boss's name**
- if you need to fill out forms every time you start a new project you will do them less and less **DO: Cut out the bureaucracy and paperwork**
- Don't be anonymous and play it safe. **Do: Rock the boat, be daring**
- Don't be in awe of "experts" they talk more than they listen **DO: Be open to diverse views and all sources**

IDEO: The Power of observation

Go to the actual people who use the services and observe. Inspiration comes from being close to the action. If you are not in the jungle, you are not going to know the tiger



hdnicewallpaper

NHS: The Wheelchair



How do you think?

Convergent Thinker

- Logical
- Objective
- Realistic
- Planned
- Answer orientated
 - Structured
 - Organized
- Decision making

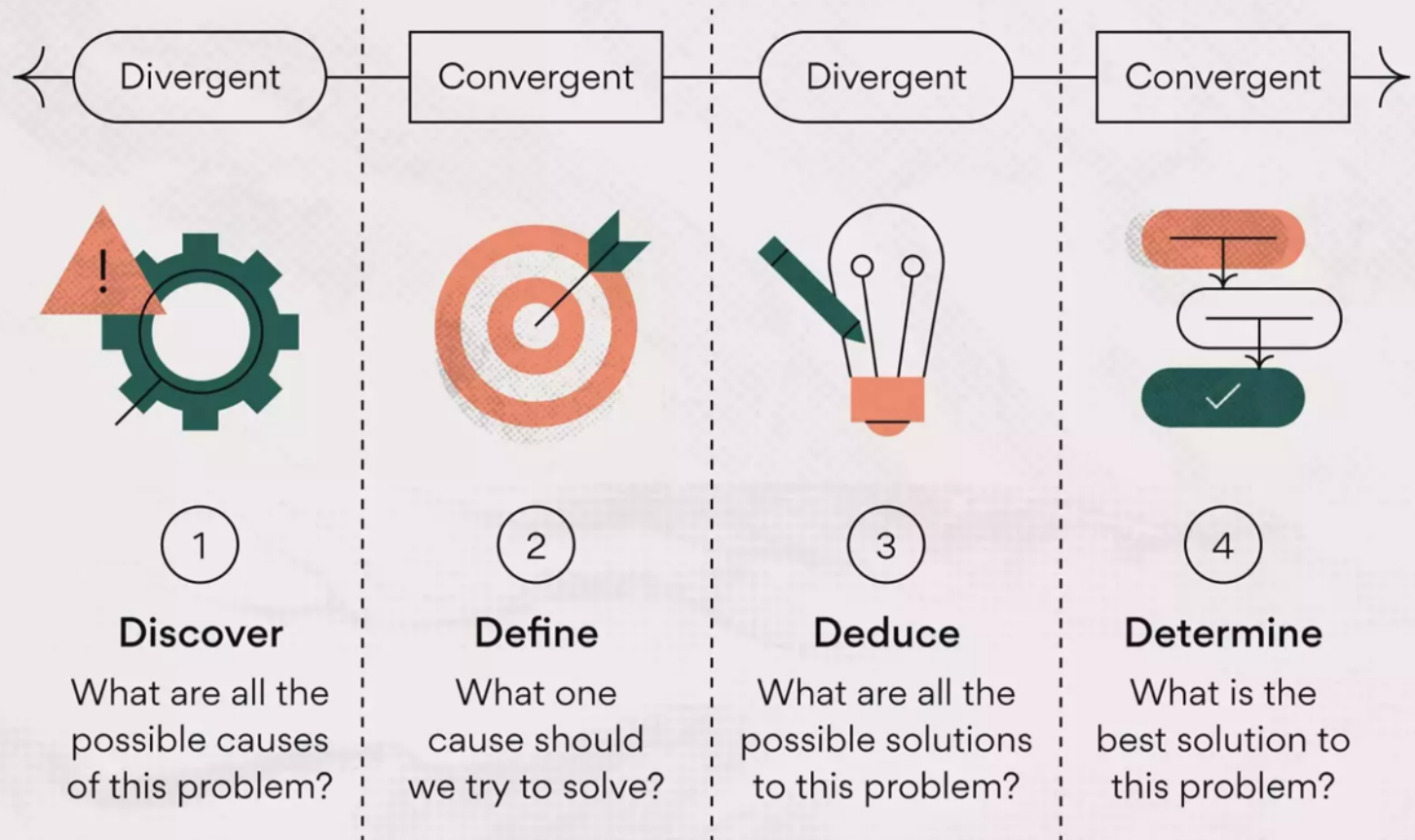
Divergent Thinker

- Intuitive
- Emotional
- Imaginative
- Impulsive
- Freedom of expression
 - Exploration
 - Possibilities
- Unexpected combinations

Evaluating the possible solutions to produce
the best answer to the question
ESTABLISHED IDEAS

Production of multiple answers based on what
is already on what is already known
TRANSFORMATIVE IDEAS

The creative cycle of convergent and divergent thinking



Think like a child (unlearning)

- Children can produce strikingly original solutions to problems because they aren't bound by the rigid conventions and methodologies of adulthood
- Their mindset: Always being open, excited and curious to look at different things
- Instead of being constrained by boundaries, their thinking is boundless; instead of conforming, they are creating
- Creativity gets out of shape through lack of use because of our misguided belief that it doesn't have any practical application. Like a muscle that's never exercised, creativity withers
- By relearning how to play and adopting an active pursuit of creativity we can all rediscover and re-experience the magic of creativity that we knew as children.
- Imagine what you could achieve if you could go back to your creativity levels at 5 years old!
- Over the years, we carry on building up our set of rules based on what we believe to be best for ourselves and others, and what authority figures tell us.

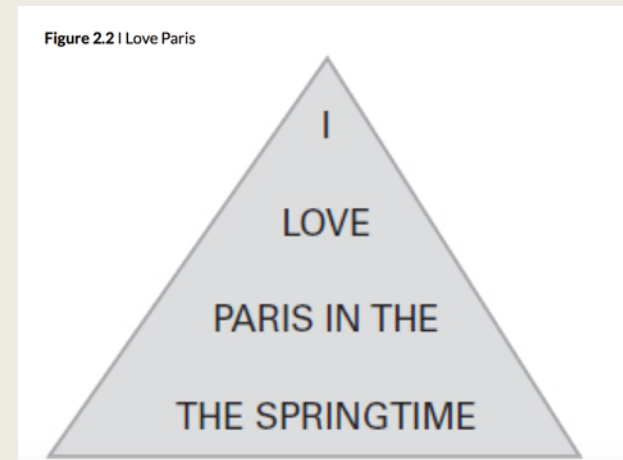


Do you think about thinking?

Our thinking errors tend to fall into one of three camps of thinking:

1. **SELECTIVE thinking:** The tendency to validate certain ideas and discount others (e.g. favoring our 'pet' ideas).
2. **REACTIVE thinking:** The tendency to react to existing influences, events or ideas, often too quickly.
3. **ASSUMPTIVE thinking:** The tendency to accept a belief, convention or idea as true, often with no proof (usually based on experience or 'common knowledge').

Think more before you act on that amazing opportunity, event or idea



What would happen if we deliberately broke this rule?

Why do we do it this way?

Why might this assumption be false?

Stop Information Overload

- People who try to push on through the workday without any periods of rest and rejuvenation can easily zone out and lose focus, meaning that they're only reaching 25 per cent of their potential output across the day (Ciotti, 2012)
- Although staying constantly in motion can make you feel like you're racing ahead, the reality is that you're more likely to be stuck in one place running
- Human beings are not designed to run on continuous high speed for long periods of time – allowing intermittent breaks for renewal gives you time to incubate ideas
- Unrelenting torrents of data flood our minds, taking focus and resource away from where it's needed – our 'real' work.
- When we're bombarded with information, we feel pressure to act on it straight away – to think reactively. What happens then? We end up making the wrong decisions because we haven't taken time to think about the information rationally and objectively.

Be available for Creativity

- **Traffic Light thinking:** What will you stop doing? What will you continue to do? What will you start doing?
- **Improve your focus:** Recover from the disruption and refocus your attention (e.g. stop breaking off to read emails)
- **Look at your diary.** Is it booked all day with back-to-back meetings and discussions? What about your to-do list? Is it crammed full of data demands and tasks that could probably be done by others?
- **Make time alone:** To be really creative, you must be able go into the deepest darkest depths with your thinking, and this can only happen if you make time for it.

Cut out the Dinosaur speak

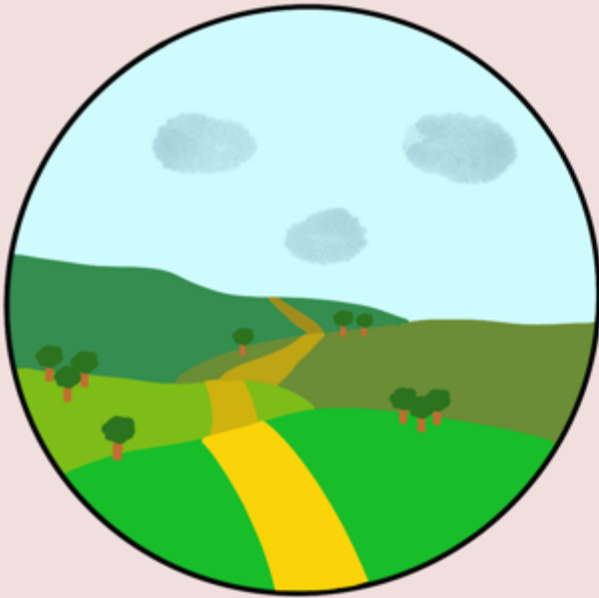
- Innovation efforts fail as they are often killed by corporate dinosaurs who are pessimistic and resist challenges
- When we experience positive emotions, our minds open to new possibilities, actions and ideas
- We become more flexible and creative in the way we work
- As you apply optimism as a leader and allow people to enjoy what they're doing, you will find that in time they will be more inclined to experiment and show initiative.

Figure 12.1 Dinosaur speak



Attention, Escape and Movement

Paul Plesk



Observing with
fresh perspective,
and really noticing
things



Thinking freely of all
the possibilities



Flow in any
direction without
judgement

Attitude: Mental Valleys

- Thinking differently is about making “***creative connections***”.
- It involves challenging, connecting and rearranging information in our mental valleys.

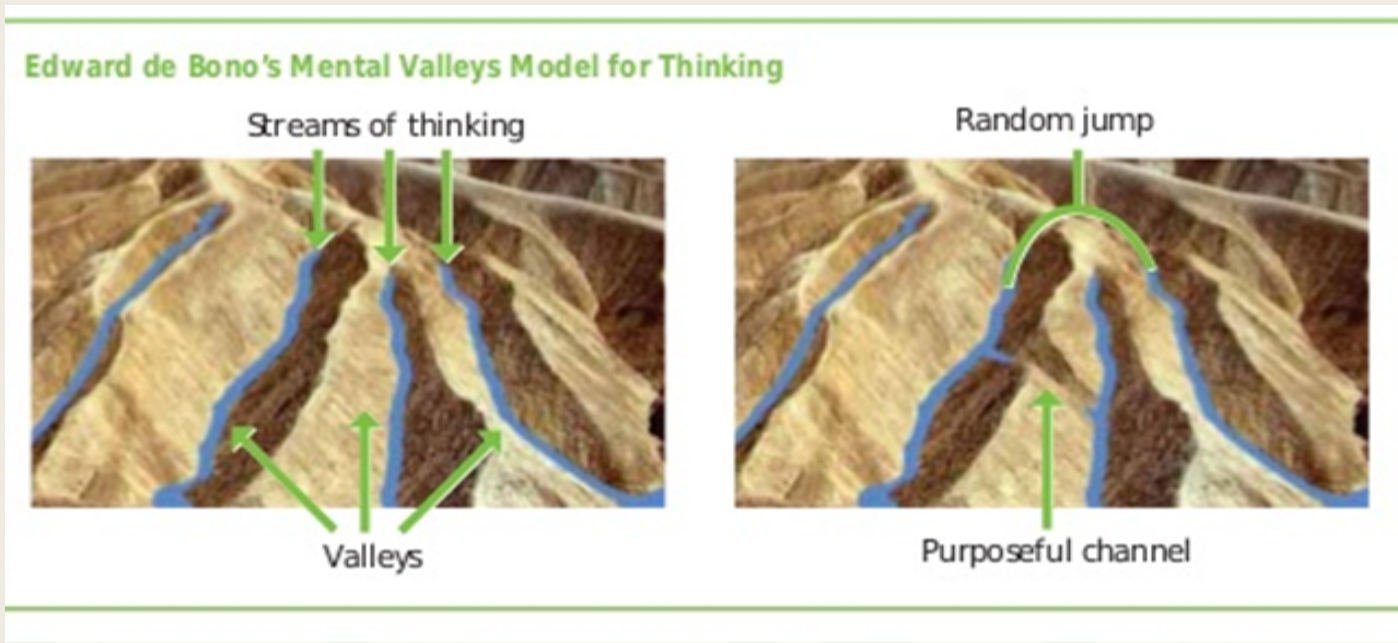






Image taken from: [https://www.innovationagency.nhs.uk/media/documents/PIP/thinking_differently%20Book%20\(2\).pdf](https://www.innovationagency.nhs.uk/media/documents/PIP/thinking_differently%20Book%20(2).pdf)

Creativity Template

Creativity Template

Name:
Date:

Things I've done to encourage creativity in others 	Things I've done that I think are creative 	Things I've done to the environment to make a creative space 	Things I've observed from a new perspective 	Things that help me to become more creative 