



# Selling the Benefits of QI coaching to leaders

Coaching Improvement SIG

17<sup>th</sup> April 2024

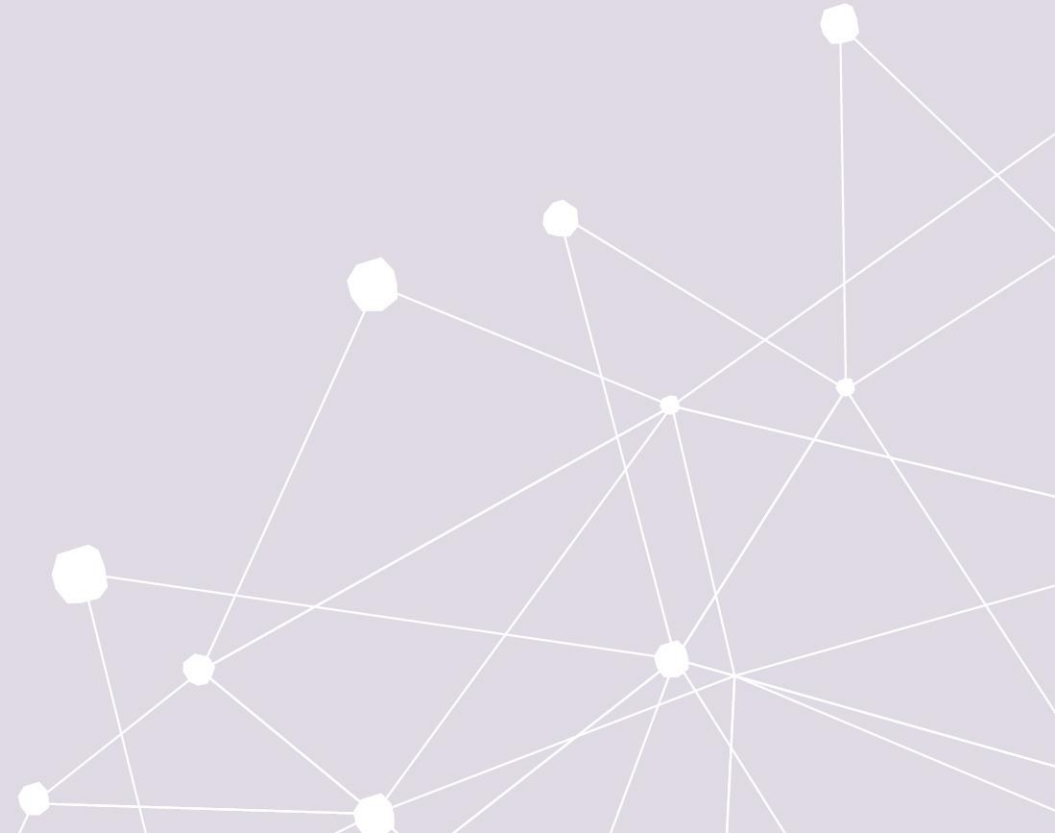


QI is led by the Health Foundation and supported by partners across the UK and Ireland



# Agenda

12.00 – 12.10	Welcome
12.10 – 12.30	QI coaching – our reflections
12.30 – 1.05	Your reflections and feedback
1.05 – 1.20	Some pointers
1.20 – 1.30	Next steps and close



# Today's Conveners



**Sophia Mody**

Continuous Quality  
Improvement Lead



**Kerry Blewitt**

Head of Quality  
Improvement



**Sid Beech**

Associate Director



# Different models for QI support in a provider

QI team are responsible for QI work and are often very “hands on” in the application of QI methods

QI team are enablers of improvement, embedding QI at all levels. Often using coaching style

**Dependence**

**Independence**

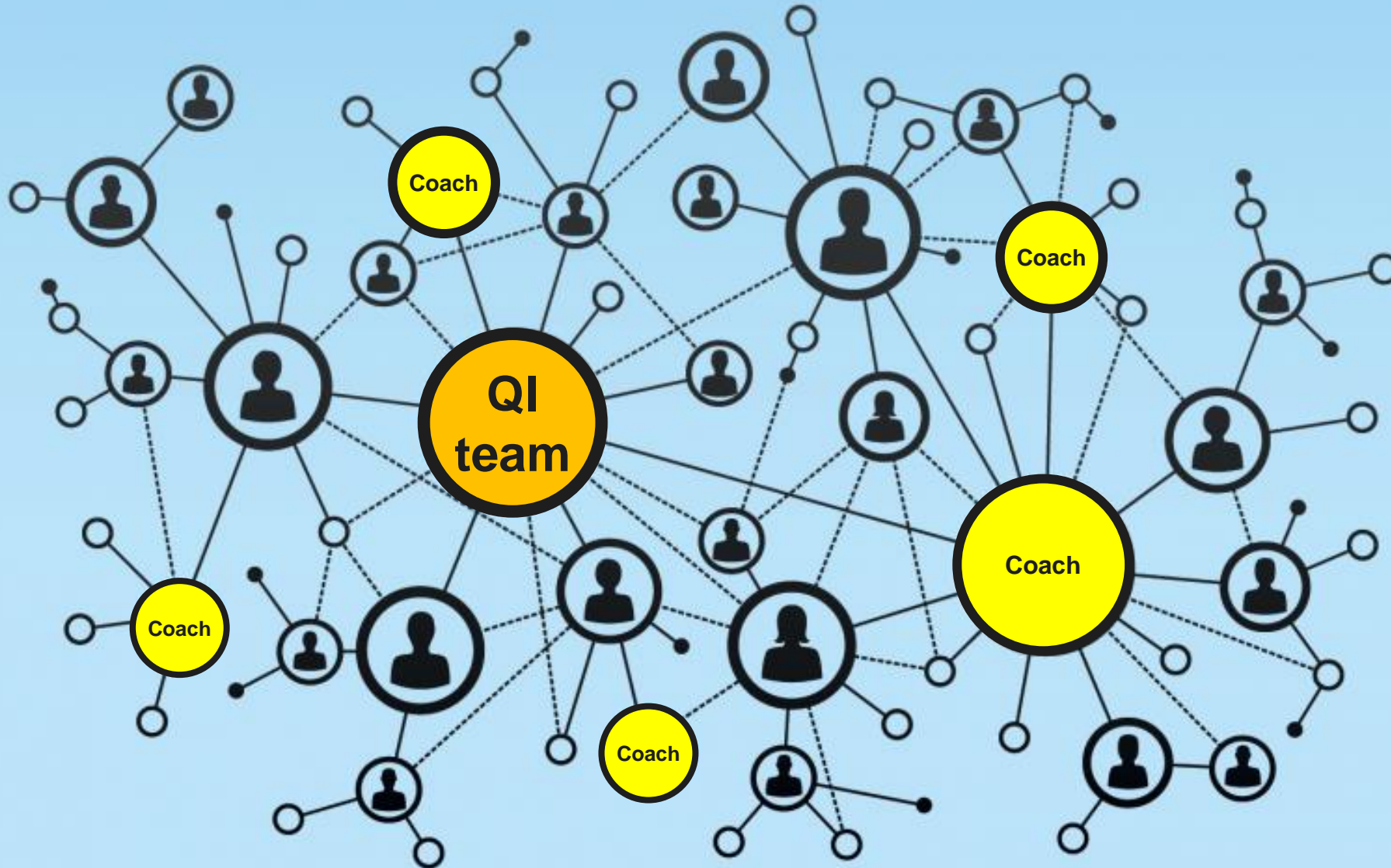
# Different models for QI support in a provider



- ✓ Expert support may lead to more effective solutions, faster
- ✓ QI experts have dedicated time for QI work
- ✓ Easier to allocate QI resource to priorities
- ⊗ Improvements may not be owned by services
- ⊗ Improvement seen as a specialist area
- ⊗ Limits opportunity to develop sustainable QI capability within the organisation
- ⊗ Improvement capacity limited by availability of expert QI resource

- ✓ Supports development of a culture of continuous improvement
- ✓ Improvement is everybody's job
- ✓ Improvements are owned by the services
- ✓ Reduced requirement for central QI team
- ⊗ Can take years to develop QI capability across an organisation – needs long term commitment
- ⊗ Requires strategic approach to improvement, teams need time to improve
- ⊗ Requires development of additional QI capacity, outside of QI team

# The role of a QI Coach within an organisation or system



## People doing improvement work

- Anyone who is trying to improve their service
- Often only basic QI knowledge
- Typically need guidance to apply QI approaches effectively
- Often 're-inventing the wheel'

## Quality Coach

- Frontline staff who have been trained in how to coach and support teams through QI work
- First line of improvement support
- Championing improvement at a local level

## Central Improvement team

- Experts in improvement science
- Usually limited resource
- Focus depends on strategic approach – typically includes:
  - Teaching QI
  - Leading/Facilitating projects
  - Improvement coaching
  - Data analysis



**We knew we  
needed to let go**

# It's a journey...

## 2015 Small Team, Small Gains

Focus on QI training but not on systems to support QI



## 2019 Larger Team and more deliberate QI

Better structures to support bottom-up QI, plans for QI coaching begin



## 2021 Coaching begins

Recognition that to sustain high-quality support for QI, we must adopt a QI coaching model. Focus on our own team first



## 2022 Coaching spread

We continued to embed coaching focusing on our trusted collaborators and strong leaders for QI in the Trust. A few teething issues!



## 2023 New love for QI coaching

Spreading further than before but deliberately not over-expanding. Case studies, testimonials and word of mouth help justify QI coaching to hesitant leaders. Still a few wobbles along the way



## 2024 Today

Positive reception to QI, lots of bottom-up improvement and more capacity to support strategic improvement work e.g. PSIRF





# The improvement journey

Developing an organisational approach to improvement in health care is a journey that can take several years. Here are six key steps:

**1** **Assessing readiness**  
How ready is your organisation for improvement, in terms of its learning climate, infrastructure, governance and leadership? Tools are available to help you assess your readiness and address any gaps.

**2** **Securing board support**  
The board must be confident in and committed to the organisation's improvement strategy and to building the skills and infrastructure needed. A strong clinical voice at board level can help make improvement a priority.

**3** **Securing wider organisational buy-in and creating a vision**  
Staff at all levels need the permission and time to engage in improvement. Consider building in stages, starting with enthusiasts then encouraging others to follow.

**4** **Developing improvement skills and infrastructure**  
Teams will need the capability and resources to support improvement. Make sure you have the data and systems needed to measure impact and teams have the necessary skills to use them.

**5** **Aligning activity**  
As the improvement programme grows, aligning activity with the organisation's overall strategy is key. Making sure that clinical, managerial and corporate teams are pulling in the same direction should help overcome barriers to improvement.

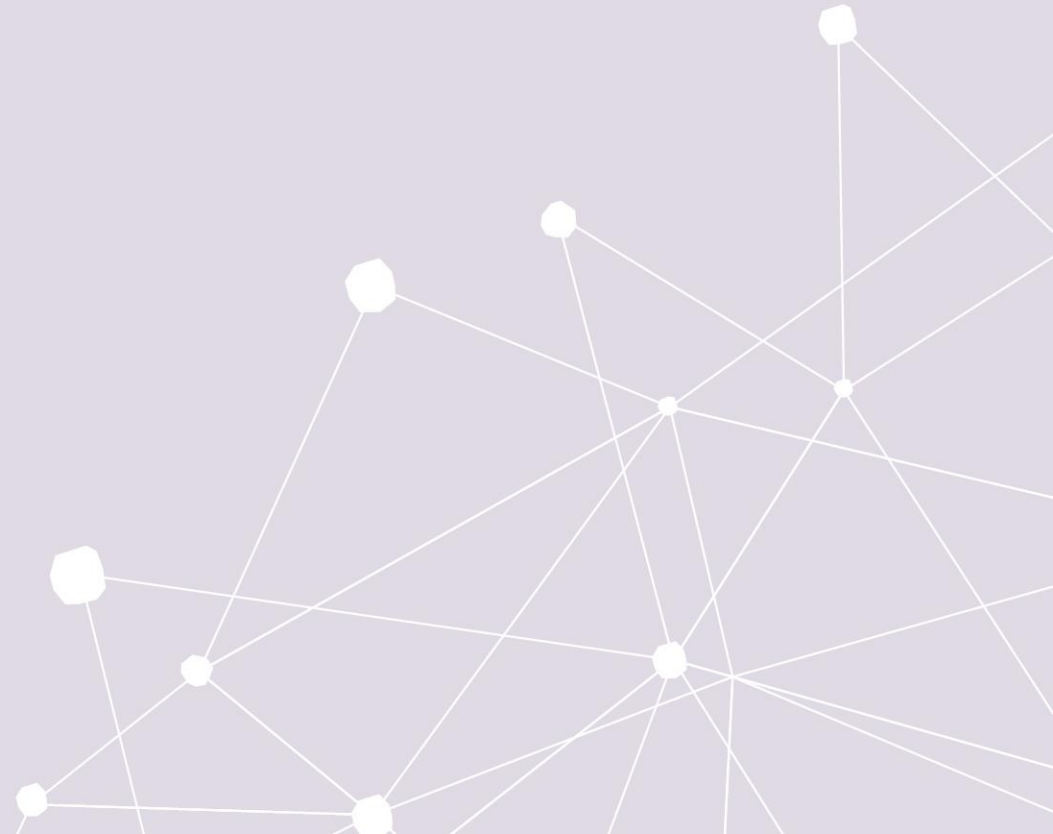
**6** **Sustaining an organisation-wide approach**  
It takes time for an improvement programme to embed. Maintaining momentum takes as much effort and skill as getting started. The board must stay focused and supportive in the face of external pressures, despite the uneven pace of improvement.



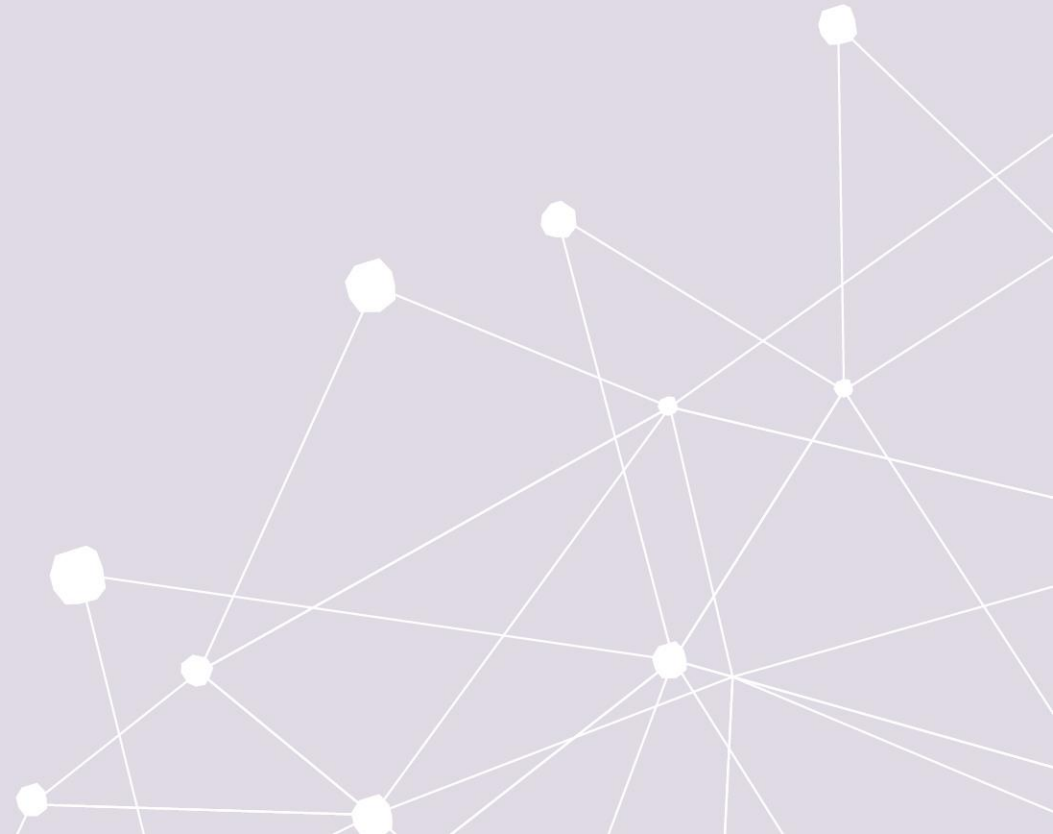
# How does that land for you?

- **Where are you on your improvement journey?**
- **What are your biggest challenges to progress?**
- **What has helped you so far?**
- **What's on the horizon for you?**

**20 mins**



# Feedback



# A bit of advice...



**Go where the energy is**



**Get your own house in order**



**Be clear on the benefits from day 1**



**QI coaching is a 2 way street**

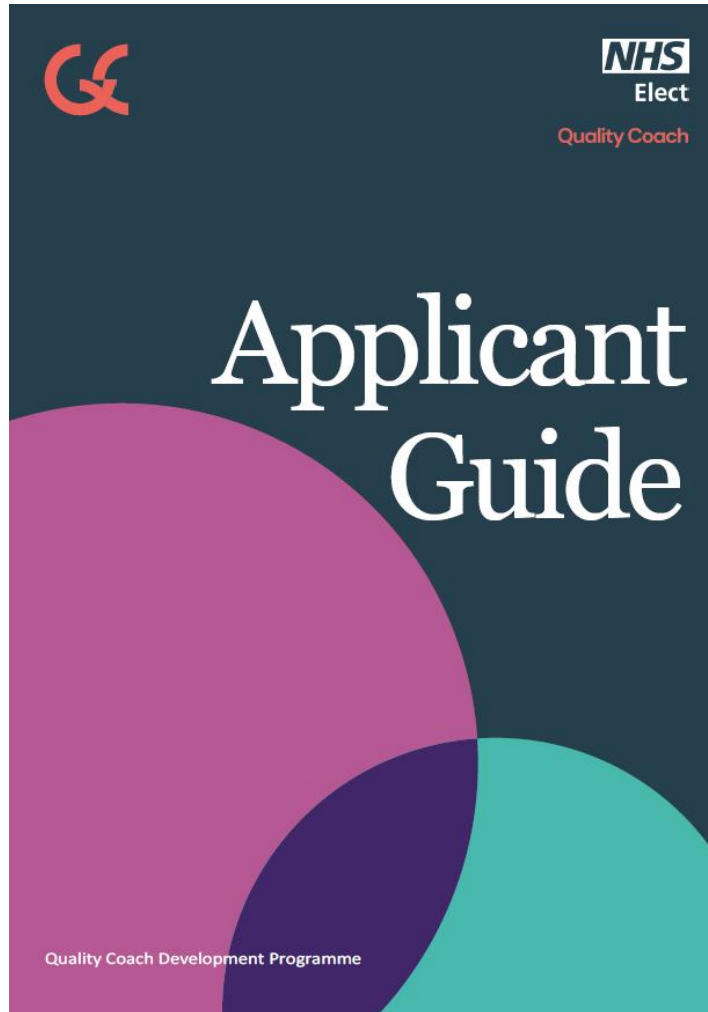


**Be strategic**



**It's a marathon not a sprint...**

# Applicant guide for the QCDP



## What are the benefits of the programme?

### Benefits to you

- Learn advanced concepts of improvement coaching techniques that will enable you to coach others in QI work. Many concepts and techniques that you will learn are transferable and beneficial for everyday working life
- Play a pivotal role in supporting improvement in your organisation and become a champion and advocate for improvement
- Take on a rewarding role that makes a real difference to teams, services and patients
- Develop strong links with others working in improvement
- Potential to accrue CPD credits (if your organisation chooses to apply for formal accreditation)
- Opportunity to join a national network of qualified Quality Coaches through the Q Community
- Professional development and opportunities to develop in your career.

### Benefits to your team or service

- Staff are empowered and supported to implement their ideas for improvement, with higher likelihood for sustained change
- The team or service will have a local expert to support improvement work
- The gap between theory and practice will be bridged, meaning more successful improvement work within the service or organisation
- More capacity within the service to test, implement and spread improvement ideas, with no additional recruitment required
- Enthusiasm for QI will be spread to colleagues locally, with QI capability built through on-the-job training and exposure to improvement principles, methods, tools and techniques
- Faster access to QI advice for the team or service from a familiar face.

### Benefits to your patients

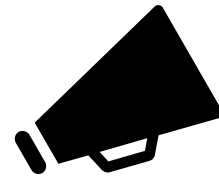
- Patients, staff and partners will be equipped with lasting skills and the opportunity to lead meaningful change through co-production
- Improved outcomes for patients as a result of co-production. QI projects that have meaningful co-production are four times more likely to deliver successful improvements<sup>1</sup>
- Through involvement, programmes can be designed to deliver effective and sustainable change in the areas that are most important to patients.

### Benefits to your organisation

- The programme brings together national expertise in the fields of improvement, coaching, psychology of change, measurement, facilitation, liberating structures, human factors, and contextual and cultural insights, amongst others. Your organisation may not have the in-house expertise to develop Quality Coaches – this programme enables it to do so.

<sup>1</sup> Kostal, G and Shah, A. (2021). Putting Improvement in everyone's hands: opening up healthcare improvement by simplifying, supporting and refocusing on core purpose. *British Journal of Healthcare Management*. [www.magonlineibrary.com/doi/full/10.11956/bjhc-2020-0189](https://doi.org/10.11956/bjhc-2020-0189)

# Benefits to individuals



- Learn advanced concepts of improvement coaching techniques
- Rewarding role that makes a real difference to your team and patients
- Play a key QI role in your org.
- Develop strong links with others nationally on QI
- Opportunity to join a national Quality Coach network
- Professional/career development
- *Could you CPD accredit?*



# Benefits to your colleagues and team



- As a Quality Coach, you will **empower your colleagues to implement change**
- Your team/service will have a **local expert** to support improvement work
- Enthusiasm for **QI will be spread** to colleagues locally
- **Upskill colleagues** in QI
- Faster access to QI advice for the team from a familiar face.



# Benefits to your organisation



- **Bridges the “gap”** between QI teams and frontline teams seeking QI support
  - Quality Coaching **embeds a culture of continuous improvement** at the front line, given QI work is identified and addressed *in situ*.
  - **Upskills staff** with an enthusiasm for QI and spreads QI
  - Builds QI **capacity across the organisation** without recruiting a lot more corporate QI roles
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# You must help your QI coaches



Coaching  
Circles (peer  
coaching)

Coach  
Forum

Attending QI  
conferences

Supervision of QI  
coaches through  
QI Team

Informal

Formal

Joining  
Q

Keeping up-to-  
date through MS  
Teams Channel

Teaching / co-  
facilitating QI  
training

# Being strategic



Run a QI Coach training programme over 6-9 months

Run QI training (e.g. BTS, QSIR) for strategic priority in tandem to capitalize on your increased QI capacity

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# Being strategic

The NHS IMPACT logo features a cluster of interlocking teal gears. The gears are labeled with the following terms: LEADERSHIP, CAPABILITY, PEOPLE, CULTURE, DELIVERY, and COLLABORATION. Below the gears, the text reads "NHS IMPACT" in a bold, dark teal font, followed by "Improving Patient Care Together" in a lighter teal font.

**NHS IMPACT**  
Improving Patient Care Together

A teal rectangular graphic with the NHS logo in the top right corner. In the center, the acronym "PSIRF" is written in a white box with a dark purple border. Surrounding the central box are several warning signs: three purple triangles and four purple circles, each containing a white exclamation mark.

**NHS**

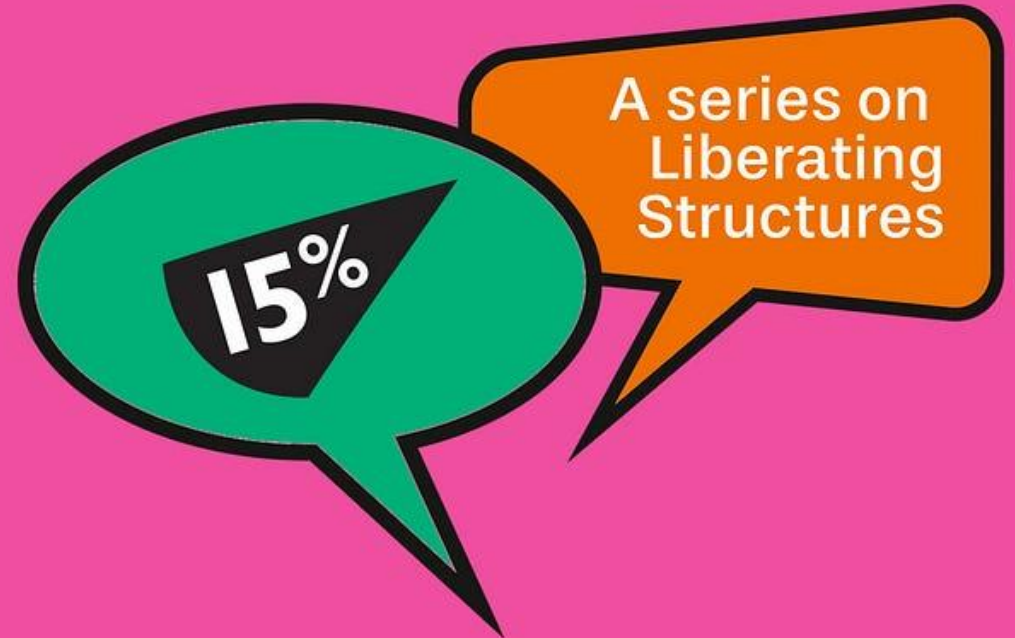
**PSIRF**



# 15% Solutions

Discover and focus on what each person has the freedom and resources to do now.

**The  
Liberators**



## Get started now

1. If you haven't already... consider joining 300+ peers on the **Coaching Improvement SIG** via the Q Community to collaborate more on this subject <https://q.health.org.uk/community/groups/coaching-improvement/>
  2. We want to profile different organisations approach to QI coaching. Please let us know today if you would like to be involved
  3. We will also do some micro-teaching around QI coaching
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# Future topics – voted by our community

- 1 Selling the benefits of QI coaching to leaders
- 2 Sustaining coaching engagement in an organisation
- 3 Evaluating the "return on investment" of QI coaches
- 4 The relationship of the QI coach to the QI Team
- 5 Self-reflection - understanding strengths & weaknesses as a QI coach
- 6 Spotlight on QI coaching**
- 7 Coaching circles