

How to Foster a Culture of *Continuous Improvement*

Learning from NHS - Virginia Mason institute Partnership

Nicola Burgess

Tweetchat Report

Lesson 1: Build cultural readiness as foundation for better QI outcomes

#LeadingQI #QIHour

Tweetchat Date: January 31st 2023

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Report produced by Dr Emily Rowe & Dr Nicola Burgess for Warwick Business School.

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What's our tweetchat series all about?

In October 2022 Warwick Business School held an inaugural 'tweetchat' in partnership with #QIhour to accompany a blog entitled '[Six key lessons from the NHS and Virginia Mason Institute partnership](#)'. Synthesising the key findings from the recently published [NHS-VMI evaluation report](#) the blog incorporated a sketchnote as a vehicle for sharing lessons the 'six lessons' far and wide; the result was a global conversation about how to lead continuous improvement within and across health and care settings.

The unprecedented success of our first combined 'blog, sketchnote and tweetchat' led to a partnership with the influential @HelenBevan and @LouWaters in collaboration with #QIHour and Warwick Business School to foster a global conversation via six further monthly blogs, sketchnotes and tweetchats between January and June 2023. In each blog we aim to unpick each of the 'six lessons' derived from the evaluation of the NHS-VMI partnership. The first in our six-part series is presented below.

We really hope these blogs, sketchnotes and tweetchats spark a global conversation and debate about how we foster continuous improvement and look forward to your feedback, reflections and response.

January Tweetchat Report Summary

This report was produced to share the learning and insights generated from the tweet chat, which took place on 31st January 2023, on "How to Foster a Culture of Continuous Improvement". It was hosted by Warwick Business School in collaboration with #QIHour alongside a panel of quality improvement leaders from the NHS and the Virginia Mason Institute. A brief overview of the tweetchat questions and a summary of participant responses are presented below.

Q1. Let's have a poll about tweetchats!

- It was the first tweetchat for 41% of the participants, suggesting that this tweetchat engaged more professionals who are interested in quality improvement.

Q2. What does cultural readiness for change mean to you?

- For participants, cultural readiness for change means: cultivating an environment to build & grow improvements, having open and honest conversations about change, being willing and committed to change, ensuring staff feel safe and supported to make changes and making relationships & connections to support change.

Q3. What are the factors that create a receptive culture for change and how does (or should) your organisation nurture a receptive culture?

- Psychological Safety, Co-Creation, Learning for Failure and effective Networks & Social Connections were revealed to be factors creating a receptive culture for change.

Q4. What experience have you got of building cultural readiness for improvement...

- Participants shared many experiences regarding the conversations, training, skills that need to be encouraged at the team level, the values alignment and unlearning that needs to occur at the organisational level and the difficulties experienced and differences in perspectives observed at the system level.

Q5. Asking for a friend: “Help! I work in a struggling organisation which is failing on finance, performance and clinical standards and is losing confidence of both staff who are leaving in droves and patients who are constantly sharing their concerns with the media. How do we start this sort of work?”

- The responses recommended that good places to start improvement work are with patients, leaders, staff, and the strengths and weaknesses of the organisation.

Q6. Last question of the night! What actions will you take away as a result of this tweetchat and/or as part of the learning from the NHS-VMI partnership?

- Participant responses included plans to share the blog, [Build cultural readiness as the foundation for better quality improvement](#), with their teams and integrate lessons from the tweetchat into their improvement work.

Figure 1 presents a summary of the themes and key words that emerged from the tweetchat responses.



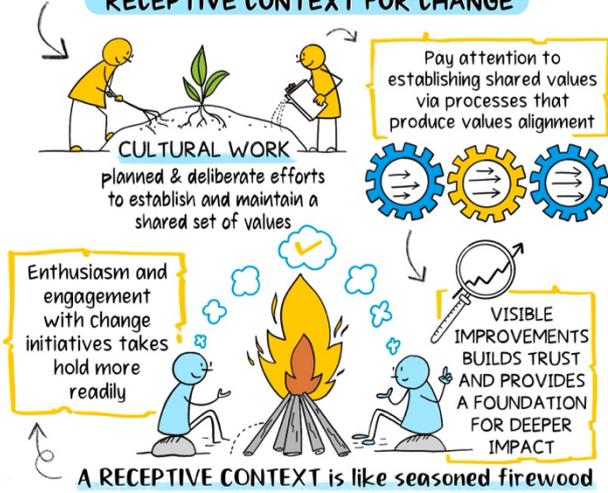
Figure 1: Tweetchat Themes Summary



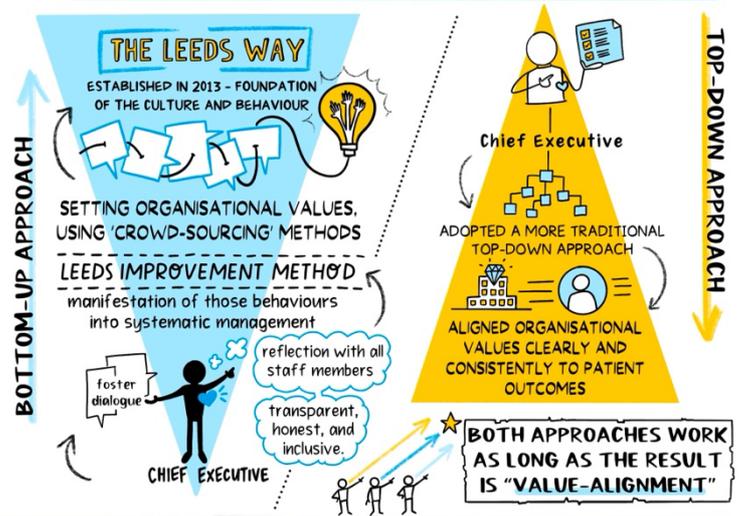
LESSON #1: BUILD CULTURAL READINESS AS FOUNDATION FOR BETTER QI OUTCOMES

— Nicola Burgess —

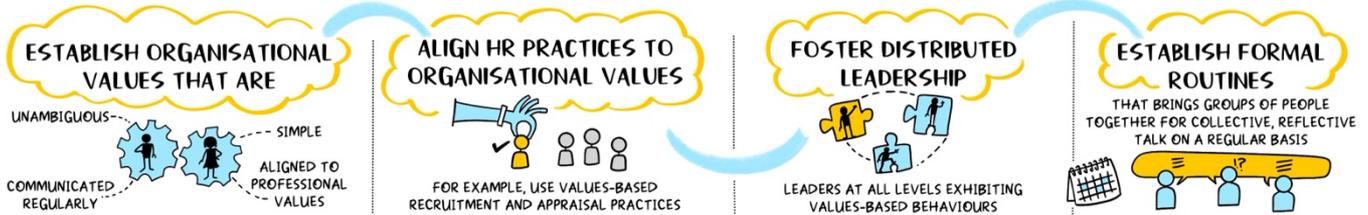
VALUES-BASED "CULTURAL" WORK CREATES A RECEPTIVE CONTEXT FOR CHANGE



PROCESSES OF VALUE SETTING FOR VALUE ALIGNMENT



FOUR (INTER-RELATED) FACTORS THAT SHAPE A RECEPTIVE CONTEXT



LEADING CHANGE ACROSS HEALTHCARE SYSTEM: HOW TO BUILD IMPROVEMENT CAPABILITY AND FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT

SKETCHNOTE BY: TANMAY VORA

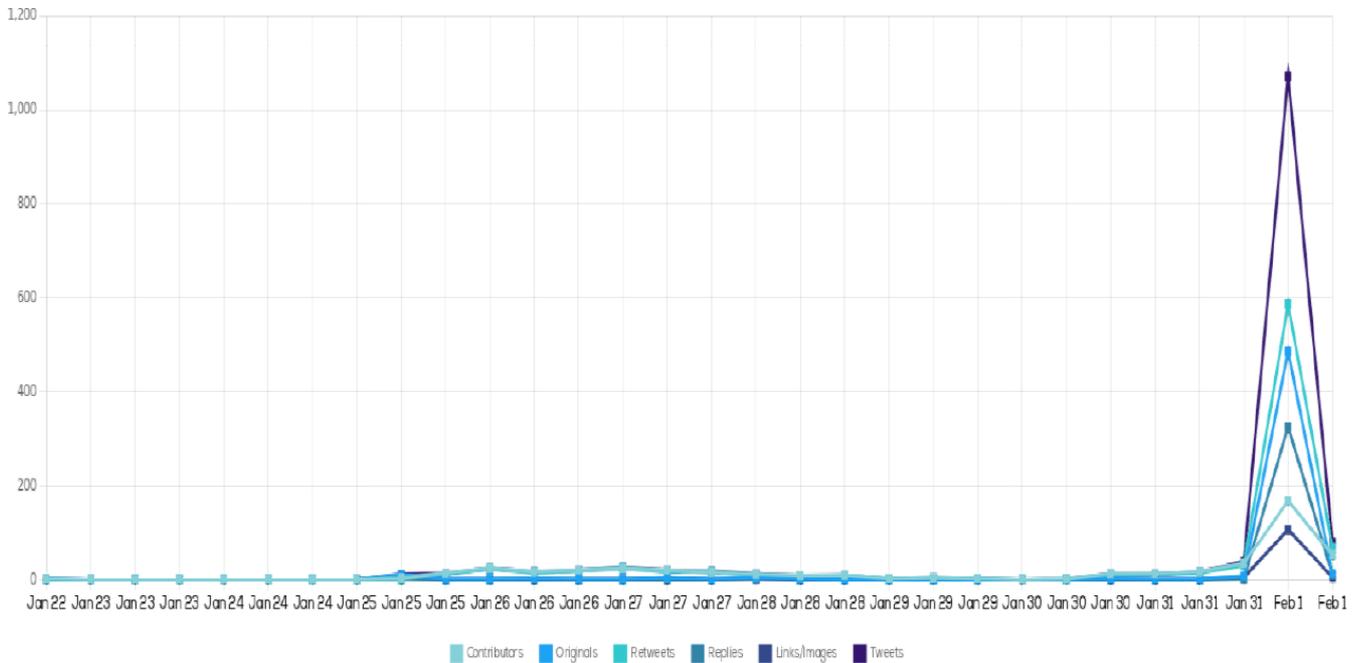
#leadingQI

Tweetchat Activity Summary

#LeadingQI

TIME PERIOD 1/22/2023 - 2/1/2023

TWEETS: 1,416 • USERS: 368



The tweetchat ran from 7.00pm - 8.00pm GMT on 31st January 2023. The ‘tweet activity’ graph above for the primary #LeadingQI hashtag shows the momentum of the hashtag from the 22nd January until February 1st 2023. It shows a peak during the scheduled time of participation, and also shows that interactions continued after the 8.00pm end-point of the chat. The chat had 368 participants, who generated 534 original tweets, 882 retweets, 3894 likes and a reach of nearly 1 million ¹. During the chat, both hashtags #LeadingQI and QIHour were trending the United Kingdom. Below is a summary of the top five **Most Active, Highest Impact and Original Tweets**.

Trending in United Kingdom
#LeadingQI

Trending in United Kingdom
#QIHour

MOST ACTIVE		Tweets
	@WarwickBSchool WBS	101
	@LouWaters_QI Lou Waters (...	93
	@MattDaleyUKRN Matt Daley	91
	@CharlotteNHSRN Charlotte Ja...	81
	@Sutcliffe1987 Lee Sutcliffe	56

HIGHEST IMPACT		Impacts
	@HelenBevan Helen Bevan	2,799,148
	@WarwickBSchool WBS	1,752,956
	@CharlotteNHSRN Charlotte Ja...	589,518
	@LouWaters_QI Lou Waters (...	479,322
	@WhoseShoes Gill Phillips	147,190

ORIGINAL TWEETS		Tweets
	@Sutcliffe1987 Lee Sutcliffe	53
	@LouWaters_QI Lou Waters (...	47
	@DrNicolaBurgess Dr Nicola Bu...	39
	@acserra076 & @Cristina ...	25
	@lisabilmy Lisa Bellam...	22

¹Tweetbinder data

Q2. What does cultural readiness for change mean to you?



There were many great responses to this question. For the tweetchat participants' Cultural Readiness for change means:

- Cultivating and Environment to prepare the foundation Build & Grow Improvements.
- Having Open and Honest Conversations about Change.
- Having the Willingness & being Committed to Change.
- Making Staff Feel Safe & Supported to make Changes.
- Making Relationships & Connections to Support Change.
- Giving Staff Time to make Improvements.

A key perspective was Cultivating an Environment to Build & Grow Improvements...

@WBSProfBC responded, "Culture not just important to embedding improvement, it is essential and conditional for success. Culture need a to be built and leaders are instrumental in creating it #LeadingQI"

@KPOteam_SASH saw it as a foundation of work where "cultural readiness to me means having fertile ground to sow your seeds of improvement on. We call it nemewashi or tilling the soil. Spending time with staff developing organisation values and defining what clinical leadership looks like was key #leadingQI #QIHour #NHSKaizen"

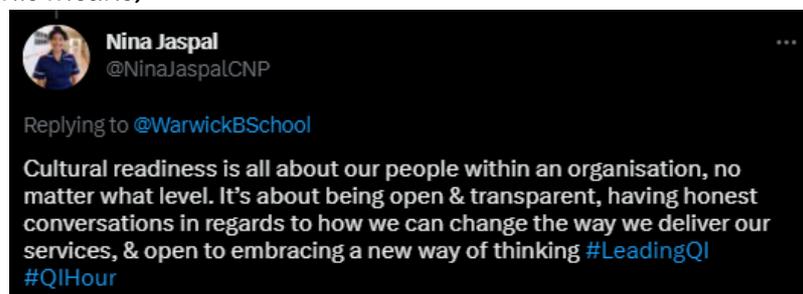
The most liked and retweeted response falls into this theme as @HelenBevan responds saying that...

Improvement/transformation plans often use the language of "driving" change through the organisation/system. If we want large-scale, sustainable change, we need to grow it, not drive it. #LeadingQi #QI-Hour

For some it was important to Have Open and Honest Conversations about Change...

This meant understanding clearly from the outset what change means and what needs to be done.

For @NinaJaspalCNP this means,



@BryanJns responded that, "Creating a culture of respect is key. Interesting how some VMI trusts worked hard to foster a climate in which people speak well of each other and well of themselves. Meaningful improvement conversations are built on trust and mutual respect. #LeadingQI #QIHour"

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@Sutcliffe1987 explained that, “It means your organisation is ready to have a Mirror held up to it and that people are willing and equipped to have difficult conversations #QIHour #LeadingQI”

For **@lisabllmy,**

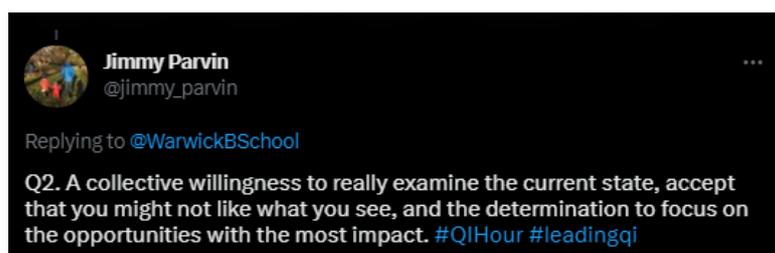


@WBSProfBC echoed this saying that, "Cultural readiness for change for me means that an organisation is really engaging its people in meaningful conversations about purpose and values. There are lots of ways of doing this."

Having the Willingness & being Committed to Change was also very important...

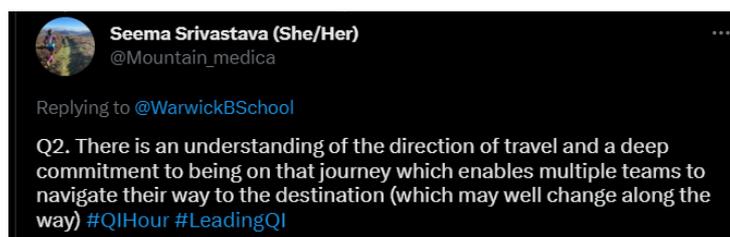
@RobinD100 interestingly queried, “Is a culture ever ready for change?? I guess for me its about the willingness to learn, to try things, to learn from the past and be honest about what we can and can't do.. #LeadingQI #QIhour”

For **@jimmy_parvin** it is...



@acserrao76 responded to @Sutcliffe1987 saying that, “Commitment is key, people notice when commitment is "faked" #QIHour #leadingQI”

And **@Mountain_medica** responded that,



In terms of commitment, @Nyrs_Emma also added that “...in addition to all the above it should be about authenticity, a genuine commitment to putting people first, and also to making change easy to conceive. Not necessarily in its process but in expectation. #QIHour #LeadingQI #BarriersDown”

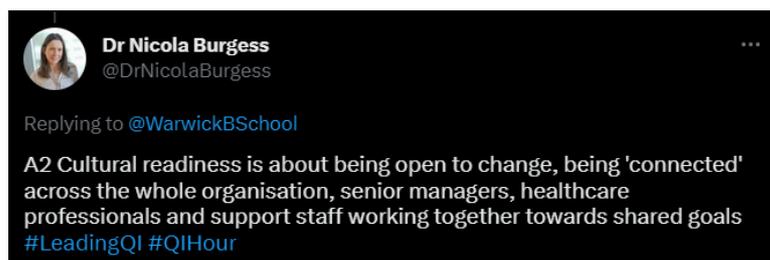
There were responses about the relationships & connections that support change...

For @nutter_gemma, “cultural readiness for me means building a network of change adopters at all levels throughout an organisation to keep momentum and be supportive, influential and remain connected. #LeadingQI #QIHour”

@guhawtin commented that “Connections keep the energy and passion going finding out what others do and how it can be used in your own organisation it's very useful and should be used more #learning #QIHour #LeadingQI”

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@DrNicolaBurgess endorsed this as,



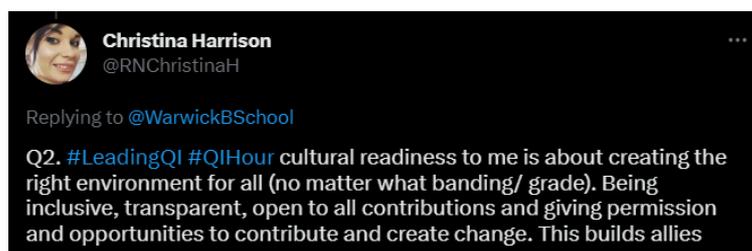
And for @LouWaters_QI, it was not only the connections...



Many were vocal about ensuring staff feel safe & supported to make changes...

This included creating an environment, "...where staff and patients are supported and encouraged to own and lead change or improvement and feel safe to do so. It is visible, safe and becomes the way things are done round here #leadingQI", says @HughMcCaughey.

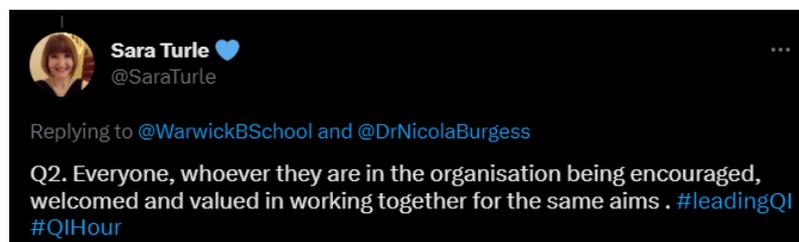
For @RNChristinaH it means,



@guhawtin responded, "To feel supported and prepared to make a change #LeadingQI #QIHour Gaining an understanding of what they are and the impact having all of these help to create the change. Take others with you"

@BethanyEd2 explained that cultural readiness means, "Values- Respect, Trust and Safety. For everyone to have an environment to say, suggest and speak up. Feel valued for their contributions and a shared blue sky approach, try it, have hiccups and move on! #QIHour #LeadingQI"

@SaraTurle replied for,



Another theme was ensuring that staff are given time to make improvements...

@MarkCJuniper replied that, "Senior buy in to dedicate the space time and resources for frontline teams to come together to solve problems #LeadingQI #QIHour"

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@lisablmy commented that, “Time is so limited, its definitely a mindset shift to say where does the time add value, firefighting or problem solving, definitely a culture shift #QIHour #LeadingQI”

However, @MariePinard9 said bluntly,



Question 2 Summary

Several diverse answers and perspectives were uncovered regarding the perceptions of cultural readiness. For some, it was about the environment of change, for others this meant having open, honest, difficult and raw conversations about the purpose, reasons and need for change, and what it might look like. After having these much-needed conversations, there must be a concrete willingness and genuine commitment to the changes. As @acserrao76 pointed out, people tend to know when commitment is faked and won't be invested in improvement work if they believe this to be the case. Through their relationships and connections staff can understand others' willingness and commitment and feel safely supported to make changes. This however has to be combined with senior management allowing time and space for meaningful problem-solving and improvement work to occur. Over, forty responses were provided for question 2, and not all of them could be presented here. A summary of other themes highlighted in question 2 are in the word cloud below.

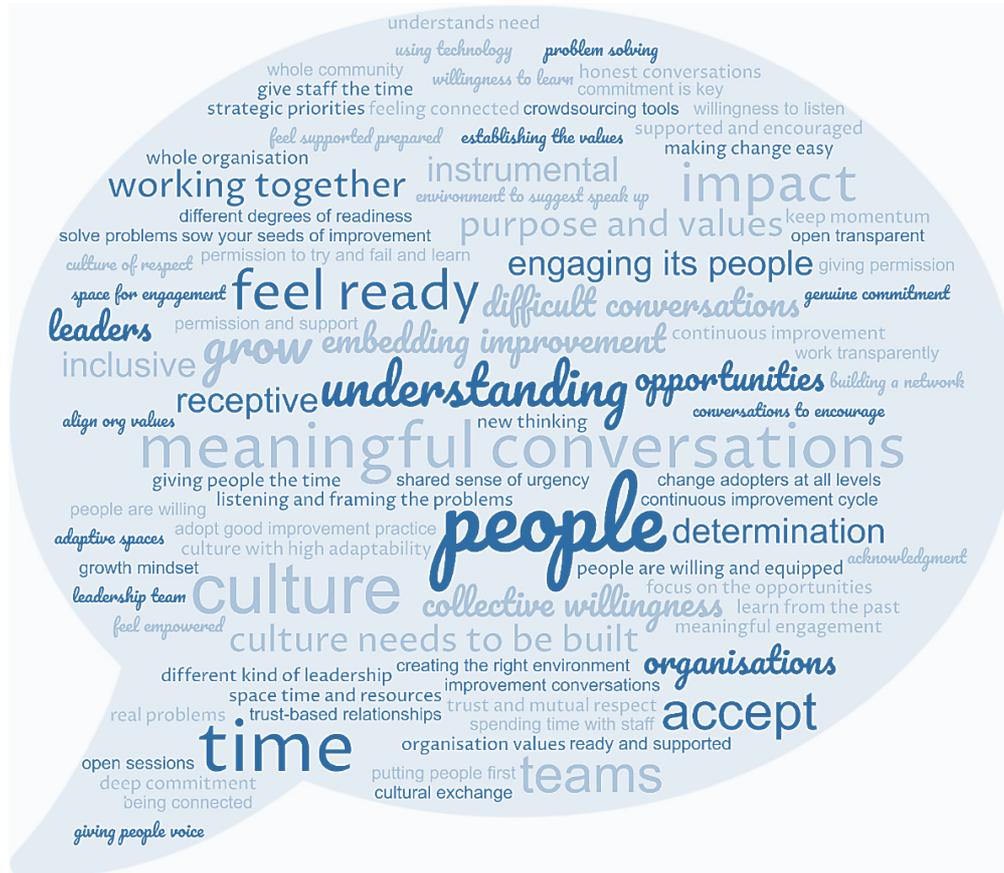


Figure 2: Question 2 Word Cloud

Q3. What are the factors that create a receptive culture for change and how does (or should) your organisation nurture a receptive culture?



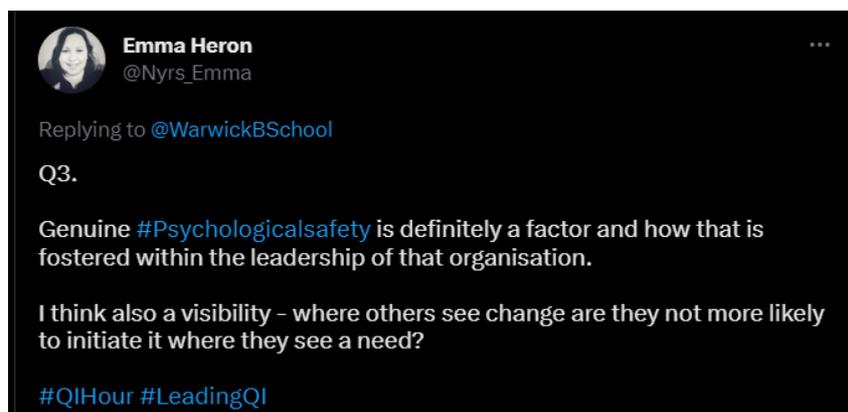
A host of factors that create a receptive culture for change emerged from this question. A summary main factors identified include:

- Psychological Safety
- Co-creation
- Learning from the Past, Mistakes & Failures
- Shared Belonging, Values & Purpose
- Leading by Example
- Networks & Social Connections

Psychological Safety was a key factor in response to this question...

@chrismcb responded that, "Psychological safety is key. Building an environment where anyone is willing to put up their hand or shout out that idea is a critical aspect of a receptive culture. #BuildTrust #LeadingQI #QIhour"

@Nyrs_Emma responded also saying,



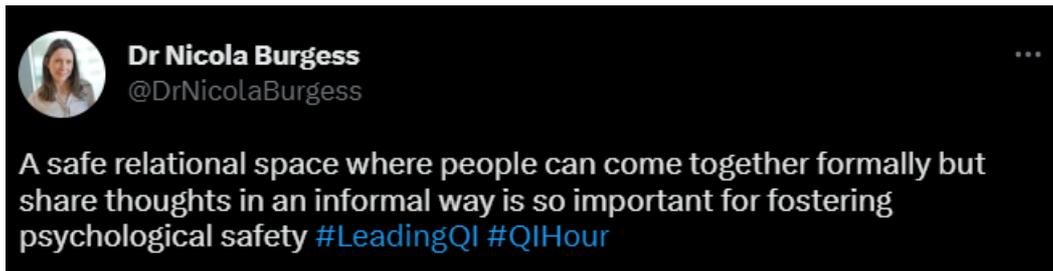
This also resonated with @Sutcliffe1987, who responded to @Nyrs_Emma by saying, "We spent time going back and adding Psych Safety into our offer as you need to base this around everyone knowing they have a voice will be embraced and listened to #QIHour #leadingQI"

@hel_bobs agreed by stating, "There's definitely a place for psychological safety here! Need to ensure staff feel they can contribute ideas for change #LeadingQI #QIhour"

@ThomDennis added a few of other factors saying that, "Respect, transparency, psychological safety, humility in the leadership #leadingQI #QIHour"

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@DrNicolaBurgess replied adding that,

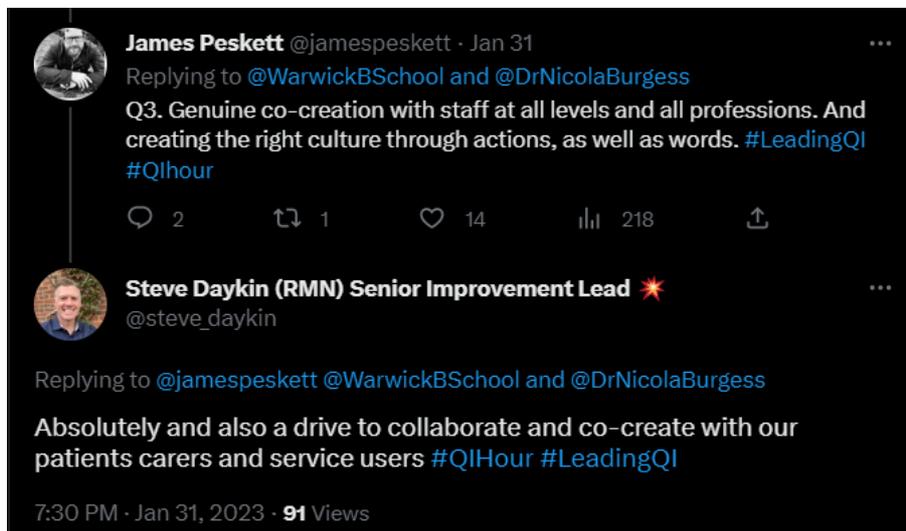


@BryanJns further agreed that, "Ensuring a blame-free, nurturing and open environment' where people have confidence to share ideas is a key improvement enabler says research supported by @HealthFdn #LeadingQI #QIHour".

Co-creation with patients and staff was highlighted...

@jamespeskett said that, "Genuine co-creation with staff at all levels and all professions. And creating the right culture through actions, as well as words. #LeadingQI #QIhour"

@steve_daykin replied to @jamespeskett and added,



@HayleySGrice responded saying that, "having an anchor of QI principles co-created with staff; threading them through opportunities to connect with staff to embed; making sure staff see & feel the difference applying QI methodology to aim for PDSA cycle projects with impact CA or QI; sharing #QIHour #LeadingQI"

@ggmarquez nicely summarises many of the themes identified and also leads us into a new theme, where they highlighted,



Learning from the Past and “Failures” was also discussed...

@jimmy_parvin commented that, “Creating the expectation that improvement is part of everyone's responsibility and that support will be given to experiment with change ideas, especially if they fail. Executive and senior leader behaviour needs to encourage experimentation. #QIHour #Leadingqi”

@CharlotteNHSRN similarly replied saying that,



@DrNicolaBurgess replied to this tweet agreeing that it is “Such an important point: ‘failure’ is a learning opportunity #LeadingQI #QIHour”

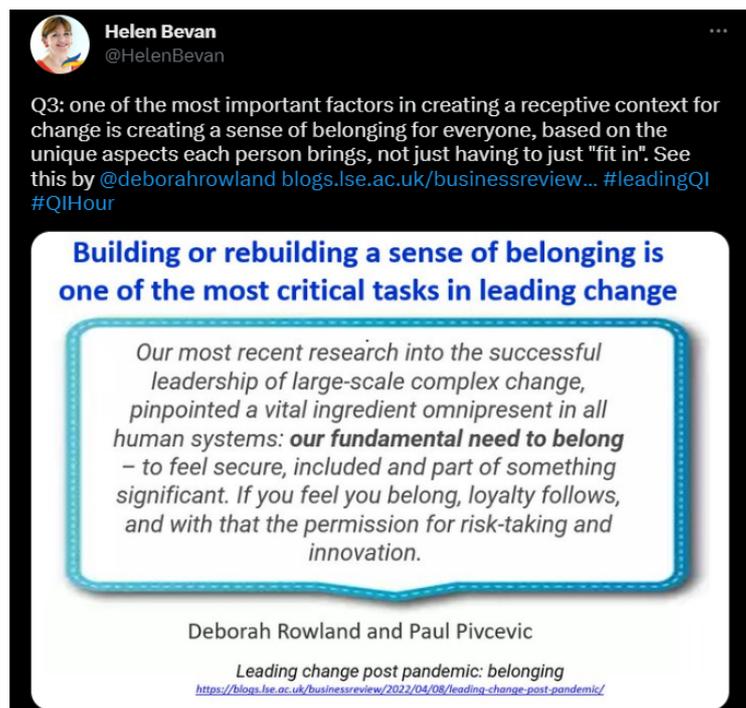
@Mountain_medica took this a point a step further by saying,



@RobinD100 acknowledged however that there is, “Something about being open honest about past failures. This is hard for leaders to do. #QIHour #LeadingQI”.

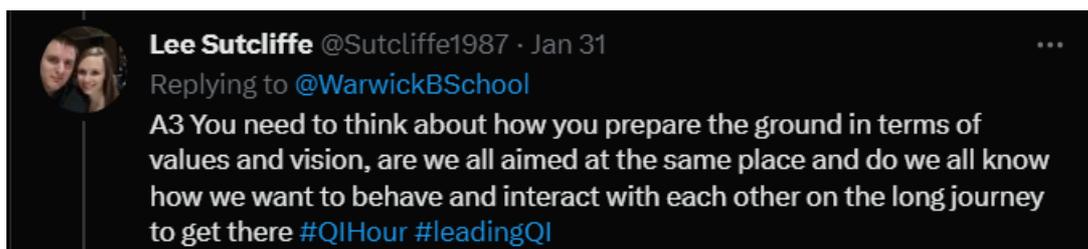
Creating a sense of Belonging, Shared Values & Purpose also emerged...

@HelenBevan replied saying,



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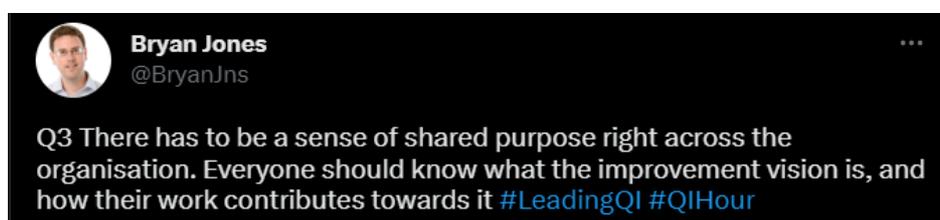
@Sutcliffe1987 responded by addressing the vision and values of the organisation,



@hel_bobs replied to @Sutcliffe1987, "Agree, having a shared set of values and purpose is really important to engage staff with the improvement journey. #LeadingQI #QIhour"

@HughMcCaughey emphasised that, "A clear articulation of the values, behaviours and aims; leaders that live those values (through thick and thin); and constant reinforcement, celebration and recognition for those that walk the journey #LeadingQI"

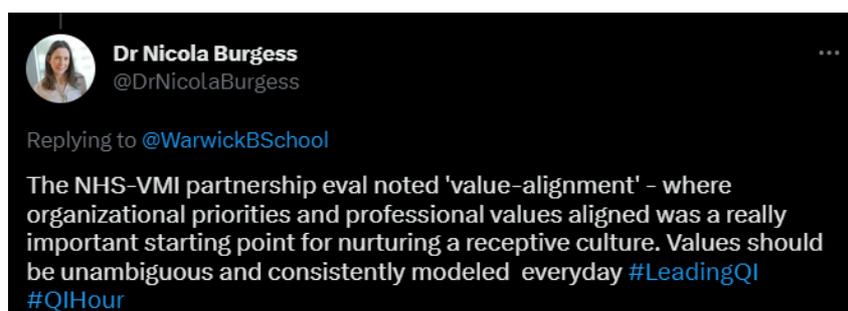
@BryanJns responded that,



@MikeBurchellDHT underscored the point of belonging and purpose by there needs to be "...connected autonomy where people feel a strength by being together in shared purpose and have ownership over change and freedom to do what's right based on values #LeadingQI #QIHour"

@CharlieTeare further expressed the point that "values based around 'embracing trying/ getting it wrong', 'Working together' and NO 'that's not my job.... Praise these behaviours and uphold them to others #QITwitter #QIHour #LeadingQI'".

@DrNicolaBurgess endorsed these comments by saying that,



These responses about behaviours, values and actions that align with improvement goals and vision guide us into the next factor which is to have...

Visible Change Agents who Lead by Example...

@lisablmy explains that "Senior leaders walking the walk & talking the talk, ensuring staff know they have 'permission' to improve... time rather than short deadlines, slowing things down to have all the team along with you"

@steve_daykin views it as needing, "Effective, visible leaders with an ability to listen, engage and spur on key members of staff to role model a way to improve #QIHour #LeadingQI"

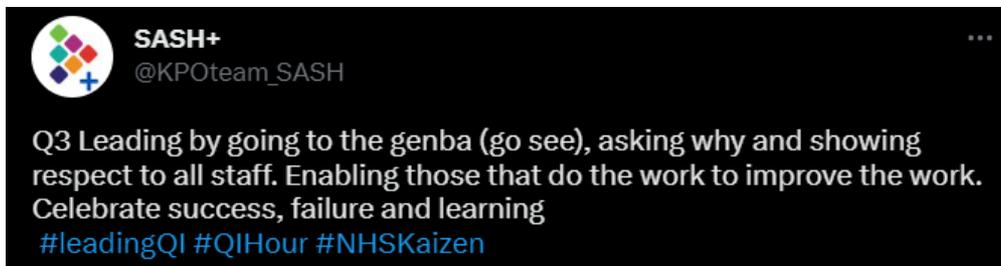
@LouWaters_QI confirmed this by replying to @SunilDaga23,

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@SaraTurle comments and replies to @LouWaters_QI saying that visibility, “Matters to patients too. How can leaders lead if they don't regularly get out on the Gemba, and see, hear, feel and ask about what staff and patients are experiencing. #LeadingQI #QIHour

This point was similarly made by @KPOteam_SASH saying that,

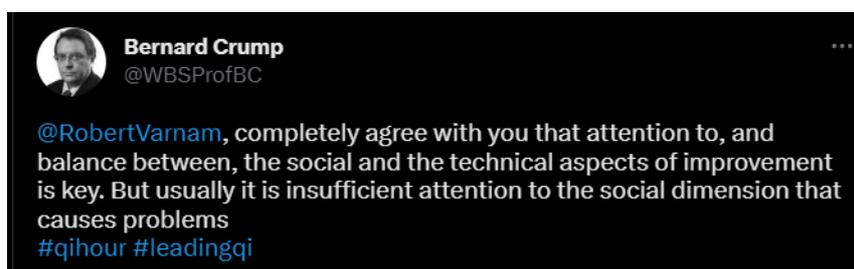


@Sutcliffe1987 responds that it's not only about visibility but also having senior leaders who are actively involved for example, “Having your execs interested in the events is a great way to do it across the organisation #QIHour #leadingQI @WAHTImprove definitely showing how its done this week in real time :)”

Effective Social Connections are also a factor...

@lisablmy comments that “Connection makes a huge different in #QI, it's sometimes underestimated until people realise.”

@WBSProfBC responded to @RobertVarnam commenting on how the social aspect of improvement work is often overlooked,



@Mark_Outhwaite sees this at the, “The levels of connectedness and mutual support across an organisation or system. #LeadingQI #QIhour”

@Sutcliffe1987 adds to this and having a sense of belonging, saying that “That network is really key @DrNicolaBurgess and the team showed just how key that is, i need to not feel like an island i need to feel like part of a community #QIHour #leadingQI”

Question 3 Summary

In addition to the themes which emerged, other factors were also discussed which are also closely related. For example, there were many comments about having the space and permission to carry out improvement work, this could be aligned with Psychological Safety. There were also responses focused on developing a common language and building patient voice, these points are associated with creating a sense of belonging and co-creation with patients and staff. There was also a significant aspect of building trust and respect and feeling supported, which emerges from social relationships and connections within the professional network. Like question 2, there were over fifty responses for question 3, all of which could not be presented in this section. Therefore, a summary of themes, phases and concepts have been included in the word cloud below.



Figure 3: Question 3 Word Cloud

Q4. What experience have you got of building cultural readiness for improvement?

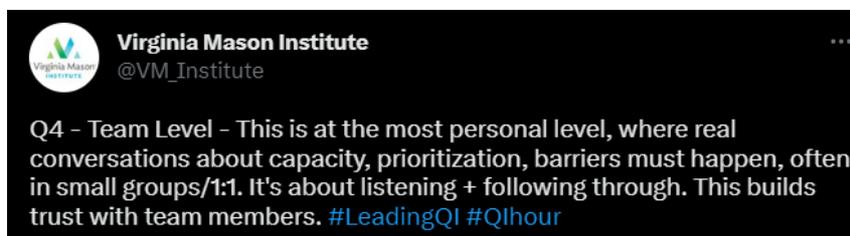


With over 70 responses to this question, many experiences at each level were identified. These include:

- Connections, Conversations and Skills at the team level.
- Values, Training and Unlearning at the organisational level.
- Changing perspectives and removing obstacles at the system level, and
- Highlighting the importance of networks and relationships at each level.

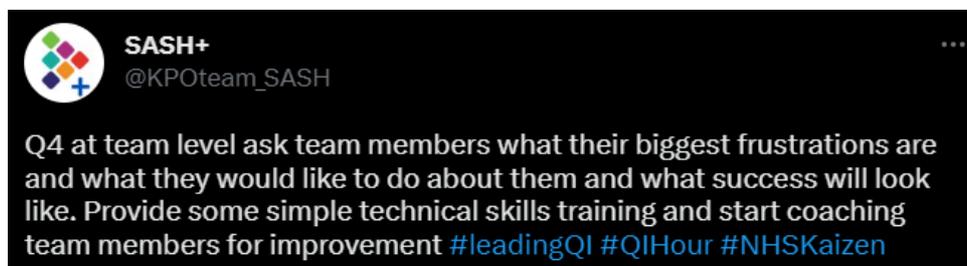
At the Team Level: Connections, Conversations & Skills

@VM_Institute responded that,



@jimmy_parvin made a similar comment saying to, “invest time in your team, know each other at a personal level, take the time to connect away from work issues, set and regularly re-visit expectations and priorities, think 'how can we..?' #QIHour #leadingqi

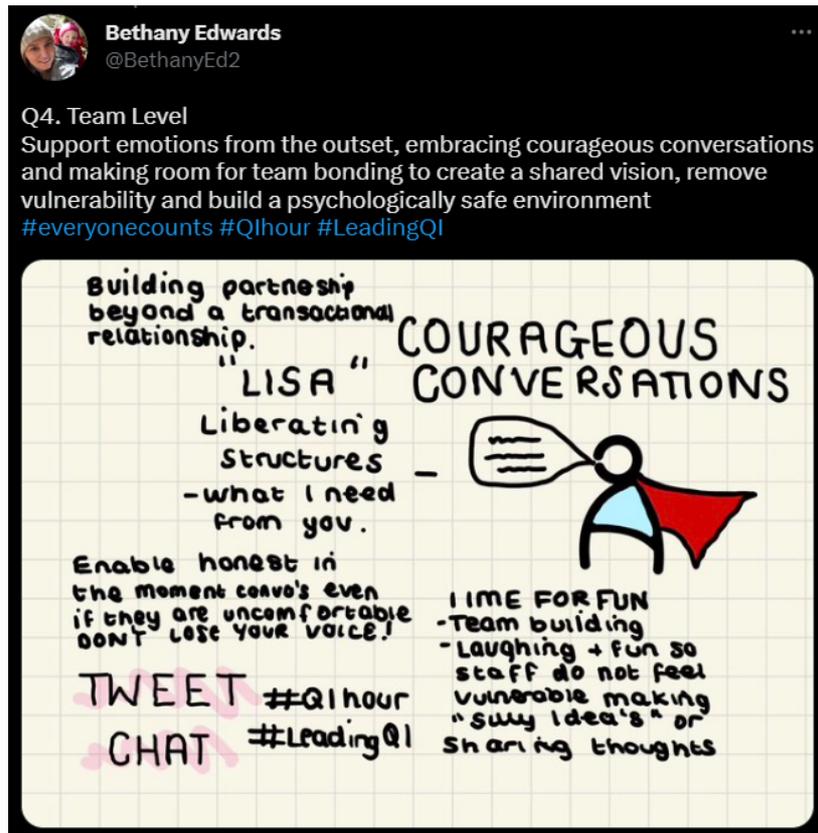
@KPOteam_SASH says to have conversations and



@ChloeCScott01 replied to @KPOteam_SASH commenting that, “At team level, ensuring all members have a voice, as everyone has own experience & valid views. Empowering teams to share ideas & solutions. Patients at the centre should be the driving force, not the barriers. Get buy in from a couple & spread the passion! #QIHour #LeadingQI”

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@BethanyEd2 also shared this view saying to,



@Sutcliffe1987 explained that for, "Teams is about sharing being open and keeping the conversation going, we involve the team early and be open about the process, its bumpy but eyes wide open to it is the best approach [#QIHour](#) [#leadingQI](#)"

@guhawtin explained that,



@steve_daykin focused on skills saying that, "at a team level it's about utilising and encouraging skills and the different ones everyone brings to the table. Sharing your skills to grow and add to others and open to listen. Encourage leadership and engagement from all [#QIHour](#) [#LeadingQI](#) [#psychologicalsafety](#)"

@genesewarburto1 also supported skills saying,



At the Organisational Level: Values, Training & Unlearning

For @jimmy_parvin also supported values alignment saying that,



@VM_Institute responded that organisational level, "...alignment in values and behaviors across Sr (Senior) leadership is crucial. There must be a safe place for Sr leaders to challenge one another, but must maintain alignment in eyes of broader org. Compacts can help make expectations visible. #LeadingQI #QIhour"

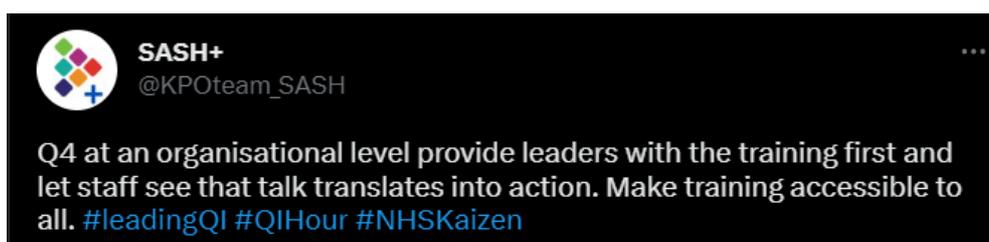
@Sutcliffe1987 also responded regarding making a commitment to values,



@CallamJames shared experiences and reflections "... working at organisational level within a QMS. Perhaps the real value is in individuals understanding its not about the tools it's a way of thinking #LeadingQI #QIHour"

@ggmarquez replied saying that, "at org level Visceral unfreezing and unlearning sessions facing backlash and pushback Setting out themes on journey from and to Milestone-based visual depictions Prefer the #Japanese ways which seem smaller but cover more #LeadingQI #QIHour"

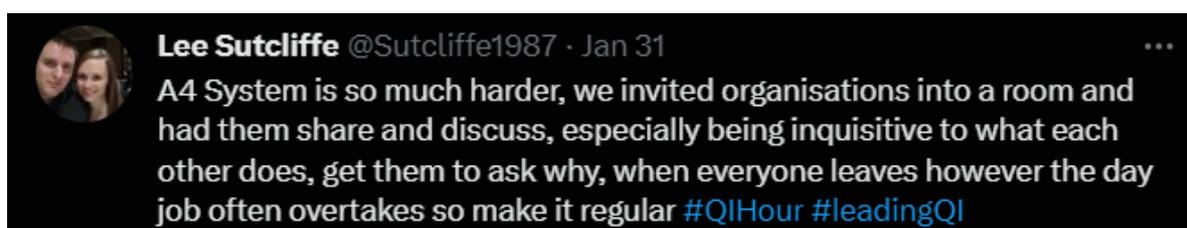
@KPOteam_SASH also commented that,



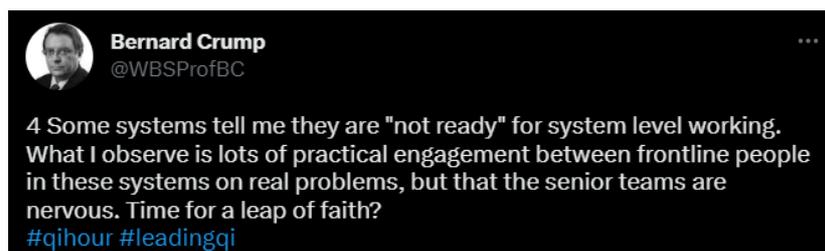
At the System Level: Changing Perspectives and Removing Obstacles

@jamespeskett shared, "My experience of system level is needing to help leaders see problems from their peer's pov. Perhaps that's true at all levels? #LeadingQI #QIhour"

@Sutcliffe1987 also shared that,



@WBSProfBC revealed that,

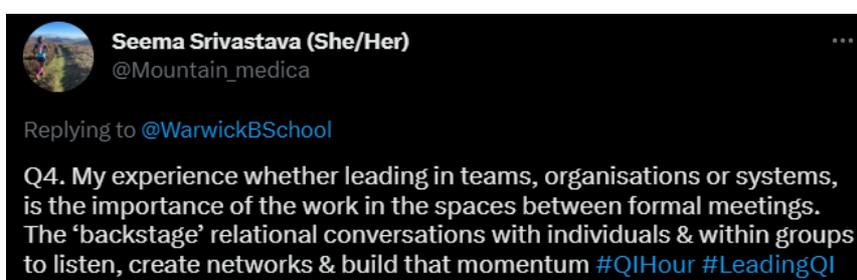


@SunilDaga23 proposed that at the, "...system level - facilitating, removing obstacles and supporting new ideas and cross talk with people working in silos #QIhour #LeadingQI"

@KPOteam_SASH also recommended that, "at a system level. Share learning, successes and failures. Offer training to all. Appreciate different approaches used by others. celebrate all improvement no matter how small. Dont try and increase pace and scale too rapidly #leadingQI #QIHour #NHSKaizen"

Experiences at all Levels: Networks, Relationships & Connections

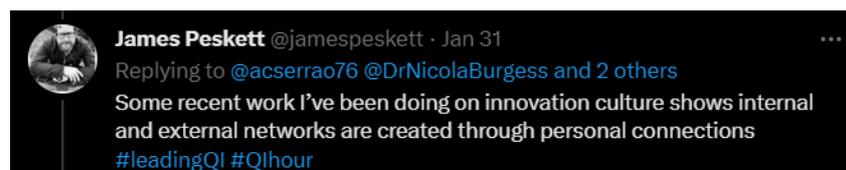
@Mountain_medica shared a response that aligned with many of themes which have been highlighted,



@acserrao76 replied to @Mountain_medica agreeing that, "Relational connections are key such an important skill #QIHour #LeadingQI".

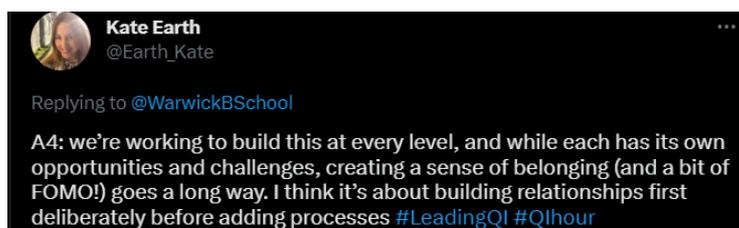
@Sutcliffe1987 also replied to @Mountain_medica asking, "How do we turn the more formal processes into backstage conversations if they are so important, #askingforafriend #QIHour #leadingQI"

@jamespeskett joined the conversation sharing that,



@jimmy_parvin also replied to @jamespeskett agreeing that, "...networks are vital to build the improvement culture and need the investment of time to personally connect. #QIHour #leadingqi"

@Earth_Kate also shared that in her organisation,



@HayleySGrice also commented on connecting and networking saying that, "team-authenticity, QI training & energy to be brave and take theory to practice; team-connect with clinicians; organisation-allies, QI role models & curiosity; system-shared language and training at ICS level; #QITwitter national networking & sharing #QIHour #LeadingQI"

Question 4 Summary

Further experiences and themes emerged from question four which sought to explore experiences for building cultural readiness at the team, organisational and system levels. As has been revealed, much emphasis has been placed on listening and having “courageous”, “difficult”, “meaningful”, “relational” and “raw” conversations. Many responses also highlighted the importance of building trust, relationships, connections and networks, each of which has been highlighted in the questions so far. This underscores the role that relationships and networks have in supporting improvement work and organisational culture. Another theme which emerged was ensuring that training was available and accessible to all levels of the organisation. This is reasonable as large-scale transformation and improvements are less effective, if only a few selected individuals and leaders are trained in improvement methods. As there were over seventy answers to this question, a summary of phrases have been included from other responses in the word cloud below.



Figure 4: Question 4 Word Cloud

Q5. Asking for a friend: Help!...

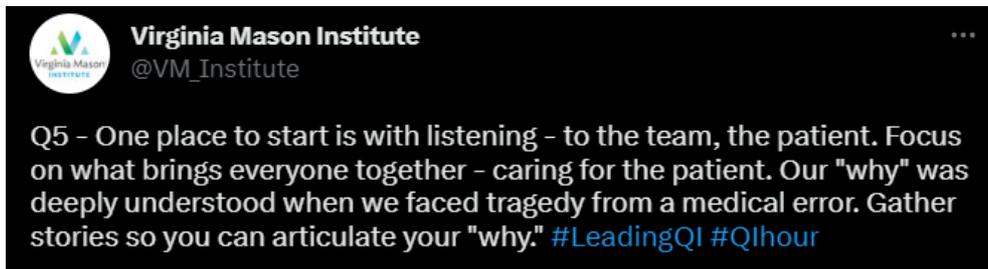


This question was interesting because it described multiple areas of underperformance and wanted to understand where to start improvement work, if you were in such a position. Five areas emerged to begin improvement work:

- Patients
- Leaders & Staff
- Strengths
- Weaknesses

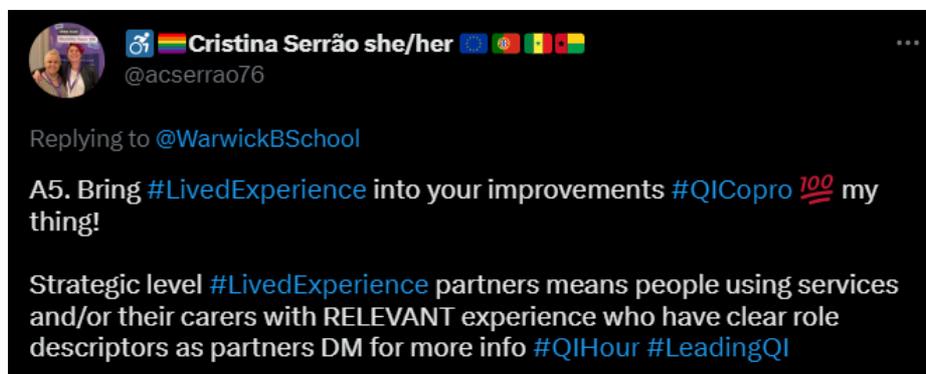
Starting Improvement work with Patients...

@VM_Institute replied that,



@WBSProfBC responded to, “Create a space and invite people to join a conversation on what we could do today that would make things different tomorrow for our patients. Do it everyday and show the sceptics that you are listening and taking what you hear seriously.”

@acserrao76 recommended to,



@KPOteam_SASH replied that, “we use complaints as a source to identify patients who might be interested in being involved in improvement work too #leadingQI #QIHour #NHSKaizen”

Starting Improvement work with Leaders & Staff...

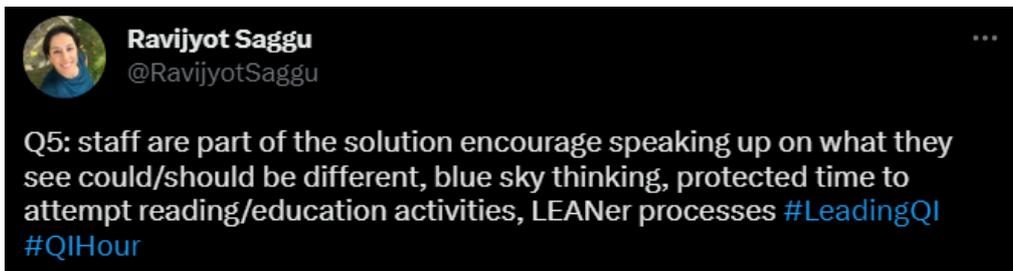
@KPOteam_SASH also recommended to, “Start small. Go where the enthusiasm is. Train your leaders including executive team first. Celebrate every success. Be clear that no improvement is too small. Talk about reducing waste not cost and quality not efficiency #LeadingQI #QIHour #NHSKaizen”

@genesewarburto1 responded to,



@jimmy_parvin said that, “Staff engagement is a key driver of quality and safety. Look for an organisation improvement aim that focussed on staff, then develop the buy-in for some of the tough stuff to follow. #QIHour #leadingqi”

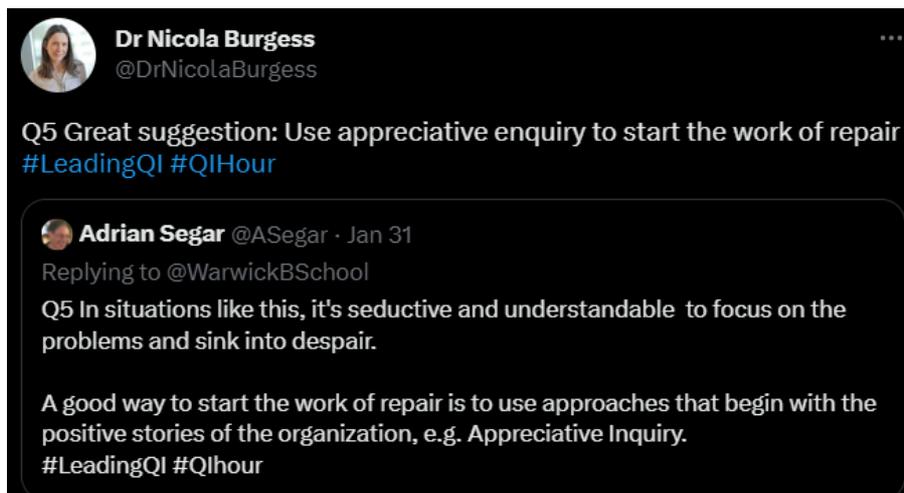
@RavijyotSaggu also recommended starting with staff, as



Starting Improvement work by highlighting Strengths...

Some persons recommended starting with the positives, **@BryanJns** said that, “Building on existing strengths, skills and experience is vital – so not losing sight of what people already know and do well #LeadingQI #QIHour”

@ASegar suggested focusing on positive stories and appreciative inquiry and **@DrNicolaBurgess** agreed,



@jamespeskett supported this saying that, “Every team and organisation has hidden strengths and success stories. Find them, share them, repeat them, celebrate them! #LeadingQI #QIhour

Starting Improvement work by addressing Weaknesses...

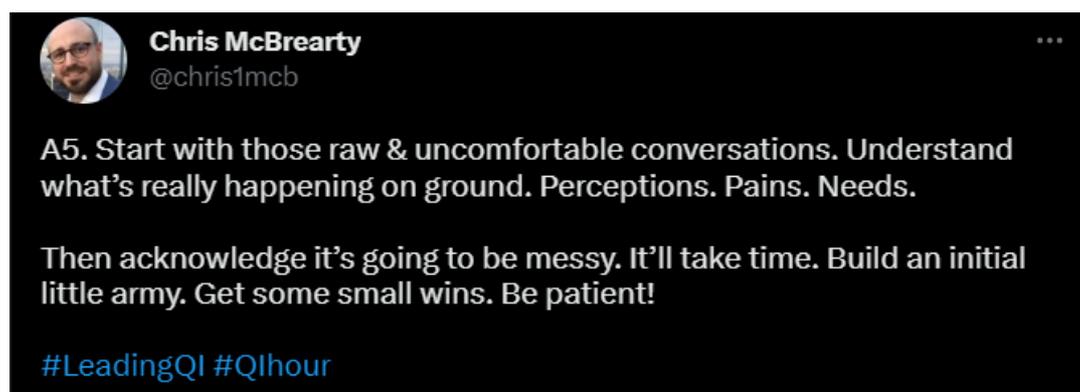
@SaraTurle acknowledged this is indeed, “Tricky. Recognising there are problems is first step. Finding like minded people+just starting. Not easy. Finding+ building on the good which there undoubtedly will be. Grateful to anyone who finds themselves on this path. Improving experience for all. #LeadingQI #QIHour”

@HughMcCaughey made a similar point saying that,



@NinaJaspalCNP also suggested that by, “Acknowledging & accepting an issue is a great place to start! Getting staff & patients together, listening to their concerns & starting to theme them! What are the main points of concern & what can be addressed initially, this requires senior leadership support #LeadingQI #QIHour”

@chris1mcb made the point that it won't be easy but,



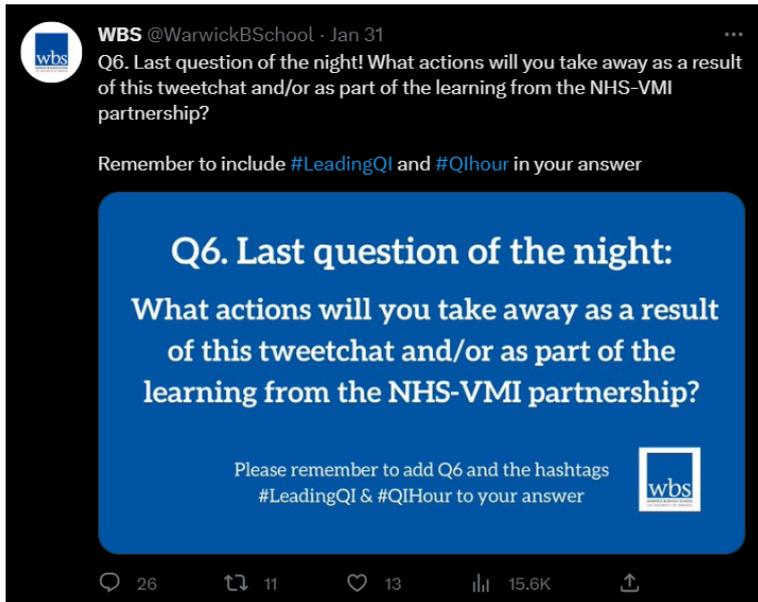
Question 5 Summary

In addition to starting with patients, leaders, staff, strengths and weaknesses, a few other areas were noted. For example, some recommended starting with setting the vision and with small steps towards that goal. Another suggestion was to simply begin with conversations to understand what matters to patients and staff, listen to their concerns and find ways to address them. Another area to start was with change agents, the small teams of people who are passionate about quality improvement and they would begin by making small valuable improvements and slowly encourage others to do the same. An additional piece of advice was to start with success stories and let that generate positivity and encouragement among staff. Generally, one key message was to start small and slowly build and grow improvement after improvement. As with all the many responses provided, a summary of themes and phases have been included to highlight additional areas to begin improvement work, in the word cloud below.



Figure 5: Question 5 Word Cloud

Q6. What actions will you take away as a result of this tweetchat and/or as part of the learning from the NHS-VMI partnership?

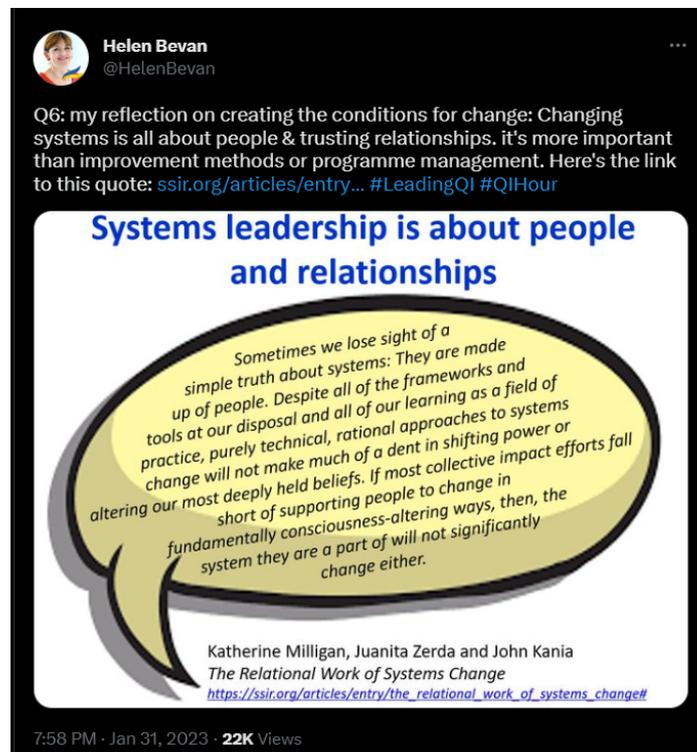


A variety of actions, reflections and lessons were highlighted in the last question, which sought to understand the impact of the tweetchat and/or lessons from the NHS-VMI partnership.

Reflections...

@RobinD100 contemplated that ... “to reflect on the “how to create / shift / build a culture of QI...” This is not easy to do and needs long-term courageous leadership, its not a quick fix. #LeadingQI #QIhour”

One explanation for this is comes from the second most liked (150) and retweeted (66) tweet of the session which also came from @HelenBevan where she said,



@guhawtin said it was a, “Fantastic tweetchat first of all reflect and look back as it's been so busy, learn from others who took part & see what could be used it our own team going forward #LeadingQI #QIHour #AHPsupportWorkers connections are vital let's expand #TogetherStronger”

Lesson 1: Build cultural readiness as foundation for better QI outcomes

@HayleySGrice also reflected on relationships saying,



@ChloeCScott01 highlighted networking saying, “As always, encourage everyone to be involved in #QI & that their input/opinion matters. Networking such as tonight is invaluable to share ideas & solutions. I will definitely attend another in future! Thank you/Diolch! QIHour #LeadingQI”

@jamespeskett elaborated on this by saying that, “That QI is SO MUCH MORE than just a toolkit. And there is a tribe of people looking for QI2.0 that begins with people and culture. Thanks @DrNicolaBurgess for hosting 🙌 #LeadingQI #QIhour”

Plans to actively share with colleagues...

@CharlieTeare commented that she would be using the information to update their approach,



@Mountain_medica, “Will be using the fab latest blog from @DrNicolaBurgess in my conversations with the teams I am working with and the great comments on this Tweetchat. Very live for the work I'm leading right now so thank you 😊🙌 #QIHour #LeadingQI”

Lessons & Take-aways...

@RavijotSaggu summarised, “takeaways: curiosity, respect, fanning fires, nurturing others/ideas psychological safety, not needing permission, constructive challenge, just making a start #LeadingQI #QIHour”

@RobinD100 reflected that they would, “Listen more, look for the bright spots, and support good people to do great things. #QIhour #LeadingQI Thanks for a great Tweetchat”

@jimmy_parvin was appreciative commenting that its,



Coming Up Next...

Lesson 2: How to build an 'improvement infrastructure' in an organisation?

The second tweetchat in this series will be held on **Tuesday 28th February 2023** from 7-8pm GMT.

A blog, [How to build an 'improvement infrastructure' in an organisation](#), written by Dr. Nicola Burgess has been posted to start the conversation.

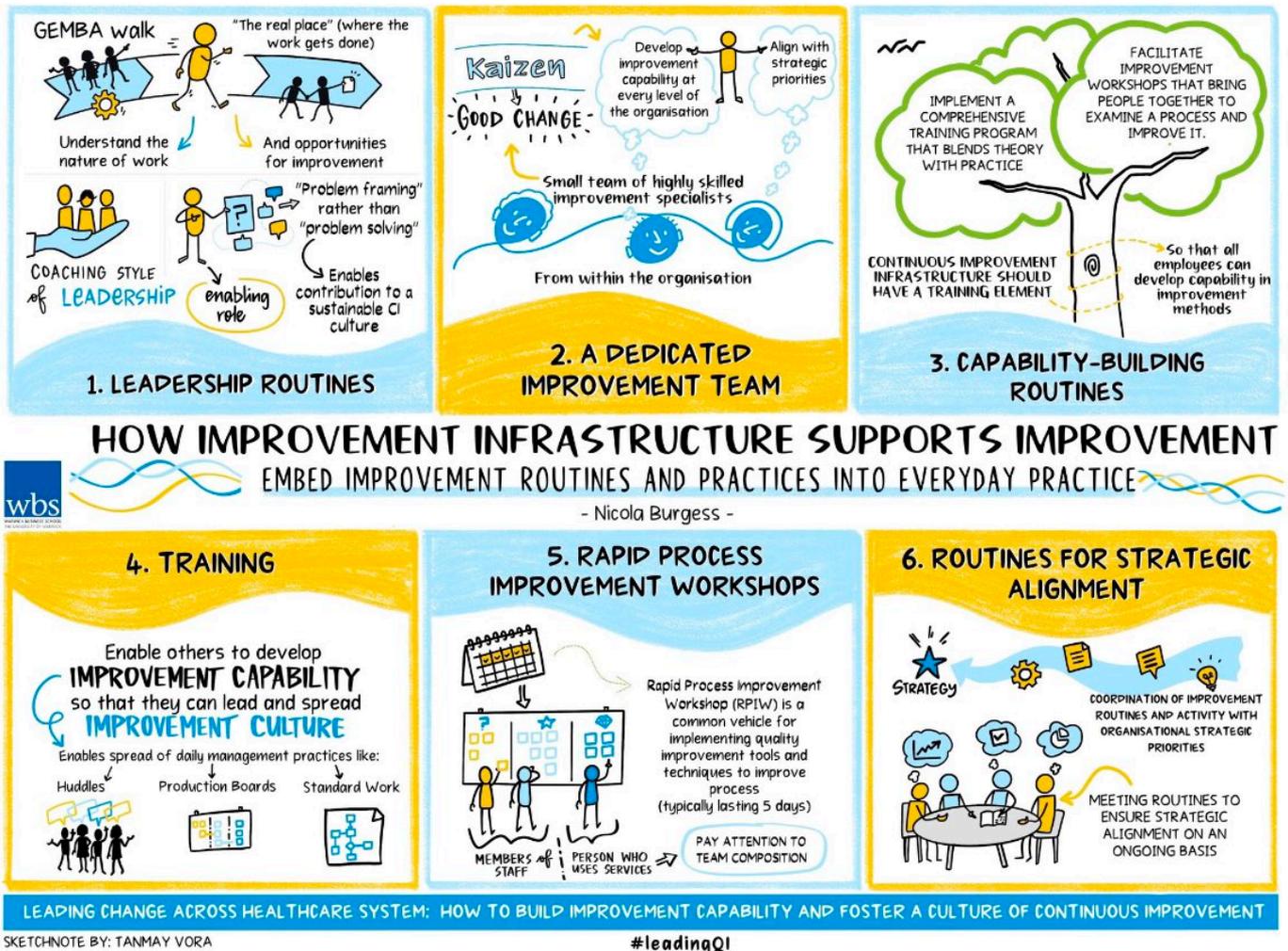


Figure 7: Sketchnote by [Tanmay Vora](#) (2023) "How Improvement Infrastructure Supports Improvement"

Interview Invitation

Would you like to share your views on building improvement capability in healthcare teams, organisations and systems?

Please contact Dr. Nicola Burgess at Nicola.Burgess@wbs.ac.uk to arrange an interview.

Lesson 1: Build cultural readiness as foundation for better QI outcomes

Core Resources

Reports

- NHS-VMI Evaluation Report, [Burgess N \(2022\)](#), Warwick Business School, “[Leading change across a healthcare system: How to build improvement capability and foster a culture of continuous improvement: lessons from an evaluation of the NHS-VMI Partnership](#)”.
- Tweetchat Report, Lou Waters (2022), [How to build improvement capability and foster a culture of improvement](#) (Link?)

Blogs

- Burgess, N (2022), Warwick Business School, “[Six key lessons from the NHS and Virginia Mason Institute partnership.](#)”
- Burgess, N (2023), Warwick Business School, “[Build cultural readiness as the foundation for better quality improvement](#)”
- Burgess, N (2023), Warwick Business School, “[How to build an 'improvement infrastructure' in an organisation.](#)”

How to Foster a Culture of Continuous Improvement
Learning From NHS - Virginia Mason Institute Partnership
— Nicola Burgess

- BUILD CULTURAL READINESS** as foundation for better QI outcomes
SHARED VALUES
ORGANIZATIONS THAT INVESTED IN CULTURAL READINESS BEFORE QI
POOR "CULTURAL WORK" ENABLED QI
NOT BETTER OUTCOMES FROM QI
- EMBED QI ROUTINES AND PRACTICES** into everyday practice
BUILD QI CAPABILITY ACROSS THE ORGANISATION
MAKE QI A PART OF EVERYONE'S WORK, EVERYDAY
LEARNING IN REAL SITUATIONS
REAL TIME
- HAVE LEADERS SHOW THE WAY** and light the path for others
LEADERS AS PROBLEM FINDER, NOT SOCIAL MEDIA VIEWS
LEADERSHIP BEHAVIOUR IN A SYSTEM POSE
IMPROVEMENT EFFORTS
MODEL THE IMPORTANCE OF QI
IMPROVEMENT PRACTICES FROM THE POINT OF VIEW
- RELATIONSHIPS** aren't a priority, THEY'RE A PREREQUISITE
SYSTEMATIC QI METHODS WORK BEST where
TECHNICAL CAPABILITY
BUILDING RELATIONSHIPS
QI METHODS
- HOLD EACH OTHER TO ACCOUNT FOR BEHAVIOURS,** not just outcomes
AGENDA
EMBED SPACE FOR EVALUATION AND LEARNING IN FORMAL MEETING ROUTINES
Set out and role model the behaviours expected for QI
- THE RULE OF GOLDEN THREAD:** not all improvement matters in the same way
where our improvement priorities and objectives are...
The GOLDEN THREAD
Clearly aligned to the highest organizational priorities and objectives
MAKE IT EASIER TO IMPLEMENT QI OUTCOMES THAT MATTER

Please join us!
#LeadingQI Tweekchats - Learning from the NHS - Virginia Mason Institute Partnership
in partnership with #QIHour

Save the dates!
Following on from the first #LeadingQI Tweekchat in October 2022, we are holding six further tweekchats to continue building our learning from the NHS - Virginia Mason Institute Partnership.

- Tuesday 31st January 2023, 7-8pm GMT
- Tuesday 28th February 2023, 7-8pm GMT
- Tuesday 28th March 2023, 7-8pm BST
- Tuesday 25th April 2023, 7-8pm BST
- Tuesday 30th May 2023, 7-8pm BST
- Tuesday 27th June 2023, 7-8pm BST

Just follow the hashtags #LeadingQI and #QIHour

Follow [#QITwitter](#) for more from the improvement community.

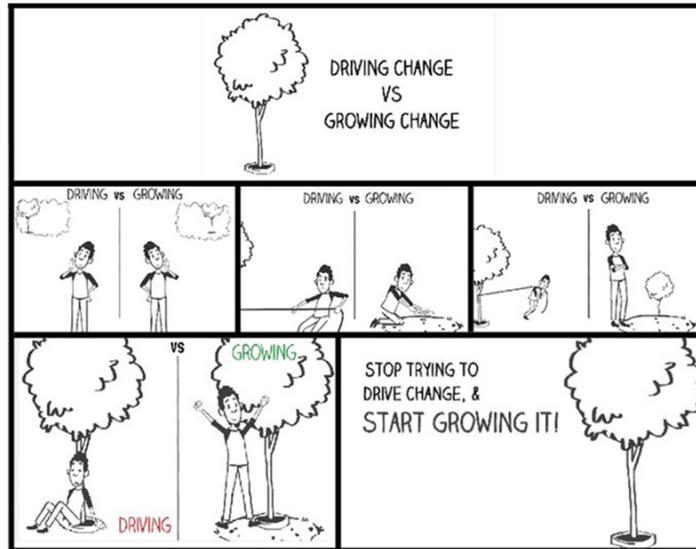
Tools & Resources Used: The analytics are provided by Twitonomy and Tweet Binder for the #LeadingQI and #QIHour hashtags during the period of 7pm-8pm BST on Tuesday 31st January 2023.

Shared Resources

Shared by:

@HelenBevan

Resource:



4:37 PM · Sep 20, 2020 · Twitter Web App

228 Retweets 42 Quote Tweets 835 Likes

Building or rebuilding a sense of belonging is one of the most critical tasks in leading change

*Our most recent research into the successful leadership of large-scale complex change, pinpointed a vital ingredient omnipresent in all human systems: **our fundamental need to belong** – to feel secure, included and part of something significant. If you feel you belong, loyalty follows, and with that the permission for risk-taking and innovation.*

@HelenBevan

Deborah Rowland and Paul Pivcevic

Leading change post pandemic: belonging

<https://blogs.lse.ac.uk/businessreview/2022/04/08/leading-change-post-pandemic/>

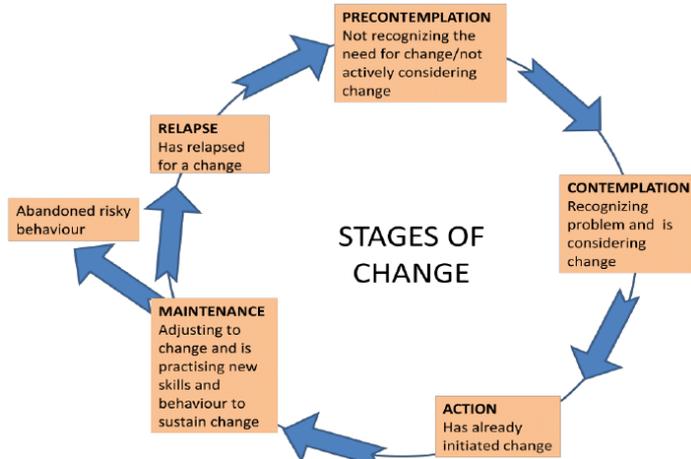
@BethanyEd2





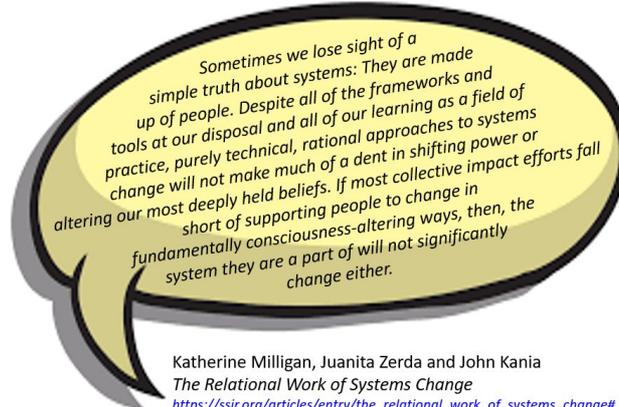
Virginia Mason Institute @V... · 8m ·
 Q4 - Org Level - Where alignment in values and behaviors across Sr leadership is crucial. There must be a safe place for Sr leaders to challenge one another, but must maintain alignment in eyes of broader org. Compacts can help make expectations visible. #LeadingQI #QIhour

@VM_Institute



@Winn_on_Health

Systems leadership is about people and relationships



@HelenBevan

Katherine Milligan, Juanita Zerda and John Kania
 The Relational Work of Systems Change
https://ssir.org/articles/entry/the_relational_work_of_systems_change#

@LouWaters_QI

<https://blog.horizonsnhs.com/post/102f19e/tips-for-taking-part-in-a-tweet-chat>

@HelenBevan

<https://blogs.lse.ac.uk/businessreview/2022/04/08/leading-change-post-pandemic/>

@BryanJns

<https://nhsproviders.org/development-offer/trust-wide-improvement>

@BryanJns

<https://qualitysafety.bmj.com/content/qhc/early/2021/08/26/bmjqs-2021-013065.full.pdf>

@HelenBevan

https://ssir.org/articles/entry/the_relational_work_of_systems_change#

@WhoseShoes

<https://www.buzzsprout.com/1838805/11899602>

@BryanJns

<https://www.health.org.uk/publications/long-reads/building-an-organisational-culture-of-continuous-improvement>

@DrNicolaBurgess

<https://www.wbs.ac.uk/news/build-cultural-readiness-as-the-foundation-for-better-quality-improvement>

This report was produced by Dr. Emily Rowe & Dr. Nicola Burgess for Warwick Business School.