



How to build improvement capability and foster a culture of improvement

Tweet Chat Report

Report produced by Lou Waters for Warwick Business School.

Background

Since 2015 five English NHS hospital trusts have been working in partnership with Virginia Mason Institute (VMI) to build improvement capability and foster a sustainable culture of continuous improvement. In 2018 NHS England and The Health Foundation co-funded a three-year independent evaluation of the NHS-VMI partnership. The evaluation was led by Dr Nicola Burgess at Warwick Business School, University of Warwick and the final summary report was published in September 2022. The report, which has implications for anyone and everyone leading improvement in health and care, can be accessed from the resources section at the end of this tweet chat report.

Warwick Business School produced a tweet chat on their research and the first #LeadingQI tweet chat was held in partnership with #QIHour hosted by Gloucestershire Safety & Quality Improvement Academy (GSQIA) at Gloucestershire Hospitals NHS Foundation Trust (in collaboration with Leeanne Lockley, Steve Daykin, Robbie Ayers, Dr Amar Shah, Lou Waters & Andrew Seaton).

The #LeadingQI chat brought together the research and quality improvement communities to share this important work directly with those for whom it is most relevant, aiming to increase the pace of translation of research into practice.

Purpose

The purpose of this report is to share learning & insights gathered through this tweet chat on 'how to build improvement capability and foster a culture of improvement', which took place on Wednesday 19th October 2022 at 7pm BST hosted by Warwick Business School [@WarwickBSchool](#) joined by a fantastic panel of leaders from the NHS and Virginia Mason Institute improvement initiative.



How to Foster a Culture of Continuous Improvement
Learning From 1815 - Virginia Mason Institute Partnership
— Nicola Burgess —

- BUILD CULTURAL READINESS** as foundation for better QI outcomes
VALUES: PEOPLE CULTURAL WORK ENVIRONMENT
ORGANIZATION THAT RESPECTS IN CULTURAL DIFFERENCES
CULTURE OF COLLABORATION
- EMBED QI ROUTINES AND PRACTICES** into everyday practice
RULE OF CAPABILITY: RESPECT THE ORGANIZATION
RULE 2: A PART OF EVERYONE'S WORK EVERYDAY
EMBEDDING IN REAL WORK
- HAVE LEADERS SHOW THE WAY** and light the path for others
LEADERS AS HIGHLY VISIBLE, NOT HIDDEN
LEADERSHIP BEHAVIOUR AS A SYSTEMIC PRACTICE
WHILE THE PRACTICES ARE BEING IMPLEMENTED
- RELATIONSHIPS AREN'T A PREREQUISITE**
SYNERGIC OF WE THINKS WORK BETTER
SUPPORTIVE ENVIRONMENT
- HOLD EACH OTHER TO ACCOUNT FOR BEHAVIOURS**, not just outcomes
Set out and role model the behaviours expected for QI
SHARED SPACE FOR COLLECTIVE LEARNING AND NORMAL MEETING BEHAVIOUR
- THE RULE OF GOLDEN THREAD: not of improvement matters in the same way**
Clearly aligned to the organizational purpose and objectives
THE GOLDEN THREAD
IMPROVEMENT MATTERS IN THE SAME WAY

Please join us!

Tweetchat: how to build improvement capability and foster a culture of improvement

Wednesday 19th October 7-8pm BST

This tweetchat will build on the learning from the evaluation of the NHS - Virginia Mason improvement initiative which has implications for anyone and everyone leading improvement in health and care

Join our panel of leaders from the NHS-VMI work for a fantastic Twitter discussion:

- Sue Jenkins, Surrey and Sussex Healthcare NHS Trust @KPOteam_SASH
- Lee Sutcliffe, University Hospitals Coventry and Warwickshire @Sutcliffe1987
- James Owen, The Shrewsbury & Telford Hospitals NHS Trust @SaTHImprovement
- Jimmy Parvin, Leeds Teaching Hospitals NHS Trust @Jimmy_Parvin
- Nicola Burgess, evaluation lead, Warwick Business School @DrNicolaBurgess
- Bernard Crump, co-investigator, Warwick Business School @crumpy11
- Melissa Lin, Virginia Mason Institute @vmsensemelissa
- Bryan Jones, Health Foundation @BryanJns
- Michael Anderson, NHS England @MichaelNHSE

Just follow the hashtags #LeadingQI & #QIHour

Report contents

- Analytics
- Learning and insights
- Core resources
- Shared resources

Analytics

These analytics are provided by [Twitonomy](#) and [Tweet Binder](#) for the [#LeadingQI](#) and [#QIHour](#) hashtags during the period of 7pm-8pm BST on Wednesday 19th October 2022.

Participants

Headlines about the spread of learning from the evaluation of the NHS-Virginia Mason Institute partnership for continuous improvement via Twitter



17-23 October 2022 #LeadingQI

- More than **2,500** tweets about the evaluation were shared in seven days
- **521** people took part in the tweetchat which ran from 7-8pm on 19th October 2022
- People took part from **five different continents** (geolocation graph from Twitonomy)
- The potential reach of the Twitter campaign (all of the followers of people who tweeted about this plus any of the accounts' followers who retweeted) was nearly **two million** (data from Tweet Binder)

(Graphic created and [shared by Helen Bevan](#) on 23/10/22)

Responses to Helen's tweet, were positive...



Dr Nicola Burgess @DrNicolaBurgess · Oct 24, 2022 ...

Totally agree! The striking power of Twitter and a global improvement community to bridge the divide between research and practice [#LeadingQI](#) [#QIHour](#)



Diane Ketley @DianeKetley · Oct 24, 2022

This beautifully demonstrates how social media can be such a powerful way to enable the spread of knowledge helping research be applied to practice. @DrNicolaBurgess @HorizonsNHS #NHSSpread #LeadingQI @LeighAKendall twitter.com/HelenBevan/sta...

The Influencers

MOST ACTIVE		Tweets	ORIGINAL TWEETS		Tweets	HIGHEST IMPACT		Impacts
	@LouWaters_QI Lou Waters (...)	172		@DrNicolaBurgess Dr Nicola Bu...	114		@HelenBevan Helen Bevan	3,349,878
	@liznyawade1 Elizabeth Ny...	140		@LouWaters_QI Lou Waters (...)	67		@WarwickBSchool WBS	2,074,200
	@DrNicolaBurgess Dr Nicola Bu...	120		@Sutcliffe1987 Lee Sutcliffe	58		@LouWaters_QI Lou Waters (...)	842,740
	@WarwickBSchool WBS	120		@WarwickBSchool WBS	28		@liznyawade1 Elizabeth Ny...	486,360
	@2019annhill Ann Hill @sh...	94		@KPOteam_SASH SASH+	27		@lockley_leeanne Leeanne Loc...	288,836

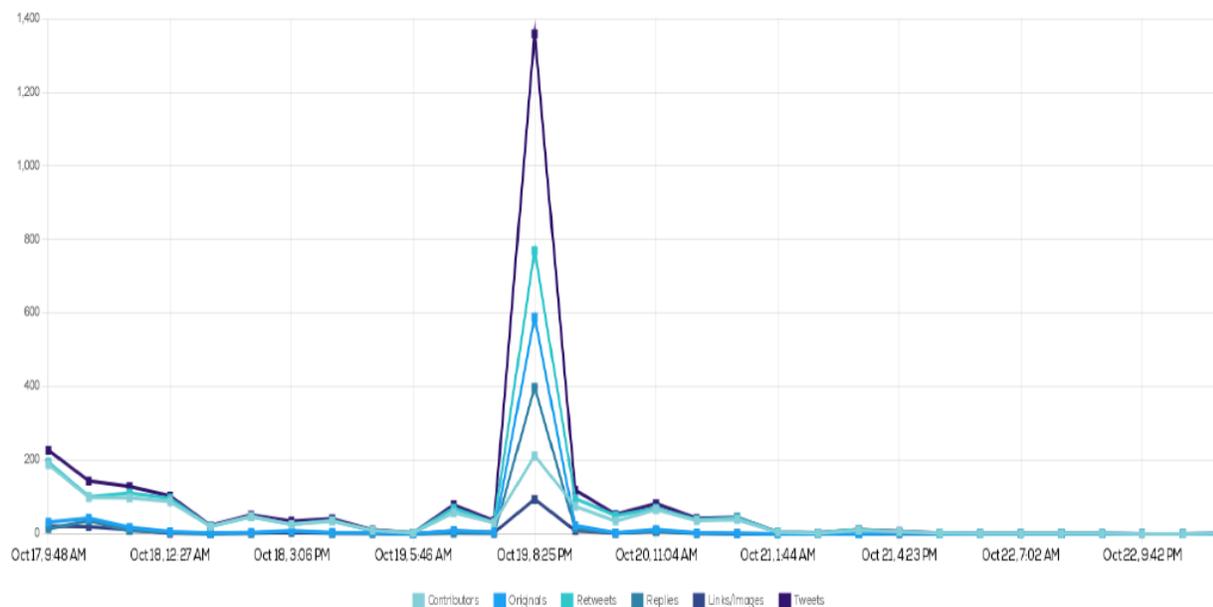
Tweet activity

TB #LeadingQI

TIME PERIOD 10/17/2022 - 10/23/2022

TIMELINE

TWEETS: 2,615 • USERS: 893



The chat ran from 7.00pm – 8.00pm BST on 19th October 2022. The ‘tweet activity’ graph above for the primary #LeadingQI hashtag (Tweetbinder) shows the momentum of the hashtag from 17th October in the run up to the chat. It shows a peak during the scheduled hour of synchronous participation. It also shows that people continued to contribute to the chat using the #LeadingQI hashtag after the formal end-point of the chat at 8.00pm. Asynchronous contribution to tweet chats is one of the many benefits of using twitter for social learning.

Insights and Learning

Question 1. Welcome to our tweetchat running from 7-8pm tonight! Please take a moment to introduce yourself.

Q1: Welcome to our tweetchat!
Please take a moment to introduce yourself

Please remember to add Q1 and the hashtags #LeadingQI & #QIHour to your answer



Question one, was a welcoming question allowing everyone to introduce themselves and interact with each other prior to question two.

Question 2: In your experience, how can healthcare leaders foster a values-based culture and enhance readiness for improvement?



WBS @WarwickBSchool · 19 Oct

Q2: In your experience, how can healthcare leaders foster a values-based culture and enhance readiness for improvement?

Please remember to add Q2 and the hashtags #LeadingQI & #QIHour to your answer.

@DrNicolaBurgess @HelenBevan @LouWaters_QI

Q2: In your experience, how can healthcare leaders foster a values-based culture and enhance readiness for improvement?

Please remember to add Q2 and the hashtags #LeadingQI & #QIHour to your answer

32 9 10

@RobbieCSays commented...



Robbie @RobbieCsays · Oct 19, 2022

Replying to @WarwickBSchool @DrNicolaBurgess and 2 others

Q2 They have to lead by example, demonstrate how values translate into a better working environment. People have to be in a good place to be able to even think about improvement #LeadingQI #QIhour

4 6 16

@Sarahebaker29 responded “over past few years @SheffChildrens have worked to develop & live our culture & behaviour strategy- team up, feel safe, keep learning so we lead collectively its organisation wide and a perfect fertile space for QI! @emilyhopkinson1 @judestonenhs.”

@DrNicolaBurgess replied...



Dr Nicola Burgess @DrNicolaBurgess · Oct 19, 2022

Replying to @Sarahebaker29 @WarwickBSchool and 4 others

Fabulous! This is sometimes called ‘nemawashi’ (sorry for lingo). It means ‘preparing the soil’ as you describe Q2 #QIHour #LeadingQI

1 3 10

[@MichaelNHSE](#) commented that 'nemawashi' is "a great tool for baselining where you are before starting on your journey".

[@KPOteam_SASH](#) responded that "continuous improvement starts with leaders who frame problems, go to the genba, ask why and show respect."

** *Genba (or Gemba): a Japanese term meaning "the actual place". This is also referred to as "where the work is done".*

[@emmah_nuh](#) had similar thoughts, replying



Emma Hopewell @emmah_nuh · Oct 19, 2022

...

Replying to [@WarwickBSchool](#) [@DrNicolaBurgess](#) and 2 others

Q2 Where leaders frame problems and trust the staff working in that area daily to detail how they want to address the problem, they create the culture for improvement. It requires patience and trust
[#LeadingQI](#) [#QIHour](#)



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8



25



[@jimmy_parvin](#) agreed, commenting...



Jimmy Parvin @jimmy_parvin · Oct 19, 2022

...

Q2. A Invest time 'on the genba' where the work is happening to watch, listen and be curious about the opportunities for change and the barriers (real and perceived) faced by those delivering care (or involved in supportive questions). [#QIHour](#) [#LeadingQI](#)



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[@lockley_leanne](#) responded "Having googled genba; I've found my new favourite word - the real place that adds value 😄😄😄".

Lee [@Sutcliffe1987](#) also agreed, adding "Be inquisitive, start by challenging yourself to go and see and talk to staff about what their barriers are, we use huddles and focus boards to provide a place for discussion where we can point at something to talk over". (See 'shared resources' section at the end of this report for an example of a focus board template, shared by Lee).

Going to visit and observe the areas experiencing the problems, and seeing what is really happening was a key theme in response to this question. Do you do this in your organization?

[@NinaJaspalCNP](#) added...



Nina Jaspal @NinaJaspalCNP · Oct 19, 2022

...

Replying to [@WarwickBSchool](#) [@DrNicolaBurgess](#) and 2 others

Q2. Open dialogue at all levels, acknowledgement of the need for change, supporting those on the genba to feel empowered to create change! Changing our outlook and feeling empowered to create small change to better our processes for our people and patients [#LeadingQI](#) [#QIHour](#)



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Another recurring theme that came up linked to the personal and human side of change; our values and behaviours, how we role-model these and our connections and relationships with others.

[@Claire_Lam23](#) shared “By modelling compassionate, inclusive behaviours so there is not a fear of trying something new. Having a presence in the workplace with the team and fostering a culture of curiosity” and [@oduorotiento_QI](#) added “[#LeadingQI](#) is greatly dependent on the 'True North' that the leadership sets gaze on.”

[@vmsenseimelissa](#) commented...



Melissa Lin @vmsenseimelissa · Oct 19, 2022

...

Replying to [@WarwickBSchool](#) [@DrNicolaBurgess](#) and 2 others

Q2: Developing clear, strong set of values that every staff member can practise and apply to their daily work - linking it to a single improvement methodology makes it even easier to foster a strong culture of improvement. [#LeadingQI](#) [#QIHour](#)

[@hesham_abdalla](#) responded “it's in leaders' hands, heads and hearts. Demonstrate collaboration, curiosity and courage.”

[@JennieWillo](#) shared “Changing behaviours, habits and routines. Leading the way for others. Open to learning. Humble approach. Empowering others. Not an easy thing for some but so valuable in supporting the culture change that is required.”

[@BenMearns](#) responded, “act as a team. Agree and believe in values. Learn how to listen. Respect everyone. Be honest. Ensure leaders role-model for others.” He also reflected...



Ben Mearns @BenMearns · Oct 19, 2022

...

Q2 Framing problems and then enabling others to find the solutions is so rewarding. [#leadingQI](#)



[@Sutcliffe1987](#) agreed, commenting “Great approach and agree seeing a team take on a problem and solve it is one of the biggest highs, its about no more superhero solutions and teams tackling problems.”

[@lynwilliams10](#) replied “by leading on purpose and finding where the energy for improvement is, Collaborate, collaborate, collaborate - build strong relationships ✨ ✨” and [@WBSPProfBC](#) reminded us all that “improvement happens at the pace of trust”.

“Everyone has something to offer and it’s important to recognise that”.

- @JohnCla999

[@2019annhill](#) brought it back to basics, commenting...



Ann Hill (she/her) ❤️ @2019annhill · Oct 19, 2022

Replying to [@ClareLaitPhysio](#) and [@HelenBevan](#)

Q2 build trust - care about people, be sincere, be reliable and develop a level of QI competence- practise and demonstrate QI [#trust](#) [#connect](#) [#leadingQI](#) [#QIhour](#)

[@pennypereira1](#) commented:



Penny Pereira @PennyPereira1 · Oct 19, 2022

Q2 foster connections between people and between ideas - day to day in systematic human ways like asking great questions and creating productive safe spaces . [#LeadingQI](#)

📊 1 💬 3 ❤️ 7 ↗

[@BryanJns](#) reminds us that we do not have to start from the beginning. Understanding our baseline and organizational maturity is crucial. Build on what we already have!



Bryan Jones @BryanJns · Oct 19, 2022

Q2 Also important to build on the good QI work & skills that already exist. Sometimes they can be forgotten when a new improvement strategy is launched. Strengthening organisational memories and boosting what already works well is key [#LeadingQI](#) [#QIHour](#)

📊 1 💬 9 ❤️ 13 ↗

Bryan also commented that it is “Vital to understand and foster the habits of improvers at all organisational levels, including learning, influencing, creativity and – crucially – systems thinking”. (See *resources section* for a link to *The Health Foundation ‘Habits of an Improver’*).

[@jimmy_parvin](#) offered a valuable comment around flexibility...



Jimmy Parvin @jimmy_parvin · Oct 19, 2022

Q2. A. Offer a flexible approach to training around skills for improvement so that it is accessible and relevant. [#QIHour](#) [#leadingQI](#)

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Do we try and offer a ‘one size fits all’ solution to training and building capability? Is this working in your organisation? Has anyone had success with taking a more tailored approach to building improvement capacity, capability and change agency?

For [@AimeeRobson4](#), “vulnerability and curiosity are key and must be role modelled in culture actions and behaviours. QI is a creative process of sense making and learning....”

[@HayleySGrice](#) responded, “co-producing QI principles with staff on the ground;scoping trust strategy by bottom up approach to explore what matters to staff to drive the strategy & aims;asking 3 key QI questions method for improvement; celebrating success & being safe to fail culture”.

Question 3: How can leaders be encouraged to model quality improvement behaviours and light the path for others?



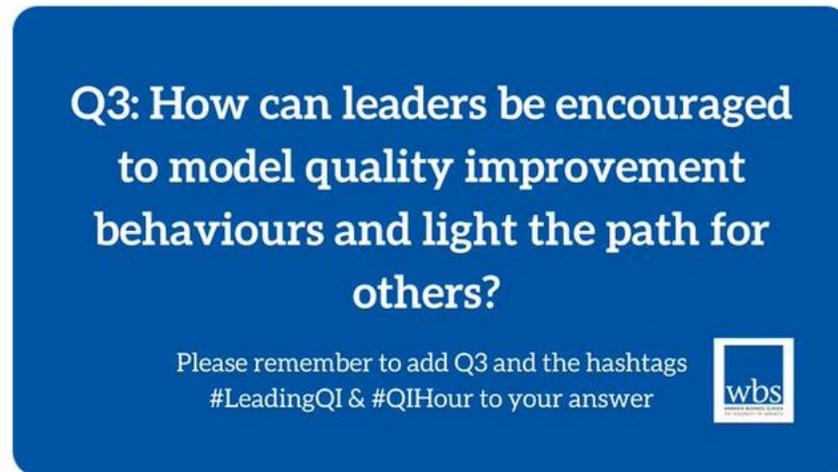
WBS @WarwickBSchool · 19 Oct



Q3: How can leaders be encouraged to model quality improvement behaviours and light the path for others?

Please remember to add **Q3** and the hashtags **#LeadingQI** & **#QIHour** to your answer.

@DrNicolaBurgess @HelenBevan @LouWaters_QI



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[@frances_wiseman](#) responded, “use an improvement mindset (A3 thinking) in performance management approaches - taking time to understand the problem, be clear on root causes & deploy series of rapid learning cycles. Needs skill & courage from leaders under intense pressure”.

[@Sutcliffe1987](#) commented...



Lee Sutcliffe @Sutcliffe1987 · Oct 19, 2022



Replying to @WarwickBSchool @DrNicolaBurgess and 2 others

A3 They have to try and experience them, it's about reflecting how much time do we want to spend firefighting rather than prevention, a tough ask but takes bravery and consistency to model the right behaviour **#LeadingQI**
#QIHour



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[@MichaelNHSE](#) agreed, saying “it needs commitment to change habits. We do not all start going for a jog every day when we need to get fitter so why would we all start improving without some effort,” and [@joyfurnival](#) echoed this in her response... “practice, practice, practice... intentional practice.”

[@RichmondReport](#) replied, “Daily improvement huddles, use data to make decisions, and of course , have 'big eyes and ears and a small mouth”.

[@RobinD100](#) stated that we need to “make it part of the job. Part of the business planning process and integral to any reporting (board reports etc).”

A common theme that came up repeatedly, was around leaders acknowledging vulnerability, and being open when they don't know the answer.

[@oduorotieno_QI](#) commented, “encouraging leaders to acknowledge vulnerability often goes a long way in appreciating the learning that comes with the short comings of #LeadingQI. Modeling QI behavior should not be equated to infallibility.”

[@GiselleMettam](#) replied...



Giselle Mettam @GiselleMettam · Oct 20, 2022

...

Replying to [@DrNicolaBurgess](#)

Q3 1. Be honest,humble & admit mistakes openly
2. ‘Dress down’ once a week,walk around & talk to patients,carers,admin staff,porters & cleaners. Have fun with them & thank them profusely.Amazing what one can learn from your organisation in a day by doing that!#QIHour #LeadingQI

[@Re_Thinking](#) responded “By modelling not always having the answer/solution and saying 'I don't know'; then working with colleagues to find the answer/solution.”

[@mattcox7003](#) shared an interesting reflection which demonstrates the importance of building relationships, and getting to know people and understand what motivates them and what barriers they face.



Matt Cox @mattcox7003 · Oct 19, 2022

...

Replying to [@BenMearns](#)

Medicine training / medical culture often a barrier to this for doctors I find.
Often trained to “be in charge” and feel pressure to have expert knowledge.

[@vmsenseimelissa](#) stated, “It starts with who goes first. Seeing someone you respect, whether because of authority or influence, model #QI behaviours that are unlike those typically seen in the organisation before has an infectious ability to encourage others to try something new. Then you need to hold the mirror up to yourself. Ask yourself, "When is it my turn to try this *something new*, put myself out there, and be willing to try and fail, but also try and succeed?" You then become the person that others look to to model after”.

Gemma [@gvhawtin](#) replied “make sure everyone can have an opportunity and encouraged when showing behaviours #AHPsupportWorkers and help them with networking”.

[@2019annhill](#) responded with some practical suggestions; “commit to learning, get a trusted coach, have a safe space to practice, commit to learn from doing and feedback, buddy up”.

[@MLouS4](#) commented...



MLS @MLouS4 · Oct 19, 2022

...

Replying to [@WarwickBSchool](#) [@DrNicolaBurgess](#) and 2 others

Q3 “what you want to ignite in others must first burn within .. “ important to commit to continual learning , being super-connected and keeping motivated to continual improvement .. also recognising limitations and signposting [#Qihour](#) [#LeadingQI](#)

[@liznyawade1](#) agreed, commenting “by respecting colleagues and creating a learning environment”, and [@youngeilidh](#) shared her thoughts on the value of coaching; (there is) “real value in skilled coaching that creates headspace to focus on what can be/ that incremental changes move us forward/ stretch thresholds & boundaries of knowledge. Also make it feel safe, supported & achievable - improving existing skills, even if rusty!”

[@WBSProfBC](#) shared this great analogy...



Bernard Crump @WBSProfBC · Oct 19, 2022

...

Replying to [@PennyPereira1](#) and [@theQCommunity](#)

When working with clinicians I like to say that QI has an anatomy and a physiology. The tools form the anatomy and they are essential. But every organism needs energy which comes from the engagement, with colleagues and service users, and the narrative about why this all matters

[@JohnCla999](#) replied that it is “important to recognise that patients as users of services can contribute to improvements. They can tell you what matters, what works and what does not. Let them speak for themselves and don’t make assumptions you know best.”

[@jimmyparvin](#) responded, ““create formal spaces for informal conversations” around improvement activities. Improvement is a team sport, relationships and networks matter and need to be nurtured.”

[@BryanJns](#) talked about the importance of getting the balance right...



Bryan Jones @BryanJns · Oct 19, 2022

...

Q3. Successful improvement leaders are ambidextrous – they’re good at getting a balance between meeting short-term pressures and maintaining a long-term commitment to building improvement capability. This gives QI the time and space it needs to get embedded. [#LeadingQI](#) [#QIHour](#)



“It is essential leaders take on a facilitating role of framing problems and not solving problems, therefore empowering and engaging our staff to take the baton and further pave the path for others.”

-@NinaJaspalCNP

[@RosieBowden6](#) recognised the challenges we face, sharing “A bottom-up approach can be a huge culture shift for an organisation however also very empowering. Adopting coaching behaviors and introducing new tools and skills such as PDSA to the work force can build confidence”.

The importance of developing a ‘shared language’ for improvement was another key theme in response to this question, with [@steve_daykin](#) commenting, “following the same methodology (doesn’t matter which one) but all leaders modelling the same habits towards improvement. Doesn’t matter where they are in an organization”. [@BenMearns](#) agreed, stating “leaders and teams need to be trained in the same methodology. Training the whole team and sticking with one way of doing things pays dividends in time and empowers everyone.”

[@DrNicolaBurgess](#) shared...



Dr Nicola Burgess @DrNicolaBurgess · Oct 19, 2022

Q3 How can leaders model QI behaviours? One of the findings from the evaluation was that leaders needed to complete the training, this sent a clear message that the training was important, if they can do it, so can others [#LeadingQI](#) [#QIHour](#)



[@KaiBoo77](#) commented, “allowing everyone access to the training and not seeing it as management only. The way the training can be accessed needs to be at the forefront of planning it to enable everyone to be able to access it.”

[@clare_pheasant](#) added “not only complete it but senior leaders complete it alongside everyone else- flatten the hierarchy - everyone is a leader when it comes to QI”.

Lee [@Sutcliffe1987](#) responded....



Lee Sutcliffe @Sutcliffe1987 · Oct 19, 2022

Replying to [@DrNicolaBurgess](#) and [@clare_pheasant](#)

Our leadership course has hospital leaders (Directors) service leaders, team leaders and aspirational leaders in the same cohort, everyone has learnt something from one another and the community created as a cohort is a great opportunity for the organisation [#LeadingQI](#) [#QIhour](#)

...and [@DrNicolaBurgess](#) agreed, stating “We saw exec leaders (incl. CEO) completing training alongside a diverse range of healthcare professionals. This not only flattened hierarchy but also prompted informal conversations with individuals they would not normally have opportunity to chat to”.

“Most people struggle to believe in something that they only understand in theory”.

- @emmah_nuh

Participants talked about the importance of applied learning. [@MirekQI](#) responded, “I can research, learn, watch videos & lecture about football (for example) but unless I play it and experience being part of a team on the pitch, I can only model so much. Leaders with track record of QI projects both successes & failures usually model well”.

[@HayleySGrice](#) replied “this was discussed today in our improvement facilitator forum, not just to complete the training but be able to apply it authentically and build up examples within your trust/area to support wider colleagues buy in & ownership. Need to see it, to then be it”.

[@HPottinger](#) agreed, saying “lots of people often have that lightbulb moment once they’ve experienced it”. [@DrNicolaBurgess](#) added “Where a hospital had a values-based culture there was so much enthusiasm for training -”everyone is talking QI””.

“What you want to ignite in others must first burn within”.

- @MLouS4

[@RobinD100](#) reflected on how we link behaviours to our values, commenting “As well as encouraging the right behaviors is there also something about calling out the behaviors that get in the way of QI?”

[@HelenBevan](#) responded “How can leaders be encouraged to model quality improvement behaviours & light the path for others? A: Acknowledge the role of emotional experience, including showing vulnerability as part of change & move beyond rational approaches. (see ‘shared resources’ at the end of this report for article)

[@Hexitime](#), a skill-share timebank shared an invitation to join their growing community... (*links in resources*).



Hexitime  @hexitime · Oct 19, 2022

...

Replying to [@WarwickBSchool](#) [@DrNicolaBurgess](#) and 2 others

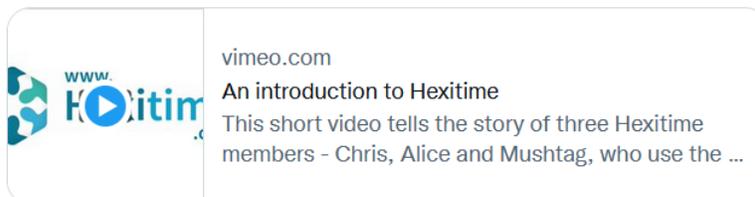
A3

In joining Hexitime you become one of a growing community of improvers who, share knowledge and skills, disrespect boundaries and value one another equally.

That's hugely powerful:

vimeo.com/617883668

[#QIhour](#) [#leadingQI](#)



[@KPOteam_SASH](#) also opened up an invitation to join them at their upcoming open day on 21 February 2023. Contact them directly if interested!

[@HughMcCaughey](#) responded...



Hugh McCaughey @HughMcCaughey · Oct 19, 2022 ...

A4 Create lots of opportunities (formal and informal) for people to connect and share/learn together. Celebrate, promote and recognise when people do connect. Show that it is a behaviour we want (RIGHT ACROSS THE NHS) [#LeadingQI](#) [#QIHour](#)

👍 1 💬 2 ↻ 1 ❤️ 17 ↗

[@JacquiLindridge](#) replied “networks and forums which allow the sharing of ideas, successes and failures. Celebration of improvement efforts, and recognition that some efforts don’t go the way you want them to.”

[@vmsenseimelissa](#) advised “Creating venues for people to talk continuous improvement is also important to foster a culture of learning, collaboration, and cross-pollination. We saw that really well in some of the Trusts that held space for their staff of all roles to reconnect.”

“These connections in terms of sharing and learning are more necessary now than ever”.

- @MirekQI

Carol [@muntma](#) replied...



Carol Munt @muntma · Oct 19, 2022 ...

Q4 [#LeadingQI](#) [#QIHour](#)

Get rid of the silo mentality, allocate time for people to connect. Realise that staff are still reeling from Covid and engage with patients as partners.

👍 1 💬 2 ↻ 13 ❤️ 41 ↗

[@DrNicolaBurgess](#) shared...



Dr Nicola Burgess @DrNicolaBurgess · Oct 19, 2022 ...

Q4. The evaluation emphasised the role of formal routines that connect people on a regular basis for ‘informal’ talk. Helps build relationships that feel safe, friendly but also enables trust & social capital to develop across professional boundaries & status [#LeadingQI](#) [#QIhour](#)

👍 1 💬 ↻ 14 ❤️ 25 ↗

[@oduorotiento_QI](#) commented “anyone [#LeadingQI](#) needs to devise ways of flattening organisational hierarchies. This goes a long way in opening up spaces and opportunities for learning and collaboration.”

“Something I initially found unnerving and later loved was the perceived loss of control - becoming an enabler and an influencer is so much fun, but you have to let someone else drive.”

- @BenMearns

[@AcutemedNatalie](#) agreed, saying “It’s very hard though when we have often been “trained” to lead and hold the reins - when actually we will gain far more by releasing the reins and seeing how far we move”. Natalie also shared “once you have experienced progress and significant improvement, a stumble/ fall is hard for teams to deal with- needs understanding, support and excellent listening”.

[@BryanJns](#) commented...



Bryan Jones @BryanJns · Oct 19, 2022

Q4 Leaders and managers need to encourage people to build their networks and see collaboration as a key part of the job, not an optional extra. Time is also key. People need permission to step away from their usual duties to share learning and knowledge [#LeadingQI](#) [#QIHour](#)

👍 1 💬 1 ↻ 9 ❤️ 22 ↗

“Give them (people) the opportunity to create a story to share”.

- @RobbieCSays

[@BenMearns](#) commented on his experience...



Ben Mearns @BenMearns · Oct 19, 2022

Q4 What I found amazing was that when our team had been trained and got used to the values driven genba rounds - our team became champions of QI. Open and honest conversations spread. Networks formed. People sought out others from across the organisation. [#LeadingQI](#) [#QIhour](#)

👍 2 💬 2 ↻ 5 ❤️ 13 ↗

Participants shared some great, practical examples of how they are connecting people across status and across roles in their organisations.

[@Bradders681](#) responded “We are working on our new Sharepoint to capture leaders training projects, QI work on the frontline & hope to start quarterly QI conferences in the next 3-4 months. The aim is to build a QI infrastructure to connect & share learning across the Trust.”

[@emmah_nuh](#) commented “We are starting by building a network of improvement champions across our Divisions to develop how we take this forward. We need to break down the hierarchy. Improvement is a team sport.”

[@Re_Thinking](#) shared....



Restorative Thinking @Re_Thinking · Oct 19, 2022

Replying to [@WarwickBSchool](#) [@DrNicolaBurgess](#) and 2 others

Q4: By deliberately enabling and driving a human-centred approach within and across teams; we are wired for positive connection and communication, and sometimes we just need reminding what this looks like [#LeadingQI](#) [#QIHour](#)

[@DrNicolaBurgess](#) responded “the importance of human connection was amplified during the pandemic, we saw daily huddles becoming so much more than updates and reflection, they were spaces for connection”.

[@youngeilidh](#) replied, “we redesigned our training to provide more structured support post classroom learning, using Action Learning Set & facilitation combo, & then invite our new improvers to share their project with our improver support network & our monthly drop in sessions.”

[@liznyawade1](#) added “[@KPOteam_SASH](#) offer learning with cohorts made up of staff across all staff groups including executive team - this helps to connect and build relationships that enable collaboration - shared values also cut across status.”

[@VardeepDeogan](#) added her thoughts about how organisations value networking and collaboration...saying “in addition to all the great suggestions, I also wonder how it would help if organisations showed that they valued people connecting across roles, status & departments. Maybe by asking about it, celebrating it & rewarding those that make time for it.”

What do you think? Does your organisation celebrate and value networking and connecting across roles and status and departments? If so, how do they do this in a meaningful way?

[@HayleySGrice](#) shared the benefits for the community Trust where she works of the movement towards digital working, as well as exploring the options to connect outside of the organisation into the wider improvement community.



Hayley Grice @HayleySGrice · Oct 19, 2022

...

Replying to [@WarwickBSchool](#) [@DrNicolaBurgess](#) and 2 others

Q4 community trust definitely benefiting from virtual connections within trust but to also open up wider external system connections & link in other stakeholders; use [#QITwitter](#); find opportunities to engage with simple QI PDSA and [@15s30m](#); QI community for all [#QIHour](#) [#LeadingQI](#)

“Without engagement, without transparency, understanding and input, change can be more harmful than beneficial.”

- [@Leigh45949791](#)

[@vmsenseimelissa](#) commented....



Melissa Lin @vmsenseimelissa · Oct 19, 2022

...

Replying to [@WarwickBSchool](#) [@DrNicolaBurgess](#) and 2 others

Q4: Fostering a culture of improvement requires a single management system, which we call World Class Management System, and it requires us to remove siloes and view our collective contributions to the pt exp. It's a great provocation for collaboration! [#LeadingQI](#) [#QIHour](#)

[@MirekQI](#) added that “time has to be invested in order to get meaningful collaboration;” and [@RosieBowden6](#) suggested that it’s beneficial to have a “centre of excellence where it is known what projects/how many are being worked on across the trust is an element. Sharing successes and learning through anything but an email to bring people together”.

[@HelenBevan](#) reminded us that “as leaders, we should reflect whether we are doing change “with” & “by” people (generally works better), rather than “to” or “for” people. Doing change “for” people, while well intentioned, is a massive barrier to delivering effective change in health & care,” with [@emmah_nuh](#) adding “we need to remember this for patients as well as staff”.

Question 5: What is your experience of creating the “golden thread”: linking your improvement activity to strategic priorities?



WBS @WarwickBSchool · 19 Oct



Q5: What is your experience of creating the “golden thread”: linking your improvement activity to strategic priorities?

Please remember to add Q5 and the hashtags #LeadingQI & #QIHour to your answer.

@DrNicolaBurgess @HelenBevan @LouWaters_QI

Q5: What is your experience of creating the “golden thread”: linking your improvement activity to strategic priorities?

Please remember to add Q5 and the hashtags #LeadingQI & #QIHour to your answer



22



11



14



[@AcutemedNatalie](#) replied “building a narrative that puts the patient at the centre - using patient experience stories and making metrics meaningful - a good example is ambulance handover and the impact of small 1 min gains in time released for ambulance crews to get to patients at home”.

Bradley [@Bradders681](#) highlighted the importance of top-down leadership support and backing... which [@joyfurnival](#) described as “super inspiring” adding that they offer a “huge case study and approach for all #QI improvers for hospital handover right now” ending with a recommendation to “go-see”.



Bradley Mellor @Bradders681 · Oct 19, 2022



Q5 Our directors have led the way on the strategic importance of ambulance handovers at our Trust. 90 days post RPIW and still improving after working with our system partners and frontline teams. Collaboration with frontline teams was key as they implement changes. #QIHour

[@joyfurnival](#) shared her experiences...



Dr Joy Furnival CEng 🐝 @joyfurnival · Oct 19, 2022



Replying to @WarwickBSchool @DrNicolaBurgess and 2 others

#A5 #LeadingQI #QIhour.... Some good experiences ... the hard work of talking, prioritising and talking and prioritising and catching ball to connect strategic challenges to actions on the ground, #hoshinkanri .. some not so good...‘priority thickets’ , all at once unclear thread

...and [@WBSProfBC](#) commented “During Covid Trusts learned that QI is too precious and too effective not to aim it at their most pressing challenges”.

He added... (of the NHS-VMI Partnership)



Bernard Crump @WBSProfBC · Oct 19, 2022

...

Replying to @WarwickBSchool @DrNicolaBurgess and 2 others

Q5 A5

This was so much more clearly apparent in the evaluation we did of how the Trusts leveraged the partnership during Covid. Prior to that with so many priorities the connection of the project to the most important challenges was less clear to see.

[#LeadingQI](#) [#QIhour](#)

This question definitely demonstrated this is where the challenge lies, with various references to a “dark thread”, “a knotted together thread” and a “frayed thread”. So how can we succeed with weaving this thread to create sustainable organisational improvement?

Lee [@Sutcliffe1987](#) commented “Some of this comes from building QI into your processes, do you ask for improvement in your business case processes, your PDR's, your 1:1's and board meetings”.

[@oduorotieno_QI](#) agreed, stating “The Golden Thread is most effective when persons [#LeadingQI](#) are able to anchor improvement practice in the organizational scorecards from the highest level of the leadership to the micro-system units.”

[@MarshaLTJones](#) responded “The patient is at the heart of the priorities so QI and patient safety wrapped around it is the approach. It requires a lot of influencing and buy in as QI is not as BAU as it should be [#QIHour](#) [#LeadingQI](#). This will be my take away to reflect on”.

“Connect in QI to local & national priorities to create the golden thread at the point of design”.

- [@lynwilliams10](#)

[@vmsenseimelissa](#) shared the Virginia Mason Institute story...



Melissa Lin @vmsenseimelissa · Oct 19, 2022

...

Replying to @vmsenseimelissa @WarwickBSchool and 3 others

Q5: Our own story [@VMFHealth](#) after Mary McClinton's tragedy compelled us to scrap our entire strategic plan and chose a single goal: Zero Patient Harm. It changed the calculus from Chief Exec to accountant to nurse to porter on how each could contribute. [#LeadingQI](#) [#QIHour](#)

Melissa added, “it's not easy to do, given the HUGE set of priorities... but it's profoundly critical to do if you want your people to be working on the most important priorities.”

[@AndySmith1968](#) replied “coproduction needs to be the standard not the dream. Every other industry pays for customer insights yet we shun our patients and citizens as “we know best for them” and “they won't understand”. We must do better”.

[@HollySpencerAHP](#) commented....



Holly Spencer @HollySpencerAHP · Oct 19, 2022

...

Q5. I think that, to achieve the 'golden thread', regular reflection (and, where necessary, adjustment) is essential, along with communication across boundaries and systems, so we can be sure that we're complementing each other's work, not duplicating it [#LeadingQI](#) [#QIHour](#)



[@gvhawtin](#) responded "Inform others and network and don't add barriers plus help someone if they show interest in QI and let them flourish". Do we do enough to recognize and break down barriers to involvement?

“Coproduction needs to be the standard not the dream.”

- [@AndySmith1968](#)

[@emmah_nuh](#) commented on something we have probably all experienced...



Emma Hopewell @emmah_nuh · Oct 19, 2022

...

Replying to [@LouWaters_QI](#) [@DrNicolaBurgess](#) and 2 others

Q5 Improvement gets dropped in favour of operational pressures, even when this is linked to organisational strategies.

Improvement takes time - we're addicted to the rapid problem solving hit to get job satisfaction. It's dopamine vs serotonin.

Emma shared that "it is the feedback I've had from some of our operational managers. They describe feeling empowered when they can take immediate action, often knowing it isn't a long term fix, not having time to do it differently but left feeling good."

[@DrNicolaBurgess](#) responded "That's a really impactful reflection, we must find ways to avoid the dopamine-serotonin rollercoaster".

[@FlowsofChange](#) replied...



John-Paul @FlowsofChange · Oct 19, 2022

...

Replying to [@HelenBevan](#)

Q5 I think the idea that strategy and operations are two separate things is very harmful to an organisation.

It splits an organisation and prevents it from improving. It's like an organisation that is constantly in conflict with itself [#leadingqi](#) [#QIhour](#)



“When people initiate and drive the ‘small changes’ it is very powerful indeed”.

- [@WhoseShoes](#)

[@HelenBevan](#) shared her work with [@goranhenriks](#) on the 7 Simple Rules (links in the shared resources at the end of the report).



Helen Bevan @HelenBevan · Oct 19, 2022 ...
Q5: I've been working for 9 years with [@goranhenriks](#) on 7 "simple rules" for leaders who seek a different tomorrow. The "golden thread" is in number 7: "action small scale changes within a large scale framework" (all in the context of our shared purpose) [#leadingQI](#) [#QIHour](#)

[@TimBonnici](#) commented "Rule 7 is often missing from QI projects which is why change isn't sustained. For small problems you can jump straight to SMART objectives but for "the new tomorrow" you need to define the underlying philosophy first. Pace Layers = Rule 7 re-expressed." (see article link in the 'shared resources' section).

"Reflecting the golden thread will run through conversations more than spreadsheets".

- [@PennyPereira1](#)

[@BenMearns](#) responded...



Ben Mearns @BenMearns · Oct 19, 2022 ...
Q5 I think the golden thread for me has to be our team, our values and our shared mission. Who we are and what we're trying to achieve. [#oneteam](#)
[@sashnhs](#) [#QIhour](#) [#leadingQI](#)

📊 3 💬 3 ↻ 6 ❤️ 23 📤

[@FlowsofChange](#) replied "Aligning team's values and a shared direction is important. It's about creating a consistent identity you are all part of and enables you to move forwards to overcome problems together."

"Our biggest asset as ever is our people".

- [@AcutemedNatalie](#)

For [@NinaJaspalCNP](#), "Understanding who is working on what piece of work at strategic level! It's about connecting & networking & getting the right people around the table to create ideas into action! [@Sutcliffe1987](#) a golden thread should bind people into a shared purpose".

[@WBSProfBC](#) highlighted...



Bernard Crump @WBSProfBC · Oct 19, 2022 ...
Replying to [@liznyawade1](#) [@sashnhs](#) and 2 others
Q5 The evaluation also really emphasised the benefits of QI efforts having a "heartbeat"; regular, disciplined components that were not allowed to wane. Relational spaces with a rhythm and time to develop.

[#LeadingQI](#) [#QIHour](#)

📊 3 💬 3 ↻ 3 ❤️ 10 📤

[@FlowsofChange](#) commented “The golden thread requires you to network HARD. You have to socialise the idea at all levels of an organisation. Build a story that people believe in and adapt in response to the people you talk to. The golden thread curves, it is not a straight line.”

[@MichaelNHSE](#) stated “that it is very difficult and cannot be done in a big bang! It needs to be grown and allowed to flourish so everyone can see the value in it so it will take time and effort,” which brings us back to the serotonin and dopamine ‘rollercoaster’ and how we manage expectations, demonstrate patience and incrementally build over time.

[@jimmy_parvin](#) shared an honest reflection...



Jimmy Parvin @jimmy_parvin · Oct 19, 2022

...

Replying to [@WarwickBSchool](#) [@DrNicolaBurgess](#) and 2 others

Q5a. Being honest I think our golden thread has often been very grey and frayed! Perhaps we have been too focussed on what we want to say as senior leaders and insufficiently attentive to what is heard and understood by those at different organisational layers?? #QIHour #LeadingQI



“If the priorities aren’t known or embedded then the thread is cut”.

- @RobbieCSays

For [@HayleySGrice](#) “QI itself is the golden thread that needs weaving throughout an organisation to join siloed improvement efforts to allow connection, collaboration & creativity to look with a new lens at regular theme problems. Promote pause & to sit in the data to guide”.

Sticking to the topic of data, [@RichmondReport](#) advised the importance of...



John Richmond, PhD @RichmondReport · Oct 19, 2022

...

Replying to [@WarwickBSchool](#) [@DrNicolaBurgess](#) and 2 others

Ensuring leaders are using the right metrics, at the right level, to set priorities. You also need the priorities/goals established and set at the highest level before beginning the journey. For example 'satisfied patients' linked to patient flow data. Need good data. #leadingQI

[@ClaireLaitPhysio](#) referenced the different stages of the journey we are on as different organisations and systems, stating that for her it is “not straightforward and I am still learning but getting there. Especially challenging when it is early days in terms of maturity and building skills and knowledge in QI approaches has been the key priority”.

Is anyone in the same place, early in the journey who could maybe connect with Claire and learn together? Maybe you are further along the path and have gained plenty of wisdom on the way that you could share? This relates back to an early comment about connecting and collaborating across organisational and systems boundaries as well as within them. How strong are your external networks and connections? Can you build on and develop these?

[@hevswarner](#) replied “to be honest, I don’t see a golden thread yet. I know that in some organisations there are visuals such as wall displays where the strategic objectives & improvement work are shown and discussed. We need to work on this so I’ll be learning from listening to the tweets.”

[@JacquiLindridge](#) advised...



Jaqui Lindridge @JaquiLindridge · Oct 19, 2022

...

Replying to [@WarwickBSchool](#) [@DrNicolaBurgess](#) and 2 others

Q5: Focus QI resources and activity on a small number of key strategic priorities with a thread of leadership buy in at all levels. Keeping priorities patient and outcome focussed. [#QIHour](#) [#LeadingQI](#)

“Top teams need to be able to hold their nerve”.

- [@RobinD100](#)

[@HughMcCaughey](#) commented “It’s essential we use QI improvement skills as the solution to the big challenges + to deliver key priorities...otherwise we only reinforce the view it is an add on. Successful organisations/teams use improvement skills to deliver their most important priorities”.

There were many great responses to this question. A summary of words and themes not detailed above are included in the bullet points and word cloud below:

- strategy deployment approach • collective improvement • pledges • individual and team wellbeing • being visual • time to review • take staff and patients on a journey • connecting metrics • patients as equal partners • independent voices • break down barriers • genuine agreement and understanding of organisational goals • patience • commitment to create space • consistency • bravery • True North • improvement core to delivery rather than an add on • challenge • staff access to computers • focus boards • quality management systems • rooting improvement •



Core resources

[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.](#)"

[Blog] [Burgess, N \(2022\)](#), Warwick Business School, "[Six key lessons from the NHS and Virginia Mason Institute partnership.](#)"

[Sketchnote] [Tanmay Vora \(2022\)](#) "How to Foster a Culture of Continuous Improvement"

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THE UNIVERSITY OF WARWICK

How to Foster a Culture of Continuous Improvement

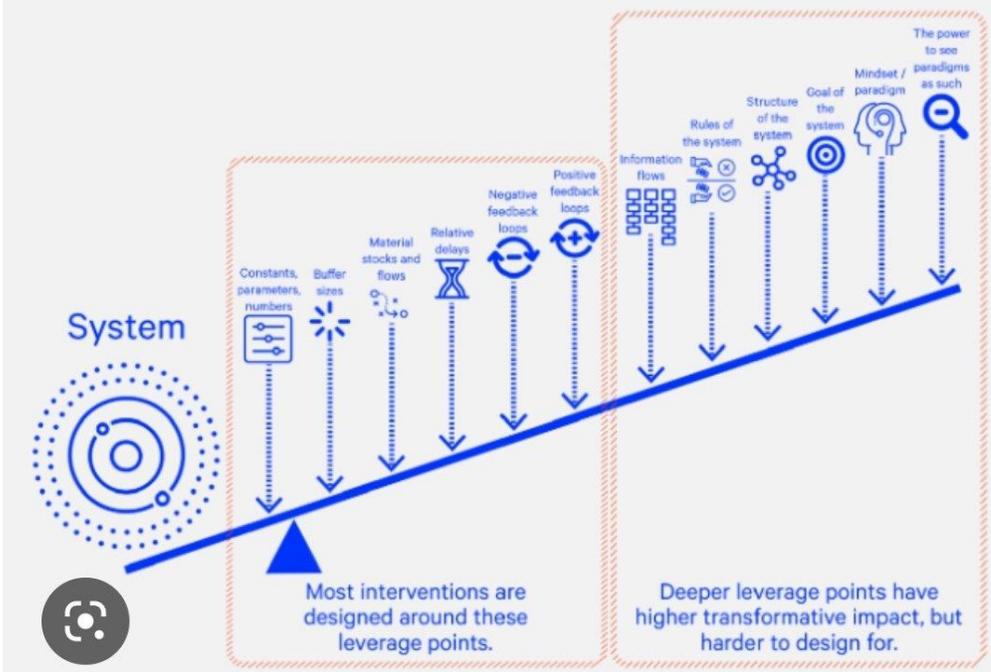
Learning from NHS - Virginia Mason institute Partnership
Nicola Burgess

- BUILD CULTURAL READINESS** as foundation for better QI outcomes
 SHARED VALUES
 ORGANISATIONS THAT INVESTED IN CULTURAL READINESS BEFORE QI
 GOT BETTER OUTCOMES FROM QI
 PRIOR "CULTURAL WORK" ENABLED 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 GO FIRST
 LEADERS AS PROBLEM FRAMERS, NOT PROBLEM SOLVERS
 MODEL THE IMPORTANCE OF QI
 ENABLES PEOPLE TO LEAD IMPROVEMENT FROM THE POINT OF CARE
 LEADERSHIP BEHAVIOUR IS A SYSTEM ISSUE
 MOVE AWAY FROM "COMMAND AND CONTROL" TO QI AT EVERY LEVEL OF THE SYSTEM
- RELATIONSHIPS** aren't a priority, THEY'RE A PREREQUISITE
 SYSTEMATIC QI METHODS WORK BEST where...
 SOCIAL CONNECTEDNESS
 TECHNICAL CAPABILITY
 BUILD IMPROVEMENT EFFORTS
 TRUSTING RELATIONSHIPS
 SHARED VALUES
- HOLD EACH OTHER TO ACCOUNT FOR BEHAVIOURS,** not just outcomes
 AGENDA
 REFLECTIONS
 LEARNINGS
 Set out and role model the behaviours expected for QI
 EMBED SPACE FOR REFLECTION and LEARNING IN FORMAL MEETING ROUTINES
- THE RULE OF THE GOLDEN THREAD:** not all improvement matters in the same way
 When our improvement priorities and objectives are...
 The GOLDEN THREAD
 MAKES IT EASIER TO DEMONSTRATE QI OUTCOMES IN WAYS THAT MATTER
 ...closely aligned to the highest organisational priorities and objectives

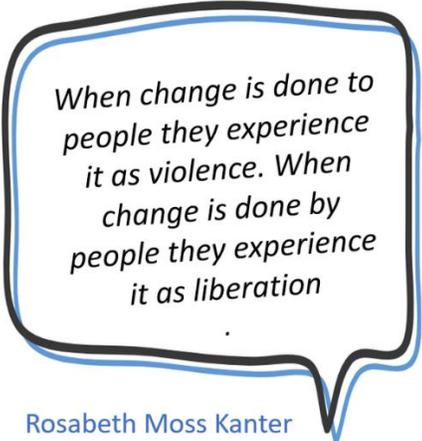
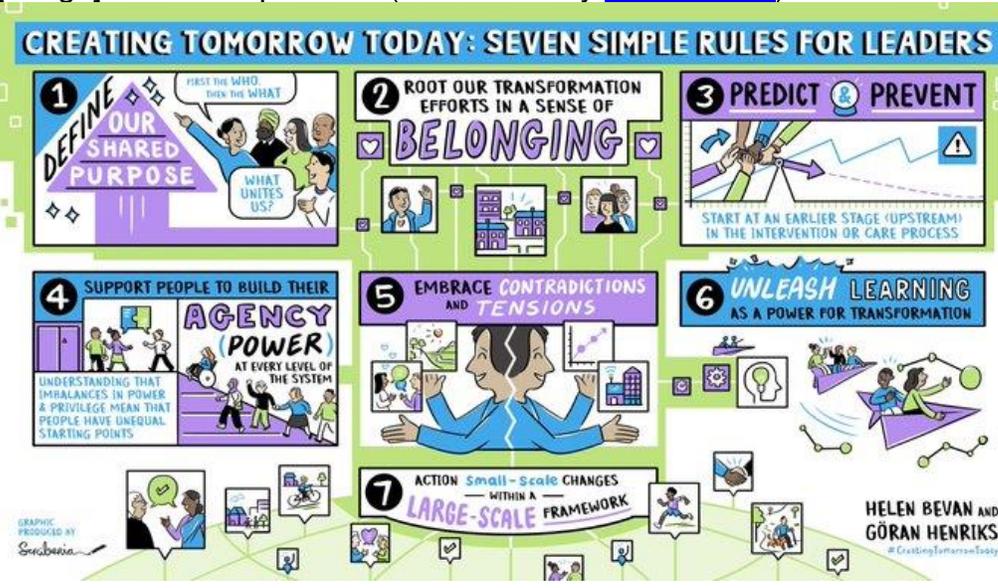
LEADING CHANGE ACROSS HEALTHCARE SYSTEM: HOW TO BUILD IMPROVEMENT CAPABILITY AND FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT
 SKETCHNOTE BY: TANMAY VORA
 #leadingQI

Shared resources

Shared by	Resource
@BryanJns	[Publication: long read] Jones, B. " Building an organizational culture of continuous improvement: learning from the evaluation of the NHS partnership with Virginia Mason Institute. " The Health Foundation; 2022

<p>@SaTHImprove nt</p>	<p>Influence model (McKinsey)</p> <p>The Shrewsbury and Telford Hospital NHS Trust</p> <p>How do we influence people to make the changes needed?</p>  <p>1: A compelling story "... I understand what is being asked of me and it makes sense"</p> <p>2: Reinforcement mechanisms "... I see our structures, processes and systems support the changes I am being asked to make"</p> <p>3: Skill required for change "... I have the skills and opportunities to behave in the new way"</p> <p>4: Role Modelling "... I see my leaders, colleagues and Staff behaving differently"</p> <p>"I will change my mindset and behaviour if..."</p> <p>PACT Partnering Ambulance Care Trusts SaTH Improvement Hub</p> <p><small>Our vision: To provide excellent care for the communities we serve</small></p>
<p>@BryanJns</p>	<p>[Publication] Lucas, B & Nacer, H. "The Habits of an Improver". The Health Foundation; 2015</p>
<p>@PennyPereira1</p>	<p>[Blog] Pereira, P. "10 principles at 'the human heart' of improvement". The Q Community; 2022</p>
<p>@joyfurnival</p>	<p>[Article] Proudlove, N & Furnival, J. Toyota Kata: A missing link in quality improvement in healthcare? In Proceedings of the 27th European Operations Management Association Conference: EurOMA27 (pp. 1818-1827); 2020</p>
<p>@hesham_abdalla</p>	<p>[Image] Donella Meadows' Leverage Points</p>  <p>System</p> <p>Constants, parameters, numbers</p> <p>Buffer sizes</p> <p>Material stocks and flows</p> <p>Relative delays</p> <p>Negative feedback loops</p> <p>Positive feedback loops</p> <p>Information flows</p> <p>Rules of the system</p> <p>Structure of the system</p> <p>Goal of the system</p> <p>Mindset / paradigm</p> <p>The power to see paradigms as such</p> <p>Most interventions are designed around these leverage points.</p> <p>Deeper leverage points have higher transformative impact, but harder to design for.</p> <p><small>Adapted from Meadows (1977): Leverage Points: Places to Intervene in a System</small></p>
<p>@HelenBevan</p>	<p>[Journal article] Mandel KE, Cady SH. Quality improvement as a primary approach to change in healthcare: a precarious, self-limiting choice? BMJ Quality & Safety 2022;31:860-866.</p>

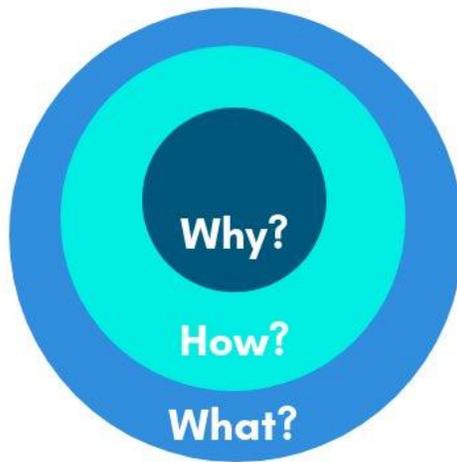
<p>@HelenBevan</p>	<p>[Image]</p>
<p>@PennyPereira1</p>	<p>[Improvement Network] The Q Community</p>
<p>@Hexitime</p>	<p>[Skill Sharing Timebank] Video: An Introduction to Hexitime</p>
<p>@hesham_abdalla</p>	<p>[Blog] Abdalla, H & Macklin, N. Chains of Kindness. BMJ Leader; 2022</p>
<p>@vmsenseimelissa</p>	<p>[Image] World Class Management</p>
<p>@PennyPereira1</p>	<p>[Report] Hardie T, Horton T, Thornton-Lee N, Home J, Pereira P. Developing learning health systems in the UK: Priorities for action. The Health Foundation; 2022 (https://doi.org/10.37829/HF-2022-106).</p>

<p>@HelenBevan</p>	<p>[Image] Quote from Rosabeth Moss Kanter</p>  <p style="text-align: center;">Rosabeth Moss Kanter</p>
<p>@PennyPereira1</p>	<p>[Tool] Skills for collaborative change; The Q Community; 2020.</p>
<p>@RNChristinaH</p>	<p>[Network] ECIST Whatsapp Group</p>
<p>@HelenBevan</p>	<p>[Blog] Bevan, H & Henriks, G. Creating tomorrow today: seven simple rules for leaders; BMJ Leader; 2021</p> <p>[Image] Seven simple rules (sketchnote by @scriberian)</p> 
<p>@TimBonnici</p>	<p>[Article] Brand, S. Pace layering: how complex systems learn and keep learning; 2018</p>
<p>@PennyPereira1</p>	<p>[Webinar] QMS: "Putting the man on he moon" – aligning everyone to strategy; The Q Community; 2022</p>
<p>@Sutcliffe1987</p>	<p>[Image] Focus Board (University Hospitals Coventry and Warwickshire) – see twitter conversation</p>

Focus Board		To be a national and international leader in healthcare, rooted in our communities				Local Integrated Care, Centres of Excellence, Research, Innovation and Training, Sustainability, Working and Enabling Our People	University of Exeter Exeter and Cornwall EX4 4RJ			
Quality Objectives - Improving safety and experience	Efficiency Objectives - Enhancing productivity and meeting demand	Financial Objectives - Focus on value and sustainability	People Objectives - Working and enabling our people	Common Objectives/Strategic Objectives						
What are the problems you are looking to work on - are you looking at a long-term goal?	What are the problems you are looking to work on - are you looking at a long-term goal?	What are the problems you are looking to work on - are you looking at a long-term goal?	What are the problems you are looking to work on - are you looking at a long-term goal?	Setting up - Annual/Quarterly/Other Objectives						
Where are you trying to focus, how can you measure it?	Where are you trying to focus, how can you measure it?	Where are you trying to focus, how can you measure it?	Where are you trying to focus, how can you measure it?	Current state in meeting objectives on long term goals						
Current - Target	Current - Target	Current - Target	Current - Target	Plan	Operational	Responsible leader	Due	Status	Notes	Risk level
Current - Target	Current - Target	Current - Target	Current - Target							
Current - Target	Current - Target	Current - Target	Current - Target							
Current - Target	Current - Target	Current - Target	Current - Target							
Feedback from last meeting actions	Collaboration - What went well and what did you learn									
				Why the meeting didn't work?						Is this any part of the board that not working = what?
				Did the meeting run to time?						What changes need to be made?
				How, why, not and what is the subject?						

[@AimeeRobson4](#)

[Ted Talk Video] [How great leaders inspire action](#); Simon Sinek
 [Image] source: Simon Sinek



Why = The Purpose
 What is your cause? What do you believe?

How = The Process
 Specific actions taken to realize Why.

What = The Result
 What do you do? The result of Why. Proof

[@joyfurnival](#)

[Blog] Furnival, Joy. [Collective Improvement](#); 2019

What next?

The next [#LeadingQI](#) and [#QIHour](#) chat will take place on **Tuesday 31st January 2023** from **7pm-8pm GMT**.

If you haven't taken part in a tweet chat before and want to join the upcoming chats, check out this fantastic [blog of top tips](#) from [Leigh Kendall](#), Programme Lead (Social Influence) at [NHS Horizons](#).

Scroll down to save the dates!



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.



Report produced by Lou Waters for Warwick Business School.