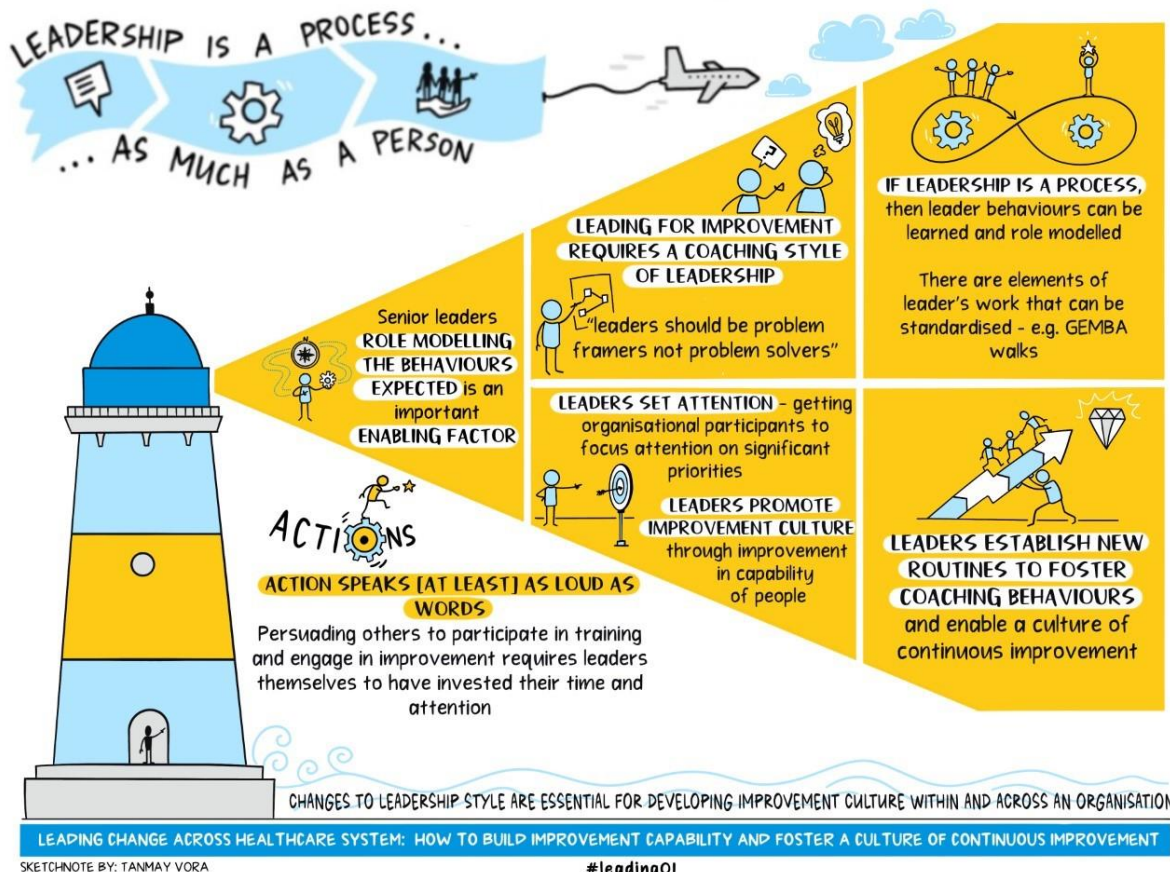


LEADERS SHOW THE WAY and light the path for others

- Nicola Burgess -



Tweetchat Report

Lesson 3: Leaders show the way and light the path for others

#LeadingQI #QIHour

Tweetchat Date: 28th March 2023

Report Published: 25th April 2023

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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 [NHS-VMI evaluation report](#) the blog incorporated a sketchnote as a vehicle for sharing these 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' has led to a partnership with the influential [@HelenBevan](#) and [@LouWaters_QI](#) in collaboration with [#QIHour](#) 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.

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. The Panel Members are:

Sue Jenkins, Surrey & Sussex Healthcare NHS Trust	@KPOteam_SASH
Lee Sutcliffe, University Hospitals Coventry & Warwickshire	@Sutcliffe1987
James Owen, The Shrewsbury and Telford Hospitals NHS Trust	@SaTHImprovement
Jimmy Parvin, Leeds Teaching Hospital NHS Trust	@jimmy_parvin
Nicola Burgess, Evaluation Lead, Warwick Business School	@DrNicolaBurgess
Bernard Crump, Co-investigator, Warwick Business School	@WBSProfBC
Melissa Lin, Virginia Mason Institute	@umsenseimelissa
Bryan Jones, Health Foundation	@BryanJns
Michael Anderson, NHS England	@MichaelNHSE
Helen Bevan, Horizon NHS & Warwick Business School	@HelenBevan

We hope these blogs, sketchnotes and subsequent tweetchats ignite a global conversation and look forward to your feedback, reflections and responses.

March Tweetchat Report Summary

This report was produced to share insights generated from the tweetchat, which took place on 28th March 2023, on “Leaders show the way and light the path for others”. A summary of participant responses are presented below.

Q1. Let's start with a poll!

- For 9 (22%) persons it was their first tweetchat, for 7 (17.1%) it was their second, however over 25 (61%) participants have taken part in more than 3 tweetchats.

Q2. Why is it important that leaders lead from the front and light the path for others in quality improvement?

- Tweetchat participants shared that leaders role model behaviours, lead by example, set the direction and focus of improvement, create alignment, give space for improvement, and support others across the organisation to be improvement leaders.

Q3 Poll: When an organisation or system is implementing whole-system quality improvement, how important is it that the CEO & senior leaders complete training in improvement methods?

- The majority of participants (96% - 120 persons) agreed it is very or somewhat important that the CEO and senior leaders complete training in improvement methods, whereas 4 persons (3%) thought it was neither important, or they did not know whether it was important.

Q3. When have you seen or experienced poor leadership being a barrier to quality improvement? What happened?

- Experiences of poor leadership and barriers included a lack of understanding, awareness, inclusivity, trust, interest, support and space and difficulty balancing long-term goals and short-term targets to engage and maintain improvement.

Q4. When have you seen or experienced effective leadership of quality improvement? What does effective leadership of improvement look like or feel like?

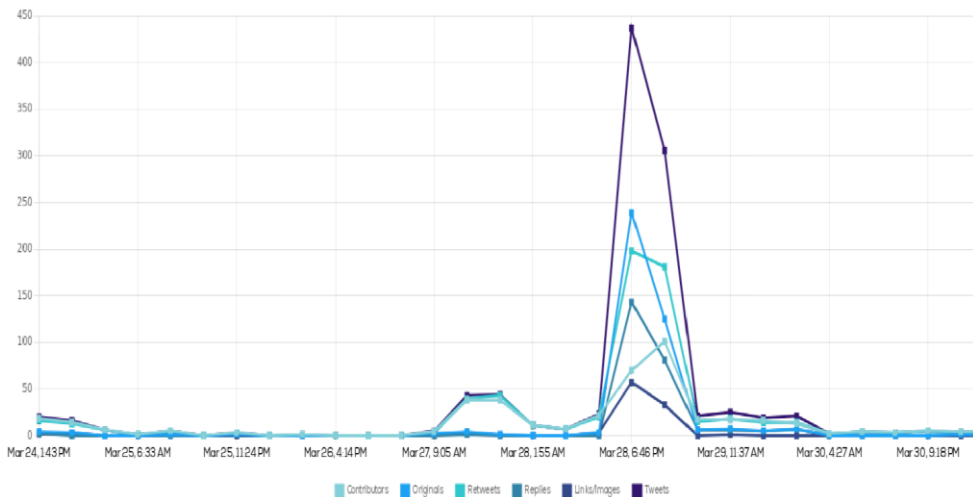
- Experiences and views of effective leadership include compassionate, respectful & inclusive leadership, actively listening to patients & staff, showing genuine interest and commitment to improvement, displaying openness and humility, building capability, supporting staff and being with them on the QI journey.

Q5. What advice would you give to senior leaders of organisations wanting to develop an organisation or system-wide approach to quality improvement?

- Some advice given to senior leaders was to align improvement with strategic priorities, engage in training, involve staff at all levels, accept that improvement takes time and things will not always go as planned but still celebrate success and share lessons.

Lesson 3: Leaders show the way and light the path for others

Tweetchat Activity Summary



The tweetchat ran from 7–8pm BST on 28th March 2023. The graph above shows tweet activity increasing on 27th March, peaking during the tweetchat and settling down on 30th March. The tweetchat had **188 participants**, who generated **370 original tweets** and **394 retweets**. As with previous chats, both hashtags #LeadingQI and #QIHour were trending in the United Kingdom.

3 · Education · Trending

#AncestryHour

4 · Politics · Trending

Corbyn

Trending with [Islington North](#)

5 · Video games · Trending

Zelda

Trending with [BOTW](#), [TOTK](#)

6 · Business and finance · Trending

Finance

183K Tweets

7 · Trending

#QIHour

8 · Trending

#LeadingQI

Most Popular Tweet of the Session

The most retweeted (179) and liked (595) tweet made by @HelenBevan, has garnered over **119'000 views**. It was in response to Q2: Why is it important that leaders lead from the front and light the path for others in quality improvement?

Helen Bevan @HelenBevan

Q2: One of the classic models that gets used very often by NHS leaders is the @McKinsey influence model. It states that if we want to influence others to change their behaviour we need to be role models. That's why, in whole organisation improvement approaches, it's critical that leaders role model leadership of improvement #LeadingQI #QIHour

Why it works
People mimic individuals and groups who surrounds them - sometimes consciously and sometimes unconsciously.

Role modeling
"I see my leaders, colleagues, and staff behaving differently"

Developing talent and skills
"I have the skills and opportunities to behave in a new way"

Why it works
You can teach an old dog new tricks - our brains remain plastic into adulthood.

Why it works
People seek congruence between their beliefs and actions - believing in the "why" inspires them to behave in support of a change.

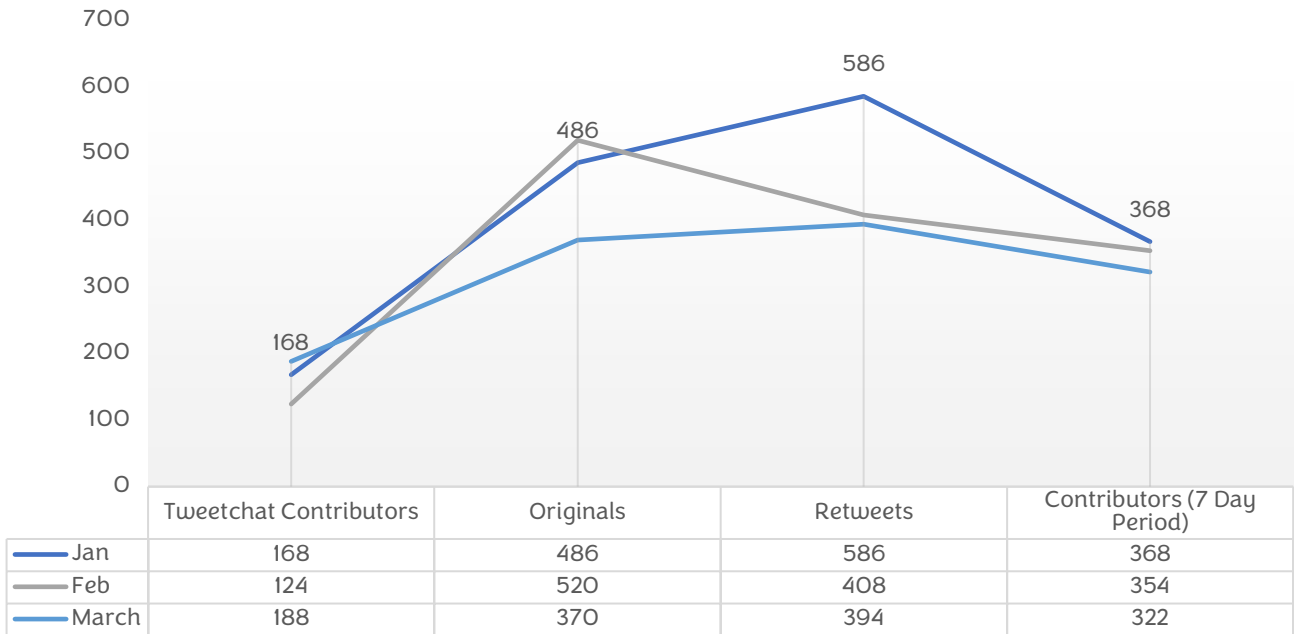
Fostering understanding and conviction
"I understand what is being asked of me, and it makes sense"

Reinforcing with formal mechanisms
"I see that our structures, processes, and systems support the changes I am being asked to make"

Why it works
Associations and consequences shape behaviour - though all too often organizations reinforce the wrong things.

"I will change my mind-set and behaviour if..."

#LeadingQI Tweetchat Monthly Activity Summary



The monthly tweetchats have shown steady participation and engagement over the past months. The tweetchat contributors account for the number of persons tweeting during the tweetchat session, this ranges from 124 to 188; and the total number of contributors participating during the week of the tweetchat ranges from 322 to 368. This indicates that every month on average, 160 persons actively participate in the tweetchat hour, and 348 persons engage weekly with the #LeadingQI handle. During the sessions, original tweets and retweets are shared. The number of original tweets ranges from 370 to 520, and the number of retweeted posts ranges from 394 to 586. This indicates that for each tweetchat session, over 460 tweets posts and retweeted and over 1000 tweets are shared with the #LeadingQI handle.

Q2. Why is it important that leaders lead from the front and light the path for others in quality improvement?

WBS @WarwickBSchool · 17h
Q2. Why is it important that leaders lead from the front and light the path for others in quality improvement? Remember to include question number and our hashtags #LeadingQI and #QIhour in your answer

Q2. Why is it important that leaders lead from the front and light the path for others in quality improvement?

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



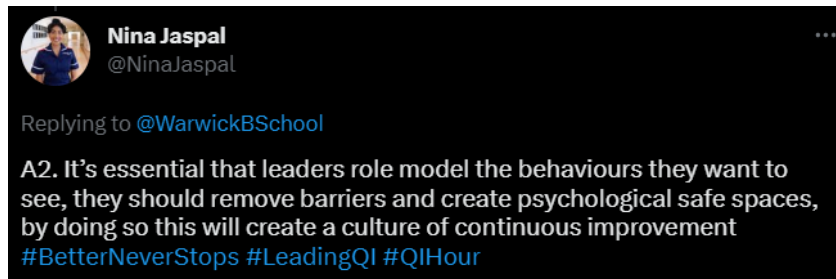
Tweetchat participants shared that leaders light the path for others in quality improvement by:

- Role Modelling Behaviours and Leading by Example,
- Setting the direction and focus of improvement,
- Creating alignment and giving space for improvement,
- Supporting others across the organisation to be improvement leaders.

It is important that leaders Role Model Behaviours and Lead by Example...

@julesnorton replied that “Leaders role model behaviours, coach and support others, encourage and reward improvement attempts the more senior the leader the bigger impact on organisational culture - actions speak louder than any words or policy.”

This view was shared by many, **@NinaJaspal** shared that,



@kedarpriya1 put it simply, “People look at leaders for directions & as role models. Leaders must light the path & lead by example.”

@lilian_chiwera commented, “Leaders must be excellent role models always prepared to roll up their sleeves & of course shine the light for others.”

@joyfurnival replied that,



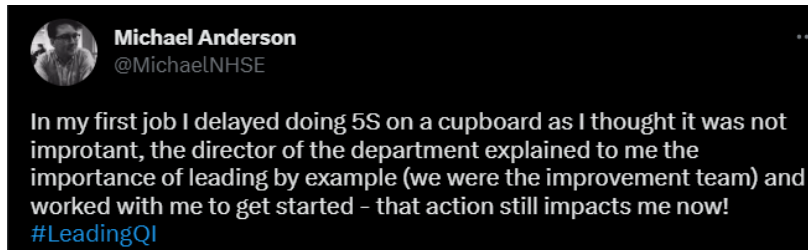
@JonathanCliffe8 shared, “In order to recruit people to the QI journey and encourage participation, others need to see you leading the way and leading by example.”

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@MelRheum shared that “Leaders “light the way” by showing the way through #doing, #thinking and #speaking the #language of change – above all are enthusiastic and supportive of others doing the above!”

@KristinMoat critiqued, “Lighting the path can only be effective if you walk the walk which gains credibility and trust in your actions. When you fall in your change efforts (which you will) you have to be able to model the roll and show how to get up again to model the role.”

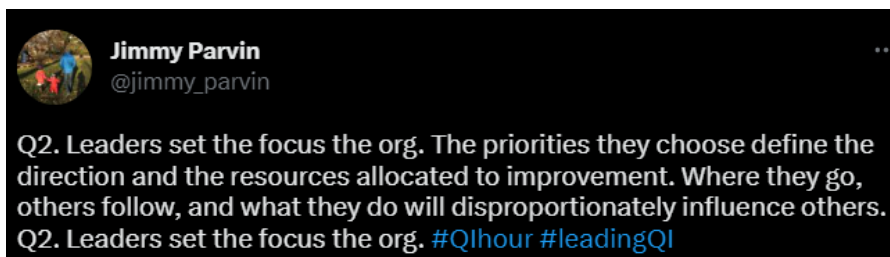
@MichaelNHSE shared a great example of a leader who led by example,



@Sutcliffe1987's comment supported this action saying, “...We all follow the example of others, so framing importance, modelling behaviours and being curious show others that its important and worthwhile.”

It is important that leaders set the direction and create alignment...

@jimmy_parvin shared an important view that,

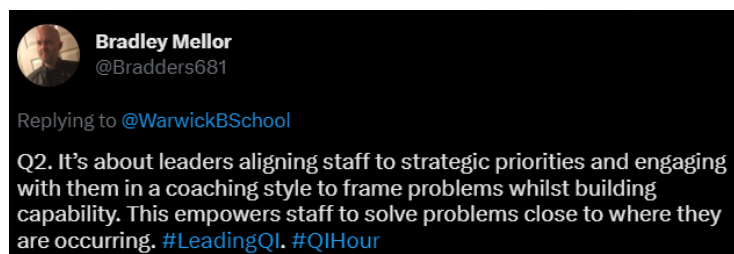


@jimmy_parvin also shared that, “Leaders have the opportunity to shape what the org leans into or leans away from. Helping teams invest their time in the value-add activities and minimising the waste.”

@DrNicolaBurgess shared a similar view, “The role of the leader is to focus the attention of an organisation’s participants on the organisation’s key priorities. If the organisation is serious about quality improvement, there should be no ambiguity or uncertainty about importance of improvement.”

@KPOteam_SASH replied to **@DrNicolaBurgess**, “completely agree – people take note on what leaders spend their time on.”

@Bradders681 shared that,



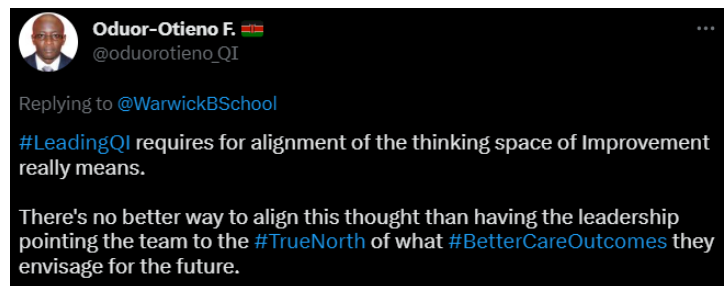
@KPOteam_SASH replied to **@Bradders681**, “Completely agree that a leaders role is to connect the dots for others in an organisation.”

@RMRPereiraNHS reflected, “I think there are 3 key aspects: 1 – being actively involved shows commitment (in it together) and allows real role modelling, 2 – giving licence, agency and direction are essential, 3 – understanding and unblocking barriers can't be done from afar.”

Lesson 3: Leaders show the way and light the path for others

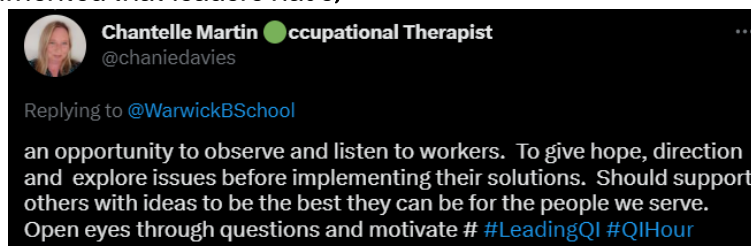
@DrEmilyRowe shared that, “ Leaders at any level and in any capacity are needed provide a sense of direction and to bring people together towards the shared goals, without this QI and lasting change would be difficult.”

@oduorotieno_QI shared that,



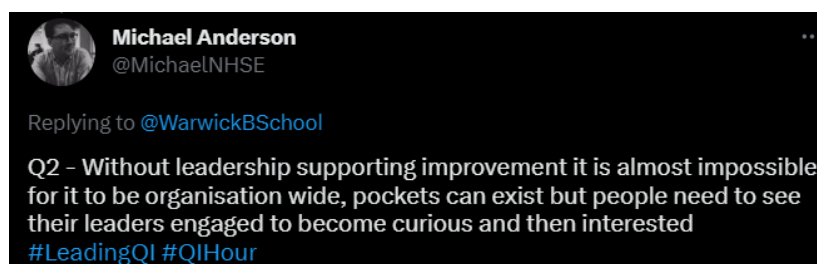
@KuldeepNHS shared that, “Leaders can show the way to build learning systems and a supportive coaching culture to nurture and thrive QI.”

@chaniedavies also commented that leaders have,



@BryanJns shared that, “Successful organisation wide approaches to improvement are built on early and visible commitment from senior leaders. Broad buy in depends on it.”

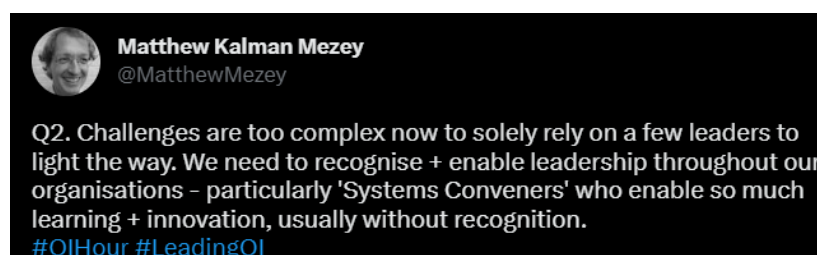
@MichaelNHSE also supported this view commenting that,



We must understand that leaders are everywhere...

@WBSProfBC shared another perspective, “Leading isn't from the front, the top or the bottom; it's everywhere. My take away from learning about leadership in healthcare is that leadership is distributed, whether we like it or not. Alignment of all of that energy around common goals is what matters.”

@MatthewMezey also shared this view that,



@DrNicolaBurgess replied, “You are right @MatthewMezey leadership should be distributed and all leaders should light the way...”

Question 2 Summary

Two key perspectives emerged in response to this question. First, leaders role model behaviours for improvement, through leading by example and by doing what they would like to see in others. Second, leaders set the direction, create alignment, and generate buy-in for improvement through their actions, attention, and focus. @Ashkejri shared that, “One of the biggest challenges faced in any kind of Org transformation is the existing idea of culture. "This is how it works here!" This comes straight from how the behaviours of leaders get translated top down. Awareness & transparency can help a lot.” This view underscores why “Leaders must light the path by sharing a vision of success, creating a sense of urgency, removing barriers, and recognizing teams, so that together with staff, they can build a culture where everyone feels empowered to be a Chief Safety Inspector every day (shared by @VM_Institute).” Further, since improvement is complex we cannot rely on a few senior leaders to enact large-scale change, therefore improvement leaders in every part of the organisation need to support each other on the journey. All responses could not be presented; therefore, a summary of themes are included in Figure 3.

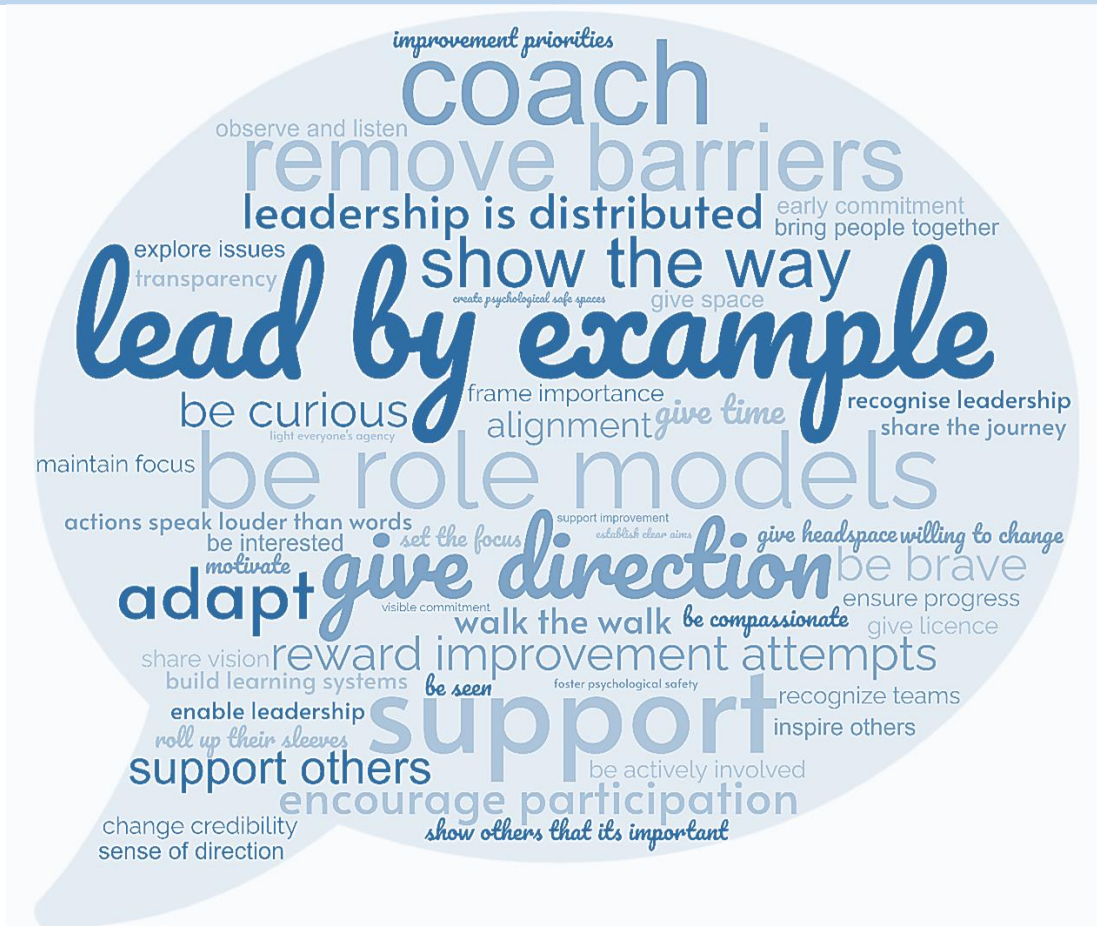
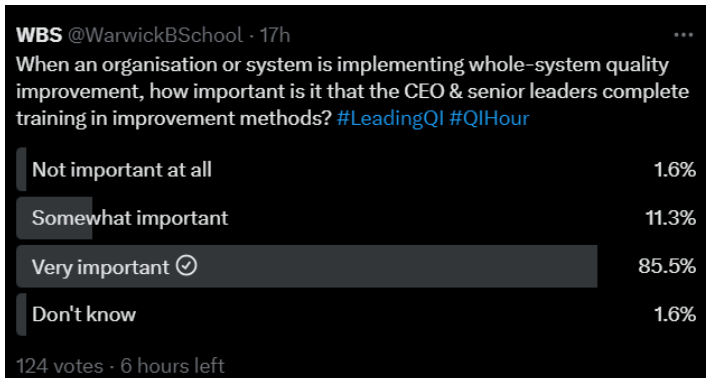


Figure 3: Question 2 Word Cloud

Poll. When an organisation or system is implementing whole-system quality improvement, how important is it that the CEO & senior leaders complete training in improvement methods?



- 106 (85%) participants agreed it is very important that the CEO and senior leaders complete training in improvement methods.
- 14 participants (11%) agreed that it was somewhat important for them to do so.
- Approximately, 4 persons (3%) thought it was neither important, or they did not know whether it was important.

Q3. When have you seen or experienced poor leadership being a barrier to quality improvement? What happened?

WBS @WarwickBSchool · 18h

Q3. When have you seen or experienced poor leadership being a barrier to quality improvement? What happened?

Remember to include question number and our hashtags #LeadingQI and #QIhour in your answer.

Q3. When have you seen or experienced leadership as a barrier to quality improvement? What happened?

Examples and experiences which created barriers to improvement include:

- Lack of understanding,
- Difficulty balancing long-term goals and short-term targets,
- Personal traits,
- Lack of Awareness,
- Lack of Inclusivity & Trust,
- Lack of Interest, Support and Space

Lack of Understanding as a barrier to improvement...

@SaTHImprovement shared, “When people don’t understand ‘why’ they are testing a change, they can fizzle out quite quickly. When we are helping people we like to refer to @simonsinek’s ‘Start with why’ to help leaders think about how they will ‘sell’ change to others.”

@julesnorton replied that,

Julie Norton @julesnorton

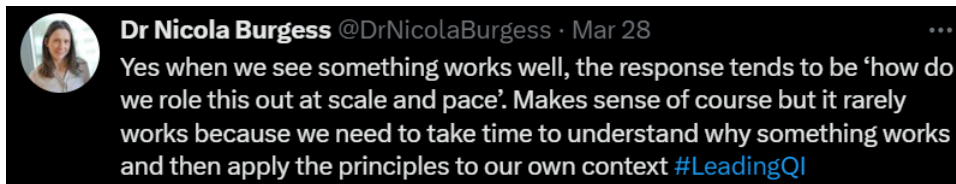
Q3 forcing improvements that have worked elsewhere in a new environment without appropriate understanding if the root causes and environment are the same or generating engagement 'command and control' approach #LeadingQI #QIhour

@DrNicolaBurgess replied to @julesnorton saying, “Learning from others is important, but cut and paste rarely works. Context matters.”

@KPOteam_SASH joined the conversation with @DrNicolaBurgess & @julesnorton, “thats so true. I always take a big sigh when the good and the great ask me so how do we roll this out at scale and with pace - they just don’t get it.”

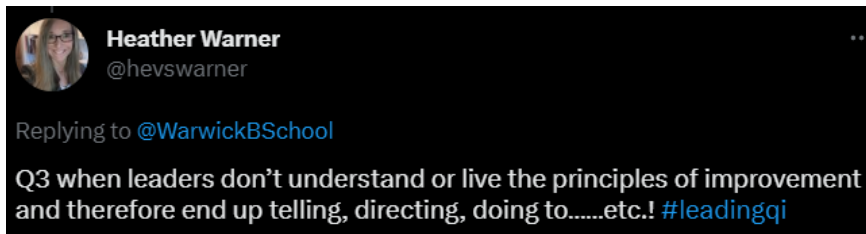
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@DrNicolaBurgess further responded that,



@MelRheum commented that they have, "Many examples. When the leadership don't think they need to improve or have a mindset that is ready for change. These are real barrier as the position taken is often a defensive one and question 'why change?'"

@heuswarner shared,



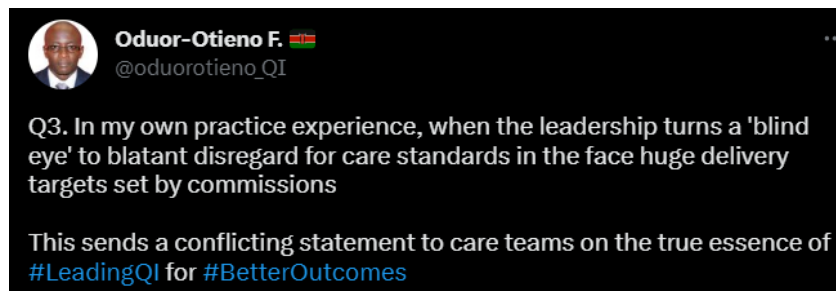
@DrEmilyRowe replied to @heuswarner "I agree, I think a huge barrier is that they don't know, so then they don't understand and therefore cannot meaningful support staff or improvement in general."

Prioritising Long-term goals and short-term targets...

@BryanJns shared that, "Some leaders find it hard to balance long term improvement goals with short term delivery targets. Too much focus on the latter starves the former of oxygen. For leaders strategic ambidexterity is a key skill."

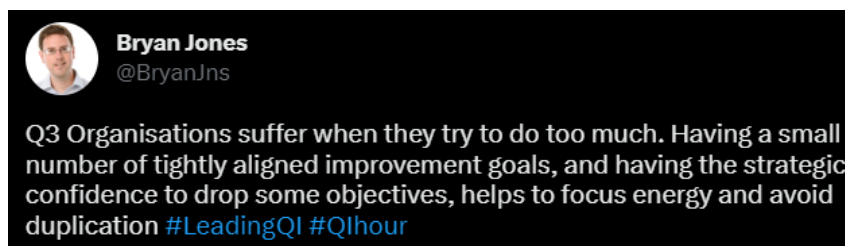
@Sutcliffe1987 replied to @BryanJns, "Agree with this, how do you balance fighting the fire with preventing it. Where do you tell you team to react and where do you tell them to focus is hard when safety is involved."

@oduorotieno_QI shared that,



@catherine_ia shared a similar view saying, "when short-term, reactive leadership is prioritised over long term prioritising and planning, it's easy to see how and why this happens so often"

@BryanJns shared another example saying,



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Personal Traits & Unintentional Poor Leadership as a barrier to improvement...

@VM_Institute shared that, “Leaders’ egos sometimes get in the way of creating a culture of continuous QI—esp. when they seek credit for team success or blame teams for failures, instead of acknowledging lessons learnt and offering people timely support to get work back on track.”

@DrMahtabSingh1 shared that they, “Witnessed many times that poor leadership stopped the improvement work bcoz of just his/her ego. Once the go got satisfied there were good results. @nqocnindia”

@jimmy_parvin queried “Rarely is poor leadership intentional. Perhaps more lack of insight / awareness around the need for consistency across word and deed? If you say it's important, give it the time/attention/respect it requires.”

@RMRPereiraNHS also shared a similar view,

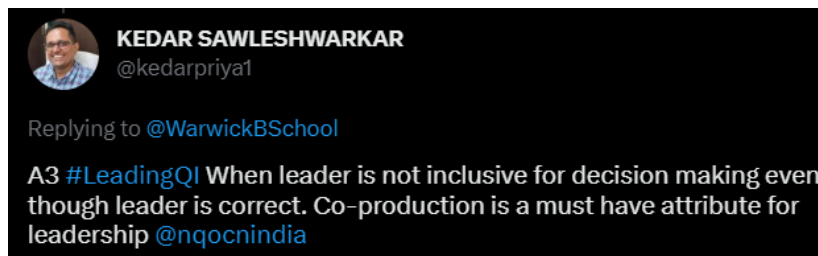


Lack of Inclusivity & Trust as a barrier to improvement...

@chaniedavies commented, “I think management approach is a barrier and does not take views of all in the room or get best out of those around. Leadership explores barriers collaboratively. Shifting from telling to, doing for to doing with.”

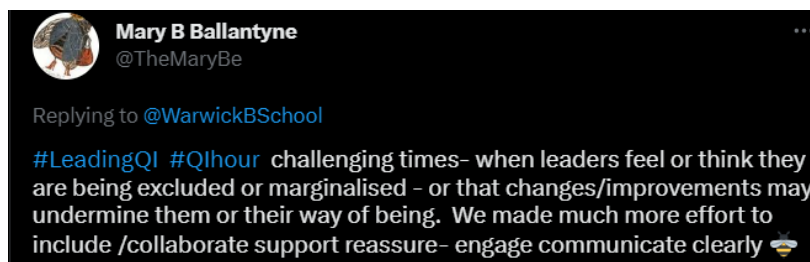
@KPOteam_SASH shared that when “leaders feel that they have to come up with all the solutions - that is so disempowering for teams.”

@kedarpriya1 shared,



@WBSProfBC provided a list saying that “Arbitrary deadlines, blanket expectations, uninformed by context, and undermined by lack of local ownership. But it keeps happening...”

@TheMaryBe shared a similar view about leaders feeling excluded,



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@Ashkejri shared an experience, “I have seen poor leadership in many of my workplaces. One of the Directors I was working with, wanted my assistance in improving the overall work culture. I am a people's person as he does not trust people. Every good initiative fell flat on my face.”

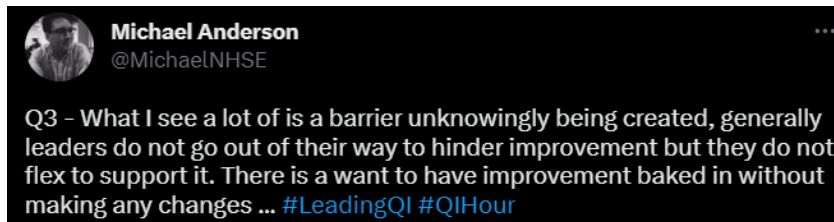
@KristinMoat also shared a similar view on trust,



Lack of Interest, Support & Space to do improvement...

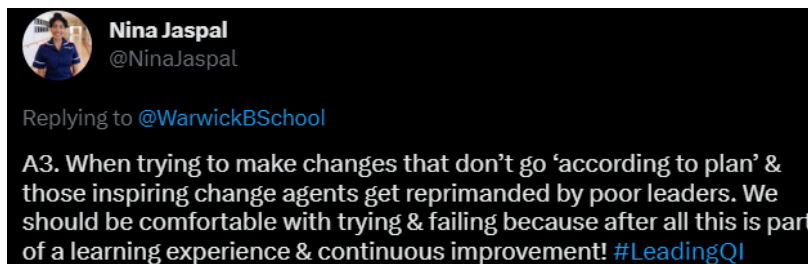
@Sutcliffe1987 explained that “I think this goes back to leading the way, when leaders don't show the enthusiasm for improvement it acts like a brick wall for those involved.”

@MichaelNHSE shared a view on no overt support,



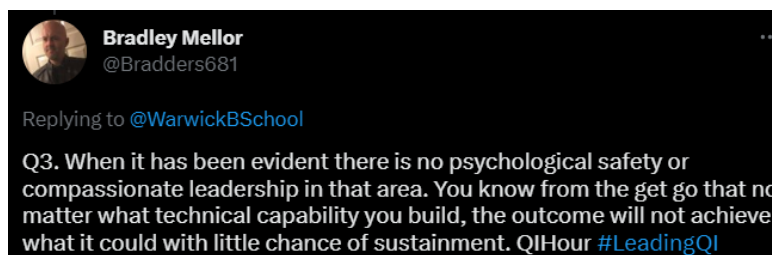
@RNChristinaH shared, “People saying no without even considering or trialling it. It puts individuals off to the point they don't bother anymore. I personally found QI can cause enemies and conflict because your challenging the status quo rather than enabling and encouraging change.”


@NinaJaspal said that sometimes,



@guhawtin commented that “not any time or space do clinical work lack of staffing not to network and concentrate on your job.”

@Bradders681 shared that,



@KuldeepNHS commented that “When the conversation is about what is the matter with you, why  rather than what matters to you, how can we support.”

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Some consequences of Poor Leadership...

@mmelfatih shared that, “...poor leadership is a leading cause for severe lack of a strategic focus on staff engagement by leaders. This stems from an apparent failure of leaders to recognize the connection between employee engagement and organizational performance.”

@MotherMRuss replied “I have seen poor leadership leading to entrenchment and resistance to change. It can easily become systemic and toxic if someone does not find the courage to challenge and support learning.”

@RMRPereiraNHS also added “the act of being seen to make things happen versus spending the time with deliberate and purposeful focus on effective planning and engagement leads improvement efforts at best to being unsustainable at worst to damage morale and confidence.”

Question 3 Summary

Many observations and experiences were shared as examples of poor leadership which became barriers to quality improvement. These included a lack of understanding or a mindset for improvement and difficulties balancing and prioritising long-term improvement goals in the face of short-term delivery targets and immediate crises. There were also examples regarding a lack of inclusivity and trust to make improvements, this included leaders dominating or disregarding improvement decisions. Experiences were also shared where there was a lack of interest, support, and space for improvement, where leaders did not engage and encourage others or did not engage in improvement themselves. Other examples and consequences of poor leadership were shared, all of which could not be presented here; therefore, a summary of themes are included in Figure 4.



Figure 4: Question 3 Word Cloud

Q4. When have you seen or experienced effective leadership of quality improvement? What does effective leadership of improvement look like or feel like?

WBS @WarwickBSchool · 17h ...
Q4. When have you seen or experienced effective leadership of quality improvement? What does effective leadership of improvement look like or feel like?
Remember to include question number and our hashtags #LeadingQI and #QIhour in your answer.

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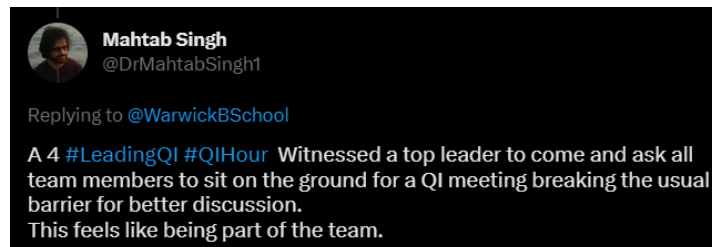
The tweetchat participants shared that Effective Leadership of improvement:

- Is Compassionate, Respectful & Inclusive
- Actively Listening to Patients & Staff,
- Shows Genuine Interest and Commitment,
- Displays Openness,
- Enables and Encourages Staff,
- Builds Capability,
- Is Supportive and Shares the Journey of QI.

Experiences of effective leadership of quality improvement...

@KristinMoat shared, "The most impressive I have seen is when the leader questioned with curiosity, humility and respect. The way he reflected this back showed not only a real skill of active listening but the ability to weave this seamlessly into theory and make it relatable."

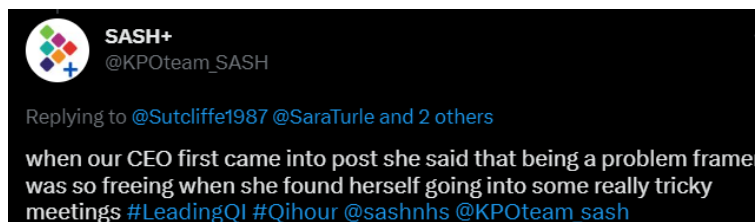
@DrMahtabSingh1 shared that they,



@WBSProfBC shared, "I have seen the CEO living in confidence that local teams will solve a problem or discover the best way forward, and those local teams have "taken yes for an answer".

@KPOteam_SASH shared that, "I love it when I walk onto a genba and somebody says Sue can I just show you this while you are here and it is the next improvement that is underway - sooo powerful."

@KPOteam_SASH also replied that,

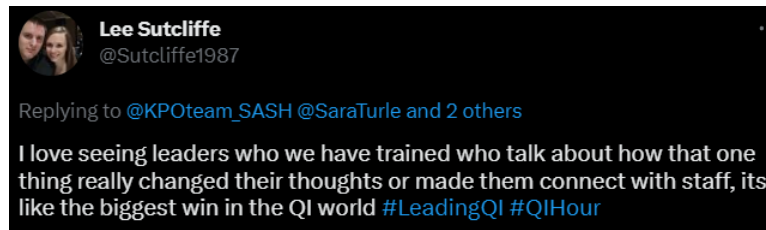


@HPILLminster shared that, "Our PCCLEs team are awesome, diverse mix of disciplines, knowledge, lived experience but shared values and sense of purpose. This fostered an open and inclusive culture that made the pursuit for QI meaningful for all."

@cpmurdie advised, "Don't stop at the HiPPO's first question or obvious solution. I worked with a root cause analysis genius who led a huge team to assess every decision point in a project's history to uncover the real systemic issues. Hit the cause, not the symptom."

Lesson 3: Leaders show the way and light the path for others

@Sutcliffe1987 replied to @KPOteam_SASH & @SaraTurle saying that,



@MotherMRuss shared, “I have felt effective compassionate leadership as a stark comparison to other styles. It has been inspiring, nurturing and healing. It has led to my growth and resurrection. It has been life changing for me as a professional. It has made me feel safe.”

@lilian_chiwera shared,

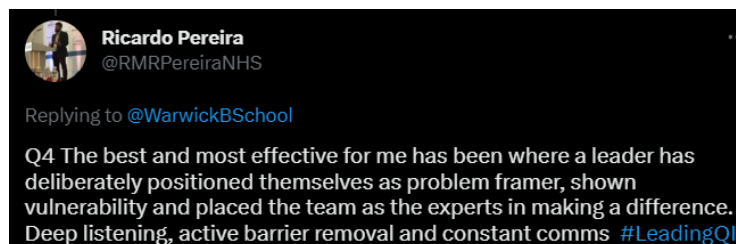


Perspectives on what effective leadership of improvement should look like...

Effective Leadership involves Active Listening...

@VM_Institute replied, “Effective leaders listen to patients and staff regularly to understand their change priorities, helping people feel valued and included, then they align resources & QI plans and employ co-production & purposeful re-measures to continually learn & progress.”

@RMRPereiraNHS shared that,

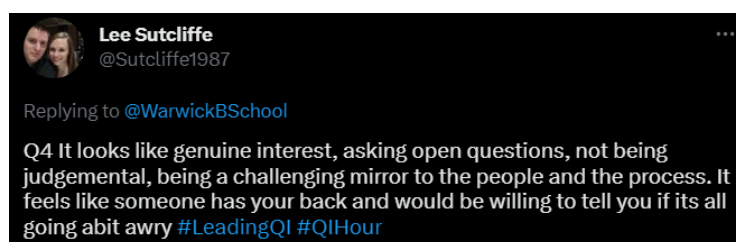


@BryanJns commented that “Active listening and visibility are vital. Getting out to meet people and taking the pulse of the organisation provides vital soft intelligence for leaders – and complements hard data about progress.”

Effective Leadership shows Genuine Interest & Commitment...

@KPOteam_SASH replied, “Effective leaders of CI are coaches and problem framers who take a genuine interest in what improvement is going on. They go to the genba, ask why, show respect, celebrate successes and praise learning.”

@Sutcliffe1987 shared a similar view,



Lesson 3: Leaders show the way and light the path for others

@2019annhill also shared that, “enthusiasm, trust in the whole team, a willingness to experiment, shared joy, celebration, taking risks, demonstrating interest, giving opportunities, just the right level of direct involvement, sustained interest.”

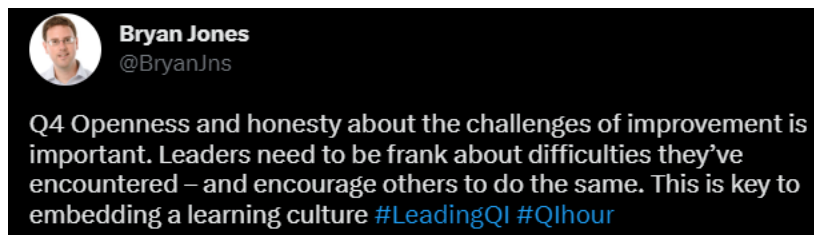
@Bradders681 replied, “At Microsystem level, the leaders engaged, committing precious time and resource and saw the improvement work as a team game engaging all levels in the effort. They engaged everyone, everyday and still do some 15 months later.”

@BryanJns shared that, “Strategic constancy of purpose matters. Embedding this at board level so that long-term commitment to improvement remains even if some leaders move on is key.”

Effective Leadership Supports and Encourages...

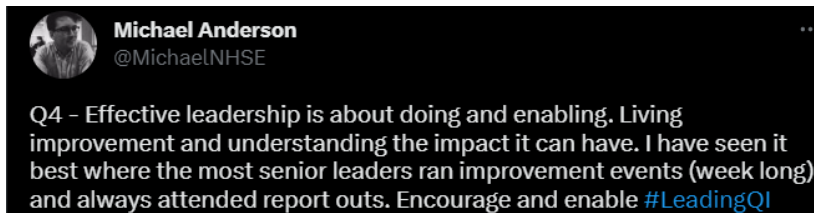
@oduorotieno_QI shared that, “Effective leadership is demonstrated by leaders going thro' the improvement journey with it's team & encourages internal self-reflection on the delivery outcomes of a unit. Sr. Hosp. Clinicians #LeadingQI not only teaching Clinical Skills but #QIPrinciples too.”

@BryanJns commented that it is having,



@lilian_chiwera shared that, “It's not all about me & what I want as leader. It's about having those open #QI #PatientSafety conversations with your team & setting goals together.”

@MichaelNHSE replied that,



@NinaJaspal had a similar view, “Effective leadership of QI is enabling all to be involved and to share knowledge & experiences of the key problems faced and working together to create solutions to improve services. It's about creating the time & encouraging enthusiasm of a shared purpose.”

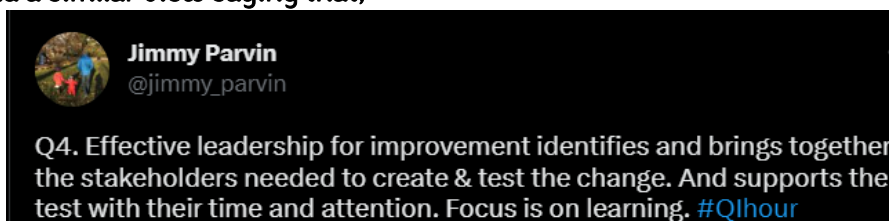
@KPOteam_SASH commented “Its about encouraging lots of small successes which add up to sorting the big things out and encouraging staff to make a difference for the next patient.”

Effective Leadership Builds Capability...

@SaTHImprovement shared, “Effective leadership of improvement usually sets clear aims, ensures we can measure them, and reports back on what we've done so we can see if it has worked. The model for improvement is a great tool to guide leaders.”

@SaTHImprovement also added, “It's also really important to get the right people involved in change, stakeholder analysis is a great way to think about who to get involved.”

@jimmy_parvin had a similar view saying that,



Lesson 3: Leaders show the way and light the path for others

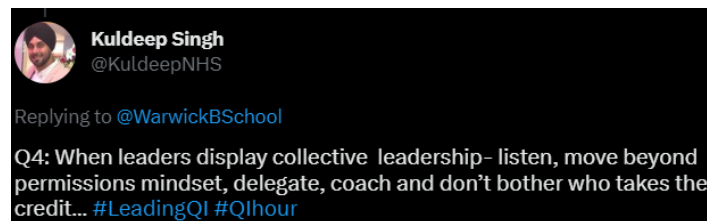
Effective Leadership is Respectful & Inclusive...

@DrNicolaBurgess shared, 'Respect for people', feels like a recurring theme in this tweetchat and reflects what I believe is effective leadership. Leaders that demonstrate a lack of respect (even unknowingly) can drastically undermine improvement."

@Sutcliffe1987 replied to **@DrNicolaBurgess** commenting that, "Respect is the level, even if we don't talk about it if I see you respect others I assume you will respect me and that is really powerful in terms of permission."

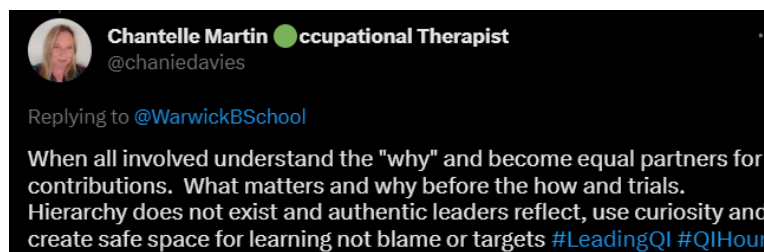
@jimmy_parvin joined the conversation with **@Sutcliffe1987** & **@DrNicolaBurgess** replying, "Respect helps build the trust needed to face the challenges creatively. Takes time to build and moments to unravel though. Powerful and fragile perhaps?"

@KuldeepNHS shared that,



@SaraTurle shared that effective leadership is, "When everyone is walking the same path together, shoulder to shoulder, celebrating successes together, learning together, supporting through the potholes that will be faced. It's when you go into a cupboard or a work space + see signs of QI quietly happening."

@chaniedavies said it is,



@jimmy_parvin had a similar view, "Effective leadership for improvement creates psychological safety where constructive critical challenge drives the improvement and ideas beyond the ordinary."

@jimmy_parvin also added, "Effective improvement leaders take the time to understand those they need to engage to achieve the change and are flexible to 'meet them where they're at'."

@kedarpriya1 commented that,



@DrEmilyRowe shared, "Effective leadership includes having informal conversations about improvement, when staff feel supported in the little things, it builds up their confidence to do more, engage more, learn more, share more. Little things can have a big impact."

@MelRheum replied that, "When leaders are willing to "walk a mile in their shoes" to get beneath the surface of big problems that impact people and really do something about them, and share the journey too through with a #learners mindset".

Question 4 Summary

Key experiences and perspectives shared by participants included compassion, respect, openness and inclusivity; others were focused on enabling, supporting, encouraging and supporting staff while being directly involved in QI activities. Another view was that effective leadership ensures that the right people and stakeholders are involved in improvement by actively listening to patients and staff. Participants also believed that effective leaders learn together with staff, understand what priorities matter and engage staff at all levels, while showing genuine interest and commitment. Some participants also shared that they believe effective leadership, builds capability, gives time and creates safe spaces for improvement, and celebrates successes while learning and growing together. A summary of the experiences and perspectives shared are in Figure 5.

@HelenBevan shared a popular reply which summarises some actions and behaviours of effective leaders...

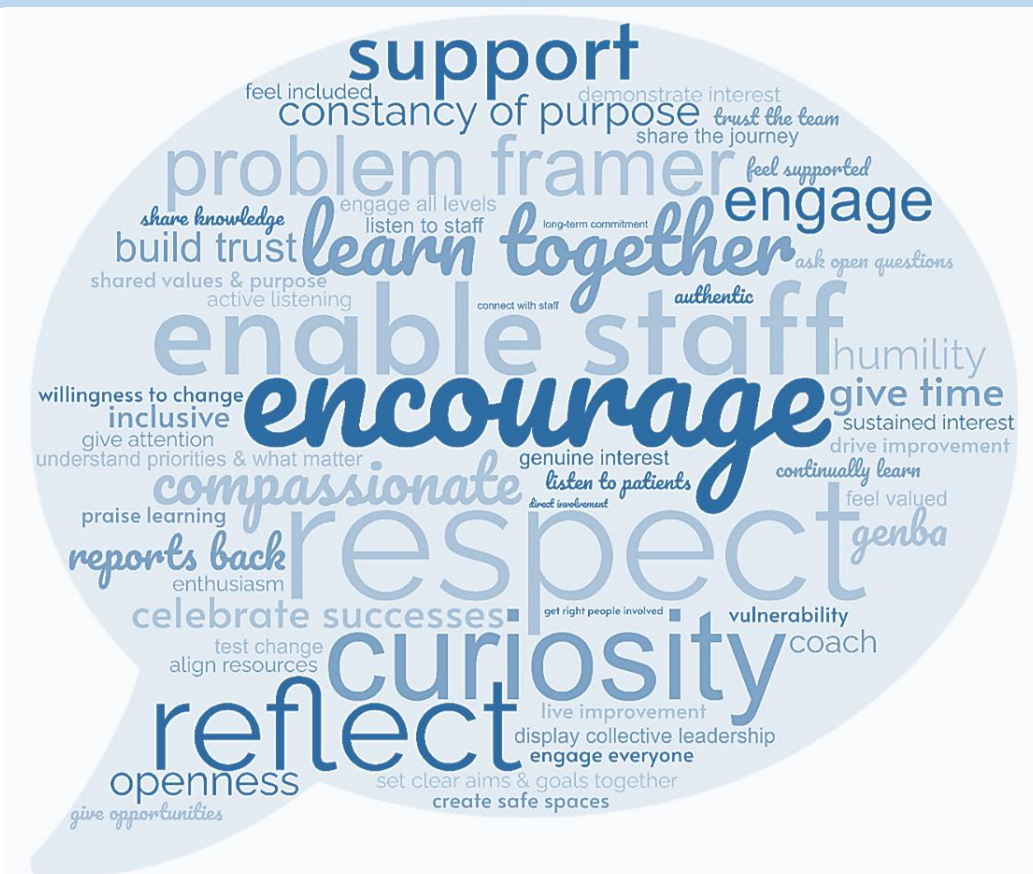


Figure 5: Question 4 Word Cloud

Q5. What advice would you give to senior leaders of organisations wanting to develop an organisation or system-wide approach to quality improvement?

WBS @WarwickBSchool · 17h

Q5. What advice would you give to senior leaders of organisations wanting to develop an organisation or system-wide approach to quality improvement?

Remember to include question number and our hashtags #LeadingQI and #QIhour in your answer.

Q5: What advice would you give to senior leaders of organisations wanting to develop an organisation or system-wide approach to quality improvement?

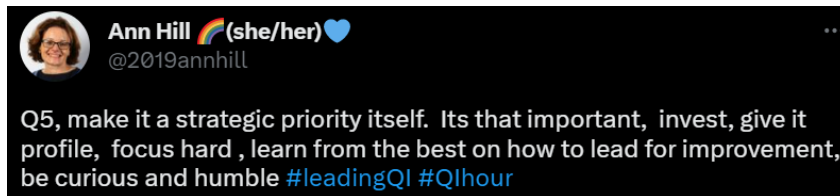
Tweetchat participants advised senior leaders to:

- Align improvement with strategic priorities,
- Engage staff at all levels,
- Engage in training,
- Celebrate success and share lessons,
- Understand that improvement takes time and things will not always go as planned.

Quality Improvement must be strategically aligned & engage staff at all levels...

@samanthallen shared that, “It needs to be integral to your organisation’s strategy (not an initiative or work programme). Be prepared to invest time (not to self) & resources. Culture at the heart of.”

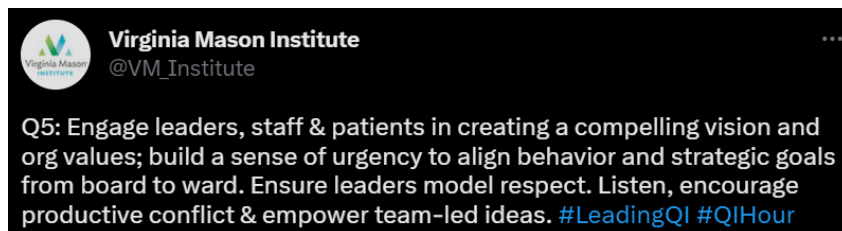
@2019annhill suggested to,



@cpmurdie replied, “Tell ppl why and where it fits into your strategic direction. Then get the hell out of the way of ppl on the front line. Give them agency, autonomy, and authority w/in wide boundaries. And coach ppl to lead change!”

@MelRheum suggested, “bring #Digital and #QI close into the core strategy of the organisation and build a community around the combined #mindsets where #iterative thinking happens alongside #continuousImprovement methodology.”

@VM_Institute shared many pieces of advice that will be further highlighted,

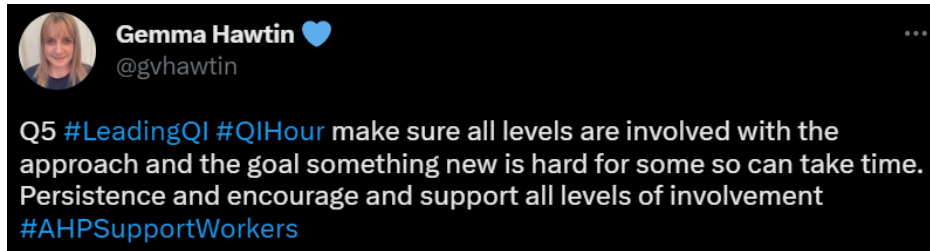


@Sutcliffe1987 suggested, “Think about how you build this in to your organisation, if its important then you should see it, feel it and have conversations about it, it won't all be fluffy but this makes it yours and that's key.

Lesson 3: Leaders show the way and light the path for others

@jimmy_parvin said, “Ensure that your senior leaders are clear about the purpose of the SQI approach you choose. And be explicit about the expectations you have of them to support implementation. Explore their questions and concerns early and continue the dialogue.”

@guhawtin advised,



@jimmy_parvin replied to **@guhawtin**, “Agree @guhawtin, persistence is such a key attribute for success in QI activities. Even more effective when coupled with thoughtful flexibility.”

@Nyrs_Emma shared, “Be ambitious in who you get involved - don't discount anyone based on a job title or speciality.”

@RimaAlHasan3 advised that



@SaraTurle suggested, “Invite as many different roles and staffing levels to the table. Include Patient Partners. Be a learner as well as a leader. Be humble and respect. Encourage. Be prepared to walk the walk as well as talk the talk.”

@FordeJohnston shared that they, “Would love to see more employers QI leads linking with healthcare students & early career professionals to support their QI projects/ ideas. Unis introduce QI & it's an opportunity to grow a passion for QI. QI often viewed as only for leaders/senior staff.

@Ashkejri shared important views, “1. Appoint Mentors for new hires. 2. Stay firm & steady in the face of transformational shifts & noise. 3. Stay people centered.”

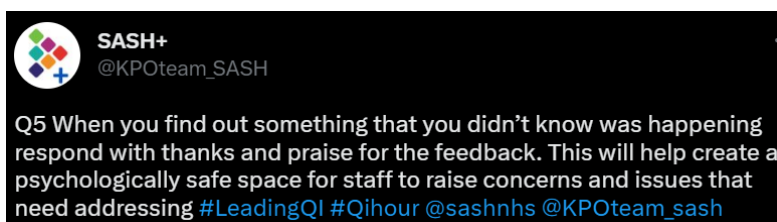
Seniors Leaders are advised to engage in training, show interest and celebrate improvement work...

@SaTHImprovement had many pieces of advice, “Engage in local improvement training (if it is available). Details of ours are here: <https://t.co/ngKgWxXEM7>.”

@SaTHImprovement also added to, “Engage with and celebrate improvement work in your organisation. We have a ‘Sharing Huddle’ each month and a conference each year where case studies are shared.”

@SaTHImprovement also shared to, “Go to areas to see what they have done. We use ‘Genba Walks’ at SaTH to formally give the senior team an opportunity to see work first hand: <https://t.co/1yCz69keP3>.”

@KPOteam_SASH advised that,



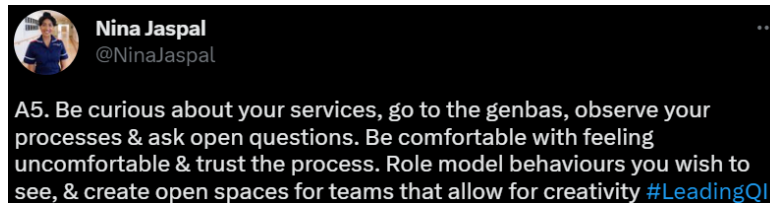
Lesson 3: Leaders show the way and light the path for others

@RNChristinaH shared that,



@Sutcliffe1987 replied to @RNChristinaH, "Permission is hard, we always struggle with the fine line between people being given permission and people experiencing having it, would be interested to hear peoples experiences of how leaders have done this well."

@NinaJaspal advised to,



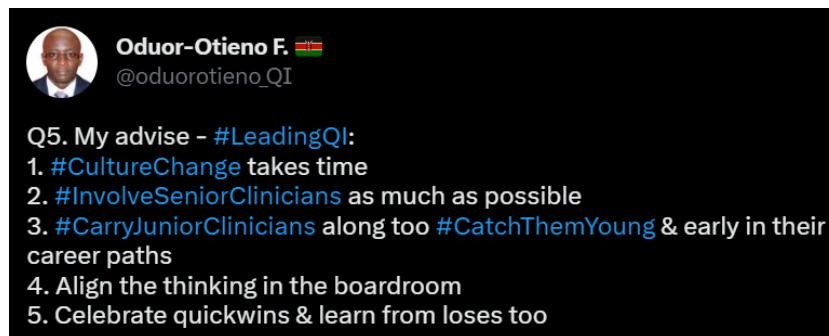
@DrEmilyRowe shared that senior leaders should, "Show genuine interest, take time to understand what is going on and how improvements are progressing and how you can provide support either directly or indirectly."

@KPOteam_SASH shared a different perspective saying, "Stop being caped super heros and solving problems for everyone. This will only create a dependency on you as the single point of failure. Be vulnerable and curious about how individuals and teams deliver their service."

Senior Leaders should acknowledge that improvement takes time...

@KPOteam_SASH shared that senior leaders must, "Recognise that this stuff takes time. Celebrate the smallest of success and wins. Recognise the importance of becoming a problem framer. Go to the genba."

@oduorotieno_QI shared,



@jimmy_parvin commented, "Do not underestimate the time and resources required to embed systematic QI in an org. You need to be in it for the long game not the quick win."

@KPOteam_SASH replied to @jimmy_parvin, "Agree Jimmy - this is a marathon not a sprint."

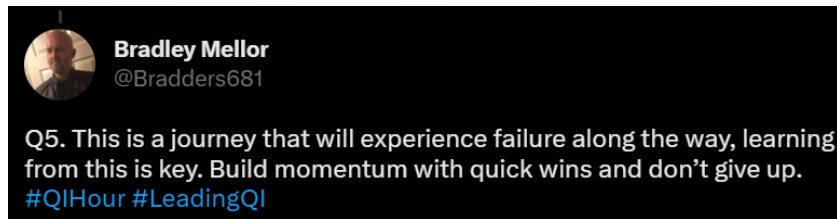
@joyfurnival shared, "Don't expect magic bullets... this won't provide immediate relief/solutions answers to cash savings prob's or high profile issues like 4hrs or 78/60 wks, etc but will start the 'journey' if leaders are willing to walk alongside #thisisnotXfactormorethecamino."

Senior Leaders should accept that things will not always go as planned...

@KPOteam_SASH advised to, "Allow and encourage failure which should be seen as a learning opportunity"

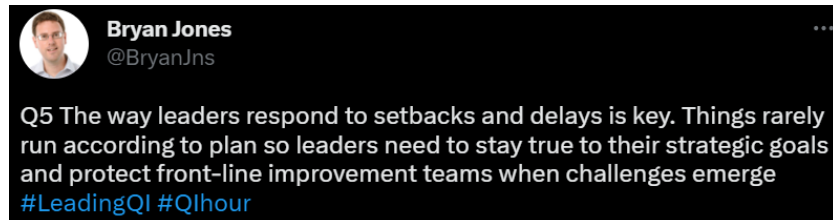
Lesson 3: Leaders show the way and light the path for others

@Bradders681 pointed out that,



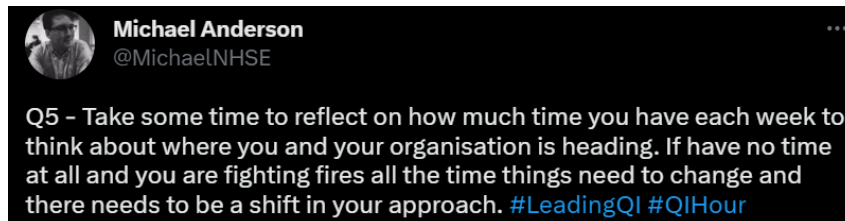
@KuldeepNHS shared, "... that QI is for small grass root issues as much as it is for strategic stuff, the 'F word' (Failure) is part of learning ... patience & perseverance is handy."

@BryanJns had a similar view saying that,



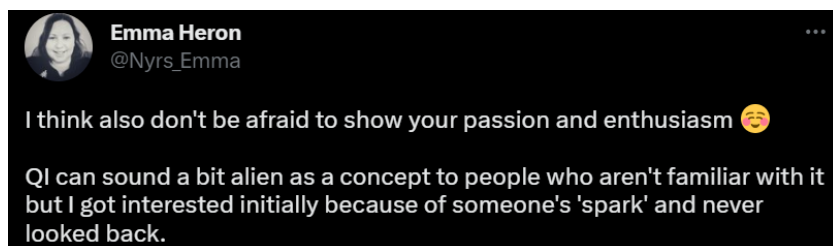
More Personal Advice to Senior Leaders....

@MichaelNHSE advised to,



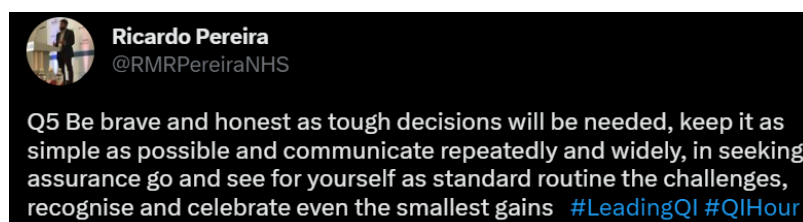
@WBSProfBC shared, "As a senior leader you are in the spotlight. Some people will be watching to see if you consistently role model this new way; some will hope you slip, because it lets them off the hook of having to change themselves. Don't let them off the hook."

@Nyrs_Emma shared,



@RMRPereiraNHS said, "Be unrelenting in the pursuit of better outcomes for all and seeking learning at every opportunity, use evidence not anecdote, be consistent in the how we do it but most all you yourself as a leader have to believe in it or how can anybody else."

They also added,



Question 5 Summary

Many important pieces of advice were provided in response to this question on what senior leaders of organisations should do when developing an organisation or system-wide approach to quality improvement. Participants highlighted that improvement must be aligned with the organisation’s strategic goals and they should aim to make it part of their strategic priorities, as well as involve and engage staff at all levels. Senior leaders are also advised to show interest, engage in training, and share and celebrate improvement successes and lessons. By aligning strategy, engaging staff and directly engaging in improvement, it is no longer, an “add-on” or an “initiative”, QI becomes “everyone’s business”. Another piece of advice was to acknowledge that improvement takes time, there are no short-cuts, quick-fixes or “silver bullets”, it requires long-term commitment to ensure sustainability and success. Tweetchat participants also shared that senior leaders must accept that things **will not** go as planned, and perceived failures will occur, but view them as learning opportunities and be persistent with improvement. More specific guidance was shared such as reflecting on their time, focus and attention as others will notice and use that to model behaviours and determine the importance of improvement. A word cloud summarizing advice shared has been included in Figure 6.



Figure 6: Question 5 Word Cloud

Q6. Last question of the night: Based on this tweetchat, what will or could you do as a leader to light the path and encourage others to embrace a continuous improvement culture?

WBS @WarwickBSchool · 16h ...
Q6. Last question of the night: Based on this tweetchat, what will or could you do as a leader to light the path and encourage others to embrace a continuous improvement culture?
Remember to include question number and our hashtags #LeadingQI and #QIhour in your answer.

Last question of the night:

Q6: Based on this tweetchat, what will or could you do as a leader to light the path and encourage others to embrace a continuous improvement culture?

Please remember to add Q6 and the hashtags #LeadingQI & #QIHour to your answer



Some of the proposed actions to be a leader and light the path for others included:

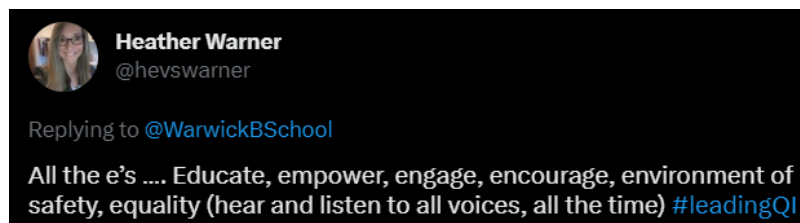
- Empowering others and encouraging their team to be QI leaders.
- Giving others a voice and space to participate in decision-making and improvement activities.
- Sharing their work, learning, experiences and successes and promoting the cause of QI.
- Reflecting on progress, acknowledging the challenges and continuing to move towards better.

Some will Encourage & Empower others...

@mmelfatih shared that they would, "...encourage others by having a voice in the everyday running of the service coupled with their direct participation in decision-making and progress towards the mutually agreed upon organizational outcomes."

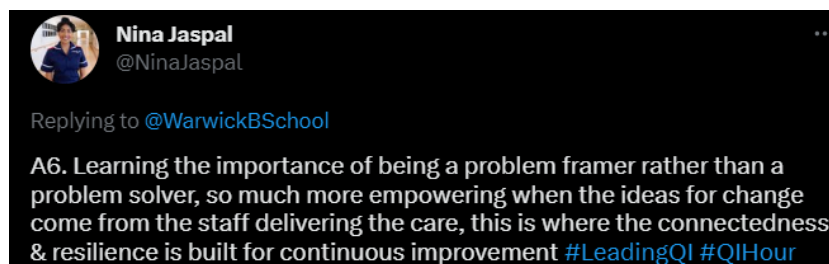
@KPOteam_SASH commented that they would, "praise and encourage my team even more. They so deserve it."

@heuswarner responded they would do,



@HPILLminster shared, "Despite my ICB role coming to natural end this week. I'm still part of fantastic practice team, PCN and a neighbourhood: my passion for QI will no doubt continue, I hope to encourage others to be future leaders of QI. I remain an eternal optimist."

@NinaJaspal shared that they were,



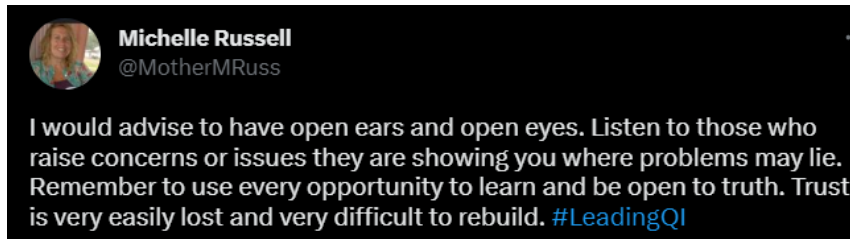
Lesson 3: Leaders show the way and light the path for others

Others will Continue to Share, Learn and be Curious...

@KPOteam_SASH replied saying that they will, “Continue sharing our work and experience. Our next open day is on 18 April. Contact sash.kpo.team@nhs.net for a free place.”

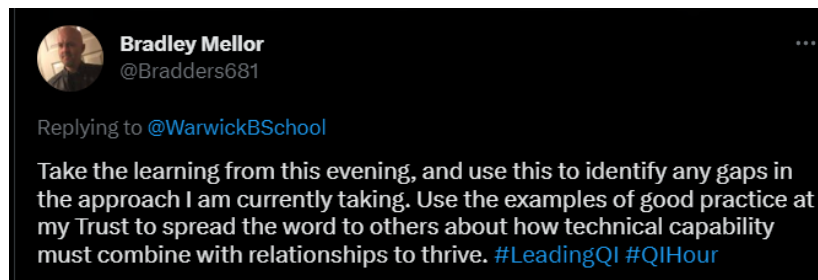
@oduorotieno_QI shared that, “Lightning this path in #LeadingQI to me is all about sharing all that I have to learnt and come to appreciate in my #QualityImprovementJourney #QIHour.”

@MotherMRuss gave some advice,



@KristinMoat also advised to, “Always show enthusiasm. Be credible, authentic, accessible and be a conduit to learning and development in QI. Identify the 'champions' and support their cause, facilitate their efforts and share their work in all directions, especially upwards.”

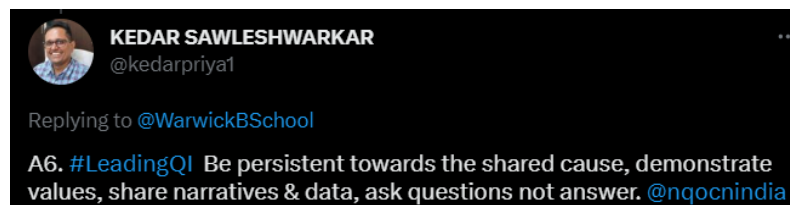
@Bradders681 replied that they would,



@Sutcliffe1987 replied to **@Bradders681**, “Great approach Bradley, sharing success from your own trust lands so much more effectively.”

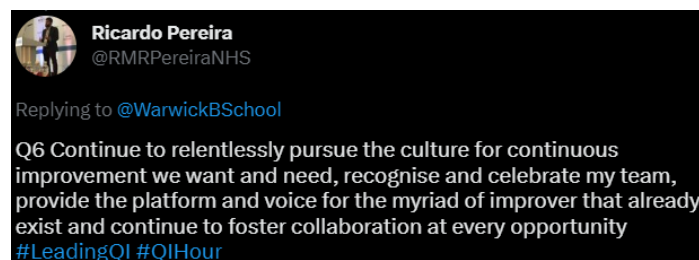
@DrMahtabSingh1 responded, “I'll see more and more leaders are created who promotes the cause of QI.”

@kedarpriya1 also responded about promoting the cause of QI,



@MelRheum said they would, “Make it easier for people to #improve things with their #everyday ideas through a ‘bottom-up’ resourcing approach. Give people time/support to follow their ideas and learn from where they go.”

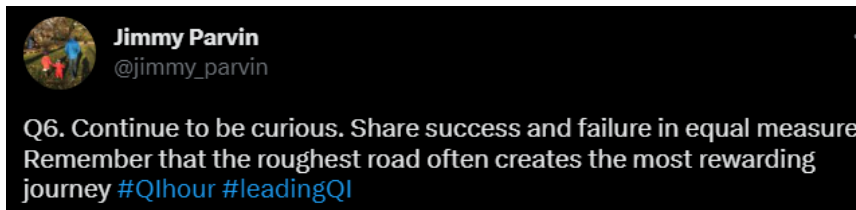
@RMRPereiraNHS shared they would,



Lesson 3: Leaders show the way and light the path for others

@chaniedavies responded that they would, “Trust myself and trust my team. Be authentic role model. Use curiosity and empower those I work with.”

@jimmy_parvin also commented on curiosity saying,

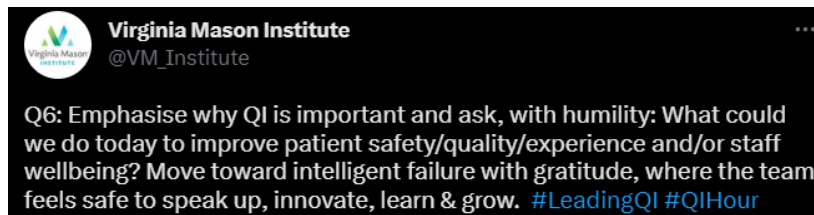


@MotherMRuss also shared that they would, “Always be curious about others views. Embrace diversity. Support others in their personal development and accept nobody knows everything. Every little contribution by everybody has a value. Be open to difficult truths. Read a lot including stuff you disagree with.”

Reflect on Progress & Continue to Move Forward...

@Sutcliffe1987 replied saying, “Consideration and reflection are really key to this, you have to keep your eyes on the movement and reflecting is the best way to help inch it forward.”

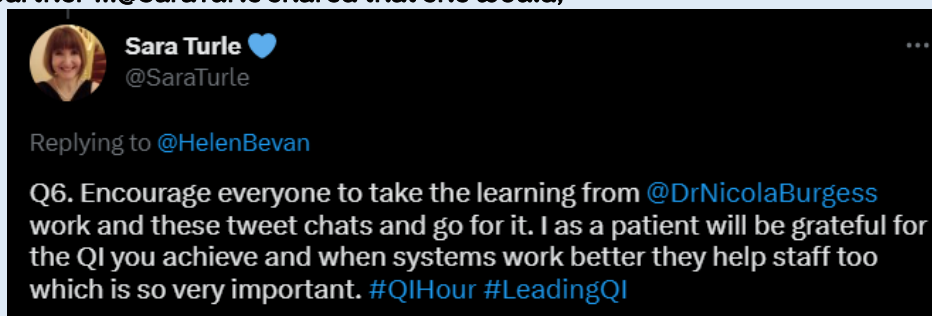
@VM_Institute shared that would continue to,



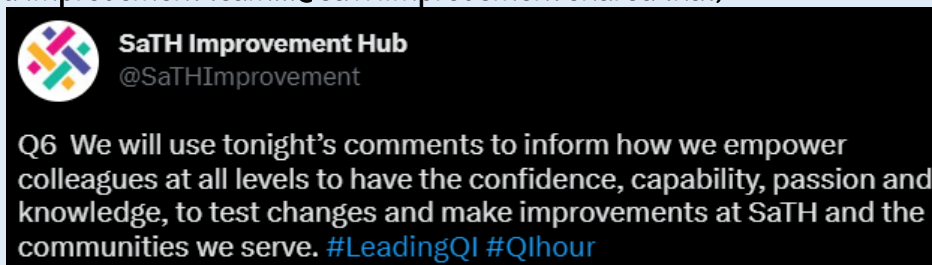
@KPOteam_SASH shared that they would continue, “recognise how far we have come even though it feels that there is so very much more to do.”

@Sutcliffe1987 replied to **@KPOteam_SASH** saying, “it always feels so slow until you look back over a few years and you start to realise how far on the journey you've gone.”

From a patient partner ...**@SaraTurle** shared that she would,



From a dedicated improvement team...**@SaTHImprovement** shared that,



Question 6 Summary

Many responses were shared about what healthcare professionals would or could do to as a leader to light the path and encourage others to embrace a continuous improvement culture. These included:

- Empowering others and encouraging their team to be QI leaders.
- Giving others a voice and space to participate in decision-making and improvement activities.
- Providing an environment of safety and equality for their teams to be heard and listened to.
- Sharing their work, learning, experiences and successes.
- Supporting others in their cause and building trust to support continuous improvement.
- Making it easier to improve, through everyday ideas and practices.
- Promoting the cause of QI.
- Reflecting on progress, appreciating and acknowledging the journey and challenges and continuing to move forward towards better.

There were many responses to this, all of which could not be presented in this section; therefore, a summary of themes and phrases has been presented in the word cloud below.

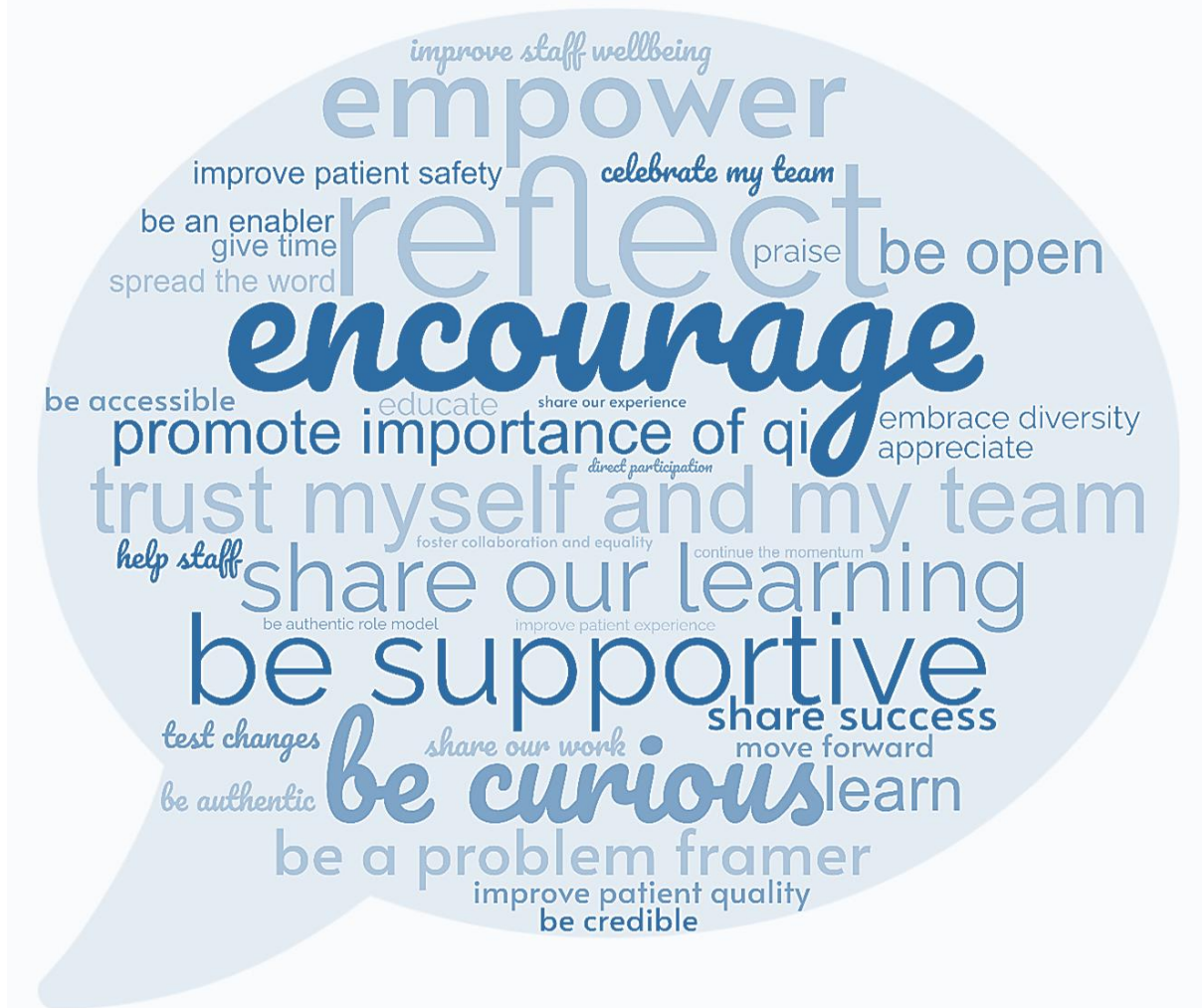


Figure 7: Question 6 Word Cloud

Coming Up Next...

Lesson 4:

The fourth tweetchat in this series will be held on **Tuesday 25th April 2023** from 7-8pm BST.

A blog, [Why social networks are vital for continuous improvement](#), written by Dr. Nicola Burgess & Dr. Emily Rowe has been posted to start the conversation.

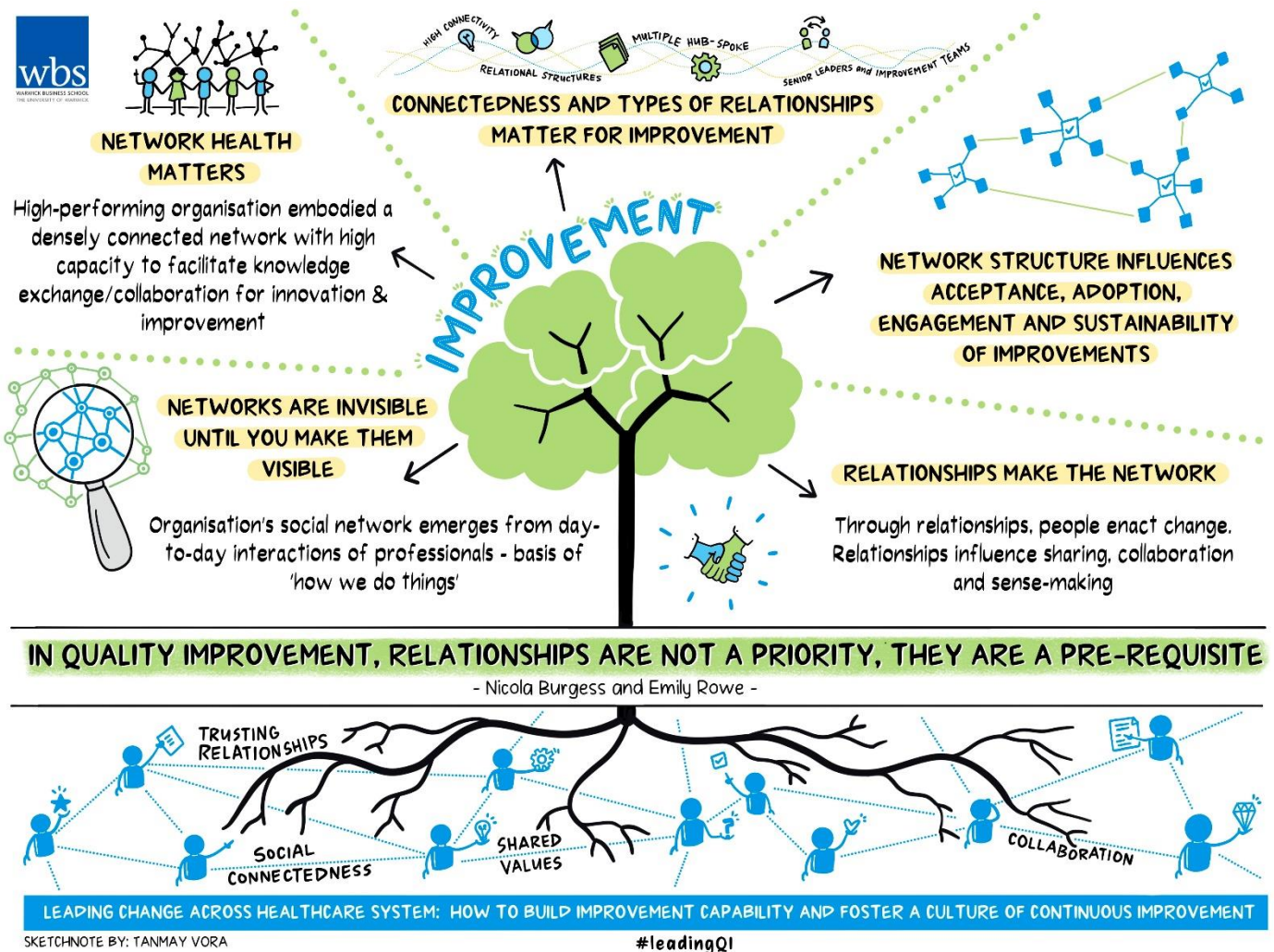


Figure 8: "Relationships are not a Priority, They are a Pre-requisite" Sketchnote by [Tanmay Vora](#) (April 2023)

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 3: Leaders show the way and light the path for others

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, [Waters, L \(2022\)](#), “[How to build improvement capability and foster a culture of improvement](#)”.
- January Tweetchat Report, Rowe, E & Burgess, N, Warwick Business School, [Lesson 1: Building cultural readiness as foundation for better QI outcomes](#).
- February Tweetchat Report, Rowe, E, Warwick Medical School, Lesson 2: [How to build an effective infrastructure for improvement](#)

Blogs

- Burgess, N (2022), Warwick Business School, “[Six key lessons from the NHS and Virginia Mason Institute partnership](#).”
- Burgess, N (Jan 2023), Warwick Business School, “[Build cultural readiness as the foundation for better quality improvement](#)”
- Burgess, N (Feb 2023), Warwick Business School, “[How to build an 'improvement infrastructure' in an organisation](#).”
- Burgess, N (Mar 2023), Warwick Business School, “[Leaders show the way and light the path for others](#).”
- Burgess, N & Rowe, E (April 2023), Warwick Business School, “[Why social networks are vital for continuous improvement](#).”

Join us on Twitter at 7pm Tues 25th April 2023 and just follow the hashtags #LeadingQI and #QIHour to take part, share your reflections and experiences.

Everyone welcome!

Just follow the hashtags #LeadingQI and #QIHour

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 and 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	@WBSProfBC
Melissa Lin, Virginia Mason Institute	@VM_Institute
Bryan Jones, Health Foundation	@BryanJns
Michael Anderson, NHS England	@MichaelNHSE

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

Lesson 3: Leaders show the way and light the path for others

Shared Resources

Shared by:

Resource:

@HelenBevan

1. **Convenor:** creating spaces where people can come together to learn and share and influencing people to take part
2. **Choreographer:** bringing diverse people together, building bridges between their different worlds and co-ordinating combined action
3. **Co-producer:** ensuring that people who use services, families and those working at the point of care are true partners in making change
4. **Connector:** helping people make links with each other, within the system and beyond
5. **Capability-builder:** supporting people to use proven methods and data for making and spreading change
6. **Clarifier:** helping people make sense of the changes from their own perspective and reducing ambiguity
7. **Coach:** providing support and mentoring to help guide and steer change
8. **Community-builder:** building a shared purpose and a sense of "us"

Source: adapted from the work of John Bessant

Why it works

People mimic individuals and groups who surrounds them - sometimes consciously and sometimes unconsciously.

Why it works

People seek congruence between their beliefs and actions - believing in the "why" inspires them to behave in support of a change.

@HelenBevan



Why it works

You can teach an old dog new tricks - our brains remain plastic into adulthood.

Why it works

Associations and consequences shape behaviour - though all too often organizations reinforce the wrong things.

@HelenBevan



Written by: This report was produced by Dr Emily Rowe for Warwick Business School.

Tools & Resources Used: The analytics are provided by Tweet Binder for the #LeadingQI and #QIHour hashtags during the period of the 24th-30th March 2023.