

BLMK Festival of Learning 29th February 2024

Using a QI Based Approach to Team Development

Session Synopsis: an exploration how the use of a Quality Improvement (QI) based approach can support the development of high performing primary care teams.

Studies of high performing teams across multiple sectors including healthcare have demonstrated that being part of a values and purpose driven team working in a psychologically safe culture brings the best out of staff and results in great patient care.

The use of QI tools can shape your team, practice and PCN culture, improve team dynamics, and revolutionise your working environment for the benefit of GP partners, staff, and patients.

Summary of Key Themes From Hot Topic Discussions

- The development of a PCN culture is proving challenging which impacts the experience of many ARRS staff who are unclear if they are part of a practice or a PCN or both?
- How much time to GP Partners, Practice Managers and PCN Managers have to commit to organisational development?
- What is the purpose which unifies staff and partners within practices and PCN's?
- What lessons can be learnt from PCN's in terms of organisational development, that can inform the development of integrated neighbourhood working?
- How effective are we at engaging staff from across our practices and PCN's and listening to the challenges they face? How can we give them a sense of empowerment to make improvements?
- How much time is committed to organisational development prior to practice mergers and / or PCN reconfigurations?

High Performing Teams Characteristics

A values and purpose-driven team plays a crucial role in achieving high performance and delivering excellent patient care in several ways:

- 1. Alignment of Goals and Actions**
- 2. Enhanced Morale and Motivation**
- 3. Improved Team Dynamics**
- 4. Improved Collaboration and Communication**
- 5. Increased Accountability and Responsibility**
- 6. Enhanced Patient Experience**
- 7. Improving Patient Outcomes**
- 8. Adaptability and Resilience**

There is emerging evidence from GP practices that have developed a high-performing team culture of increased staff satisfaction and retention with a resultant reduction in visible and hidden costs of recruitment along with improved patient satisfaction.

Example QI Tools To Support Improved Team Practice & PCN Dynamics & Culture

1. Aligning improvement with strategic goals
2. Creating a vision
3. Engagement and empowerment
4. Plan-Do-Study-Act (PDSA) Cycle
5. Root Cause Analysis (RCA)
6. Fishbone Diagram (Ishikawa Diagram)
7. Lean Methodology
8. Six Sigma
9. Balanced Scorecard
10. Patient Feedback Surveys
11. SWOT Analysis
12. Team Assessment Surveys
13. Process Mapping
14. Team Building Workshops
15. Continuous Improvement (Kaizen)

Kaizen Events for Addressing Specific Aspects of Team Dynamics

Kaizen events, which are rapid improvement workshops, can be highly effective for addressing specific aspects of team dynamics. When organizing Kaizen events focused on team dynamics, it's essential to tailor the activities to the unique needs and challenges of your team.

Communication Workshop:

Objective: Improve communication within the team.

Team Roles and Responsibilities Clarification:

Objective: Clarify roles and responsibilities to reduce confusion.

Conflict Resolution Training:

Objective: Improve the team's ability to handle conflicts constructively.

Team Charter Development:

Objective: Establish shared team values and norms.

Continuous Improvement Brainstorming Session:

Objective: Foster a culture of continuous improvement.

Feedback and Recognition Workshop:

Objective: Improve the feedback and recognition process within the team.

Cross-Functional Collaboration Event:

Objective: Enhance collaboration between different departments or teams.

Team Building Retreat:

Objective: Strengthen team bonds and build trust.

Kaizen for Daily Work:

Objective: Improve day-to-day team processes.

Skills Development Workshop:

Objective: Enhance the skillset of team members.



Resources

- a. **NHS IMPACT** - <https://www.england.nhs.uk/nhsimpact/>
- b. **Aqua** - <https://aqua.nhs.uk/qsir/>
- c. **Growth Consulting** - <https://www.growthconsulting.uk/>
- d. **The Handbook of Quality and Service Improvement Tools**
<https://www.england.nhs.uk/commissioning/wp-content/uploads/sites/44/2017/11/the-handbook-of-quality-and-service-improvement-tools-2010-2.pdf>
- e. **An Introduction to Quality Improvement in General Practice** -
<https://www.england.nhs.uk/wp-content/uploads/2019/03/an-introduction-to-quality-improvement-in-general-practice.pdf>
- f. **Healthcare Quality Improvement Partnership** -
<https://www.hqip.org.uk/resource/guide-to-quality-improvement-methods/>
- g. **Institute for Healthcare Improvement** - <https://www.ihl.org/>
- h. **Leadership in a psychologically safe workplace** - [insights-how-to-lead-a-psychologically-safe-workplace-ebook.pdf](https://www.growthconsulting.uk/insights-how-to-lead-a-psychologically-safe-workplace-ebook.pdf)