

Appendix 3: Enablers and Barriers to Value Management Spread

Enablers	
Coach support	Coach enthusiasm, credibility, subject matter expertise and relationships/networks within speciality
	Expanding coaching capacity enabled more direct support to be provided to teams
Pull factors	Integration of Value Management reporting into clinical governance structures
	Being able to demonstrate and communicate success locally with practical relatable examples
	Opportunities to showcase the work (for example, national events, conference posters, local engagement events)
	Prior history of quality improvement projects or being involved in national collaboratives within the team
Planning	Clearly identifying timelines and expected milestones for teams, as well as associated activities required, enabled optimising resources and a coordinated approach to onboarding teams and transitioning teams to independence
Structured education	Structured education enabling those with supporting roles to engage more easily (for example, joining sessions when available), and learn more about the approach and quality improvement
Leadership	Visible support from service managers, senior leadership, and senior clinical staff (for example, raising at board level and in corporate strategy discussions, direct engagement with teams, visibility at huddles, spotlighting of the work locally)
	Multiple team leads within the team enabling the approach and continuous improvement to be sustained through periods of leave or staff turnover

Value Management Approach	Introducing the approach through focusing on an area of particular relevance to staff – Joy in Work and/or an improvement area identified at team level that aligns with organisational priorities
	Making it part of day-to-day work, ensuring areas the team choose to focus on through Value Management are areas identified as needing to improve, are aligned with organisational strategy/national priorities, and/or are being scrutinised
Team factors	Positive contextual factors such as lower service demands, lower staff turnover.
	Established communication channels within teams (internally and externally across the organisation) and/or autonomy to make changes within the service
	Access to Value Management, quality improvement and project management tools, such as those in the Value Management Resource Pack, the QI Zone and TURAS.

Barriers	
Data	Access to data
	Manual data entry, collation, manipulation
	Limited accessed to computers
	Limited capacity of support staff, such as data analysts and finance colleagues
	Requirement for enhanced Excel skills and data analysis skills
Coach support	Limited coach capacity to support teams
	Difficulties in transitioning teams to independence
Organisational Context	Lack of (visible) leadership support – made more difficult by increasing numbers of teams
Value Management Approach	Difficult to maintain fidelity to the approach when there are numerous teams
	Engagement with / trust in the approach
Team factors	Service busyness led many teams to continue to collect baseline data yet be unable to proceed with improvement activities, leading to disillusionment
	Team dynamics – high staff turnover, non-static teams/frequent rotations inhibiting team development and multidisciplinary working
	Dependence on a small number of staff with knowledge of the approach to take ownership