



Value Management Collaborative National Learning Session

Thursday 5 May 2022

Murrayfield Stadium, Edinburgh

 @ihubscot #ValueMgt

Improvement Hub

Enabling health and
social care improvement



Chair's welcome

Catherine Labinjoh
National Clinical Lead, Realistic Medicine,
Scottish Government

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Enabling health and
social care improvement

Aims of the day



- To celebrate and share the work of value management collaborative teams in NHS Scotland
- Plan for spread and sustainability of the value management method
- Provide a networking opportunity for NHS boards participating in the collaborative or interested in the approach

Agenda



Time	Topic
10:00	Chair's welcome
10:15	Setting the scene
10:30	Board story: NHS Forth Valley
11:05	Coffee break & transition to concurrent breakouts
11:20	Breakout sessions round 1
12:20	Transition to second round of breakouts
12:50	Lunch and networking
13:10	Optional lunchtime session – Value Based Healthcare – What, Why and How?
13:45	Chair's welcome
13:50	Spread and sustainability
14:50	Board planning
15:25	Chair's close
15:30	Close

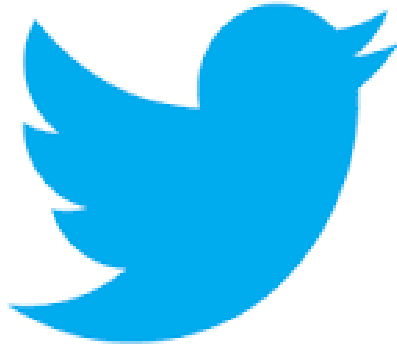
Housekeeping



- Please set mobile phones to silent
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- Yellow lanyards – here to help



Value Management Portfolio



@ihubscot

#ValueMgt

Refreshments



**Lunch &
Networking
12:50**

Coffee break 11:05



Photography



QR codes


Virtual delegate
pack

National resource
pack

Value
Management
e-learning module

Evaluation form

Lunchtime session



Value Based Healthcare –
What, Why and How?
Catherine Labinjoh and Anne Leitch
1:10pm – Cap & Thistle Room

Sign up sheet during coffee break



REALISTIC
MEDICINE

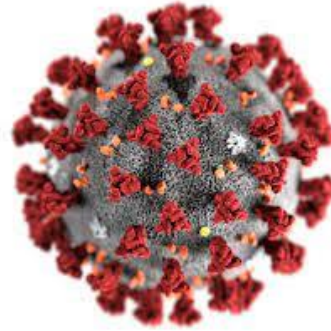


The Scottish journey so far

Claire Mavin, Portfolio Lead for Value Management, HIS
Benjamin McElwee, Senior Improvement Advisor, HIS

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If not now, when?

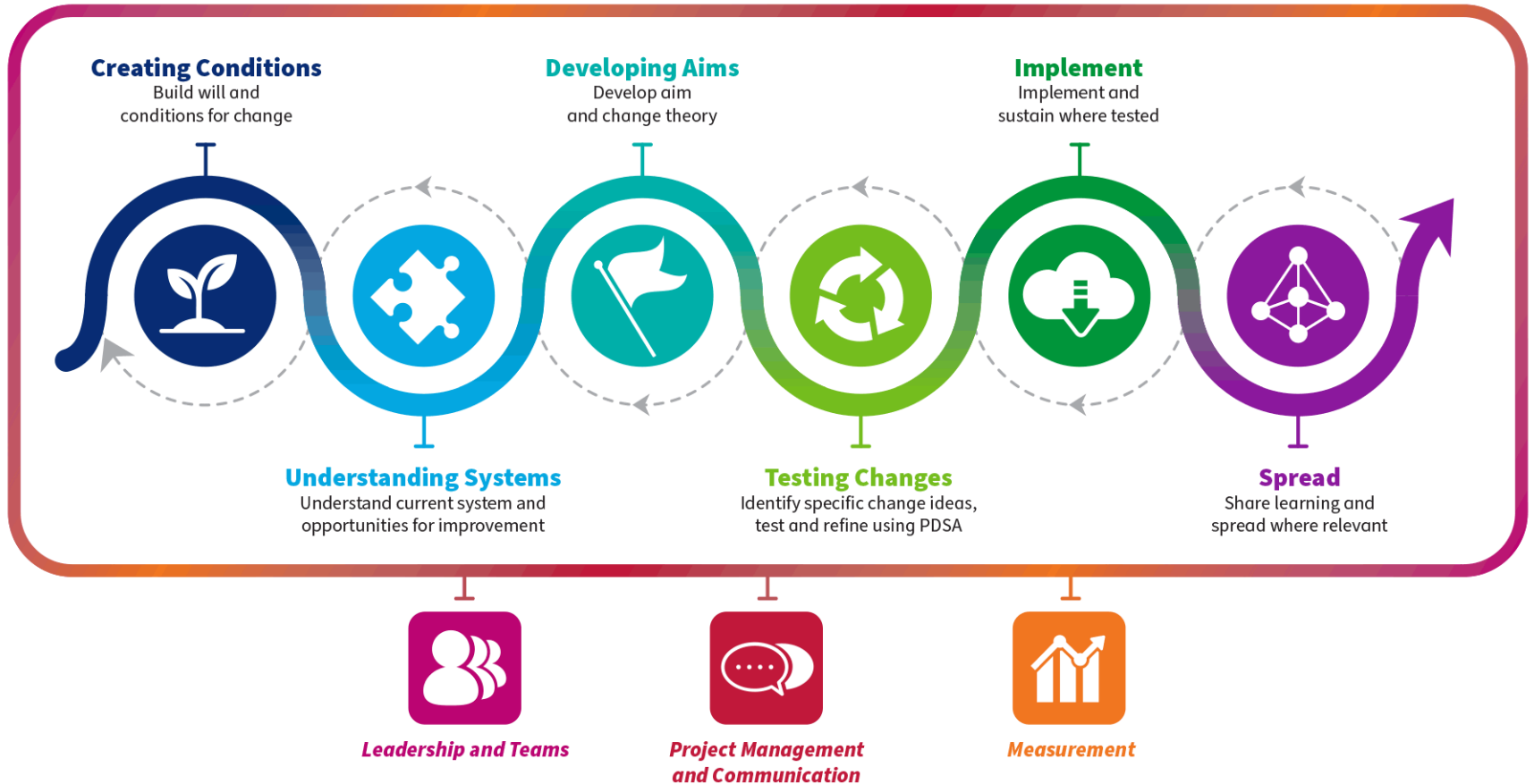


What's already been achieved

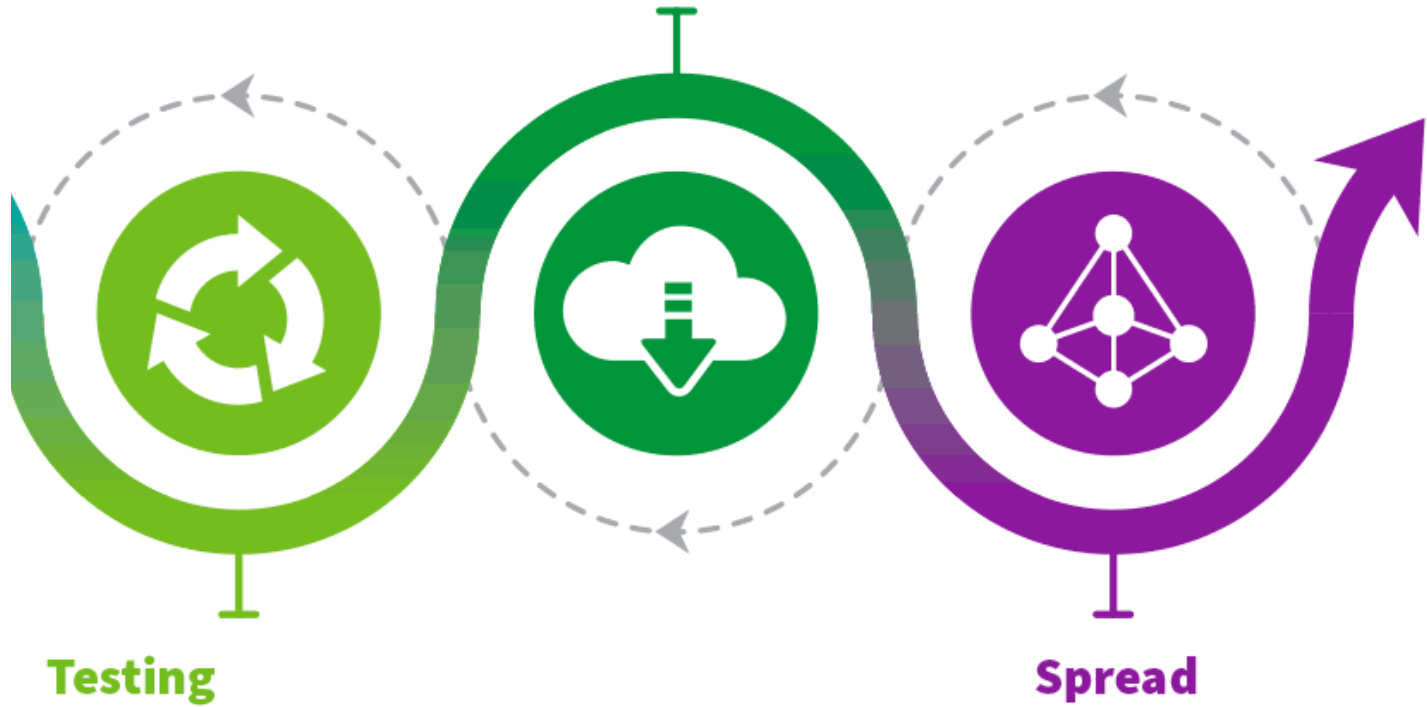
- Impact and commitment
- Case studies
- Resource development
- Engagement with coaching calls and other collaborative activity
- Coach network



Quality Improvement Journey



Implement



The journey to success



What people think
it looks like

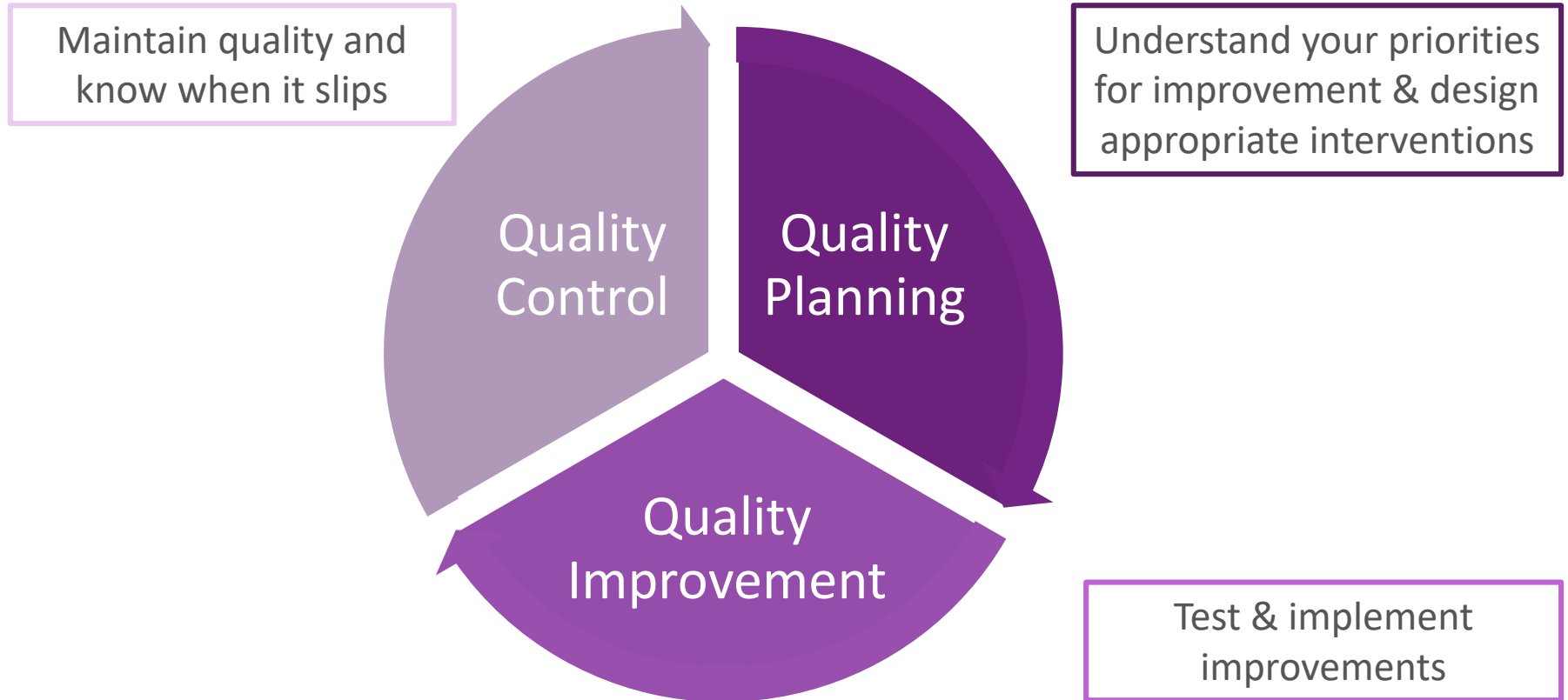


What it really
looks like

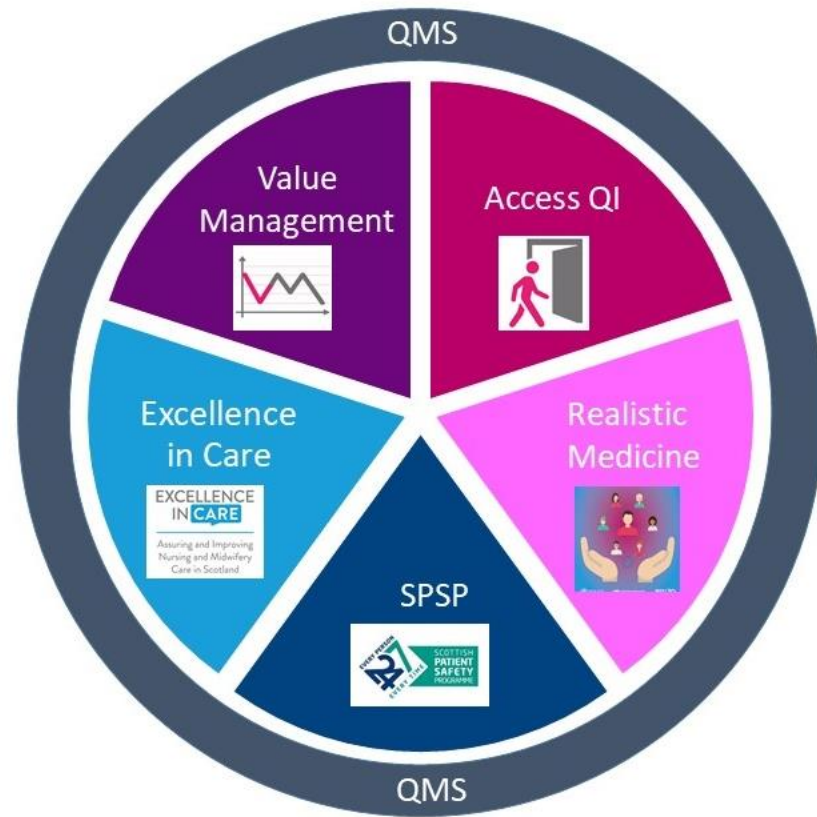
Support for Value Management



Quality Management at the Microsystem



A way to co-ordinate activity at the team level



All meaningful improvement is local



Further support

- Website:
ihub.scot/value-management
- Team mailbox:
his.valuemgt@nhs.scot
- MS Teams channel for coaches
- Take the opportunity to network, make connections and learn from each other





Our story so far...

NHS Forth Valley

Lianne Conville, Innovation and Improvement Advisor

Gayle Hutchings, Innovation and Improvement Advisor

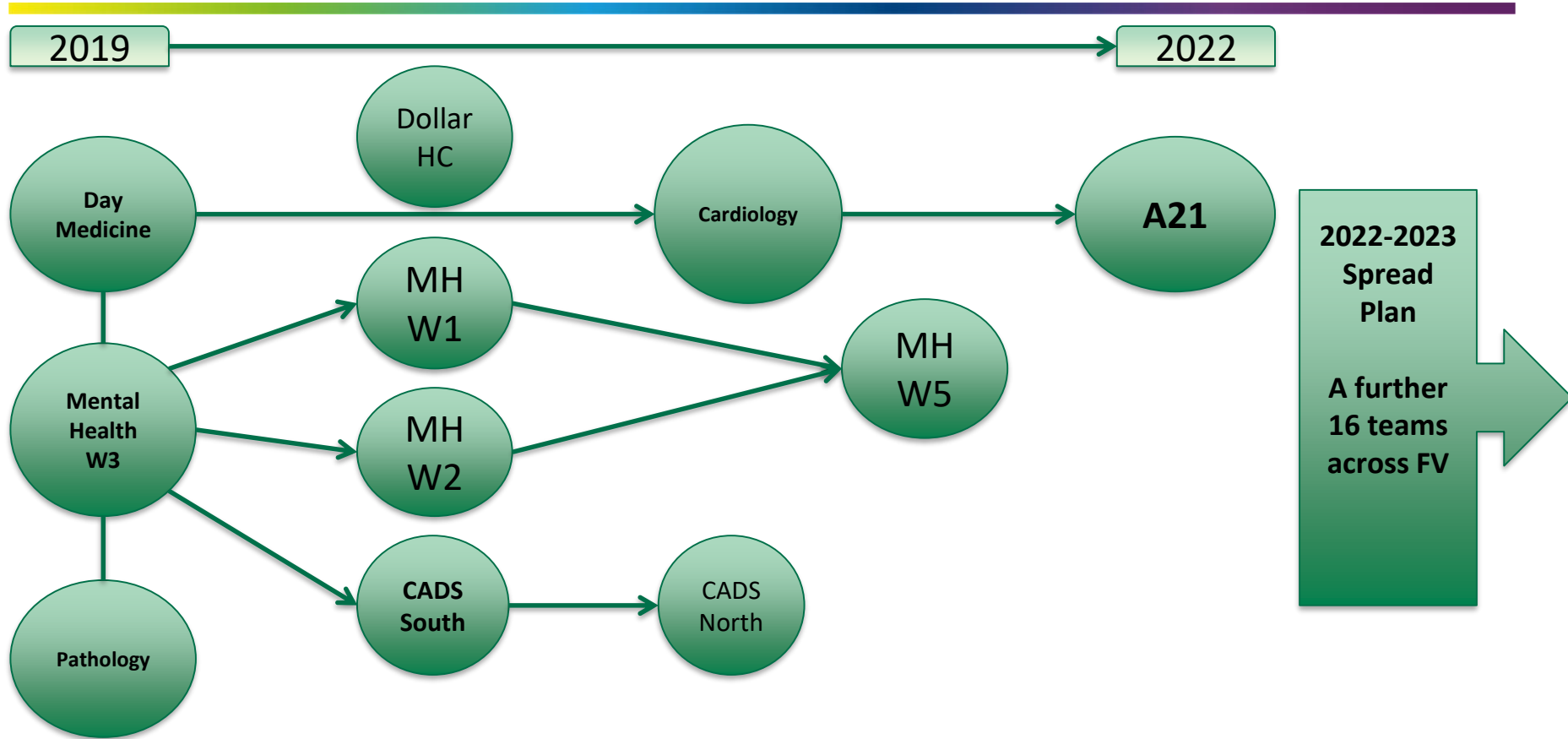
Paul Smith, Quality and Safety Lead

Andrew Murray, Medical Director

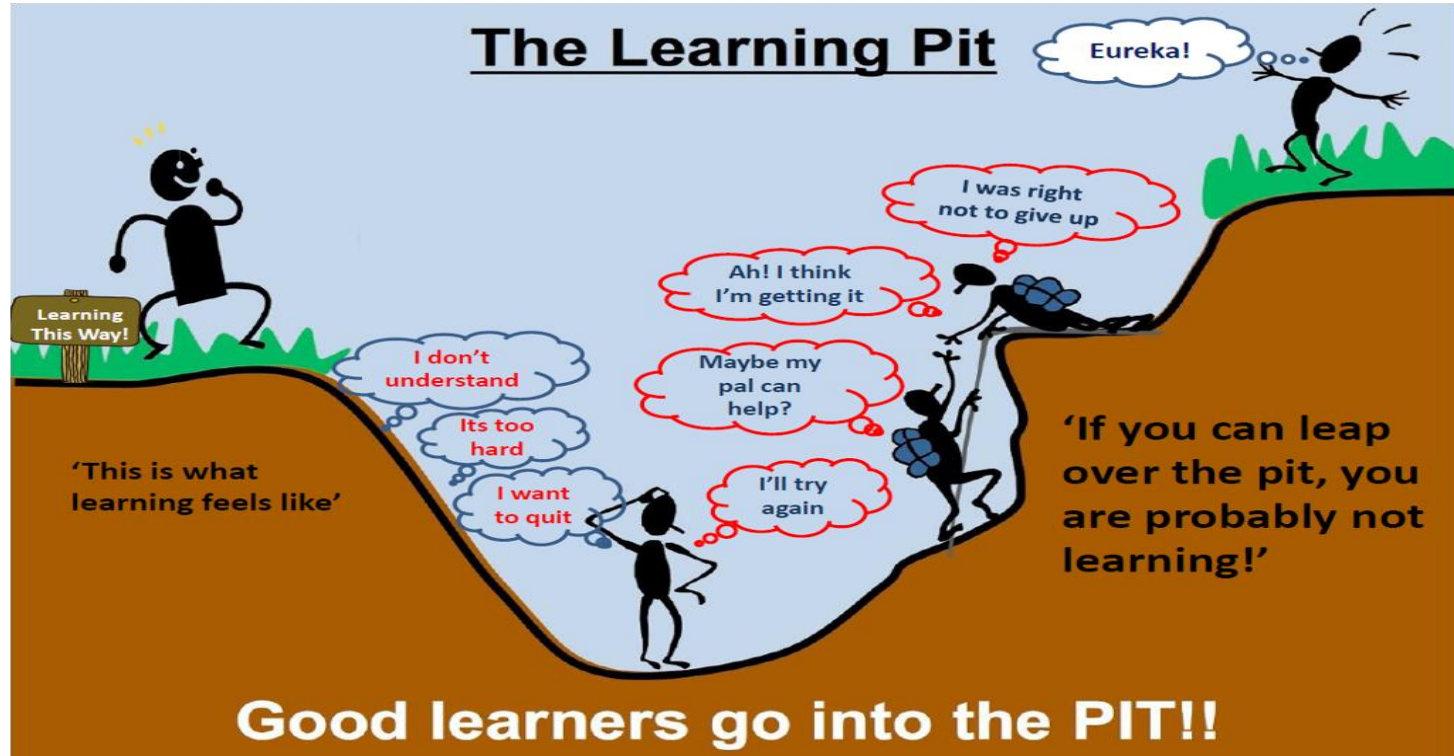
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What happened?



Eureka moment



Critical success factors



Practical examples of our approach

NHS Forth Valley FLASH REPORT

Value Management is a teams-based approach that brings cost and quality data to the point-of-care to drive sustained improvement, that has demonstrated positive impact in reducing costs, improving staff engagement and morale, and improving patient safety.

December 2021

Contact us:

@fv_quality

fv.fvquality@nhs.scot

Forth Valley Quality

Improve. Innovate. Inspire.

PROGRESS

Day Medicine: Increasing the percentage of referrals sent to the generic mailbox with the appropriate form to 80% by 1st December 21



Current Teams...

- Day Medicine ...4.5 on milestones, independent team
- Ward 3 Mental Health...4.5 on milestones, new team lead
- Ward 1 Mental Health...1.5 on milestones
- Ward 2 Mental Health...2.5 on milestones
- CADS South...1.5 on milestones
- Dollar Health Centre... preparation stage

Find out about the milestones in the [NHS Value Management Collaborative Interim Learning and Impact Report](#)

NEW TEAMS!....

In the preparation stage we welcome.....

CADS North
Discharge Lounge, FVRH



Ward 2 Mental Health were pleased to have their success in their Clothing Lists projects celebrated in the national Value Management Flash Report which can be read here...

[iHub Value Management](#)

FEEDBACK FROM THE TEAMS..

Value Management is a comprehensive and supported way to ensure QI work happens in the ward' Warren Moffat, SCN W1MH

Using these strategies has enabled the team to have a voice and allows the team to explore how this feeds into the strategic goals of the service . It enables staff anonymously to speak about concerns in various ways of doing this . Frances O'Donnell, SCN CADS South



NEXT STEPS: Identify new teams aligning with local and national programmes

Want to hear more? Fv.fvquality@nhs.scot

Practical examples of our approach



SAVE THE DATE

Want to learn more about Value Management?

Join our virtual learning session
Wednesday 12th May 2021, 2:00 – 3:30pm
Open to all staff working within health & social care settings

Value Management Approach

A Value Management approach brings cost and quality data to the point-of-care to drive sustained improvement

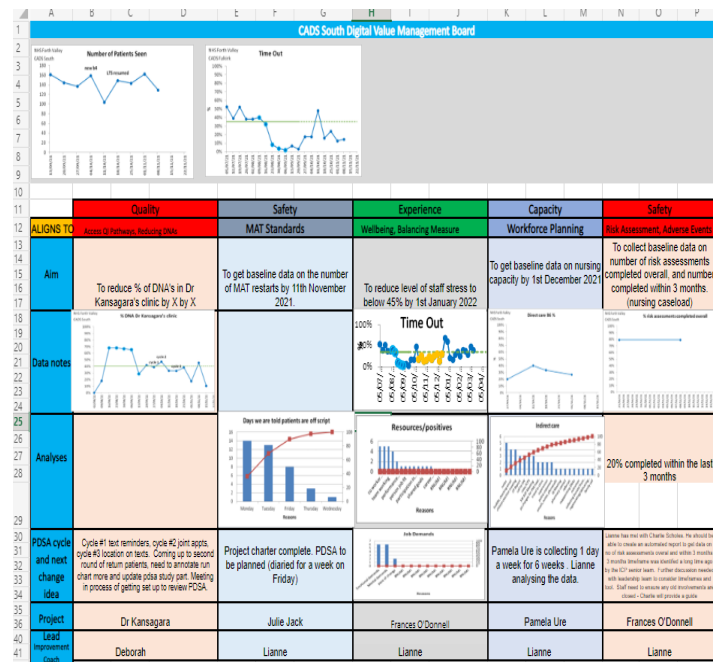


Highlights include:

- Demonstrate the value of using a Value Management approach
- Share learning including successes and challenges from the 3 pilot sites within NHS Forth Valley
- Hear from those who are already seeing the benefits
- Explore how this approach can support you to improve staff, patient experiences and safety

[Click here to secure your place](#)

or contact fv.fquality@nhs.scot for more information



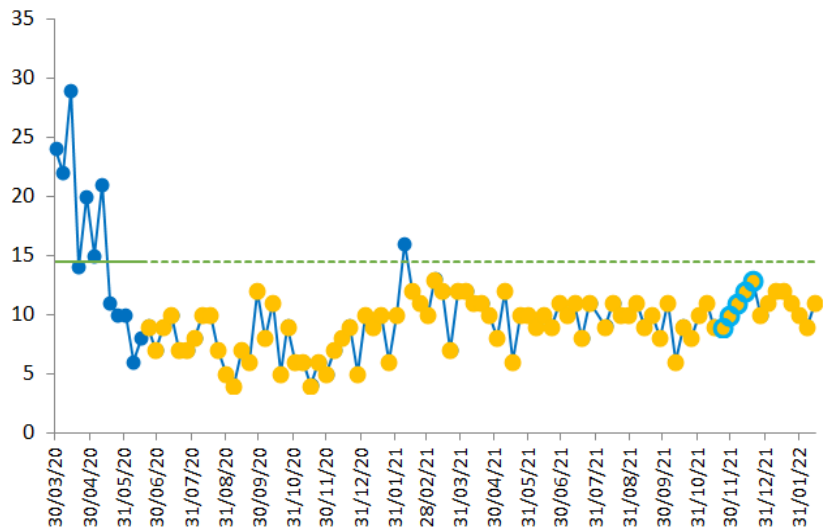
Celebrating team progress – Day Medicine



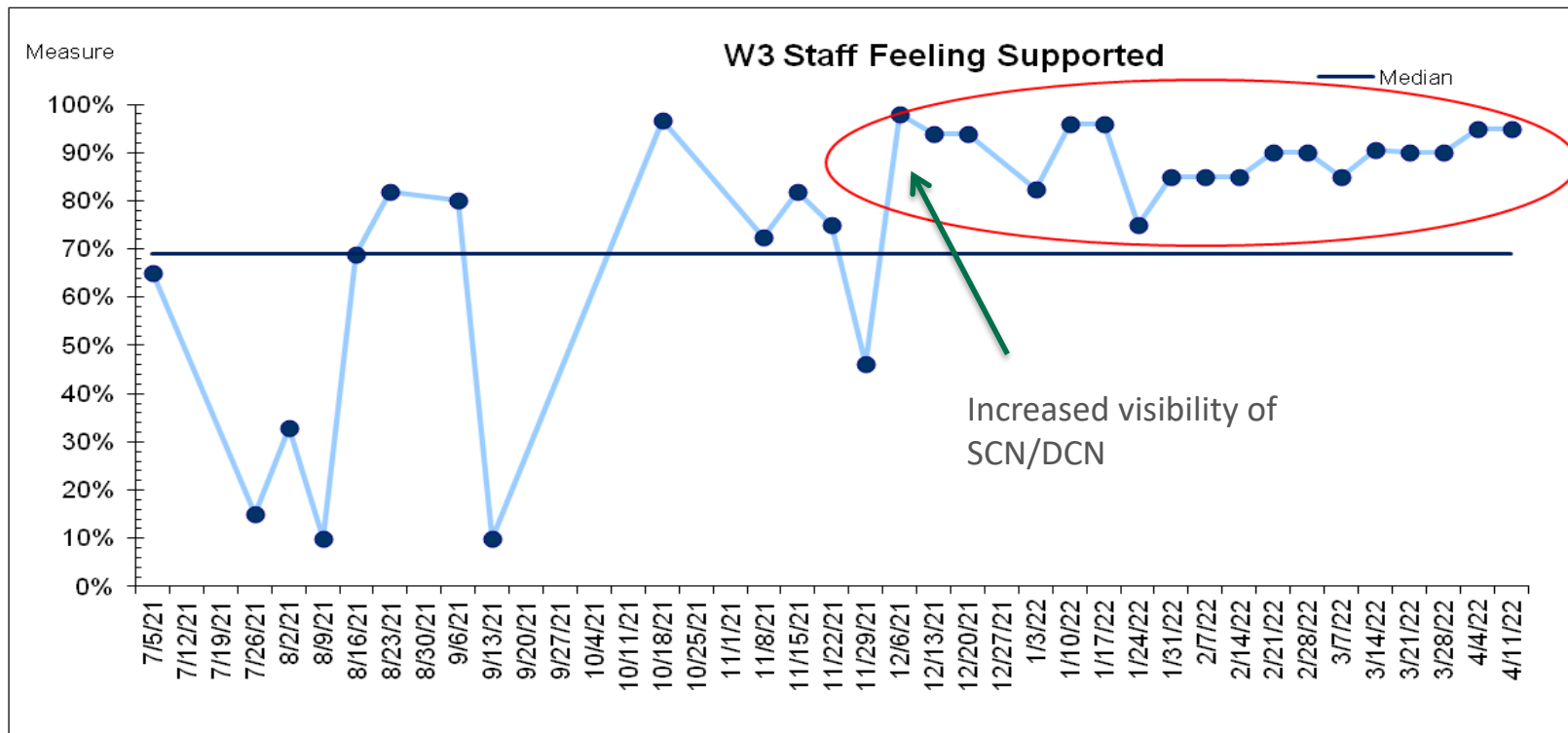
Achieved
£69,700
cost reduction

NHS Forth Valley
Day Medicine

Number of patients attending for S/C biologics



Celebrating team progress – Ward 3 MH



Celebrating team progress – Ward 3 MH

MDT Preparation

Is there anything from the last week that you want to talk about in the MDT?
Are you having any side effects from your medication?
Do you have any questions for the Doctor or the Pharmacist?
What would you like the outcome of the MDT to be?

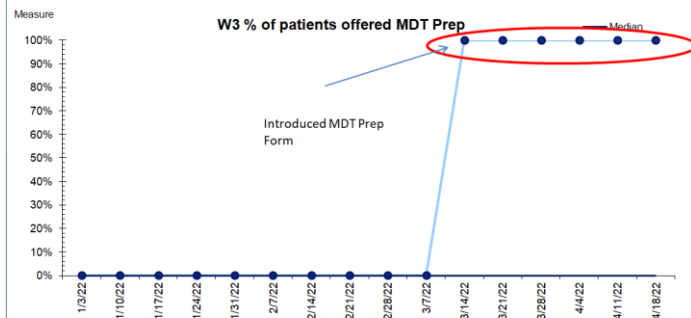
Any notes you want to take during MDT
Outcome of MDT

Patient: "Why haven't we always had this? I always forget what I want to say in there"

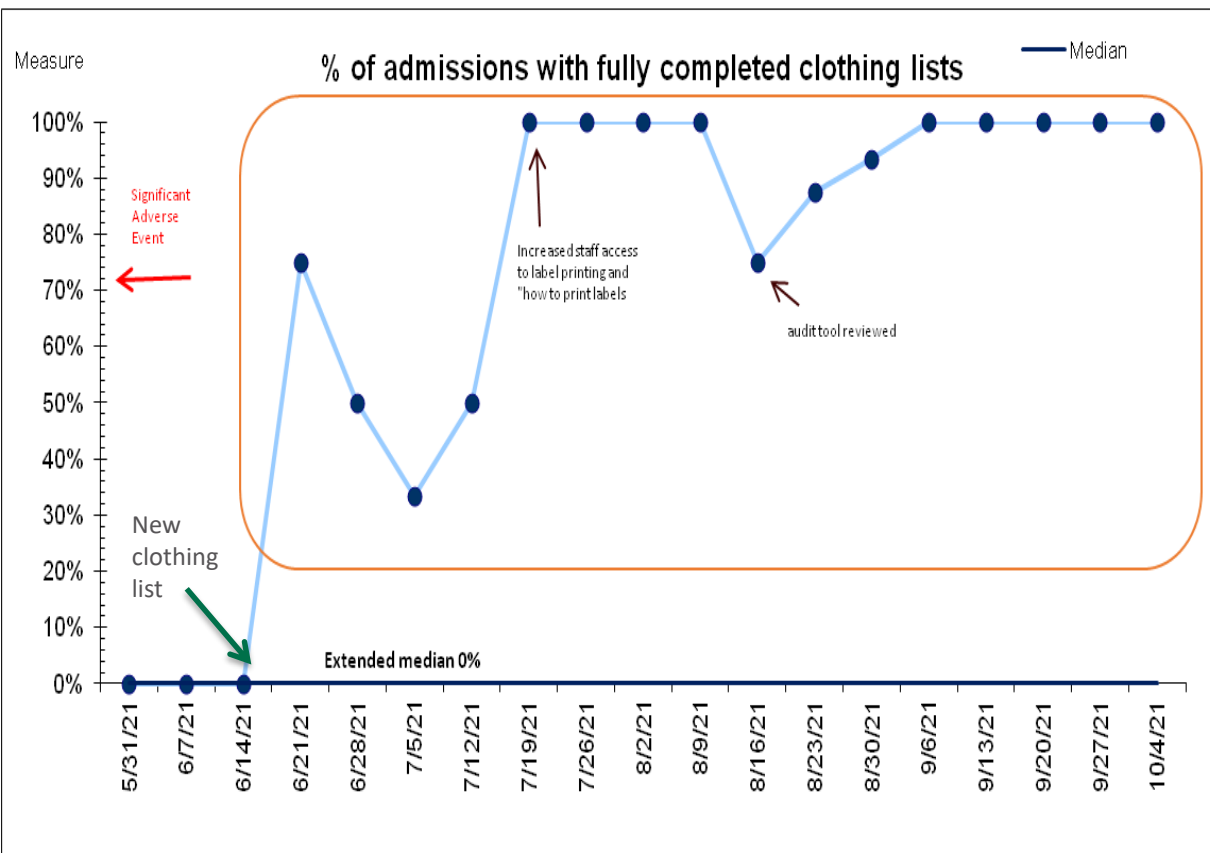
Consultant: "This looks brilliant. Great idea"

Nurse: "This is so simple and effective. Patients come and ask for it"

Patient MDT Prep Sheet designed and currently under testing in response to feedback from patients from RC Psych Accreditation.



Celebrating team progress – Ward 2 MH

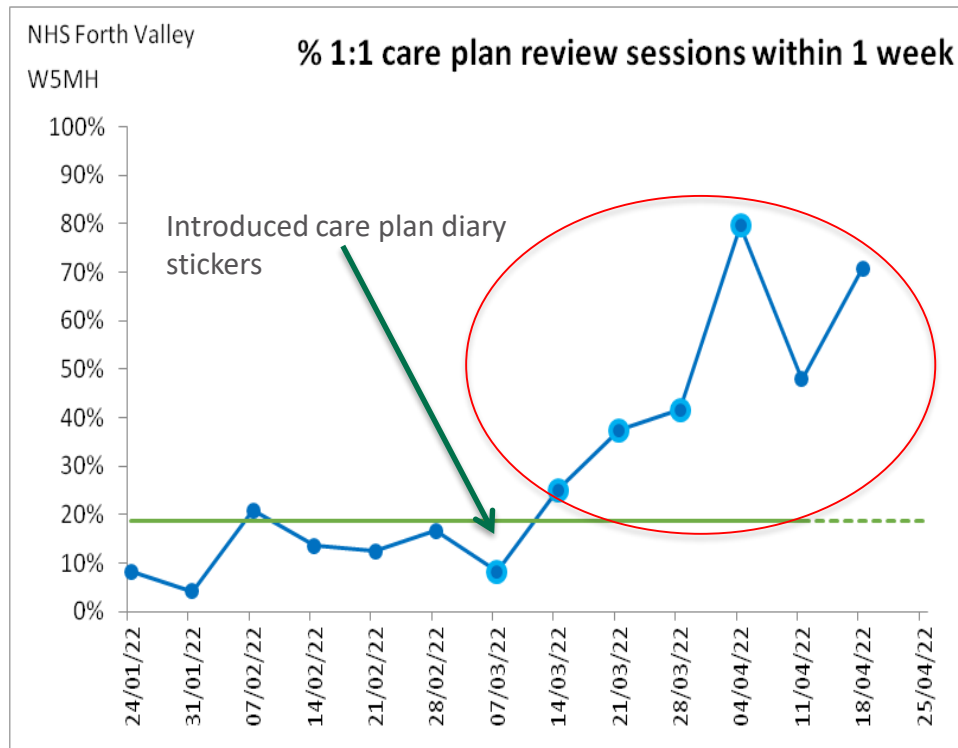


Ward 2 MH used a SAER as a baseline to improve a process linked to the Search Policy. Improvement has been sustained from baseline but recent data shows deterioration in performance linked to increase in nursing timeout figure. Aim reviewed to sustain improvement above 95%. Next Steps: Cycle #3 with DCN leading deeper dive with staff to ensure sustainable process

Celebrating team progress – CADS



Celebrating team progress – Ward 5 MH

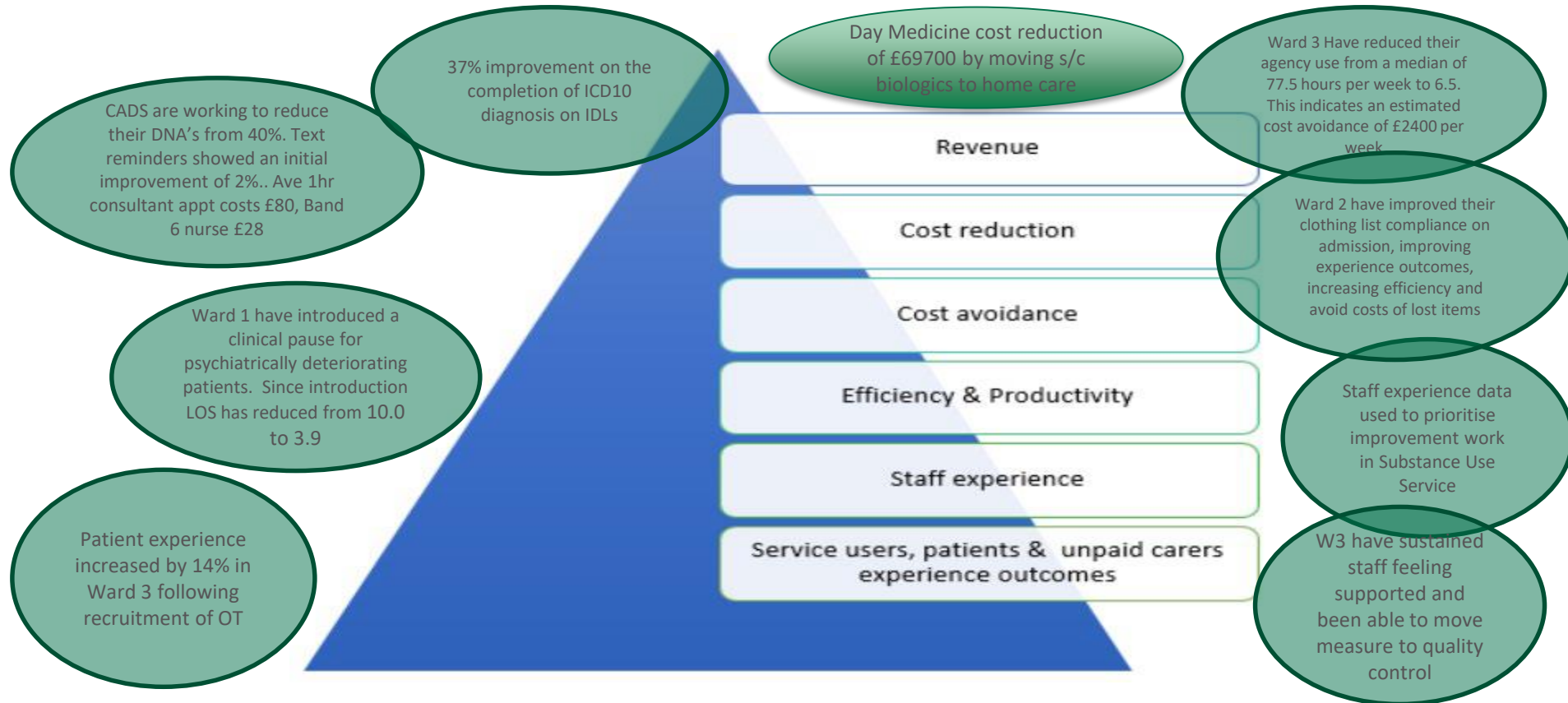


Aim: For 80% of patients to have had a 1:1 care planning review session within the last week by mid May 2022.

Test of change introduced early following adverse event.

Positive feedback from consultants supporting decision making at MDT. Considering how this could be used to streamline MDT review documentation.

Evaluating Return on Investment from the Team Based Approach to Quality



Operationalising Value Management



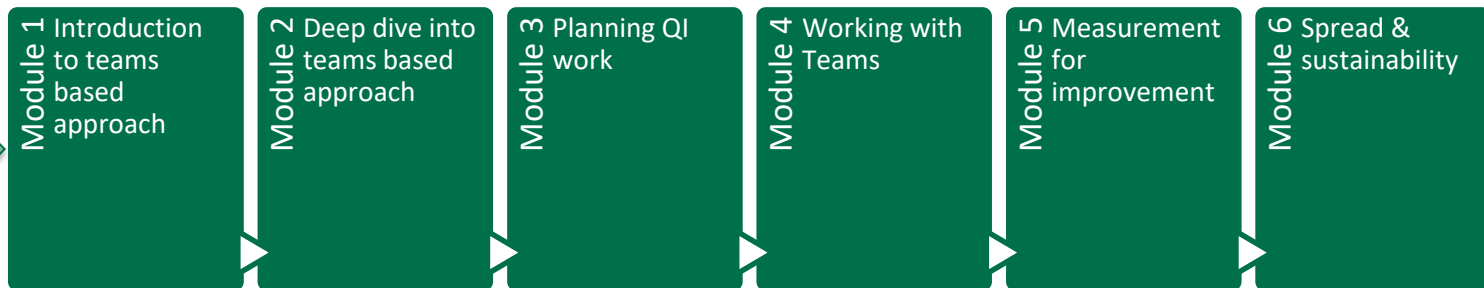
Small
Scale

System
Level

VM – Forth Valley's core approach to QI

Individual

Teams



Pathways



Forth Valley's Quality Strategy 2021-26



Scaling up

Finance

- Streamline
- Standardise
- Systematise

Improvement coaching & learning

- Increase coaching capacity
- Develop QI coaching competencies
- Establish our local learning system

Transitioning

- Enhanced contracting
- Establish Go-To QI Coaches
- Non systems-to-systems data

Questions



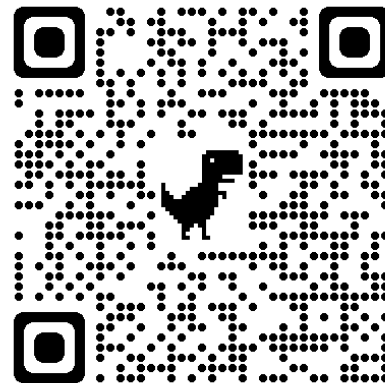
Take home messages

- Projects need to be work the teams are doing/need to do anyway
- Staff experience is key
- Be innovative

To find out more

 fv.fvquality@nhs.scot

 [@fv_quality](https://twitter.com/fv_quality)



To find out more visit

<https://nhsforthvalley.com/health-services/az-of-services/fv-quality/>

Coffee break & transitions to breakouts



Session 1: Aligning your boards strategic priorities using a Value Management approach	Thistle Suite (plenary room)
Session 2: Value Management – making it work for your local context	Moncrieff Suite 2
Session 3: How Value Management can deliver improvements in outcomes – a focus on the box score	Cap & Thistle Suite
Session 4: Learning Systems – Accelerate your learning for improved outcomes	Moncrieff Suite 3



Your assigned breakout room numbers will be displayed on your name label.

At 12pm after the first round, please make your way to your second assigned breakout room.



Breakout 1:

Aligning your boards strategic priorities using a Value Management approach

Kay Cordiner, Value Management Lead, NHS Highland

Adrian Conroy, Value Management Coach, NHS Highland

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social care improvement

Lunch and networking





Chair's welcome

Joanne Matthews

Head of Improvement & Safety, Improvement
Support & ihub, HIS

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QR codes - reminder

Virtual delegate
pack

National resource
pack

Value
Management
e-learning module

Evaluation form



Spread and sustainability of Value Management

Julia Mackel, Principal Lead, NES

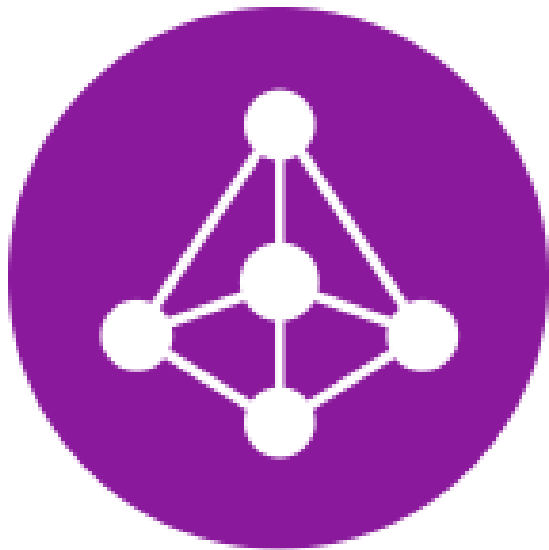
Joe Hands, Principal Lead, NES

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Spreading Value Management

Session Overview



Spread

What is spread?

Discuss a spread aim

How do we spread value management?

You will be able to:

Describe the difference between testing, implementation, scale up and spread

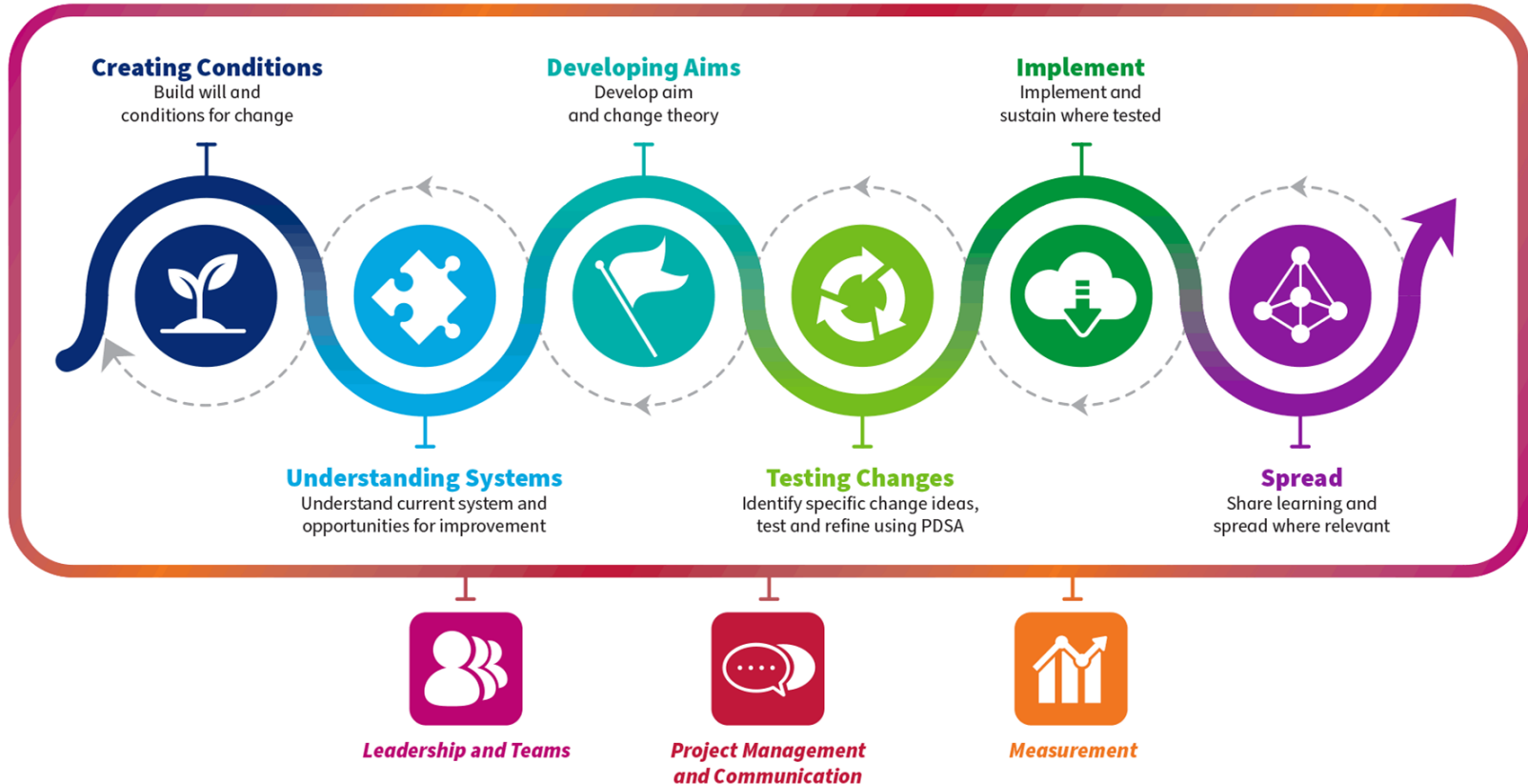
Define what is spreadable and how to write a spread aim

Identify ways to raise awareness, build will and support business change

Develop a spread plan



Quality Improvement Journey



“Practice the philosophy of continuous improvement. Get a little bit better every single day”

Brian Tracy



What is Spread?



Testing

Taking a value management approach within a setting/system to see what impact it has and what learning can be obtained.



Implementing

Following testing the value management approach, there is a high degree of belief and confidence that the change is working in the setting/system it then becomes “business as usual”.

Scale Up

The process whereby all possible agents of value management use it within a particular setting (i.e. specialty, similar clinic or setting)



Spread

When value management is adopted within other contexts out with the testing and scale up areas with modification (i.e. hospital or board)

Activity



Discuss at your tables

Where do you think you are with your value management work considering the definitions?



Thinking About Spread



What is a Spread Aim?



Clear statement: What, when, who and by how much

Co-created

What is full scale?

Focus on the outcome

Excite people

How to develop a Spread aim?



Define what it is you want to spread

Define what is essential and adaptable

Method



Image: cogs and box score icon by Aquaru, Shutterstock; visual management and weekly huddle icons by Microsoft office

Box score

Click to flip 

**Visual
management**



Weekly huddle



Adapting to Context



Area of focus

Format of huddling

Format of visual
management boards

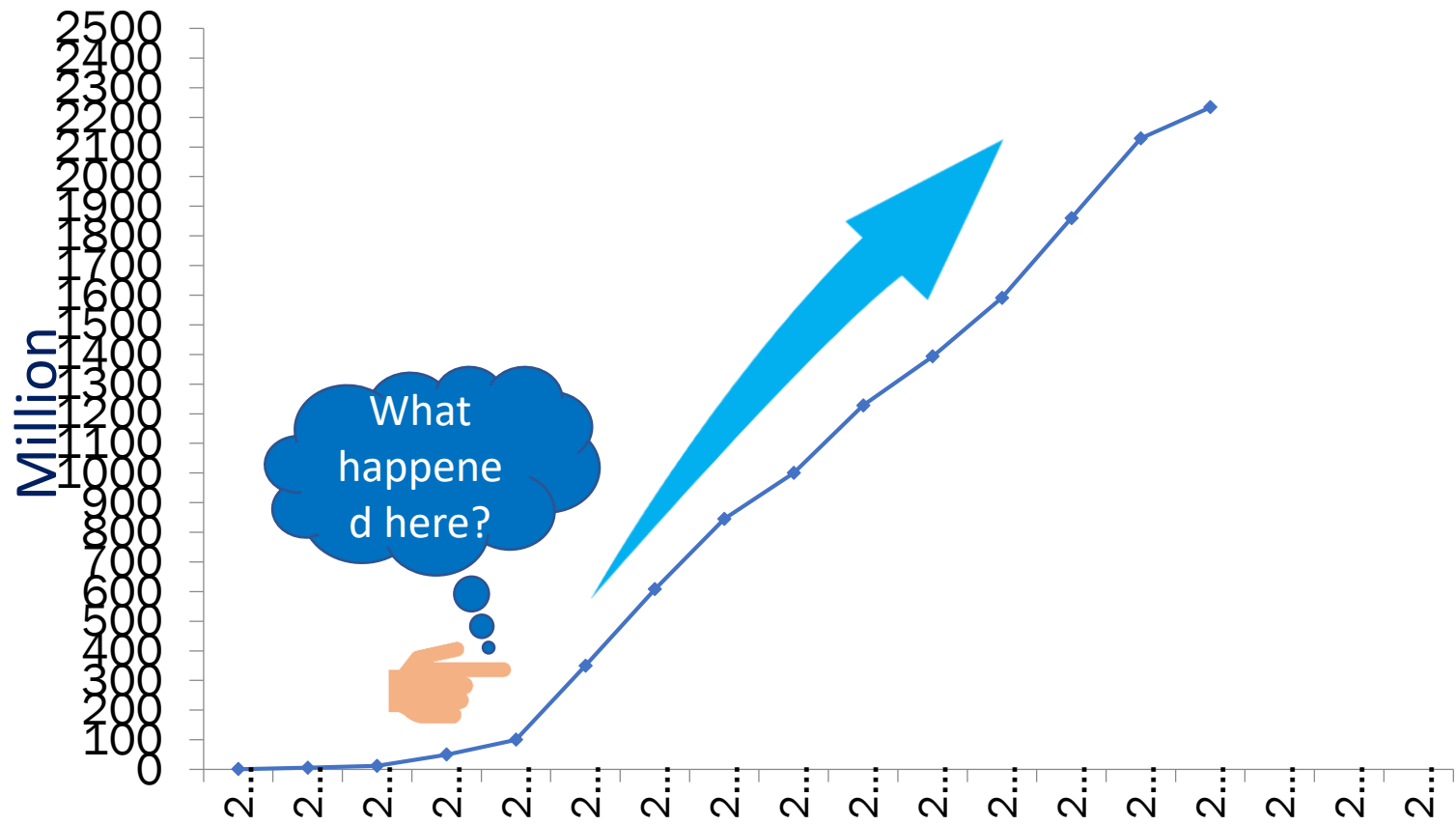
Local support

How to develop a Spread aim?



Review how long it took to establish existing practice

Number of Active Facebook Users

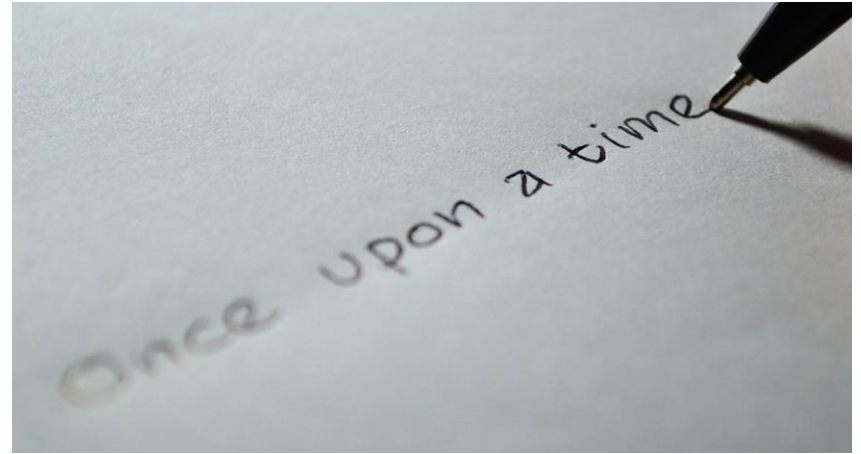


How to develop a Spread aim?



Find the feeling

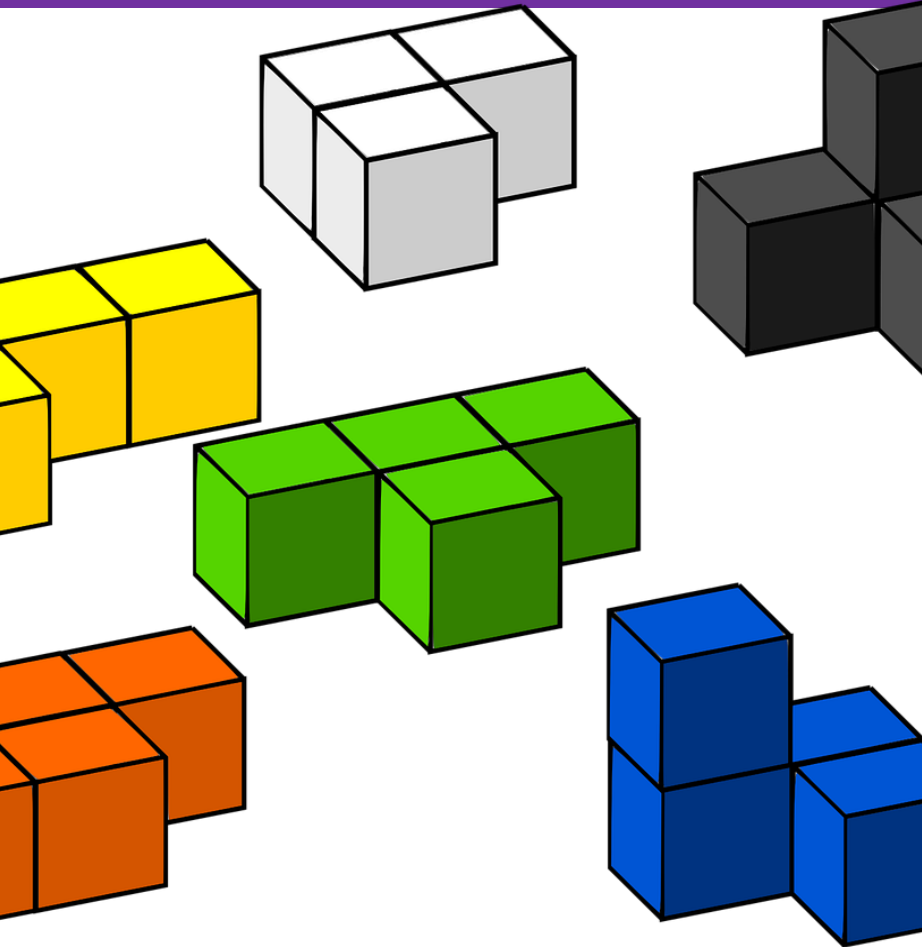
Measures Qualitative and Quantative



How to Spread?



Build a Spread Plan



Build will

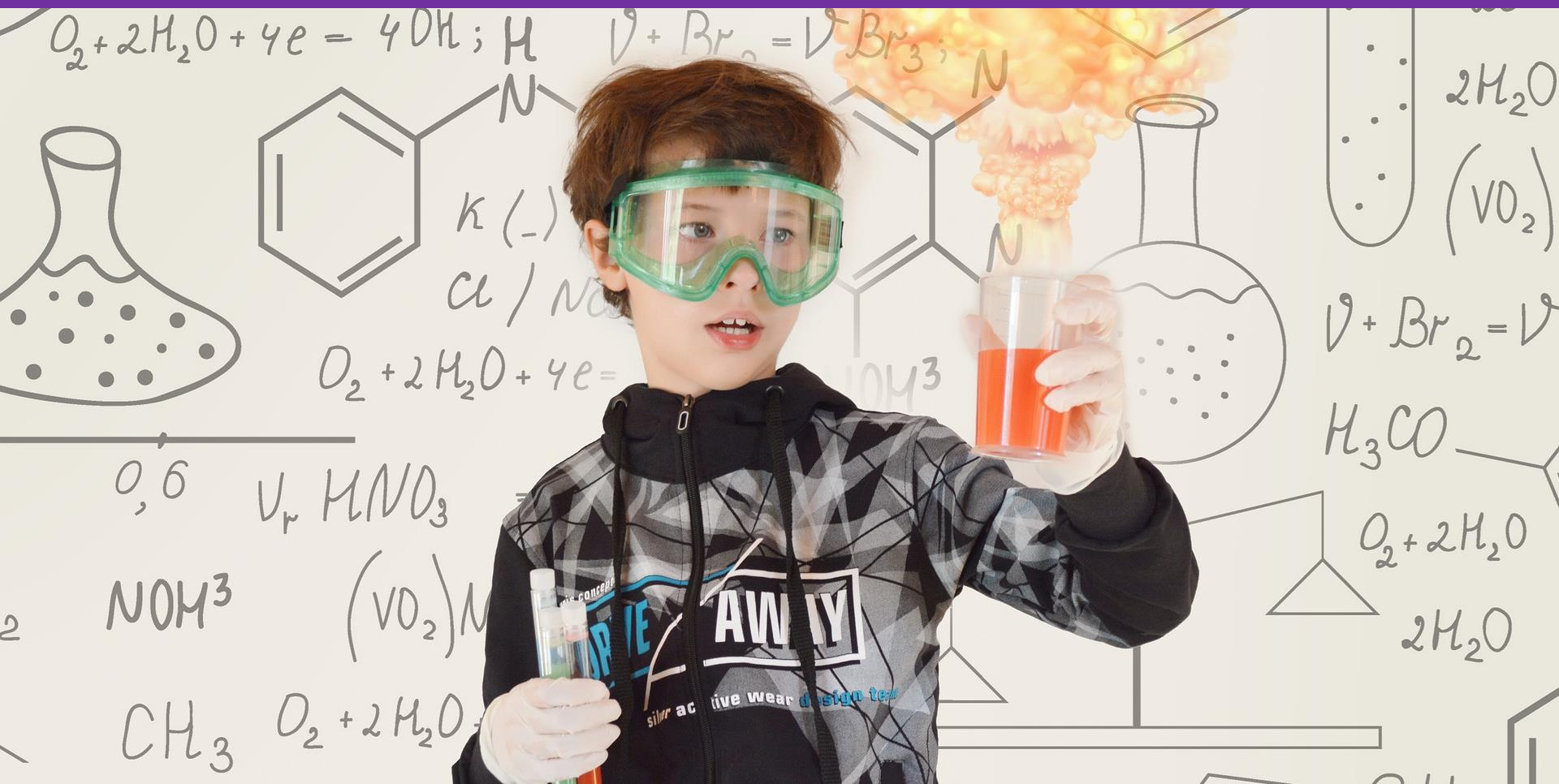
Raise awareness

Support behaviour
change

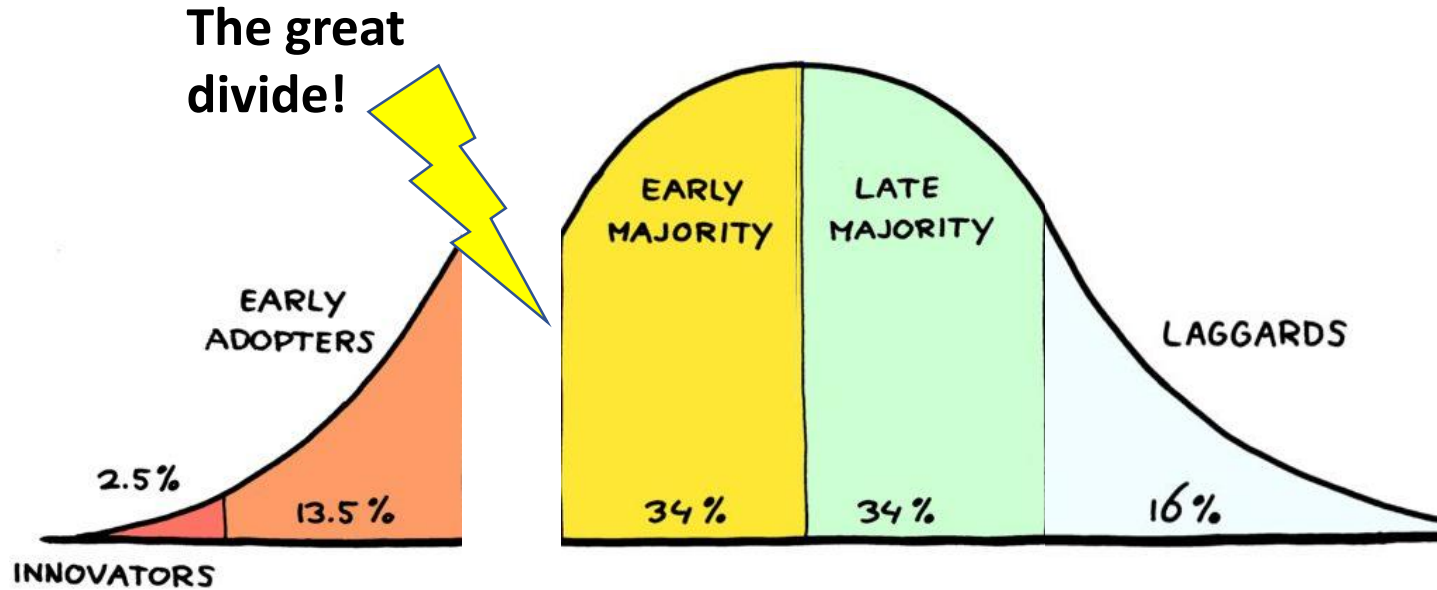
Build Will



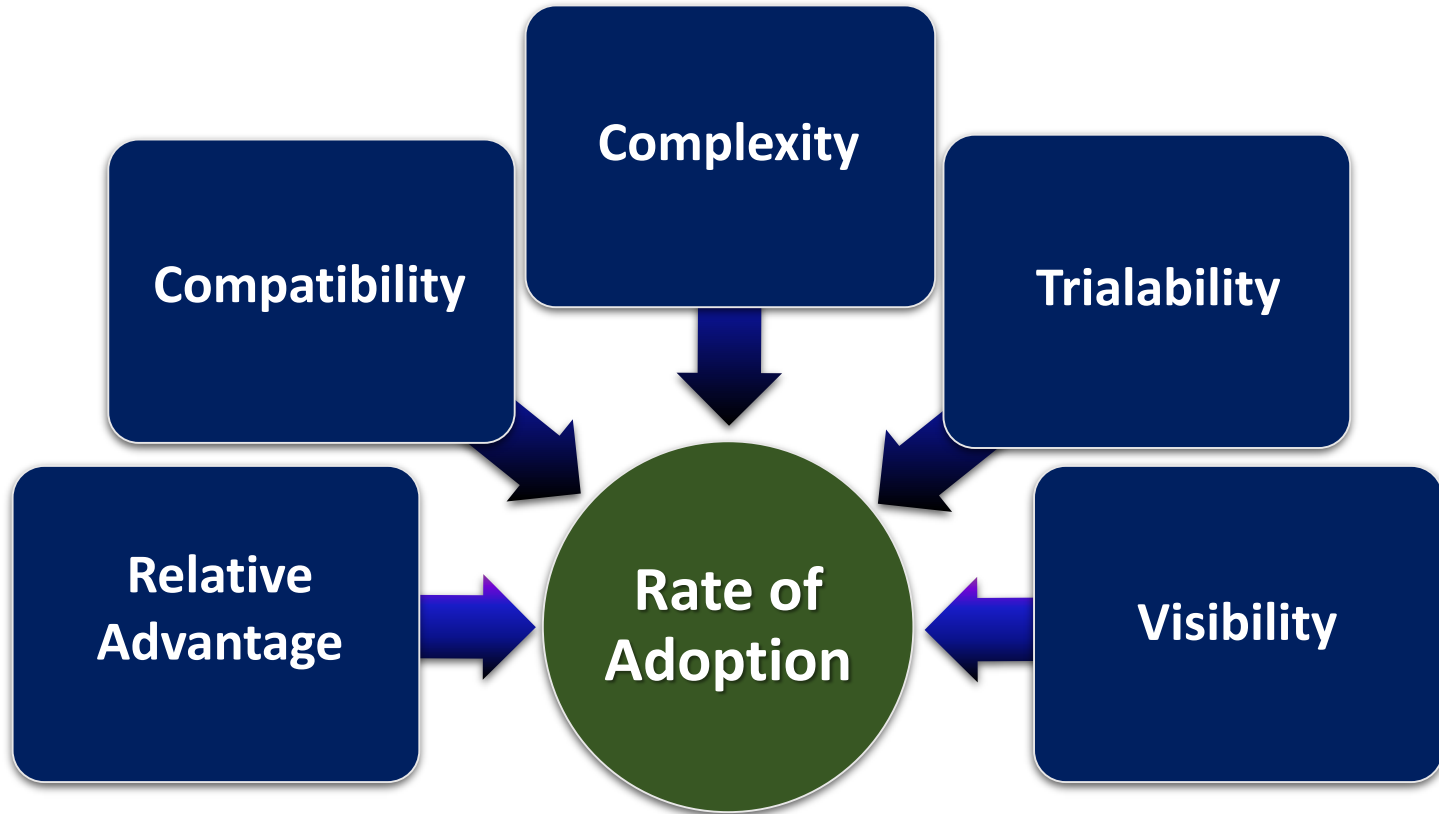
Reaction to Change



Rogers's Adopter Categories



Rogers's Adoption Attributes





Activity



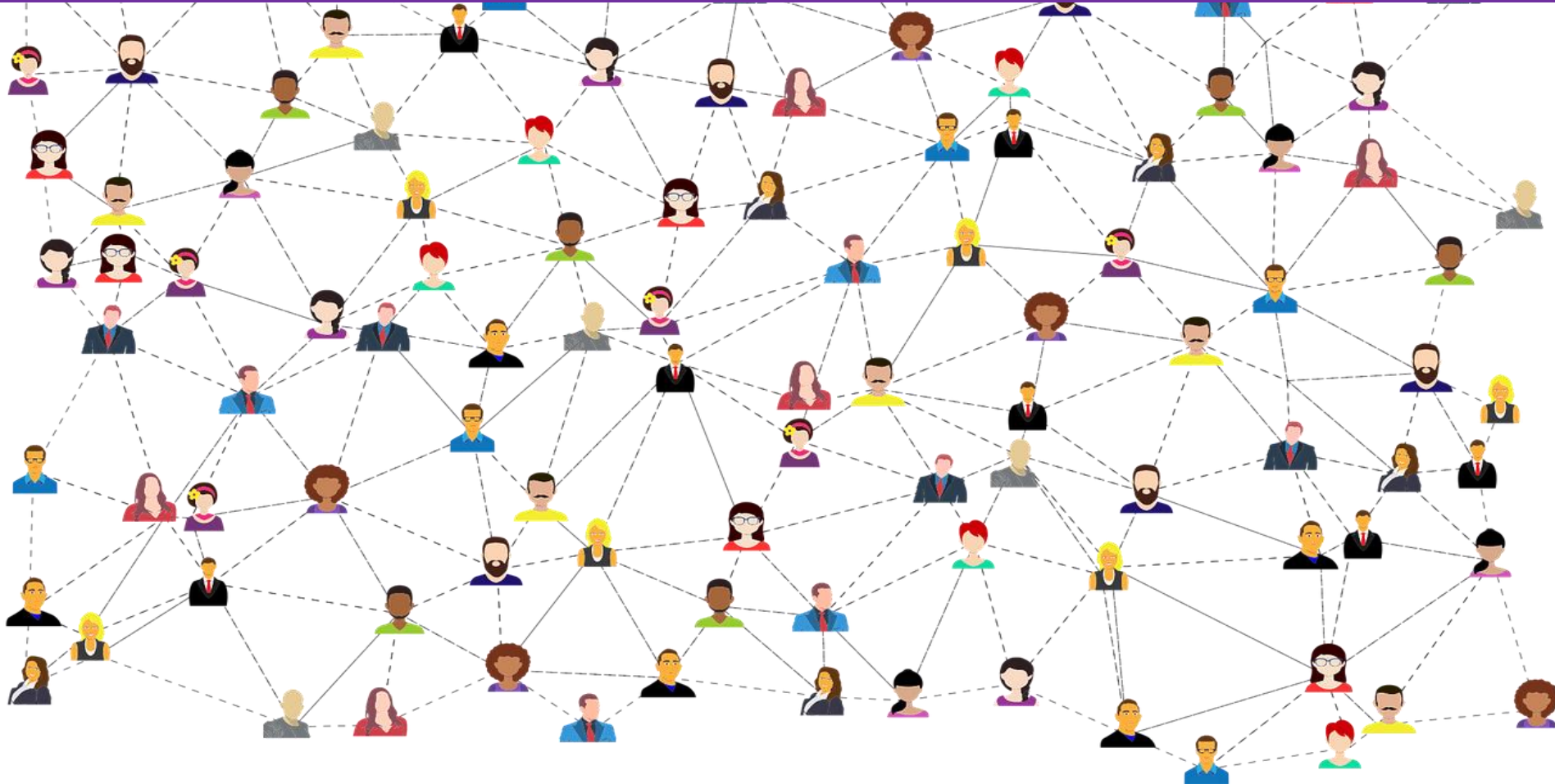
Discuss at your tables

Attributes worksheet

Adoption attributes worksheet

	Weak			OK			Strong	Comments
	1	2	3	4	5			
Evidence to show that the approach leads to positive outcomes								
Compatibility with peoples beliefs, values and experiences								
Simplicity of the idea and how it can be explained and understood								
How easily it can be tried out by people in a limited way before adopting								
Possibility for people to observe the results for themselves								

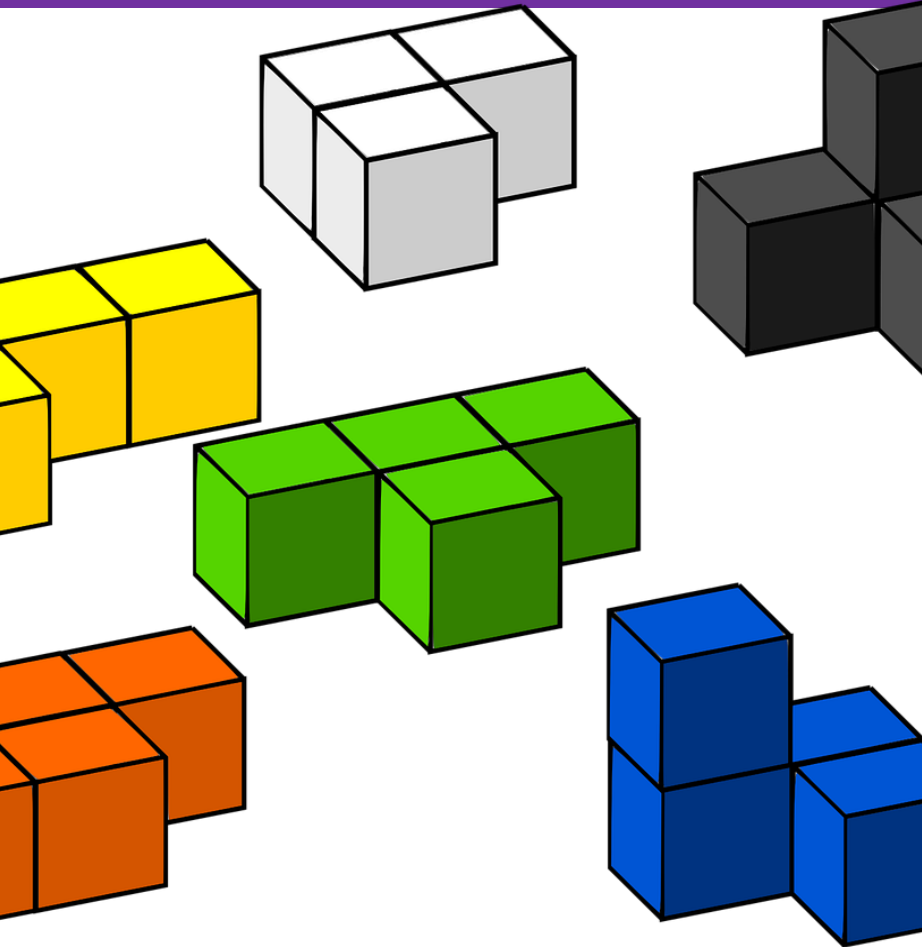
Raise Awareness



Support Behaviour Change



Build a Spread Plan

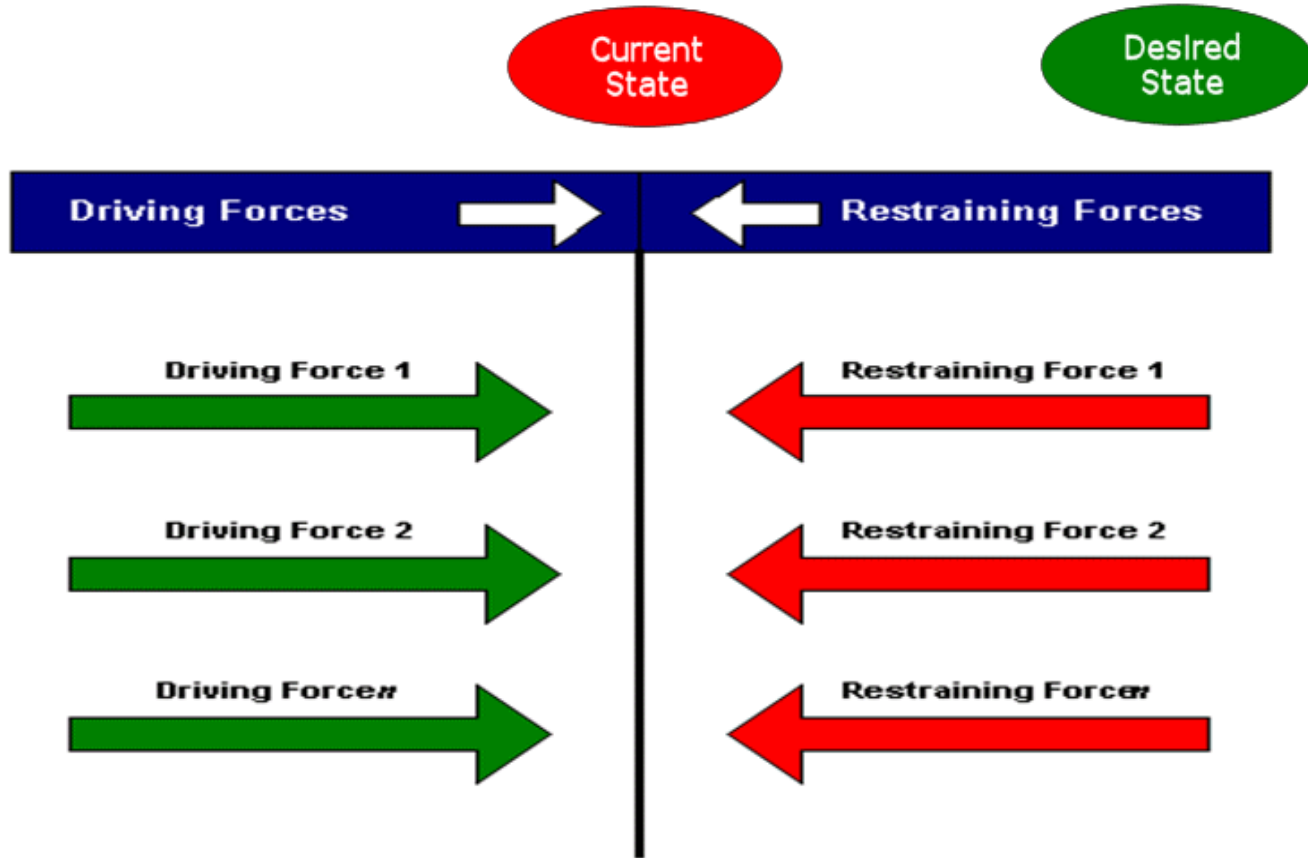


Build will

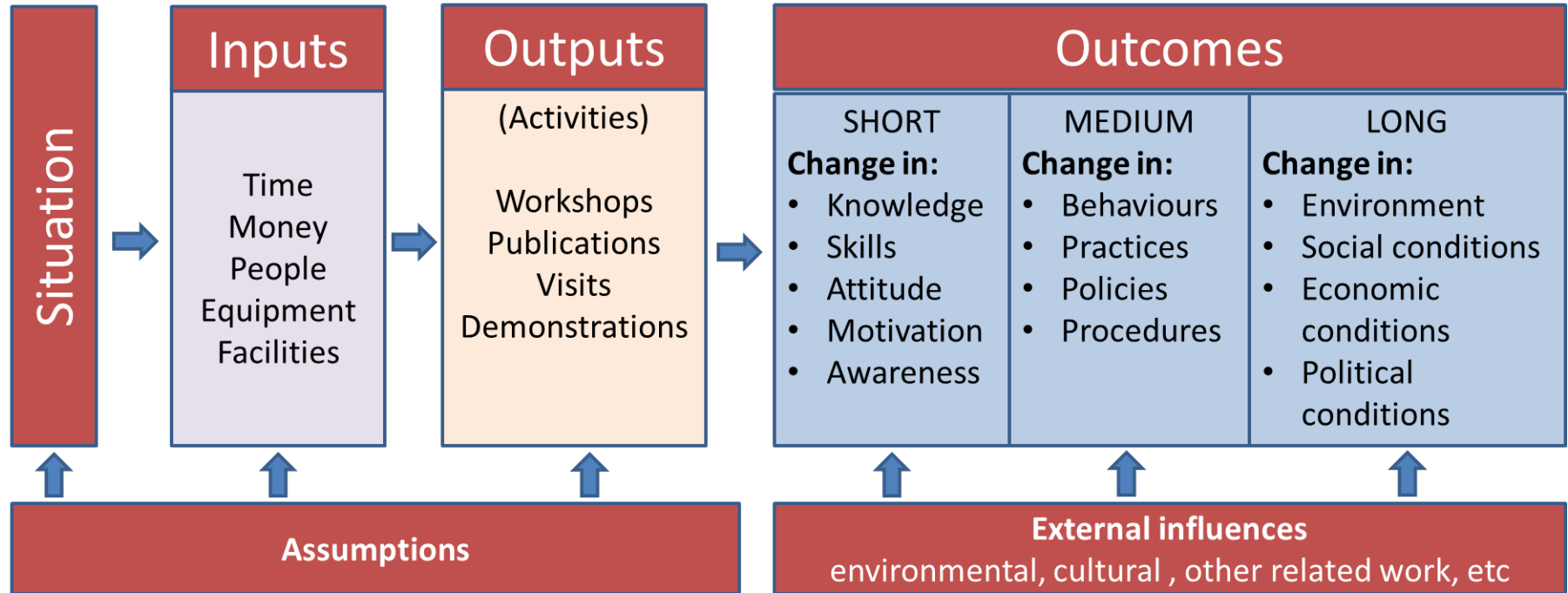
Raise awareness

Support behaviour
change

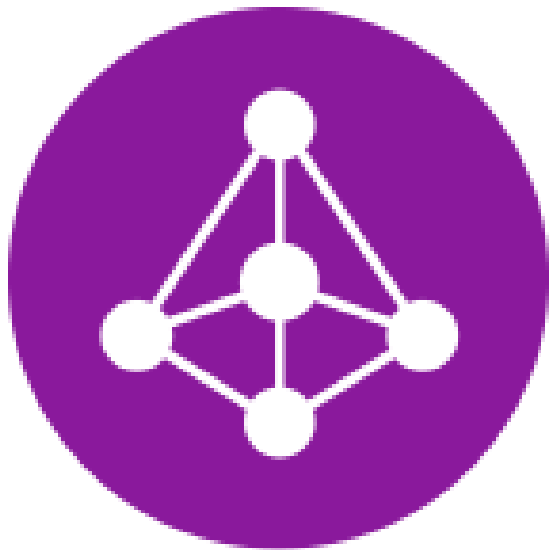
Forcefield Analysis



Logic Models



Session Overview



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Discuss what Spread is

How do we spread value management?

You will be able to:

Describe the difference between testing, implementation, scale up and spread

Define what is spreadable and how to write a spread aim

Identify ways to raise awareness, build will and support business change

Develop a spread plan





Board planning

Benjamin McElwee, Senior Improvement Advisor, HIS

Julia Mackel, Principal Lead, NES

Joe Hands, Principal Lead, NES

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Board planning



Looking at your board deliverables as a team, complete the action plan template and consider:

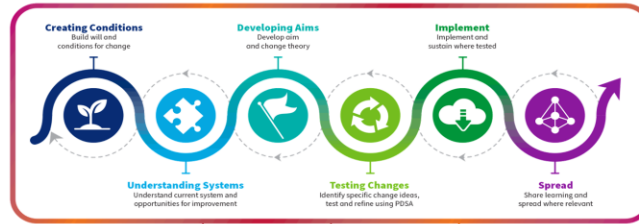
What do you need to do in 1/3/6 months?

What do you need to do it?

Who is responsible?

When?

Quality Improvement Journey



Creating Conditions

Senior Leadership Engagement

Readiness Assessment

Team Selection

Develop a spread plan



Leadership and Teams

Team formation

Engage multidisciplinary team

Team & Leadership Agreement

Engage with finance / analysts colleagues

Develop weekly working sessions



Understanding Systems

Linkage chart created

Map a patient journey

Baseline Data Sourced

Design data collection strategy & analyse variation



Developing Aims

Finalise box score

Set Aim Statements

Improvement priorities established

Prioritise measures & populate box score



Testing Changes

Generate ideas to test in your team

Use model for improvement to test ideas



Implement

Value management standard models

Review spread plan



Spread

Share learning and networking available



Measurement



Project Management and Communication

Use Gantt chart, project plan

Use RACI Matrix, Comms & Engagement Plan

Establish a visual management board and huddle routine



Chair's close

Joanne Matthews

Head Of Improvement & Safety, Improvement
Support & ihub

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What next?



- Slides and resources will be shared from today
- Take a look at our national resource pack and e-learning module – let us know what you think
- We will share dates of upcoming collaborative activity
- **Please complete an evaluation form – QR code on tables**



Thank
you

Keep in touch



 his.valuemgt@nhs.scot

 @ihubscot #ValueMgt

To find out more visit

<https://ihub.scot/improvement-programmes/value-management/>