

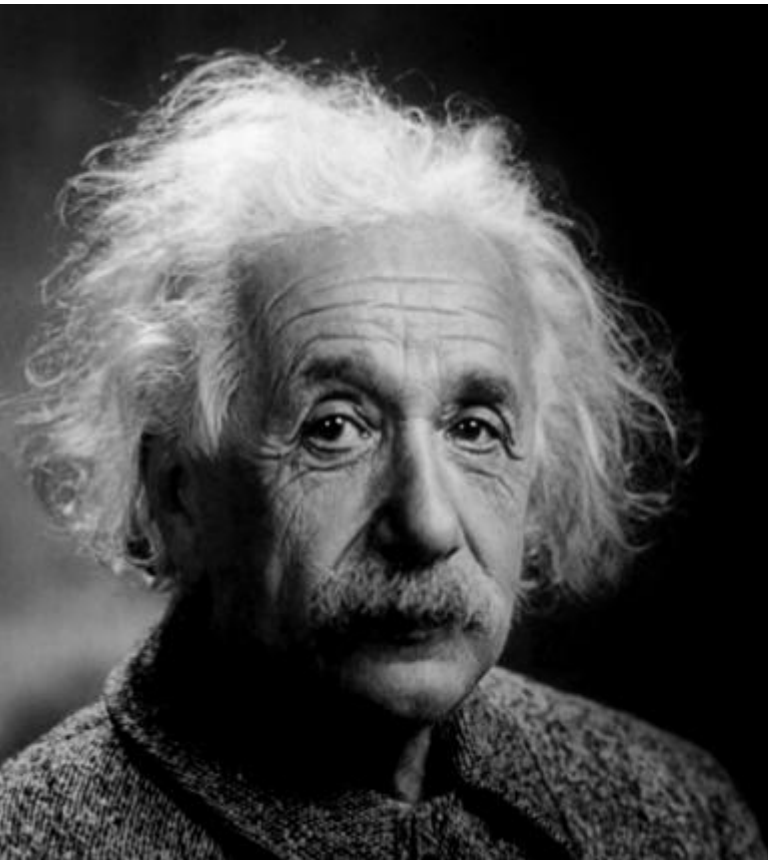


***“today’s problems come from
yesterday’s solutions”***

PETER SENGE

When did we stop asking why?

- We need to understand why
- Why do things work or not work



"If I were given one hour to save the world, I would spend 59 minutes defining the problem and one minute solving it."

Albert Einstein

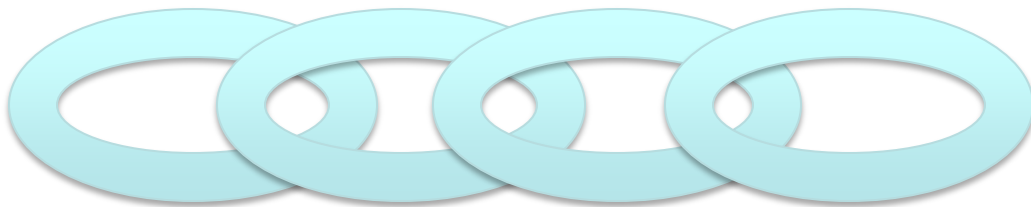
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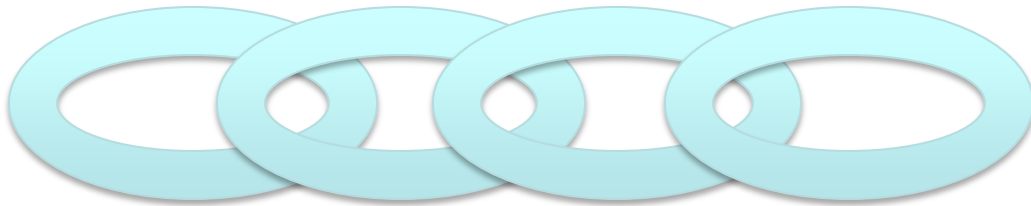
Processes and outcomes

- Every clinical care process is made up of a series of linked clinical processes



Processes and outcomes

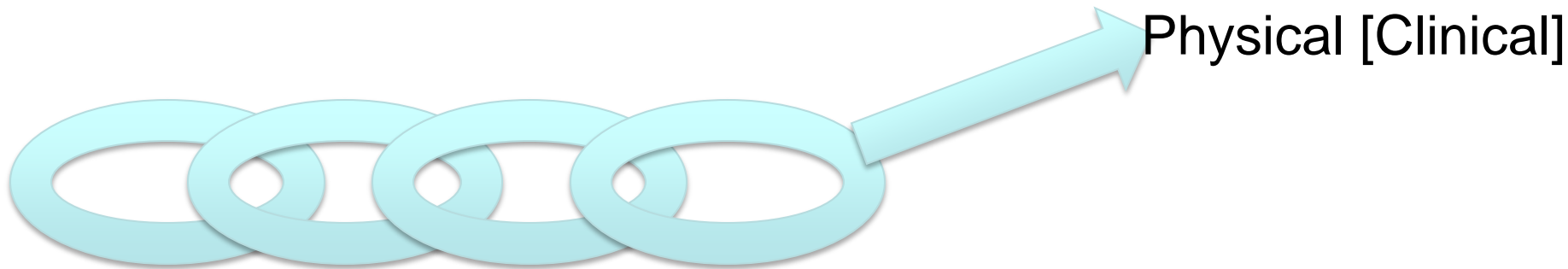
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- Every process has 3 outcomes

Processes and outcomes

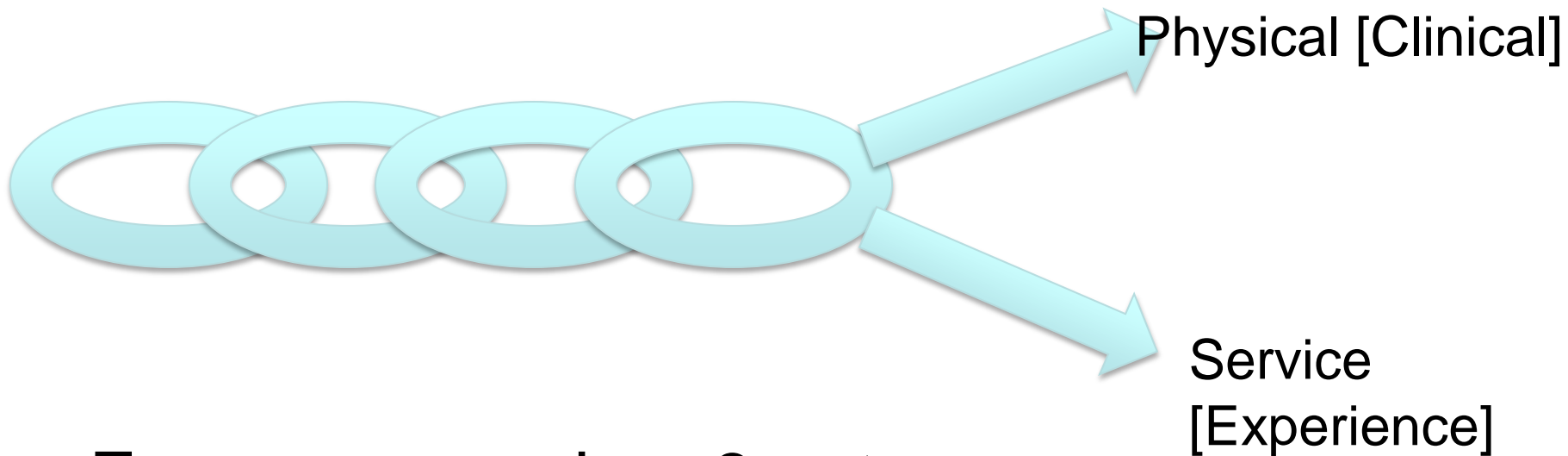
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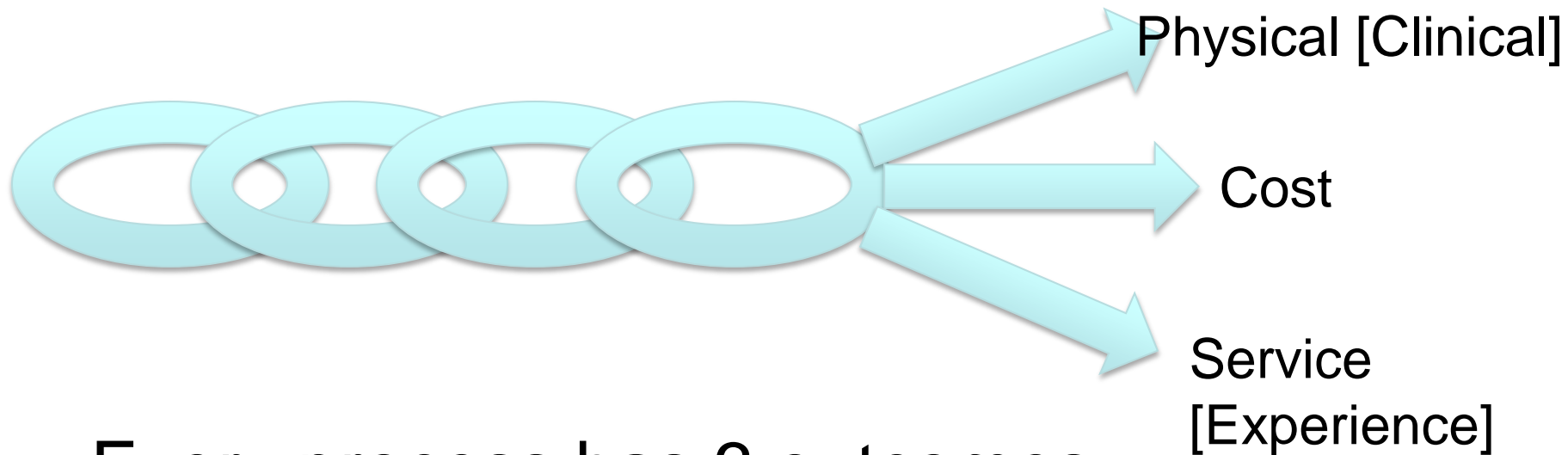
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Processes and outcomes

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- Every process has 3 outcomes

The triple aim





***“if you can’t describe what you are doing as a process,
you don’t know what you’re doing”***



I love
Lucy video

interdependent components that work together to try to accomplish the aim of the system

An appreciation of a system



Common cause variations and special cause variations

Understanding of variation



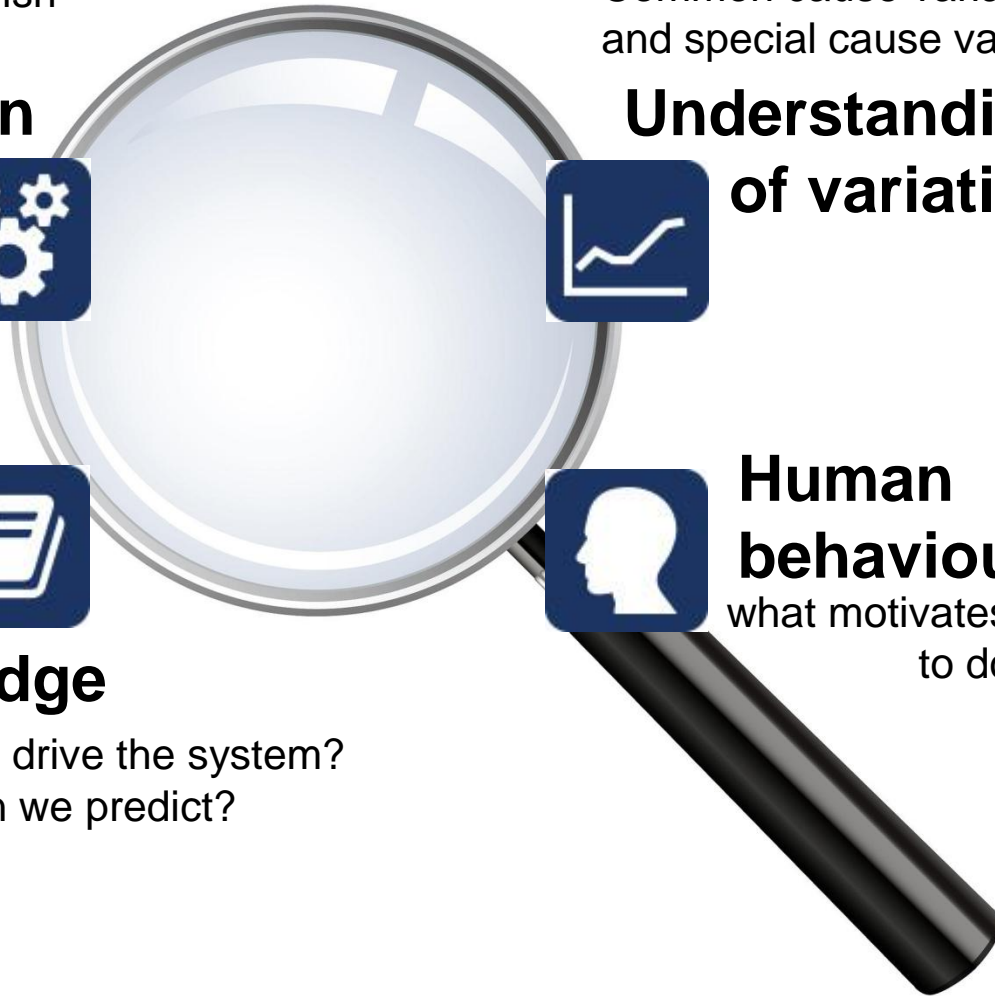
Theory of knowledge



What theories drive the system?
Can we predict?

Human behaviours

what motivates people to do a good job



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"Hey, the elephant is like a tree trunk," said the first man who touched the elephant's leg.

"Oh, no! The elephant is like a snake" said the second man who felt the trunk.

"Oh, no! It is like a rope," said the third man who touched the tail.

"It is like a brush" said the fourth man who rubbed the elephant ear.

And the fifth man said "It's soft and mushy..."

They began to argue about the elephant and they all insisted they were right. They all were right in what they were saying as they had all developed an understanding based on their own experiences and perspective. However, they did not have an understanding of the whole elephant.



A simple guide to improving services NHS Improvement

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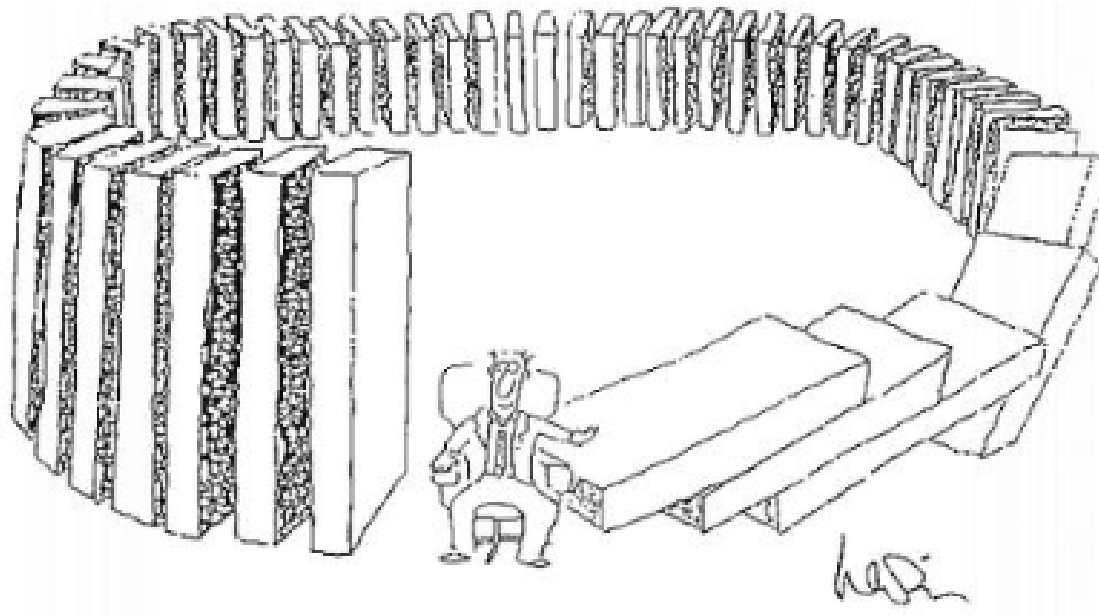
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Appreciation for a System

- Interdependence, dynamism of the parts
- The world is not deterministic
- Direct, indirect and interactive variables
- The system must have an aim
- The whole is greater than sum of the parts



"If each part of a system, considered separately, is made to operate as efficiently as possible, then the system as a whole will not operate as effectively as possible. "

Ackoff, R. L. (1971). "Towards a System of Systems Concepts."
Management science 17(11): 661-671.

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Theory of Knowledge

- What theories drive the system?
- Can we predict?
- Learning from theory and experience
- Operational definitions (what does a concept mean?)
- PDSAs for learning and improvement



Theory of Knowledge

Is there a common goal or purpose?



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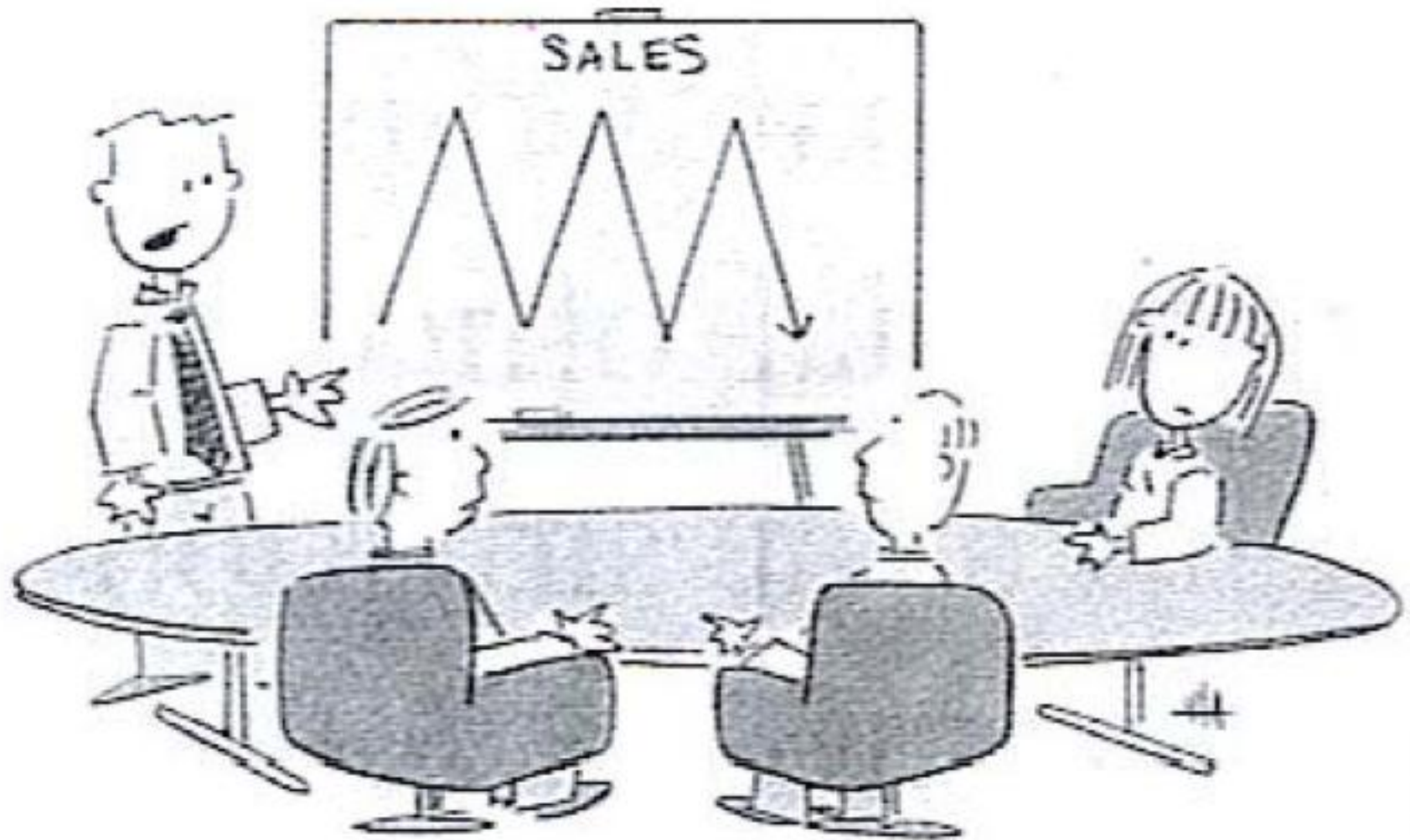
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Understanding Variation

- Variation is to be expected!
- Common or special causes of variation
- Data for judgment or improvement?
- Ranking, tampering & performance management
- Potential sampling errors



"...and then another drop this month. But, I have a really good feeling about next month."

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Hospital bosses forced to chant 'we can do this' over A&E targets

Trust leaders say they were left feeling 'bullied and
humiliated' by the incident at a meeting to improve
performance

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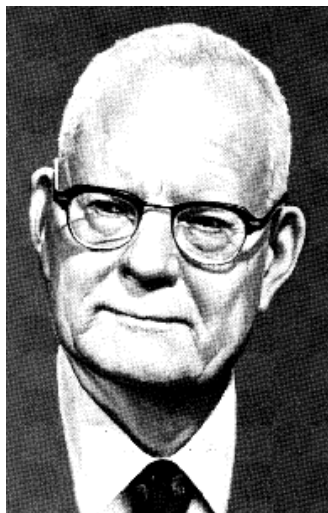
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Human Behavior

- Interaction between people
- Intrinsic versus extrinsic motivation
- Beliefs, values & assumptions
- What is the Will to change?

$$B=f(P/E)$$

Behavior is a function of both the person and the environment (system).

—Lewin (1936)

Why use observation?

When you are immersed within a service or system it can sometimes be impossible to see things that are obvious to someone outside the system.

Observation lets you find out what people really do and how they carry out their work. Observation inspires new ideas and can help to redefine the problem or challenge that you are working on.

When you are trying to design services, you often find that:

- People do not always do what they say they do
- People do not always do what they think they do
- People do not always do what you think they do
- People cannot always tell you what they need
- Things are not always as they seem



***“a system cannot understand itself.
The transformation requires a
view from outside”***