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Community Forum Webinar | Creating the environment for continuous improvement: a Pharmacy team case study and strategic insights | Wednesday 25th September 2024

Claudia Orrell (00:00)
Good morning everybody, and thank you so much for joining us today on our latest community forum. Here today we're going to be talking about the topic of creating the environment for continuous improvement, which is something that we all know is absolutely at the very heart of any successful health and care organisation.

It's also particularly relevant in the wake of the Lord Darzi report and the government's new pledge to create a tenure NHS plan, where they say in their words, they want the fingerprints of staff and patients all over it, which is music to our ears. So, we are thrilled to have a wonderful panel with us today and a very diverse and dedicated audience as well.

My name's Claudia Orrell, I'm Marketing Director at ImproveWell, and I will be your host today. So, I'm gonna do a quick talk through the agenda and then we will get started.

First off, we're going to have Hannah Campbell, who is our Head of Partnerships at ImproveWell. So, Hannah is going to share with us some insights into what we have learned with our network of partners and customers over the last 12 months. We've seen some interesting shifts in improvement priorities, and Hannah's going to be talking about those. Next up, we have the wonderful Lorna Clark and Sinead Greener from Newcastle Hospitals, and they are gonna be talking about their ImproveWell programme that launched some 12 months ago and has been a great success. Then we will have our very own veteran of programme engagement, Ben Russell, who's head of Customer Success, and he's gonna be talking us through what is important in terms of driving success in any ground up improvement programme, whether that's with ImproveWell or without ImproveWell. You can definitely take away some really useful pieces of information and insight from this session.

Then we'll do a q and a session, which is entirely interactive. So, without further ado, I am going to hand over to Hannah for a look at the last 12 months.

Hannah Campbell (02:07)
Thanks Claudia. Good morning everyone. I am Hannah, Head of Partnerships at ImproveWell. So we wanted to, as Claudia mentioned, we wanted to start today's forum by sharing some broad trends of what we've seen over the, the last 12 months at ImproveWell. So we've analysed a subset of 300 ideas captured across our NHS programmes from the first six months, which is October, 2023 to March, 2024, and another 300 ideas from the last six months, which is, since April, 2024.

The general themes that we've seen have been grouped into six or seven topics, which you can see here on this slide and they range from physical working environment through to staff and patient experience, as well as various operational and process efficiencies. Next slide please, Claudia.

What I think is interesting is that over the last 12 months, we have seen that there's been a shift in focus. So for example, over the last six months, there's been a clear focus on sustainability and innovation, encouraging long-term improvements through digital tools and innovative workflows. Interestingly, this aligns to the reform section of the NHS long-term workforce plan, which stresses the importance of working differently by integrating new roles, digital innovations, and optimising productivity for staff wellbeing. The last six months has also focused on more long-term morale, building and recognition systems. Again, this closely aligns to the NHS long-term workforce plan under the section which highlights that improving culture and leadership and wellbeing is essential for reducing staff turnover.

Generally speaking, what we've seen is in the first half of the year, the focus could be summarised as a more reactive by nature and identifying and addressing immediate problems, such as things like patient comfort or, or immediate gaps in training. But over the last six months, we've begun to see more proactive suggestions relating to longer term initiatives such as sustainability, long-term staff wellbeing, and innovative ways to streamline collaboration communication across teams. Next slide please.

ImproveWell is well known for supporting organisation and engagement initiatives. Under the theme of long-term transformation, we are seeing an increasing amount of NHS organisations using ImproveWell for regional and national transformation projects. We've got a couple of examples here.

So for example, the Royal College of Psychiatrists' Enjoying Work Collaborative worked with 38 teams across 16 organisations. This project led to significant improvements in workplace satisfaction. 50% more staff reported enjoying their work frequently while burnout decreased by over 40%. Similarly, the Black Country Local Maternity and Neonatal System became the first regional rollout of ImproveWell at scale, helping to drive engagement and improvements in both staff wellbeing and patient care. This programme's been recently nominated for two awards, so fingers crossed for the next couple of months when the winners will be announced. Next slide please, Claudia.

So how exactly does improve wealth support large scale transformation projects? Often in the NHS, we see that transformation projects fail due to challenges related to workforce involvement and engagement, or early stage buy-in ImproveWell can support from the outset in addressing some of these challenges and help to set organisations up for success when delivering their transformation programmes.

By supporting in things like sharing, learning and collaboration, capturing insights, engaging stakeholders, and addressing ready readiness for change. The ImproveWell tool also supports in developing staff resilience, which is absolutely key to the delivery of a successful transformation and or change programme. Next slide, please, Claudia.

So simply put ImproveWell can support with your transformation and change programmes through its three core feedback systems. Whether on a day shift or a night shift, people can share ideas, share how their workday is going, and complete tailored surveys. An intelligent data dashboard helps to identify trends and pressure points, and most importantly, to complete the feedback loop.

In summary, we see this approach as an essential part of making transformation and long-term change programmes a success. So yeah, that's, that's my, my section done for now. Thank you for listening to me for a few minutes. But now I'm gonna pass over, hand over to the team at Newcastle to talk through their, their experience and, and learnings from using ImproveWell in their Pharmacy team.

Claudia Orrell (06:58)
Thank you so much, Hannah. We've got Lorna Clark, Assistant Director of Pharmacy at Newcastle Hospitals, and then Sinead Greener, Lead Clinical Pharmacist, who are going to present a wonderful next section. Thanks guys.

Lorna Clark (07:12)
Thank you. So, just to tell you a little bit about our trust and our team, we are an acute trust with many regional specialist services. For those of you that don't know Newcastle, we have two main sites, the RVI and the Freeman. We've got eight clinical boards, 91 wards and departments, as well as support services like Pharmacy. So in total about 16,000 staff, an annual income of over 1 billion pounds and over 2 million patient contacts per year.

So we are pretty big as a trust in terms of our Pharmacy team, there are just over 450 of us both non-registered and registered staff. So clinical staff, admin staff, staff who work in our stores, in our manufacturing unit, and, and those involved in the supply and the delivery of the medication to the wards. So we have a production team, we have cellular therapies, clinical pharmacists and technicians, procurement team, team who look after home care prescribing, and then our more traditional dispensary in stores teams, education and training, and my team, which is the, the patient safety team. So you can see that we're quite a diverse team, different groups of staff, different grades of staff who all have different priorities, I guess.

Sinead and I are kind of the self-appointed ImproveWell leads, and we've worked on this together, right since the start. Next slide please, Claudia.

So how did we start to work with ImproveWell, so as Claudia said, we started in November last year, and it wasn't an easy journey to get there, to be honest with you. It did take us quite, quite a lot of time, and essentially what we wanted was to give our staff the opportunity to put forward ideas for improvement.

We wanted to make sure everybody's voice was heard. We'd done a lot of work in our staff engagement group around what matters to you, Joy in Work, and our staff surveys kept coming back with, you know, staff are not involved in decisions, we're not involved in in change. We want you to involve us more and

listen to us. So we wanted to just make sure all ideas were heard no matter how small and insignificant they may appear and were considered.

So I would say our main objective here was to engage with all sections within Pharmacy and to collect ideas for improvement. And why did we choose ImproveWell? so as I said, our staff engagement group was doing quite a lot of work around Joy in Work and some quality improvement training with the IHI, and I saw a link and a reference to ImproveWell so we made contact, we had a demo, and we were really, really impressed with it, particularly with the ideas part of the platform. At the time, our trust's engagement team were looking at a product called Hive, which interestingly, we went on to get, which was more of a staff engagement tool. So it allowed you to give somebody a Hi-five if they'd done something good that you appreciated or allowed them to ask us if we'd had a good day, but it didn't do any more than that really.

So we really felt that ImproveWell gave us more, and it gave us more of what we wanted. But it was a very long process to get approval from it and information governance and lots of forms to fill in, and lots of things to send them. We also had a little bit of an issue with funding. So we originally applied to our hospital charities for funding because this was a platform that was to support staff wellbeing, but unfortunately that was rejected. So in the end, we ended up persuading our director of Pharmacy to give us a chance to trial this for 12 months. And as we're coming towards the end of that 12 months, I will be doing some sort of report to let him know what the benefits of this have been. But hopefully, you know, we're gonna share some of those, those benefits with you today. Next slide please.

So how did we launch? So the team, Nish and Ben came up to Newcastle for a couple of days, went to all our sites. So, you know, we have those two main sites, but we also have staff in other smaller locations across the city. So they visited everybody, and helped us to get onto the app really. So everybody was shown how to download it and how to sign up. And we were given lots of freebies, and this is just some of, some of our team who were involved and, and have signed up. Next slide please.

So, to today, 40% of our pharmacy workforce has registered on ImproveWell, and we've been reassured that this is pretty good for the first year. We assigned leads to the particular teams, so everybody was put into a team that either fitted in with their band or with their area of work. And then those smaller teams are much easier to manage.

Sinead and I see everything, but we have local management of the ideas that come from specific teams, but we have a small working group that Sinead and I chair this meets every two weeks. We review all the new ideas that come in, and we also have a spreadsheet of all our ongoing actions. So we do make sure that everything is, is followed up. We have a whole department information sharing session every month on teams where everybody can join to hear what some of the ideas are and how we've actioned them. Sinead also does a monthly information bulletin. We send this out to people, we print copies out and laminate them and stick them up around all parts of the department so that people can, can see what

ideas have been implemented. And also, um, we have the QR code on there as well, so that we can encourage more people to join.

So up to today, we've had a total of 107 ideas logged. 45 of those have been completely actioned. Some of them we haven't taken further, and some of them are still in progress, but there haven't been any that we've dismissed out of hand. All of them have been considered. And if we haven't been able to take them forward, perhaps because of funding or because of other things that are going on in the trust, then we have let the people who've logged those ideas know, and we've really had a lot of positivity from staff who've had their ideas actioned. Next slide, please. And I'm gonna tell let Sinead tell you a little bit about some of the ideas that we've actioned.

Sinead Greener (14:57)
Thanks, Lorna. So, as Lorna mentioned, we think it's really important to, to share the ideas that have happened and there's been some really good suggestions for change. So as pharmacists or technicians going around the ward, oftentimes there's nowhere to purchase or perch, sorry, with your laptop and we're all digital now, so people were resting laptops on bins or just in their arms as they're trying to follow the ward round around. So the suggestion came onto the app of getting carts, so you can see the picture there of two of the staff sitting with the cart, but actually the cart rises up and it wheels around so it can be moved around. And this was a really good suggestion, and it actually helped one of our colleagues, who was pregnant at the time, and she said it was just, it was just a game changer for her because her massive bump, she was really struggling with the laptop. So, that's something really positive that's come out of the app.

So the next thing we've got there is fridge monitoring in our dispensaries. So, it's was moved from daily to monthly. So, we have a continuous automated system of monitoring the fridge temperatures, which came in obviously with the advancements of digital technology and moving forward. But we continue to measure the temperatures of the fridge manually daily. And some of the colleagues in our department were saying, "why are we still monitoring it daily when we've got the automated system? We're doing it twice and surely the automated system is more reliable." And this had been said over and over again, and everyone's like, yes, you're right, you're right, you're right. But, um, nothing changed. We got ImproveWell in and it was, it was one of the first ideas to be put on the on the app. And obviously we've said, whatever comes on the app, we will, we will action. Whether it's with a positive response or it's a, a response saying it's not possible to happen. So we looked at the fridge monitoring immediately, and within, I would say a week, we had stopped measuring the temperature of the monitor, the fridges daily manually, because they were getting done automatically. And now they're just checked monthly.

So it's made a massive change to the staff, and their time. And also they felt really that they'd been listened to 'cause they had been saying it for a while and, but it took it nearly, it took the app for it, the change to come about.

We also order controlled drugs on the wards. And, you know, this is a process whereby the drugs are ordered in a book by the nursing staff, it's sent down to the department and then sometimes they have to go back because a carbon copy hasn't been completed, or they have to go back because we're in the process of supplying something, but they need something else. And our lead technician looking after Omni Cells, these dispensing units, came up with a suggestion that for the controlled drugs we should actually be doing it, um, automatically. So that getting rid of the books and just doing it through the dispensing unit straight to the dispensary. He talked about this for a long time and then ImproveWell came in and he put it on the app and it's really been a fantastic change, because they followed a proper quality improvement process. And he led on it. I don't think he would've felt as empowered to lead on it, but he put the idea on the app, everyone thought it was a great idea and encouraged him to go with it. And he engaged with the stakeholders, got some baseline data, did a little trial. They've made a few changes and now it's being rolled out on some of the wards that have the Omnicell unit.

So we've found it a real, a real positive change and a really good model of quality improvement work. So there's some nice changes that have happened, but there's also been really small changes. And the, I think, the idea with ImproveWell is, is about making everybody's voice count. And it doesn't matter how small the idea, but it's important to, you know, raise it.

So morning huddles were something that came about with Covid but one of the teams in particular just never embraced it, never did them. And, you know, members of the team have been saying, "Can we have them? Can we have them?" But it just wasn't happening. And then they put it on the app, and again, we have to action what's on the app, and they've started doing them and they've just made a massive positive change. Morning huddles are had, and each morning the information is posted into the teams chat. So that if you are starting later or if you're not in that day, you know who's been in and who was covering what areas that morning. So it's, it's been really positive.

Other, other small things like electronic lieu forms, these were talked about for over a year, but nothing was happening with them. And somebody said, "can we please start using them?" It went on the app and people started using them. And again, the introduction of meetings, meetings across bands had been happening for band sixes for years. And the Band Sevens put on the app, please could we have some meetings, that happened. And then it was really positive outcome we fed back of in the bulletin about the positive outcomes of the Band seven meeting.

And then we had another improvement idea from the bandaid book, "What about us? Can we have a meeting across bands?" So it just shows sharing, sharing ideas, and good practice, with something that's really positive that's come out of the app. So, next slide please.

So, overcoming challenges. The app also has the, the Good Day Measure feature, which we were very excited about when we started initially 'cause we were using green and red counters to measure if we'd had a good day, green, or bad day, red, and they were being put in jars. And we thought the Good Day measure on the app was a nice feature because it avoided people grabbing handfuls of green or handfuls

of red. But we actually stopped using it, because we found that people were, weren't engaging with it. And we actually really just wanted to focus on the ideas and we wanted ImproveWell to be about the change idea and, you know, somebody thinking about what difference that they could make, what their idea was, and sharing that with others and not so much focusing on a, a good day or a bad day. Because sometimes ideas were coming in that people had had a bad day, but it was because of a bus or an external factor that had caused it. So we, we paused that feature, but I think it might be useful in other teams, maybe, if not so big teams.

So we're focusing on the ideas and we're really showing people that their ideas can lead to change, and encouraging people to get their ideas on no matter how small they are. Some teams have been reluctant to engage and initially we did think, do we just roll it out in the teams that we know are going to engage or do we do a blanket approach? And we did a blanket approach. We just went out to everybody. So we have had some good engagement from some and they're encouraging their colleagues to get on board, but we want to identify some champions, especially in the areas that aren't engaging. And we want to target more teams to get onto the app. In some areas I think communication is quite good. So they just speak up, they don't feel there's a need for an app, but actually the app is a nice way to record the changes they're making. So we want to try and engage with those teams and just get them to log all the changes they're making onto the app.

We hope to invite the ImproveWell team back again, to help us with engagement in these teams that, and areas that haven't engaged yet. And we're really hoping to sign up for another year, and to advertise to other trust departments who've expressed interest in the app. So we're very grateful for the change that ImproveWell has brought, we feel that we're really listening to our staff and we're valuing the input that the staff put in. So we just hope to continue sharing all the great ideas that are coming in from the Pharmacy team. So thank you for that.

Claudia Orrell (24:30)
Thank you so much, Sinead and Lorna, it's really wonderful to hear about all those successes and just to see how that you are building on all the ideas that are coming through. And it's really lovely to hear that, I guess, that these ideas have always been there, but just the fact that a simple tool like ImproveWell can just really help to make it happen and for them to come to be materialised, I guess. Thank you again. Thank you again. So next up we have Ben.

Ben Russell (23:32)
Thanks, Claudia and thank you Lorna and Sinead. It was excellent to hear. And yeah, it's been an absolute pleasure working with working with you both over the past year and to kind of see the engagement and the kind of changes taking place at the trust.

So yes, hi everyone. I'm Ben. I'm the Head of Customer Success at ImproveWell, and as Claudia mentioned I'm gonna spend a little bit of time talking about, I guess the important factors in driving success in a ground up improvement programme. There'll be some stuff relating to ImproveWell

specifically, but this piece is also in a more general sense, you know, any type of improvement programme. You know, what do we tend to aim for? What's the North star of success when we're launching at trusts?

So the kind of first thing to take into account, which may seem obvious, is the why. So, you know, that kind of pre-planning phase. If you're looking to run an improvement programme, what is the reason that you're looking to do it? and what are you trying to get out of it? why is it gonna be useful for the cohort that you're launching it to? This could be a small team, it could be a large department that we've just heard about. and how is it gonna be useful for the managers that are running it? And that's kind of all about what the desired outcomes are.

So before we launch any programme, we like to have a discussion around what the outcomes and aims are. So we have something to aim for, and it tends to be a discussion that revolves around, are there existing challenges that you are wishing to solve? Like we've just heard about, you know, people share ideas in a myriad of different ways, but it can be really hard to kind of drive those to fruition if there's no evidence base for that.

So yeah, a platform like ImproveWell can be great because now you have it in black and white there on the screen, you know, this is what people are saying, this is what we need to change. But it can obviously also be about looking to uncover unknown challenges. There's always gonna be things that are on the fringe of the field of vision to a management team that maybe they don't see that running an improvement initiative will, you know, uncover, and help them aim for.

But to be honest, it's rarely a singular reason. And those kind of two things work, you know, work hand in hand really well. Next slide please.

Great. So, then obviously we focus on the who. So what's the cohort that you're looking to gather feedback from and crucially understanding them and knowing what the best way to engage with them is? You know, we've heard about today about using ImproveWell across quite a large team. You know, we also have programmes with teams of 10 or less people, and there's definitely different ways and different tactics to engage with them, and also, you know, who will champion the initiative. This doesn't just mean who's gonna be sort of in charge of viewing and responding to feedback. You know, that's the next point here, which is important. But when we launch an improvement initiative, it's also really important to identify your, kind of, early adopters and your champions, the people who are sharing feedback, but can also kind of champion it on the ground with their colleagues and share the success and share the impact and, you know, convert people that are maybe a little less convinced when launching the project. And yeah, finally, who's responsible for reviewing, responding to, and implementing the feedback? Something that myself and the customer success team always say when we launch a new organisation is usually the platform is as successful, as the team that are leading it. Lorna and Sinead are absolutely the evidence-based for that.

You know, they've had a really, really successful programme, because they've done a such a fantastic job at ensuring that feedback is listened to. You know, in those, uh, fortnightly meetings that they talk about people are responded to changes of actions. And then you close the feedback loop, you share with everyone in the cohort, this is what's come into the platform, this is what's been said, these are the changes that have been made, off the back of it. Um, next slide please.

Perfect. So then, it's kind of the how. So the, how will you gather improvement feedback, earlier you saw, Hannah talking about ImproveWell's three feedback systems. Obviously there's a myriad of other ways to gather improvement feedback, but I think, you know, it's really crucial that you identify the ways that you want to engage, prior to launching any initiative. 'Cause if you leave it too open, you know, it can get confusing. And this is why a lot of people tend to want to utilise a platform like ImproveWell because, you know, they'll open up to the floor and they'll have feedback coming in, in person via email, in a physical suggestion box in a staff room. And sometimes it becomes too much. So to kind of streamline, understand how you want to engage is really important how you'll communicate. Again, very, very important prior to launch. We encourage as many communication channels as possible. You know, you can never say something too many times. So, you know, the in-person communication is key, email, newsletter, that kind of thing. Explaining what the initiative is, but also what the benefits are, how it will impact on their work. How will you review an action? Again, the fortnightly meetings, I think is a really key one. And having more than one person responsible for viewing the feedback, it means there isn't a single point of failure. It means it becomes a real collaborative effort, as we've seen today.

And similarly in those sessions, close the feedback loop there with the cohort, what the impact has been. Because, you know, when you launch, there will be some people that are maybe slightly resistant, who don't, who feel like, if they've been at an organisation for a long time and there's been other ways that, you know, they tried to drive change and that hasn't worked, then understandably, they might not be as convinced when you launch a new initiative.

But the real way to deal with that is to close the feedback loop with everyone and kind of share the impact. And then similarly, how you'll measure the success against those initial aims that you set out to achieve. And again, um, sharing that back with the team. Next slide please.

So a little recap. I think these are the three main points, prior to launching, understanding your aims and goals, identifying your key stakeholders across the board. So that'll be the cohort on the ground that are sharing feedback, the champions alongside them, alongside them, the managers that are reviewing the feedback, but then also even some higher level members of staff who can at least show some interest and champion whichever projects you're running, and also plan meticulously on how you're going to gather feedback and what will happen once the feedback comes in. That is the real crucial point. Yeah, you don't want feedback coming in and then the cohort not hearing back for weeks, months because then the initiative, you know, people will just stop engaging with it. Next slide. Perfect.

So when you launch the initiative, as we've said, with the comms prior, try and create some buzz and maximise the opportunity to more feedback, you know, using all the comms channels that you can. What we always encourage as mentioned previously, is if you can do a sort of onsite or virtual launch event. So what we do with many organisations is we'll come on site, we'll bring some ImproveWell on merch. We will do a trolley dash around the wards. We'll be set up in a room for staff to come visit us. You know, we can present the effectiveness of the platform, talk about previous use cases, and doing that alongside, the managers at an organisation. So, we can be the experts of the platform and then they can be the experts of how it's gonna work well for their organisation and just to try and get buy-in from as many levels as possible. Next slide please.

And then after launch, the work doesn't stop there. You kind of have to assess the initial uptake and adapt where needed. All feedback doesn't need to be shared individually by one person in silo. What a lot of organisations do, they'll encourage group feedback sessions as well. So whether that's in meetings, huddles, one-to-ones, it's really good to mix it up and trying to ingrain whichever initiative you are using, as a new behaviour. So, it becomes kind of a second nature for staff when they have an idea. They can either, share it on a platform themselves, or if you are using huddles and meetings to spend five, 10 minutes just saying, you know, let's talk about what ideas people have on, staff wellbeing. Let's talk about what ideas we have on anything else you can get people engaging with your improvement initiative there. And if that's improved, well you can log on the platform in real-time, plays a feedback loop. I know I've said this many, many times, but this tends to be the real crux of a successful programme. There's kind of a few stages of running initiative. Obviously it's empowering for staff to give them a voice in the first place, but that moves up a level when they're aware that their feedback is being looked at, and then it moves up another level when something that they've suggested gets shared with the rest of their team saying, you know, this person shared this idea. This is the impact that it's had. So, that can be really, really powerful. The next slide, please.

And this is a slide that we usually share within our first meeting with an organisation. And we kind of can continue to share with our ongoing check-ins throughout the programme. Improvement work is never over. There's always going to be things that can be improved and things that can be solved. We just suggest you doing it in these stages. It's kind of, it's a cyclical process. So you'll launch an initiative, spread the words, make it successful, get the feedback, implement, get those early adopters to champion it on the ground, start getting those case studies of ideas and feedback that have been implementing, promote that to the rest of the cohort, and then more feedback will come through. So, it is a cyclical process. It's amazing to hear about the work that Sinead and Lorna have done. But yeah, it is always an ongoing process, because yeah, there's always improvements to be made. And that's me.

Claudia Orrell (35:32)
Thank you so much, Ben. That was brilliant. Wonderful, thank you. So, we now come to the q and a if anybody has any questions, please pop them in the box. I can see we have one already. Which actually, Ben, is for you. Someone's asking, what is a trolley dash?

Ben Russell (35:52)
Yeah, sorry. That's terminology. So that will be in a department where, you know, we'll load up a tea trolley with ImproveWell goodies and we'll kind of walk around to various stations of work and chat to people on the job essentially about the platform, and it's really good for awareness and really maximises the ability for us to, I guess, meet as many members of staff as possible. Obviously this isn't possible in every single team or every single department, but where it is possible, we do really encourage it - 'cause it, yeah, it just creates a bit of excitement and a bit of buzz and it's awesome for myself and team to meet as many people as possible and have a bit of a chat about the work they're doing and potentially, you know, how a platform like ImproveWell or an improvement initiative can help.

Claudia Orrell (36:48)
Brilliant. Thank you. Hannah, we've got a question here about the data that you were presenting and someone saying it was fascinating to see the differences between those two sets of six months. What do you think might be next? Do you have any inclination about where things are headed next at all?

Hannah Campbell (37:07)
I think it's a good question given the everything that's going on with political changes. But I mean, I think we're always gonna see the ImproveWell particularly as very useful for those small, sort of, day-to-day short-term fixes as, I think I Lorna and Sinead referenced some really, you know, good examples of that, like desk that moved up and down, things that really just, you know, quick fixes that make a difference to people's, day-to-day working. I think that's, there's always gonna be a place for that. But I do think we're gonna continue to kind of see more and more of a focus on actually, you know, staff engagement, staff wellbeing, and how that sort of really, really is important for that kind of longer-term strategy in, in supporting quality of care and, and patient outcomes. So, I think we will continue to see that sort of focus on the ideas as they come through. And I also think, again, in the last year, and I, I expect we'll continue to see this, that there'll be more of a focus on partnership working as well. The idea of sort of system, system working and sharing data and ideas, which is, is sort of what we're doing in the Black Country, LMNS, actually sharing those, those ideas across an integrated system, not just in a sort of trust setting, and how we can actually all work together to share that learning and drive, drive the outcomes for, for the population in, in a geographic region.

So I think, yeah, for me there's, there's probably those two changes that, regardless of where we go sort of politically, I think we will, I would expect that we'll continue to see those, those areas of focus.

Claudia Orrell (38:48)
Thank you, Hannah. Thank you. Sinead and Lorna, there's a couple of questions here about the programme at Newcastle. So first off, has the programme, has the launching ImproveWell and the work around ImproveWell created more work for you guys or for anybody else in the department?

Lorna Clark (39:08)

It definitely, it definitely has. I think for us, and I think it's been tougher because I was on secondment at the start of this year. So Sinead was doing a lot by herself and now Sinead's going, going off to do something else as well. So that's made us just realise that actually there's too much for both of us if we want to do this well. So we, we've literally just within the last week gone out for more help. But, so the difficulty is we see everything and what we didn't wanna do, we didn't know what was gonna come through initially, so we didn't want lots of people having access to everything 'cause that might discourage people putting ideas on there. So we, we were quite protective of it initially. And then we've got this smaller working group, which has worked really well. And I think some of the members of that smaller working group will help us, but also I think we've realised we need some admin support. So a lot of what happens, is not necessarily, you know, pharmacists don't need to do it. It needs to be somebody who's good with spreadsheets and just chasing people up and asking them where they're at with things and reporting back at meetings, you know, and, and some of the bulletins and things like that. So yes, it has been a lot of work, but I think it's been, been worth it. And this year was always gonna be a trial. So, I guess we've now recognised what we need to do to make this easier to manage going forward.

Claudia Orrell (40:41)
And do you think for the members of staff that are feeding back, are they managing to do that easily and quickly within their working day?

Lorna Clark (40:50)
Yeah, I think they are. Yeah, and to be honest with you, you know, Sinead's very good, very, very good feeding back and encouraging others. Have you seen this? Would you like to feed back? And we meet as a small group every other week, so there's never more than two weeks before somebody gets a response because we'll make sure that everything that we discuss at that meeting gets a response. And that might even be done in the meeting. You know, Sinead might be doing the meeting and doing the response at the, at the same time.

Claudia Orrell (41:25)
Amazing, amazing. We've actually just had another question come through for you now as well from Simon Cox: Thank you for facilitating the introduction of ImproveWell, you mentioned a 40% uptake in staff registration. Have you identified any specific reasons why the uptake hasn't been higher and any ideas to improve this?

Lorna Clark (41:47)
So, we've got some areas that are just not interested. So we, we have a, a small group of staff that we're trying to do some work with, that work in one particular area of the department who have the attitude of, 'well, nothing's ever gonna change around here. So I, I don't know why, I wouldn't bother telling you because nothing is gonna change.' And that, that's been really hard because, you know, we've demonstrated that things are changing. So, we keep, we keep persisting and, you know, the one or two people in that area that are interested, we're trying to harness that. And then I think we've got two big chunks of the department. So we have a big manufacturing unit, and we also have a big advanced

therapies unit, and they already see themselves as very separate to the rest of the department. So Sinead and I have really struggled to get them engaged. So initially we had some people who came to our planning meetings, but then it's not gone any further than that. So I think if we could get those three areas engaged, I think that number would really go up. The rest, you know, the rest, the 40% is kind of spread a across. I think the other thing is as well, WIFI, I don't know what it's like in other trust, but WIFI in, in the trust is not always great. And also people don't always wanna use their own mobile devices. So again, it's been about telling them, you don't need to just use your mobile, you can do this on a pc. But again, you know, access to pc's, so, so pharmacists, technicians who always have laptops, they can do whatever they want whenever, but our staff who are on deliveries or in the stores or in production, they might not even get to do the mandatory training because they don't have access to the technology.

So, in summary, I think probably some areas that think nothing will change, some areas that aren't all that interested and think they have their own things going on 'cause they don't really feel like part of pharmacy. And then access to the tech, I think they're, they're the three things.

Claudia Orrell (44:05)
That's really helpful. Thanks Lorna. Interesting. Related to that, there was another question, asking, does it matter if engagement is less than a hundred percent? Lorna, do you wanna talk about that? Or Ben, would you like to maybe, Lorna, do you wanna start and maybe Ben can add some, some insight from a wider perspective as well?

Lorna Clark (44:27)
So I don't, I mean, I don't even know what we were aiming for, to be honest with you. We just, and I don't think we'll ever get a hundred percent 'cause we know that there are some people in our department that just won't, won't engage. So we've got some other things. We talked to Nish last week about having a way that people could do reporting anonymously, because one of the things was that people might not want us to know it was them. So Nish has helped us with that. So we're hoping that might put the numbers up a bit. We have a target now of 70% that was kind of thrust upon us. But yeah, I don't know, we getting loads of ideas through, so realistically if we had a hundred percent of engagement and every single person was, was putting an idea on, we'd get nothing else done.

Claudia Orrell (45:25)
Brilliant. Okay. Ben, do you wanna talk a little bit about that as well, just from a more holistic perspective?

Ben Russell (45:33)
Yeah, of course. Yeah, I mean, I think that's spot on really. Often an improvement initiative will be introduced as kind of non-mandatory. So, you would be hard pressed to get a hundred percent, you know, you're always gonna have people that are a little bit more cynical, perhaps a little bit more resistant to things like this. But I, you know, I think it's absolutely spot on what was, what was just said there. You know, the feedback that you do get is, is likely going to be representative of these silent minority anyway,

because, you know, these teams are working together, staff members are going through similar things. So, you know, if you have, between a 40 to 70% engagement rate, I think the voice of the silent whatever, 60 to 30%, is still being heard because the feedback that's being given by the people that are being vocal and the changes that are being made is going to have an impact, on the staff that are silent as well. It'd be very rare for someone to share an idea that is just going to affect them personally. It's gonna be stuff that's gonna improve things for several members of staff or the whole team or the whole department. So yeah, that's very, very normal to see.

Claudia Orrell (46:56)
Brilliant. Thank you. I think we just have one more question at the moment. Someone was asking for a little bit more information about the Black Country programme. Hannah, I think that was in your slides.

Hannah Campbell (47:08)
Yeah, so I guess it builds on what is leading to in the previous question about where we see, you know, the use of ImproveWell and the data going. So Black Country have been doing, I guess a sort of pioneering new piece of work where they're using the tool across all four trusts within the region, to then feed these kind of ideas through to the to the LMNS, within the ICB. So it is a slightly different model of working than we would typically see at ImproveWell, but with the view that we're actually then have that data in a sort of more, more geographically, I guess geographically regional position to actually share learning, share positive things, which is really exciting and nice as well, and actually look, you know, are we seeing consistent themes that are coming through for ideas for improvement as well? So, you know, do all four trusts start to see the same sorts of challenges, or is there, you know, one trust that has this really good idea or cool way of doing something, and then we can actually share that and roll that out across, across all four locations. So yeah, it's much more of, sort of running that kind of regional approach to improvement, which again, as I said, I think we're gonna see a lot more of, or continue to see a lot more of focus on this over the next sort of three to five years, with the way in which, the changes in the structures have gone. So yeah, it's been very, very cool and very interesting. We are one year in and as I mentioned, we, we've been nominated for a couple of awards through that piece of work as well. And we've got, you know, a couple more years to sort of build, build on that. So probably more to come on that and hopefully more interesting updates to share at some point in the future.

Claudia Orrell (49:02)
Thanks, Hannah. Another question here about, the different improvements that might come through into the app. Ben, do you wanna take this one? It says does it allow you to vote for improvements that others have suggested to help you prioritise which things need to be actioned first?

Ben Russell (49:19)
Yeah, yeah, absolutely. So, yes, is the, is the short answer, when an idea comes in, that can be shared with the rest of the cohort, the team, the department, and other members of staff can, yeah, exactly that they can vote for the ideas that they like and then the managers can prioritise the ideas on the platform in

order of, you know, what has the most votes and kind of assess them that way. Yeah, that's quite a popular bit of functionality.

Claudia Orrell (49:49)
Okay, thanks Ben. Okay. Wonderful. I'm just gonna wrap up now then. Thank you so much and especially Lorna and Sinead for taking time to speak to us today. We know you're super busy. It's been so useful and interesting to hear you talk about everything that's happening with the Pharmacy team up in Newcastle. Thank you to all our attendees as well, and of course, Hannah, Ben, sorry guys, didn't mean to miss you off there! It's been really, really helpful - really interesting.

Thank you again. It's been really, really interesting. Very insightful and, and hugely topical.