

A person wearing blue scrubs and a red stethoscope is holding a smartphone. The phone screen shows a green header and some text, likely a pharmacy-related application. The background is a solid teal color.

COMMUNITY FORUM

Creating the environment for continuous improvement: a Pharmacy team case study and strategic insights

25th September 2024

ImproveWell.[®]

1 Welcome

2 A look at the last 12 months

Hannah Campbell, Head of Partnerships, ImproveWell

3 Newcastle upon Tyne Hospitals NHS Foundation Trust – Pharmacy Team

Lorna Clark, Assistant Director of Pharmacy, Newcastle upon Tyne Hospitals NHS Foundation Trust
Sinead Greener, Lead Clinical Pharmacist, Newcastle upon Tyne Hospitals NHS Foundation Trust

4 Driving success in a ground-up improvement programme

Ben Russell, Head of Customer Success, ImproveWell

5 Q&A

6 Thank you!

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We analysed a sample dataset from the last 12 months to understand what frontline staff are aiming to improve.

H1 (1-Oct-23 to 31-Mar-24)

- **Working environment:** focus on physical conditions like heating, cleanliness and facilities maintenance.
- **Communication and teamwork:** emphasis on better internal communication processes and utilising in-person meetings for planning.
- **Staff wellbeing:** suggestions for activities and support systems to improve morale.
- **Process and workflow improvements:** making day-to-day operations more efficient, particularly around patient flow and resource use.
- **Patient experience and safety:** improving patient care through clearer communication and enhanced safety measures.
- **Training and development:** more focused and accessible training opportunities for healthcare staff.

H2 (1-Apr-24 to date)

- **Working environment:** focus on improving specific equipment.
- **Communication and collaboration:** streamlining cross-department collaboration and improving team meetings.
- **Staff wellbeing and morale:** a deeper emphasis on mental health, teambuilding activities and recognition initiatives.
- **Workflow and efficiency:** optimising work processes with more emphasis on sustainable and innovative methods e.g. digital tools.
- **Patient experience and safety:** more focus on safeguarding and improving discharge processes.
- **Learning and development:** added focus on mental health and civility training.
- **Sustainability initiatives:** a new focus on reducing waste and introducing environmentally friendly practices (not a key focus in H1).

Sustainability

- This is a prominent theme in H2 vs. H1 and reflects a growing focus on environmentally responsible practices.

Staff wellbeing

- Whilst this is a core theme over the period, H1 focuses more on immediate suggestions regarding the working environment, whereas H2 focuses more deeply on long-term morale-building and recognition systems.

Innovation

- H2 incorporates more suggestions related to innovation and sustainable improvement, whereas H1 focuses on quick fixes and day-to-day operational efficiency.

H1: reactive e.g. immediate problem-solving

H2: proactive e.g. long-term wellbeing & sustainability

We are seeing an increasing amount of NHS organisations using ImproveWell for regional / national transformation projects.

Royal College of Psychiatrists (1yr project)

RCPsych's 'Enjoying Work' collaborative enrolled **38 teams** across **16 NHS organisations**. This is the first national programme of its kind, and likely the largest improvement collaborative on this topic globally. The programme achieved an aggregate:

- **+50%** improvement in the % of people who frequently enjoyed being at work;
- **+41%** improvement in the % of people who experienced no symptoms of burnout; and
- **+38%** improvement in the % of people extremely likely to recommend their team as a place to work.



Black Country Local Maternity and Neonatal System (3yr programme)

The Black Country Local Maternity and Neonatal System became the first integrated care system to roll out the ImproveWell platform across a region to drive improvement and staff engagement. This work has recently been nominated for two awards.



Health Tech Awards 2024: Best Use of Digital for Integrated Care Systems

Now for our latest category: here we present the finalists in the category of Best Use of Digital for Integrated Care Systems.



ImproveWell

Overview. Black Country Local Maternity and Neonatal System (LMNS) launched an improvement programme in July 2023 using ImproveWell to enhance its services across multiple NHS trusts, with the programme already reportedly showing significant impact to date.

NHS transformation and change management projects often fail due to:

- Poor stakeholder engagement (resulting in solutions that do not meet needs)
- Insufficient resources and training
- Failure to address personal experiences (leading to disengagement)
- Inadequate adaptability (leading to projects becoming disconnected from evolving staff/patient needs)

When delivering a regional transformation project involving multiple stakeholders, it is challenging to:

- build a shared vision;
- assess readiness for change;
- engage with different stakeholders effectively;
- capture real-time learnings;
- test change ideas; and
- fully embed a Quality Improvement methodology.

Staff resilience is also key in delivering a large-scale rollout of a new initiative.

Making it easy to capture real-time data to improve staff experience *and* the quality of patient care.

ImproveWell captures ideas, sentiment and survey responses from staff and patients 24/7, building a central information repository. An ImproveWell-powered learning system can provide stronger support to transformation projects by enhancing professional satisfaction, collaboration and shared learning.

Idea hub

Empower the frontline to suggest improvements in real time, fuelling lasting change



Sentiment tracker

Track and boost workforce morale by asking your team "Have you had a good day?"



Pulse surveys

Understand what matters and where improvements are needed with pulse surveys



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- Acute Trust with regional specialist services
- 2 main sites (Royal Victoria Infirmary & Freeman Hospital)
- 8 Clinical Boards
- 91 wards / departments + support services
- 16,000 staff
- Annual income >£1 billion
- 2 million patient 'contacts' per year

Our Pharmacy team

- >450 pharmacy staff, non-registered and registered
- Clinical, admin and clerical, stores, manufacturing, supply and delivery
- Production, cellular therapies, clinical, procurement, homecare, dispensary, stores, education and training, patient safety
- Sinead Greener / Lorna Clark: Pharmacists and Improvewell Leads

- First year using ImproveWell, launched in November 2023.
- We wanted to give all our staff an opportunity to put forward ideas for improvement and ensure everyone's voice was heard.
- We wanted to make sure all ideas, no matter how small, were considered.

Main objective: to engage with all sections within Pharmacy and collect ideas for improvement.

Why did we choose ImproveWell? Our SEG came across it in an article about Joy in Work and the IHI. We made contact, had a demo and were impressed, particularly with ideas.

Long process to get approval from IT, Information Governance and for funding. Currently coming to the end of a 12 month trial.

How we launched and used ImproveWell

The ImproveWell team came onsite (all sites) for two days and helped us launch the app.

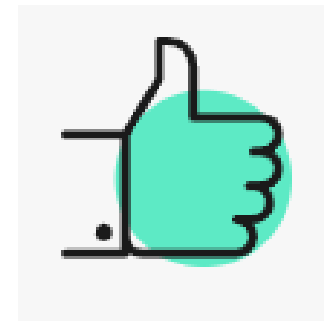
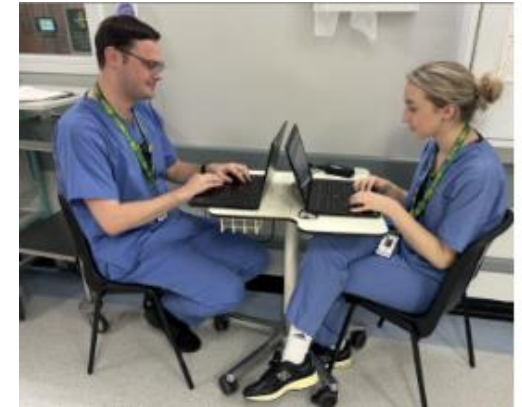


- Teams were created in advance of the visit, based on area of work / similar job roles.
- Teams were shown how to sign up, helped sign up immediately if possible and given promotional material.

- Approximately 40% of the Pharmacy workforce has registered on ImproveWell.
- Leads assigned to teams and given the responsibility of responding to ideas raised in their area.
- A small working group meets every two weeks to review new ideas and ensure ongoing actions are followed up.
- Whole department ImproveWell information sharing session takes place every month (Teams) to inform all areas of the new ideas.
- Monthly information bulletin is created sharing the good ideas and outcomes, as well as encouraging others to join.
- **107 ideas have been logged, 45 have been actioned.**
- Lots of positivity from staff who have had ideas actioned.

Sharing best practice

- Individuals wanted a place to work on the wards – carts were introduced.
- Fridge monitoring in dispensaries moved from daily to monthly.
- Controlled drugs will be ordered automatically by ward-based robotic dispensing units (Omniceils).
- Some small changes leading to big staff satisfaction:
 - introduction of morning huddles;
 - introduction of electronic lieu forms; and
 - introduction of meetings across bands.



- Good day measure – limited use in making changes – switched off after six months.
- Focusing on ideas and showing people that their ideas led to changes.
- Some teams more reluctant to engage than others - focus on those who are keen and will bring colleagues on board.
- Identify more champions.
- Target areas that are not using the app at all.
- Invite the ImproveWell team back to help with engagement.
- Sign up for another year – advertise to other Trust departments.

**Continue sharing the successes of
our really great Pharmacy team**

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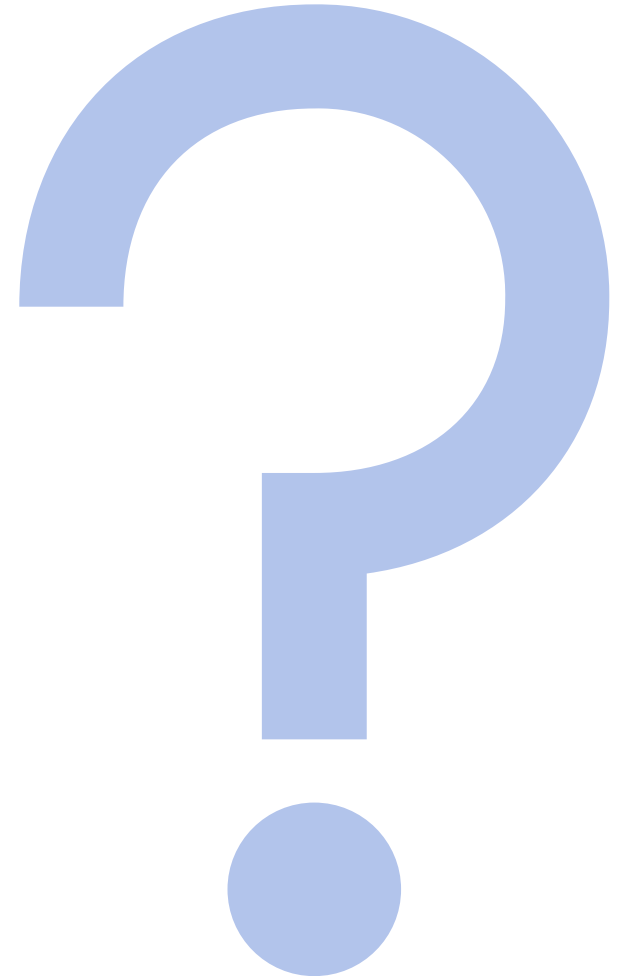
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- Prior to launching an improvement initiative, it is crucial to get to the crux of why this will be helpful for the cohort(s) and their managers, and what the desired outcomes are.
- Are there existing challenges you wish to solve? Are you looking to uncover unknown challenges?
- There is rarely a singular reason, but having some understanding of what you want to achieve can be essential during the planning phase.





Who are the cohort(s) you are looking to gather feedback from and what is the best way to engage with them?



Who will champion the initiative? It's impactful to have both senior members of staff and members within the cohort itself to fully champion the initiative.



Who will be responsible for reviewing, responding to and implementing the feedback? This same group will also need to close the feedback loop and communicate the impact of any changes made.



How will you gather improvement feedback?



How will you communicate to your cohort(s)?



How will you review and action?



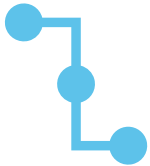
How will you close the feedback loop?



How will you measure the success?



Have some understanding of the aims/goals of your initiative.



Identify the key stakeholders, from improvers to managers, and how you will communicate with them.



Plan meticulously how you are going to gather feedback and what will happen to the feedback once it has been gathered.



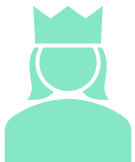
To create some momentum, and in turn maximise the opportunity for more feedback, create some buzz and excitement around your improvement initiative.



As well as communication prior to the event, you may want to host a launch event to maximise exposure.



When organisations launch ImproveWell, we usually come onsite to help facilitate the launch. This is a combination of presentations/Q&A with teams and a walk-around of areas of work to meet staff, hand out goodies, encourage sign-up and explain the platform.



Reiterate senior leadership buy in.



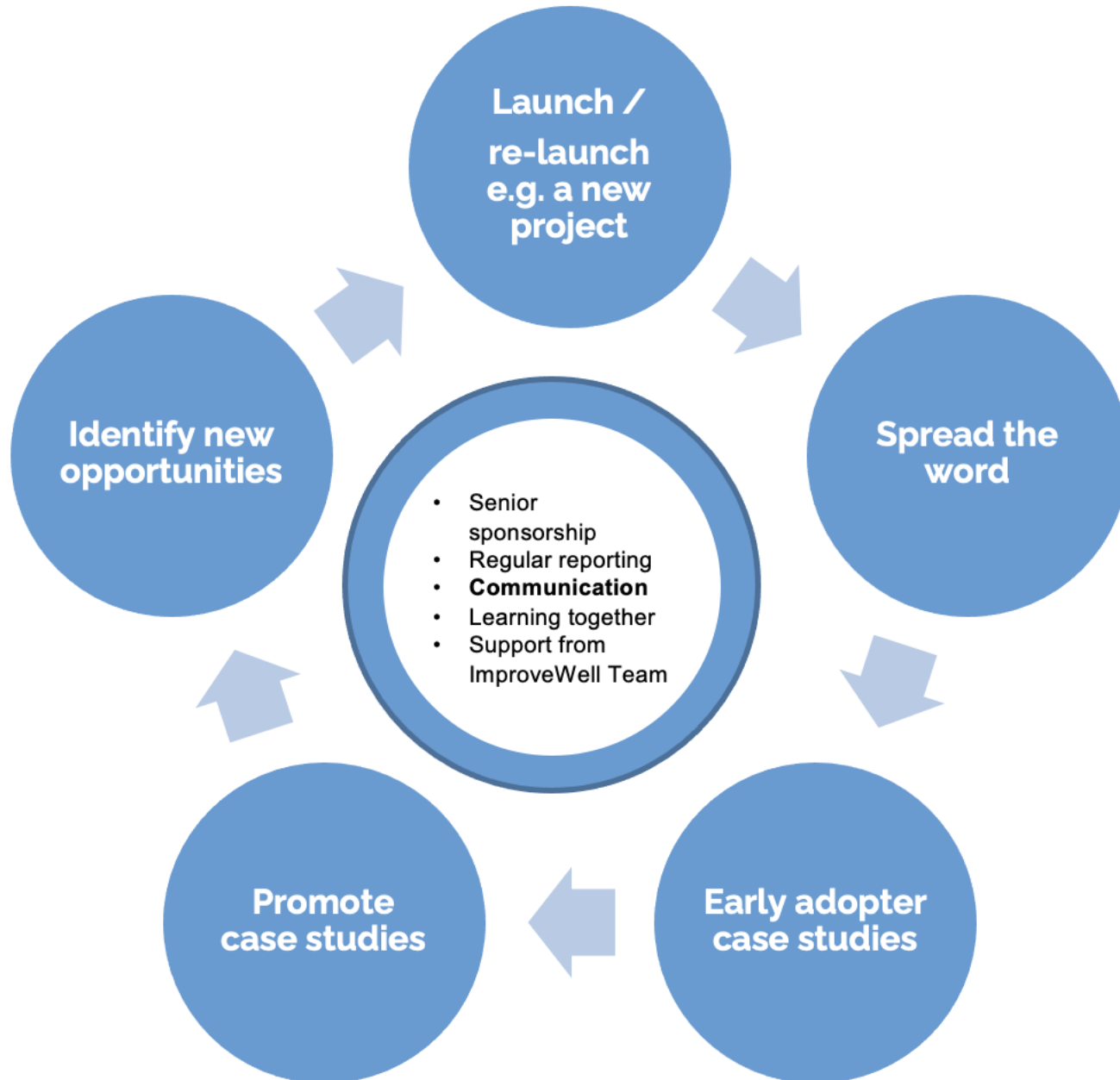
Assess initial uptake and adapt where needed. Some initiatives require feedback in silo, others in team meetings/huddles. There is no reason you cannot do both.



Close feedback loop. Empower staff by acknowledging their feedback individually and then share this with the rest of the cohort where appropriate. Ensure all parties know their feedback is being viewed and considered.



When tangible changes start being made off the back of feedback, share the impact and celebrate the success in multiple comms channels. This will in turn drive more engagement.



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Q&A

Please submit your questions!

THANK YOU



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