

Episode 14

## QPS TalkTime



A community of quality and patient safety improvers

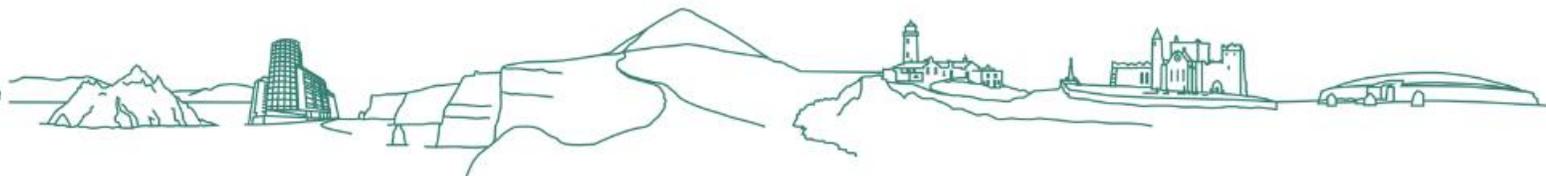
Tuesday 24th October 2023 | 1pm to 2pm

# Engaging staff in quality and patient safety



An Stiúrthóireacht um Ardchaighdeán  
agus Sábháilteacht Othar  
Oifig an Phríomhoifigigh Cliniciúil

National Quality and  
Patient Safety Directorate  
Office of the Chief Clinical Officer



# NQPSD Resources

## Join the Q Community

Apply to become a member of Q Community – find out more via the Q Website

**About**

We are a community of thousands of people across the UK and Ireland, collaborating to improve the safety and quality of health and care. Q is delivered by the Health Foundation and supported and co-funded by partners across the UK and Ireland.



For information on how to apply contact:  
[qps.improvement@hse.ie](mailto:qps.improvement@hse.ie)

## World Patient Safety Day 2023

**World Patient Safety Day**  
17 September 2023

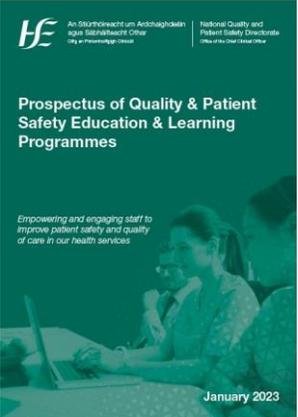


Scan to access resources



## Access Education and Learning

Find out about health courses available to you and your Team



## Listen to our podcast series

Listen to seven podcasts based on the Patient Safety Strategy themes.



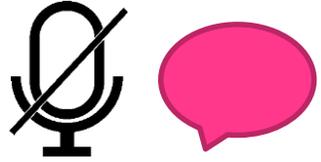
# Connect with us



 YouTube  
**HSE National QPS**  
*@NationalQPS*



# How we are running today's session



- You will be muted but the chat is open throughout - please post any questions or comments there and we will address them after the presentation.



- If your tech fails, don't worry – we're recording it so you can watch back on the NQPSD YouTube channel and access the slides at your convenience.



- Audio is available via your PC or dial in:  
+353-153-39982 Ireland Toll  
+353-1526-0058 Ireland Toll 2  
**Access code:** 2730 808 9821



Please feel free to continue the discussion on Twitter / X: **@QPSTALKTIME**  
| @NationalQPS | @npsolRL | @mapflynn | @johnfitzsimons9 | @juanitaguidera |  
| #QIreland | #patientsafety |



- Please help us to improve our QPS TalkTime Webinars by completing a short feedback form (pop up window before you log out)



- You will receive an email from QPS TalkTime confirming your attendance

# To get started ... we invite you to

Share using the chat box

- Your name, work and where you are joining us from ...
- Finish this statements:

***How are you cultivating autonomy while maintaining accountability in your role?***

# Patient Safety Strategy 2019-2024



## Patient Safety Commitments:

1

### Empowering and Engaging Patients to Improve Patient Safety

We will foster a culture of partnership to maximise positive patient experiences and outcomes and minimise the risk of error and harm. This will include working with and learning from patients to design, deliver, evaluate and improve care.

2

### Empowering and Engaging Staff to Improve Patient Safety

We will work to embed a culture of learning and improvement that is compassionate, just, fair and open. We will support staff to practice safely, including identifying and reporting safety deficits and managing and improving patient safety.

## Commitment 2: Empowering and Engaging Staff to Improve Patient Safety

### Actions

- 2.1 We will **support staff to deliver safe, high quality care** by ensuring their work environment and health care structures and processes are designed and managed to facilitate safe practice.
- 2.2 We will facilitate and co-ordinate efforts to **assess, plan and manage workforce and resource requirements**, using risk based prioritisation, to ensure safe systems of work and safe staffing levels that support improvements to patient safety.
- 2.3 Systems and processes will be further developed to **ensure that staff are effectively listened to, communicated with and are fully involved and engaged** in the planning and delivery of the services they provide and that they are supported and facilitated to raise safety concerns and improve patient safety.
- 2.4 We will **enhance the capacity and capability of health and social care services and staff to improve patient safety** by designing and delivering safety information and training to include patient safety and reliability science, systems thinking, audit, quality improvement methodologies, change management, human factors and multidisciplinary team working for safety.
- 2.5 In partnership with staff and training bodies, we will develop strategies to **promote behaviours that support a culture of safety** including collective leadership, communication and multidisciplinary team working. This will include strategies that enhance situational awareness, for example 'safety pauses' for teams.
- 2.6 We will facilitate the continued **coordination, networking, sharing and learning for patient safety** amongst patient safety leaders, staff, health care providers and external agencies such as the Health Information and Quality Authority, Mental Health Commission, Health and Safety Authority and State Claims Agency.
- 2.7 We will continue to support staff in **reporting and learning from incidents** and implement strategies to enhance and improve incident reporting and reviews.
- 2.8 We will improve and develop **supports (including psychological support) and care for staff** affected by serious patient safety incidents.
- 2.9 We will continue to **support programmes promoting a patient safety culture and person-centredness.**
- 2.10 We will **measure the culture of patient safety** across health and social care services and identify and implement actions to address identified deficits.

<sup>4</sup> For example: Values in Action Programme, Staff Health and Wellbeing Programme, the National Healthcare Communication Programme and the National Programme to Enable Cultures of Person-centredness.

**2.3** Systems and processes will be further developed to **ensure that staff are effectively listened to, communicated with and are fully involved and engaged** in the planning and delivery of the services they provide and that they are supported and facilitated to raise safety concerns and improve patient safety.

**2.5** In partnership with staff and training bodies, we will develop strategies to **promote behaviours that support a culture of safety** including collective leadership, communication and multidisciplinary team working. This will include strategies that enhance situational awareness, for example 'safety pauses' for teams.

# What does the evidence base tell us?



Staff Engagement is the greatest indicator of organisational performance  
As well as being the ethos we want to create for our staff... where staff engagement is higher  
or services support staff wellbeing the results are:

lower patient  
mortality

reductions in the  
number of incidents

improved clinical  
care

improved patient  
experience

improved staff  
wellbeing

lower absenteeism  
rates

improved staff  
retention

reductions in  
financial waste

reductions in hospital  
acquired  
complications

reductions in hospital  
readmissions

# QPS TalkTime



A community of quality and patient safety improvers

## QPS TalkTime Ep.14

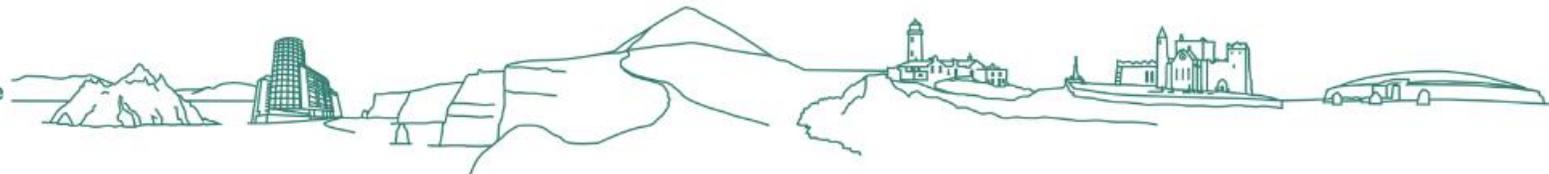
# What is the session about?

- Meet one of the co-founders of Liberating Structures, Keith McCandless, Prof. Rob Cunney, Consultant Microbiologist and QI and Clinical Safety Lead and Matthew Mezey, systems convener extraordinaire
- Explore how you can engage creatively with people to improve quality and patient safety
- Hear, observe and participate in a sequence of LS designed to tap the wisdom of crowds
- Find out where you can access resources to help you



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# Today's speakers



**Prof. Rob Cunney**

Consultant Microbiologist  
and QI/Clinical Audit Lead  
at Children's Health Ireland



**Matthew Mezey**

Q-Community, community  
manager and systems  
convener extraordinaire



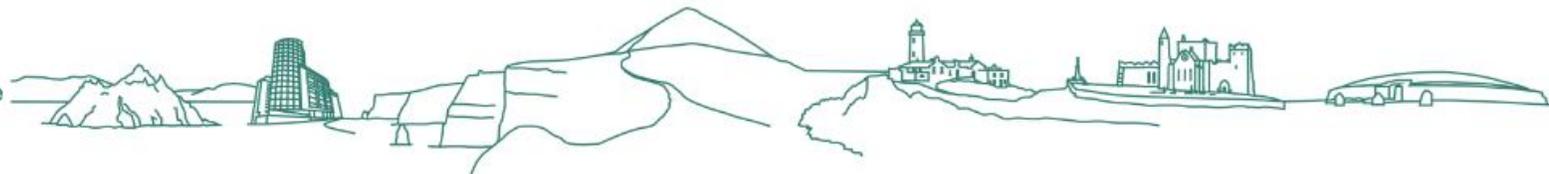
**Keith McCandless**

Co-developer of  
Liberating Structures



**Bernie Austin**

Programme Lead,  
Community Healthcare West



We will use a  
tiny bit of  
structure to  
liberate!

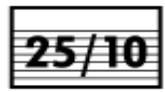
# Introducing The Deliberate Irony of Liberating Structures

with Keith, Rob, Matthew, Bernie, and Juanita



# LIBERATING STRUCTURES

LS we will use today...

<b>LS Menu</b> 	<b>Wicked questions</b> 	<b>What<sup>3</sup> debrief</b> 	<b>Min specs</b> 	<b>Heard, seen respected</b> 	<b>What I need from you</b> 	<b>Integrated autonomy</b> 
<b>Design elements</b> 	<b>Appreciative interviews</b> 	<b>Discovery and action dialog</b> 	<b>Improv prototyping</b> 	<b>Drawing together</b> 	<b>Open space</b> 	<b>Critical uncertainties</b> 
<b>1-2-4-All</b> 	<b>TRIZ</b> 	<b>Shift &amp; share</b> 	<b>Helping heuristics</b> 	<b>Design storyboards</b> 	<b>Generative relationships</b> 	<b>Ecocycle</b> 
<b>Impromptu networking</b> 	<b>15% solutions</b> 	<b>25 : 10 crowdsourcing</b> 	<b>Conversation café</b> 	<b>Celebrity interview</b> 	<b>Agree/certainty matrix</b> 	<b>Panarchy</b> 
<b>9-whys</b> 	<b>Troika consulting</b> 	<b>Wise crowds</b> 	<b>User experience fishbowl</b> 	<b>Social network webbing</b> 	<b>Simple ethnography</b> 	<b>Purpose to practice</b> 

A repertoire of 33+ protocols for shaping next steps and the future that include & unleash everyone



# A G E N D A

## **(Re) Connecting Participants**

Welcome and Introductions

## **Setting The Context**

Wise Fish

## **Action Ideas**

15% Solutions + Mad Tea Party

## **Closing + Next Steps**

Questions and Evaluation



Welcome,  
Introductions



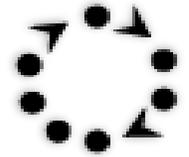
Mad Tea Party



Wise Fish



15% Solutions



Questions





# **Purpose:** Liberating Structures exist to...

Include and unleash  
everyone  
to work at the top  
of their intelligence

Replace  
unwitting practices  
that exclude, stifle  
innovation, and over-control

# The 10 principles of Liberating Structures



1 Include and unleash everyone



2 Practice deep respect for people and local solutions



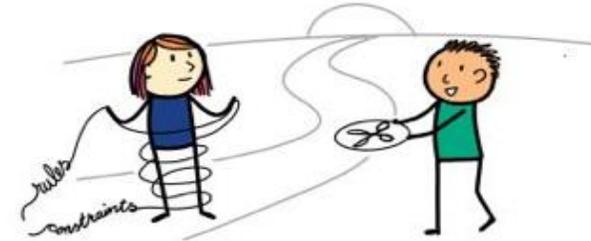
3 Build trust as you go



4 Learn by failing forward



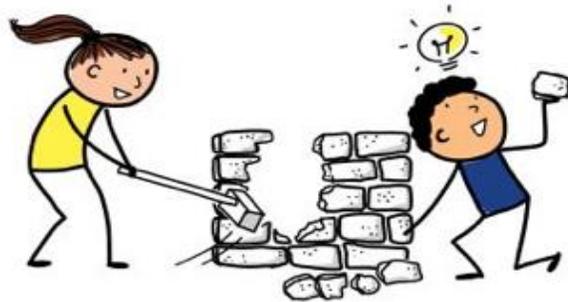
5 Practice self-discovery within a group



6 Amplify freedom AND responsibility



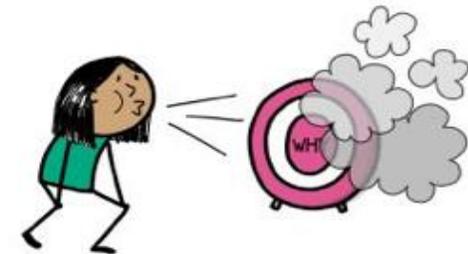
7 Emphasize possibilities: believe before you see



8 Invite creative destruction to enable innovation

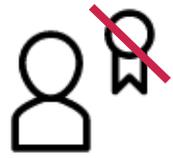


9 Engage in seriously-playful curiosity



10 Never start without clear purpose

# Attributes of Liberating Structures



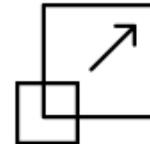
Expert-less



Inclusive



Results-focused



Multi-scale



Rapid cycling



Self-spreading



Seriously fun



Modular

# Q DNA: Micro-Organizing Design Elements



?

Make an Invitation



Distribute Participation



Configure Groups



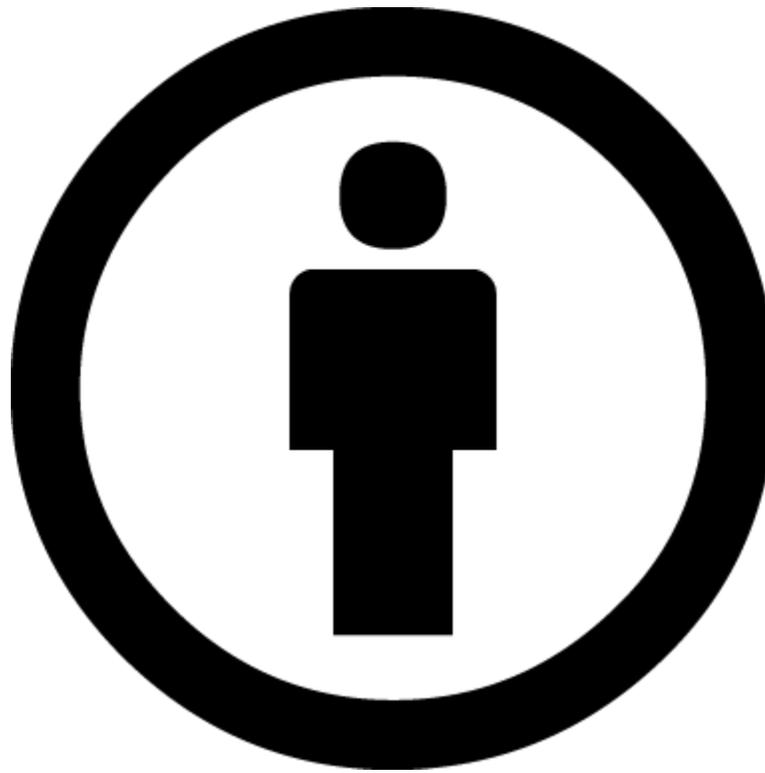
Arrange Space & Materials



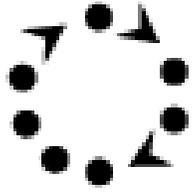
Sequence & Allocate Time



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You can use 'em, share 'em but you can't sell 'em



# 1-2-4-All

**Step  
Sequence**

1 minute  
alone, 2 in  
pairs, 2 in  
foursomes, 5 in  
whole group

**Groups  
Configured**

Face to face in  
pairs and  
foursomes

**Invitation**

What do YOU  
see or suggest  
or need to  
learn?

**Space, Materials**

Equal time &  
opportunity  
for everyone

**Participation  
Distributed**

Everyone  
starting with  
individuals

## 1-2-4-All

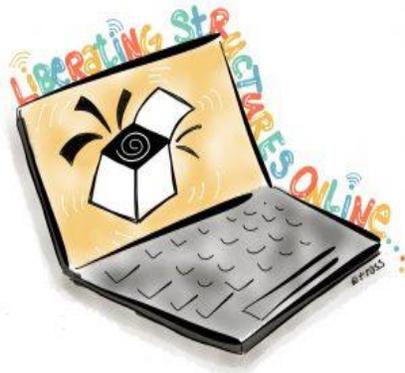
Generate and  
sift many ideas  
in rapid cycles



# Mad Tea *Etiquette*

*Rearrange a richer, deeper, funner context for taking a next step*

1. Stay curious, dig deep, have fun.
2. Don't over think answers
3. Finish each of the open sentences with a short phrase!
4. We won't mention individuals or specific cases.
5. If you don't want to have your name attached in the public chat, you can share it in a direct message to Juanita



# In Chat

*Spelling and grammar  
amnesty is in play!*

**Wait until you hear “Go”  
before answering the  
next question!**

**Start your answer with  
the number of the  
question!**

Given our purpose to generate more positive engagement...

#1

One thing I do to spark more positive engagement in meetings about quality and patient safety is...

Given our purpose to generate more positive engagement...

#2

One thing that inhibits me from  
engaging with your colleagues at  
meetings about quality and patient  
safety...

Given our purpose to generate more positive engagement...

#3

One thing that helps me get my “mojo”

back is...

Given our purpose to generate more positive engagement...

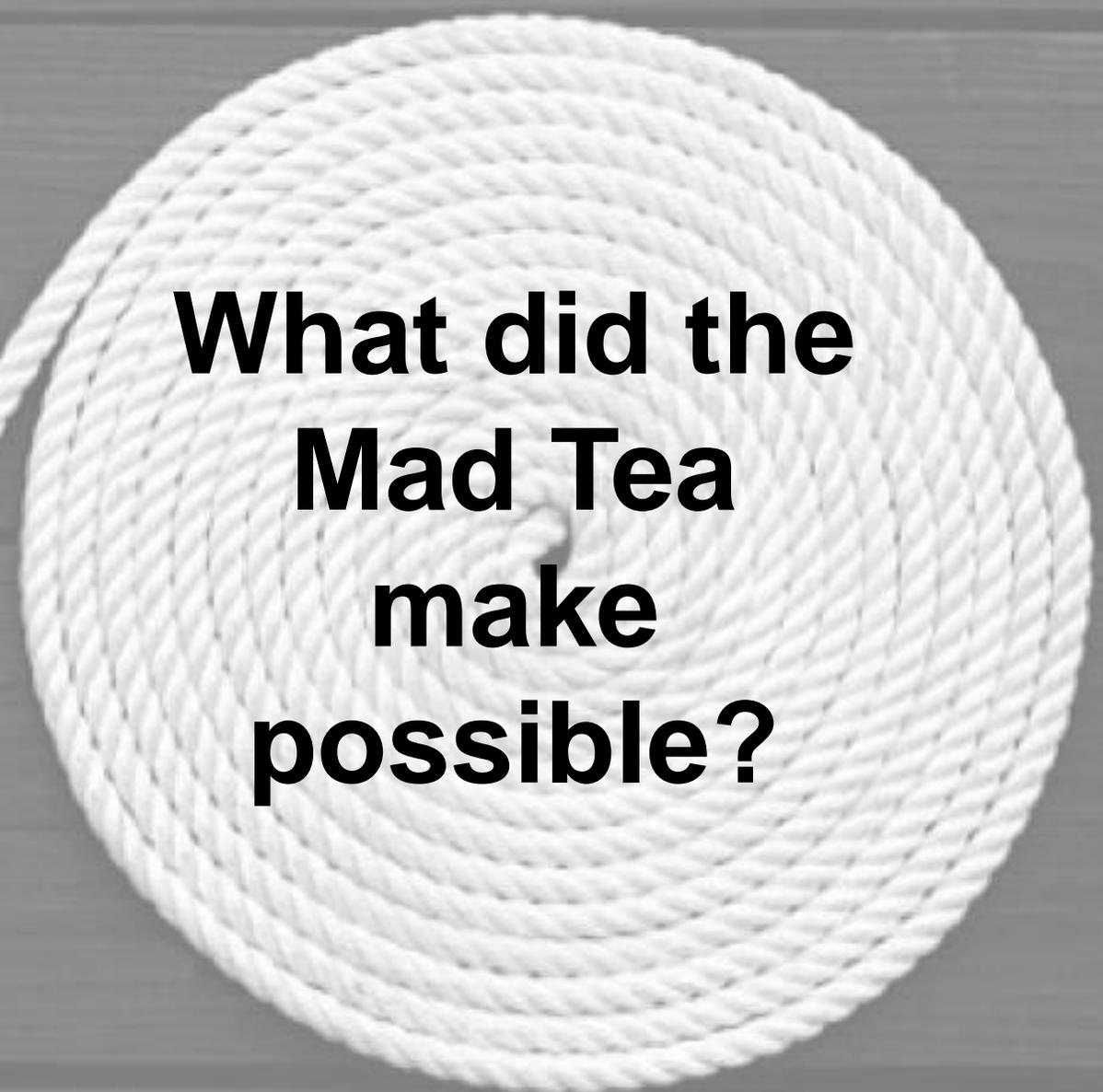
#4

A place where I have more  
freedom and responsibility for  
results is...

Given our purpose to generate more positive engagement...

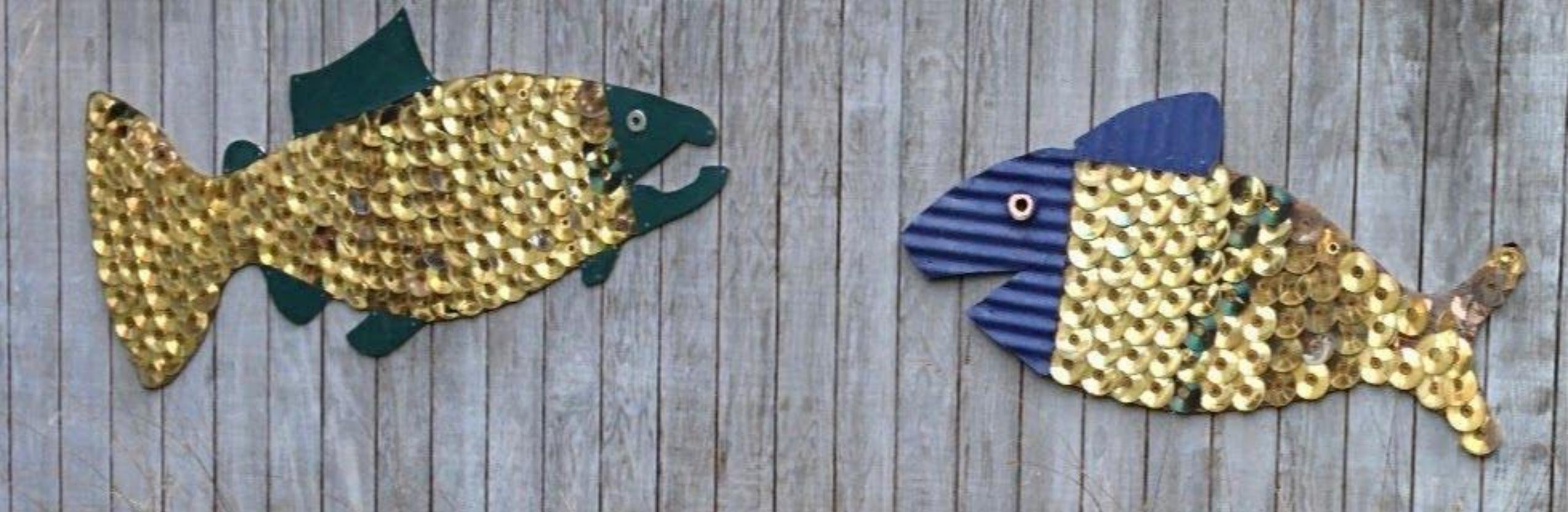
#5

All I want is...



**What did the  
Mad Tea  
make  
possible?**

Where else might you use this Liberating Structure?



# WiseFish

A riff on UX Fishbowl and Wise Crowds



# Instructions & Steps

We will turn video on and off and use Chat to achieve similar results.

1. Arrange chairs in a fishbowl format - with 4-6 chairs in the inner circle and the remainder outside. Invite someone who has a challenge they would like help on to volunteer and sit in the center circle. [1 min]. Bernie has volunteered!
2. Invite 3-5 participants to join the center circle as consultants. If necessary, the client can describe the challenge / offer context around the situation and the help they want [2 minutes]



# Instructions & Steps

3. Consultants ask clarifying questions *only*. [3 mins]
4. Client turns their back on the consultants (or turns off camera and goes on mute) and listens in on the advice, recommendations, and suggestions being generated between the consultants. [8 mins]
5. Client turns back around and shares what was useful or not. [2 min]



# Additional instructions & Steps

8. Invite everyone on the outside circle to turn to a partner and discuss anything that they want to add or amplify from the initial consultation. [4 mins]
9. Outer circle pairs share their ideas. [5 mins]
10. Client finishes by following up on additional ideas that have been contributed. [2 mins]

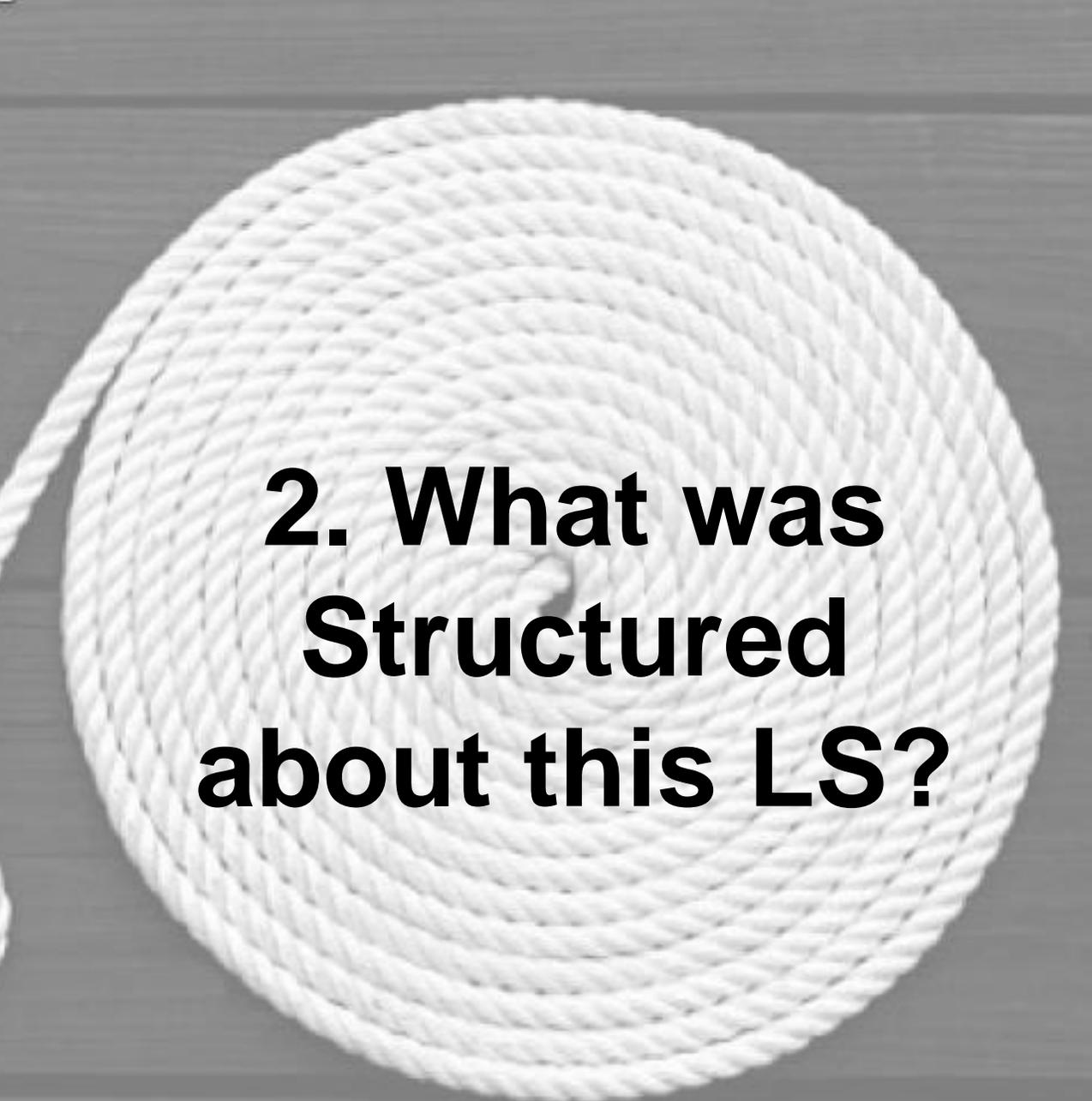
You can invite participants to use Chat (*private* and *to all* messages)





A large, tangled ball of white rope, representing a disorganized or unstructured state.

**1. What was  
Liberated  
during this  
LS?**

A large, neatly coiled ball of white rope, representing a structured or organized state.

**2. What was  
Structured  
about this LS?**

**3. Where else might you use this Liberating Structure?**



# 15% Solutions

Discover And Focus On What Each Person Has The  
Freedom And Responsibility To Do Now



A 15% Solution is something you can do right away **without** needing **any more freedom, resources, permission, authority, or control.**

Given what we've talked about today, what's one thing you can do right away where you have discretion to act right now.



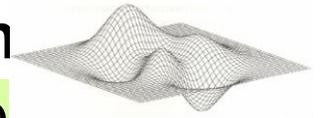
## Machine Metaphor

### How To Organize

1. **Role defining** – specify job and task descriptions
2. **Conflict management** – restore order in each part
3. **Tight structuring** – use formal chain of command
4. **Simplifying** – prioritize and limit the number of actions
5. **Socializing** – seek homogeneous values and ideas
6. **Decision making** – find the “best” or optimal choice
7. **Knowing** – decide and tell others what to do
8. **Controlling** – tightly managed execution with maximum specs
9. **Planning via forecasting** – plan and then roll out
10. **Staying the course** – align and maintain focus

## Ecosystem Metaphor

### How To Organize



1. **Relationship building** – work with & shift interaction patterns
2. **Uncover paradox** – draw out difference as a source of creativity
3. **Loose coupling** – work with informal communities of practice
4. **Complicating** – add more degrees of freedom & multiple actions
5. **Diversifying** – draw out variation & exploit difference
6. **Sense making** – seek many right answers in different local contexts
7. **Learning** – act/learn/plan at the same time
8. **Structured improvising** – acting in an instant w/ minimum specs
9. **Co-evolving** – gain from surprise and disruption
10. **Noticing emergent direction** – build on what is possible now

# Bonus Materials

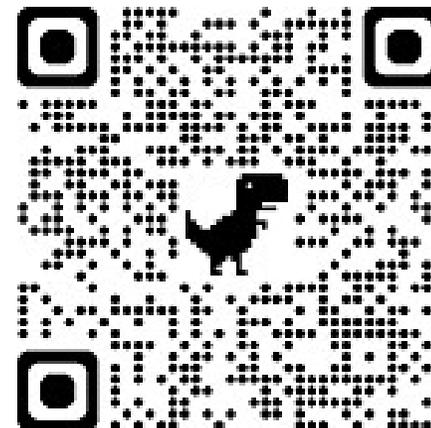
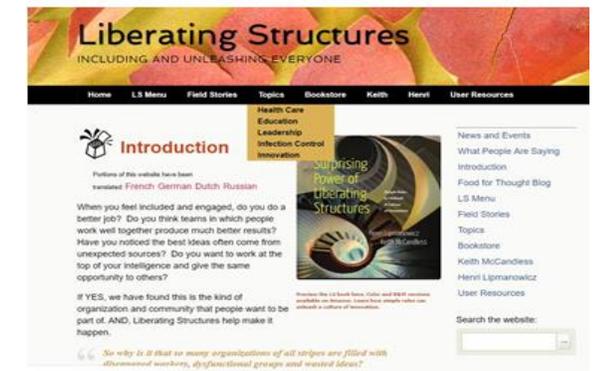
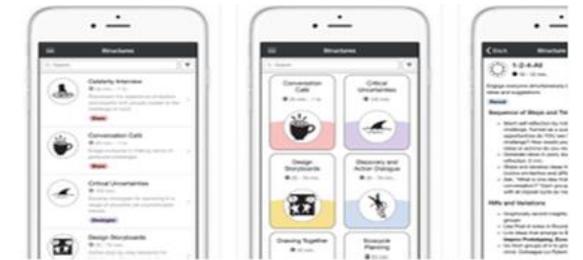
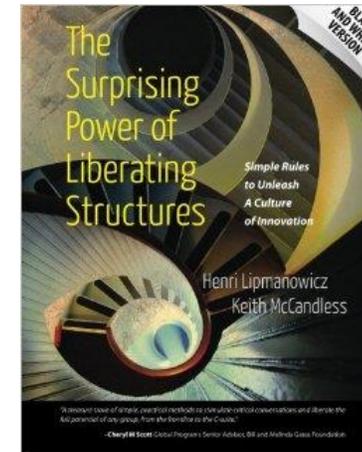
1. Learning resources

1. Complexity science inspiration

# Learning Resources

- Read the [Liberating Structures book](#)
- Join a [Liberating Structures User Group / Q Community User Group](#)
- <https://q.health.org.uk/community/groups/liberating-structures-in-healthcare/>
- Join the [LS Slack](#)
- [Liberating Structures Website](#)
- Get the LS app  
[Apple Store](#) or [Google Play Store](#)

- Articles by Keith <https://keithmccandless.medium.com>
- [Tiny Tweaks](#) to guide you when using LS article by Barry Overeem



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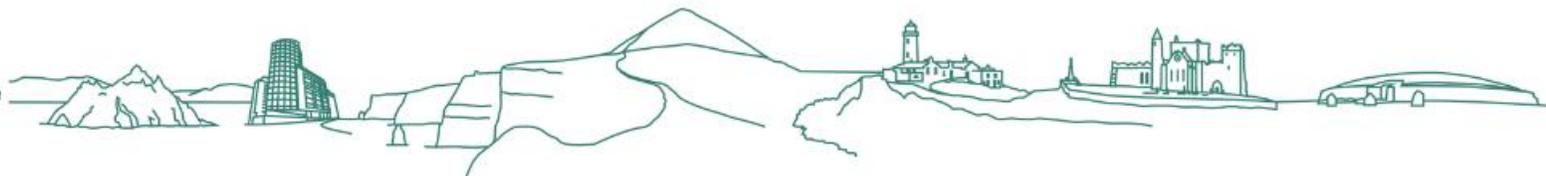
Tuesday 24th October 2023 | 1pm to 2pm

# Engaging staff in quality and patient safety



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# Connect with us



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*@NationalQPS*



Episode 15

## QPS TalkTime



A community of quality and patient safety improvers

Tuesday 7th November | 1pm to 2pm

# Hospice Friendly Hospitals

## "QI approaches to improve End of Life Care"

Scan me!



An Stiúirthóireacht um Ardchaighdeán  
agus Sábháilteacht Othar  
Oifig an Phríomhoifigigh Clínicíúil

National Quality and  
Patient Safety Directorate  
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# Let us know how we did today ....

**Reminder:** Short questions (pop up) as you sign off, please help us to improve our QPS TalkTime Webinars by sharing your feedback

We really appreciate your time, thank you.

*Thank  
you*

**Contact:** [Kris.Kavanagh@hse.ie](mailto:Kris.Kavanagh@hse.ie) to be included on our mailing list to receive QPS TalkTime invitations