**Gloucestershire Safety & Quality Improvement Academy**
✔ Learning    ✔ Improving    ✔ Sharing    #TheGSQIAWay    @gsqia

# 'Culture for Improvement'
## #QIHour Tweet Chat Report

*Report produced by Lou Waters, GSQIA Digital and Networks Advisor & #QIHour host.*

### Background
The #QIHour tweet chats began in February 2019 and are hosted by Gloucestershire Safety & Quality Improvement Academy (GSQIA) at Gloucestershire Hospitals NHS Foundation Trust. The #QIHour chats are produced in collaboration with a small group of #QITwitter Improvement leaders who make up the #QIHour team: Leeanne Lockley, Steve Daykin, Robbie Ayers, Dr Amar Shah, Lou Waters & Andrew Seaton.

These tweet chats take place bimonthly on a Wednesday at 8pm U.K. time bringing together the improvement community around the globe to connect and discuss key topics, sharing and learning together.

### Purpose
The purpose of this report is to share learning & insights gathered through the #QIHour on *'Culture for Improvement'*, which took place on Wednesday 20th July 2022 at 8pm BST in collaboration with Emma Challans-Rasool, Executive Director of Culture and Improvement at Sherwood Forest Hospital NHS Foundation Trust @emmachallans @SFHFT

NHS
**Gloucestershire Hospitals**
NHS Foundation Trust

## Tweet chat
### Culture for Improvement
Wednesday 20th July 2022
8pm BST (GMT+1)

*Joined by Emma Challans-Rasool @emmachallans,
Executive Director of Culture & Improvement @SFHFT*

**#QIHour**

hosted by @GSQIA at @gloshospitals in collaboration with:
@lockley_leeanne, @steve_daykin, @DrAmarShah, @RobertJMAyers, @LouWaters_QI & @seaty63

## Report contents
- Analytics
- Learning and insights
- Shared resources

## Analytics

These analytics are provided by Symplur – Healthcare Hashtags Project for the #QIHour hashtag during the period of 8pm-9pm BST on Wednesday 20th July 2022.

### *Participants*



### *The Influencers*

| Top 10 Influential | Prolific Tweeters | Highest Impressions |
|---|---|---|
| @gsqia 100 | @gsqia 160 | @gsqia 476.2K |
| @emmachallans 86 | @emmachallans 50 | @CharlotteNHSRN 223.5K |
| @ang_rowe 66 | @steve_daykin 40 | @emmachallans 155.9K |
| @HayleySGrice 59 | @CharlotteNHSRN 33 | @joyfurnival 89.1K |
| @natashascott_ID 57 | @lilian_chiwera 27 | @lilian_chiwera 77.8K |
| @CuriousBecks 56 | @joyfurnival 20 | @CuriousBecks 64.3K |
| @seaty63 56 | @seaty63 19 | @steve_daykin 49.7K |
| @alisonbolton 53 | @CuriousBecks 18 | @seaty63 41.1K |
| @steve_daykin 51 | @RMRPereiraNHS 13 | @PippaJChillman 30.6K |
| @PippaJChillman 50 | @knitknitqueen 13 | @ang_rowe 25.9K |

***Tweet activity***
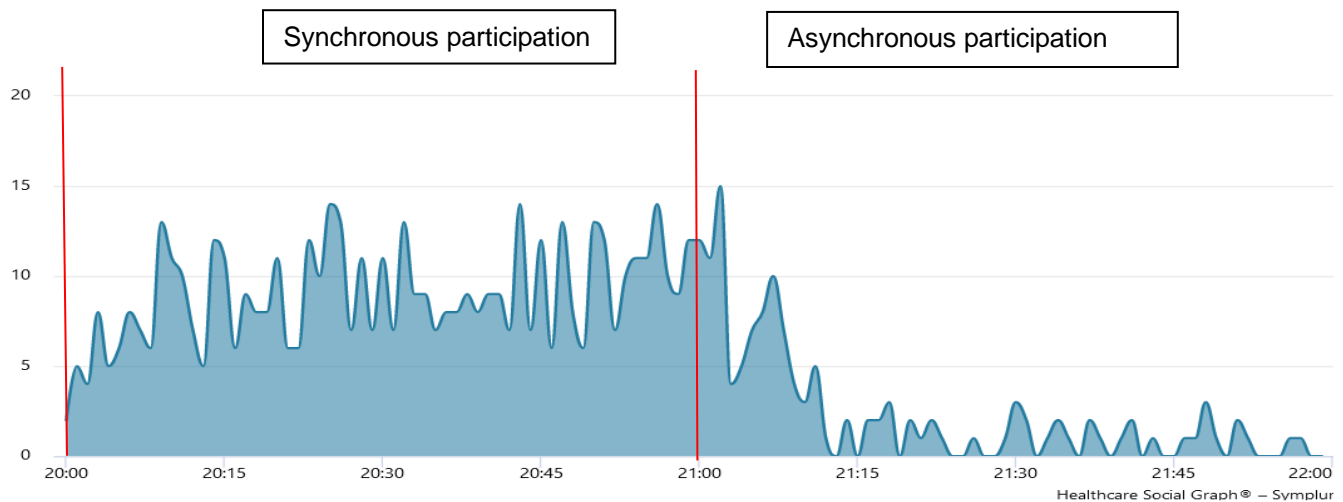


The chat ran from 8.00pm – 9.00pm BST. The 'tweet activity' graph above shows that people continued to contribute to the chat using the #QIHour hashtag after the formal end-point at 9.00pm. Asynchronous contribution to tweet chats is one of the many benefits of using twitter for social learning.

The table below contrasts hashtag analytics for the one hour of synchronous participation in the tweet chat and for a 24-hour period from the chat starting, allowing for asynchronous engagement.

| 8pm – 9pm BST (20/07/22) | 8pm BST (20/07/22) - 8pm BST (21/07/22) |
|---|---|
| **The Numbers** | **The Numbers** |
| 1.379M  Impressions | 1.864M  Impressions |
| 537  Tweets | 755  Tweets |
| 43  Participants | 87  Participants |
| 537  Avg Tweets/Hour | 31  Avg Tweets/Hour |
| 12  Avg Tweets/Participant | 9  Avg Tweets/Participant |
| 🐦 Tweet | 🐦 Tweet |
| Twitter data from the #qihour hashtag from Wed, July 20th 2022, 8:00PM to Wed, July 20th 2022, 9:00PM (Europe/London) – Symplur. | Twitter data from the #qihour hashtag from Wed, July 20th 2022, 8:00PM to Thu, July 21st 2022, 8:00PM (Europe/London) – Symplur. |

## Insights and Learning

*Question 1. What do you think is the most critical aspect of a good culture?*



Hayley shared her thoughts on the value of role models, commenting "if I can't see it, I can't be it".



@steve_daykin agreed, commenting "A combination of trust, role modelling, creating a safe space/working environment, teamwork and an ability to question and query things in an open effective way." Steve also added that role-modelling at "all levels is so key," sharing "I know I role modelled some great domestics, HCA's when I was a student nurse (many moons ago)."

This also mattered to @AndyCarden1 who said "people who lead by example, which then is reflected in that of others; people who feel that they won't be judged for speaking up... & I mean 'genuinely', not just lip service paid to it; a wide mix of people who can bring a diverse flavour of all cultures together."

Bradley Mellor shared "having a set of guiding principles that are contextualised by the board linked to behaviours that can be seen and communicated to all in the organisation."

Sal Nederpel reminded us "the standard we walk past is the standard we accept".

For Emma Hopewell the "most critical aspect is transparency or openness. Only possible where there is a feeling of psychological safety".

@natashascott_ID commented "I think it is having authentic, open and honest leadership where there is no blame culture. Fostering that mutual respect and supportive culture is critical to successful change."

Charlotte Jakab-Hall shared:



> **Charlotte Jakab-Hall** 👑 🤍 @CharlotteNHSRN · 20 Jul
> Replying to @gsqia and @emmachallans
> A1 listen and shared decision making are fundamental. I don't mean just "listening" I mean actually hearing what people say and then collectively actioning change together. #QIHour
>
> 💬 3   🔁 3   ❤️ 14   ⬆️
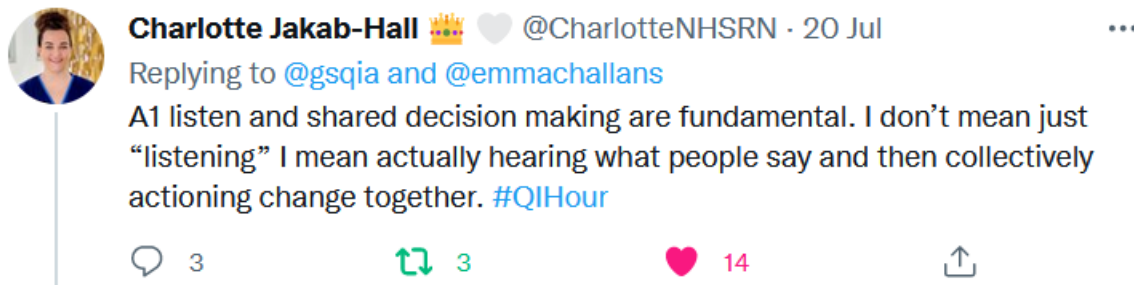
@alisonbolton's top 3 are: trust, permission and curiosity. @emmachallans responded "Curiosity – absolutely Ali. The more curious we are, the more we learn and improve. Curiosity is a must for me".

Becky Thomas agreed, saying…



> **Becky (she/her)** @CuriousBecks · 20 Jul
> I agree Emma! Curiosity drives you into the unknown, which is where you make discoveries, develop relationships, uncover opportunities, and experience growth #QIHour
>
> 💬   🔁 1   ❤️ 6   ⬆️
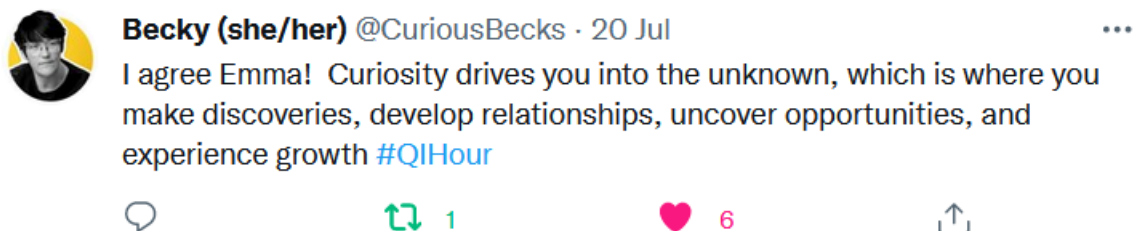
@PippaJChillman responded "Open communication, recognising and supporting others, a shared understanding of complexity within the area, and to listen to and value all feedback and space for curiosity from all", and Efua Hagan commented "Also saying you don't know something. We all have knowledge but not an expert in everything. Staying humble and true makes a difference."

Julian Winn commented "trust for sure", adding "it's been recognised & written about as the foundation of well-led organisations & leadership".

[Angela Rowe](#) raised the topic of permission, saying "honesty, openness, trust, respect, permission to test, a belief from leaders that you're there to do a good job."

> **Angela Rowe** @ang_rowe · 20 Jul · · ·
> Historically healthcare has been very permission-bound….people would seek permission for the smallest of things….things we should have trust in our staff for….but that's the culture we built…

[@DanBealeCocks](#) mentioned appreciative inquiry, reminding us not only look to solve the problems but to look at what is good and how we can learn and build on that. He added "permission and encouragement to have a go at improvement; understanding and removing needless barriers."

[PHAODP Enthusiast](#) responded "A good culture encapsulates the constructive aspects of different cultures, through engagement with difference.  A good culture sustains capacity for change and growth."

[Charlie Jones](#) also shared his thoughts…

> **Charlie Jones** @charlie_psych · 20 Jul · · ·
> Replying to @gsqia and @emmachallans
> A1: Hello, for me I think it's something about being thoughtful about balancing: (1) the things that unify us (e.g., commitment to work ethically, to listen, to be kind & honest), & (2) a lot of space for diversity and people being able to be ourselves, rather than fit in #QIHour

**Key words and themes that appeared included in response to Question 1:** "What do you think is the most critical aspect of a good culture?"

*Question 2: What inspires you to continually improve in your role and place you work?*



Ali Bolton replied "love this question…for me its all about the people, building relationships and making a difference".

Emma Hopewell shared "I'm inspired by the fab staff who go above and beyond every day to provide patient care. The conditions under which staff work can be awful. Let's help".

Charlie Howarth shared this feeling, responding "the genuine desire from our staff to want to do better. Despite having less to do it with sometimes. When I can see the link between what we do and the benefit for our patients and populations".

Jayne Beasley agreed, "the staff and their unrelenting desire to improve services even against the most incredible obstacles".

Charlotte Jakab-Hall commented…

**Charlotte Jakab-Hall** 👑 🤍 @CharlotteNHSRN · 20 Jul

Replying to @gsqia and @emmachallans

A2 My peers, colleagues and team on a daily basis make me want to work harder and drive better change everyday. Ultimately, what inspires me most is the patients we serve now and in the future, their safety and experience of health and social care matters. #QIHour

💬 1          🔁 1                    ❤️ 8                    ⬆️

Angela Rowe responded "A2 The hope that I can make a difference and improve services for everyone who uses them; the belief that the NHS is fantastic, and I want it to be the best it can be…."

For Efua Hagan, she loves to "see what we can do differently and working with people that allow you the bandwidth to think. Makes such a difference and inspires me."

@Laura_Does is inspired to continually improve in her role "to enable everyone (patients, staff, visitors, and people from outside organisations) to have the best experience they can in receiving or delivering health and social care. Keeping up with progress and pushing progress for the betterment of everyone 😊".

@CuriousBecks said "for me, it's about making a difference whether that be directly or by supporting and developing others. Also actively collaborating across the professional boundaries – building networks an participating in communities like #QITwitter".

Julian Winn shared a "consistent desire and aim to add value" and Jv Valdez shared his "earnest desire to improve and be the reason for joy at work".

Marc Neil commented…



**Marc Neil** @mneil02 · 20 Jul

Replying to @gsqia and @emmachallans

A2

A deeply held love of people.

That all people are loved. Every person on this planet is of great, and beautiful worth.

They deserve the best.

No matter where we are from, or what we have done, everyone deserves great care, and great health!

#QIHour

And Donna Mathieson replied…

**Donna Mathieson TNA** @DonnaMath9 · 20 Jul

Replying to @gsqia and @emmachallans

A2.I care,I want patients to feel welcome and that their stay in hospital is as pleasurable as possible 🍬.If patients are not treated with respect or are considered an inconvenience,I go out of my way to be extra kind and extra accommodating if others around me are choosing not2

**Key words and themes that appeared included in response to Question 2:** "What inspires you to continually improve in your role and place you work?"

*Question 3: Leaders do not need to be trained in improvement to realise a culture for improvement. Discuss.*

**GSQIA** 💙 @gsqia · 20 Jul

**Q3**. Leaders do not need to be trained in improvement to realise a culture for improvement. Discuss.

Please include A3 & the #QIHour hashtag in your responses

@emmachallans

#QIHour

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NHS Foundation Trust

Q3. Leaders do not need to be trained in improvement to realise a culture for improvement. Discuss.

#QIHour

hosted by @GSQIA at @gloshospitals in collaboration with:
@lockley_leeanne, @steve_daykin, @DrAmarShah, @RobertJMAyers, @LouWaters_QI & @seaty63

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This question generated some great discussion with both sides of the argument being explored.

@DrAmarShah commented "I guess this depends on what you mean by "trained". Do all leaders need to be expert? No. Do they all need the level of skill to lead improvement effectively? Yes, most definitely. A culture of improvement is based on learning a new way of problem solving."

@lilian_chiwera remarked "Interesting! A continuous #QualityImprovement culture or mindset should be second nature to #Leadership to help them address #HumanFactors elements humanly when things go wrong i.e. with a no-blame culture compassionate approach."

Christina Harrison reflected…



Christina Harrison @RNChristinaH · 20 Jul

I see myself as an example of this. Iv always wanted to make a difference & improve our services. After self directed learning - reading, networking, online courses & TRYING. Iv learnt the principles of QI. Now is my time to share that learning & encourage others #QIHour

@joyfurnival responded "Well, for me, leaders do need to know something here, fidelity & role modelling etc matters imho, to lead improvement & modify culture #QIhour #QItwitter
The level of expertise tho is up for debate".

Joy also shared a blog which you can find in the resources section at the end of the report.

Ali Bolton suggested "maybe not….but understanding the tools, techniques and language would enable them to fully engage and motivate staff from a personal perspective." And commented "How amazing would it be to hear an Exec say 'when I was trained in improvement methodology….' 😊"Angela agreed, commenting "No, I don't think they do. For me, leaders can promote and support a learning culture…always learning, and supportive of testing out new approaches…a growth mindset…that, to me, is a culture for improvement".

Sal Nederpel commented "some training is a must, but great leaders create a culture for improvement by actively encouraging those around them to take the power we all have to drive change. That's the key. I don't believe you need to be an expert to be a role model and empower others."

Hayley Grice reminds us "Leaders can be at any level and don't need lead in their title.The leads of QI is by all, for all.I think there's a lot of transferable skills from my Physio training and experience as an #AHP; also from my research training but @ACT2improve has consolidated it"

Jayne Beasley replied "Understand enough to promote and maximise the benefits of CQI (continuous quality improvement) #TheToolsWork". Hesham Abdalla agreed saying "they need to know enough to value it. Only that way will they trust the process enough to take the short term pains for the long term gain."

Gaurika Kapoor commented "Oooooh I like this one! I think formal training is not a necessity and learning through experience should be valued". Kayleigh Hartshorn replied "This is so true! I think the culture change comes from being empowered to make change, and try something different, which can absolutely be influenced by leaders".

Emma H queried whether it is fair and appropriate for senior leaders to act as project and programme sponsors without any improvement training in her response…

> **Emma Hopewell** @emmah_nuh · 20 Jul    •••
> Replying to @gsqia and @emmachallans
> A3 #QIhour
> Leaders are often project/programme sponsors. If not trained in improvement, will governance be effective? Can they set direction with improvement mindset or will they default to unintended bias (operational or clinical approach)? Fair to put them under that pressure?

For Charlotte, a mixed approach is necessary. She responded "interesting question! Some people need training to enable them, some have a more naturalistic approach, others develop through lived experiences. I don't think there is a clear answer of need, but I do believe to enable leadership you must be open to change and failure."

Marie Pinard commented "Learning mindset and caring about people is everything" and Lindsey Mclean shared "I'm a firm believer in removing the 'dark art' of improvement\project management by enabling people to understand what's in their gift (with a sprinkling of tips, tricks and tools to help them on their way!)"

Charlie Howarth replied, "Interesting! A lot of great improvement is driven around behaviours and understanding how people respond to change. As Leaders we must empower others to crack on, make it safe to try and fail if need be. Support and encourage." Laura responded…

> **Laura NQOT** @Laura_Does · 20 Jul    •••
> I like that you mentioned the ability to fail if need be. trial and error is an important part of finding out what works in that environment and shows how to lead on changes in the future, when considering how staff take the trial and error itself 😁 #QIHour

Andrew Seaton reflected whether a one size fits all approach works, saying "I think this might depend on the culture and consequent behaviour, even then I'm not sure some of the more heroic leaders could be trained". Emma Challans-Rasool responded…

> **Emma Challans-Rasool** 💚💙 (she/her) 🔒 @emmachallans · 20 Jul    •••
> Replying to @seaty63
> Great curiosity there Andrew…. when do you know and admit to each other, this is not going to work and therefore lets find something that does work and allows us to move forward #QIHour

Gemma Hawtin shared, "as one who was doing it without realising I'd say no they don't but finding & developing the ones who have that culture is vital for the NHS or it becomes frustrating not being able to use what we have got. As a support worker I've been able to do Edward Jenner & #S4CA and it helps me develop them gone on to complete bronze award. All after winning @AHAwards with a project I developed with support.

Christina replied sharing #S4CA "@Sch4Change was transformational for me! Highly recommend to all new or established in improvement. The Next run launches this November". You can register via the link in the resources at the end of this report. As author of this report, I can add my name in support of the fantastic (and free!) School for Change Agents.

**Key words & themes that appeared included in response to Question 3:** "Leaders do not need to be trained in improvement to realise a culture for improvement. Discuss."



*\*\*scroll down for question 4\*\**

*Question 4: What are the most effective approaches to learning that you have been part of?*



Responses to this question fell into two main themes – the method of facilitating the learning; and the context/environment of the learning.

Steve Daykin, Gemma Hawtin and Efua Hagan all shared that tweet chats support their learning, which we love to hear at team #QIHour.

Many different learning mechanisms were shared with most people having a preference of learning by doing / experiential learning. Some of the methods shared included: kata, theory plus experiential learning, webinars, courses, networks, randomized coffee trials, communities of practice, simulation, learning from peers, speakers, mentoring, coaching, supervision, shadowing, reading, researching, observing, reflecting. What methods have you used? What methods might you try using going forwards?

Gaurika reflected "I'm a "learning by doing" person, but I don't like having to go away and work on a full case study - which is what a lot of courses do. I learn more from doing an interactive activity during the training."

For Natasha, her "MSc action learning set with @rooktree is probably one of the most effective approaches I've been involved in. Still friends with the group now and that network of national colleagues is invaluable!"

What matters to Charlotte is "learning where the rules are created and lead by the learners themselves."

Robbie Ayers made a great point, sharing that he learns best with empathy, "Putting myself in others shoes gives me an opportunity to learn from a different perspective".

For Bradley making the learning relatable is most important. He said "Where the learning has been designed to be directly relevant to the problem(s) participants had in their area and learning applied the very next day."

Andrew responded…

Andrew Seaton 💙 @seaty63 · 20 Jul
Q4 Simple….work with the people with the problem and investing your time with them and you get all the learning and energy required #QIHour

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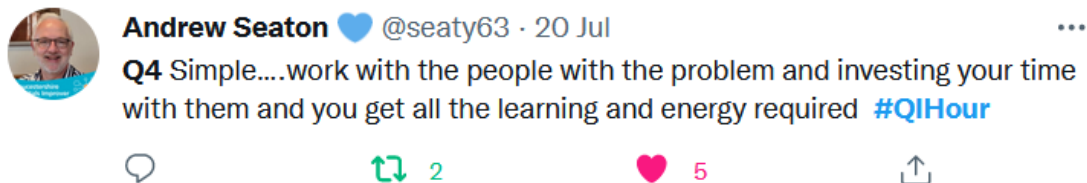
Efua shared "simulation one of my favourites. If you can create a culture of psychological safety, I'm your friend". In true #QIHour form we introduced Efua to @CuriousBecks to chat more about psychological safety. We love making new connections!

It was Jayne's first ever tweet chat (welcome Jayne). This is her reflection…

🧡 Jayne Beasley 🧡 @JayneBeasleynhs · 20 Jul
Replying to @gsqia and @emmachallans
A4 Learning from colleagues and then practising in a safe and supported environment so that I can learn from my mistakes.
#QIHour
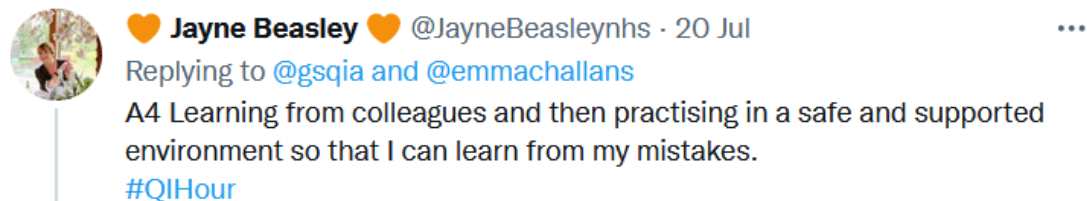
The importance of creating a safe space to try, fail and learn without blame has been a strong theme throughout this chat.

Adrienne Danyliw joined us from Canada and shared her thoughts "#QIHour I am currently part of a fellowship where we have weekends of amazing speakers, and work as a team over 9mo to design a defensible approach to a problem identified by another health agency. It's a fab way to learn & apply inc to own org + learning fr peers is 👍".

Two of our clinical colleagues, Christina and Donna M discussed the importance of learning from incidents and the conditions needed to be able to do this well.

Christina Harrison @RNChristinaH · 20 Jul
Replying to @gsqia and @emmachallans
Mentoring. Supervision. Coaching. Learning from incidents - a true case study and discussing this to minimise risk of this happening again, CLIP model, shadowing #QIHour

💬 2   🔁   ♥ 6   ⬆️

Donna Mathieson TNA @DonnaMath9 · 20 Jul
Learning from incidents! That is key to everything, open honest reporting culture, where understanding takes president over chastising, so no cover ups and the mistake doesn't happen again, or procedures are put in place to stop it happening again

As mentioned earlier, some responses looked at the conditions and context needed for effective learning, and this moves beyond the method of learning and materials to the environment, psychological safety to try and fail, and also learning from peers – who else is in the room?

Pippa commented "any learning that is considerate and takes advantage of the level and variety of people in the room. I don't think there is a right or wrong answer, it depends on what aspects you are teaching. I do think a supportive conversation around outcomes can help." Pippa added "considering whether people are learning in a small group or a large group, adapting the way the information is presented and how people engage in that learning. There are circumstances that will effect learning."

Sal felt the same, and shared her experience of QSIR: "#QSIR was perfectly pitched for me. A range of roles and seniority in one room, that was a shared space to explore the topics and - hugely importantly - a safe space to get things wrong, learning from the experience of others and sharing different perspectives."

Emma Challans-Rasool agreed saying "Sometimes it is who you are learning with that can also add or not add value to the experience." Emma also shared "Networks and Communities of Practice, I believe are one the most influential in enabling learning."

Julian shared the following quote.

*"Knowing is not enough; we must apply. Willing is not enough; we must do"* -Goethe

**Key words and themes that appeared included in response to Question 4:** "What are the most effective approaches to learning that you have been part of?"

*Question 5: What conditions have you experienced in a safe learning culture?*



GSQIA 💙 @gsqia · 20 Jul

Q5. What conditions have you experienced in a safe learning culture?

Please include A5 & the #QIHour hashtag in your responses

@emmachallans

#QIHour

Q5. What conditions have you experienced in a safe learning culture?

#QIHour

hosted by @GSQIA at @gloshospitals in collaboration with:
@lockley_leeanne, @steve_daykin, @DrAmarShah, @RobertJMAyers, @LouWaters_QI & @seaty63

💬 19    🔁 2    ♡ 12    ⬆    �

Some key themes in response to this question include human factors, safe space to make mistakes without fear of retribution, psychological safety, making it fun, how things are framed and being able to be vulnerable and feel supported.

Steve commented, "Learning from failure or alternatively thinking First Attempt In Learning F.A.I.L Having leaders show vulnerability and sharing that they do not have/know all the answers." Emma responded….



Emma Challans-Rasool 💚💙 (she/her) 🔒 @emmachallans · 20 Jul
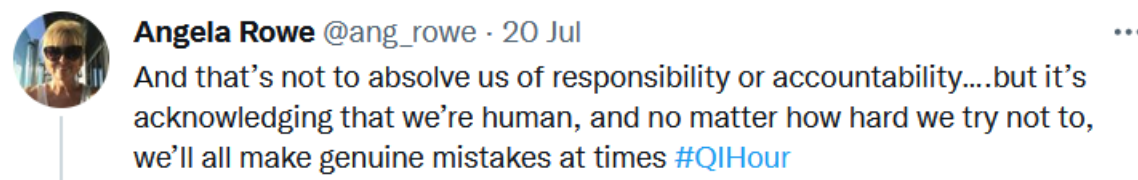
Vulnerability used as an enabler, rather than perceived as a weapon or perceived failure.  Frame it and role model. #QIHour

Ali shared that she appreciates "an informal, collaborative approach where I feel that I have a part to play in room".

Joy shared her thoughts, reflecting on the importance of neutrality when facilitating learning…

**Dr Joy Furnival CEng** 🐝 @joyfurnival · 20 Jul

Replying to @gsqia and @emmachallans

#A5 reflecting, the way a session is framed, eg the invitation,challenge, 'space' being created all matters to the cond'ns

Eg If I open up with 'I really don't like x' others may no longer feel psych safe to say 'they do' so staying neutral early can matter #QIhour

Angela commented about the importance of seeing "opportunities for change/improvement when things don't go as planned….and not be punitive to those who make a mistake." She added…

**Angela Rowe** @ang_rowe · 20 Jul

And that's not to absolve us of responsibility or accountability….but it's acknowledging that we're human, and no matter how hard we try not to, we'll all make genuine mistakes at times #QIHour

Andrew responded that they "have a human factors faculty @gsqia although its focus is on clinical care increasingly it feels like a core leadership skill to understand behaviour, adaptive behaviour and complexity".

Laura and Emma shared this exchange…

**Laura NQOT** @Laura_Does · 20 Jul

Replying to @gsqia and @emmachallans

A5 - #QIHour

No judgement. E.g. constructive criticism that hit at the cause of mistakes, rather than myself as a person. when a supervisor can see that in an error, and frame it to be something to be tackled together, that's a real skill

💬 1            🔁 1            ❤️ 5            ↑

**Emma Challans-Rasool** 💚 💙 (she/her) 🔒 @emmachallans · 20 Jul

Respectful Challenge in that also Laura

Bradley replied "One where psychological safety was raised at the start to identify that it exists, impacts on the effectiveness of QI efforts and to ascertain where teams felt they were."

Hayley added this…

**Hayley Grice** @HayleySGrice · 20 Jul

Replying to @gsqia and @emmachallans

A5 A shared vision and QI principles co-created with our staff community-permission.Executive & Lead buy in but then the remit for all the team to be curious and sit in the problems and asks, network and horizon scan before being creative with the way forwards-QI in QI #QIHour
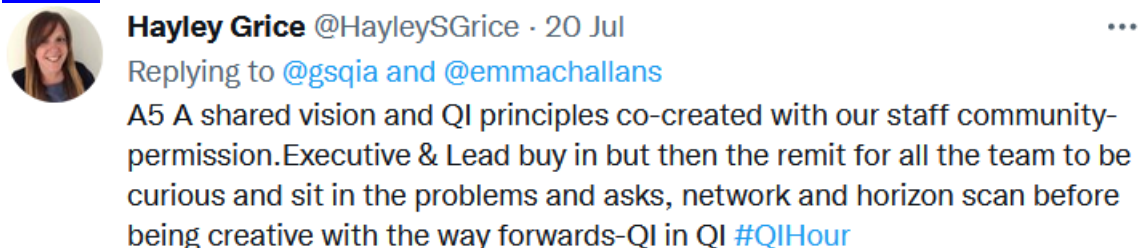
Gaurika commented, "A trusting and trusted team, no blame culture, everyone accepting that they don't hold all the answers, failure encouraged, never being mocked for asking questions, coaching/mentoring skills in the mix", and Jayne responded…

🧡 **Jayne Beasley** 🧡 @JayneBeasleynhs · 20 Jul
Replying to @gsqia and @emmachallans
A5. When those around me have created conditions where it feels safe to be vulnerable, it may be where the greatest learning happens #QIHour

🔁 2        ❤️ 7

Charlotte added…

**Charlotte Jakab-Hall** 👑 🩶 @CharlotteNHSRN · 20 Jul
Replying to @gsqia and @emmachallans
A5 That failure doesn't actually exist when you are infact learning, developing and reflecting in action. Your only failure is to not try, and to not move forward despite challenges. #QIHour

🔁 3        ❤️ 10

And Donna M also shared these great nuggets…

**Donna Mathieson TNA** @DonnaMath9 · 21 Jul
Replying to @gsqia and @emmachallans
A5, sharing knowledge, no secret squirrel societies, rank/banding is irrelevant when it comes down to all learning, take into account the human factor... to be human is to make mistakes, to be human is to ask questions and not be made to feel silly for asking #QIHour

**Key words and themes that appeared included in response to Question 5:** *"What conditions have you experienced in a safe learning culture?"*

*Question 6: "Challans Challenge" -  If you know what good looks like, what is stopping you and your organisation doing better?*

**GSQIA** 💙 @gsqia · 20 Jul

**Q6**. If you know what good looks like, what is stopping you and your organisation doing better?

Please include A6 & the **#QIHour** hashtag in your responses

@emmachallans

**#QIHour**

**NHS**
Gloucestershire Hospitals
NHS Foundation Trust

Q6. If you know what good looks like, what is stopping you and your organisation doing better?

**#QIHour**

hosted by @GSQIA at @gloshospitals in collaboration with:
@lockley_leeanne, @steve_daykin, @DrAmarShah, @RobertJMAyers, @LouWaters_QI & @seaty63

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Angela responded by role-modelling the culture we have been talking about, sharing "I'm not sure about this one I feel I need to give it some serious thought." We're so pleased that time and time again #QIHour allows participants to share that they do not know or need to know all the answers.

Efua suggested "time and perhaps an element of fear... after all and change come with risks".

Christina shared her personal obstacles…

**Christina Harrison** @RNChristinaH · 20 Jul

Replying to @gsqia and @emmachallans

My biggest personal obstacle is hierchies, permission, and time.
From an organisation perspective QI seems to be an 'extra' thing to do with reduced funding in this sector when in reality it should be embedded as a norm and required for our future. #QIHour

We haven't mentioned hierarchies much through this chat. How do hierarchies affect how you work and approach improvement in your workplace? How do they affect your feeling of psychological safety? Is it important to flatten hierarchies? What might happen? Have you experienced this where you work?

[Andrea Evans](#) shared the following. How can we create solid foundations upon which to build?

> **Andrea Louise Evans** @AndreaELouise01 · 20 Jul  ···
> Replying to @emmachallans
> **Q6** I don't believe the right foundations are always there to build upon.
> #QIHour

[Joy](#) shared this advice…

> **Dr Joy Furnival CEng** 🐝 @joyfurnival · 20 Jul  ···
> Replying to @gsqia and @emmachallans
> #A6 sometimes obstacles are just not enough hours in the day… possible ways to remove those obstacles… building QI capability, distributing leadership, building coalitions and agency, not letting perfection be enemy if good enough ….. #QIhour #QItwitter
>
> 💬          ♻ 2                    ❤ 7                    ⬆

[Kedar](#) highlighted some big obstacles here… has anyone got any experience in breaking down these barriers who could help Kedar?

> **KEDAR SAWLESHWARKAR** @kedarpriya1 · 21 Jul  ···
> Replying to @gsqia and @emmachallans
> A6. #QIHour Leadership behaviour, Lack of appreciation of system, absence of feedback mechanisms.

[Charlotte](#) talked about her personal journey of growth as a leader, saying "I mean, I can only speak for myself…I am continually reflecting and aspiring to grow as a leader. On my journey of growth   as a leader I aim to empower others to also grow and develop alongside me by empowering and motivating them. We are all leaders in our own right."

> **Charlotte Jakab-Hall** 👑 🤍 @CharlotteNHSRN · 20 Jul  ···
> Replying to @gsqia and @emmachallans
> A6 I think so many people believe leadership only belongs to a few. When in fact, everyone has the potential to develop as a leader. It's about bringing those people with us, and uplifting them to flourish to their full potential. #QIHour
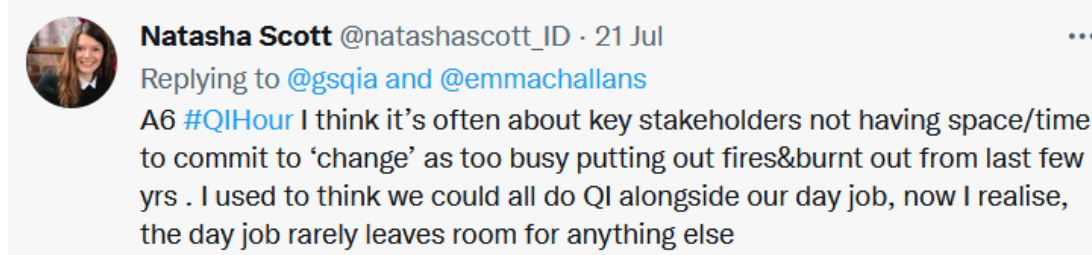>
> 💬 1          ♻ 2                    ❤ 6                    ⬆
>
> **Pippa Chillman** @PippaJChillman · 20 Jul  ···
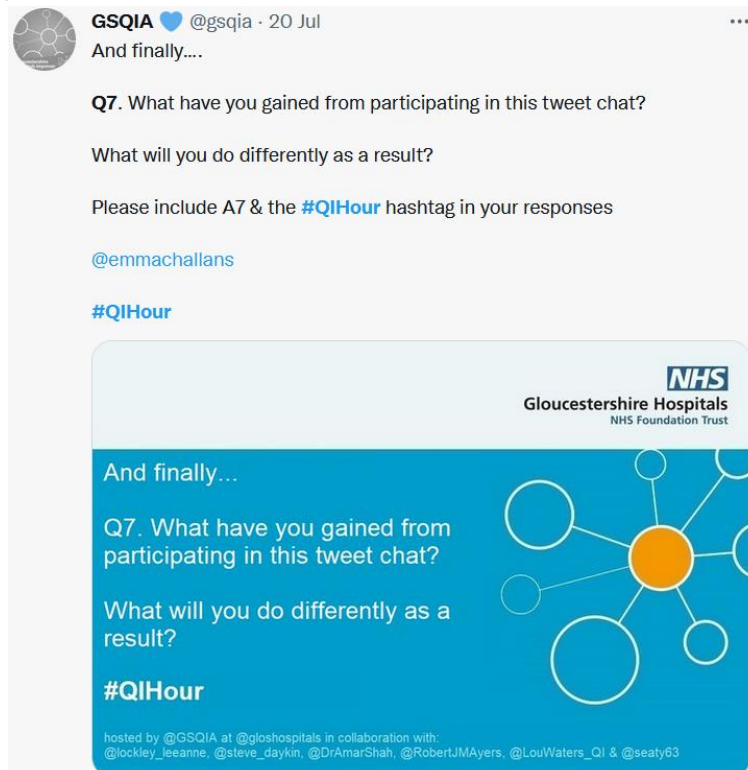> Love this. Send the elevator back down! #QIHour

[Natasha](#) reflected…

**Key words and themes that appeared included in response to Question 6:** "If you know what good looks like, what is stopping you and your organisation doing better?"
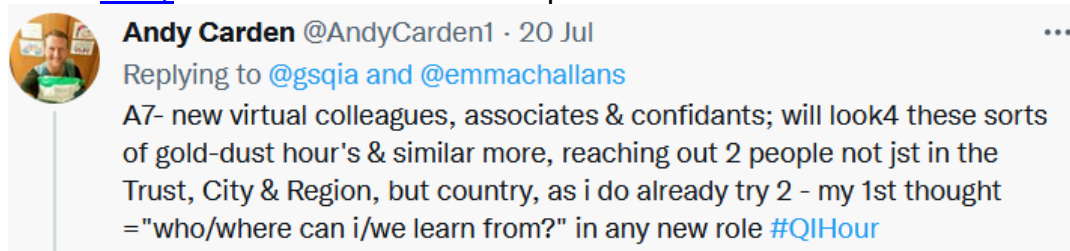


*Question 7: What have you gained from participating in this tweet chat? What will you do differently as a result?*
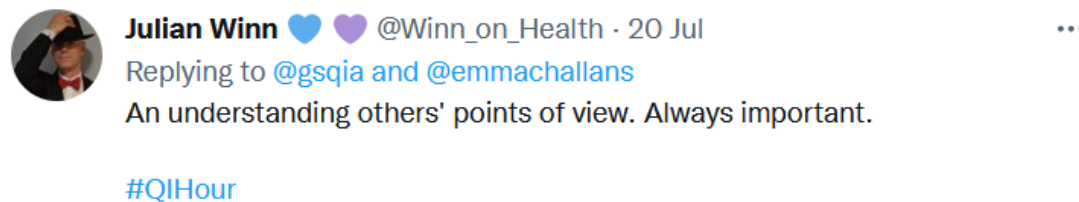
It was fabulous to see so many new faces at this #QIHour – welcome to all of you!

It was Andy's first #QIHour and he responded…

Andy Carden @AndyCarden1 · 20 Jul

Replying to @gsqia and @emmachallans

A7- new virtual colleagues, associates & confidants; will look4 these sorts of gold-dust hour's & similar more, reaching out 2 people not jst in the Trust, City & Region, but country, as i do already try 2 - my 1st thought ="who/where can i/we learn from?" in any new role #QIHour
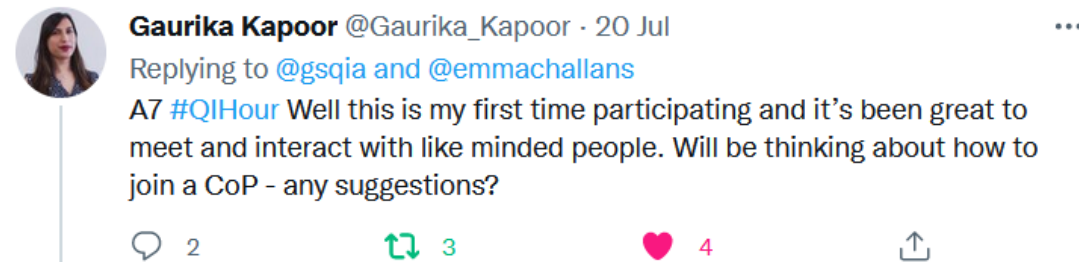
It was also Bradley's first #QIHour. He gained "awareness of others who I would not have found in the vastness of Twitter. Not make this my first and only time!"

Julian gained…

Julian Winn 💙 💜 @Winn_on_Health · 20 Jul

Replying to @gsqia and @emmachallans

An understanding others' points of view. Always important.

#QIHour

Marie in Canada reflected that "It's super fun interacting with fellow #QI nerds across the pond." 😊

Gaurika was also new to #QIHour for this chat and her reflections were…

Gaurika Kapoor @Gaurika_Kapoor · 20 Jul

Replying to @gsqia and @emmachallans

A7 #QIHour Well this is my first time participating and it's been great to meet and interact with like minded people. Will be thinking about how to join a CoP - any suggestions?

💬 2          🔁 3          ❤️ 4          ⬆️

Emma H "gained a broader perspective on things I've been mulling over a lot recently. Thanks everyone!"

And Joy, a regular #QIHour contributor had some fab reflections and actions to take away…

Dr Joy Furnival CEng 🐝 @joyfurnival · 20 Jul

Replying to @gsqia and @emmachallans

#A7 #QIhour  I have gained some connection & made a reconnection The power of the network
I also feel like I went down a time wormhole & came out w/ a reminder of why I love #QI #whatmatterstome
My action: keep going, persist, persevere
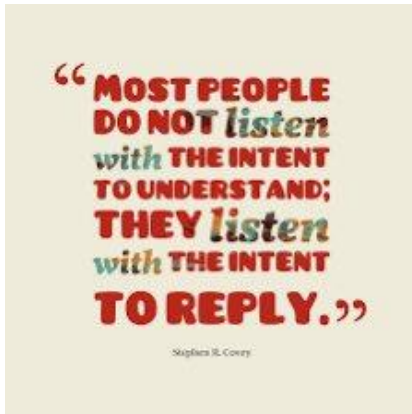Thank you #QIhour team #QItwitter

**Key words and themes that appeared included in response to Question 7:** "What have you gained from participating in this tweet chat? What will you do differently as a result?"

willbealongnexttime
ability totakepartinatweetchat
superfun
persevere
firsttimeparticipating
persist
meetlikemindedpeople
awarenessofothers
keepgoing  learnfromothers
newconnections
reminder
broaderperspective
connection
whyiloveqi
reconnection  powerofthenetwork
collaborativelearning
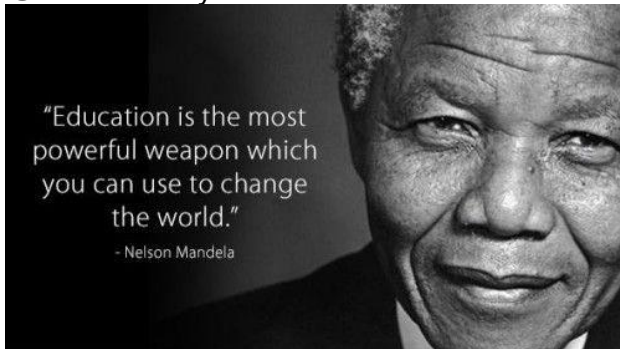newvirtualcolleagues
notmakethismyfirstandonlytime

## Shared resources

@CuriousBecks:



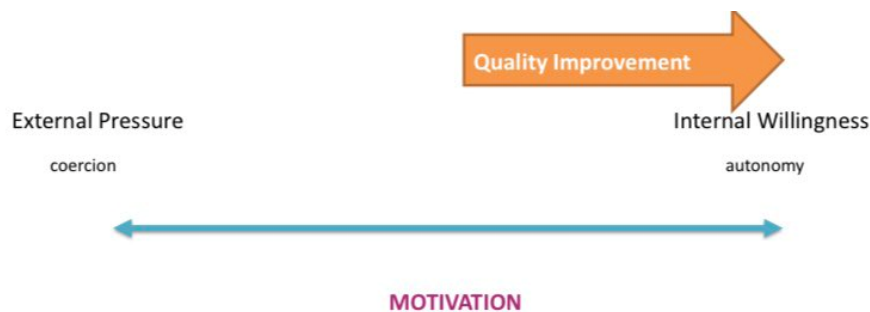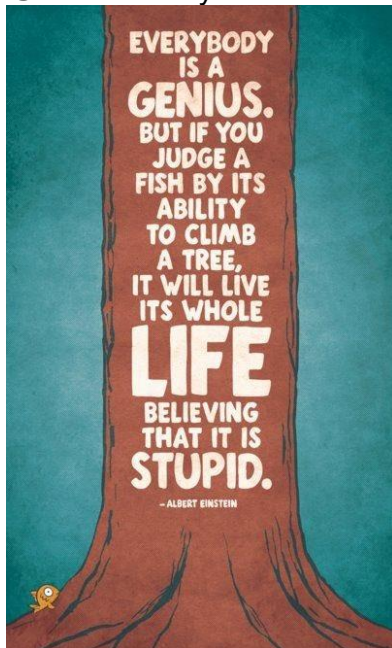> " MOST PEOPLE DO NOT *listen* with THE INTENT TO UNDERSTAND; THEY *listen* with THE INTENT TO REPLY. "
>
> Stephen R. Covey

@joyfurnival: [BLOG] https://joyfurnival.wordpress.com/2021/06/13/improvement-practice-and-culture

@RobertJMAyers:



> "Education is the most powerful weapon which you can use to change the world."
>
> - Nelson Mandela

EVERYBODY IS A GENIUS. BUT IF YOU JUDGE A FISH BY ITS ABILITY TO CLIMB A TREE, IT WILL LIVE ITS WHOLE LIFE BELIEVING THAT IT IS STUPID.
– ALBERT EINSTEIN

Quality Improvement

External Pressure

coercion

Internal Willingness

autonomy

MOTIVATION

So where do we want Quality Improvement to sit?

# IHI Psychology of Change Framework

**Unleash Intrinsic Motivation**

Tapping into sources of intrinsic motivation galvanizes people's individual and collective commitment to act.

**Adapt in Action**

Acting can be a motivational experience for people to learn and iterate to be effective.

**Co-Design People-Driven Change**

Those most affected by change have the greatest interest in designing it in ways that are meaningful and workable to them.

**Activate People's Agency**

**Distribute Power**

People can contribute their unique assets to bring about change when power is shared.

**Co-Produce in Authentic Relationship**

Change is co-produced when people inquire, listen, see, and commit to one another.

Intrinsic motivation...predicts the ability to handle change, and even our adoption of the latest technology (Moran et al, 2012).

Self-Determination Theory of Motivation (Ryan & Deci, 2000)
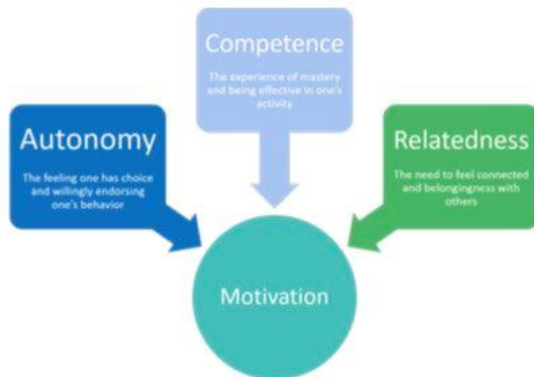
"Intrinsic rewards produce non quantifiable personal satisfaction, such as a sense of accomplishment, personal control over one's work, and a feeling that efforts are appreciated" (Harvard Business Review, 2019).




'Culture eats ~~strategy~~ for breakfast'
Quality Improvement
Culture — Quality Improvement
Ignore it at your peril


ERRR... CAN'T STOP. TOO BUSY!!
TOO BUSY TO IMPROVE?

@RNChristinaH: **School for Change Agents** – register for November cohort – free change agent training open to everyone.

**Communities of Practice**:
Improvement – *@theqcommunity* – apply to become a free member
Ops Managers – *@Proud2bOps* – contact Emma Challans-Rasool for more information

The next #QIHour chat is on 'Delivering Virtual Improvement Collaboratives' joined by The QI Guy. This chat will take place on Wednesday 21st September 2022 at 8pm BST (GMT+1).

Follow #QITwitter for more from the improvement community.

*Report produced by Lou Waters, GSQIA Digital and Networks Advisor & #QIHour host.*