![Healthcare Improvement Scotland | ihub logo]

Value Management Collaborative

Flash report
January 2020

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@ihubscot #ValueMgt

December site visits

The national team met with improvement coaches, team leads, and others working on Value Management at site visits in December. The visits provided a valuable opportunity to **bring teams together, build relationships** and **make useful connections**.

Although boards are at different stages of development, some common themes emerged at the visits:

> Progress has been made with team readiness assessments and selection of measures.

> Several teams described measures that will take them to a place of having a working box score in the near future.

> Many opportunities to align with other programmes were identified, such as SPSP and Excellence in Care.

> There was a high level of interest in capacity measures and how capacity can be measured in different contexts.

> Boards are developing communication plans to raise awareness and prepare for scale-up and spread.

Reporting

The national reporting process on NHS board progress with Value Management commenced in January. All boards will receive feedback.

The next report and data submission date is **Monday 17 February**.

January coaching calls

The first coaching calls for improvement coaches took place in January.

The following themes emerged:

- Process mapping is ongoing within teams.
- Most teams are progressing well with the development of their box scores and have identified potential measures for inclusion.
- A few teams are continuing to complete the linkage tool and identify measures.

Several teams were looking for support with **finance and capacity measures data collection and reporting**, so this was a key focus of the coaching calls.

NHS Greater Glasgow & Clyde launch event

![NHS Greater Glasgow and Clyde logo]

Staff working on Value Management at NHS Greater Glasgow & Clyde came together on Wednesday 27 January for an event to celebrate the launch of this work.

The national team delivered a session on Value Management methodology, after which teams worked on developing improvement ideas and measures from their linkage exercise.

This collaborative session was attended by the clinical service team, senior management accountants and senior leaders.

The event highlighted the **benefits of the multi-disciplinary nature of the Value Management approach**. Several ideas were generated, illustrating what can be achieved through this way of working.

Workshop 2 for improvement coaches, team leads & management accountants

Tuesday 28 & Wednesday 29 January, SHSC, Edinburgh

The second Value Management workshop brought together improvement coaches, team leads and management accountants to build capacity and capability for improvement. The presentation slides are now available on the Knowledge Hub.

Day 1

Establishing a team

The workshop started with a session on roles and responsibilities in Value Management and the characteristics of high performing teams.
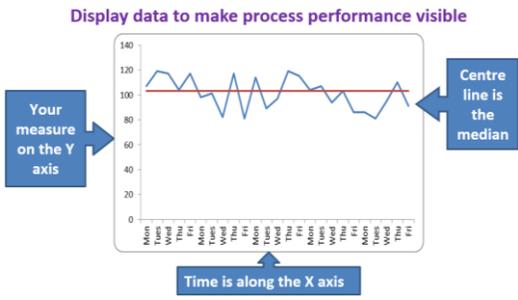

Meaningful Common Purpose · Specific Performance Goal · Complementary Skills · Strong Team Commitment · Mutual Accountability

J.R. Katzenbach & D.K. Smith

Aim statements

The importance of having an aim statement and the key aspects of an effective aim statement were discussed.

**S**pecific
Time bound
Aligned
Numeric

Introduction to measurement

A session on the principles of data for improvement and how to construct run charts and pareto charts took place.

Display data to make process performance visible

Your measure on the Y axis — Centre line is the median — Time is along the X axis

Planning for scale up and spread

The final session of the day focused on understanding the concepts of scale up and spread and beginning to consider the adoption attributes.

Complexity · Compatibility · Trialability · Relative advantage · Rate of adoption · Visibility
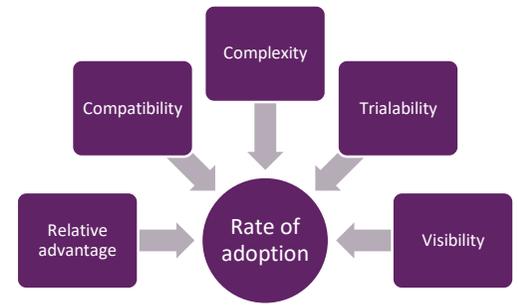
Day 2

Testing change ideas

Day 2 of the workshop began with a session on applying knowledge and skills to each step of the PDSA cycle.

julia mackel
@julia_mackel

Applying PDSA using coin spinning exercise #ValueMgt @joehandsnhs

Telling your improvement story

The importance of telling their improvement story and the key design principles of data visualisation was discussed.

Narrative · Engage · Visuals · Explain · CHANGE · Enlighten · Data

Facilitation

In the afternoon, the responsibilities of a facilitator and questioning skills to aid facilitation were covered.

Responsibilities of a facilitator:
Prepare in advance
Establish expectations
Guide the group in sharing information
Establish a 'parking lot'
Maintain a list of action items
Stay objective
Discover through questioning
Ensure agreement of actions

Coaching

The final session focused on helpful coaching questions. Coaches and team leads had the opportunity to practice coaching conversations.

Join the conversation

#ValueMgt Use the Value Management hashtag and follow **@ihubscot** on Twitter to join the conversation.

Next steps

February	**February site visits** The national team will be visiting NHS boards throughout February. The purpose of the site visits is to support the creation of visual management boards, the prioritizing of improvement ideas and analysis of data.
w/c 17 February	**February coaching calls** The purpose of the February coaching calls is to explore areas of success/challenges with improvement coaches around box scores and visual management boards to allow for effective sharing. Feedback on submitted progress reports and data will also be discussed.
10 March	**Project surgery WebEx 1** The first project surgery WebEx for coaches, team leads, teams and finance staff will take place on Tuesday 10 March 2.30-3.45pm and will provide boards with the opportunity to learn from each other.
25 March	**Finance WebEx 1** This WebEx is the first of a number of opportunities for management accountants to engage with each other and the national team to learn about Value Management and share their experience. The WebEx will take place at 3.00-4.30pm.

The Knowledge Hub

If you have not already joined the Value Management Collaborative Knowledge Hub group you can find out how to do so here.

You can also scan this barcode with your smartphone camera to go to the Knowledge Hub homepage where you can create an account.

What's new on the Knowledge Hub?

- Board communication tools, including local learning session agenda and flash report templates
- Presentations from the recent workshop for coaches and team leads
- A tool for measuring staff experience, and
- Updated key activity tracker.

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Contact us:

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