

Second Annual Report 2015 - 2016

CLIC

Education and Learning

Cumbria Production System

Leadership

Cumbria Learning and Improvement Collaborative (CLIC)

Driving a positive transformation in health and social care

The second year of CLIC has seen important developments on many fronts...

We have many highlights that this report details, and lots of evidence from the evaluation of our work that individuals, teams and services have all benefitted from our programmes and facilitation - and often they tell us about how the people who use our services have directly felt that benefit.

We have consolidated the 'collaborative' ways of working by both sharing and incorporating key staff in the Trusts and NHS Cumbria Clinical Commissioning Group (NHS Cumbria CCG), and we have developed alignment with the emerging strategies and implementation plans for the 'Success Regime' and 'Better Care Together'.

This sees the concept and ideas of CLIC taken and embedded in the emerging thinking of the organisational development planning for West, North and East Cumbria, and simultaneously aligning our work in South Cumbria with its partners across Morecambe Bay in Better Care Together (BCT) to form a sister organisation, 'BLIC' (the Bay Learning and Improvement Collaborative).

The small core team of CLIC have worked hard to maintain the evolving ethos and supporting:

- The emergent BLIC
- The building of capacity in both the Cumbria Partnership NHS Foundation Trust (CPFT) and North Cumbria University Hospitals NHS Trust (NCUHT)
- The Success Regime
- The development of NHS Cumbria CCG and its members in General Practice

Although the CLIC core funding has been reduced, the collaborative has successfully attracted new funds into the local area, and has benefitted from national allocations to support its members and partners. The team have done a brilliant job.

We have had really strong evaluation feedback from all participants, including the private care sector, on the value of the Clinical Skills Programme.

Learning together has been a great experience for their Registered Nurses, who have joined Practice Nurses, District Nurses, Acute Services and Specialist Services Nurses in the clinical skills sessions, helping to support valuable networks for future working and development.

Looking forward, we are exploring 'phase two' of the programme, seeing how we can pilot innovative learning opportunities for health and social care support staff.

Many of the phase one Clinical Skills Team have now moved on, and our particular thanks go to all of them for a fantastic year.

Education & Learning

Transforming learning through collaboration and evaluation

Leadership

Embedding talented leadership in all staff

The Cumbria Production System

Developing and implementing the Cumbria Production System

£1,103,051

additional income generated

545

Twitter followers
@CLIC_Cumbria

67.5

hours of one-to-one executive coaching undertaken



620

attendances at practitioner training organised and supported by CLIC

98%

of people would recommend the session they attended to a colleague

65

people explored their Myres Briggs personality preferences



144,112

website views

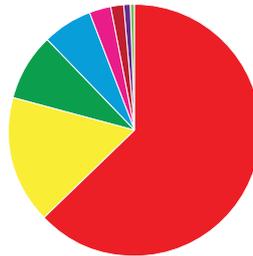


674

attendances at

26

CLIC-facilitated improvement workshops



Attendance at Cumbria Production System Awareness Sessions by organisation*



* Some partners undertook additional, bespoke sessions internally to meet a specific organisational need.

4,046

total contacts with staff and the people who use our services

2,728

registered website users



441

attendances at

26

CLIC facilitated leadership development sessions

543

attendances at

63

core CLIC training sessions



1,768

attendances at

148

clinical nursing skills events with...

50%

receiving a follow-up in the workplace

I have an idea!

CLIC can help you grow your improvement ideas.

www.thecllic.org.uk/clic/contact-us

Rolling forward improvement events

In April 2015, CLIC rolled forward into its second year gaining some real momentum.

Building upon the successes of 2014-15, we continued in our bid to be as helpful as possible, supporting partner organisations with their fantastic improvement efforts.

In this month, we worked closely with NCUHT's Change Team looking at National Early Warning Scores (NEWS) on admission, from which the staff involved were able to develop a new standardised process, ultimately resulting in safer admissions and assessment.

Improvement work such as this would become a key feature of CLIC's activity throughout the rest of the year, with us going on to facilitate a further **25 similar events**, involving **over 650 people**. Some particular highlights included:

- Supporting health and social care partners to engage staff in the development of the Furness General Accident and Emergency Front Door Model
- Alongside RiO Champions and the Cumbria Partnership NHS Foundation Trust's (CPFT) Project Management Office, maintaining a focus on value and value stream mapping in facilitating the introduction of the RiO Electronic Patient Record system
- Working with Occupational Therapy (OT) teams across the local health and social care system to improve the alignment of the OT pathway, as well as developing a compact of values and behaviours. This improvement project was a national finalist in The Chief Allied Health Professions Officer's award for Entrepreneurship (part of the Healthcare Award)

"It was amazing to see what the team had achieved in such a short space of time.

"The changes proposed will make a real difference to patient care across the Trust and I look forward to hearing about the results as the changes are put into place."

Helen Ray

Executive Chief Operating Officer at NCUHT

"Excellent opportunity to standardise NEWS throughout the Trust. It was an exciting and productive event.

"We have further strengthened relationships across sites and look forward to how this can improve patient experience."

Emma Farrow

Clinical Director of Emergency Care at NCUHT



Got an improvement idea but need some support?
Get in touch with us

www.thecliv.org.uk/cliv/contact-us



Working on the compact

In May, as part of CLIC's commitment to nurturing leadership behaviours and embedding a culture of continuous improvement, we put together a Compact Toolkit as a practical, step-by-step method for teams to use in developing more effective ways of working together.

A 'Compact' is a clearly stated, agreed set of expectations between staff that aligns with an organisation's vision, aims and values – it is the understanding or psychological contract of “how we do things round here”.

We used this approach as part of our work with OTs across the local health and social care system, enabling these staff to define a set of behaviours that they would all embrace, promoting cross-organisational collaboration, building better relationships, and ensuring the improved handover of individuals between services.

“We need to give a huge thank you to everyone from CLIC for providing us with the expertise to enable us to identify and understand what we needed to improve and the encouragement and support to reach our goals.

“We would not have made so much progress or achieved so much without them.”

Janet Folland

Professional Lead for Occupational Therapy at CPFT

We also recognise that a key part of nurturing positive behaviours, and developing staff to be talented leaders, is empowering individuals to increase their self-awareness, and take greater responsibility for their actions as a result.

Therefore, this year some of our effort was focused on the use of personality profiling, with **65 people attending 8 Myers-Briggs Type Indicator (MBTI) sessions**.

This gave individuals and teams alike the opportunity to take time out of their workplace to consider similarities, differences, strengths and potential weaknesses, often with the aim of improving communication, and in some cases, reducing stress.



Want to develop your own team compact?
Download our Toolkit

www.theclic.org.uk/leadership/leadership-tools



Improving our website

In June, a little over a year since the CLIC website was first launched, we saw the number of **registered users reach 1,440**, which steadily **rose to 2,728** by the end of March 2016.

With PDSA (Plan, Do, Study, Act) in mind, we spent this month collating your views on the site, aiming to develop this resource into an even more useful, accessible way for all staff to learn, share and collaborate across the local health and social care community.

“Very useful and I often refer to when needed. I like the fact speakers are filmed for later access.”

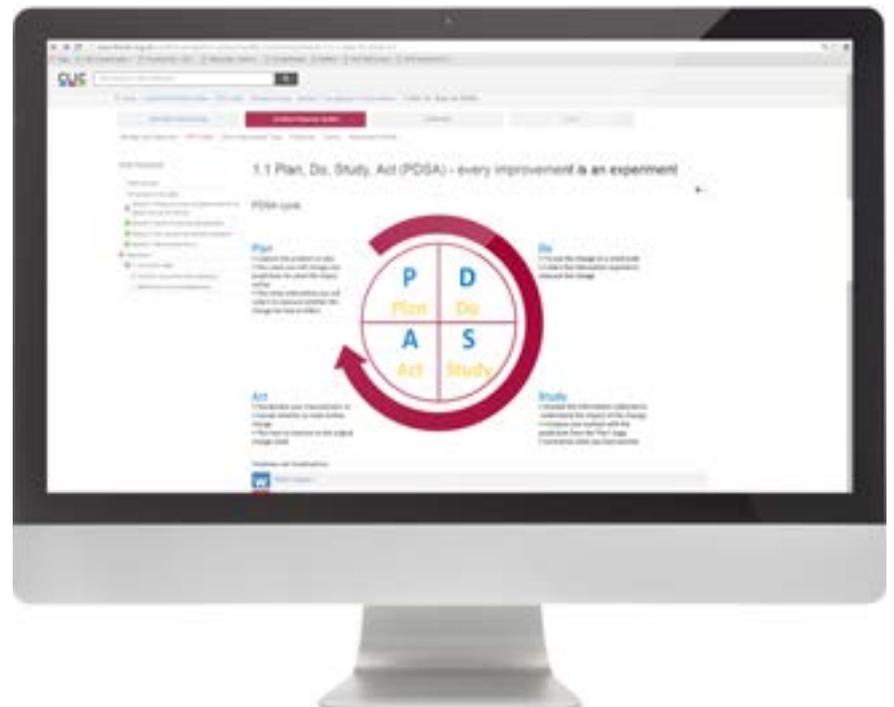
Website User

The feedback and suggestions you gave us resulted in the following improvements being made:

- A simpler, expanded Cumbria Production System (CPS) Toolkit, along with a new Leadership Toolkit
- Better access to the events section from the homepage, and a handy filter to help you find the session you are looking for
- The building of a communities section – an intranet-style page where staff across different organisations can share documents, meetings and hold discussions
- An enhanced ‘Knowledge Hub’, with greater connection to the Library Service (including features to easily request journal articles and evidence/literature searches)



Visit our website to sign up and find out more
www.thecllc.org.uk/sign-up



Listening to the young people who use our services

In July, we held our second annual engagement conference, which focused on involving children and young people who use our services in a conversation about the improvements that they would like to see.

The Children and Families Team (part of NHS Cumbria CCG), supported by CLIC, co-produced the 'Children and Young People in Charge' programme in collaboration with individuals from a number of local schools.

This fabulous event was attended by **70 health and social care professionals, children and young people**, with their thoughts and views fed-back through drama, song and pictures.

It came as no surprise that it had sparked interest on a national scale, and on the day, #hbcyp15 was amongst the **UK's top 10** trending topics on Twitter.

The conference was an important reminder that we need to constantly work hard to accurately hear the voice of all the people, young and old, who use our services.

"UNBELIEVABLE...I defy anyone not to have been inspired to raise the bar on #childhealth delivery as a result of #hbcyp15."

"Excited, positive and full of ideas! #hbcyp15."

"#hbcyp15 having a great day out at my first ever conference."

Conference Participants

Want to be involved in something similar?
Get in touch with us:

www.thecllc.org.uk/cllc/contact-us



Developing a coaching culture

In August, CLIC led a successful application to the North West Leadership Academy's (NwLA) 'Building Capacity and Capability in Coaching' programme.

We were subsequently **awarded £3k** to upskill three individuals across our partner organisations in delivering coaching conversation training, with the aim of supporting the development of a coaching culture across the local health and social care system.

A coaching culture is one where "coaching is a predominant style of managing and working together, and where a commitment to grow the organisation is embedded in a parallel commitment to grow the people in the organisation."

Clutterbuck and Megginson (2005)

Clutterbuck, D. and Megginson, D. (2005) Making coaching work: Creating a coaching culture. London: Chartered Institute of Personnel and Development.

The two-day 'Coaching Skills for Leaders and Managers' was delivered to a **first cohort of nine people** in February 2016, with very positive evaluation feedback received.

For the many more who have already expressed their interest in attending, plus those who may just be finding out about the training, further dates will be planned throughout the coming year, allowing us the opportunity to maximise the spread of this valuable learning.

"Really enjoyed the space over three days to reflect on coaching style and how to relate to my work role... opportunity to try things out and network."

A workshop participant



Develop your coaching skills –
register now to attend the course:
www.thecllc.org.uk/leadership/events



Innovative learning and evaluation studies

By September, CLIC had already supported a number of different education events for the safeguarding system.

Safeguarding in particular was identified by our members as a key area where CLIC could add value, particularly by bringing staff together to learn from each other and improve our common processes.

During the year, we held **two focused learning events**, both of which drew upon recent cases to improve how staff would support similar circumstances in future.

These were attended by **more than 20 operational staff** and clinical leaders from across our partner organisations, with the outputs fed-back to the safeguarding operations group as recommendations for the Cumbria Safeguarding Adults Board.

Supporting this work, we also ran some development sessions for members of the Safeguarding Practitioners Forum, with the topics covered including facilitation, lessons learned dissemination, change management and complexity, and resilience.

“Identified a good range of factors which may help make a difference when faced with a safeguarding alert.”

“Really enjoyable day! Learnt a lot. Thank you Stephen for your wonderful style and wealth of knowledge, experience and expertise.”

Workshop participants



An example of how to visualise After Action Review (AAR)

The CPS Toolkit offers practical methods for improving services, adding value for the people who use them – check it out:

www.thecllc.org.uk/cumbria-production-system/toolkit-2/toolkit-overview



Developing leadership at every level

In October, as part of CLIC's ongoing effort to strengthen our system leadership capacity, we began to pilot a three-day course designed for leaders at all levels.

'Improving Leaders' demonstrates how leadership can be enhanced through the use of the CPS Toolkit, nurturing effective behaviours and skills in order to continuously improve our services.

The pilot course was very well received by the **13 individuals who attended**, and this three-day programme is now available to all staff across health and social care (with a **further eight accessing the course** before the end of March 2016).

"The course really builds a portfolio of skills and tools that can be utilised. It enables you to rationalise the environment and the behaviours which you come across every day and how you can influence them."

"Excellent, have thoroughly enjoyed every bit and commit to make a difference in Cumbria. Thank you. Reignited my spark."

"Helped give me a theoretical context to existing situations, e.g. technical vs. adaptive problem solving. A personal eureka moment, very helpful."

Course Participants

In this month, we were also proud to host the internationally renowned Professor Michael West, who delivered a masterclass in 'Leading a Culture of High-Quality Care'.

Professor West presented a well-evidenced approach, relevant to leaders across the local system, demonstrating that creating a culture of 'collective leadership' improves staff engagement, which is proven to enhance the quality of care for the people who use services.

The presentation prompted lively debate amongst the **147 who attended**, and encouraged us all to question how we can develop our leadership to meet the challenges of delivering quality health and social care in Cumbria and the Morecambe Bay area.

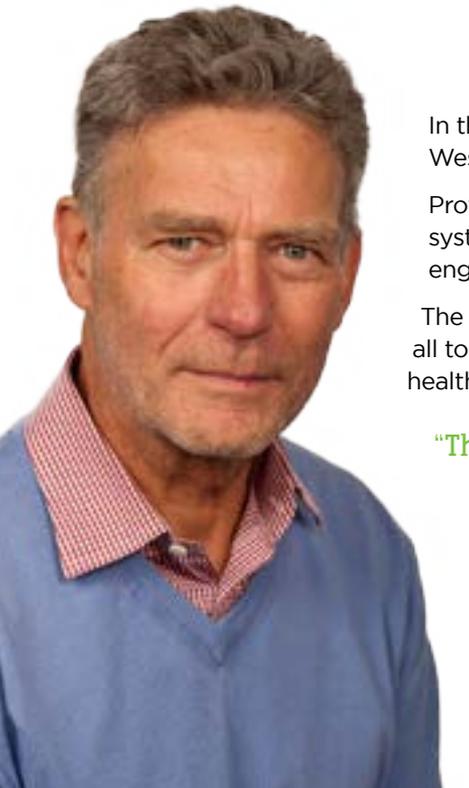
"The pre-session reading and lecture was inspiring and motivational... so refreshing to see a purely human approach that engages."

"Utterly inspiring and thought provoking."

"Taking so much back to our team to inspire, encourage and positively improve quality of care."

Masterclass Participants

Missed the opportunity to attend Professor West's masterclass, or want to see it again? Borrow a video copy from the CLIC Office, or register to attend one of our viewing sessions: www.thecliv.org.uk/leadership/events



Michael West

Professor of Organisational Psychology at Lancaster University, and Head of Thought Leadership at The King's Fund

Supporting general practice

In November, CLIC continued with its in-depth improvement support offered to general practice.

Our work ranged from help in mapping services, to capacity and demand analysis, to workplace organisation, and was undertaken throughout the year with a variety of practices across the local system.

During the year, we also supported many practices in their recruitment and workforce planning, and several took-up the opportunity to work with us in piloting a model for developing sustainable Patient Participation Groups (PPGs).

"Thanks for everything...you inspired me."

GP Partner
Copeland Locality

"We know there is much to be done and I feel we are now better placed to achieve the necessary than we have been since I came here. I feel there will be much better teamwork all round which will enable us to move forward with the support available to us – thank you for that."

Practice Manager
Copeland Locality

"We have found CLIC a very valuable resource at our practice. The courses have provided clear concise teaching on the latest techniques for Change Management."

"The two visits from Prof. Singleton were very helpful. These visits reinforced the learning from the courses and enabled us to analyse our working patterns."

"Following on from the visits we have made a major change to the organisation of our working day. This has significantly reduced our GPs stress levels and improved our productivity."

GP Partner
South Lakes Locality

Following-on from some of our highlights of 2014-15, additional GP Update sessions were made available to all practices, once again **bringing together nearly 100 clinicians** to learn together about current evidence and guidance.

CLIC, on behalf of practices in Cumbria, were also able to negotiate another year's bulk purchase of the online eLearning platform, 'Blue Stream'. As a result, **76 practices continued to use this to meet their mandatory training needs in 2015-16.**



Need help or support? Let us know.
www.theclik.org.uk/clik/contact-us



New ways of working

By December, CLIC was making significant progress in a project set-up to learn from the Millom Integrated Care Community (ICC) development.

In 2014-15, we were **awarded £20k by the NWLA** to carry out this work, giving us capacity to consider the leadership attributes and the approach that had led to the success of establishing the ICC.

This involved observation and interviews with a range of system leaders, as well as evaluating the evidence-base from system leadership and leadership more widely.

As a result of the project, we have established a diagnostic approach for establishing the current state of the ICC in development across three aligned pathways:

- Behaviours
- Policy and process
- Systems and governance

The work also identified three clear phases for any development:

- Laying the foundations
- Taking control together
- Sustaining the alliance

There are a range of key steps underlying each of these three phases, which are supported by a number of different development interventions.

We are aware that each ICC will be different in where they are currently, and what will be needed to support leaders as they develop their work locally within their ICCs. A common approach to development is, however, available for all the ICCs across the Success Regime and BCT areas.

Also this year, in an innovative move, CLIC participated in a new way to share expertise. Karen McAllister, CLIC lead for the CPS, now spends some of her time heading up a new team in CPFT as Head of Continuous Service Improvement.

In turn, Gillian Mathews, CPFT's Head of Innovation, reciprocates by joining the CLIC team for part of her time, supporting delivery of the CPS and Leadership strategies.

The partnership is working well, with both organisations benefitting from new perspectives and the combined expertise of two experienced improvement leaders.



Want to find out more? Get in touch with us
www.thecliv.org.uk/cliv/contact-us



Facilitating rapid improvement – the mental health example

In January, CLIC joined colleagues in NHS Cumbria CCG to design and facilitate a workshop which provided some challenge to a proposed New Model of Care, asking a wide-ranging audience, including the people who use our services, carers and third sector providers, to comment on how this could be put into practice.

The workshop generated a lot of feedback, ideas, suggestions and constructive criticisms to be incorporated into proposals for a new way of delivering mental health services across the county.

“CLIC helped to ensure that the aims of the event were clear and focused, suggesting effective approaches and methods to help participants work through very complex and challenging issues.

“I was impressed by the volume and quality of the CLIC team's experience in improvement techniques and their expertise in applying these at the event..

“The atmosphere was friendly and supportive, allowing participants to voice their views and make great contributions to shaping the development of mental health services... in the true spirit of co-production. Thank you CLIC team.”

Janice Horrocks

Deputy Director of the Mental Health & Learning Disabilities Commissioning Team, NHS Cumbria CCG

For further advice and guidance on improvement, take a look at the CPS Toolkit and our regular blogs:

www.thelic.org.uk/cumbria-production-system/toolkit-2/toolkit-overview



This event built-upon the support CLIC gave throughout the year to the development of CPFT's community mental health services, facilitating Rapid Process Improvement Workshops (RPIWs) and follow-up activities to strengthen the service and improve staff engagement. The CQC complimented the service in their inspection of CPFT:

“It was also clear to our inspectors that some excellent practice was taking place with working age adults, older people and within community mental health.”

Dr Paul Lelliott

Deputy Chief Inspector of Hospitals and CQC Lead for Mental Health

Overall, this work identified an important opportunity to look again at how mental health services can work with third sector organisations in Cumbria.



Nurses learning together

In February, the CLIC Clinical Skills Team held a learning event to look at what phase one of the Clinical Skills Programme had taught us.

Beginning in May 2015, the project offered free training to Registered Nurses, and went on to be **accessed by nearly 900 individuals**, with many attending numerous workshops.

Of these, **50% received a follow-up in their workplace**, promoting the embedding of their refreshed, and often new, learning.

On the whole, the innovative programme has brought learning together for nurses from all health and social care, ultimately working to improve care for the people who use our services.

Key themes identified at the event include:

- The importance of a back to basics approach to nurse training
- The benefits of sharing expertise, learning and resources across organisations
- The value of embedding learning through competency frameworks and supervision
- That learning needs to be continuous, and build a culture of reflective practice

Due to the success of phase one, **further funding of £212,100** was awarded to us by Health Education North West (HENW) to build on this work and develop a similar model for phase two, which will be designed for our support staff working across health and social care.

As a result of the programme, SAGE & THYME enhanced communication training is now also being delivered across Cumbria and the Morecambe Bay area through a joint licence.



“The CLIC training is a major part of preparing our staff to carry out evidence-based practice and is a vital part of our workforce being properly prepared for their roles within our organisation.”

Community Charge Nurse

“My follow-up meeting with a Clinical Skills Nurse Educator proved invaluable. I was given advice on how to link my reflective accounts to practice using the competency assessment and framework booklet.

“It was suggested that I do an action plan to demonstrate my practice and how it will help consolidate the principles of the Nursing and Midwifery Council's revalidation process and help in leading me the way back into nursing practice.”

Registered Nurse returning to practice



Find out more about the Clinical Skills Programme (Forerunner Fund Project)

www.thecliv.org.uk/education-and-learning/clinical-skills-programme/overview



A learning organisations collaborative



In March, the Academic Health Science Network North East and North Cumbria (AHSN NENC), with CLIC, jointly sponsored the first event of its kind to start bringing together a UK wide collaborative of learning organisations in health and social care.

A mixture of keynote speeches, networking and small workshops explored our understanding of a learning organisation (typically an organisation that is committed to changing itself based on what it learns from its own experience) and we agreed to meet again and keep exchanging ideas.

“Activities were useful and very well facilitated. Stephen’s intro and concluding remarks very thought provoking. Thank you very much for a very informative useful event.”

“Thank you for giving me back the passion! Re-motivating to keep going.”

Event participants



Watch out for details of the
Second International Festival,
'LOC in the Lakes 2',
on our website:

www.theclic.org.uk

Announcement to be made in
Autumn 2016

The Money Stuff

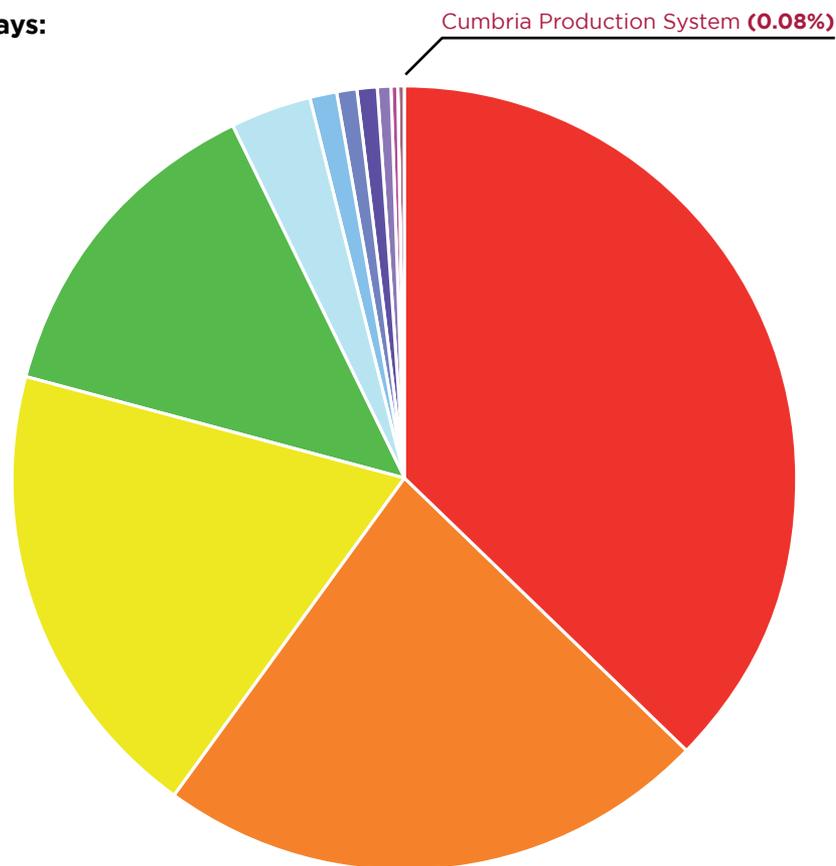
£1,533,051

Our total income in 2015/16

£430k funded by NHS Cumbria CCG and £1,103,051 generated in additional income.

We committed our income in the following ways:

- Success Regime Organisational Development monies (**37.5%**)
- Staff Costs (**22.69%**)
- Better Care Together Organisational Development monies (**19.02%**)
- Clinical Skills Programme, Forerunner Fund (**13.67%**)
- Year of Care (**3.4%**)
- Communications and website development (**1.04%**)
- Leadership (**0.93%**)
- Education and Learning (**0.73%**)
- Academic Health Science Network Fund (**0.52%**)
- Office Management (**0.23%**)
- NHS North West Leadership Academy Fund (**0.19%**)
- Cumbria Production System (**0.08%**)



Adding value to health and social care in Cumbria and the Morecambe Bay area by *continuous improvement*, *learning collaboratively* and *leading our vision*.



Looking forward

CLIC moves into its third year looking forward to supporting the plans that emerge from the Success Regime, supporting our emerging sister organisation 'BLIC' in the Better Care Together area, and maintaining our support to all health and social care organisations across Cumbria.

The Clinical Skills Programme moves into an exciting phase two, facilitating and encouraging the development of health and social care support staff.

We continue our support to the development of leadership, innovative learning and education strategies, and continuous improvement science.

We look forward to stronger links with the AHSNs and universities (including UCLAN in their West Lakes Campus), and primarily we look forward to supporting all staff across health and social care in constantly seeking to improve things for the people we serve.

Things we liked...

- The setting-up of the Bay Learning and Improvement Collaborative (BLIC)
- The hundreds of ongoing, great improvement projects in general practice
- OT's improvement work, leading to their shortlisting in The Chief Allied Health Professions Officer's award for Entrepreneurship
- Furness ICC's work on reducing cost and improving the quality of non-medical prescribing
- The 'Perfect Week' and the support of the Emergency Care Improvement Programme (ECIP) at NCUHT
- Listening into Action (LiA), CPFT and UHMBT
- The continued improvement efforts of NCUHT's Change Team
- The establishing of the West, North and East Cumbria Success Regime
- CPFT's introduction of a programme enabling all Healthcare Support Workers to gain their care certificate
- Millom ICC's continuing development and success



What our members told us...

"We value learning together, and by learning together we can deliver better care."

"I will be able to engage my patients to be able to become more proactive in the management of their risk."

"I have a number of areas of practice I can use this to improve efficiency within the teams I manage. On a personal level I will look at using 5S steps for my emails."

"Really thought provoking. Enjoyed meeting a range of professionals across different organisations and benefiting from their skills, stories and experiences."

**"I intend to use as many CLIC tools as are appropriate.
I will focus more on measures and being able to evidence improvement."**

"The Waste Wheel will be a great tool I think when working with teams. The discussion around 'value' was also really, really, helpful for me in terms of getting the right mind-set right from the start."

"A3s will be the way I project plan for all my projects... so helpful."

"Taking this forward my plan is to reorganise and take control of the ordering of stationery for the whole of the surgical sector."



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