

# Communicating Quality Improvement

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## Common themes of inquiries into problems in the NHS

**1970s-2000s:** Walshe and Higgs BMJ 2002

- **Organisational or geographical isolation**—which inhibits the transfer of innovation and hinders peer review and constructive critical exchange
- **Inadequate leadership** —lacking vision and unwilling to tackle known problems
- **System and process failure** —in which organisational systems and processes are either not present at all or not working properly
- **Poor communication** —**both within the NHS organisation and between it and patients or clients, which means that problems are not picked up**
- **Disempowerment of staff and patients** —which means that those who might have raised concerns were discouraged or prevented from doing so


# Communication matters:

- **Good communication is central to good quality and safe care**
- What does good communication look like?
- How can we promote and enhance it?
- **How does communication fit into our QI work?**

# Communication matters:

- How we look
- What we convey non-verbally
- What we say
- What we write

# Communication matters:



Oh Boris is fun, he's great isn't he

# Communication matters:

- How I look
- What I say
- What I write
- What you see, hear and read and how you interpret
- How you respond-what you do
- What do you pass on to others

# Communication in clinical practice

- It is possible to communicate well
- It is very easy to communicate “not very well”
- And it is quite easy to communicate poorly, badly or very badly

# In a word:

What does poor communication in clinical practice look like?



# In a word:

What does good communication in clinical practice look like?

# Communicating Quality improvement

- QI is a collaborative activity
- Functional teams: Central to good healthcare
- Functional teams: The engine of QI work
- Communication is central to team function

# In a word:

How would you “sell” your QI project to others?

# Communicating quality improvement:

- Who
- What
- Why
- When
- How

# Communication matters: all improvement requires change

- Communication central to change management:  
Harvard Business Review – Cotter
- Work how much you need to communicate
- Multiply that by x10
- You will still not have communicated enough or adequately

# Communication matters:

- How you see
- How you hear
- How you read
- What you see, hear and read and how you interpret
- How you respond- what you do
- How you pass on to others what you hear

# Good communication matters

- Getting the right message
- To all the right people
- In the right order

# Good communication matters

- And is so much more than “getting the right message across”
- Listening, hearing,
- Interpreting
- Re-playing
- Engaging
- Understanding
- Re-playing
- Explaining
- Etc.



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