

1. Introduction

Most of the quality improvement (QI) capacity building work in Scotland to date has focused on developing the skills for individuals to improve processes within teams. To improve access, a focus is required on pathway redesign, including providing QI practitioners with the knowledge of how to design services which balance capacity with demand at every step on a pathway to ensure continuous flow. To meet this need, Access QI is supporting the set up and delivery of a Scottish Flow Coaching Academy (FCA), which sits as part of NES national QI taught programmes.

The FCA is a social franchise model supported by the Health Foundation and Sheffield Teaching Hospital NHS Foundation Trust, who act as the central Academy. Transfer of skills to support local FCA's deliver their own training courses is usually spread over a 3-year period. The existing skill sets in Scotland have been recognised by Sheffield who are willing to work with NES to accelerate the delivery pace of the franchise.

| Existing franchise model | | Scottish franchise model | |
|--------------------------|--|--------------------------|--|
| Year 1 | 8-10 coaches trained on Sheffield FCA programme | March 2019 | 8 coaches started on the Sheffield FCA programme in March 2019 |
| Year 2 | Programme delivered by Local FCA with support from Sheffield faculty | Sept 2019 | September 2019 commence Cohort 1 of the Scottish FCA supported by Sheffield faculty. Some adaptation for Scottish context. |
| Year 3 | Local FCA able to independently deliver their own programme | April 2020 | April 2020 commence Cohort 2 of the Scottish FCA delivered independently and adapted to Scottish context as required |

Each NHS Board is being offered 2 places on Cohort 1 of the Scottish FCA starting in September 2019. Criteria for taking up these places include:

- Selection of a patient centred condition based pathway which is not currently meeting either the outpatient and/or inpatient waiting time target.
- A clinician from within the pathway who is willing and able to take on the role of the 'Clinical Coach'
- A second individual who is not attached to the pathway and who is willing and able to take up the role of the "external coach". For example a quality improvement lead or advisor.

Further information and guidance to follow.

2. FCA programme approach

This experiential learning programme develops coaches with the skills to coach improvement across care pathways using a roadmap as a guide. The 'Flow Roadmap' (Figure 1) reflects elements of team coaching, improvement science and improvement capability building:

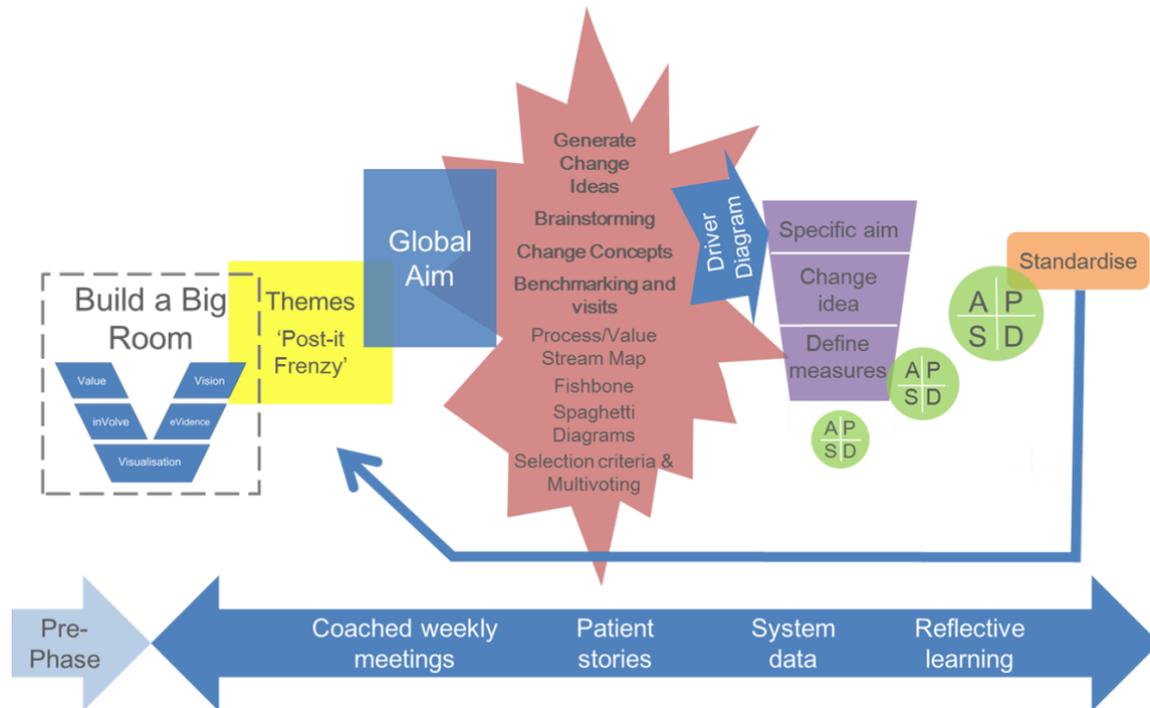


Figure 1: Flow Roadmap

Representatives from across the pathway, including patients, meet in a 'Big Room' setting (Figure 2) and are co-coached regularly, typically weekly for 1 hour, to build improvement habits.

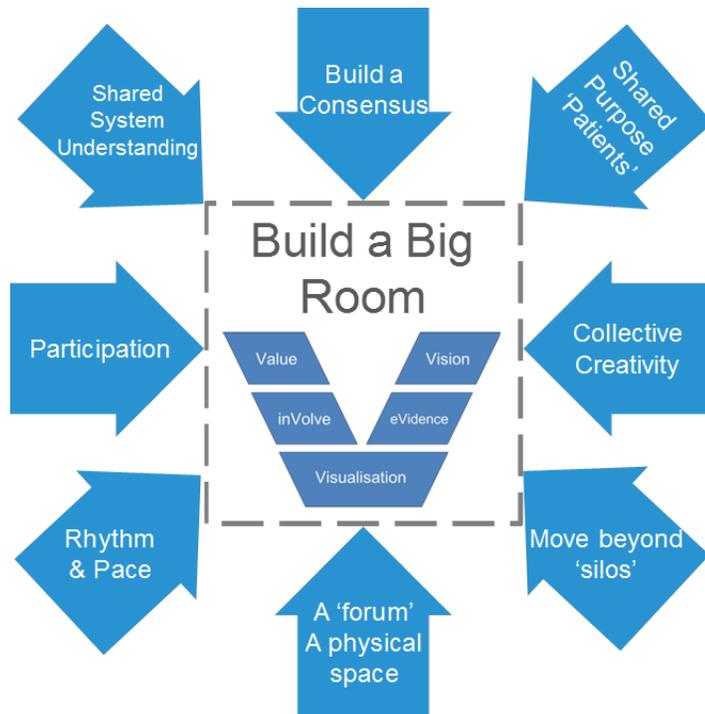


Figure 2: Big Room setting

What are the potential benefits of flow coaching?

Anticipated benefits include improved experience for patients through key pathways and services, faster access for those who need it, reduced harm and reduced cost. It will contribute to increasing the number and experience of people skilled in and leading clinical and improvement coaching. It offers early access and shared learning with colleagues in the network and across Scotland.

Criteria guidance for selection of pathways

- a) Pathways should be described in terms of a clinical condition for which improvements can be made in the care and experience of patients. Examples of a condition-based pathway include urology, dermatology, vascular surgery and skin cancer. Pathways must recognise the entire journey, from a patient perspective, including primary and community elements.
- b) The pathway is not currently meeting either the outpatient and/or inpatient waiting time target.
- c) A clinical coach is identified reflecting coach selection criteria (see below)
- d) Clinical, operational and senior leaders for services across the pathway, support and endorse the involvement in the FCA programme
- e) Big room meetings to be representative of stakeholders from across the pathway, with a physical location to meet, share and discuss information identified.
- f) Ability and willingness to meet regularly. Meeting regularly is a key condition for successful improvement work. Regular meetings provide rhythm and pace to improvement work and encourage collaborative working. To be accepted onto the training, pathway teams should be able to describe their level of confidence to meet regularly and initial plans to help enable this. It is important that pathway teams and leaders understand that organising for improvement requires coaches to engage with teams and leaders to undertake pre-phase work before meetings commence. Although not prescriptive, weekly improvement 'Big Room' meetings can be expected by month 3-4 of the course.
- g) Commitment to the involvement of patients/service users. The views and experience of individuals who use services are central to the FCA model.
- h) Pathway teams believe there is an opportunity to improve the pathway for the benefits of patients and staff and commit to communicating this to all staff locally.

3. Criteria guidance for selection of coaches

| Clinical Coach | Coach external to pathway |
|--|---|
| Works within the defined pathway | Is not currently involved in the pathway |
| Is clinically involved in the pathway | Displays understanding and interest of quality improvement in health and care |
| Has a high level of respect as a clinical leader within the pathway | Has a will and desire to participate actively in helping teams with improvement |
| Can commit time to the full programme of coaching development and improvement meetings | |
| Displays excellent interpersonal skills | |
| Recognises the value of multidisciplinary working | |
| Willingness to learn | |
| Open to challenge and comfortable with risk | |

4. Recruitment process

Places on the first cohort are being allocated equally across territorial Health Boards. We ask each Board QI Executive Lead to identify a relevant care pathway and pair of coaches and submit this information on the attached application to qualityimprovement@nes.scot.nhs.uk. **The closing date for applications is 10am on 28th June 2019.**

Any questions about the recruitment process should be directed to Laura Allison in the first instance at Laura.Allison@nes.scot.nhs.uk

5. Programme dates

| Session | Date | Location |
|----------------|---|---|
| 1 (3 days) | Wednesday 25th September 2019 Thursday 26th September 2019 Friday 27th September 2019 | Golden Jubilee Hotel and Conference Centre, Clydebank |
| 2 | Wednesday 16th October 2019 | Scottish Health Service Centre (SHSC), Edinburgh |
| 3 | Wednesday 27th November 2019 | Location to Be Confirmed |
| 4 (3 days) | Tuesday 7th January 2020 Wednesday 8th January 2020 Thursday 9th January 2020 | Scottish Health Service Centre (SHSC), Edinburgh |
| 5 | Wednesday 12th February 2020 | Scottish Health Service Centre (SHSC), Edinburgh |
| 6 | Wednesday 1st April 2020 | Scottish Health Service Centre (SHSC), Edinburgh |
| 7 (3 days) | Tuesday 21st April 2020 Wednesday 22nd April 2020 Thursday 23rd April 2020 | Scottish Health Service Centre (SHSC), Edinburgh |
| 8 | Wednesday 13th May 2020 | Scottish Health Service Centre (SHSC), Edinburgh |
| 9 | Tuesday 16th June 2020 | Scottish Health Service Centre (SHSC), Edinburgh |
| 10 | Wednesday 12th August 2020 | Scottish Health Service Centre (SHSC), Edinburgh |
| 11 (2 days) | Wednesday 9th September 2020 Thursday 10th September 2020 | Scottish Health Service Centre (SHSC), Edinburgh |

6. Funding

Places on the programme are funded by Access QI. This includes:

- Flow Coaching Academy faculty, and support from staff at NES
- Venue and accommodation where required on a B&B basis in line with overnight travel policy
- Core materials

It is the responsibility of the participant's employer to cover any costs relating to:

- Travel to/from the workshops
- Any other expenses arising from attendance at the workshops
- Backfill for time spent at workshops or completing other work relating to the programme