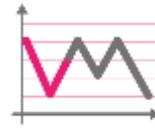




ihub



With expert support from



Value Management Pack

Value Management Collaborative

For improvement coaches and team leads

Version 2.1

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Section 1: Introduction

A high value health and care system is one that delivers the best possible outcome and experience for people at the lowest possible cost. A Value Management approach brings cost and quality data to the point-of-care to drive sustained improvement.

The Value Management Collaborative will test and spread an approach that has demonstrated positive impact in reducing costs, improved staff engagement and morale, and improvements in patient safety.

The Value Management method includes three components:

- weekly collection of quality and finance data
- visual management that includes display of data over time, linked analyses, and related improvement work, and
- multidisciplinary weekly huddles in which point-of-care team members, team leads, finance staff, and leadership meet to discuss learnings from the data and continuous improvement work.

This structured approach to data collection, analysis, and problem-solving serves to organise all improvement activities at the unit level and ensure sustained improvement over time.

The purpose of this pack is to provide the improvement coach with guidance and resources that will support them to work with teams participating in the Value Management Collaborative. The contents of this have been developed by the ihub at Healthcare Improvement Scotland (HIS), NHS Education for Scotland (NES) and the Institute for Healthcare Improvement (IHI) and should be used alongside a variety of resources which are available on the [Value Management Collaborative](#) team on MS Teams. If you are not already a member of the team please request to join via the link above.

Value Management methods help teams control their costs, sustain or improve quality, and continuously engage and train staff in improvement science. Each team has at least one lead, often a senior staff member, who takes accountability for team progress and ensures follow-through on tasks. Each team also has the support of a coach who has training in improvement methods and tools, and who helps the team lead structure analyses and improvement projects while addressing management challenges and sustaining momentum.

Coaching teams in Value Management differs from some other coaching responsibilities. Firstly, the coach supports the lead to oversee multiple improvement projects at once. Secondly, the coach may meet with the team for a longer time period, perhaps six to twelve months, rather than for a shorter period as with a more discrete improvement project. However, as with any improvement work, the coach has a single goal: to support team leads

in developing enough improvement knowledge, leadership, and communication skills so that the team no longer requires a coach's regular assistance.

Section 2: The improvement coach and team lead

The roles and relationship of the improvement coach and team lead are critical to successful delivery of a Value Management approach.

The improvement coach will work with team leads to complete pre-work including an assessment of readiness for change and a team agreement that clarifies expectations, roles and responsibilities.

In the first six months of Value Management work, **the coach should meet weekly with the team lead** and other team members and attend all weekly team Value Management huddles. This consistency will create momentum, foster follow-through on tasks, and demonstrate the team's capabilities while highlighting areas requiring more coaching attention, for example, prioritising improvements, using data and understanding variation.

The main tasks of the coach

Coaches spend most of their time on the following activities:

- **building effective relationships:** As a coach it is important to build trust within the team as it develops, develop agreed ways of working and provide facilitation and coaching during the improvement work.
- **addressing management challenges:** The coach should **not** take part in leading or managing the team. However, in some cases, the coach can provide advice on how to deal with barriers to improvement. In particular, the coach should encourage effective delegation of improvement work to team members. In successful teams, multiple staff lead the improvement work. Leads who try to take responsibility for all of the work ultimately become overextended and disengaged.
- **analysing measures:** This may include working with the team to annotate a run chart, create a Pareto analysis, understand the importance of baseline data, or drill down into a measure to conduct sub-analyses that uncover explanations for variation.
- **structuring improvement projects:** The coach supports the team lead to structure Plan-Do-Study-Act (PDSA) cycles. The coach also teaches the basics of improvement tools to the team members.
- **prioritising projects and managing workflows:** No more than four or five PDSA cycles should be carried out at the same time. Tools like prioritisation matrix, Gantt charts

and PDSA template can help prioritise the work. A team with too many projects will not make progress because effective improvement of safety or efficiency usually requires at least several weeks of targeted work, including several sequential PDSA cycles.

- **sharing learning:** As the team completes PDSA cycles and develops standard work, the coach can help the team write reports and share projects with other team leads, who can in turn save time, energy, and resources when facing similar situations.

The standard work of the improvement coach

When teams have been selected and prepared to start the work of Value Management, improvement coaches will benefit from organising standard work to include:

1. Meeting with team leads each week to review their progress.
2. Attending each team's Value Management huddle.
3. Meeting with team's accountant each month to analyse financial data.
4. Undertaking a monthly assessment of team progress and supporting plans to address challenges.
5. Meeting with each team's direct supervisor each month to discuss progress and address barriers.
6. Supporting ongoing assessment of team capacity and capability for Quality Improvement using the readiness assessment.
7. Planning transition of teams to reduce and phase out coaching support.

The main tasks of the team lead

Team leads spend most of their time on the following activities:

- **ensuring proper updates and management of data for the box score and visual management board.** It is not the team lead's job to complete all updates themselves, but the team lead should ensure timely updates are completed prior to each week's huddle.
- **delegating tasks to other team members.** The team lead works to delegate tasks to other staff, such as nurses. These tasks may include data updates and analyses, and structuring and leading targeted improvement projects.
- **leading huddles.** In the initial weeks of the work, the team leads will lead many of the value management huddles. Over time, the team lead will delegate some of this effort to other team members. Teams may use a rotating facilitation system, with a huddle calendar including weekly facilitation leads.
- **ensuring follow-through on improvement work.** The team lead will work to ensure timely completion of all tasks related to improvement projects, by completing some tasks themselves and following up with supporting staff as necessary.

- **communicating horizontally and vertically.** The team lead should have regular check-ins with their supervisor to report on the progress of the team and any barriers. The team lead should also communicate with other teams to help share learning regarding successful improvement projects that may benefit other areas.
- **engaging regularly with the coach.** Just as the coach should meet each week with the team lead to help progress projects, the team lead must make her or himself available each week for coaching and review any materials prepared by the coach in advance.

The standard work of the team lead

1. Ensure there is a plan for timely updates of the box score and visual management board each week.
2. Follow through on assigned improvement work.
3. Meet weekly with the coach to build improvement skills and troubleshoot any value management work streams.
4. Review overall progress with the coach each month.
5. Meet regularly with their line manager and accountant to identify opportunities to catalyze improvement or remove barriers.

The relationship between the coach and the team lead plays a critical role in overall success. Weekly coaching sessions reinforce the team and will serve as a platform for training opportunities in improvement methods and working with the team to set priorities.

Several best practices inform weekly coaching:

- **work with the team in collaboration.** Create a working agreement around how a coach and team work together, how discussions take place, making no assumptions, making clear no questions are stupid question, for example.
- **plan in advance what support the team need.** Let the team lead (and other participants) engage with what matters to them and what areas they require some support with and share the areas you would like to cover.
- **review the most recent huddle.** Work with the team to ascertain what went well and ‘even better if’s’ from the last huddle.
- **review the team’s data in detail.** Use the coaching session to drill down into the “why”. For example, why did a particular measure show the variation it did? What further drill down or analysis might clarify root causes or understand the problem?
- **practice structured analysis and apply improvement tools.** Use the time to train by doing. For example, go through a Pareto analysis with the team. Work with the team to complete a driver diagram. The technical tools in section 9 will provide guidance around these.
- **make a plan.** Early on, teams often confront two challenges: inadequate plans for tests of change and too many tests happening at once. The prioritisation matrix

helps the team prioritise tests. The PDSA template form includes detailed questions to help teams plan their tests of change. Each team should fill out these tools with the coach at least once to understand the level of detail necessary to plan a successful PDSA. The PDSA tracker demonstrates at a glance all the PDSA cycles the team has in progress, along with next steps.

Section 3: Getting teams ready for Value Management

The following resources are designed to help coaches and teams prepare to start the work of Value Management.

Resource	Why use it	What it is	Templates & further Information
3a. Position Statement	A position statement is used to create interest in a project, idea, or product.	A position statement is a brief, persuasive speech that you use to spark interest in your work. A good position statement should last no longer than 20 to 30 seconds.	Position Statement
3b. One page example	Every board should have a one-pager that they use to educate staff about Value Management. The one-pager should take no more than 2 minutes to read. You should adapt the example to your own language. Substitute in the name of your board for the institution cited in the link (Lenox Hill Hospital). Substitute your staff for the names included. Each team can have their own one pager, or you can use a single one for the board. If you have one for the board, you should cite each pilot team in the section called TESTING. At the end, include your board coach as the internal contact.	This is a brief example of the application of Value Management in practice. It is based on work from Lennox Hill hospital in New York so has some differences in language used.	One page example
3c. Theory of change - driver	<ul style="list-style-type: none"> To visually present a team's theory of change for how an improvement goal might be 	A driver diagram and change package visually presents a team's theory of how an improvement goal will be achieved.	Driver diagram

Resource	Why use it	What it is	Templates & further Information
diagram & change package	<p>achieved, aiding planning and team engagement.</p> <ul style="list-style-type: none"> • To articulate what parts of a system need to change in which way, ensuring everyone working on improving their system has a shared sense of why. • To help teams work collaboratively and focus on changes that will impact most on their system, while avoiding spending time and resources on changes that will have little effect. • To help identify outcome and process measures for improvement work so that teams can tell whether their efforts are leading to improvement. 		
3d. Team agreement	<p>Successful implementation of Value Management requires consistent support and participation in the process of coaching. A team agreement will be important to clarify expectations, roles and responsibilities of team members and coaches</p>	<p>A team agreement sets the ways of working for the coaching relationship so that both parties know their obligations.</p>	<p>Team agreement</p>
3e. Improvement coach capability assessment	<p>Each improvement coach will have had different levels of training, skills and experience.</p> <p>Completion of this self-assessment is a critical step in defining the amount and type of training</p>	<p>A self-assessment which is designed to help coaches gain a better understanding of where they stand personally with respect to their knowledge of and experience in the basic</p>	<p>Improvement coach capability assessment</p>

Resource	Why use it	What it is	Templates & further Information
	and support required by individual improvement coaches.	principles and tools of the science of improvement.	
3f. Team readiness assessment	There are lots of factors to do with the context in which teams work that will impact on the viability of their Value Management work. These factors can be grouped in several broad categories: the team working on the project, the microsystem in which they function, local QI support and capacity, the organisation in which they work, and the environment external to their organisation. Undertaking a readiness assessment will help teams recognise areas for development and produce a prioritised plan to address any gaps.	<p>The readiness guide includes two elements and provides guidance on how to use them.</p> <ol style="list-style-type: none"> 1. An adapted version of the Model for Understanding Success in Quality (MUSIQ) tool 2. A set of questions to prompt further discussion 	<p>Adapted version of the MUSIQ tool</p> <p>Team readiness assessment guide</p>
3g. Pre-work with teams	<p>Pre-work is an essential part of team preparation. The pre-work guide will help coaches and teams work together to identify their specific areas of challenge, focus, aims and associated measures.</p> <p>Additionally, it provides specific detail on roles and responsibilities and QI experience of individual team members – this will help tailor support from improvement coaches.</p>	<p>This guide to support improvement coaches and team leads to work together to set the foundations for their work on Value Management in relation to measure selection. It should be used following completion of the team readiness guide and team agreement. While there is some overlap in descriptions of roles and responsibilities and QI skills, the specific information in this guide will help tailor support to individual teams and their members.</p>	<p>Pre-work guide</p>

Section 4: Building visual management

Visual management is a core component of Value Management in practice. The following resources are designed to guide coaches and teams to develop a visual management board that will guide their work.

Resource	Why use it	What it is	Templates & Further Information
4a. Box score	The box score serves as the anchor for continuous Value Management. Continuous Value Management is a set of methods that can help achieve standardisation, increase efficiency and optimise resources to increase the value of services.	It provides an understanding of clinical and financial data by setting out measures that fit on one sheet of paper and cover three domains: Performance, Capacity and Cost measures.	Box score
4b. Pareto analysis	Using a Pareto chart helps a team concentrate its improvement efforts on the factors that have the greatest impact. It also helps a team communicate the rationale for focusing on certain areas. They are a useful tool not only when identifying opportunities for improvement, but also in drilling down to understand the reasons for special causes.	A Pareto chart is a type of bar chart in which the factors that contribute to an overall effect are arranged in order from most frequent to least. This ordering helps identify the "vital few" — the factors that warrant the most attention. It also includes a line showing the cumulative % (so you can see easily for example that the top 3 causes account for 80% of incidents).	NHS Education for Scotland TURAS Learn QI Zone
4c. Run charts	Run charts are one of the most useful tools in quality improvement. They look at data over time to assess performance and see whether there are any patterns, assess whether	It is a line graph showing a measure in chronological order, with the measure on the vertical (y) axis and time or observation number on the horizontal (x) axis. The median of the data points (the middle value) is	NHS Education for Scotland TURAS Learn QI Zone

Resource	Why use it	What it is	Templates & Further Information
	changes are resulting in improvement and monitor if improvements have been sustained.	added once ten or so data points are available. Changes made to a process, and other useful annotations, are also often marked on the graph so that they can be connected with the impact on the process.	
4d. The Model for Improvement	<p>Use this tool as a framework for applying the five fundamental principles of improvement:</p> <ol style="list-style-type: none"> 1. Knowing why there is a need to improve 2. Being able to interpret if improvement is happening through measurement 3. Developing an effective change theory 4. Testing a change before moving to implementation 5. Knowing when and how to implement a change. 	<p>The “Model for Improvement” is a simple powerful tool for accelerating improvement. It is comprised of two key parts:</p> <ul style="list-style-type: none"> • three fundamental questions that drive all improvement; and • the Plan-Do-Study-Act (PDSA) cycle. <p>Combined, the three questions and the PDSA cycle form a framework to support continuous improvement.</p>	<p>NHS Education for Scotland TURAS Learn QI Zone</p>
4e. Huddle script	The huddle script ensures consistent fidelity to the huddle agenda and ensures a good flow is maintained.	It is a sample script which outlines why the huddle is important, how it should be run and what areas should be focused on during the huddle, after as part of a deeper dive and any coaching sessions.	<p>Huddle script</p>
4f. Huddle check sheet	It supports good practice for huddle management by ensuring all areas of Value Management are incorporated into the huddle and team discussion.	A check sheet to track that aspects of the huddle have been completed before, during and after the huddle allocated time.	<p>Huddle check sheet</p>

Section 5: Measuring and reporting

Resource	Why use it	What it is	Templates & Further Information
<p>5a. Working with the box score</p>	<p>Use of a box score is a core element of a Value Management approach to continuous improvement.</p> <p>The box score helps teams understand the weekly performance of their clinical service and test and implement changes that improve the value of their service.</p>	<p>The box score is a set of measures that fit on one sheet of paper and cover three domains:</p> <ul style="list-style-type: none"> • performance measures including areas like safety and efficiency, • capacity measures so that teams understand the time available for patient care, and • cost measures that address major cost items within the control of the team. <p>In the first few weeks, successful teams get into a rhythm of full completion of the box score before the huddle. That means the team updates all performance measures consistently, conducts capacity measures at least once every few weeks, and provides timely updates on comprehensive financial measures.</p>	<p>A simple way to involve frontline clinicians in managing costs</p>
<p>5b. Measurement plan</p>	<p>A measurement plan clearly sets out a family of measures that are used to track progress. The template will prompt teams to think through measures thoroughly and will be an essential communication and reference document.</p>	<p>A measurement plan provides an overall summary of team measures. It should clearly describe the measures and their purpose, have operational definitions and explain how it is calculated. It also outlines how the data will be collected, how</p>	<p>NHS Education for Scotland TURAS Learn QI Zone</p>

		<p>sampling will be used and sets out how the measure will be displayed.</p> <p>The collaborative measurement plan sets out a small number of common measures for national reporting. These will be augmented by team measures and reported each month to executive sponsors and the national team.</p>	<p>Guidance on measures included in box score template (4a)</p>
5c. Data reporting template	<p>Run charts will help teams understand their current state, analyse the impact of change ideas and demonstrate their overall impact.</p>	<p>The reporting template is a tool that has been designed to enable reporting and produce run charts.</p>	<p>Run chart function will be included in box score template (4a)</p>
5d. Progress reporting template	<p>The progress reporting template will help coaches to structure reports to the executive sponsor and the national team.</p>	<p>The progress report provides narrative and context to data. It supports the assessment of progress with core elements of the collaborative against milestones.</p>	<p>Progress reporting template</p>

Section 6: Planning, testing and tracking - PDSAs

Resource	Why use it	What it is	Templates & Further Information
6a. Project charter	Project charters are used to provide direction and a sense of purpose to improvement projects. They communicate what is to be achieved with a shared vision and why it's important. They show how it aligns to strategic objectives and how success will be measured. They also set out the scope of the work and provide clarity on who will be involved and the activities undertaken.	Project charters are written documents that come in many forms. For improvement projects, they should include, as a minimum, a concise summary of: an improvement aim, rationale, scope, initial change ideas, supporting activities, measurement, team involvement and risks.	NHS Education for Scotland TURAS Learn QI Zone
6b. PDSA template	To learn what happens when we try to do something differently, to build knowledge to help answer the three questions in the Model for Improvement, to test a change and to implement a change.	It is a structured four-step cycle which requires effort and discipline. It incorporates careful and detailed consideration of Plan, Do, Study, Act. It can be used to test ideas in the real or simulated context.	NHS Education for Scotland TURAS Learn QI Zone
6c. PDSA tracker	To track when sequential PDSAs are being carried out to help achieve an aim.	A tool that allows recording of a specific aim and change idea that is being tested and can record the 'study and act' summary of each cycle within that to provide an overview to the team.	PDSA tracker

Section 7: Keeping teams on track

During huddles the coach should approach team performance with an improvement mindset rather than a judgement mindset. An improvement mindset is focused on learning. The measures for improvement provide specific information on:

- where in a system to focus improvement work
- whether the changes the team are making are leading to improvement, and
- can support future decisions on where the next learning opportunity is.

The improvement coach should work with teams to recognise where their challenges are and develop potential solutions in a collaborative way. In general, Value Management should serve as an opportunity to improve teams' skills, self-management and develop a learning system.

The prioritisation matrix will help identify the effort and impact of all projects and ideas to allow effective planning.

Resource	Why use it	What it is	Templates & Further Information
7a. Prioritisation matrix	In any improvement project there will be a number of different change ideas that could help you to achieve the desired outcome. Prioritisation matrices help you decide which change ideas to test first.	The prioritisation matrix is a structured visual tool to help you decide which improvement ideas to test first and how to focus your activity and energy. It works best in a collaborative environment and can help to build buy-in and communicate why you have chosen to test certain ideas before others.	NHS Education for Scotland TURAS Learn QI Zone

Section 8: What to expect in year one

The milestones set out in the progress report will help guide timelines within the first year.

After six months, teams establish a rhythm with respect to their Value Management work. Successful teams have consistent weekly huddles, continuous improvement work, numerous staff leading tests of change, and demonstrated increases in improvement skill. Struggling teams usually show inconsistency in these areas and may start to ask questions regarding the relevance of the tools for their work.

For struggling teams, assess the drivers of their challenges. Use a 5 Whys analysis to understand the root issues and then brainstorm solutions. Work closely with both higher level managers and more experienced coaches.

After eight to ten months, teams should:

- demonstrate at least one statistically significant result with respect to quality (for example patient falls)
- demonstrate a statistically significant reduction in cost per patient seen (for example, due to reduction in drug or nursing spend, or because of increased throughput), and
- demonstrate an ability to initiate and lead improvement with multiple team members engaged.

In general, do not spend more than ten months coaching any given team on a weekly basis.

Section 9: Other technical tools and resources

Improvement coaches and teams can use several tools to structure improvement work, to aid good communication, understand areas for improvement and variation within the system to help overcome challenges and sustain improvement.

The progress report template will allow assessment to better understand where the team may need additional support to apply these tools within their improvement work. Improvement coaches and teams will gain practical experience in applying these technical tools and in helping teams understand their use.

Resource	Why use it	What it is	Templates & Further Information
9a. Data collection plan	A data collection plan clearly sets out who collects and what, where, when and how they collect it, as well as what sampling methods are used.	It provides an overall summary of the team's data collection plan. It should clearly describe all elements of data collection and responsibilities.	NHS Education for Scotland TURAS Learn QI Zone
9b. 5 Whys	Helps identify a set of underlying causes of a problem and provides a visual way to share thinking. It can help develop ideas for change to reduce the chances of the problem happening again.	By repeatedly asking the question 'Why' you can peel away layers of an issue, just like the layers of an onion, which can lead you to the different root causes of a problem.	NHS Education for Scotland TURAS Learn QI Zone
9c. Cause and effect (Fishbone)	To allow a team to explore and visually represent the possible reasons, root causes and possible solutions for a problem.	A visual display that names the problem, its major cause areas and categories for the causes, whilst documenting the possible solutions to root causes.	NHS Education for Scotland TURAS Learn QI Zone
9d. Driver diagram	To visually present a team's theory of change for how an improvement goal might be achieved. Ensure everyone working on improving their system has a shared sense of why, to provide focus and support measurement.	A simple visual display which logically outlines the improvement aim, primary driver, secondary drivers and change ideas.	NHS Education for Scotland TURAS Learn QI Zone

Resource	Why use it	What it is	Templates & Further Information
9e. Force field analysis	Provides a structured approach to decision making which helps teams consider the forces that are driving and resisting change.	It is used for making and communicating decisions about whether to go ahead with a change or not. It frames problems in terms of factors or pressures that support the status quo (restraining forces) and those pressures that support change in the desired direction (driving forces). Factors can be people, resources, attitudes, traditions, regulations, values, needs, desires, for example.	NHS Education for Scotland TURAS Learn QI Zone
9f. Funnel plots	A funnel plot is a useful way to show comparisons between different units to identify where there may be special cause variation. It is helpful if you have data relating to different teams, so you might want to use it to identify which units you might need to focus improvement work on, and also which ones might have something to learn from.	A funnel plot is a chart that shows the measure of interest on the vertical (y) axis and sample size on the horizontal (x) axis. A line showing the overall average of the measure, and 'funnel limit' lines are also shown.	NHS Education for Scotland TURAS Learn QI Zone
9g. Histogram	Use a histogram if you want to understand the distribution of data associated with scales, time, money & workload. The histogram will give you an idea of the location, shape and spread of the data.	A histogram is a chart showing the distribution of variables data. The variable is shown in order along the X axis, and the number of occurrences of each value (or group of values) is on the Y axis. A histogram looks similar to a bar chart but it is not quite the same thing. A bar chart shows numbers with particular qualities or attributes, which have no particular order. The underlying data for a histogram has an order to it which is reflected in the chart.	NHS Education for Scotland TURAS Learn QI Zone

Resource	Why use it	What it is	Templates & Further Information
9h. Process mapping	To capture and visually represent all the steps in an existing process and to show a team how a process works in practice, rather than what is thought to happen. A process map also helps identify ideas for change and to visually represent a new process.	A visual display that shows where a process starts and ends and the sequence of steps in between in the order that they happen. Process maps can be used at different levels from a high level, less detailed map to a more detailed process map that breaks down bigger steps into smaller chunks depending on the level of analysis required.	NHS Education for Scotland TURAS Learn QI Zone
9i. Scatter plot	Use a scatter plot if you want to investigate whether or not two variables are related to each other, and also when you want to communicate the nature of a relationship between two measures. Sometimes it is useful to show a chart that shows no relationship if people have a strong belief or assumption that there is.	Scatter plots show the relationship between the two variables in pairs of observations. In general the Y axis (vertical) contains the outcome, i.e. the measure that you suspect might be influenced by or depend in some way on the measure on the X axis (horizontal).	NHS Education for Scotland TURAS Learn QI Zone
9j. SPC charts	Use an SPC chart when you want to understand data over time using a tool more powerful than a run chart. It can assess whether your process is stable and therefore predictable, or unstable and unpredictable, understand whether your process is capable of a desired level of performance. It can also differentiate between common cause and special cause variation.	It is a line graph showing a measure in chronological order, with the measure on the vertical (y) axis and time or observation number on the horizontal (x) axis. The average of the data is shown as the centre line. Sigma limits are also shown, which are calculated based on a measure of variation in the data (sigma). These limits show what range we can expect most future data points to be in based on the variation seen in the data if the process is stable and	NHS Education for Scotland TURAS Learn QI Zone

Resource	Why use it	What it is	Templates & Further Information
		therefore predictable. Changes made to a process, and other useful annotations, are also often marked on the graph so that they can relate to the impact on the process. There are different types of SPC chart depending on the type of data you have.	

Section 10: Additional reading materials

As well as teaching materials, there are some useful published articles about the Value Management approach, such as:

- Harvard Business Review: [“A Simple Way to Involve Frontline Clinicians in Managing Costs”](#)
- NEJM Catalyst: [“The Answer to Culture Change: Everyday Management Tactics”](#)
- Institute for Healthcare Improvement: [“Lean Accounting: How to Turn Data Overload into Continuous Improvement”](#)
- Institute for Healthcare Improvement: [“Box Scores: Not Just for Baseball Anymore”](#).

Section 11: Further support

If you have any questions or need any further support, please contact us at his.valuemgt@nhs.scot.

Appendix 1: Summary of resources

Section	Topic/Content
1	Introduction (using elevator pitch)
2	The improvement coach and team lead
3	Getting ready for Value Management <ul style="list-style-type: none"> a. Position statement b. One page example from Lennox Hill Hospital, NYC c. Driver diagram & change package to follow d. Team agreement e. Improvement coach capability assessment f. Team readiness assessment – adapted MUSIQ calculator and readiness assessment guide g. Pre-work with teams
4	Building visual management <ul style="list-style-type: none"> a. Box score b. Pareto analysis c. Run charts d. The Model for Improvement e. Huddle script f. Huddle check sheet
5	Measuring & reporting <ul style="list-style-type: none"> a) Working with the box score b) Measurement plan – overview and guidance on box score c) Data reporting d) Progress reporting template
6	Planning, Testing and Tracking PDSAs <ul style="list-style-type: none"> a. Project charter b. PDSA template c. PDSA tracker
7	Keeping teams on track <ul style="list-style-type: none"> a. Prioritisation matrix
8	What to expect in year one
9	Other technical tools
10	Additional reading