

# LEARN AT LUNCH: 1 AUGUST 2024 APPRECIATING APPRECIATIVE INQUIRY



The next Learn at Lunch session hosted by the Clinical Audit Support Centre will take place from 12.30 to 13.30 on Thursday 1st August and will focus on Appreciative Inquiry (AI). The aim of AI is to help teams build on their existing successes. Using positive psychology we will examine what already works and consider how it could be even better.



## Step 1: Discover

Consider and understand the best of what is! What are we proud of? What currently works really well?

## Step 2: Dream

Imagine what could be even better! What small changes can we make to improve further on what is already working?



## Step 4: Destiny

Also referred to as the deployment stage. Here we implement our ideas and changes.

## Step 3: Design

The design stage involves building the ideal. In effect we create a shared action plan to trial changes that could make good outstanding and turn outstanding into world class.

This is a free event open to all healthcare professionals.  
To book your place: simply email [info@clinicalauditsupport.com](mailto:info@clinicalauditsupport.com)

Just to mention...



## Caring Corner

EXPLORING APPRECIATIVE  
INQUIRY STORIES



Hosted by Katy Fisher and  
Kayeigh Barnett

Podcast

# Caring Corner

Caring Corner

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## All Episodes

### Caring Corner

EXPLORING APPRECIATIVE  
INQUIRY STORIES



Hosted by Katy Fisher and  
Kayeigh Barnett

### Episode 2- Gaynor Whalley and Dan Leverett

Caring Corner

During this episode of the podcast, Katy and Kayleigh talk to Gaynor Whalley and Dan Leverett about their appreciative inquiry work in an acute hospital's CAU. Gaynor is a registered nurse, currently...



17 Jul • 1 hr 10 min

### Caring Corner

EXPLORING APPRECIATIVE  
INQUIRY STORIES



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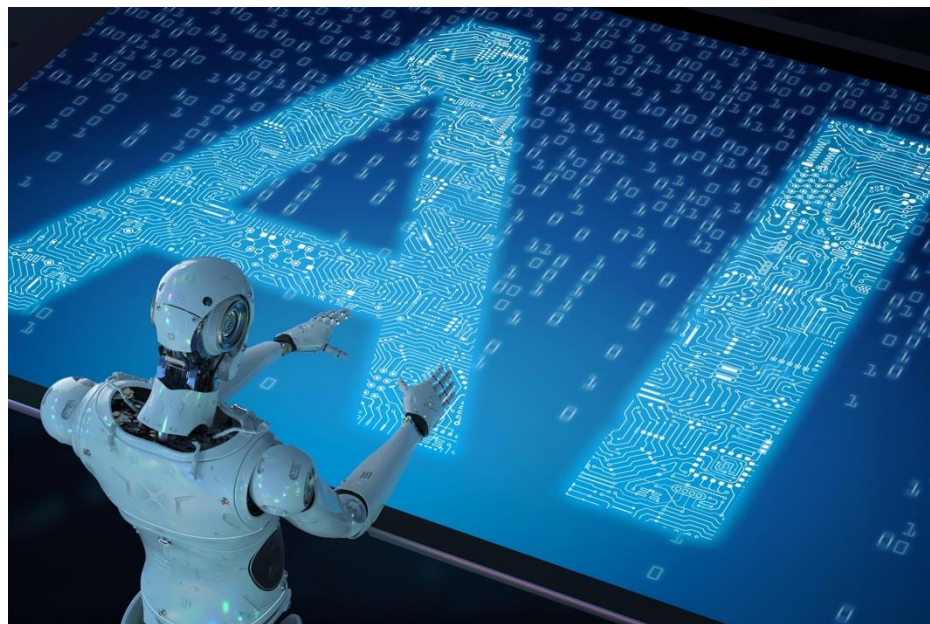
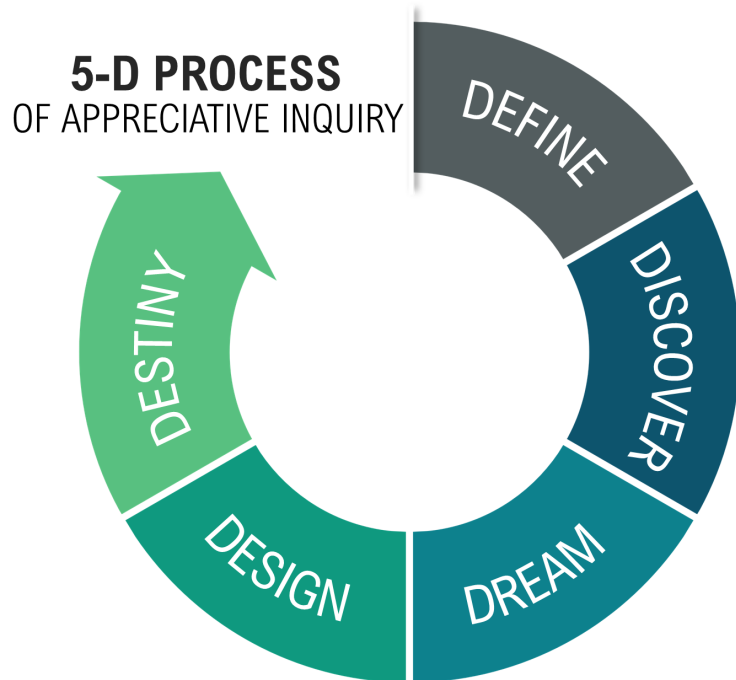
### Introduction to the Podcast

Caring Corner

In this first episode, Katy and Kayleigh give an intro to the podcast, talk about what brought them to Appreciative Inquiry, and give a very brief overview of 'what is appreciative inquiry?' They talk about th...

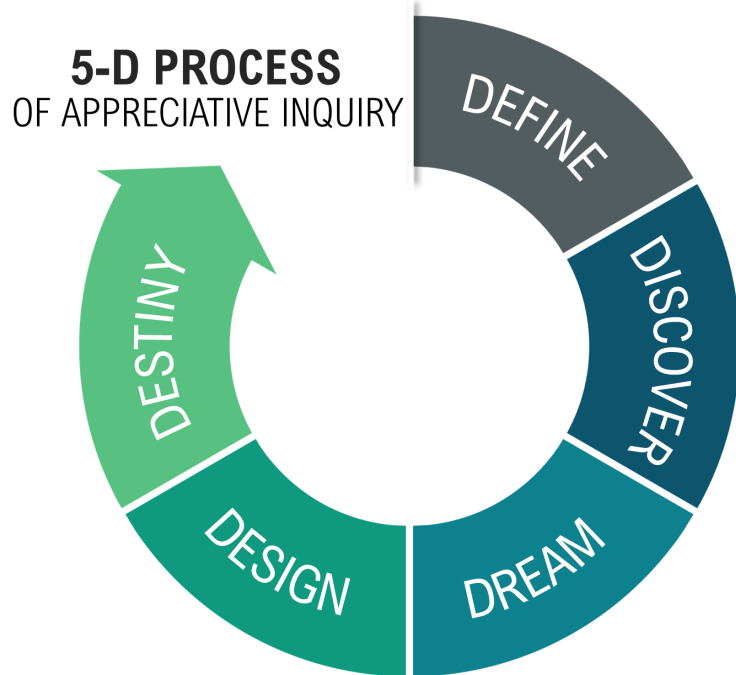


# There are different types of AI



# Why AI?

## Taster session...





**Helen Bevan** ✓

@HelenBevan



The **#ImprovementMethodOlympics**: After 16 polls, 12,699 votes & 5,464 individual tweets, we have our winners. These "Olympics" have shown the potential of using different methods to improve things for service users, patients, & colleagues & how much methods really matter to people

# The #ImprovementMethodOlympics

In the spirit of the Olympics and Paralympics  
**Congratulations to our winners!**

## What Matters to You?

“ If you don't ask, listen & then act together you'll potentially waste time and resources on improving things that aren't important to people.

@ClaireM7523

## PDSA cycles

“ PDSA is amazing, it empowers you to try small tests of change and to learn from what happens and generate even better ideas. If you only ever use one QI tool...

@JenniferVeitch

## Appreciative Inquiry

“ It's about recognising the strengths of those involved in the change, whipping up lots of enthusiasm and boosting with a charge of feeling empowered.

@MsKTaylorMoore



For more info: [horizonsnhs.com/ImprovementMethodOlympics](https://horizonsnhs.com/ImprovementMethodOlympics)

CASC disclaimer...



# CASC disclaimer...





# Brief history of Appreciative Inquiry

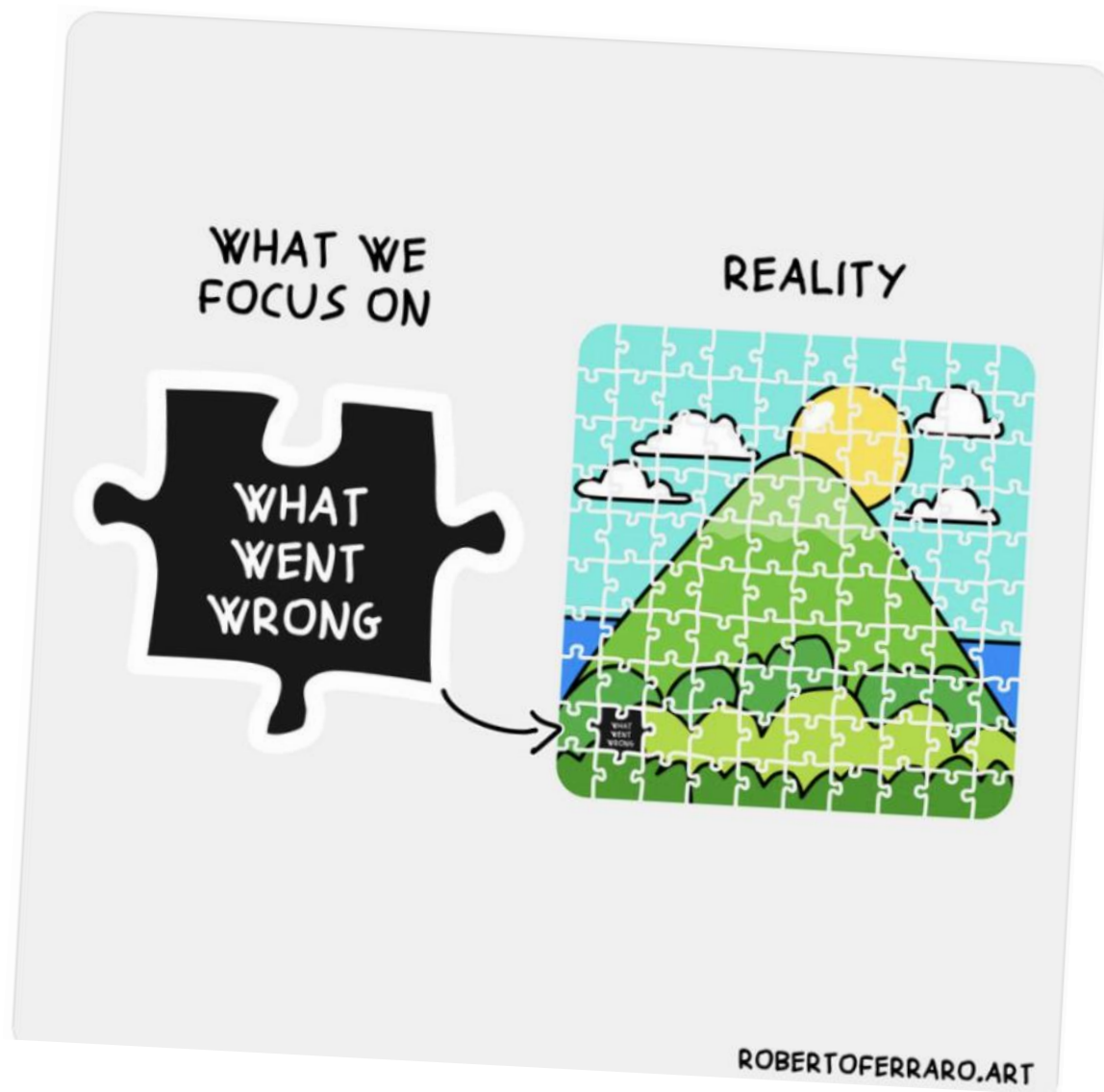
- Originates from 1987
- Developed at Case Western Reserve University in Ohio, USA
- Started via an article written by David Cooperrider and Suresh Srivastva
- In 2001 Cooperrider and Diana Whitney published an article outlining the five principles of AI
- Evidence that the Cleveland Clinic helped pioneer the approach (Cooperrider worked for them)



What are we looking at here...?



In life we tend to have this mindset...?



Healthcare often starts with this...?



People need our help... so how do we heal them?

# We are guilty of this...

**5 Problems facing the clinical audit community in 2023...**

At Clinical Auditorium on 6 July, over 160 delegates took part in debates, discussions and tasks to help identify the key current problems that the clinical audit community need to resolve. CASC and HQQ examined the data and created the following list.

- A** Clinical audit staff perceive that they are undervalued in their organisations.
- B** Clinical audit staff do not know who is leading clinical audit as a scientific discipline at a national level.
- C** The clinical audit process is not uniformly understood as a quality improvement process and to many people 'audit' means collecting and feeding back clinical audit data and not devising and implementing improvement plans.
- D** There is lack of integration of staff employed in healthcare organisations to support clinical audit and quality improvement, and a perception that staff supporting quality improvement are valued more highly in their organisations.
- E** Clinical audit staff report that national clinical audits are of variable quality and data collection burden and delays in reporting lead to some national clinical audits falling short of their potential to improve patient care.



## Clinical Audit Census 2023

Report published in May 2024 by  
Clinical Audit Support Centre



# NQICAN survey...



## Barriers to successful local clinical audit



- Resources – support & protected time
- Leadership & Engagement
- Perceptions / understanding



- Action Planning / implementation
- Strategic
- Registration & Governance
- Education & Training
- Junior doctor involvement – limited time



- IT
- Focus more on patient outcome
- Data Collection fatigue
- Lack of Skills/Knowledge

web: [www.nqican.org.uk](http://www.nqican.org.uk)

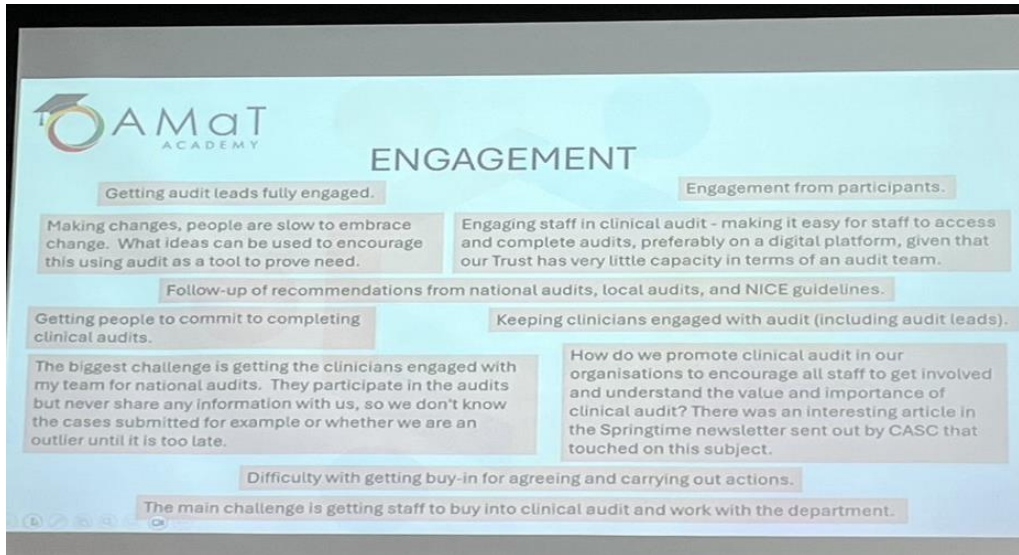
e: [nqican@gmail.com](mailto:nqican@gmail.com)



@nqican



# AMaT conference (2024)...



**AMaT ACADEMY**

## ENGAGEMENT

**Getting audit leads fully engaged.**

Making changes, people are slow to embrace change. What ideas can be used to encourage this using audit as a tool to prove need.

**Engagement from participants.**

Engaging staff in clinical audit - making it easy for staff to access and complete audits, preferably on a digital platform, given that our Trust has very little capacity in terms of an audit team.

**Follow-up of recommendations from national audits, local audits, and NICE guidelines.**

**Getting people to commit to completing clinical audits.**

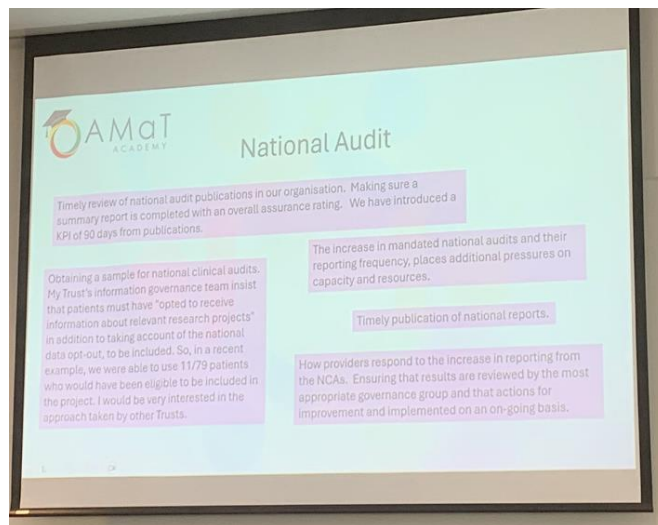
The biggest challenge is getting the clinicians engaged with my team for national audits. They participate in the audits but never share any information with us, so we don't know the cases submitted for example or whether we are an outlier until it is too late.

**Keeping clinicians engaged with audit (including audit leads).**

How do we promote clinical audit in our organisations to encourage all staff to get involved and understand the value and importance of clinical audit? There was an interesting article in the Springtime newsletter sent out by CASC that touched on this subject.

**Difficulty with getting buy-in for agreeing and carrying out actions.**

**The main challenge is getting staff to buy into clinical audit and work with the department.**



**AMaT ACADEMY**

## National Audit

Timely review of national audit publications in our organisation. Making sure a summary report is completed with an overall assurance rating. We have introduced a KPI of 90 days from publications.

Obtaining a sample for national clinical audits. My Trust's information governance team insist that patients must have "opted to receive information about relevant research projects" in addition to taking account of the national data opt-out, to be included. So, in a recent example, we were able to use 11,79 patients who would have been eligible to be included in the project. I would be very interested in the approach taken by other Trusts.

The increase in mandated national audits and their reporting frequency, places additional pressures on capacity and resources.

Timely publication of national reports.

How providers respond to the increase in reporting from the NCAs. Ensuring that results are reviewed by the most appropriate governance group and that actions for improvement and implemented on an on-going basis.

# The Audit Handbook, 1993



## THE STAGES OF AN AUDIT STUDY

The audit cycle in Figure 2.1 describes the general approach to audit but does not identify the tasks which constitute audit. The cycle has been recast in Figure 2.2 to specify the activities to be carried out. At first sight this appears straightforward;

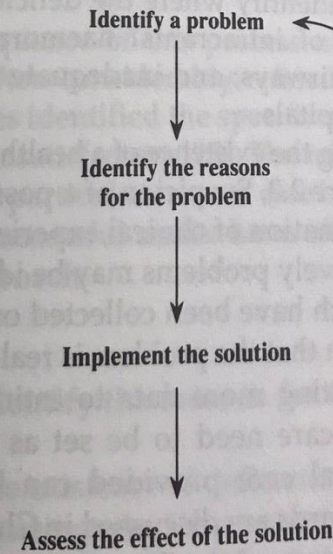
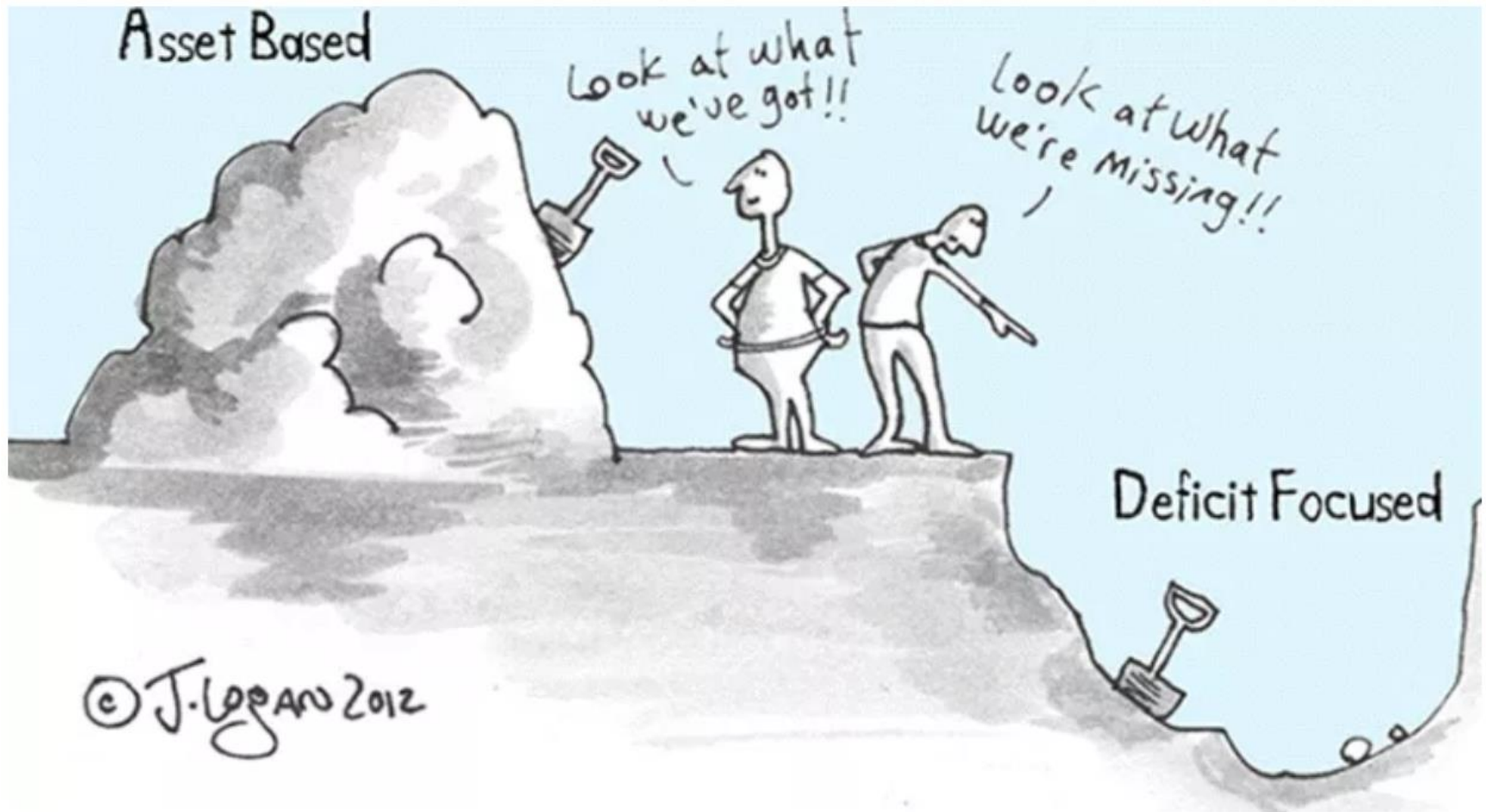


Figure 2.2 The steps in an audit cycle



# Introducing Appreciative Inquiry



Teams learn more by focusing on what already works, rather than analysing what does not work!



## PROBLEM SOLVING

VS



## APPRECIATIVE INQUIRY



Starting question: what is the problem? What do we need to fix?



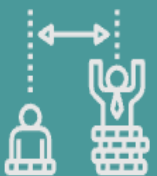
Associated words: error, problem, causes, solutions, action plans



Often externally driven: others highlight the issue



Highlights and dwells on previous failures



Ethos: identifying interventions to correct the deficits



Starting questions: what can we grow? How can we add value?



Associated words: good, strengths, build, improve



Internally driven by people with a passion



Highlights successes and achievements



Ethos: identifying what 'could be' that results in additional value

# AI taps into positive psychology

- Focuses on what we value the most
- Linked to what makes us happy, gives us joy, etc.
- Fosters a 'can do' mentality
- Expands our range of vision
- Increases ours and others:
  - Creativity
  - Motivation
  - Energy
  - Engagement



# The starting point for AI



We want none of these types...



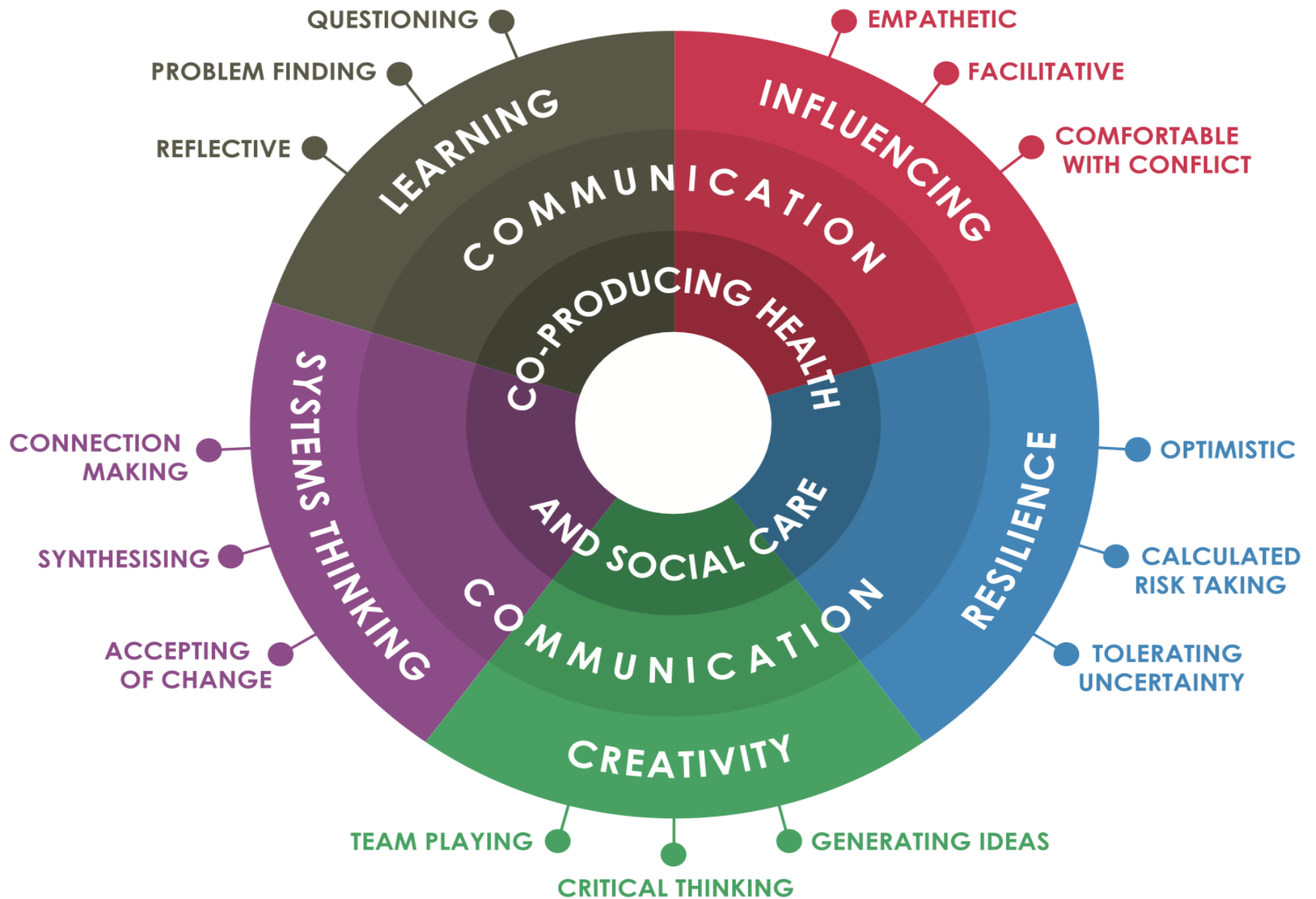
We want lots of these types...



# Conversations are key!



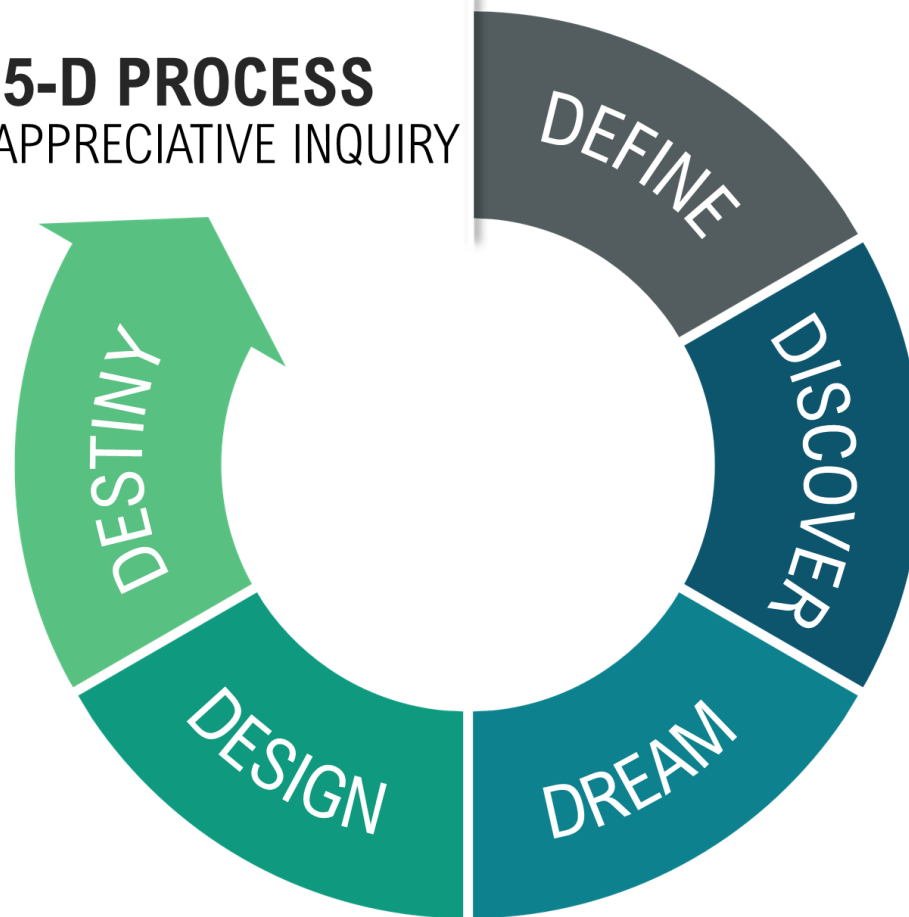
**Figure 1 – The habits of improvers**





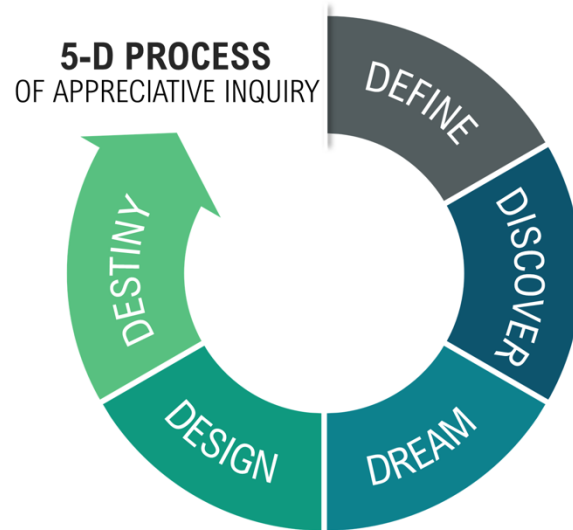
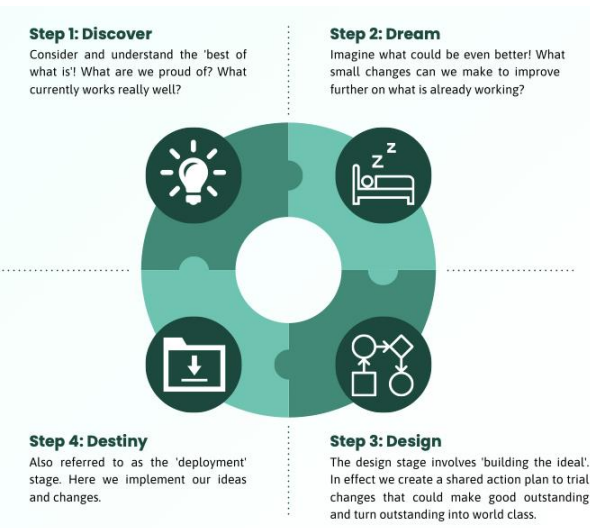
# The Appreciative Inquiry process: 5Ds

**5-D PROCESS**  
OF APPRECIATIVE INQUIRY



# D = Dilemma

## How many stages are there in AI?

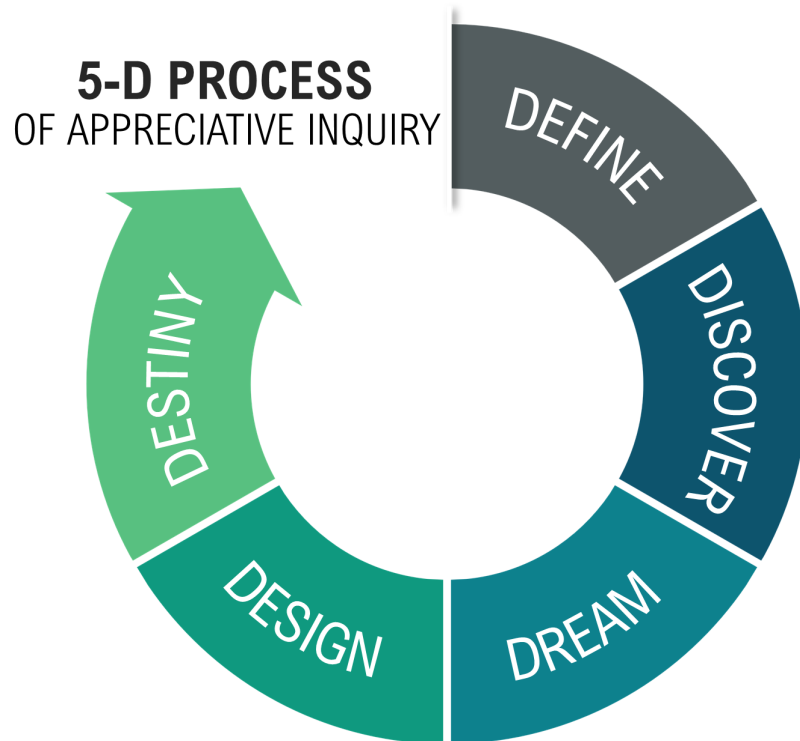


The Center for Appreciative Inquiry © All Rights Reserved.



# Not all models are the same!

## Even when they agree on number of stages...



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### What is the Appreciative Inquiry Process?

- Dawn**  
The purpose of **Dawn** is to build trusting, supportive relationships within the culture change team. Group members develop skills and knowledge related to the philosophies guiding their work. The work of the Dawning phase prepares groups to move forward to Discovery.
- Discovery**  
The purpose of **Discovery** is to identify and appreciate **the best of what is** about a community or organization. This is done by gathering as many positive stories as possible from all key stakeholders. These positive stories reveal what gives life to the organization or community when it is at its best.
- Dream**  
The purpose of **Dream** is to identify what could be and envision new possibilities for the future. Using information from Discovery, participants create a set of aspiration statements which help drive the design of future actions.
- Design**  
The purpose of **Design** is to identify actions that will support the new possibilities identified in the Dream phase. Participants create and commit to actions that will help make the aspiration statements a reality.
- Delivery**  
The purpose of the **Delivery** is to identify ways to support and sustain the actions planned in the Design phase. Participants identify the supports needed to implement and uphold the positive changes and work together to make changes.

# AI at its most basic level...



How do we build on what is good and make it even better?

**Where could we be in a year from now compared to where we currently are?**

What is already good / excellent?  
What is working well in our team?

# Our observations from the film...

- AI harnesses existing strengths
- Injects energy and optimism
- AI takes the best experiences of everyone
- Focuses minds on a simple set of understandable questions
- Applies a simple outcomes-based methodology
- “All of us are smarter than one of us”
- Flexible: appreciative inquiry can be applied across all parts of our organisation



# NHS England definition

“Appreciative inquiry is a tool to see the world in a different way.

Appreciative inquiry helps us to learn and build on what we do well rather than focusing upon problems.

Appreciative inquiry can generate ideas, energise changes and stimulate innovation”.



# Stage 1: Define

- The first step in an AI process is defining the central question or topic of the inquiry, dialogue, or engagement process
- Here we define **the scope** of what we want to work on
- Sometime in the AI community, this is referred to as choosing our **'affirmative topic'**



## Stage 2: Discover

- Examine **‘the best of what is’** and considers what makes it a success
- At this stage we consider what is **going well** and look at **what we do best**
- The process starts from a positive and appreciative viewpoint by looking at our existing strengths





## Stage 3: Dream

- Imagine **what could be even better** in the future
- Uses positive language and creates ideas incorporating many stakeholders
- Explores possibilities
- Very creative process
- The emphasis is building on what already works well



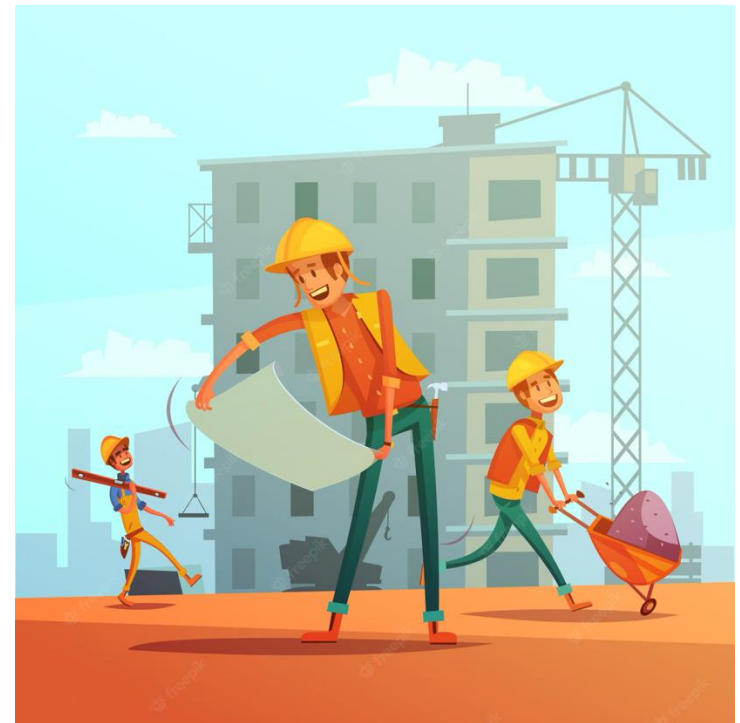
# Stage 4: Design

- Stage 4 involves moving our dreams towards reality
- **‘Building the ideal’**
- The focus is on co-creation and co-production (team task involving stakeholders)
- Gaining agreement in terms of designing an even better way forward, i.e. debating what improvements we can make



# Stage 5: Destiny

- This is also known as the deployment or delivery stage
- At this stage participants **put their new strategies and ideas into action**
- This is where our agreed changes to deliver 'even better' are implemented



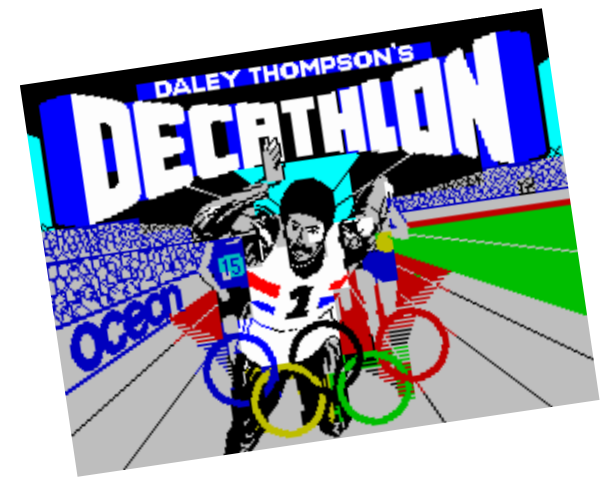
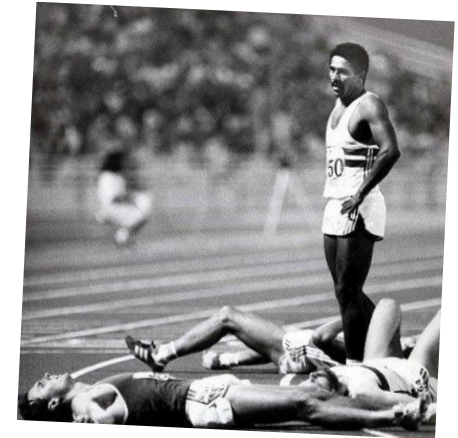
# Bonus Stage: Data

- AI models rarely focus on this, but by implementing any change **we need to be able to measure** its impact
- We need mechanisms for measuring our changes:
  - Focus groups
  - Surveys
  - Specific data sets
  - Audit



# Learning from Sir Daley...\*

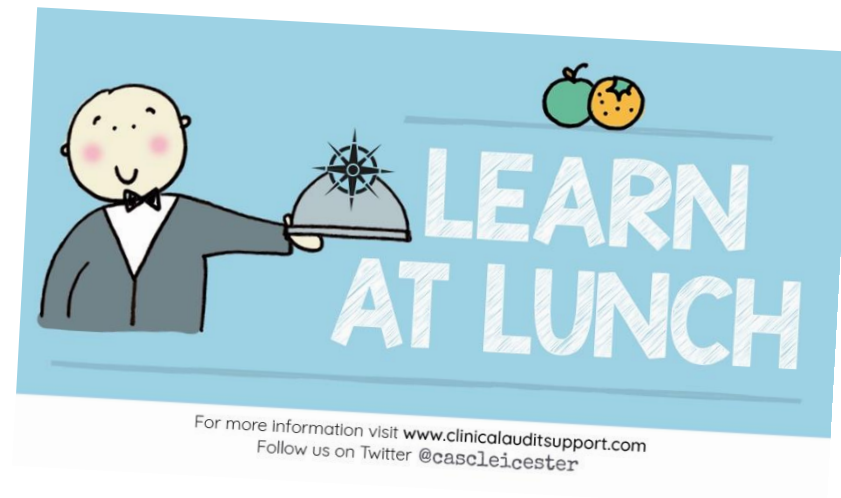
- Daley typically performed below average in:
  - Javelin
  - Discus
  - Shot put
- He focused his training more on preferred speed-based events:
  - 100m
  - 110m hurdles
  - Long jump



\*even the very best have weaknesses

# CASC and AI

- Agree we want to look at how to make our Learn at Lunches even better
- Since 2020 we have run over 30 Learn at Lunches
  - Feedback has been positive
  - Attendance has often been >100 per session
  - People like us filming sessions to watch back
- But how can we make these better?
- Do we offer some on MS Teams?
- Do we offer Learn at Breakfast or Learn at Supper?
- Do we create an online portal of resources for each Learn at Lunch?
- Do we create e-certificates of attendance?
- Do we survey attendees?



# CHAT BLAST TIME

Please prepare an answer in chat,  
but don't send it until we ask!



In relation to your  
work... what is  
currently working for  
you? Where are you  
doing very well now?





**WELCOME TO  
REALITY**



# We can't ignore problems...



## Woman died after begging GP for help - inquest



FAMILY HANDOUT

Maeve Boothby-O'Neill had suffered from chronic fatigue since the age of 13

Figure 1 - The habits of improvers



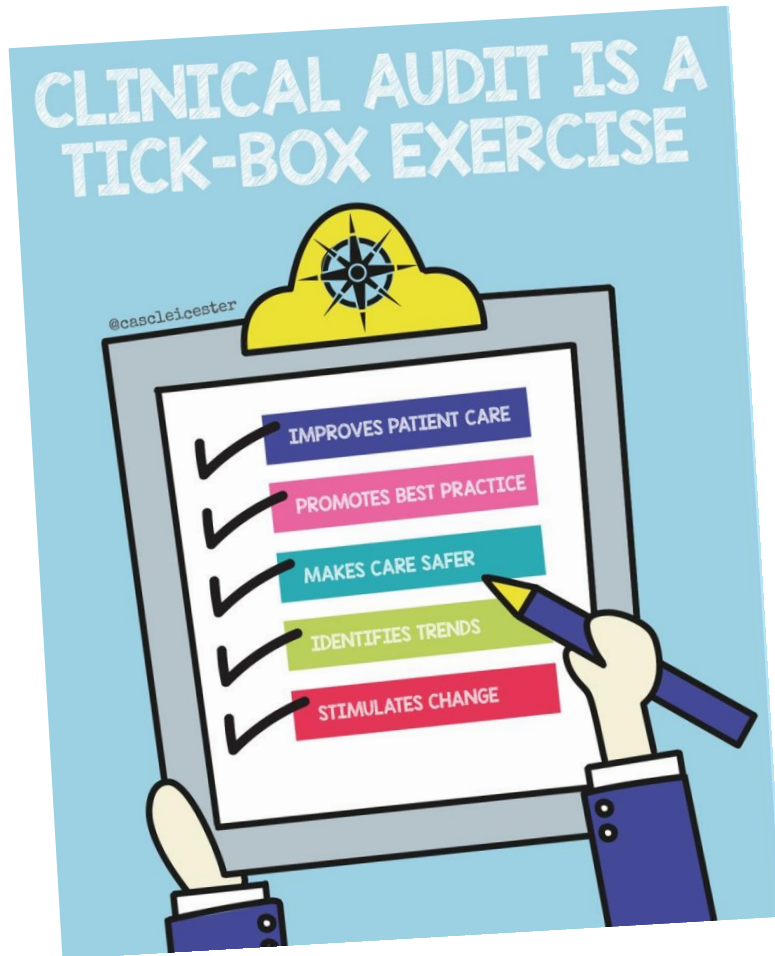
# The importance of safety II\* ...



**NHS Patient Safety Strategy: Suzette Woodward on Safety II**

**\*We need to keep looking for positives**

# Is the clinical audit community...?



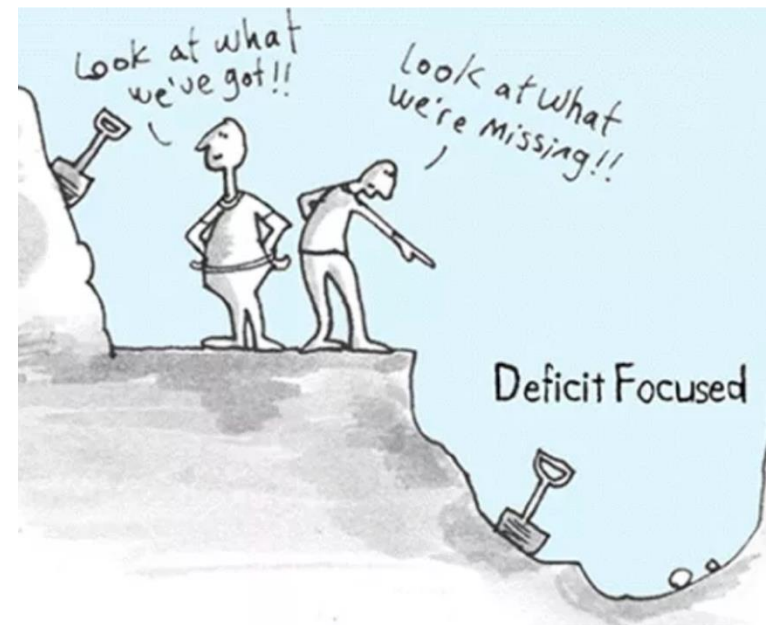
Talking up successes and using audits to celebrate great care?

# A few closing thoughts...



# Why appreciative inquiry works...

- Starts on a positive, focusing on what works
- About building on top of what we already do well
- AI invites people to take part and engage
- Inclusive process that everyone can contribute to
- Not about wholesale changes or starting with a blank canvas
- Gives people energy
- AI focuses on 'fun at work'!





Give it  
a GO

Shall we re-convene in 4 months?



# Thanks to...

- The Center for Appreciative Inquiry
- Caring Corner
- University of Waterloo
- Aspire 2Be

