

TLC MATTERS

International Conference

London 5th & 6th October 2004

ADVANCE NOTICE

Update: May 2004

Facilitators

- Stefan Cantore
- Sarah Fraser
- Tony Giddings
- Mike Greco
- Barry Johnson
- Chris McFarlane
- Damian Myerscough
- Jesper Olsson
- Irv Rubin
- Caroline Sanford
- Jack Silversin
- Jesper Stenberg
- Tim Wilson



We've gone a long way towards modernising our health care services by applying traditional quality improvement tools. Yes, our technical efficiency is greatly improved. We've also made great strides in improving the managerial effectiveness in our organisations.

However, the human, caring dimension, is often forgotten in our improvement activities. We call this missing link Behavioural Quality Assurance (BQA) and we have various tools and techniques for working with it.

There is extensive and significant evidence that the way in which we conduct our relationships at work, impacts on the quality and outcome of patient care—TLC (yes, tender, loving, care) matters—for staff and patients alike.

This conference then, will focus on empowering us to influence the foundations on which care is delivered—through relationships.

Throughout this event we will be given

a wide variety of choices of in depth masterclasses. There will be ample opportunity to network and build new relationships with other delegates and the facilitators.

The Conference is designed for experienced improvement facilitators, clinicians, modernisers, nurses and senior managers who want to deepen their personal learning and as a consequence be able to embrace and act upon the fact that TLC matters. It is designed, largely through the small group sizes and limited places at the conference, to optimise networking.

“Joining heart and mind” means

- Engaging with in depth learning sessions
- Exploring new topics and stretching outside our comfort zones
- Accepting the challenge that our personal behaviour matters and impacts the quality of the patient experience

Conference Design

A full and final programme will be issued in July 2004.

There will be an Opening and Closing Plenary. These will be designed to be community building.

The learning focus of the event is on in- depth masterclasses and each delegate can choose to go to four sessions:

1 x 2hr session

2 x 3 hr sessions

1 x 1.5 hr session

There will be 5 choices available for each of the sessions.

Pre-booking will be essential.



Dr Barry Johnson

Chronic Unsolvable Problems—An opportunity??!! (3 hrs)

Some problems we face are inherently unavoidable, unsolvable, and indestructible. In the literature they are called dilemmas, paradoxes or polarities. Traditional problem solving is not up to addressing these issues effectively. As a matter of fact, misdiagnosing a polarity to manage as a problem to solve only exacerbates the difficulty. Polarity management™ is a user friendly model and set of principles for converting these difficulties from sources of frustration to sources of cost effective quality care.

From hierarchy alone to hierarchy and partnership (3 hrs)

Organisations have two hierarchies in tension, Direct Care with a physician at the top and Support for Direct Care with an administrative executive at the top. There is a natural tension between these two hierarchies which represent a polarity (paradox, dilemma) which must be managed. Staff experience their organisation vertically and are caught in the tension between the two hierarchies. Patients experience their organisation horizontally as they move between silos at the bottom of the combined hierarchies. This workshop will focus on how to tap the best of the vertical structures and processes while also creating and utilising the best of horizontal structure and processes.



"Even a thought, even a possibility can shatter us and transform us." Friedrich Nietzsche

Combining the wisdom of the ABCs of leadership with the wisdom of managing polarities (2 hrs) - Joint with Dr Irv Rubin

The ABCs of leadership supports our ongoing development as leaders through understanding and adjusting our behavioural impact on others. Polarity management identifies chronic interpersonal opposites and intra-personal opposites that are unavoidable and unsolvable. We will explore how these two disciplines can be combined for powerful benefit to leaders and their relationships.

Dr Jack Silversin

Engaging doctors in change (3 hrs)

Doctors need to play the central role in implementing many of the changes that can make health care safer, more efficient, and more patient centred. This session offers practical information on successful implementation of improvements that require doctors' active support or involvement.

Trust busters and trust builders: The critical role of trust in improvement activities and how to enhance it (2 hrs)

Where mistrust and cynicism are part of the organisational fabric, improvement will be hard to achieve. Everyday actions that managers, doctors and modernisers engage in can unconsciously undo trust and cooperation. This session explores how to deepen personal trust and organisational trust—both critical elements in building a quality culture.

Dr Tim Wilson

Care in the community: does Behavioural Quality Assurance matter at a community level? (1.5 hrs)

With increasing interest in complexity theory as applied to social networks and social capital it is clear that the way healthcare organisations relate to their communities in a behavioural sense matters. Behaviour matters when it comes to your neighbours. In this workshop we shall look at some of the parallels between complexity and social capital, discuss the meaning of behavioural quality assurance as applied to health care organisations in a community and then discuss what health care organisations, including GP surgeries, local hospitals, PCTs, Foundation Trusts should do to maximise the opportunities open to them, and how they should assure the quality of their behaviour.



"Let every action aim solely at the common good" Marcus Aurelius

Dr Irv Rubin

Join us for the breakfast (lunch and dinner) of champions—Feedback (3 hrs)

Continuous quality improvement, at the individual, team, and organisational level have one thing in common, they are unachievable without specific focused feedback. A set of three integrated feedback tools will be introduced that link individual, team and organisational improvement efforts. When used in such a systematic fashion, meaningful and sustained organisational culture change becomes a reality.

Maybe, Just Maybe! Treating the Organisation as a Patient? (3 hrs)

Maybe, just maybe, if we viewed and managed our health care organisations as “Patients” in need of care, we could transform the care that patients receive in our health care organisations. This session will focus on the models and paradigm shifts needed to take this premise from a hypothetical possibility to a practical reality.



“Change your thoughts and you change your world.” Norman Vincent

Transformation versus change: be wary of the differences (1.5 hrs)

All transformations involve change. But all changes do not involve transformation. Failure to see and manage this premise is at the heart of many a thwarted attempt at change or transformation. Using a variety of familiar and powerful images from nature, this session will focus on the implications of the dynamic similarities and differences between transformation and change, at both the individual and organisational level.

Caroline Sanford

The Power of One! Coaching skills for powerful leadership (3 hrs)

Imagine if everything we did and said was seen through the lens of an appreciative eye. Coaching empowers people by showing them they are on the right track. It allows them freedom, encourages them to think for themselves and discover their own abilities. By coaching each other, we build relationships and human capacity at the same time. Using practical coaching tools, techniques and ideas, this session will focus on helping us to understand more about the impact we have on others, develop our inner resources and creativity, and take positive action that enables us to grow as leaders and people.

Systems coaching—beyond individuals! (3 hrs)

Each of us lives and work nested within a huge network of relationships. Systems theory views the individual as a system living within larger systems, like personal relationships, work, play and so on. Systems coaching seeks to work with both the wider system and the individual so that growth and change is mutually supportive. By coaching at the systems level we can hugely increase our impact as leaders. Join us in discussing the power of systems coaching and learn new tools for empowering individual and systems transformation and change.

Michael Greco

Why Care? (1.5 hrs)

Both public confidence and opportunities for learning lie at the heart of patient-centred medicine. Patients have much to teach us. The emotional experience of patients is key not only to satisfaction of care but also to health outcomes. There is a sacred space, which surrounds healthcare encounters, which is more about interactions than transactions. This session provides an opportunity to understand both theory and techniques for improving interpersonal competencies within the medical consultation, which enable healthcare professionals to deepen their own humanity and understanding of the impact of their care.

Session to be confirmed

(1.5 hrs)

Chris McFarlane CBE

Life support systems (2 hrs)

Is Work Life balance just a fad, is it really about having fun when you are away from work or is it more likely that when we speak about work life balance we really mean enjoying the part we play as a team member/ leader in work and therefore we feel more fulfilled in both work and play. We lose the guilt at not being there 24/7. In this workshop we will examine tools that assist you in identifying where you think your organisation is when compared with best practice and explore ways in which you can contribute to the necessary changes.

Dr Sarah Fraser

Developing and sustaining championship teams (3 hrs) - *joint with Chris McFarlane*

If your team were a performance car, how would it sound right now? Sputter and back-fire... generally idles well with an occasional knock or ping, or does it run as smooth as silk? Do you know when you are on a team and when you are in a group? What the differences are and why they matter? In this session we'll work through the key stages of team development, starting with goals, then working through roles, onto procedure and finally the issues of interpersonal dynamics.



"Problems are messages."
Shakti Gawain

Rooting improvement in day-to-day practice; avoiding the slippage (3 hrs)

Breaking out of the project mentality is tough. On the one hand defined programmes of work help deliver discrete, measurable outputs. On the other hand, this process separates the work from the culture within which it needs to be embedded if it is to remain sustained. In this session we'll investigate ideas and techniques to develop and support sustainable programmes of change and transformation.

Dr Tony Giddings

Balancing individual initiative and team performance in health care systems (3 hrs)

In this session I plan to discuss and explain some of the important motivational factors for professionals and the complex multi-layered structure of individual and organisational objectives. In healthcare team working is the acknowledged structure but objective investigation usually exposes limited and partisan engagement. The workshop will suggest methods for clear diagnosis and effective and fulfilling team performance.

Stefan Cantore

From communication to conversation; new approaches to learning and change in the workplace (1.5 hrs)

Through re-discovering the art of conversation and practising it in the workplace, leaders can harness knowledge, energy and encourage creativity. Major changes demanded in the way you provide services and use resources? Needing to make sense of all that is going on in the business environment? Making space for conversation can create new perspectives and facilitate major change at a faster pace than perhaps you ever thought was possible. Conversation is not another tool—but a way of behaving that radically alters what you do and how you do it.



"The future must always be created anew" Eugen Rosenstock-Heussy

Jesper Olsson & Jesper Stenberg

Transforming Care; Lessons from the USA and Europe (1.5 hrs)

How can one move from islands of excellence to continuous learning in whole organisations? This is what transformation is all about. During the seminar we will reflect upon insights from semi-structured interviews with leaders in a number of healthcare systems in different countries engaged in transformational change.

Damian Myerscough

Presenter, heal thyself (2 hrs)

Before we can address the behavioural ills and communication ineptitudes so evident in our institutions, we must first lead by example and impress not only by the excellence of personal demeanour but also, significantly, by the professionalism employed to impart our critical messages to an audience. Currently, attention to the rigours of presentation seems arbitrary, which defies comprehension as the efficacy of a message lies not in authorship but in delivery. By identifying obstacles to good practice; clarifying objectives and applying techniques routinely used in the performance industry, we can all take part in establishing a new standard for this neglected skill and contribute to the re-invention of presentation.



"Hitch your wagon to a star"

A brief who's who...

Irv Rubin, PhD. brings four decades of passion [some would call it an "obsession"] working to humanise the most human of endeavours—the cultures of organisations responsible for ministering to patients in need of care. Beginning with ten years as an Associate Professor at the M.I.T. Sloan School of Management [from which he received his M.S. and Ph.D. degrees], and followed by 30 years in private practice, this journey has been fuelled by one singular premise. Namely, that TLC matters **equally** among and between all staff in the organisation, and the patients they care for.

Barry Johnson, PhD. Founder of Polarity Management™. Mission in life, to supplement how the world thinks. Created the original polarity map and principles in 1975. The map and principles have evolved through applications including healthcare in the United States, Canada, and the UK. Barry is writing a book on Polarity Management and healthcare with a nurse and two Physicians which will be out the end of this year. Barry is a grandfather of 10 and loves kayaking on lakes and rivers.

Sarah Fraser, D.Prof., spent 10 years in the oil industry in the UK and Europe before joining the National Health Service in England where she led and enabled local, regional and national change projects. Since 1999 she has worked as an independent consultant supporting national collaborative improvement projects as well as organisational and personal development programmes. The author of six management books, she fantasises about finding the time to write fiction!

Tony Giddings, Consultant surgeon King's College, Guys and St. Thomas' Hospitals, Council Member, Royal College of Surgeons of England, Non-executive director, National Clinical Assessment Authority, Past President Association of Surgeons of Great Britain and Ireland and Chairman of Federation of Surgical Speciality Associations. Interests include human performance and team working issues in health care.

Jack Silversin, DMD, DrPH is President of Amicus, Inc a USA-based consultancy. For more than 20 years Jack has worked with doctors and medical organisations on developing leadership and change implementation. His work on compacts (psychological contracts) is improving the change capacity of organisations in both the US and UK. He is a highly regarded speaker and author and is a faculty member at the School of Medicine at Harvard University.

Chris McFarlane CBE, My first passion is people especially sick ones and those who cannot speak up for themselves. My second is supporting the development of the carers of the sick and helping them to see how lucky and privileged they are to be in that position. I want to contribute towards a programme that allows health care professionals see that they don't have to lose the caring part of their job when they are in or out of uniform. I have been a nurse all my life and it just gets better and better.

Tim Wilson, Dr Wilson is a family doctor. In 1995, he became the youngest fellow of the Royal College of General Practitioners. His practice was one of the first to receive a Charter Mark from the Cabinet Office. Tim was a Harkness Fellow working with Don Berwick to study quality improvement. He has published articles regularly in the *BMJ*, *BJGP* and other journals on poor performance, safety, presentation of information, and complexity. He sits on the international editorial boards of *BMJ*, *Quality in Primary Care*, and *Clinical Evidence*. In 2002 he was awarded a Membership by distinction of the Faculty of Public Health Medicine. In 2003 he became the President of the Quality in Healthcare Forum of the Royal Society of Medicine. From January 2003 Tim joined the Department of Health Strategy Unit, part-time, as a policy analyst.

Caroline Sanford, is an internationally accredited executive coach and independent consultant. She has a background in professional management having started her career within the retail industry. Since 1991, Caroline has held a number of Executive posts within the NHS in both primary and secondary care settings. She brings her varied and extensive experience from both industry and the health sectors to support the development of both individuals and groups as well as with organisations and service redesign.

Damian Myerscough, is a graduate of the Bristol Old Vic Theatre School with 25 years of experience in all areas of the Performing Arts. Working as 'On Stage'—Presentation Workshops he evaluates performance and devises strategies for individuals or groups to fulfil their potential as effective presenters. He is currently writing a screenplay from a novel by Irv Rubin carrying a passionate healthcare message. Damian is also a qualified book-keeper, residential landlord, amateur gardener and dog-lover.

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We're on the web!
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The Fine Print

The conference costs:

£495.00 plus £86.63 Vat = £581.63

This **INCLUDES** lunches on both days, all handouts and materials, and refreshments, and all workshops and masterclasses on both days.

It **EXCLUDES** accommodation, travel and personal expenses

Payment must be made in full six (6) weeks prior to the conference date. Refunds available before that date less £50 administrative fee. Substitutions available at no additional fee.

Conference places are limited.

To Reserve / Book your place

Please email our Events Organiser,

Ann Atkinson, who will take care of your booking

adenatkinson@aol.com

Remember places will be allocated on a first-come, first-booked basis, according to booking forms received by Ann.

SO BOOK EARLY!

Stefan Cantore, Moving from an NHS Chief Executive role two years ago to leading improvement across a health and social care system I began to question not only the effectiveness of what we do but also who I am in this complex, confusing organisational world which we inhabit. This journey led to my discovery of the value of a conversational approach to leadership. It's an approach that challenges many of the conventional truths I once held dear and has changed not only what I do but also who I am.

Michael Greco, is linked to a number of national UK initiatives involving culture change in the NHS. He is Director of Patient Experience for the UK's National Primary Care Development Team, Project Lead for the National Clinical Governance Support Team on Communication Skills Training for Doctors, and Executive Director of Client-Focused Evaluations Programme (CFEP) which is a lead organisation in implementing the Patient Experience Domain within the new GP Contract. CFEP is based at the Innovations Centre, University of Exeter where Dr Greco is an honorary Senior Research Fellow with the Peninsula Medical School. His academic background focused on healthcare, evaluation and clinical pastoral education, and includes a PhD in medical education and a Bachelor of Theology.

Jesper Olsson, Federation of Swedish County Councils, associated with Medical Management Centre, Karolinska Institutet and Chalmers university of technology., Sweden

Jesper Stenberg, Federation of Swedish County Councils, associated with Medical Management Centre, Karolinska Institutet, Sweden