

COS

Circle Operating System

An introduction to 'The Circle Way'





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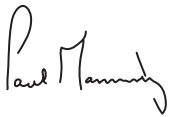
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Introduction

This booklet provides an overview of the Circle Operating System (COS) which is at the heart of what makes Circle Health Group unique. It describes the methodology and tools to set up and run healthcare facilities in 'The Circle Way'.

COS aims to empower all our people to deliver patient-centric care in a sustainable environment, providing them with the tools to create and sustain a culture of effective decision-making and peak performance.

We hope that you find this booklet helpful in gaining insight into Circle Health Group's culture, values, and methodologies and how these can be applied in your role to deliver excellence for patients and the organisation.



Paul Manning
Chief Medical Officer



Liz Adair
Chief Nursing Officer



Empowered professionals

People who work at Circle Health Group are empowered to make the best decisions for patients. This means that our approach to leadership and decision making is devolved and inclusive to ensure that everyone takes ownership and accountability. Our approach to enable this is below:

Power...	is devolved. All staff are empowered to make the best decisions around their services
Clinicians and managers...	are 'joined at the hip'. Our leadership focus is on driving and supporting the front line delivery
Our people...	are aligned to a common purpose and aim, with a clear understanding of how they contribute to achieve this
A culture...	in which everyone feels they can make a difference, knows their contribution is valued, understands their responsibilities and takes pride in the outcomes they achieve

This aligns to Circle Health Group's aim and purpose:

Our purpose: To provide high quality, safe, accessible and affordable healthcare in a sustainable way.

Our aim: To be the most innovative and patient focussed healthcare organisation and, by equipping our outstanding people with leading edge technology, deliver the highest quality care.

The Circle Way

The aim of COS is to provide all our staff with an evidence-based approach to offering high-quality care efficiently and productively, by focusing on the patient experience, clinical results and efficient operating processes.

The Circle Group Operating System embraces the essential elements for setting up and running healthcare facilities in 'The Circle Way'.

The system is designed to bring together concepts and processes to enable:

- Engagement
- Performance
- Clinical leadership
- Devolved power
- Continuous improvement methods
- Decisions to be taken as close to the patient as possible

Through COS, Circle Health Group aims to remain a high-performing, agile organisation with a dedication to continual improvement, innovation and invention.

We do not expect our people to work around a problem; we want everyone to be empowered to understand and solve

Circle Health Group's working approach means that everyone has a voice, and can actively contribute to how things get done. Finally, we encourage our people to share new knowledge and lessons learnt throughout the organisation, allowing for learning, evolution and adaptation.

Great patient experience

Circle Health Group sees its healthcare facilities as places to learn how to continuously produce great patient experience.

To achieve this we:

1. Design our pathways and processes for excellence, so we know immediately when something goes wrong
2. Drive improvement by problem solving and building new knowledge locally
3. Share our new knowledge throughout the organisation
4. Lead by developing the skills in all our people to design, to improve and to share knowledge

Stop the line



Stop the line

'Stop the Line' is a process originally developed by Toyota for use in the production lines of its car manufacturing plants, where production was brought to a standstill when a problem was identified.

Circle Health Group has adapted this approach to use in healthcare. This is central to patient safety.

Anyone who encounters a situation that may cause harm to a patient or other damage is empowered to immediately make a report to the person in charge and 'Stop the Line', requesting that the activity is ceased.

Stop the Line is about resolving any issue at source and responsively thus creating and maintaining a strong safety culture. Any staff member who feels compelled to 'Stop the Line' will be fully supported by the leadership team, regardless of whether they are proven to have been correct or incorrect in their reasoning.

The act of Stop the Line needs you to confidently report your problem to the person in charge of the activity that you would like to stop (doctor, manager, lead, etc.), stating that you want to Stop the Line. It is important that you can clarify your reason for this.

When you Stop the Line, you should do this in a calm and professional manner that does not create any anxiety or stress to

the patient. For example, you may want to have a discreet word in the ear of your doctor/manager/lead, and say that you need to talk to them immediately away from the patient as you have noticed something that could be harmful to them. Any stoppage of activity must ensure that the patient is stabilised beforehand.

Stop the Line creates an opportunity for collective problem-solving (known as a Swarm, see page 7), to deal with the concern raised, learn from the situation and decide on the actions that will be taken going forward.

Once Stop the Line has been called, it is the responsibility of the person in charge of the activity to notify a member of the local management and COS Champion who will take responsibility and make sure that the actions and timeline below are adhered to.

Plan	Immediate action	<ul style="list-style-type: none"> • Ensure that the situation is safe • Contact the person in charge of the activity you are involved in and /or a COS Champion • Gather the relevant persons needed to review the event • Arrange a Swarm and assign responsibility for: <ul style="list-style-type: none"> - Lead of Stop the Line (runs Stop the Line and ensure all actions are adhered to) - Facilitator (writes up documentation and captures actions) - Person reporting incident (within 24 hrs), must tick 'Stop the Line' - Person escalating event (if require) such as to Senior Management, CHG Chiefs and / or external stakeholders - Person completing of Duty of Candour (DoC) / Being Open, if applicable
Do	Within 24 hours	<ul style="list-style-type: none"> • Report the incident or near miss on the system, attaching any evidence or supplementary documents as necessary • Ensure all actions are recorded on OnePlan
Check	Within 30 days	<ul style="list-style-type: none"> • Re-swarm date has been set • Discussion at department unit meeting • Discussion at SMT • Discussion at Governance Committee
Act		<ul style="list-style-type: none"> • Inspection held across the site within 30 days • Follow up and dissemination of outcomes and learning

Swarm



A 'Swarm' is Circle Health Group's approach to solve a problem or explore an opportunity. A Swarm enables a group of people to come together to take time out, discuss an issue, in order to understand it fully and agree steps to resolve it.

At Circle Health Group, problems are 'swarmed' at the time and place of where they occur, and by the people who are affected. A Swarm requires gathering the most relevant people needed to deal with an issue, and following a simple, clear process to explore, investigate, test solutions and implement changes.

A Swarm will always occur when a Stop the Line has been initiated but a Stop the Line does not always need to occur for a Swarm to take place. A Swarm is called anytime an issue needs to be worked through by a group of people. COS is about empowering and encouraging everyone to suggest ideas and make changes, so anyone can call a Swarm. A Swarm involves recognising an issues as it occurs, gathering all essential, contextual information and getting the right people to come together to solve it in a disciplined fashion.

At Circle Health Group, fixing the problem isn't good enough; we want to fix it while gaining a deeper knowledge of how our processes work, and how we can replicate it once we've got it right. To do this, and to continuously improve, we follow the SPDCA process visualised below. A key element of the continuous improvement cycle is to ensure that clear actions are decided, that anyone involved has a clear idea of what actions are expected to lead to what outcomes, and that a follow up Swarm is booked to check completion and hold each action owner to account.



If you need any support in running a Swarm, ask your line manager or local COS champion.

Running a Swarm

To run a Swarm

- Think about the problem you aim to resolve.
- Identify the people who would be most appropriate and effective in solving the issue.
- Decide who should chair and facilitate the meeting.
- Gather all relevant people together and use the guide below to drive the discussion and agree actions.

Reasons for calling the Swarm

1. Who called this Swarm? What has led to this Swarm being called?
2. What is the problem that we are here to solve?
3. Who is here? Have we got the right people to solve this challenge?
4. Who is the best person to chair and facilitate this Swarm?

Current situation and causes

1. What happens currently?
2. Who does this affect?
3. Where does it happen and have an impact? Go and see this area.
4. When does it occur?
5. Why is it a problem for us?

Goal

1. What are we trying to achieve?
2. In an ideal world what would this look like?

Options

1. What can we do about this?
2. Which of these options are we going to take forward?

Outcomes / Action Log

1. What do we expect to happen if we do this?
2. Over what timescale?

Lessons learnt and follow up

1. What have we learnt from this Swarm?
2. What actions do we commit to as a result of this learning?

At Circle Health Group, fixing the problem isn't good enough; we want to fix it while gaining a deeper knowledge of how our processes work, and how we can replicate it once we've got it right.

Patient Hour



Patient hour

Patient Hour describes any period of time dedicated to exploring patient feedback and experience as a team. A Patient Hour doesn't have to be exactly one hour; it can take the form of a series of huddles, or be an item on the agenda of regular team or department meetings.

The Patient Hour aims to answer the following questions:

- Did our patients receive the best experience possible?
- Have we gained/retained our patients' loyalty?
- If yes, what have we done that we should continue doing?
- If no, what do we need to improve?

This suggests that it is the quality, consistency and substance of the patient experience of the service that they receive at our facilities, which ultimately leads to patient loyalty. With this in mind, teams and individuals at Circle Health Group are encouraged to take time out on a regular basis to examine patient feedback and engage with our patients' experiences.

A Patient Hour provides the required focus for identifying areas of concern and improvement, celebrating success and inspiring ongoing innovation. For example, it can be used to:

- review and discuss patient feedback
- identify drivers of patient satisfaction
- discuss best practice and ideas to enhance patients' experience
- encourage and celebrate the behaviours and attitudes that create the best patient experience.

A Patient Hour is exceptionally powerful when integrated into huddles or team meetings. A huddle is time each day or week for a team to come together to discuss plans, and makes sure that everyone is on the same page. It is a chance for the team to make adjustments and improvements to their daily work practices.

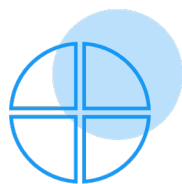
A Patient Hour will also typically be included in the agenda of a Team Session (see page 11).

Continuous Improvement

The format and duration of Patient Hour sessions are determined by each department. What matters is the commitment of all staff to participate in quality discussions to understand performance, patient satisfaction and to take the required actions to make improvements and enhance patient experience.

Participating in team or departmental meetings with a Patient Hour is a key part of our business plan to drive a culture of continuous improvement, keeping the patient at the centre of everything we do.

QualityQuartet



Quality quartet

The Quality Quartet defines the four key areas of focus at Circle Health Group. It provides a simple structure for information gathering, planning activities, monitoring progress and impact.

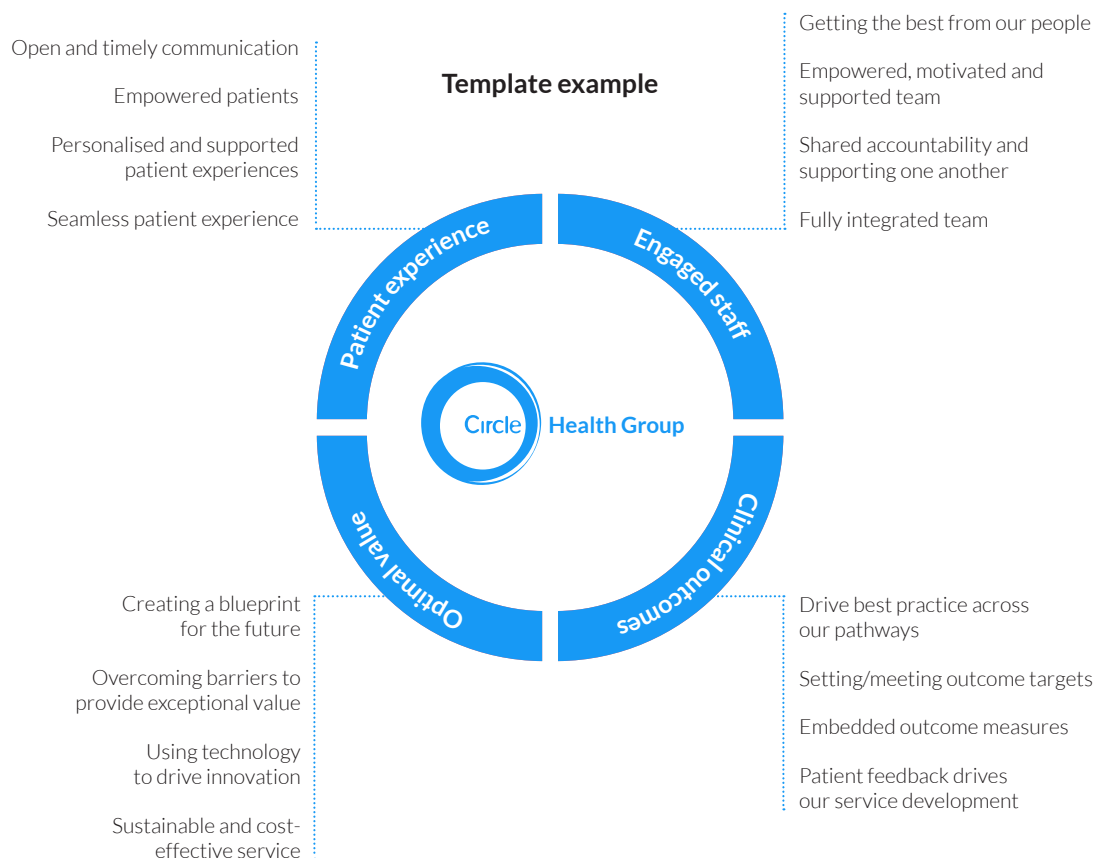
The Quality Quartet is made of four high-level headings that we measure ourselves against. They are as follows:

- Patient experience
- Clinical outcomes
- Staff engagement
- Optimal value

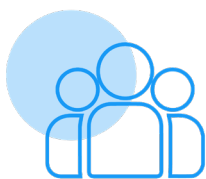
The Quality Quartet provides the structure to organise information and review performance during or unit/team meetings. Below is an example of the type of information which may be presented under each heading.

- Patient experience: feedback received from patients via various forums, e.g. Public Patient Engagement groups, Friends and Family Test, escalations from the local committees.
- Clinical outcomes: internal and external performance benchmark, progress against best practice and service development targets, number of Stop the Lines
- Staff engagement: staff feedback, health and wellbeing, HR KPIs (headcount, absence, turnover etc.)
- Optimal value: local financial performance versus budget.

In addition, the Quality Quartet provides the framework for the creation of strategic high-level business plans for each Circle Health Group facility.



Team Session



Team session

Team Sessions aim to provide an opportunity for a department or wider team to come together periodically to review performance data, discuss and create business plans. This approach ensures each staff member can contribute to the running of their service and is empowered to suggest better ways of working.

The format and frequency of Team Sessions vary in each of the departments and Circle Health Group facilities. Team Sessions may take place on a quarterly, bi-annual or annual basis, and they may involve a department, a wider team or the whole healthcare facility. A Team Session may be two to three hours in length or may be structured as shorter sessions, allowing staff from different departments to join on a drop in basis.

Team Sessions provide an effective platform for the communication and development of the annual strategic plan for each Circle Health Group facility. Once the overarching plan is launched, the detailed measures of the plan are developed by staff for their own departments, thus giving power and autonomy to each business unit.

Team Sessions aim to:

- Provide an opportunity for everyone to understand departmental/site performance
- Cascade departmental/site strategic plans
- Produce or update business plans
- Give everyone an opportunity to ask questions and suggest ideas
- Bring the team together to celebrate success.

The agenda will typically include:

- Review of performance against the Quality Quartet, including strategic plans
- Discussion and debate on the Quality Quartet and Patient Hour
- 30-60-mins learning session - Topics suggested by staff
- Improvement and action plans.

COS Champions

We have a network of COS Champions across Circle Health Group. They play a key role in role modelling Circle Health Group's behaviours and ways of working, driving engagement and continuous improvement in each area.

Our COS Champions:

- Support colleagues to embrace COS in daily working life
- Assist in arranging Team Sessions
- Support unit leads; capturing actions from Team Sessions and Patient Hour
- Provide COS induction training
- Initiate/suggest/facilitate Swarms
- Facilitate tracking of Swarms and Stop the Lines, capturing lessons learnt
- Update COS boards and other means to disseminate information
- Talk to staff on the ground, escalate and address feedback
- Support the team with ideas to ensure COS remains embedded.
- Organise social and team building events.

If you would like to become a COS Champion, speak to your manager.



Stop the line



Swarm



Patient hour



Quality quartet



Team session

Conclusions

Circle Health Group's purpose is to provide high quality, safe, accessible and affordable healthcare in a sustainable way. Healthcare is a rapidly changing sector that requires constant creativity and innovation provide the safest care and best patient experience. Each patient experience is subjective and personal to that individual, and each piece of feedback matters, whether it be positive appreciation or complaint that highlights an area for improvement.

COS allows you to be creative and problem-solve; innovate by planning what you need to do; doing it; checking that you have achieved what you wanted; then acting on your findings to drive the innovation forward as agreed during the problem-solving process.

COS is the Circle Health Group way of putting the patient experience as the driver of our business success, and that is based on all of us, as an organisation, engaging fully with the methodologies described in this book.



