

# *Perioperative Care for Older People undergoing Surgery The (POPS) Network*

*February 2022*



**Launch Event  
Part Two**

# Agenda

**09:00**

**Welcome and introduction to the day** **Simon Griffiths** Director and QI Associate, NHS Elect

**Measurement for improvement – starting our measurement journey, part 2** **Matt Tite** Director and Measurement Lead, NHS Elect

**BREAK (10 mins)**

**World Café** **Simon Griffiths** Director and QI Associate, NHS Elect

**Feedback from World Café discussion** **Simon Griffiths** Director and QI Associate, NHS Elect

**Summary and Next Steps** **Simon Griffiths** Director and QI Associate, NHS Elect

**12:00 CLOSE**

# Housekeeping



Silence is golden,  
unless you want us to  
hear you



Please turn off your  
camera during  
presentations



We love to talk,  
we also love to be  
on time.



No mic, feeling shy?  
Send us some chat

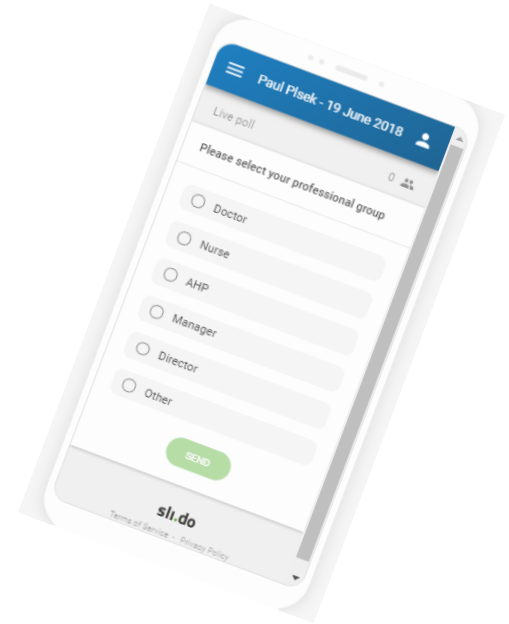


Give us a wave if you need  
to get our attention

# sli.do

Open a browser on any laptop, tablet or smartphone

- Go to [www.sli.do](http://www.sli.do) or scan the QR code below
- Enter the event code **#POPSLaunch2**
- Use the polls to give us feedback about the day





# *Measurement for improvement*

**Matt Tite**

# Starting our measurement Journey Part 2

Feb 2022

Matt Tite

# In the next 40 minutes...

- Look at the Homework
  - Aims
- Functional Maps
- Driver Diagrams
- Group Work Developing Measures
- Set some homework

# POPS Measurement Journey

**Launch Event (Part 1: 03/02/22):** Setting the Aim

**Launch Event (Part 2: 17/02/22):** Understanding the scope, using functional mapping.  
Driver diagram development session and the 7 steps to measurement

**Measurement Masterclass (24/02/22):** Measurement for Improvement knowledge, how and what to measure

Measurement for improvement & Shared Decision making

Measurement for improvement & Experienced Based Design

**Your Measurement visit**

**Mid National Event:** Share your working data and the tools you are using for data collection

**Final National Event (04/08/2022):** Your charts



# Homework: Where are you wanting to go?

For your POPS service, what would 'Perfect' look like?

Open a blank email

Write in your sentence

Sent it to your project lead



# Functional Maps

# Our Pathway Map

Hide tab bar Settings Reload Logout

Prototype

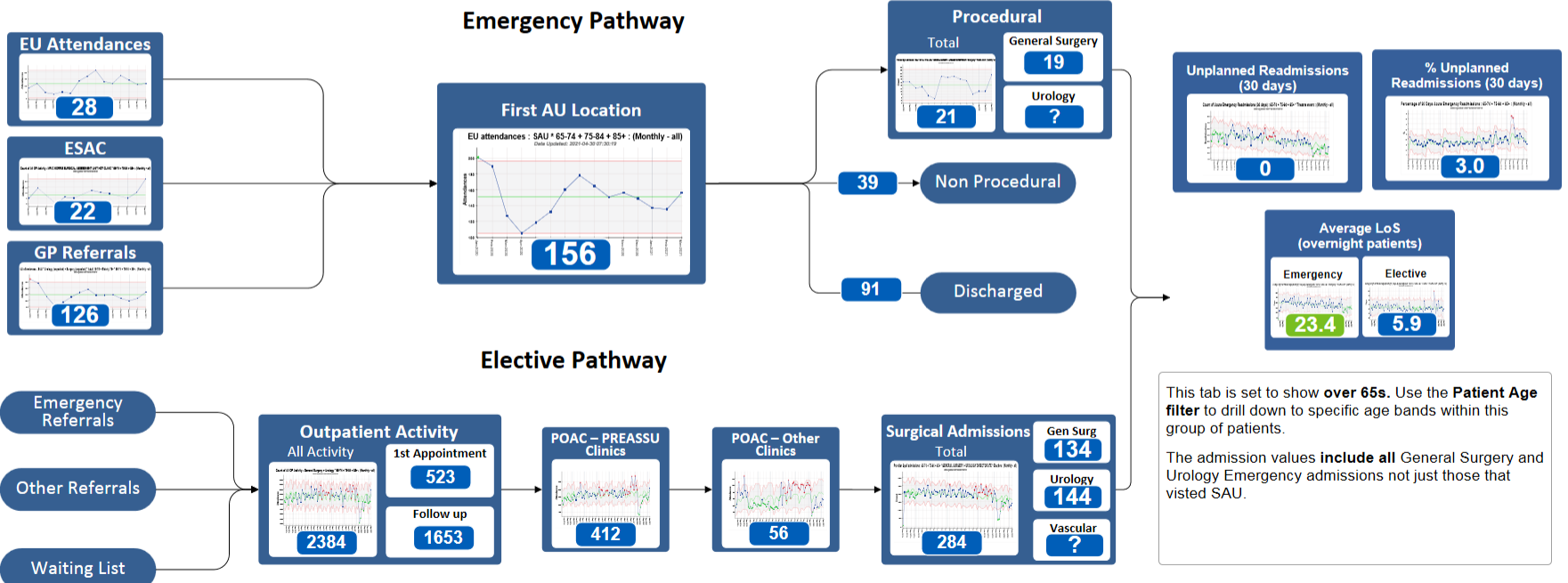


Monthly - all Theatre procedure Y/N <no selection> Patient Age <no selection> Specialty <no selection> Start data time none End data time none

Overview (SAU) | Summary | Emergency Surgery Front Door | Emergency Surgery - General Surgery & Urology | Right Place | Emergency Surgical Admission Analysis | General Surgery and Urology | Analysis by Procedure

EU Location SAU Theatre Specialty <no selection> POAC <no selection>

Fitted 100%



This tab is set to show **over 65s**. Use the **Patient Age filter** to drill down to specific age bands within this group of patients.

The admission values **include all** General Surgery and Urology Emergency admissions not just those that visited SAU.

# Some homework for you to do: Functional Mapping

Can you create a functional map:

- Where do your patients come from
- What are the stages that they currently go through
- Has C19 changed the process?

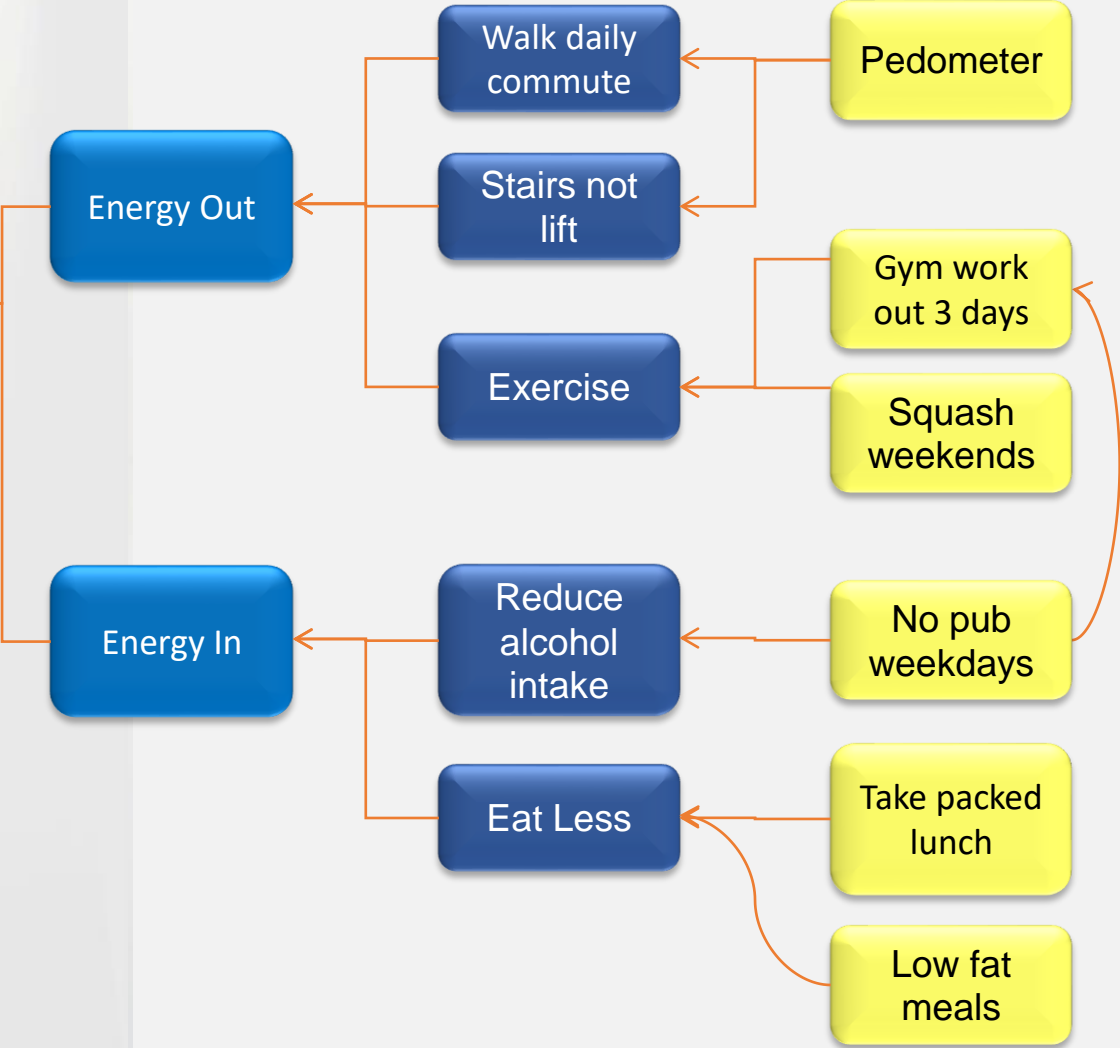
Bring your functional map to measurement session  
(24/02/22)

# Driver Diagrams

# Driver Diagrams – weight loss example



**Aim:  
2 stones  
lighter!**



Key: In order to achieve this aim..

We need to ensure...

Which requires...

Ideas to ensure this happens

VASCULAR: Timely referral and identification of Leg Ischaemia patients with frailty so that they receive appropriate intervention and the most positive outcome for that individual.

Education of teams about frailty

Understanding of what shared decision making means

Involvement of end of life care pathway  
Involvement of patients/carers in discussions around treatment

Identification of frailty

Geriatric input

Introducing frailty assessment

Identification of inappropriate procedures on patients that are frail  
Measure mortality by CFS

Ensure CLI <5 days from referral to treatment

Reduction of delays in care pathway

Identification of referral sources/demand

Balance between elective and emergency in demand for and access to diagnostics

Reservation of CT slots  
Access to complex diagnostics  
Access to theatre lists  
Reservation of emergency angioplasty  
Fast-track protected slots for MRI and CT scans  
Dedicated simple diagnostics e.g. ultrasound  
Put in place a 'one-stop'clinic for diagnostics and assessment

Patient Experience

Ensure appropriate referrals

Measure amputation rates  
Measure type of intervention by Frailty Score-  
Patient Experience Stories/Case Studies  
EBD mapping



Elect

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B1 Driver diagram tool

**Enable Macros**

### Driver diagram tool

Driver diagrams are a helpful tool for representing a 'theory of change' or 'logic model' for an improvement project. They are particularly helpful for summarising a complex project in a simple visual way. However, some people struggle to create an electronic version of a driver diagram that can be easily shared. This tool has been designed to take some of the technical challenge away from creating visual representations of a driver diagram.

*For more information on driver diagrams and how to use them, click on the buttons to the right.*

**Further information on driver diagrams**

**INFO** **MORE INFO**

#### Instructions for use

- 1) Go to the 'Drivers' tab to start your own driver diagram
- 2) Click the 'Add aim' button to create an aim box.
- 3) Click the 'Add primary driver' button to create a linked driver
- 4) Click the 'Add secondary driver' button to create a linked driver
- 5) Click the 'Add intervention' box to add a linked intervention
- 6) Click on any of the boxes and start typing to add text

To reset the tool, click the 'clear all' button (NB: deletes everything)

#### Usage notes

This tool will **automatically** create links between boxes as per the diagram shown to the right. I.e. each primary driver will automatically link 3 secondary drivers and each secondary driver will automatically link a single intervention. Additional drivers will be created without links.

You can **move boxes** around the screen by clicking on the box outline and dragging them with your mouse or by using the cursor keys. **1**

If you want to **change a connection** from one box to another, click on a connecting line and move the connection point (red blob) to the preferred box. **2**

If you want to **create a connection** for a box which does not have one, you can add one using an 'elbow connector'.  
Go to *Insert -> Shapes -> Elbow connector* **3**



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|   | A    | B                              | C | D | E | F                    | G | H | I | J                    | K | L | M | N                            | O | P | Q | R         | S | T | U | V | W |  |  |
|---|------|--------------------------------|---|---|---|----------------------|---|---|---|----------------------|---|---|---|------------------------------|---|---|---|-----------|---|---|---|---|---|--|--|
| 2 |      | Add aim                        |   |   |   | Add primary driver   |   |   |   | Add secondary driver |   |   |   | Add intervention             |   |   |   | Clear all |   |   |   |   |   |  |  |
| 4 | Key: | In order to achieve this aim.. |   |   |   | We need to ensure... |   |   |   | Which requires...    |   |   |   | Ideas to ensure this happens |   |   |   |           |   |   |   |   |   |  |  |

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Ideas Sensitivity

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A B C D E F G H I J K L M N O P Q R S T U V W

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|--|---------|--|--|--|--------------------|--|--|--|----------------------|--|--|--|------------------|--|--|--|-----------|
|  | Add aim |  |  |  | Add primary driver |  |  |  | Add secondary driver |  |  |  | Add intervention |  |  |  | Clear all |
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|      |                                |  |  |  |                      |  |  |  |                   |  |  |  |                              |  |  |  |  |
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| Key: | In order to achieve this aim.. |  |  |  | We need to ensure... |  |  |  | Which requires... |  |  |  | Ideas to ensure this happens |  |  |  |  |
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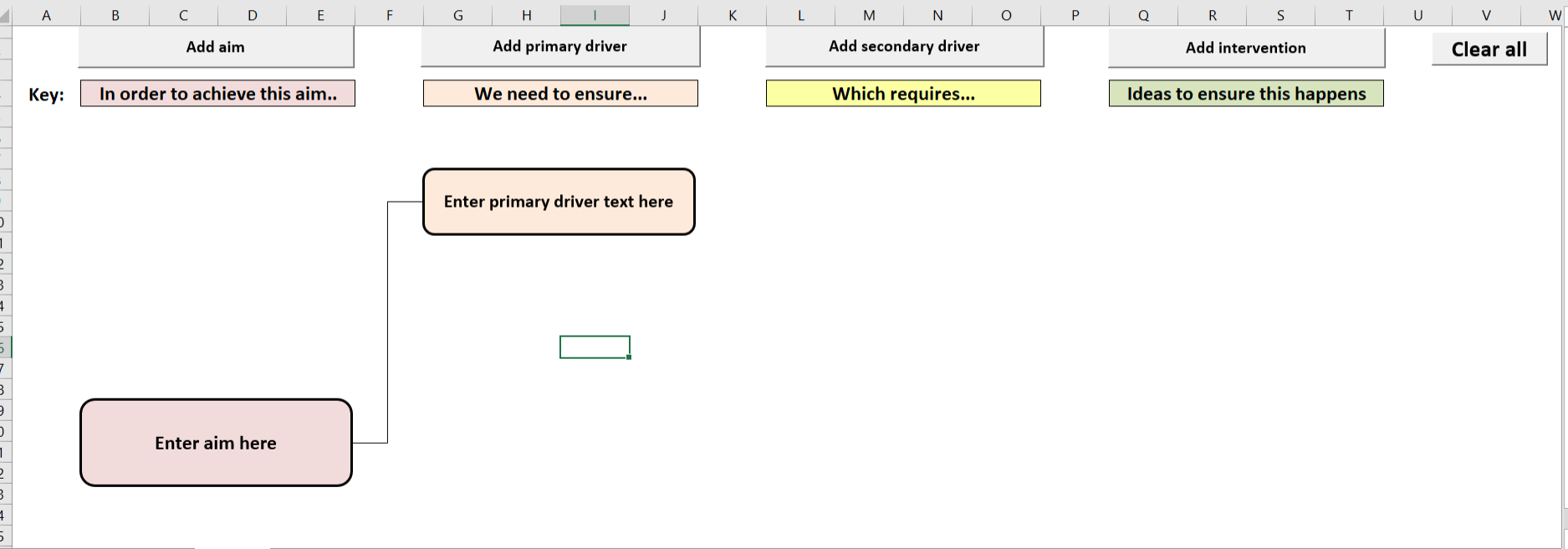
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Enter aim here

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|    | A    | B                              | C | D | E | F | G                    | H | I | J | K | L                    | M | N | O | P | Q                            | R | S | T | U         | V | W |
|----|------|--------------------------------|---|---|---|---|----------------------|---|---|---|---|----------------------|---|---|---|---|------------------------------|---|---|---|-----------|---|---|
| 2  |      | Add aim                        |   |   |   |   | Add primary driver   |   |   |   |   | Add secondary driver |   |   |   |   | Add intervention             |   |   |   | Clear all |   |   |
| 3  |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 4  | Key: | In order to achieve this aim.. |   |   |   |   | We need to ensure... |   |   |   |   | Which requires...    |   |   |   |   | Ideas to ensure this happens |   |   |   |           |   |   |
| 5  |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 6  |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 7  |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 8  |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 9  |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 10 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 11 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 12 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 13 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 14 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 15 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 16 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 17 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 18 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 19 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 20 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 21 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 22 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 23 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 24 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |
| 25 |      |                                |   |   |   |   |                      |   |   |   |   |                      |   |   |   |   |                              |   |   |   |           |   |   |

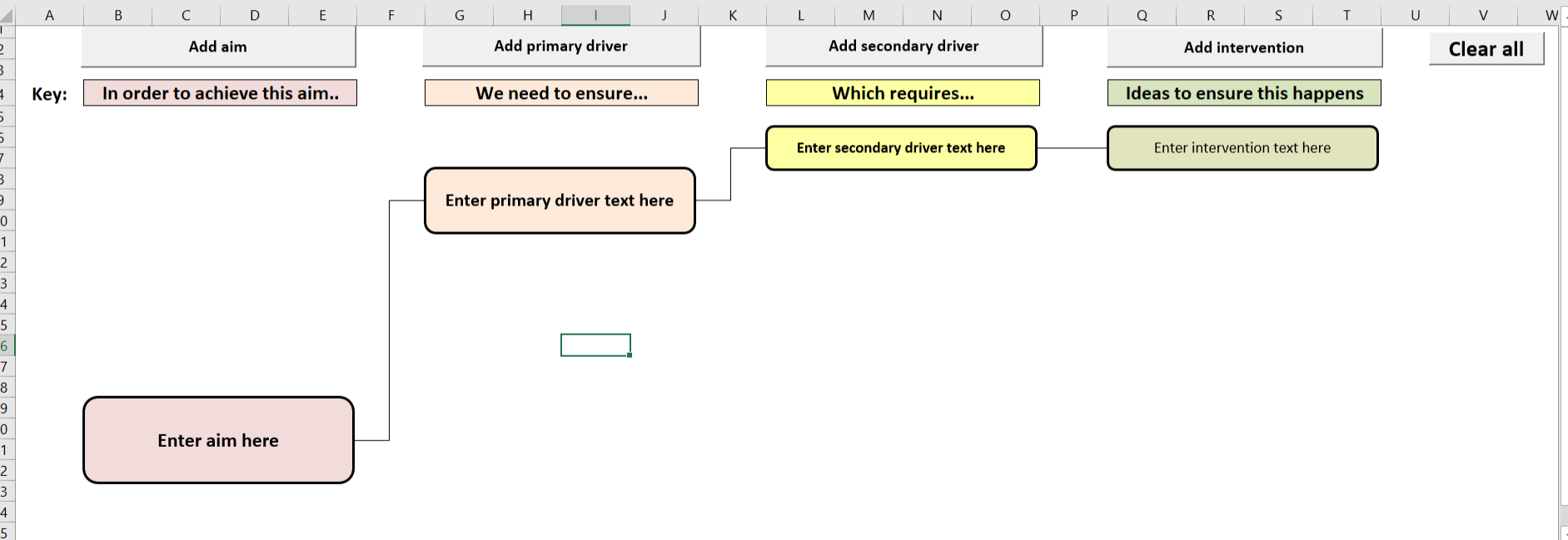
Instructions Drivers

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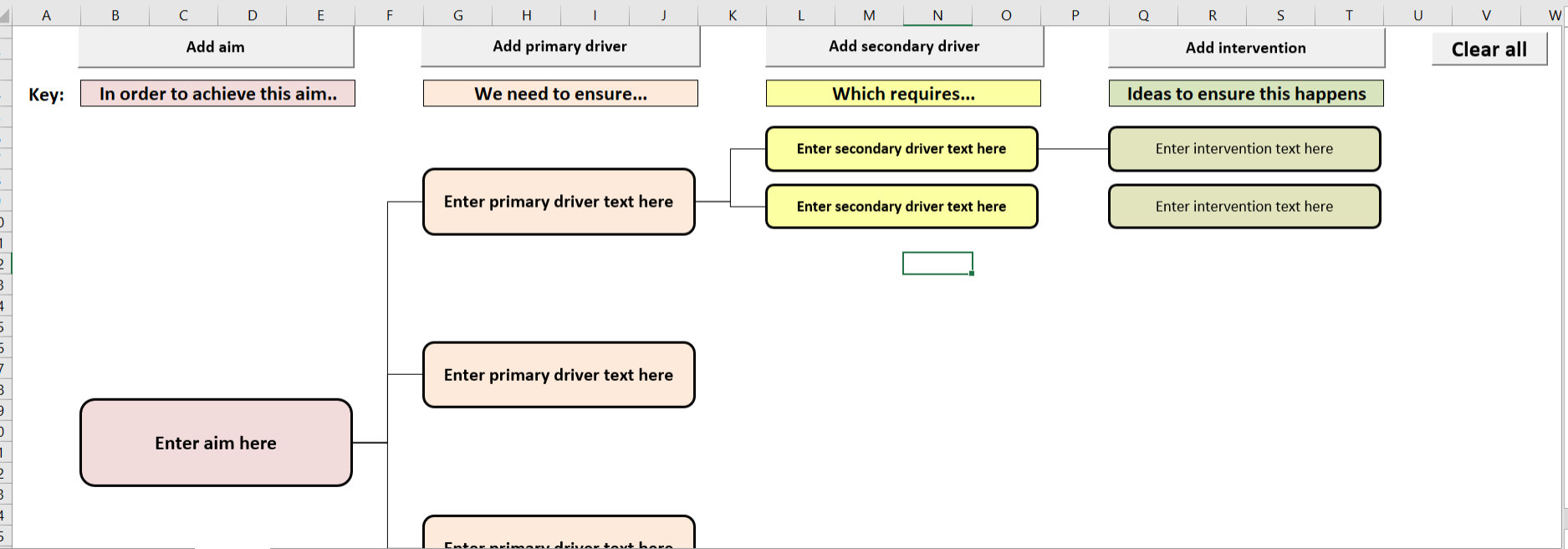
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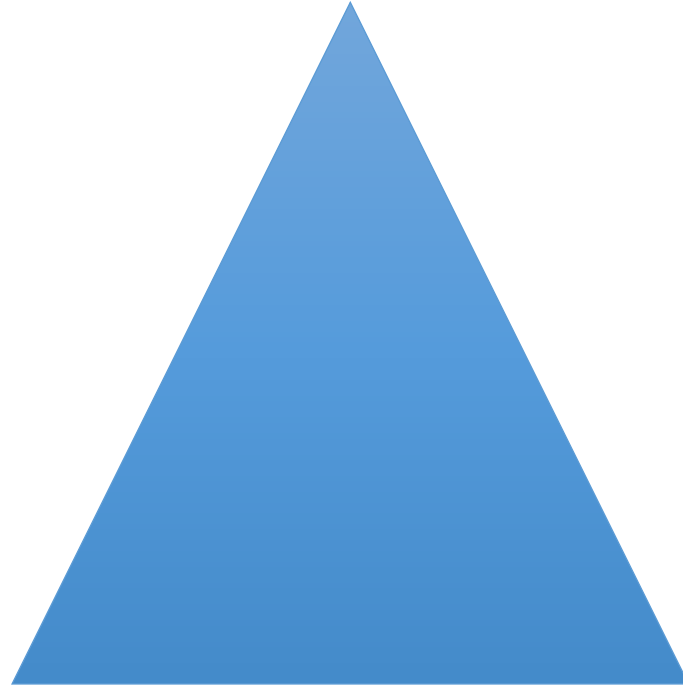
Clipboard Font Alignment Number Styles Cells Editing Ideas Sensitivity

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[https://improvement.nhs.uk/documents/960/driver\\_diagram\\_tool\\_1.xlsm](https://improvement.nhs.uk/documents/960/driver_diagram_tool_1.xlsm)

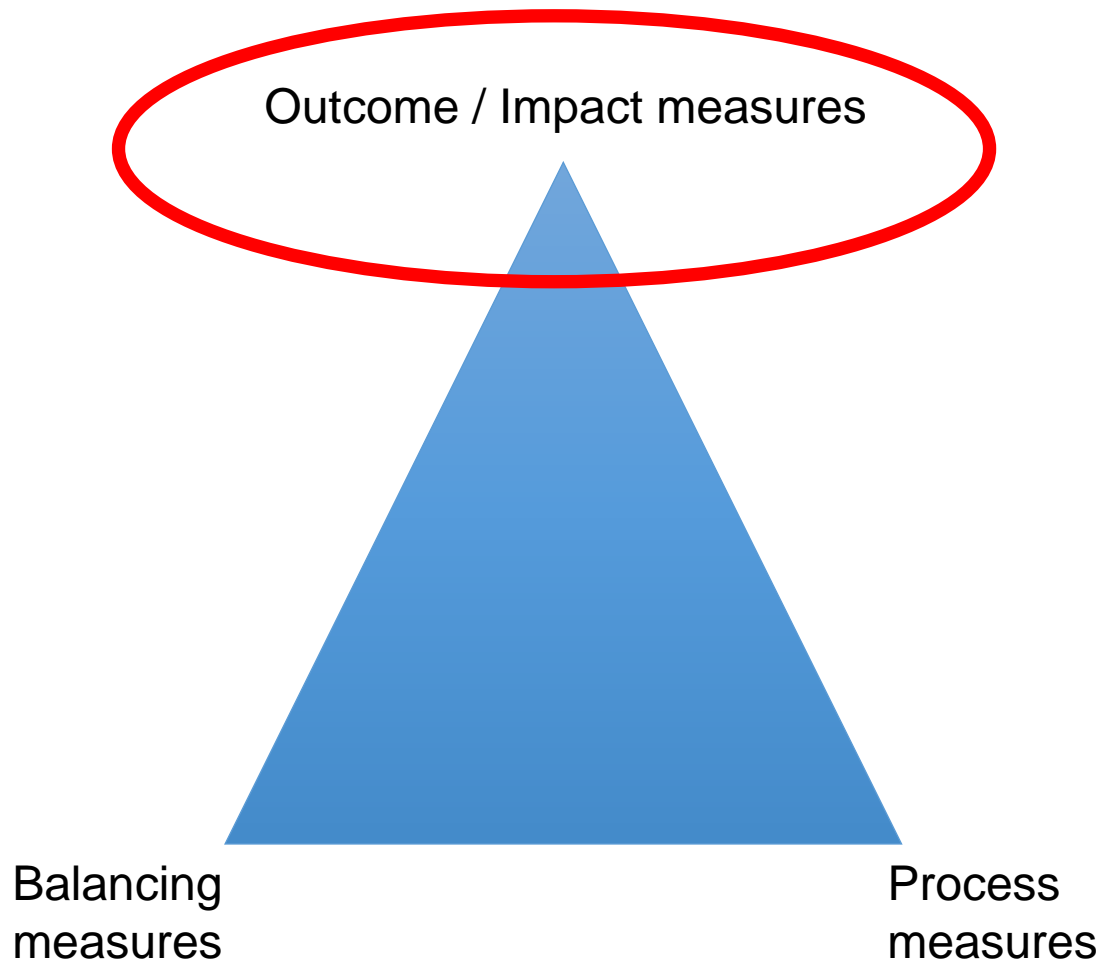
Outcome / Impact measures

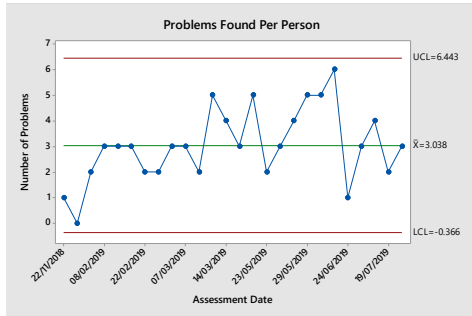


Balancing  
measures

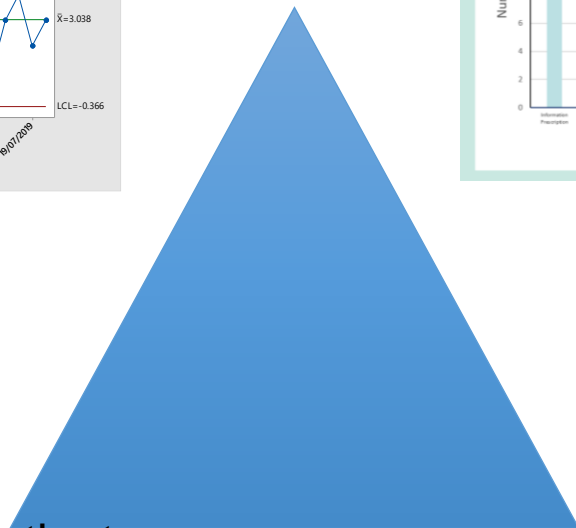
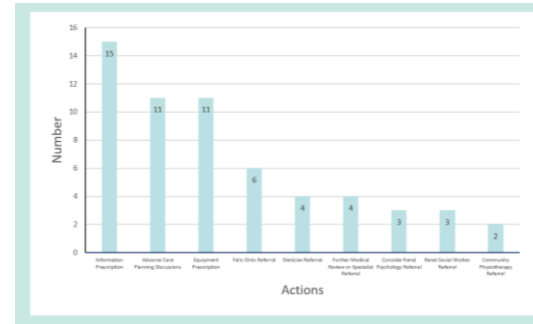
Process  
measures





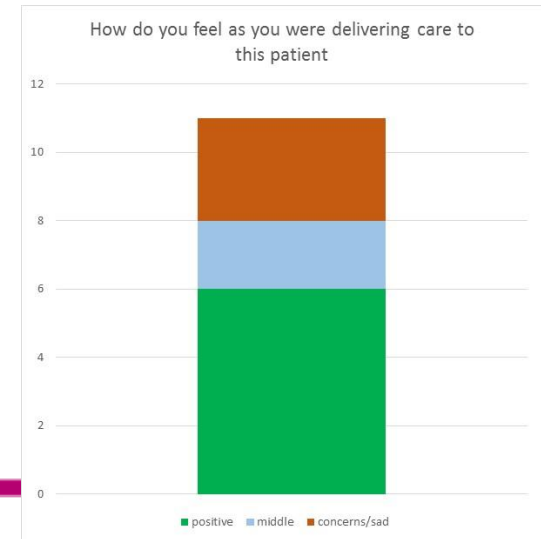
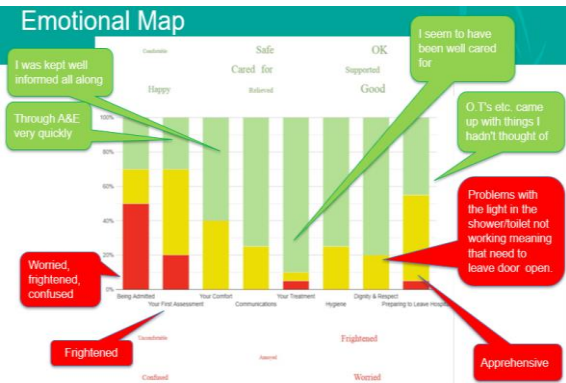


## Data / Graphs



Patient Perspective

Staff Perspective



# Group Work

## Part 1:

Discussion about your Functional Map  
Discussion about creating driver diagrams

## Part 2:

Brain Storming Session to list potential:

Outcome / Impact Measures  
Process  
Balancing Measures

# Homework (In preparation for the measurement masterclass - 24/02/22)

In PowerPoint:

- Slide 1: Aim Statement
- Slide 2: Functional Map
- Slide 3: Driver Diagram

These will all be a work in progress!!

# *Comfort Break*





# *World Café*

**Simon Griffiths**

# World Café

- You will be automatically moved into a mixed breakout group with colleagues from other organisations, and have the opportunity to discuss each of the topics for **12 mins.**
- A team facilitator/s has been assigned and will move around the groups to lead discussions.
- The facilitator will collate feedback to present to the wider group at the end of the five discussions.

## World Café groups

| Topic                          | Facilitator/s  |
|--------------------------------|--|
| Workforce Development          | Mandy Rumley-Buss<br>Jason Cross (Cohort 2-Lewisham & Greenwich) |
| Non-Elective Pathways          | Simon Griffiths<br>Dr Richard Biram (Cohort 1-Cambridge)         |
| Elective Pathways              | Dr Jack Ryan   |
| CGA and Frailty Identification | Dr Nia Humphry (Cohort 1-Cardiff)                                |
| Measurement                    | Matt Tite and Alice Clayton                                      |



# Feedback

The facilitator (or nominated person) now has **two minutes** to feedback the three key headlines from their conversations.

| Topic                          | Facilitator/s  |
|--------------------------------|--|
| Workforce Development          | Mandy Rumley-Buss<br>Jason Cross (Cohort 2-Lewisham & Greenwich) |
| Non-Elective Pathways          | Simon Griffiths<br>Dr Richard Biram (Cohort 1-Cambridge)         |
| Elective Pathways              | Dr Jack Ryan   |
| CGA and Frailty Identification | Dr Nia Humphry (Cohort 1-Cardiff)                                |
| Measurement                    | Matt Tite and Alice Clayton                                      |



# *Summary and closing remarks*

**Simon Griffiths**

# Next steps

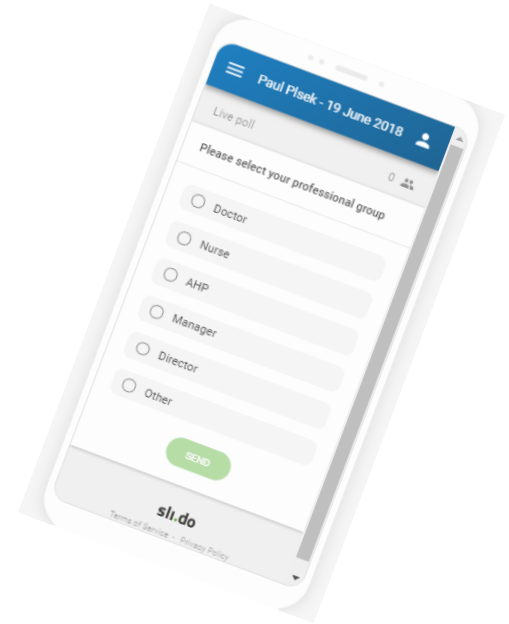
As a team think about the following:

- Ensure you've identified core members of your team e.g. your Exec Sponsor, Analyst, Project Manager etc.
- Access the POPS website [www.popsolderpeople.org](http://www.popsolderpeople.org) and let us know what content would be useful.
- The password for the pages in the Members Area is **POPSNetwork2021**
- Access the POPS Toolkit at the website.
- Work with us to schedule the date for your virtual measurement site visit.
- **Register for the Measurement Masterclass on 24 February, 09:00-12:00.**
- Sign up for the upcoming webinars:
  - 'Our EGS journey: Implementing EGS POPS services' – 25 February at 13:00-14:00
  - 'You can't. It's not GDPR compliant' – 24 March at 16:00-17:00

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- Go to [www.sli.do](http://www.sli.do) or scan the QR code below
- Enter the event code **#POPS2Launch2**
- Use the polls to give us feedback about the day



*Think about the support you  
want/need and let the  
programme team know at*

[networksinfo@nhselect.org.uk](mailto:networksinfo@nhselect.org.uk)