QUALITY CAFÉ

Your Monthly Dose of Quality

Engage to Improve: Using Liberating Structures in Everyday Interactions

Cathy Almost
Engagement Leader, Northwest
BC Patient Safety & Quality Council

Anthony Gagne
Leader, Learning & Capability Development
BC Patient Safety & Quality Council

ENGAGE TO IMPROVE

BC PATIENT SAFETY & QUALITY COUNCIL
Working Together. Accelerating Improvement.

Interacting in WebEx

Cisco Webex Training

File Edit Share View Audio Participant Session Breakout Help

Quick Start Session Info Whiteboard

Participants Chat Recorder

Participants

Panelist: 1

BCPSQC - 2 (Host, me)

Attendee: 0

Chat

Today's Tools:

1. Chat
2. Raise Hand
3. Yes / No ✓ or ✘
4. Pointer

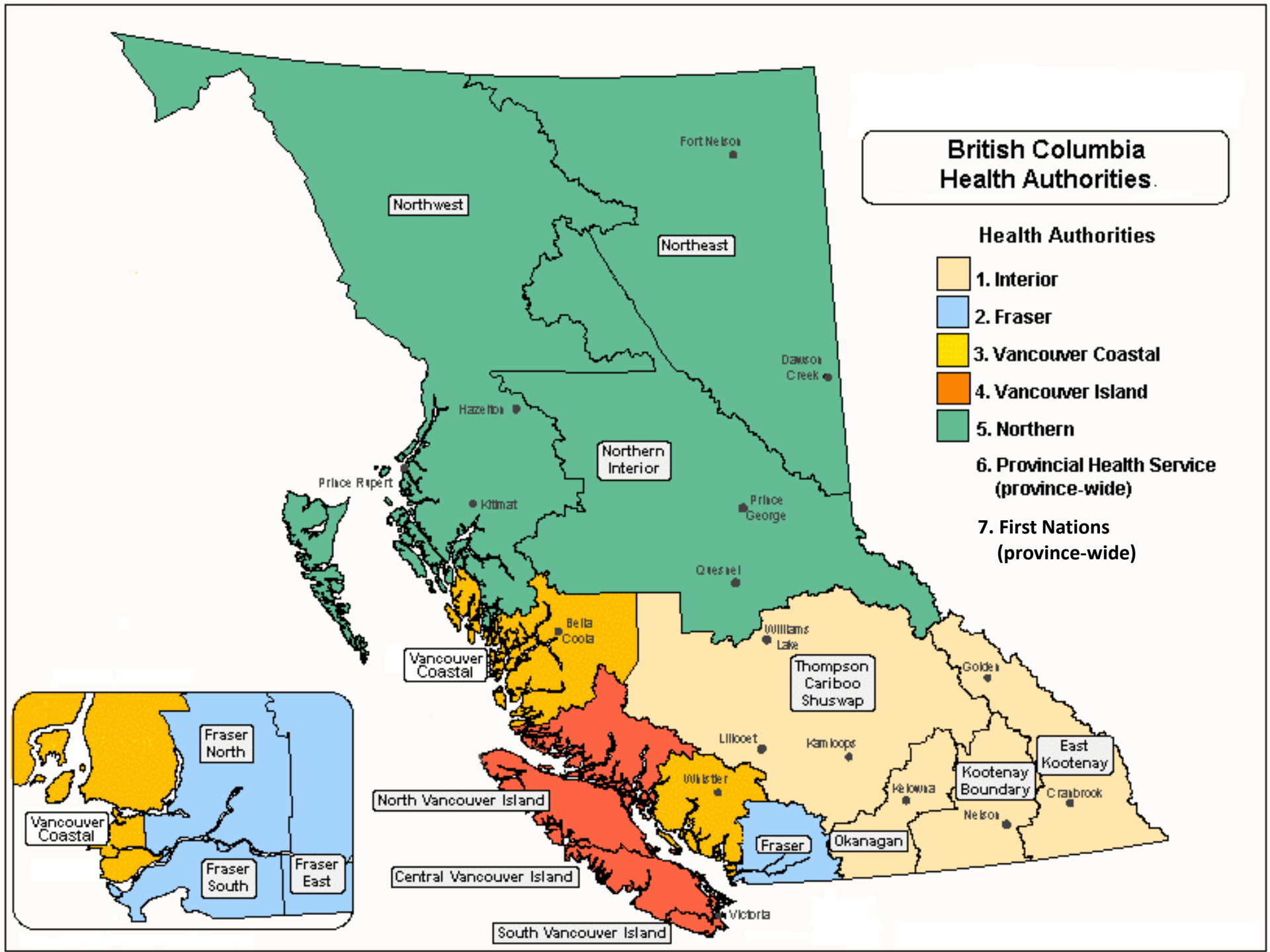
Full Screen 160% View

Cisco webex Session No. 555 415 909

Select a participant in the Send to menu first, type chat message, and send...

Send

Connected


British Columbia
Health Authorities
Health Authorities
1. Interior
2. Fraser
3. Vancouver Coastal
4. Vancouver Island
5. Northern
6. Provincial Health Service (province-wide)
7. First Nations (province-wide)
Northwest
Northeast
Northern Interior
Vancouver Coastal
North Vancouver Island
Central Vancouver Island
South Vancouver Island
Fraser
Thompson Cariboo Shuswap
Okanagan
Kootenay Boundary
East Kootenay
Fraser North
Fraser South
Fraser East
Fort Nelson
Dawson Creek
Hazelton
Prince Rupert
Kitimat
Prince George
Quesnel
Bella Coola
Williams Lake
Golden
Lillooet
Kamloops
Whistler
Kelowna
Nelson
Cranbrook
Victoria

ENGAGE TO IMPROVE

Creative Solutions for Working Better Together

BC PATIENT SAFETY & QUALITY COUNCIL

Working Together. Accelerating Improvement.

Today's objectives

In this webinar we will:

- Describe the theory behind Liberating Structures
- Discuss how Liberating Structures can be used to foster more participatory meetings.
- Explore how Liberating Structures can be utilized in our regular interactions
- State key concerns and opportunities to using Liberating Structures to facilitate virtual meetings

Have you Experienced LS as a participant?”

Yes

No

Have you experienced LS as a Facilitator?

Yes

No

INTRODUCING LIBERATING STRUCTURES

LS Menu	Wicked questions	What³ debrief	Min specs	Heard, seen respected	What I need from you	Integrated autonomy
Design elements	Appreciative interviews	Discovery and action dialog	Improv prototyping	Drawing together	Open space	Critical uncertainties
1-2-4-All	TRIZ	Shift & share	Helping heuristics	Design storyboards	Generative relationships	Ecocycle
Impromptu networking	15% solutions	25 : 10 crowdsourcing	Conversation café	Celebrity interview	Agree/certainty matrix	Panarchy
9-whys	Troika consulting	Wise crowds	User experience fishbowl	Social network webbing	Simple ethnography	Purpose to practice

Simple Rules that make it easy to include and ***unleash everyone*** *in shaping the future*

Liberating Structures are:

Unique, fun and engaging facilitation techniques to engage everyone and bring out great ideas in meetings, training sessions, and public consultations.

Structured just enough to achieve results without controlling the outcomes or process.

Designed to change that which we have control over to free stakeholders to contribute.

So how do they work?

Liberating Structures induce small changes in the ways we meet, plan, decide and relate to each other.

These microstructures are set up to make sure all participants have a voice and are given the opportunity to safely share their thoughts. This allows us to account for all perspectives and create solutions that everyone can get behind.

Attributes of Liberating Structures

1. **Expert-less:** they require only a few minutes to introduce; novices can succeed after a first experience
2. **Results-focused:** likely to generate better-than-expected purposeful results
3. **Rapid cycling:** fast iterative rounds are very productive
4. **Seriously fun:** boosts joy, freedom & responsibility.
5. **Inclusive:** together, everyone is invited to shape next steps.
6. **Multi-scale:** works for everyday solution, projects, strategy and movements.
7. **Self-spreading:** simple to copy without formal training.
8. **Modular:** the parts can be combined and re-combined endlessly

They help engage people by:

- ✓ Allowing others to ask for help;
- ✓ Strengthening relationships and building trust;
- ✓ Developing shared understanding of what is important, and
- ✓ Allowing past successes and real-world solutions to be identified and adapted.

Diverse Stakeholders

Not only for extroverts

Allows people to be engaged in multiple ways at the same time – takes advantage of the diversity in the room to arrive at the best solution possible.

How do we make it work?

5 Structural Elements:

1. Invitation to participate
2. How space is arranged and what materials are needed
3. How participants are distributed
4. How groups are configured
5. Sequence of steps and allotted time

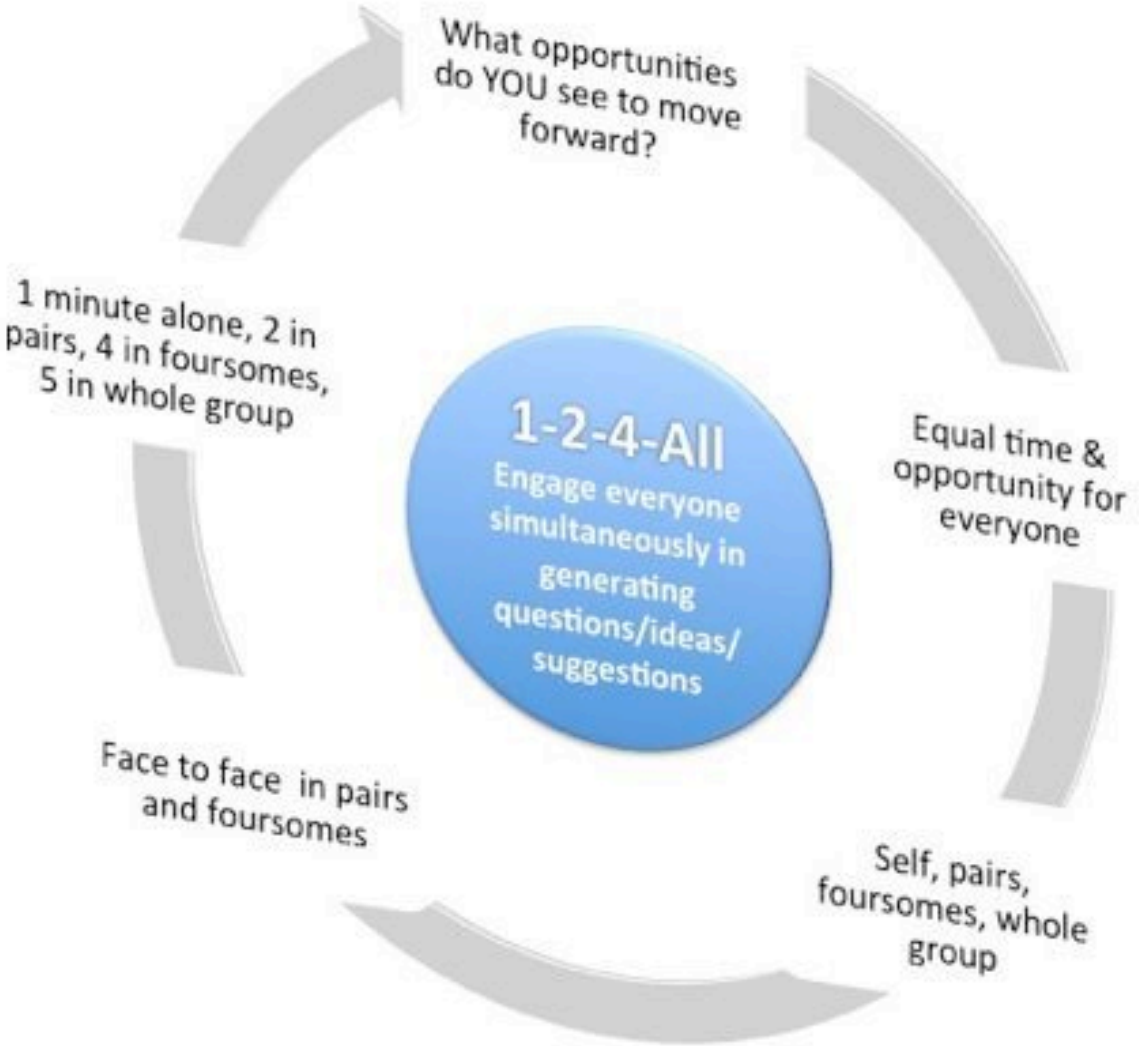
How can we use Liberating Structures to improve services?

- Invites those with experience to suggest and explore solutions
- Allows successes and potential solutions from other teams to emerge
- Addresses the root causes of ongoing, complex challenges
- Identifies and develops strategies to move our work forwards

1-2-4-ALL

Engage everyone simultaneously in generating questions, ideas and suggestions

Means of simultaneously engaging large groups, distilling many ideas into key themes, and allowing everyone to participate!


What opportunities do YOU see to move forward?
Equal time & opportunity for everyone
Self, pairs, foursomes, whole group
Face to face in pairs and foursomes
1 minute alone, 2 in pairs, 4 in foursomes, 5 in whole group
1-2-4-All
Engage everyone simultaneously in generating questions/ideas/ suggestions

Instructions

Self-reflection on the question (no talking) – 1 min

Pair up and discuss what you are thinking – 2 min

Form a quad and discuss, identifying key points and themes – 4 min

Whole group debrief and sharing of "Ah-ha!" Moments – 5 min

What about Liberating structures in our regular interactions?

- Above points about using Liberating Structures to improve services hold true
- Frees us from rigid structures and counterproductive habits we fall into unconsciously
- Just enough rules to allow us to work together while letting engagement happen fully.

What ways have you used Liberating Structures at your work?

How do we know which Liberating Structure to use?

Test Safely, test often

Read the descriptions on website or app, and be flexible in creative in seeing it yourself.

Slack group Slack is a collaboration hub, where the right people and the right information come together, helping everyone get work done.

Fail Forward

Wicked Questions

- Will our government use the increased capital from cannabis sales to increase and accept the recommendation of the *National Mental Health Commission:* that **mental health expenditures ought to be 9% of total health spending**?
- If we truly had a "**patient-centred system**", why are there waiting lists for patients to be attached to a GP?
- Why is *Case Management* seen more as an efficiency tool for our hospitals than a way to provide support to patients and their families to get them the "right service, by the right provider, in the right place, in a timely manner?

Using Liberating Structures in regular interactions - Examples

1-2-4-All – used in huddles to ensure everyone has an opportunity to contribute fully, regardless of natural tendencies and power imbalances.

TRIZ – Determining the best ways to buy groceries

Using Liberating Structures in Virtual Meetings

- Enhances participation and engagement
- Allows for rapid sharing and refinement of ideas.
- Creates opportunities for collaboration if platform supports this.

Open Space or Unconference

- Chris Corrigan- chriscorrigan.com/parkinglot/planning-an-open-space-technology-meeting/
- Lessons learned
  - Webex, breakout rooms
  - Tech support
  - Practice, practice, practice

Structural Adjustments - TRIZ

Regular Steps – In Groups:

1) Brainstorm all the ways we might achieve the worst-possible outcomes for our patients. 8-10min
2) Identify all elements from part 1 that we are currently doing, even a little bit. 8-10min
3) From part 2, choose one or two counterproductive behaviours and come up with initial improvement ideas. 8-10min
4) Whole-group debrief and report out..

Virtual steps:

1) Individually, generate a list of all the ways we might achieve the worst-possible outcome for our patients. 2min
2) In pairs (assigned by facilitator), go to your breakout room, compare your lists and identify which behaviours we are currently doing, even a little bit. 5min
3) Create a foursome and generate ideas on how we might be able to stop identified counterproductive behaviours. 10min
4) Whole-group debrief and report out.

A note on structural adjustments of Liberating Structures

- Take care – LS are designed the way they are for a reason!
  - Min-specs in the North
- Think carefully about what changes you are making and how it may impact the result.
- Practice, practice, practice

"We want to create opportunities for everyone (including ourselves) to become what they are capable of becoming. Plus, we want to inspire more kindness and reduce suffering in the world."

- Keith McCandless

- Henri Lipmanowicz

Questions?

THE END!

Thank you for being present here today.

Thank you for seeking to engage
– we need your efforts now more than ever.

Stay in touch!!

agagne@bcpsqc.ca

calmost@bcpsqc.ca