Demand, Capacity & Flow QI Collaborative

Thursday 8 October 2026

Demand, Capacity & Flow
Quality Improvement Collaborative

RC PSYCH
ROYAL COLLEGE OF PSYCHIATRISTS

NATIONAL COLLABORATING CENTRE FOR MENTAL HEALTH

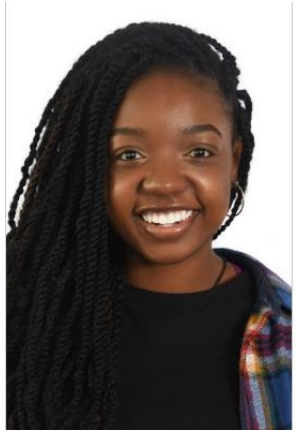
Welcome from our team!



Bethan
QI Coach



Caitlin
QI Coach



Delicha
QI Coach



Josh
QI Coach



Niamh
QI Coach



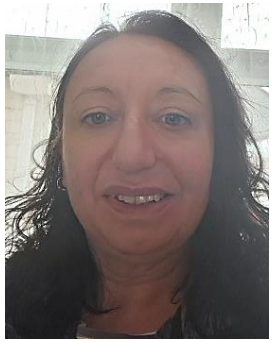
Rianna
QI Coach



Renata
Senior QI Advisor



Lucy
Patient Representative



Mary
Patient Representative



Katherine
Project Manager

Housekeeping

- No fire alarm tests are planned for today.
- Toilets are located to the right of the lifts on level 1 and the ground floor.
- Lunch will be from **12:35 - 13:20** in **Room 1.6.**
- **Innovation room (4th floor)** is available if anyone needs to take a break at any point or needs some space on their own.
- If you need to take a phone call or tend to an email during a presentation, please kindly leave the room.
- We'll be taking a few photos today, if you'd prefer not to appear in photos, please let a member of the team know.

Our shared principles



Collaborative learning – Make the most out of the session, whatever that looks like for you.



Respect privacy – Protect carefully the privacy of the storyteller. Ask what parts, if any, you can share with others.



Approach with kindness and curiosity – We've all been through stuff so let's look after each other in this space.



Diversity of views – respecting different viewpoints and experiences and being okay with sometimes disagreeing.



Language is important – be mindful of how you speak to and about the people around you – it should support the building of trusting relationships.



Be kind to yourself – take breaks if needed, use our quiet space.

Today's agenda

Time	Item
10:00 – 10:15	Welcome, housekeeping & recap
10:15 – 10:30	Warm up activity
10:30 – 11:15	Change ideas: Plan, Do, Study, Act (PDSA)
11:15 – 11:35	**BREAK**
11:35– 12:35	World café conversations
12:35 – 13:20	**LUNCH**
13:20 – 13:30	Post lunch energiser
13:30 – 14:10	Impact: data and storytelling
14:10 – 14:50	Working on your projects
14:50 – 15:00	Final reflections and close
15:00 – 15:30	Optional time with your coach

Where we are at









Testing changes measuring progress, implementing successful changes

Apr 2025

Jul 2025

Oct 2025

Jan 2026

April 2026

Jul 2026

Oct 2026

Jan 2027

Apr 2027



Doodling Together

1) Draw a shape, and pass your paper on to the person on your left

2) Make something out of the shape you got from your neighbour (an object or a person or an animal) - pass your paper on

3) Add context to the paper you got from your neighbour - pass your paper on

4) Add action or drama to the paper you got. Refrain from using text, this will be the next step! - pass on

5) Add some text to the picture

Change ideas:
Plan, Do, Study, Act (PDSA)

Caitlin Cockcroft
QI coach

Lucy Jenkinson
Patient Representative

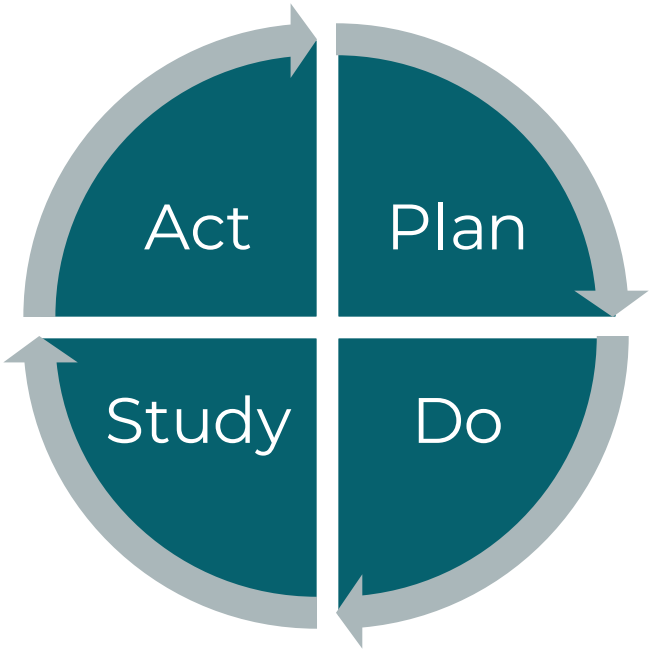
By the end of this session, we aim to...

- Recap the plan, do, study, act (PDSA) cycle
- Better understand the Study and Act steps
- Have practiced using a PDSA template for our change ideas
- Have considered equity and coproduction in our change ideas
- Draft change idea postcards to share with others

Plan-Do-Study-Act (PDSA) cycles

When do we use PDSA cycles?

- We use PDSA cycles when we are testing change ideas



What is a change idea?

- Not a theory or concept, but **an action**
- Something a team could realistically do
- As tangible and specific as possible
- Could you plan out how to make it happen quickly?

PDSA cycle

What's next?



What might happen if we try something different?

Let's try it!

Did it work?

A Demand, Capacity, and Flow (DCF) PDSA Cycle

5 mins

Change idea: Introducing the Pink Book Review – A spreadsheet that tracks service user journey at the point of triage and assessment with the aim to improve timely access within 14 days

Prediction: This will remove the bottleneck at triage (the first point of access), which will increase the speed of which service users move through the pathway and are seen, which decreases waiting time and more service users will be moved onto referral within 14 days

Measures:

Quantitative data:

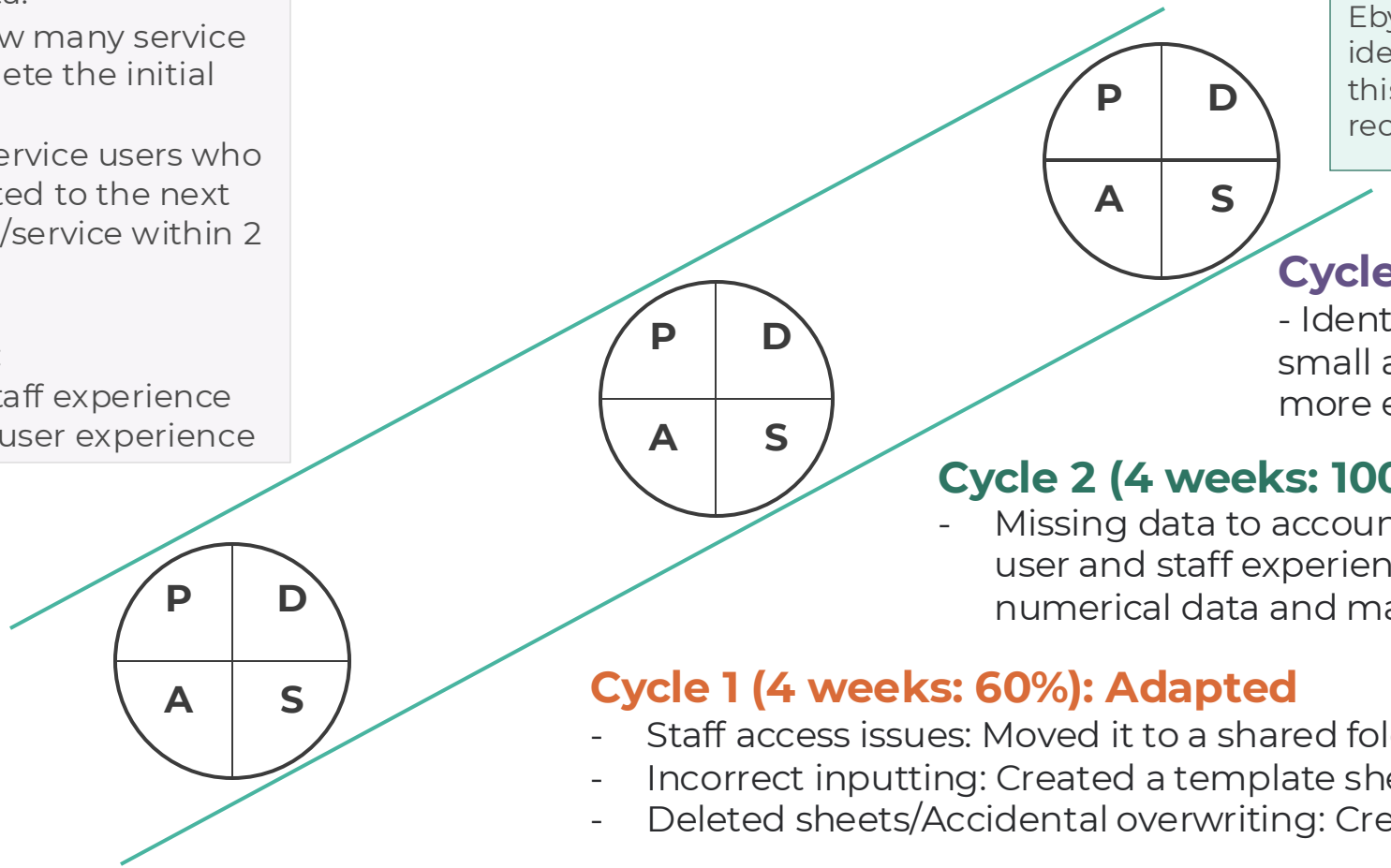
1. Tracking how many service users complete the initial assessment
2. Track % of service users who are signposted to the next professional/service within 2 weeks

Qualitative data:

1. Survey for staff experience and service user experience

Co-producing the change

EbyEs collaborated with generating the idea and shared perspectives on how this would support people on the receiving end of the first point of access



Cycle 3 (4 weeks: >95%): Adapted

- Identifying new barriers and making small adaptations to make the process more efficient.

Cycle 2 (4 weeks: 100%): Adapted

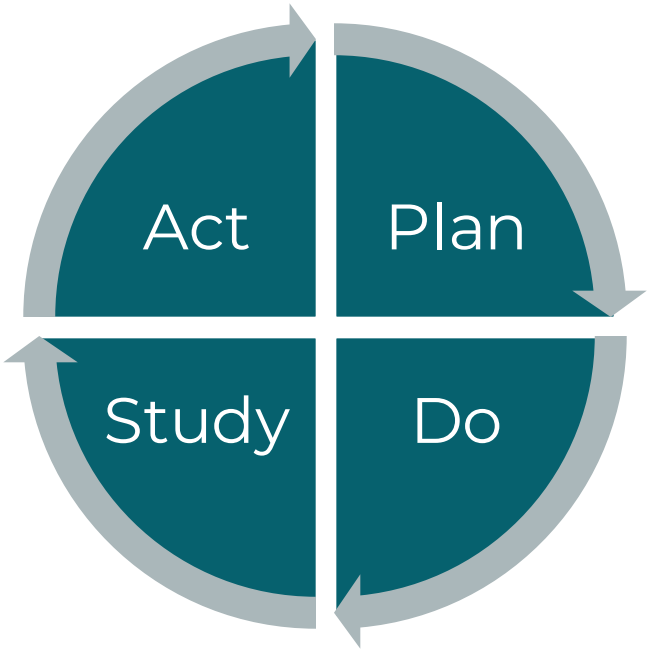
- Missing data to account for experience: Created a service user and staff experience measure as the team only had numerical data and manager observations

Cycle 1 (4 weeks: 60%): Adapted

- Staff access issues: Moved it to a shared folder
- Incorrect inputting: Created a template sheet
- Deleted sheets/Accidental overwriting: Created a step-by-step guide

PDSA from a Coaching Perspective

- **How does this change idea link back to the aim?**
- During the Plan, ask yourself ***"If I was explaining this to a new member of staff, would they be able to do it with minimal support?"***
- **Equity, lived experience and coproduction –** have you considered different perspectives?
- **Coaching the thinking, not just the process** – *What do you expect to happen, and why? What do you want to learn? What happened? How did the change idea feel?*
- **Data and Experience** – Positive measures ≠ Positive experience. Ask service users and staff how the idea has changed their experiences of care and their working day
- **The goal is not success, its learning** – An idea not working out isn't a bad thing. If a PDSA doesn't produce the desired result, it is still valuable if you learn something from it– that's part of the improvement journey







15 mins

Activity: use the PDSA cycle to think through and capture the process for change ideas...

- ... you've tested
- ... you're planning to test

Service name:
Trust name:

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Quality Improvement Collaborative

Change idea **(P)**

A brief description of the change idea. Is it SMARTIE?

Learning so far **(S)**

Key learning, data, reflections etc

Predictions **(P)**

What do/did you think will/would happen? What are you trying to achieve? Who will this change impact (positively, negatively?)

What we are doing **(P / D)**

Information about your 'Plan' and how you are carrying it out

How we are measuring change **(P / D)**

What will you measure (based on your predictions); how often

Next steps **(A)**



5 mins

Feeding back to the room

- What was new for you?
- What's one learning you'll take away to your team?
- What will you do differently?

Comfort break



11:15-11:35

World café conversations

- **A networking space to connect with each other and hear about the work going on in the Collaborative.**
- Teams will be sharing their work.
- This is an informal, conversational space. Ask questions, share examples of your work, take ideas back to your project.

You will have **20 mins per room**	Rotate to another room	**3 rotations**

Team sharing and networking

Room	Team
1.1	**HPFT: Eating Disorders Team** Our improvement journey so far: Delivering timely and meaningful 12-week reviews
1.2	**Navigo: Young Minds Matter CAMHS** Reducing Wait Times: Using data to understand our improvement
1.3	**Dorset: Community Adult Autism Service (CAAS)** My Journey with CAAS (Lived experience and co-production)
1.4	**HPFT: Psychosis - Prevention, Assessment and Treatment Team** Pink Book Review: A new way to track and reduce referral waiting times, and improve communication within the team

Lunch



12:30 - 13:15

Post lunch energiser

Josh Bailey
QI Coach

Guess the flag quiz

African/Caribbean flags in honour of Black History Month



Rules of the quiz

- Guess as many flags as possible
- It is black history month so the flags are from African/West Indian countries
- You get 1 point for every flag you have identified correctly
- There is also a fun fact under each flag





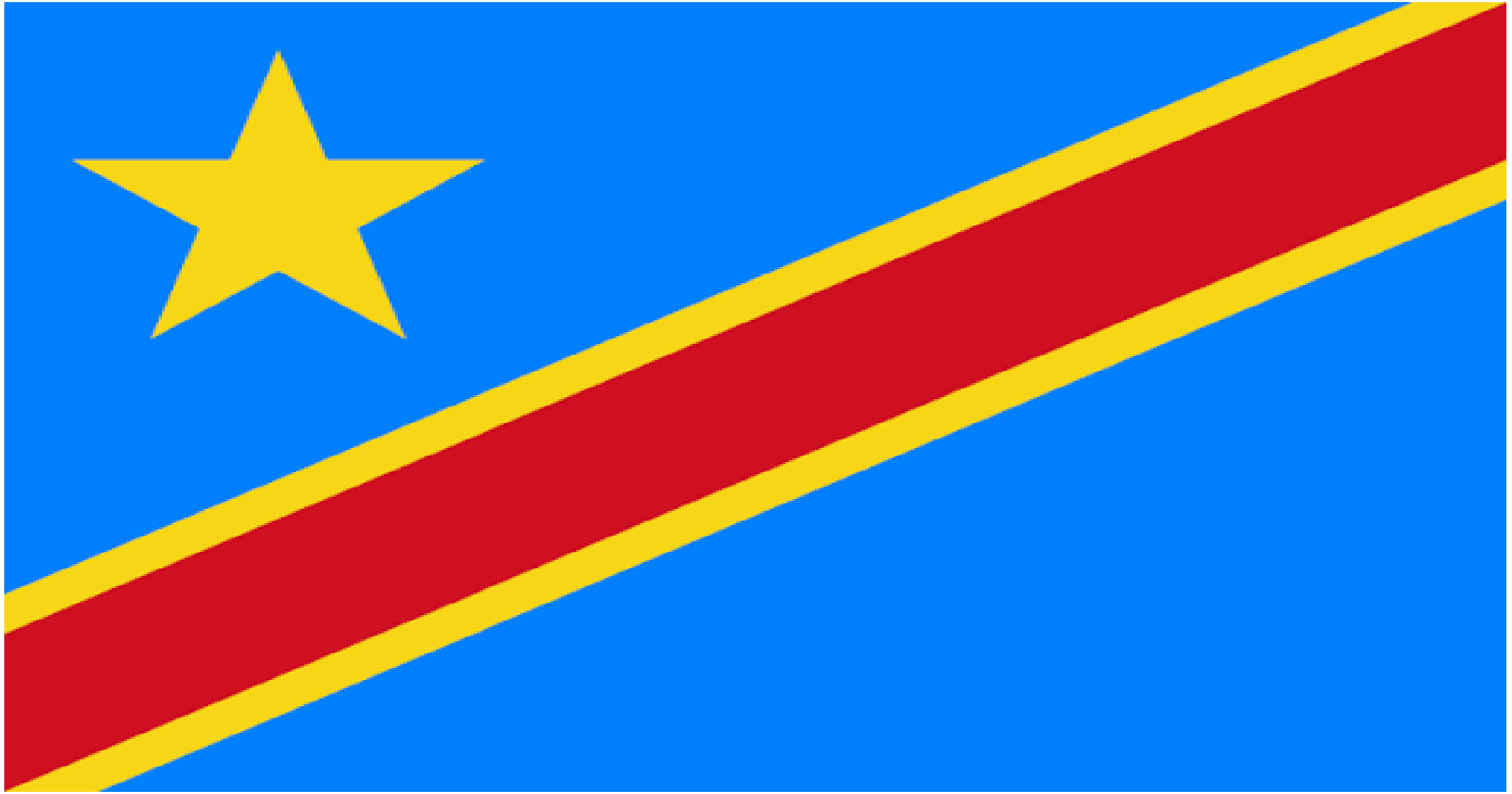
Fun Fact: This country is named after a tree



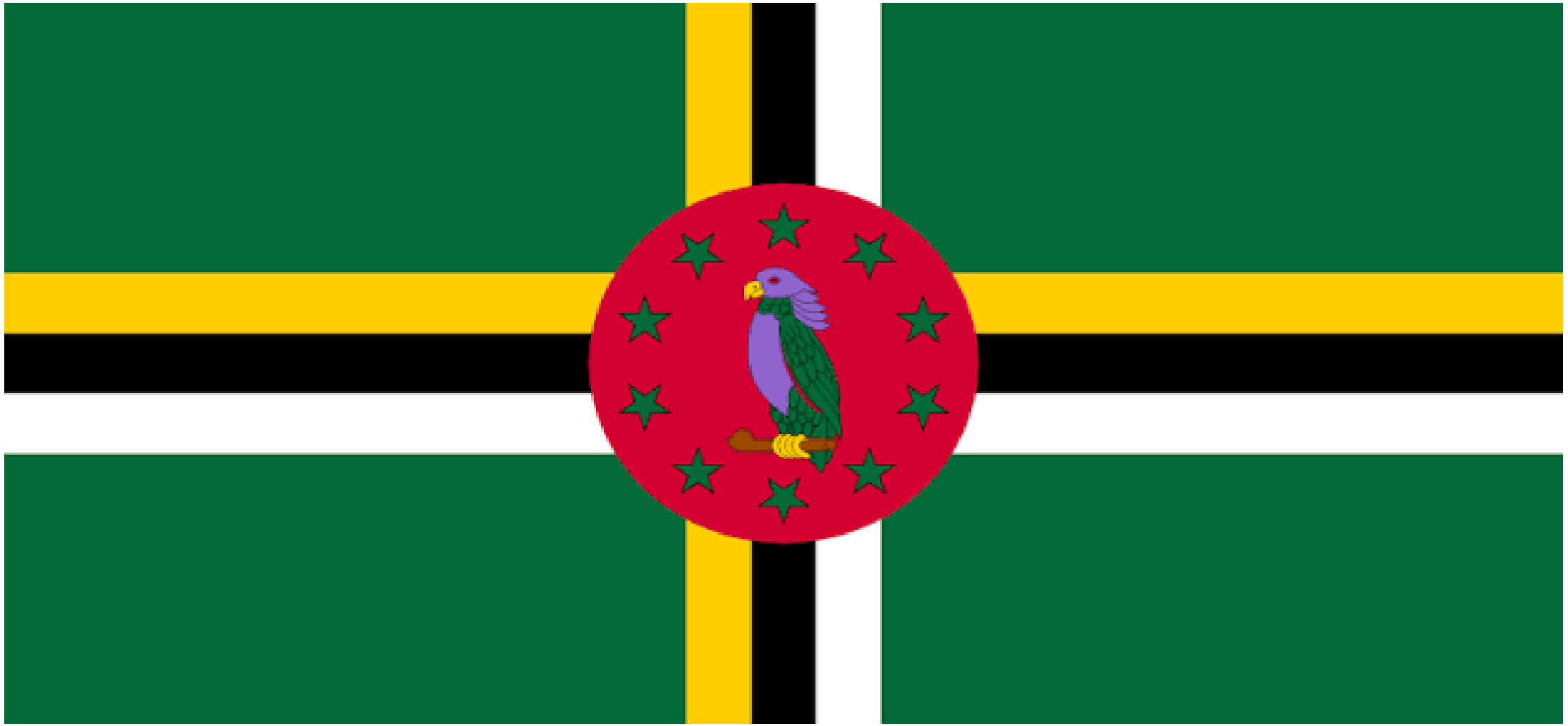
Fun Fact: This country is home to over 1000 species of butterflies



Fun fact: This country cultivates one of the world’s rarest and most expensive coffees



Fun Fact: The River in this country is the deepest river on Earth. Some parts drop more than 220 meters deep



Fun Fact: This country is known as the “Nature Island” due to its vast array of geographic features such as rivers, waterfalls, mountains, forests and volcanoes.



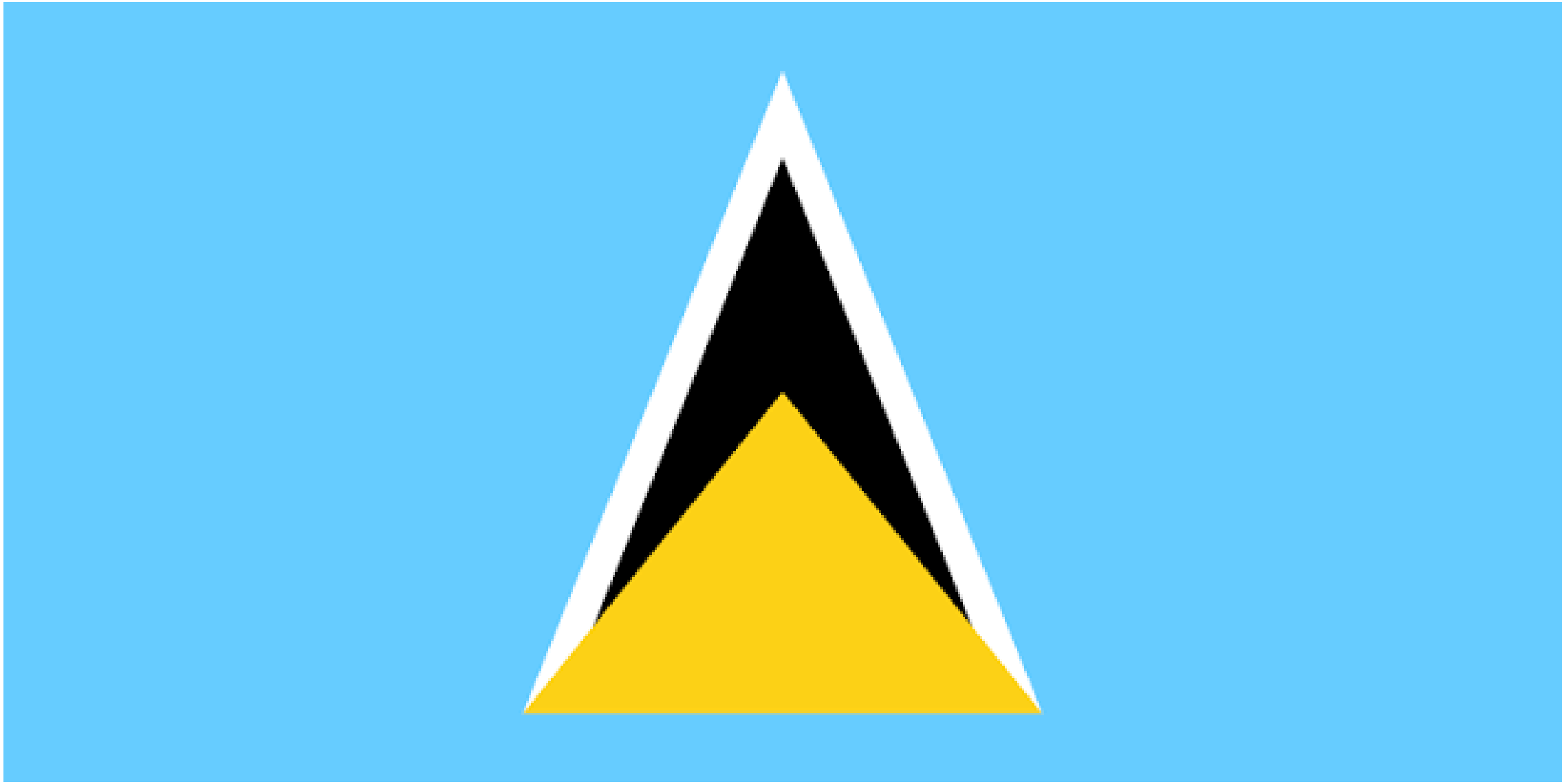
Fun Fact: One of the countries known to have most deeply rooted interfaith connections, with exceptionally high rates of marriage between Muslims and Christians.



Fun fact: This country is the second oldest independent nation in the Western Hemisphere, after the USA.



Fun fact: This country has a village built entirely out of seashells, including the ground you walk on, the streets, and even the local cemetery



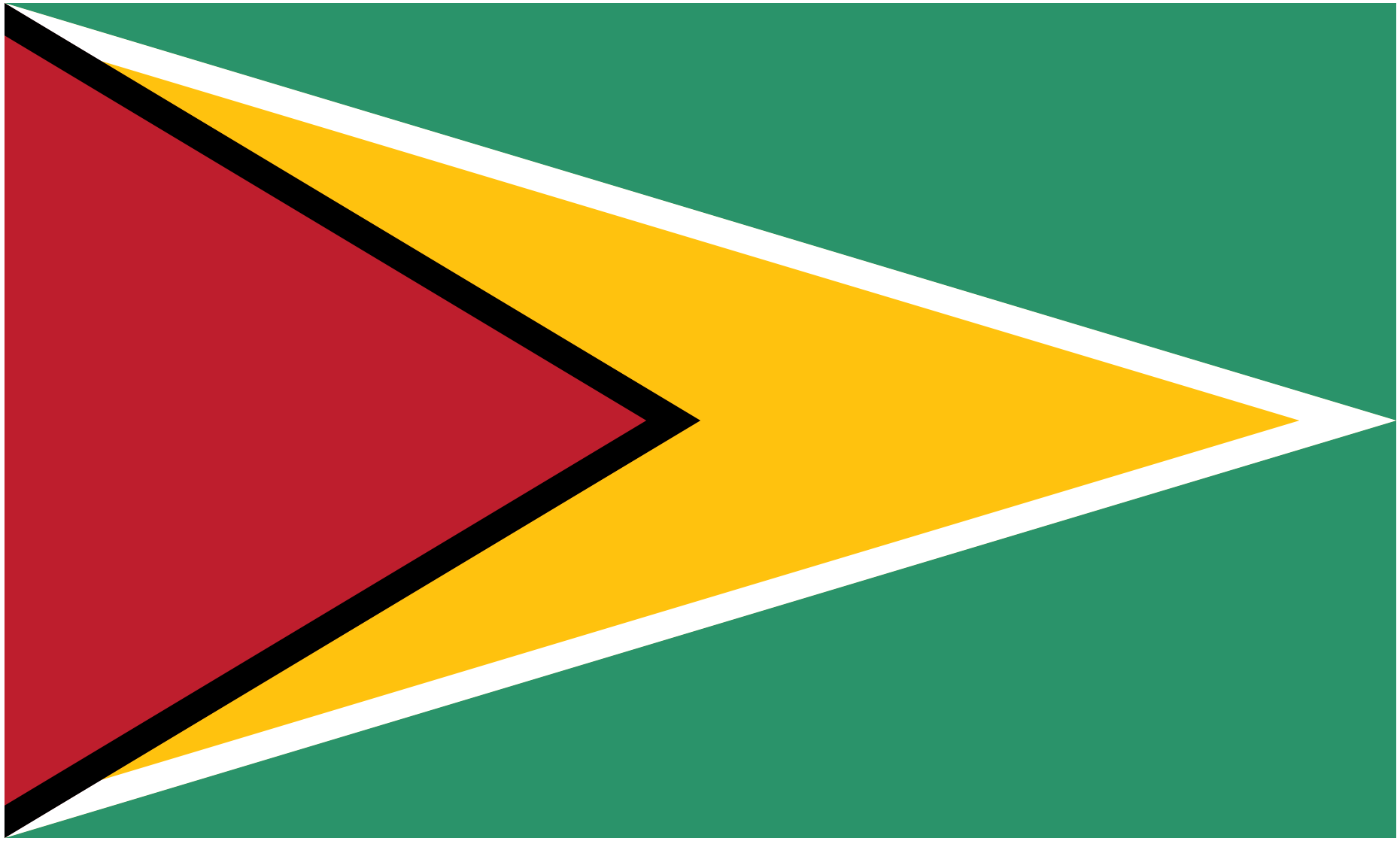
Fun fact: This is the first country to be named after a woman



Fun fact: This country is the birthplace of Kizomba, a popular romantic partner dance and music genre enjoyed around the world



Fun fact: This country had the largest historic city in sub-Saharan Africa



Fun fact: It's actually located on mainland South America, but it is culturally and politically recognised as a Caribbean country

Add up all your answers and see how you have done. Hope you enjoyed the quiz



45 mins

Impact – Data and Storytelling

Bethan Warner
QI coach

Mary Mancini
Patient Representative

By the end of this session, we aim to…

- Recognise different types of evidence of impact
- Practice interpreting data to build a story of change
- Reflect on whose experiences we are capturing to understand our improvement journey
- Bring together our own data to tell our improvement story so far

Why is Measurement important in QI?

- **Understand the current situation** – helps teams, staff and people with lived experience see where you are starting from and identify areas for improvement.

- **Know whether change is an improvement** – shows whether your ideas are leading to better outcomes, rather than simply creating change. This can be shared with other stakeholders.

- **Helps us track progress over time** – provides evidence about which improvement ideas are sustained and identify when things change

- **Supports better decisions** – gives teams information they can use to decide what to try next and whether to continue, adapt or stop a change.

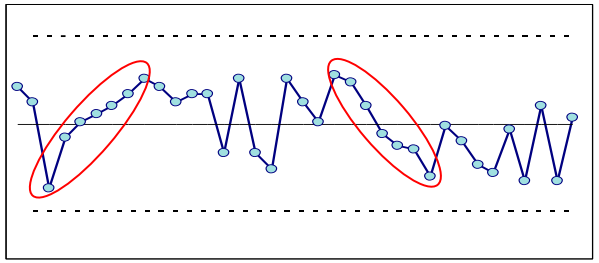
Types of measures

Different types of measures can help you understand whether your changes are making an improvement.

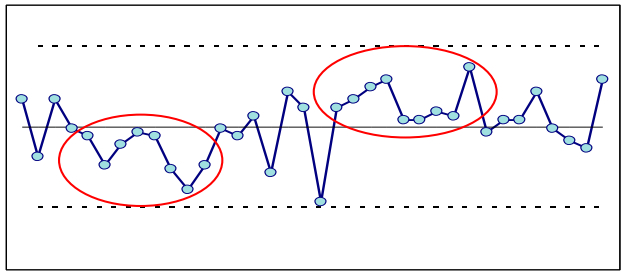
They each tell you something different about what is happening and whether you are moving towards your aim.

Today, we will be focusing on **shifts** as this measure shows whether our work is showing an improvement.

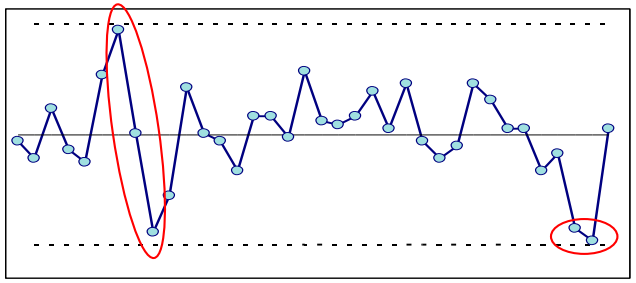
Six consecutive points increasing (trend up) or decreasing (trend down)



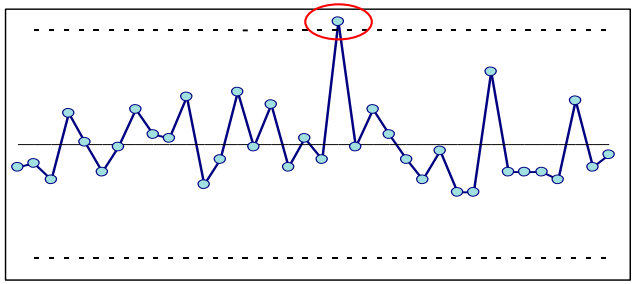
Eight or more consecutive points above or below the centerline



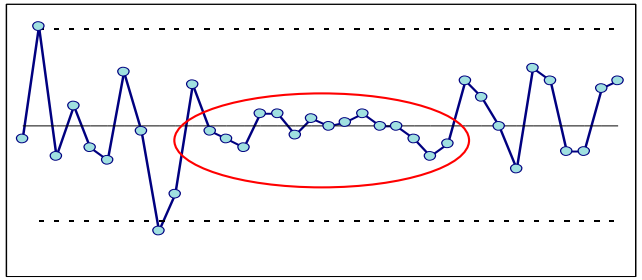
Two our of three consecutive points near a control limit (outer one-third)



A single point outside the control limits



Fifteen consecutive points close to the centerline (inner one-third)



Shifts on Quality Improvement Charts

Definition:

Typically represented by eight or more consecutive points in a row either above or below the centre line.

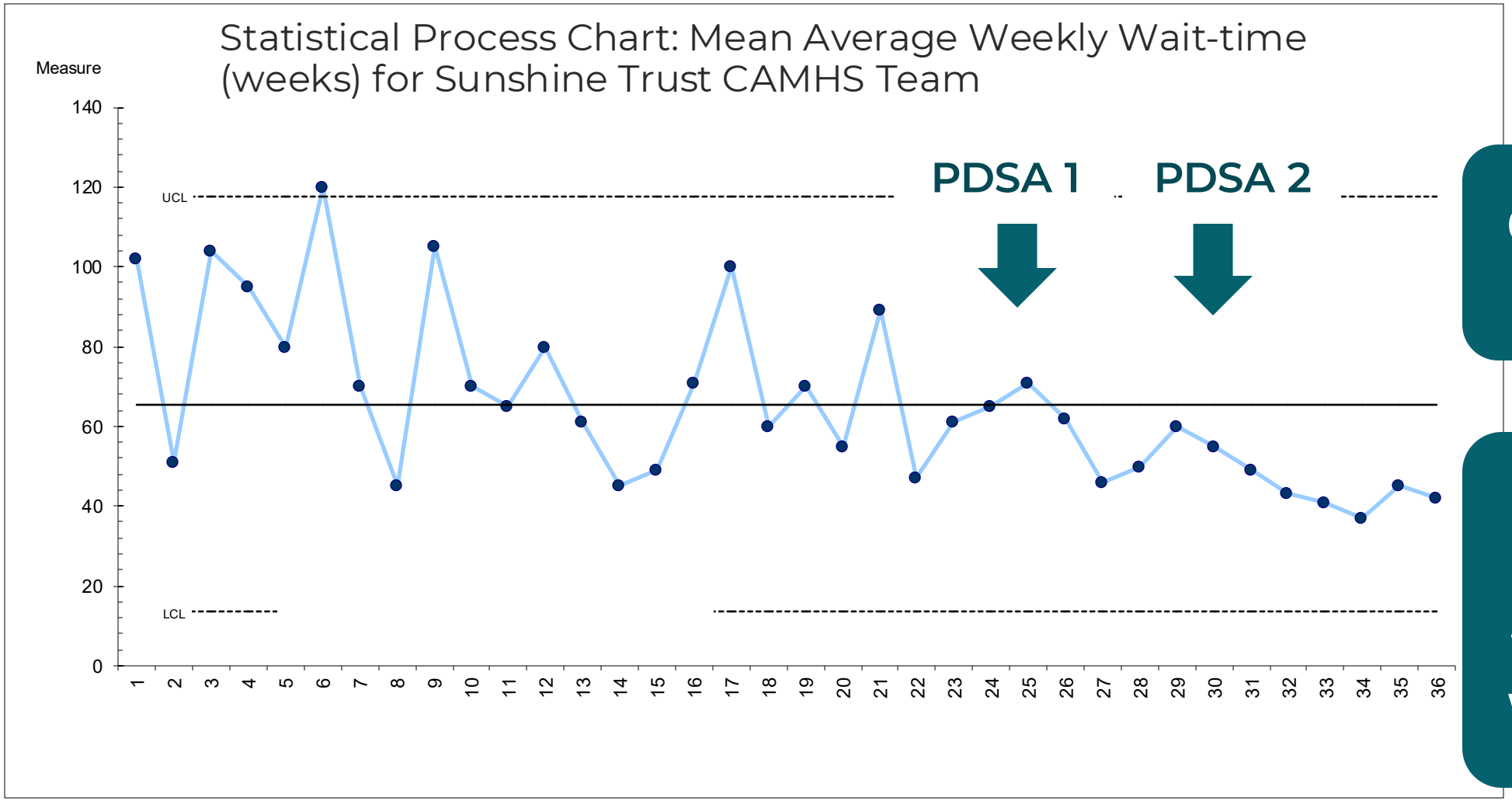
Meaning: It suggests that the average has moved, meaning that it is statistically likely that your system has changed.

Action:

It suggests a change has happened and potentially the system has a new baseline.

Impact Detective Challenge

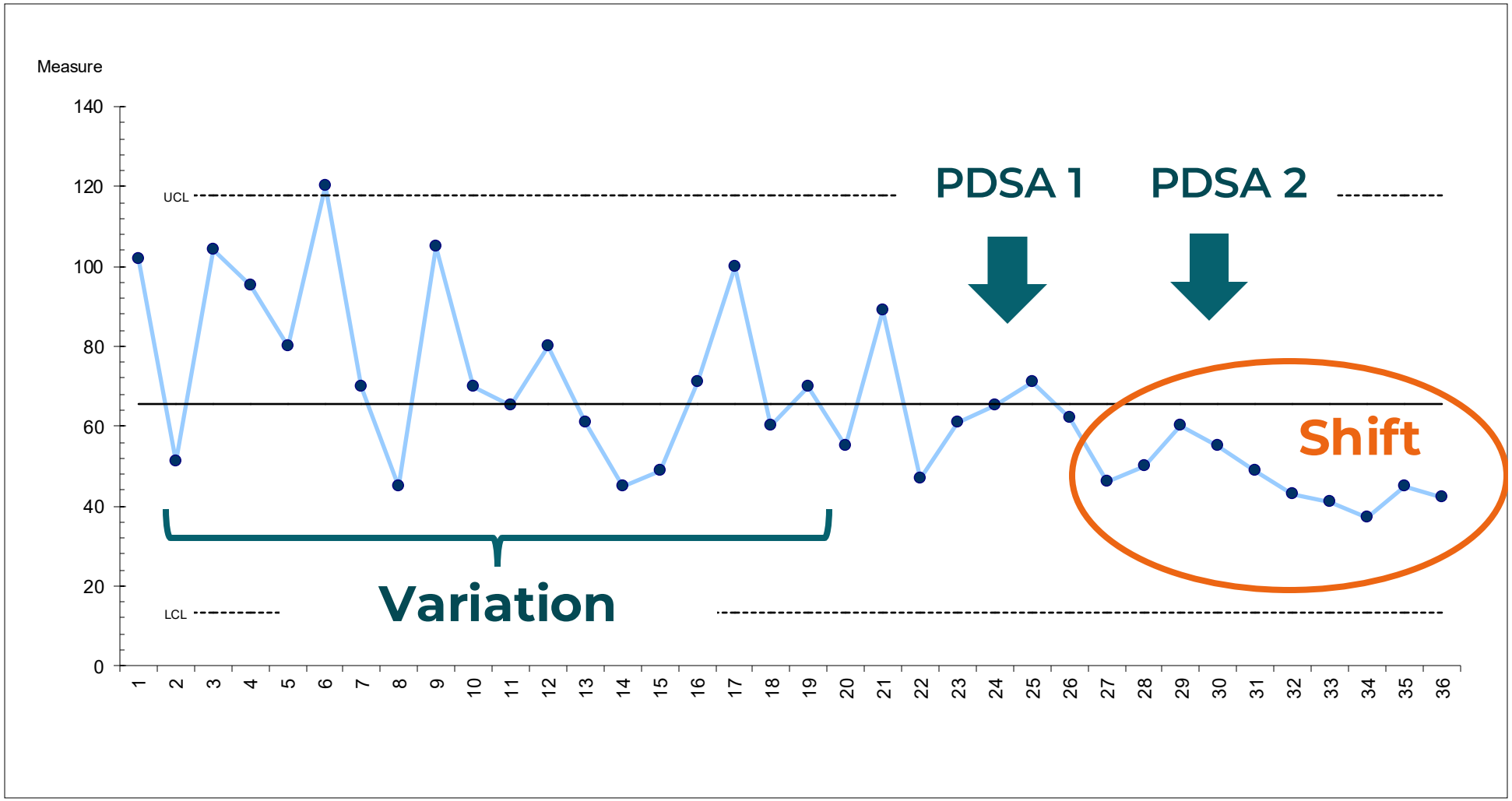
5 mins



Q1: What do you notice?

Q2: What questions could we ask to decide what to do next?

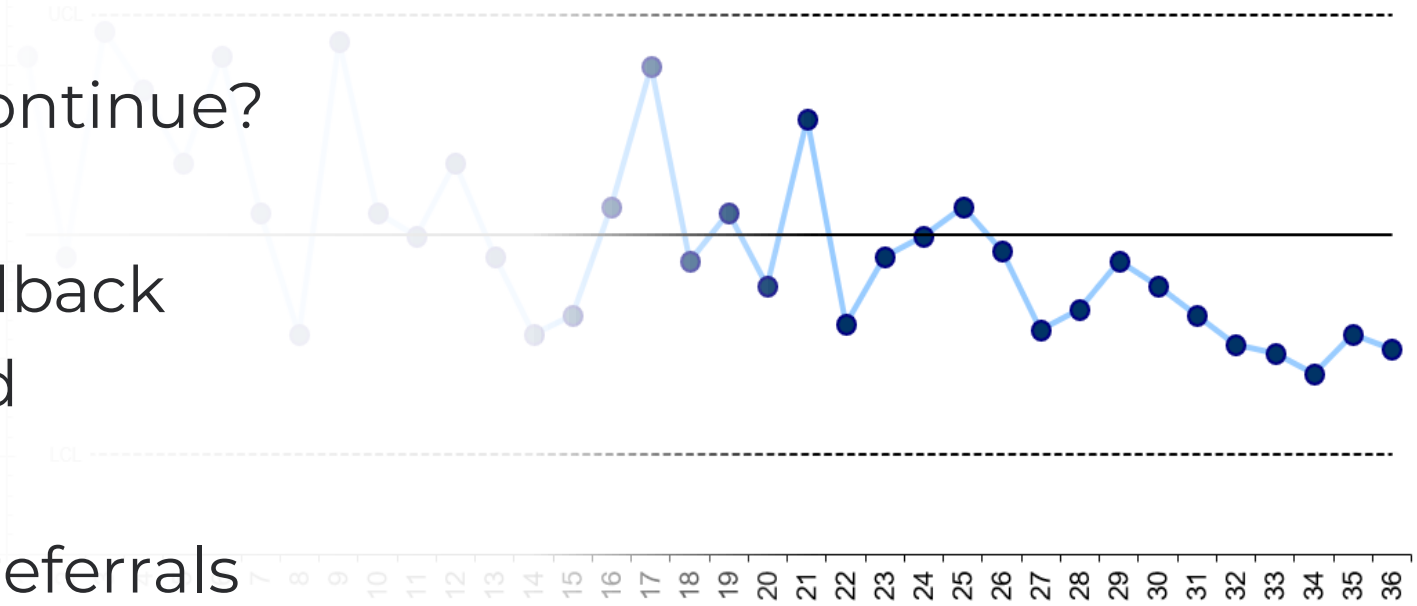
Impact Detective Challenge



Impact Detective Challenge

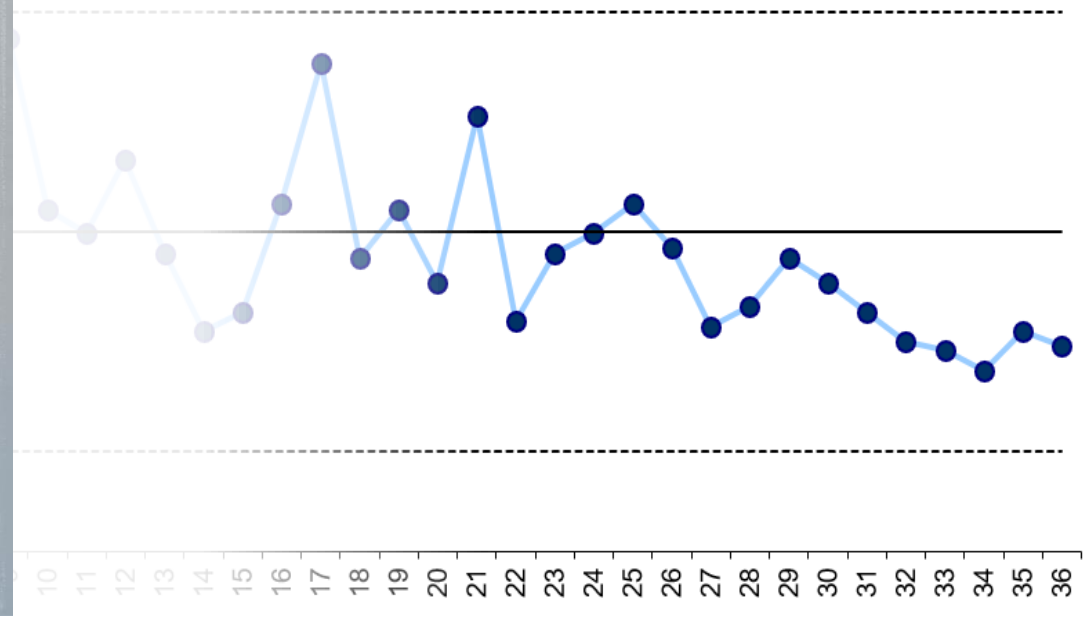
Things we might be curious about…

- What caused this change?
- Have we met our aim?
- What will support this to continue?
- What is the impact…
  - Staff wellbeing and feedback
  - Administrative workload
  - Is quality affected?
  - Delays elsewhere or re-referrals



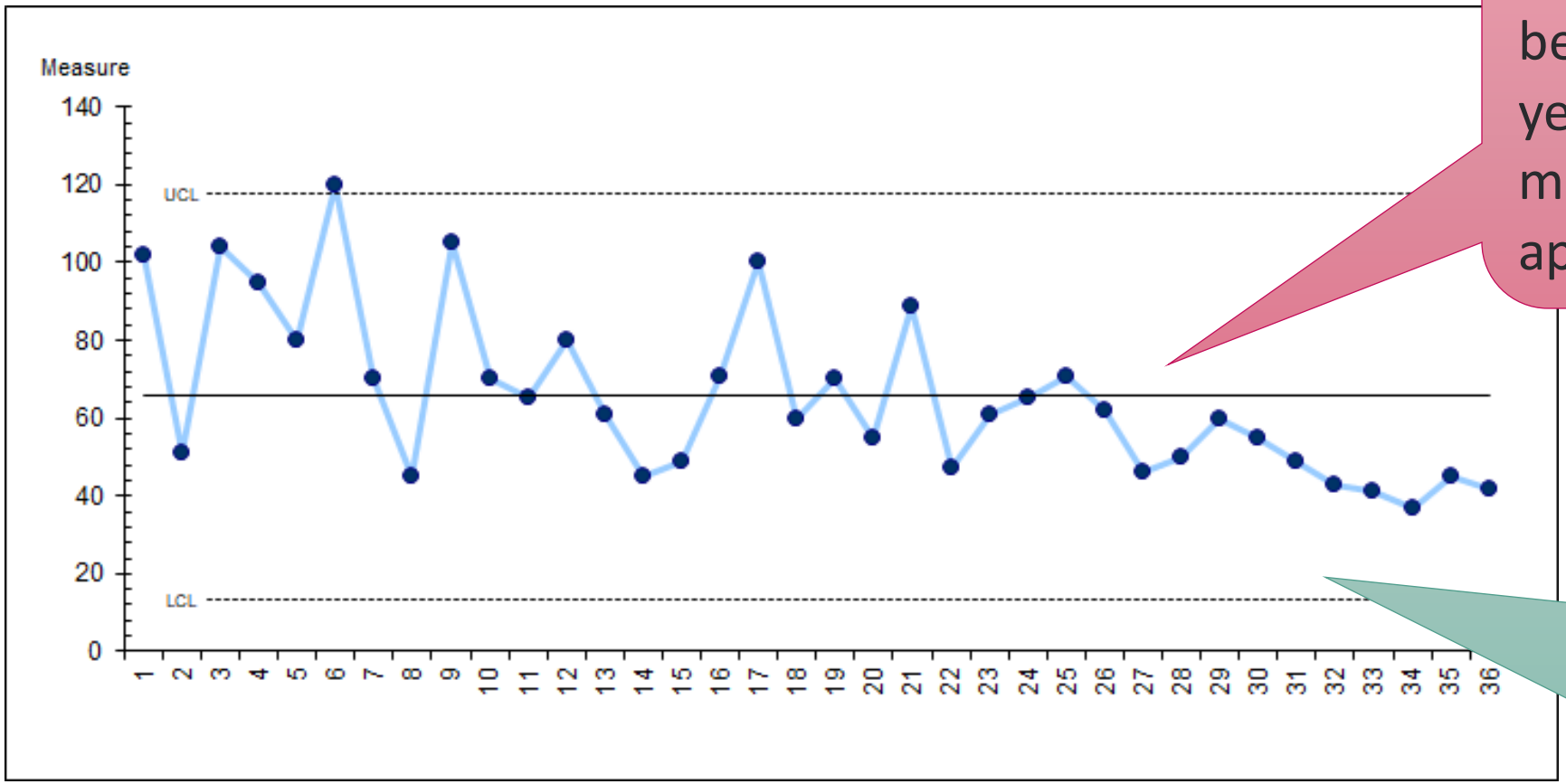
Discussion with Mary





Impact Detective Challenge

Statistical Process Chart: Mean Average Weekly Wait-time (weeks) for Sunshine Trust CAMHS Team



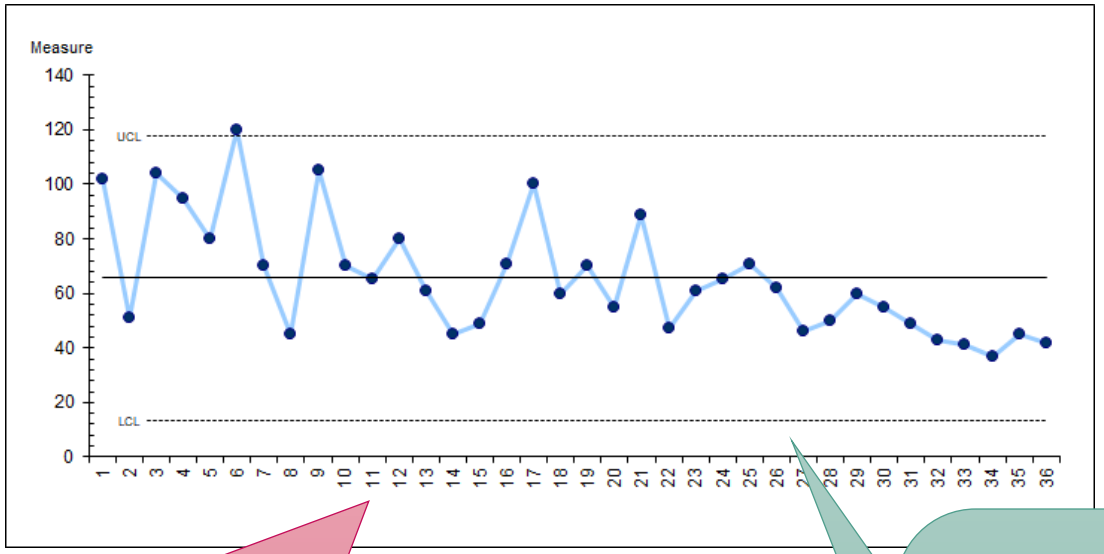
Parent: "We had a much better experience than last year. We were offered more choice of the type of appointment."

Staff: "The new process is working but administration has increased."

Impact Detective Challenge

5 mins

Statistical Process Chart: Mean Average Weekly Wait-time (weeks) for Sunshine Trust CAMHS Team



Parent: "We had a much better experience than last year. We were offered more choice of the type of appointment."

Staff: "The new process is working but administration has increased."

Q3: What story does this data tell you?

What makes you think that? How sure are you now?

Q4: What are you curious about now?

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Impact Detective Challenge

Q3: What story does this data tell you?

What makes you think that? How sure are you now?

About the outcome

- Waiting times appear to have reduced
- Something may have changed around month 13

About the service

- The service may be seeing children more quickly
- There seems to be more stability in the system

About the people using the service

- Children and families may be getting support sooner
- Earlier access may improve experience and outcomes

Feedback from **young people**

Other feedback from **parents and carers**

Equity: did all groups benefit equally?

Sustainability: are improvements maintained over time?

Q4: What are you curious about now?

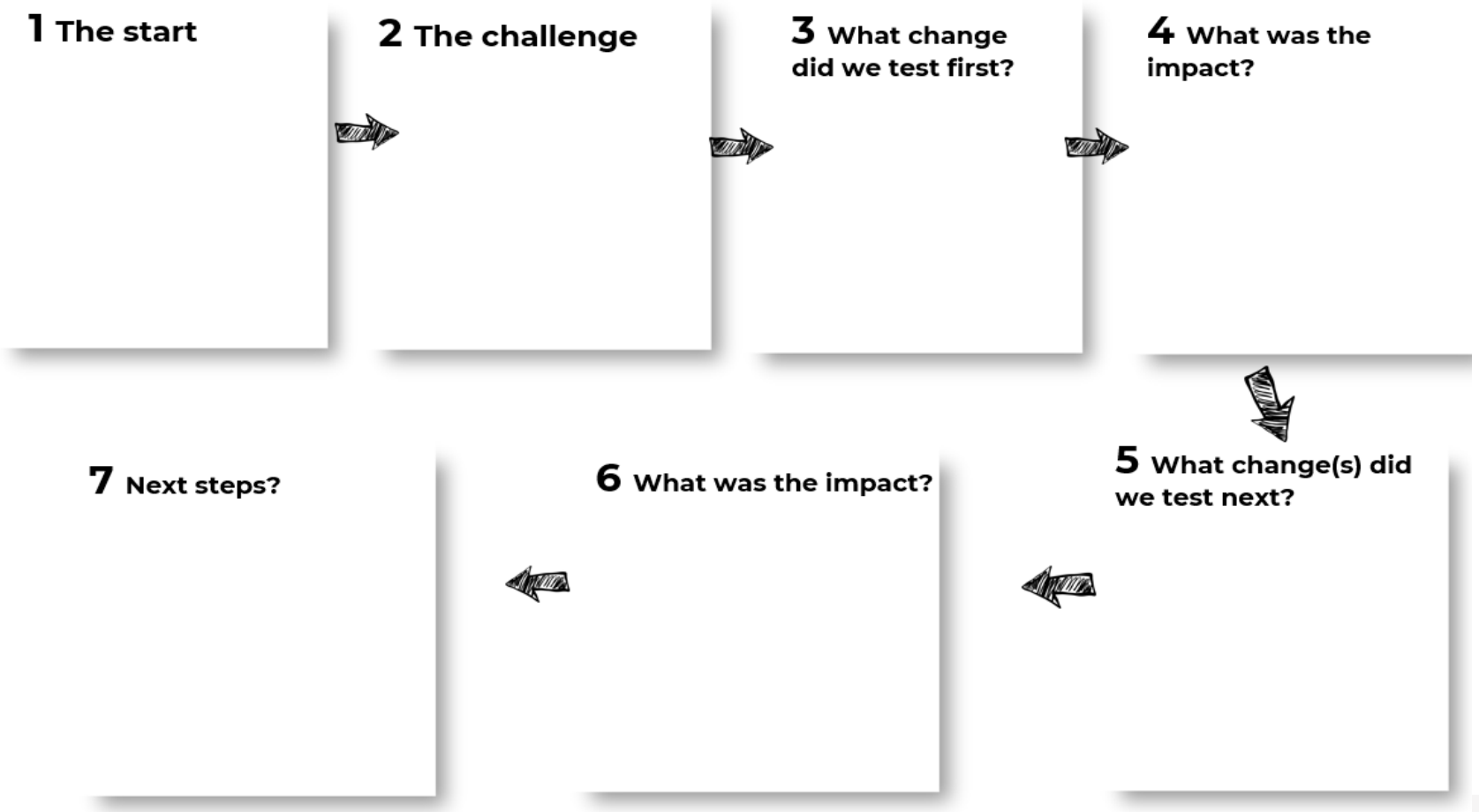
Your Improvement Journey So Far

15 mins

Our Improvement Story

Team: _____

Tell your team's story in the boxes – use words, quotes, drawings, a word cloud, photos... whatever works for you.



Example from Wave 1 DCF…

1. The Start: The wait for autism assessment in the service was too long.

2. Team: Clinicians, administrators, referrers and people with lived experience

3. First Change: The team tested removing the first screening stage.

4. What was the impact? Referrals reached the waiting list faster.

It has streamlined our process and made our workload much more consistent.
Administrative Team Member

5. Second Change: Make assessments more efficient

6. What was the impact? Increased number of assessments per month.

Getting information so quickly reassured me that my referral had been received.
Patient

7. What's Next?

5 mins

Feeding back to the room

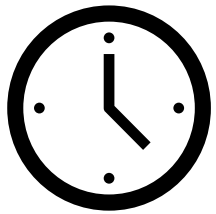
- Tell us about your next steps from your storyboard

Working on your project

Rianna Herbert

QI coach

Working on your project



40 minutes

- This is time for you, as a team
- If helpful, please mix and discuss with other teams

Feedback and close

Rianna Herbert

QI Coach

Feedback

- We value your feedback as this helps us to continue to improve these events.

- **Please use the QR displayed here,** or the paper copies on your tables.

Optional drop-in sessions



15:00 – 15:30	**Time with the QI team to discuss your project**