

# What is Qi?

## Qi (Quality improvement)

is 'working together, using methods, tools, data measurement, curiosity and an open mindset to improve healthcare.' Health Foundation, 2013



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## What is KATA?

- ➔ A coaching tool the Trust are using as part of implementing QI.
- ➔ A methodological approach to improvement.
- ➔ Completed at the place of work of the learner (the gemba).

You need at least two people to practise kata in a pair. One person is the kata learner using the improvement kata and one person (often the kata learner's line manager) is the kata coach using the coaching kata.

Improvement kata is a way of achieving things when you don't know how you are going to achieve them.

It helps you to:

- ✓ Understand the direction or challenge
- ✓ Grasp the current condition
- ✓ Define the next target condition.

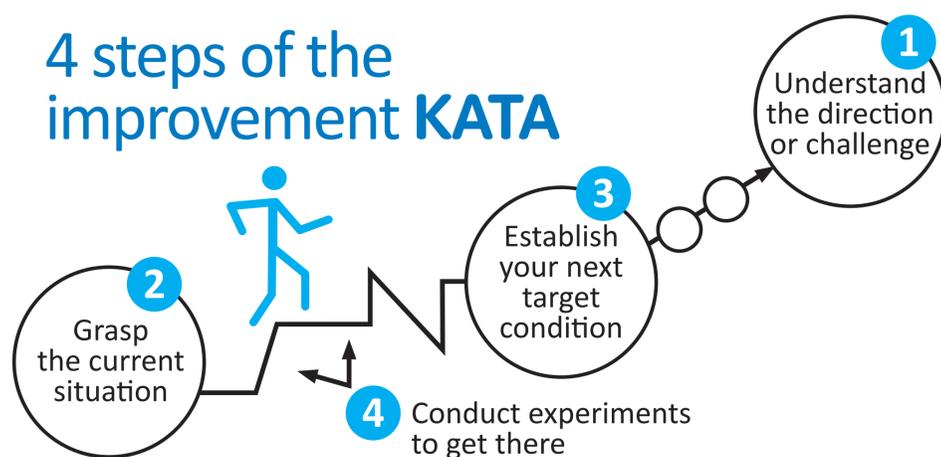
Move toward that target condition iteratively via experimentation, overcoming the obstacles preventing you from achieving the target condition.

## How does KATA fit with Qi?

- ✓ Kata is a way of transferring skills and developing a mindset.
- ✓ Kata helps you translate concepts into practical reality.
- ✓ As it includes practice routines, improvement kata is a teachable, transferrable behavioural pattern.
- ✓ With repetition and positive experiences, the improvement kata pattern will become part of your everyday approach to goals and challenges, working on small tests of change (PDSAs).

To practise kata – you conduct both katas together: the **improvement kata** and the **coaching kata**.

## 4 steps of the improvement KATA



## An example of a KATA storyboard

<b>Focus Process:</b> 90% of eligible patients will have lying and standing BP on admission		<b>Challenge:</b> Keeping patients safe
<b>Target Condition</b> <b>Achieve by:</b> 31 <sup>st</sup> March 2020  On 31 <sup>st</sup> January number of patients having lying and standing BP on admission or transfer to ward is at 60%	<b>Current Condition</b>  November 2019 50% of patients have lying and standing BP on admission or transfer to ward  <ul style="list-style-type: none"> <li>• Patient brought to ward</li> <li>• Met by Nurse/HCA</li> <li>• Details confirmed</li> <li>• Transferred by slide into bed</li> <li>• Observations checked</li> </ul>	<b>Experimenting Record</b>  1. create new process 2. Involve staff in development/feedback  <b>Obstacles Parking Lot</b>  1. Need to discuss planned process with transfer tem and discuss potential issues
On 28 <sup>th</sup> February number of patients having lying and standing on admission or transfer to ward BP is at 75%		

## Coaching KATA: the 5 questions

Use these five questions in any team effort, to exercise scientific thinking to anything you do every day:

- 1 What is the Target Condition?
- 2 What is the Actual Condition?
- 3 What obstacles do you think are preventing you from reaching the target condition? Which one are you addressing now?
- 4 What is your next step? (Next experiment) What do you expect?
- 5 How quickly can we go and see what we have learned from taking that step?

**References:** The Toyota Kata Practice guide (2018) Mike Rother.