Smarter working

Scarborough and Ryedale CCG

Thursday 2 May 2019
Dot Walker, programme support manager, PCC
Housekeeping

• Fire alarm

• A copy of the presentation will be sent to you electronically after the event

• Please turn your mobile phones off or switch to “silent mode”.
Working together

• Value the contribution of all

• Actively listen to each other

• Opportunity to learn from each other

• Make the most of this time out of the surgery.
Primary Care Commissioning (PCC)

- An independent provider of practical, expert support
- A not-for-profit social business with roots in the NHS
- Help organisations improve services with the emphasis on quality of care and value for money
- Believes primary care is the heart of the NHS and key to sustainability and transformation
- Transfer capability and spread learning
- Our experience has been gained over more than a decade of supporting better commissioning and primary care development.
Introductions

• Name and practice

• Your role

• What you would like to get out of today
Objectives for today

• Help the team adopt a smarter way of working, thinking and behaving

• Challenge current ways of setting goals and defining tasks so that the practice can operate “effectively and efficiently”

• Use real-time challenges to transfer learning’s into the workplace
What are LEAN and SMARTER working?

- The term “LEAN” was used to describe Toyota's business during the late 1980s
- The core idea is to maximize customer value while minimizing waste
- Simply, “LEAN” means creating more value for customers with fewer resources
- A lean organisation understands customer value and focuses its key processes to continuously increase it
- The ultimate goal is to provide perfect value to the customer through a perfect value creation process that has zero waste.
What are LEAN and SMARTER working?

• 'Smart Working' is the term used “to refer to the new ways of working made possible by advances in technology and made essential by economic, environmental and social pressures”
• It is about being better at being more efficient and productive than to waste time looking and feeling busy
• There is a common misconception among entrepreneurs that “working smarter” just means delegating all of your work to others to save time
• Changing your approach to the way you work can be difficult to execute
Working smarter not harder

• Everyone is capable of working hard because all it takes is some effort and endurance
• Working smart, on the other hand, has everything to do with time and efficiency
• Most people who are working smart do it intuitively
• The key to Smarter Working is being clear and specific
• This means the goal or task is understood, and gains “buy-in”
• Individual / teams are more motivated when they know the reasoning, priority and outcome
## Smart objectives

<table>
<thead>
<tr>
<th>S</th>
<th>Specific</th>
<th>Clarity, significant, understood and adding value</th>
</tr>
</thead>
<tbody>
<tr>
<td>M</td>
<td>Measurable</td>
<td>Meaningful, motivational and manageable</td>
</tr>
<tr>
<td>A</td>
<td>Attainable</td>
<td>Achievable, agreed and aligned (with strategy)</td>
</tr>
<tr>
<td>R</td>
<td>Relevant</td>
<td>Result-based, resourced and realistic</td>
</tr>
<tr>
<td>T</td>
<td>Time-bound</td>
<td>Time-specific and trackable</td>
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Specific

• A specific goal will usually answer the five "W" questions:

  ➢ Who – who is involved or needs to be involved
  ➢ What – what do we wish to accomplish and why
  ➢ When - when is this going to happen
  ➢ Why – what are the reasons, purpose or benefits of doing this
  ➢ Where – where is this going to happen
Measurable

• Tracking progress helps raise self and team esteem and motivation

• A measurable goal will usually answer questions such as:
  
  ➢ How do I know if we are on track
  
  ➢ How do I know that I am still in budget
  
  ➢ What measures do I want to review
  
  ➢ How will I know when it is accomplished?

• Should involve quantitative and qualitative data
Achievable (or agreed)

• Goals can be stretching, but need to remain achievable

• When goals are not considered achievable, they will not be bought-into, trusted, motivational or likely to succeed

• An achievable goal will usually answer the question:
  
    ➤ How - can the goal be accomplished?
  
    ➤ Why – are we being asked to take on this task / goal?
  
    ➤ What – is the benefit to the practice / patients?
Relevant (or realistic)

- Relevant goals drive team engagement, motivation and skill level

- A relevant goal can answer yes to these questions:
  - Is the goal realistic does it seem worthwhile?
  - Is this the right time?
  - Is this worth the time and effort
  - Does this match what we are looking to achieve for our practice?
  - Do we have the right people to do this?
Timely

• A commitment to a deadline helps a team focus their efforts and skills

• A time-bound goal can establish a sense of urgency and prioritisation

• A time-bound goal will usually answer the question:
  
  ➢ What is the deadline for this?
  
  ➢ Is the deadline realistic?
  
  ➢ What can I do today, six weeks from now, six months from now
## Smart working

<table>
<thead>
<tr>
<th>C</th>
<th>Collaborative</th>
<th>Goals should encourage employees to work together</th>
</tr>
</thead>
<tbody>
<tr>
<td>L</td>
<td>Limited</td>
<td>Should be limited in scope and time to keep it manageable</td>
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<tr>
<td>E</td>
<td>Emotional</td>
<td>Tap in someone’s passion – can optimize the quality of work</td>
</tr>
<tr>
<td>A</td>
<td>Appreciable</td>
<td>Break larger goals into smaller tasks that can be easily achieved</td>
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<tr>
<td>R</td>
<td>Refinable</td>
<td>As new situations arise be flexible and refine goals as needed</td>
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From team, to individual
Some tips on working smarter

- Get in a work routine
- Learn how to prioritise your work
- Set workday goals
- Get organised
- Master time management
- Block your calendar
- Schedule breaks
- Manage up
- Don’t time-suck
Some tips on working smarter

- Eliminate stressors
- Walk away
- Recognise and eliminate distractions
- Ignore low-priority items
- Create routine habits
- Work in chunks
- Work around your strengths and weaknesses
- Ask for help
- Take care of yourself
Applying your learning’s so far….

Think about where your team uses any smart principles successfully…..

• What works well, why and what are the benefits?

• Think about where your team does not apply any principles and it works less well – impact?

• What are the barriers – how can you overcome them?

Feedback
What is needed to improve effectiveness and efficiency?

• Delegate responsibility
• Communicate effectively
• Know the teams strengths and weaknesses
• Have incentives
• Eliminate excess
• Hold “stand-up” meetings
• Set realistic goals
• Learn to “love technology”
Bring to life – real time challenge

• What is the biggest practical challenge you face that we can apply learning?

• Working in groups, apply SMART/CLEAR to the challenge

• Share your output to the wider group

• Discuss:
  – What works well currently?
  – What works less well?
  – What can we do immediately to improve?
Time management or managing your time effectively
Time management

- Efficiency – doing things right

- Effective – doing the right things
Time management

What are the key factors for effective time management?
Time management: some suggestions

• Act now – avoid procrastination
• Plan, allocate and prioritise your time
• Create and maintain a time log
• Delegate – when appropriate
• Create ‘to do’ lists
• Categorise work as urgent/important – or not
• Provide and expect clear communication
• Make time available for planning – no interruptions
• Use your skills and abilities wisely – be effective as well as efficient
• Know when to say ‘no’
The importance of time management

- Plays a critical part in the workplace
- It can have a big importance on whether you will be successful or not
- Allows you to effectively manage your time and know how to make the most of it.
Managing your time effectively

• ‘Time’ is especially important because the whole deliverable is likely to depend on many interdependent activities
• If you get late on the ‘critical path’ you cannot catch up without increasing other resources and these may not be available
• Experience teaches us that time delays in complex projects do not ‘add’ – they multiply!
Time management: some suggestions

- Work out your goals – act now
- Focus on results
- Create “to do” lists
- Make a list – plan allocate and prioritise
- Prioritise important tasks
- Practice the “4 D’s” (emails)
  - Delegate
  - Do
  - Delete
  - Defer
- Know when to say “no”.

https://www.nhs.uk/conditions/stress-anxiety-depression/time-management-tips/
<table>
<thead>
<tr>
<th></th>
<th>URGENT</th>
<th>NOT-URGENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMPORTANT</td>
<td>Necessity</td>
<td>Extraordinary productivity</td>
</tr>
<tr>
<td>NOT IMPORTANT</td>
<td>Distraction</td>
<td>Time wasters</td>
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<th>NOT-URGENT</th>
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</thead>
<tbody>
<tr>
<td>IMPORTANT</td>
<td>Need to be dealt with immediately</td>
<td>Not urgent but do need to be planned for</td>
</tr>
<tr>
<td>NOT IMPORTANT</td>
<td>Urgent but not important</td>
<td>Don’t need to be done anytime soon</td>
</tr>
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Common team issues

• Duplication
• Too many cooks…
• Travel time
• Lack of clarity
• Lack of trust
• Lack of confidence
• What else?
Tips

• Take natural breaks

• Move around

• Work in small blocks

• Check your emails first thing in the morning
Tips

• Identify the MITs (most important tasks);
• Try to focus on today only;
• Make a done list to measure what you have achieved (include non-work so you identify and recognise distractions);
• Set cut off times (identify your flagging time (eg midday) and end of day);
• Finish when things are going well, mid-flow;
• Be concise – in person and in writing;
• Reflect / self-reflect / ask / learn;
• Look after yourself.
Over to you ....

Any questions
Review of today

- Help adopt a smarter way of working, thinking and behaving

- Challenge current ways of setting goals and defining tasks so that the practice can operate “effectively and efficiently”

- Use real-time challenges to transfer learning’s into the workplace.
Thank you for attending

Please take a few moments to complete the evaluation form