Harnessing the power of
spaghetti and
marshmallows
to understand the value
of the
After Action Review

Who are we

Andrew Lambe
Knowledge Manager

To inform, accelerate and support teams deliver better, efficient and sustainable improvement programmes…by enabling them to access, use, generate, manage and share knowledge, nurturing a learning organisation, to improve health outcomes.

NHS England

Helen Outhwaite
Knowledge Management Lead

To create a culture of effective knowledge sharing by offering practical solutions for the NHS RightCare team to capture, access, manage and share knowledge, assets, insight and experience.

Victoria Treadway
Knowledge Management Facilitator

NHS RightCare

Katie Nicholas
Knowledge Officer

The team enables HEE staff to:
- Share their knowledge and learning from experience
- Share and promote innovations to further HEE's role in system transformation
- Consider solutions that capture and share organisational knowledge
- Use and apply evidence obtained from research and best practice

NHS Health Education England

Learning Outcomes

Following this session, participants will:

- Understand the value of the After Action Review to harness learning and enable improvement
- Have practical experience of using spaghetti and marshmallows to demonstrate the After Action Review process
- Gain hints and tips on how to facilitate an After Action Review
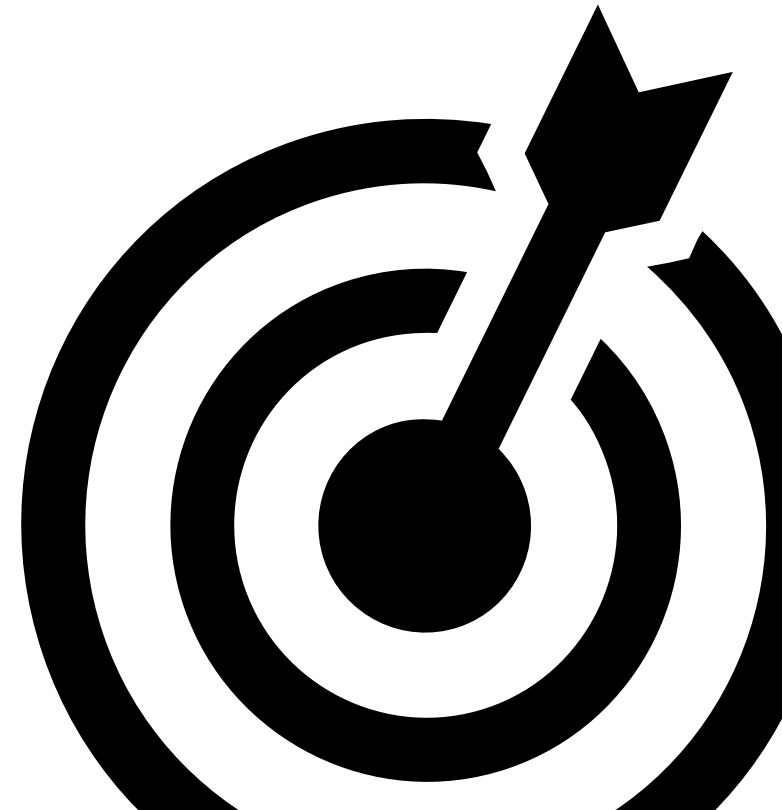
Skills and Competencies

Professional Knowledge and Skills Base (PKSB):

2.1 Knowledge Management
2.5 Knowledge transfer/ organisational learning
2.7 Knowledge sharing and collaboration
https://pksb.cilip.org.uk/

New Quality and Improvement Outcomes:

2. All NHS decision making is underpinned by high quality evidence and knowledge mobilised by skilled library and knowledge specialists (KM woven throughout)
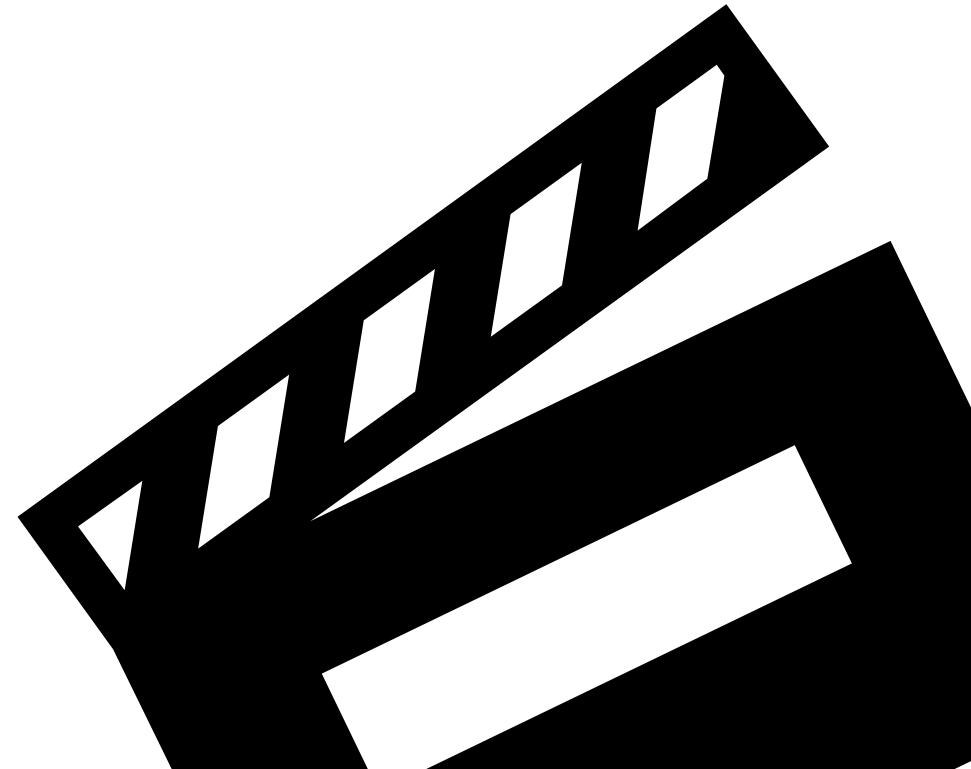5. Library and knowledge specialists improve the quality of library and knowledge services using evidence from research, innovation and good practice.
https://kfh.libraryservices.nhs.uk/preview-of-the-new-quality-and-improvement-

Workshop structure:
Setting the scene

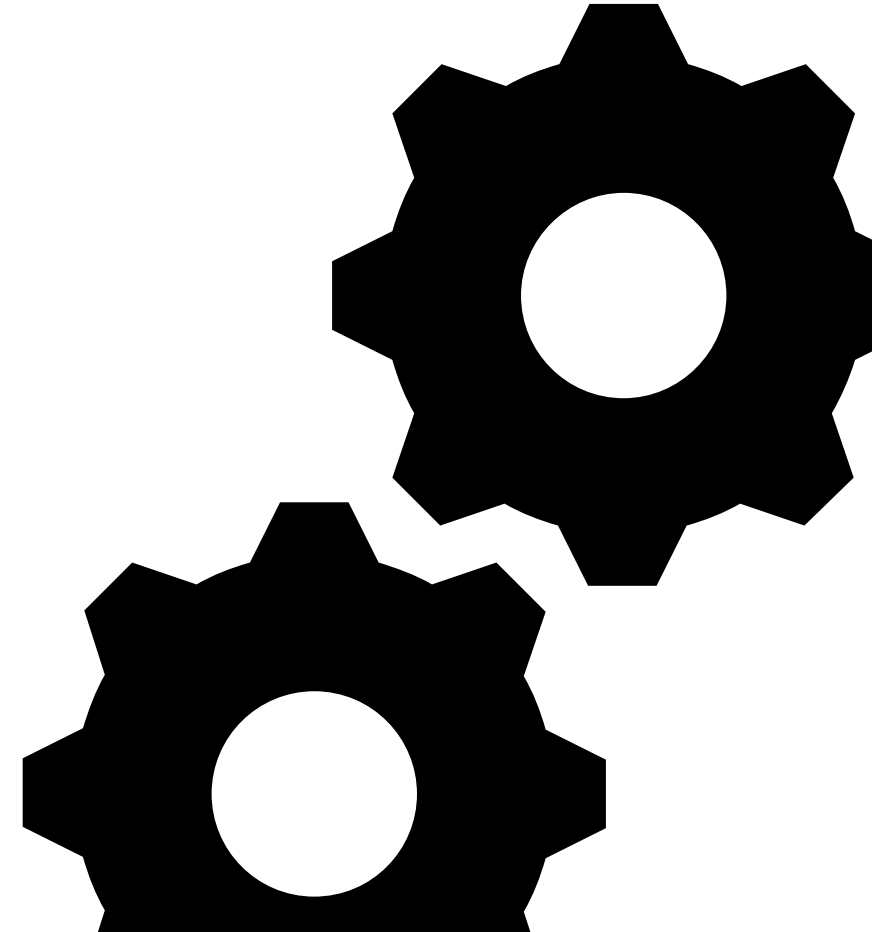Knowledge Management theory
Policy context: Topol Review

Workshop structure:
Practical Exercises
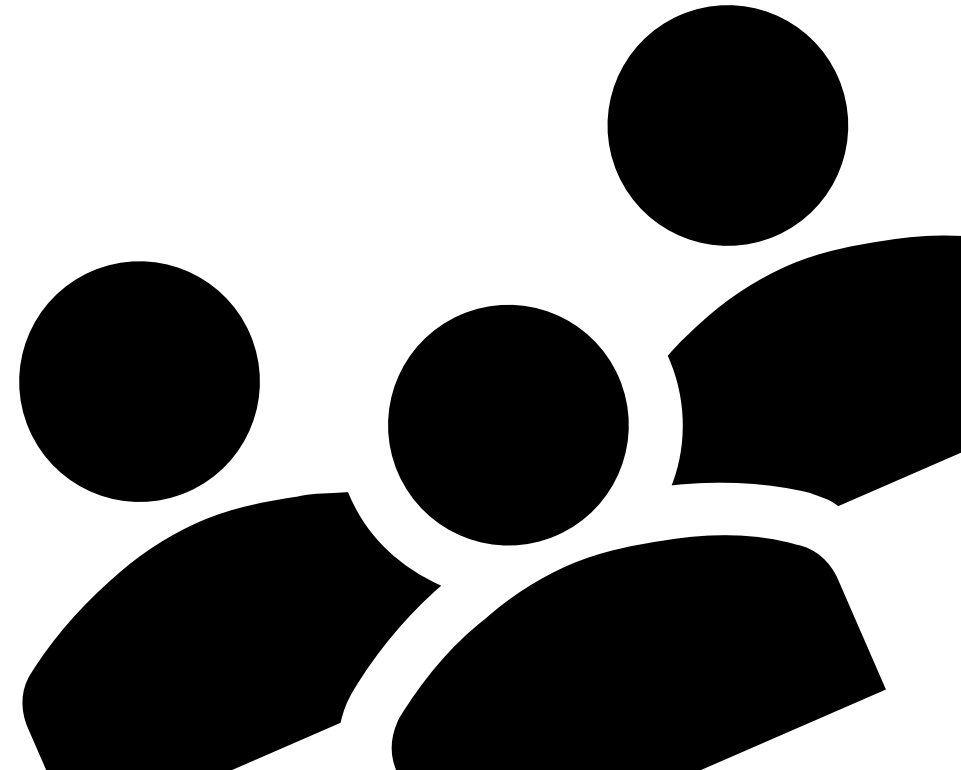
Spaghetti towers
After Action Review
Spaghetti towers 2.0

Workshop structure:
Close

Top tips for facilitating
Links to useful resources

Policy Context: Topol Review

"NHS Boards should take responsibility for effective knowledge management to enable staff to learn from experience (both successes and failures) and accelerate the adoption of proven innovations" p.16

"The NHS must build a reputation as a learning organisation that values and enables the transfer of learning about successes and failures (OD5). This can only happen with the creation of new senior knowledge management roles" p. 68

https://topol.hee.nhs.uk/
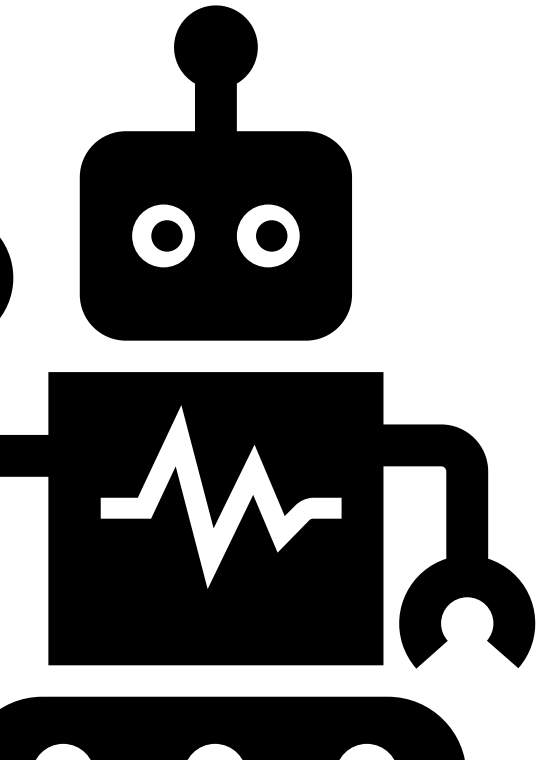
Workshop:
Spaghetti Tower Challenge
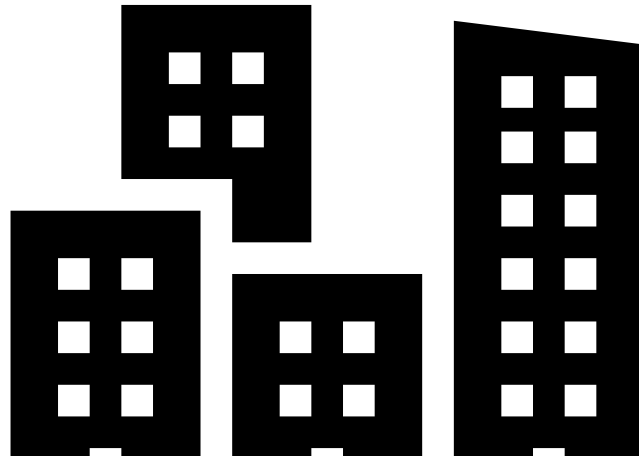
Workshop:
Spaghetti Tower Challenge

In your groups, build a spaghetti tower from the materials provided

- Only the materials provided may be used

- The highest, stable tower will be awarded the prize!

- The exercise lead's decision is final

Consider

- learning before you start…

  - Are there any resources you can draw from?

  - Is there any past experience in your team?

- Is there an opportunity to learn during (if something goes very well or very badly)

Time: 12 minutes starting from NOW

12 mins

Group Discussion:
After Action Review

After Action Review   15 mins to 1/2 day

What was supposed to happen?   What actually happened?

Why was there a difference?   What can we learn from this?

A short structured meeting held immediately after a short term activity such as a task within a project, for example, a training session, a go live day or an engagement meeting. Usually facilitated by one of the team members, all who were involved in the 'action' should participate in the After Action Review.

NHS

Purpose & Outcome

- To capture learning in a fast and agile manner immediately after a discrete activity (e.g. an event, a meeting, a key task) where the outcome differed significantly from expectations; the AAR is a short structured discussion for all those involved in the activity in question

- A set of recommended actions derived from a team's experience and *know-how*, that support a team to replicate success or better deal with a challenge

Group Discussion:
After Action Review

|			
1.	What was supposed to happen?	**2.**	What actually happened? *What went well and what could have been done better?*
3.	Why was there a difference? *What caused the results?*	**4.**	What can we learn from this? *What actions can be taken to improve or sustain what went well?*

Workshop:
Spaghetti Tower Challenge 2.0

In your groups, build a spaghetti tower (again) from the materials provided

- Only the materials provided may be used

- The highest, stable tower will be awarded the prize!

- Prize too for the most improved team!

- The exercise lead's decision is final

Consider

- learning before you start…

    - Can you apply the AAR recommendations?

    - Are there any resources you can draw from?

- Is there an opportunity to learn during (if something goes very well or very badly)

Time: 10 minutes starting from NOW

10 mins
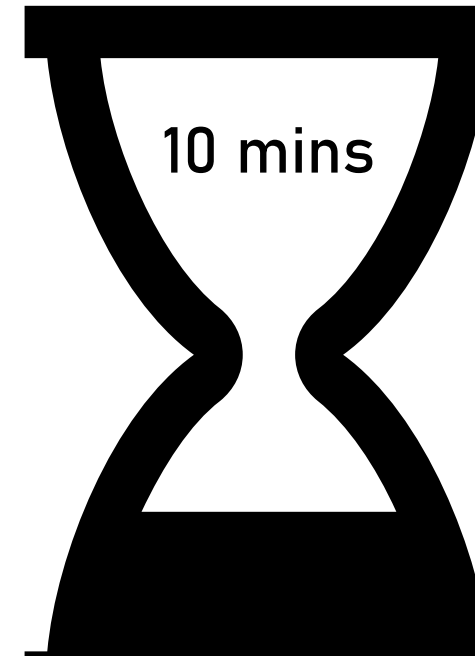
Activity summary:
Did we improve?

You've completed 2 builds of spaghetti towers and conducted an After Action

Review

Prize ceremony!

- Did you apply the lessons second time around?

- Did you draw knowledge from elsewhere?

- Did you improve?

Top tips about facilitating

Ensure <u>shared understanding</u> in the group of the AAR (the conversation is for everyone; it's purpose is not to blame but seek recommendations for the future; it's okay to disagree – but don't be disagreeable; speak purposefully, concisely and objectively focusing on what happened and why)

Ensure <u>recommendations</u> from the AAR conversation are <u>clear and actionable</u>

Use the AAR when an activity <u>outcome has either over- or under-achieved</u>; when something's gone really, really well, or really not gone at all well

Think about <u>timings</u> – things always take longer than expected

Use small <u>prizes as an incentive</u>

Consider how you might <u>transport materials</u>

Make links to <u>Knowledge Management</u>

Links to resources

Knowledge for Healthcare Framework
Knowledge Management Toolkit
KM postcards: Self-Assessment Tool, Before Action Review, Peer Assist,
After Action Review, Knowledge Cafes, Randomised Coffee Trials,
Communities of Practice, Action Learning Sets, Knowledge Assets ,
Knowledge Harvesting, Retrospect
Knowledge Management Advent
MEOK resources
Evidence and Knowledge Self-Assessment Tool (formerly the Board Tool)
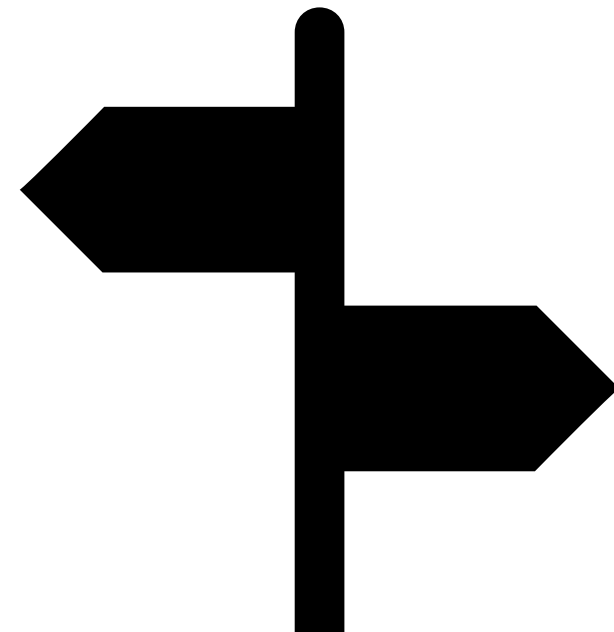Knowledge Mobilisation Framework (eLearning)
Espresso Cafes
David Gurteen
Knoco (Knowledge Management Consultants)
ISO (2018) 30401:2018 Knowledge management systems – Requirements
(full access not available for free)
Mapping the KM Landscape (Chris Collison)
The Facilitator's Toolkit (NHS England)

Questions or comments

Thank you

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