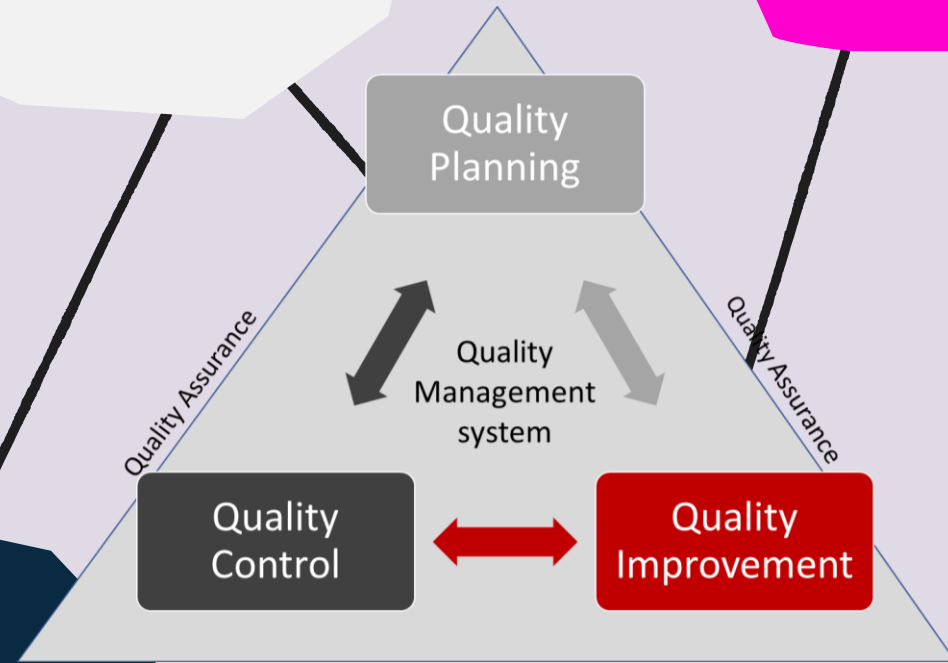




Putting an octopus into a string bag! How to improve together across systems, organisations & populations.

Quality Management Systems Series 2/ Webinar 3

Led by



28th April 2023

Welcome!

Hosts:



Emma Adams
@emma.adamsGenQ

*Independent
Improvement
Consultant &
Generation Q Fellow*



Dr Joy Furnival
@joyfurnival

*Chief of Regulatory
Compliance &
Improvement
North West Ambulance
Service*

Guest speakers:



Penny Pereira

*Q Managing Director & Deputy
Director of Improvement
The Health Foundation*



Dr John Dean

*Clinical vice president
(RCP) and Consultant
physician/deputy medical
director at East
Lancashire Hospitals NHS
Trust.*



Dr Ailsa Brotherton

*Director of Continuous
Improvement and Transformation ·
Lancashire Teaching Hospitals
NHS Foundation Trust*



Rob Wakefield

*NHS England Impact
implementation team,
Head of Corporate Functions
and Engagement*

How we're running today's session



Please stay muted while we're presenting



We're recording, so don't worry if your tech fails



Use the chat for questions or comments



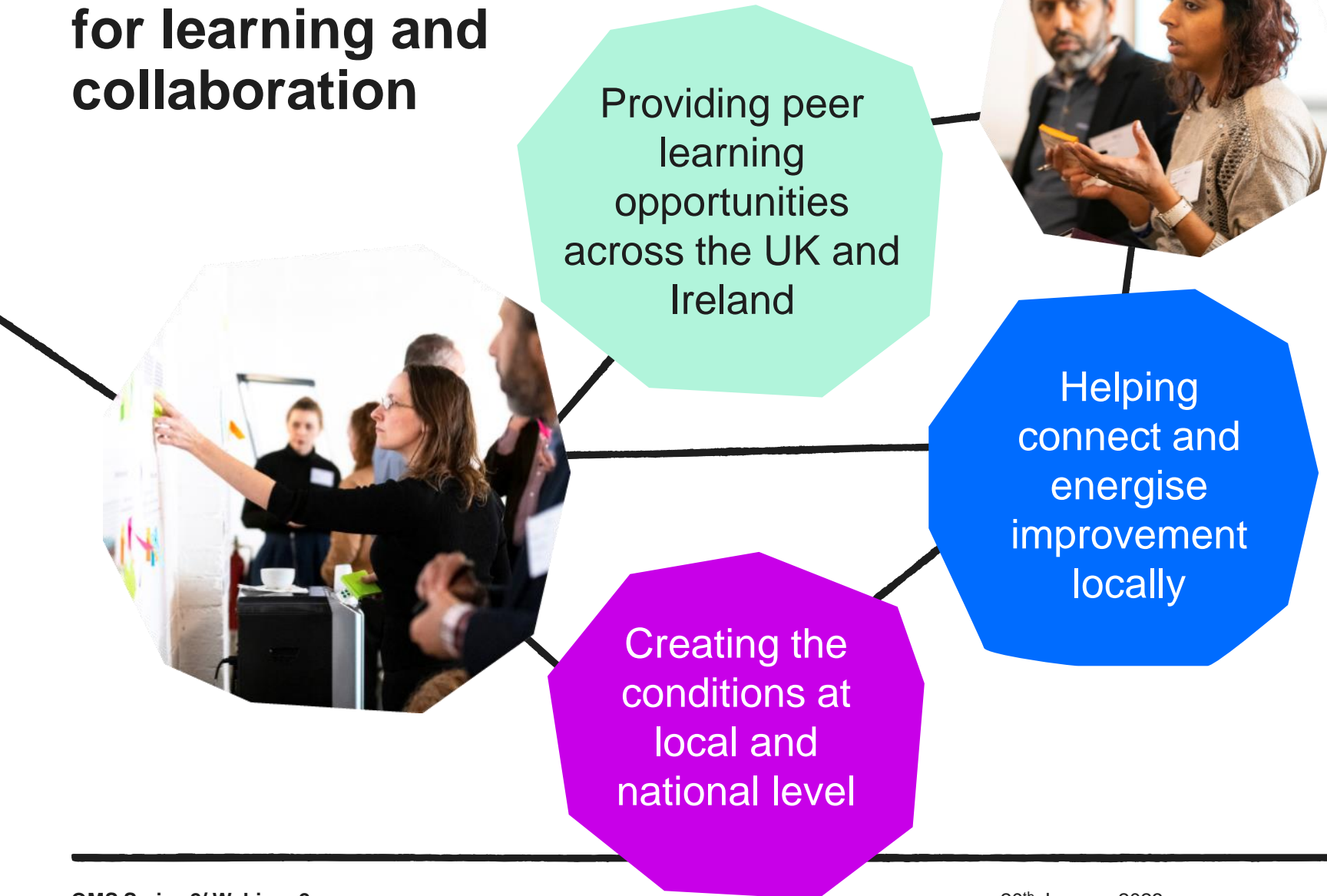
We'll open for questions at the end of the presentations:

- Raise your hand if you'd like to speak (and don't forget to unmute!)



Please feel free to continue the discussion after the event via email or on Twitter #QcomQMS @TheQCommunity

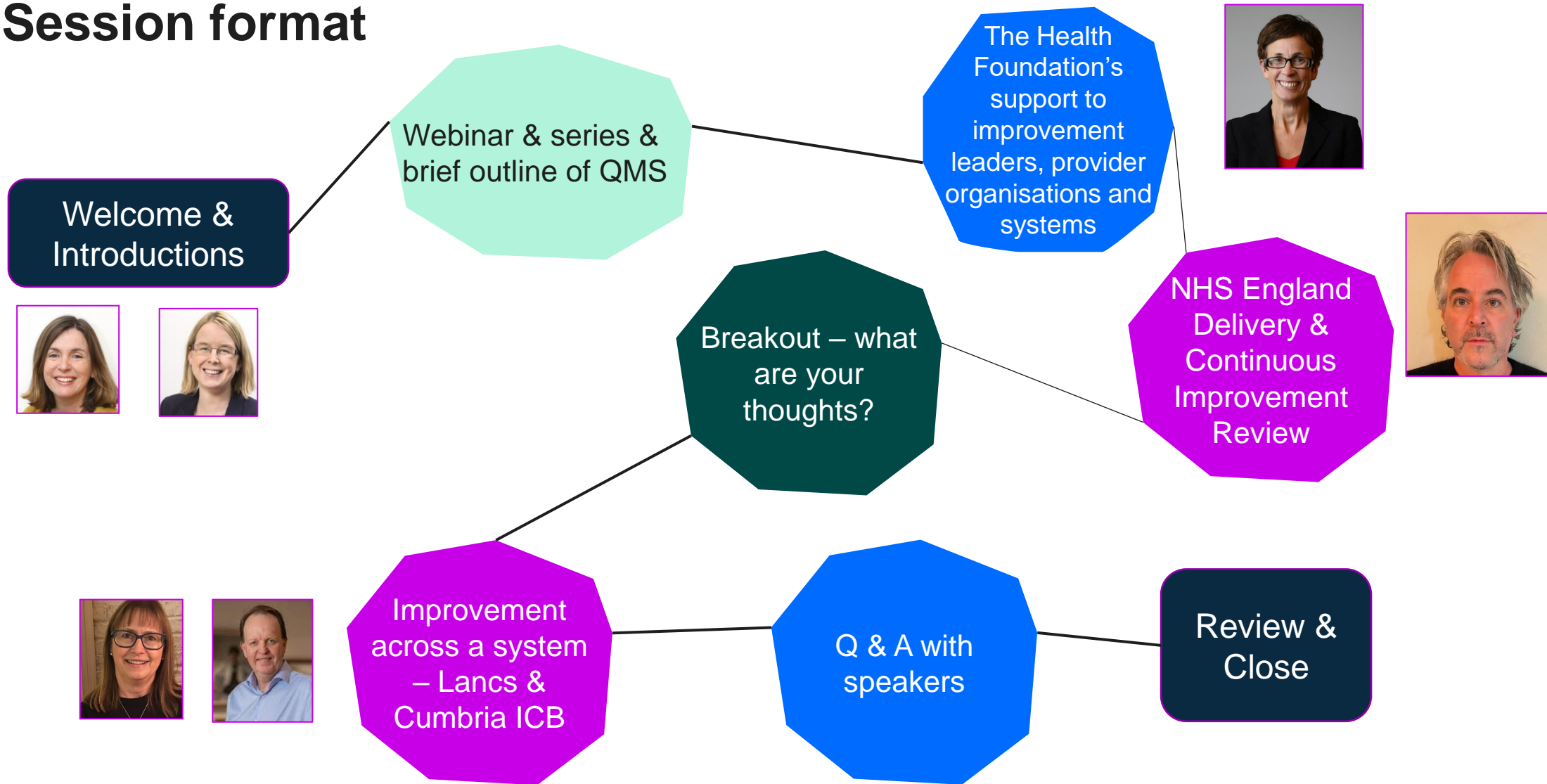
Q: spaces and support for learning and collaboration



We are a community of thousands of people across the UK and Ireland, collaborating to improve the safety and quality of health and care.

We share our knowledge and support each other to tackle challenges. Together, we make faster progress to change health and care for the better.

Session format



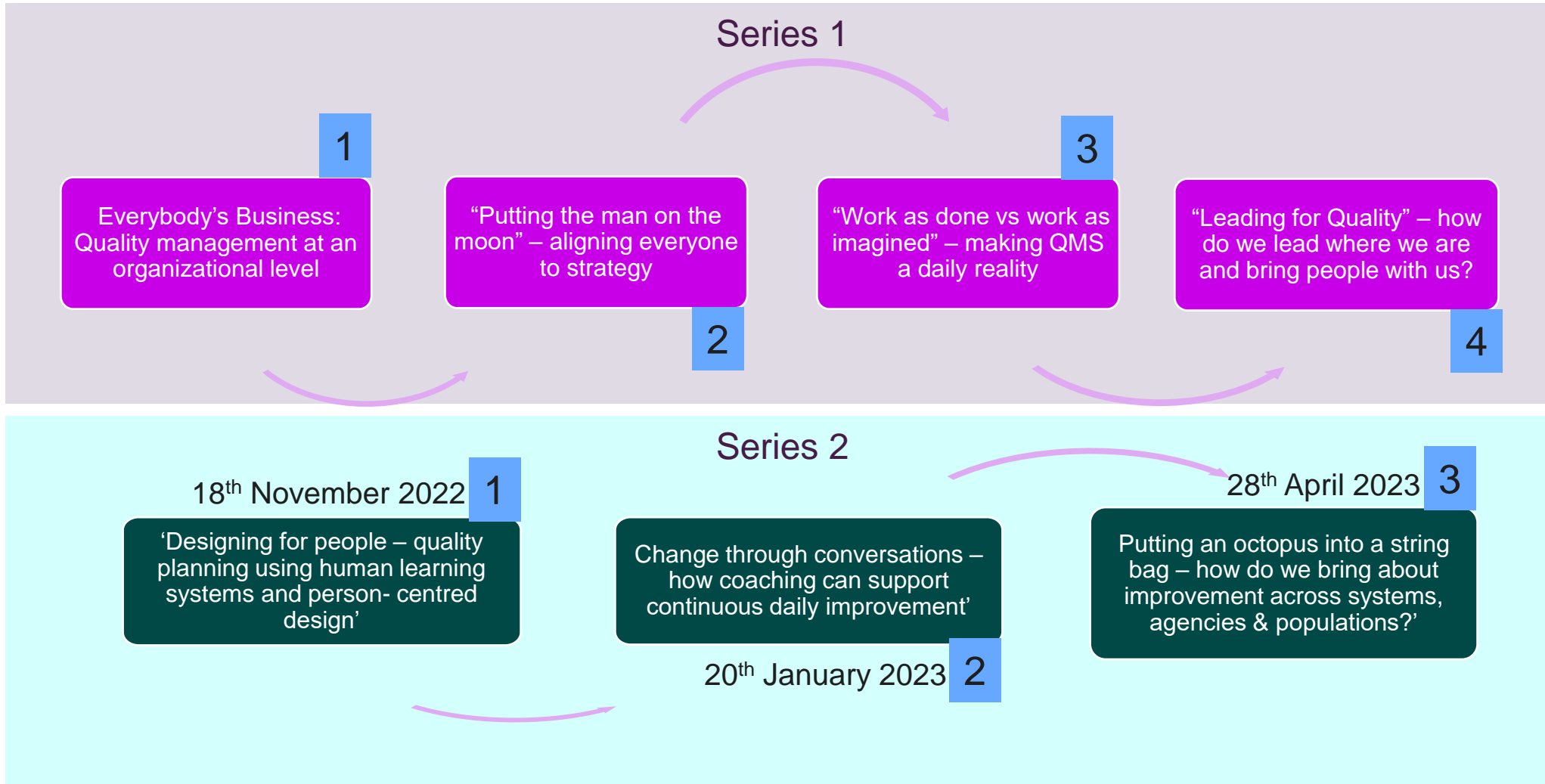
Quality Management Systems – Webinar series



Why isn't improvement sustained?

“High performing organisations have quality management systems with quality improvement, quality control and quality planning co-ordinated and embedded.” Juran *The Quality Trilogy 1986*

Webinar Series



Penny Pereira

The Health
Foundation's support
to improvement
leaders, provider
organisations and
systems

*Q Managing Director & Deputy Director of
Improvement
The Health Foundation*



NHS IMPACT

Improving Patient Care Together



NHS IMPACT
Improving Patient Care Together



The Delivery and Continuous Improvement Review



Delivery and Continuous Improvement Review led by Anne Eden, Regional Director for the South East findings and recommendations now published on NHS England's website

Engaged more than 1000 people, including patients, clinicians, improvement specialists and leaders from partner organisations (including local government), integrated care systems and NHS organisations.



The Delivery and Continuous Improvement Review



The Review's recommendations were consolidated into three actions, which were endorsed by NHS England's Board:



NHS Impact ‘Improving Patient Care Together’



Five components form the ‘DNA’ of all evidence-based improvement methods, which underpin a systematic approach to continuous improvement:

1. Building a shared purpose and vision
2. Investing in people and culture
3. Developing leadership behaviours
4. Building improvement capability and capacity
5. Embedding improvement into management systems and processes

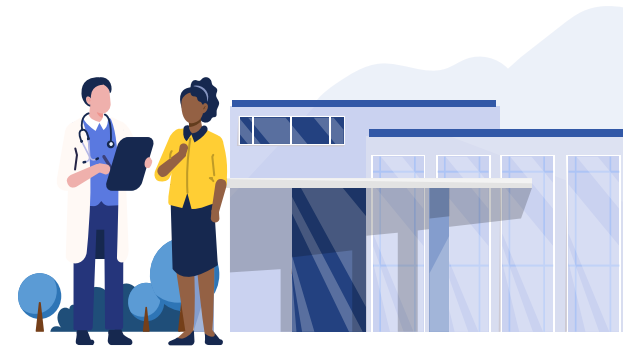
When these five components are consistently used, systems and organisations create the right conditions for continuous improvement and high performance, responding to today's challenges, and delivering better care for patients and better outcomes for communities.

The National Improvement Board will be convened by Dr Vin Diwakar, NHS England's Medical Director for Secondary Care and Transformation.

Recruitment to appoint co-chairs from the service, will bring in executive, continuous improvement and clinical experience and expertise.

An initial guiding group is being established to support the development of the Board.

The National Improvement Board will bring together experienced leaders from across the NHS and partners, to help guide the development of NHS Impact.



Leadership for Improvement programme



Coming soon...

A new **Leadership for Improvement programme** is being co-designed and established to support providers, including primary care to ensure that NHS staff have access to entry level quality improvement training.

NHS and ICS Boards will be expected to include Board-level improvement training in their mandatory board development.

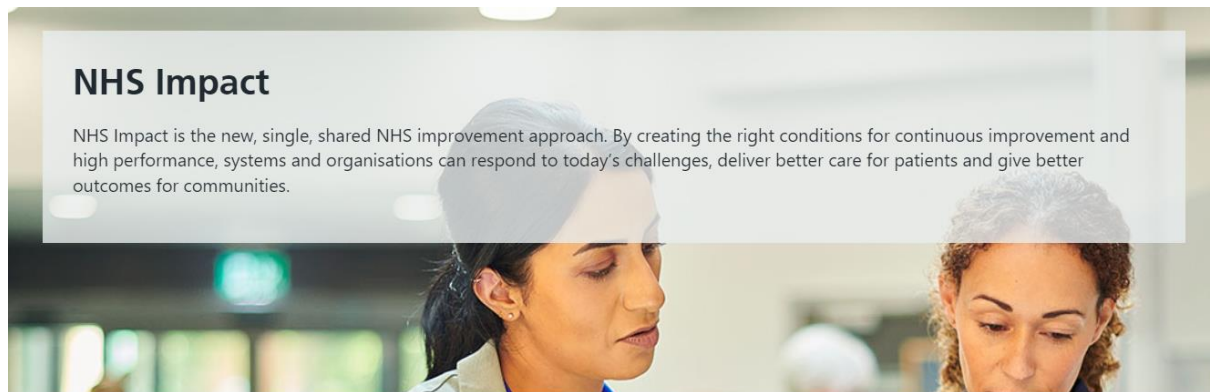
The Leadership for Improvement programme will allow systems to access a national framework, to be established in 2023/24, for accredited suppliers to provide improvement capability and skills-training, including delivery of board development and staff improvement training as part of a skills escalator.

This will support the scale & spread of improvement skills training at place level and will root in improvement-led delivery across all providers and integrated care systems.

New NHS Impact Web Space

A new web space has been designed as a one stop shop for Improvement resources, tools and activities

More resources will be added to the site over time and as new priorities are announced.



NHS Impact

NHS Impact is the new, single, shared NHS improvement approach. By creating the right conditions for continuous improvement and high performance, systems and organisations can respond to today's challenges, deliver better care for patients and give better outcomes for communities.

<https://www.england.nhs.uk/nhsimpact/>

Delivery and continuous improvement review

Information about the delivery and continuous improvement review.

Resources and materials

Access improvement resources including good practice pathways and guidance documents.

Real-time data

Access real-time data to support improvement activities.

Urgent and emergency care improvement



Elective care improvement



Primary care improvement





NHS IMPACT

Improving Patient Care Together

Breakout – 15 minutes

Say hello!

What are you starting to think about...?

Please appoint one person from each group to provide feedback in the Zoom chat at the end of the breakout session.



Our Lancashire and South Cumbria approach to developing a **Quality Management System (QMS)**



Creativity



Teamwork



Partnership



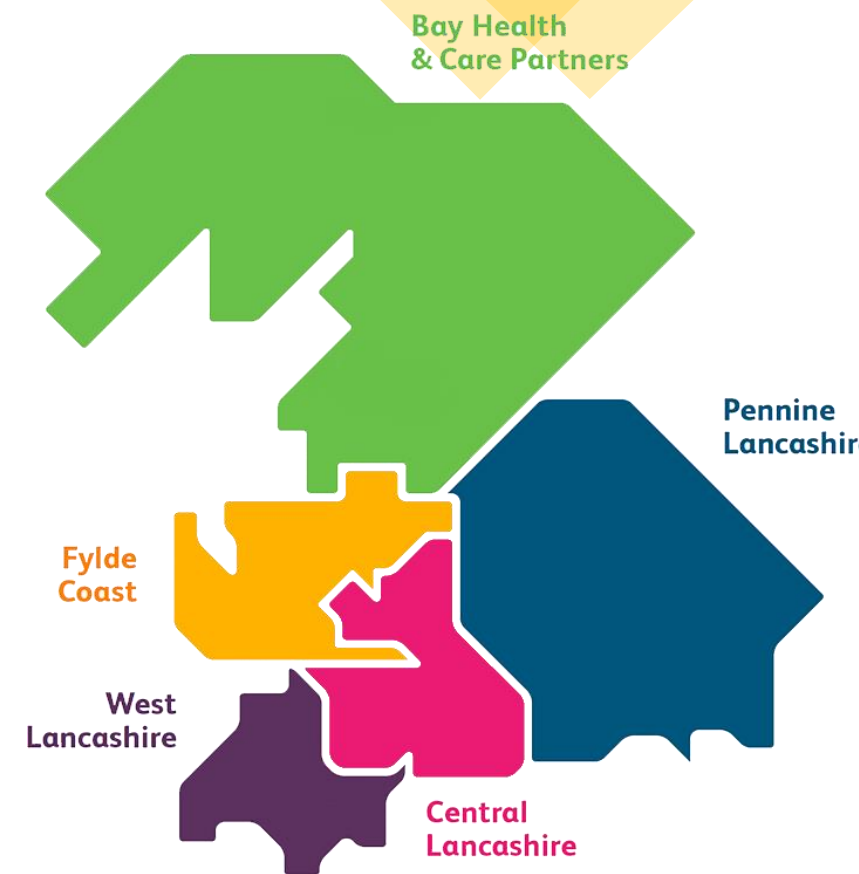
Development



Solution



Communication



Aging population – over 75s will double by 2035

Diverse – 17% of people in Pennine Lancashire BME

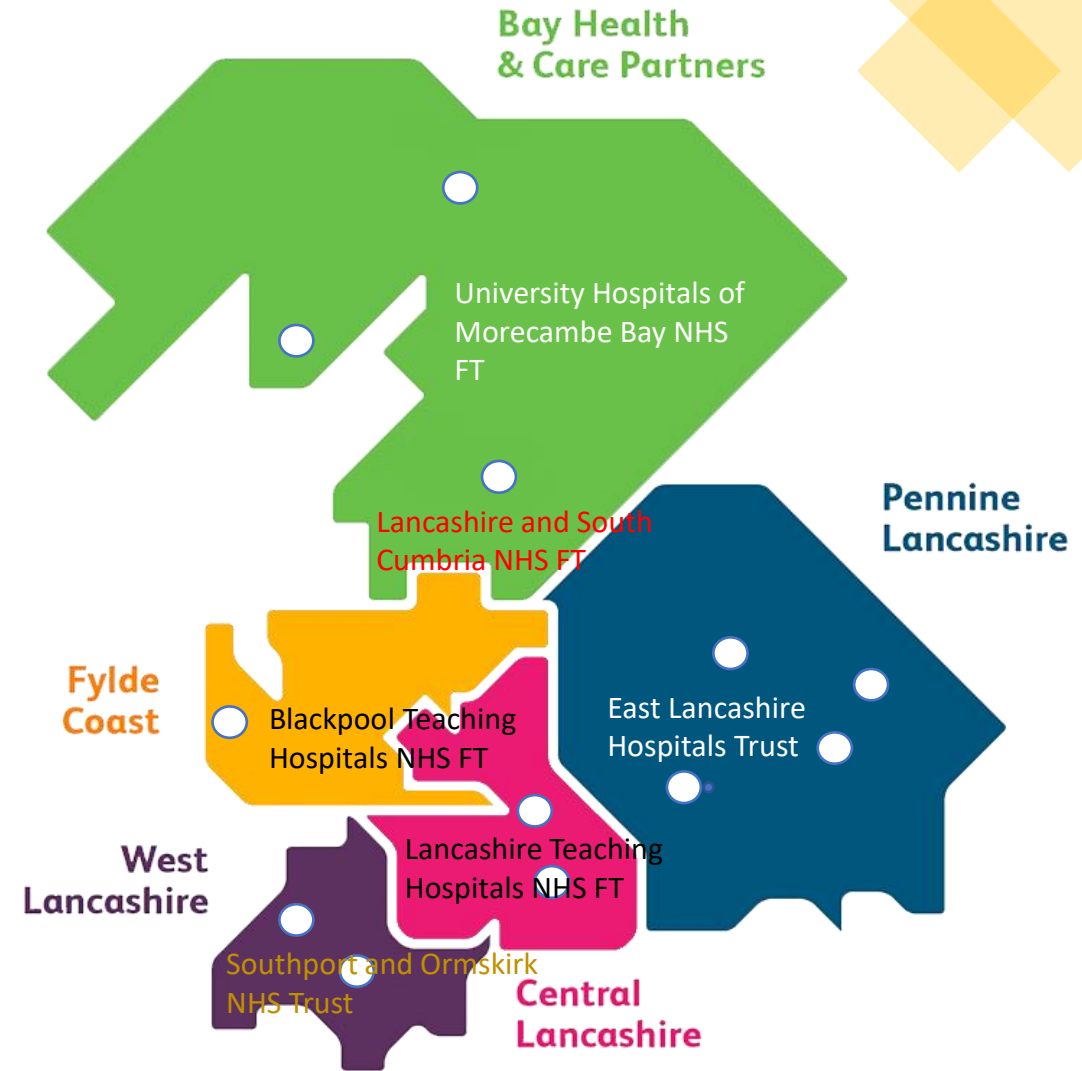
20% of population in 10% most deprived nationally

Upto 25% of children living in poverty

20% of over 65s living in poverty

High levels of mental health incl. depression, cardiovascular disease, heart failure, hypertension, asthma, dementia cf England average

High rates of alcohol and respiratory related admissions, and late cancer diagnosis



Our Lancashire and South Cumbria System Patch



Partnership

The ICB is leading collaborative work with providers to support improvement to the System Oversight Framework positions.

To achieve the systems priorities, the ICS and PCB are working together to design a system level Quality Management System in line with the national improvement framework.

Drivers and enablers:

- Co-production with people and communities
- Clinical leadership
- Workforce, training and education
- Digital transformation (inc. Federated Data Platform and Model Health System)
- Addressing health inequalities

Embedding a quality management system

Embedding approaches to assurance, improvement and planning that coordinate activities to meet patient, policy and regulatory requirements through improved operational excellence



Building improvement capability

All our people (workforce, trainees and learners) have access to improvement training and support, whether embedded within the organisation/system or via a partner collaboration



Developing leadership behaviours for improvement

A focus on instilling behaviours that enable improvement throughout organisations and systems, role-modelled consistently by our Boards and Executives



Investing in culture and people

Clear and supported ways of working, through which all staff are encouraged to lead improvements



Building shared purpose and vision

Our workforce, trainees and learners understand the direction and strategy of the organisation/system, enabling an ongoing focus on quality, responsiveness and continued learning



National Framework

The core concept of quality management is to reduce the risk of poor delivery by planning quality into services.

It provides a co-ordinated and consistent approach to managing the quality of what we do across our organisations and wider system, with the global aim of:

- delivering better population health and wellbeing
- better care experience
- better value and better staff experience

Quality Management System (Elements)



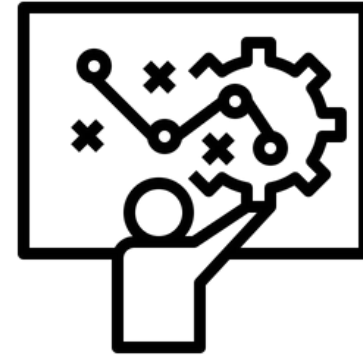
© Healthcare Improvement Scotland. Published: July 2022

Please note: The QMS Framework is continuously evolving, for the most up to date version please visit: <https://ihub.scot>

Lancashire and South Cumbria Provider Collaborative

The Provider Collaborative Board's work is underpinned by the following principles:

- **Working together as one structured system** to achieve excellence
- Having a **trusting, transparent and open** approach
- **Sharing data and best practice, learning together** when things go wrong
- Building a positive, aspirational culture based on **continuous improvement**
- Encouraging our staff to be **creative, innovative and aspirational** in what we want to achieve for our population and for each other
- Being **inclusive**, ensuring joint working between the NHS, local authorities, the voluntary, community, faith and social enterprise (VCFSE) sector, and private providers
- Working as **part of the Lancashire and South Cumbria system**.



Working in partnership across our ICS



Further areas of work progressing include:

- Close working with the existing New Hospitals Programme to ensure that there are benefits for the whole system.
- Designing and implementing a Quality Management System (QMS) which will provide a systematic way to help us raise standards across all trusts, removing unnecessary duplication and unwarranted variation from our services.
- Developing a system-wide approach to quality improvement (QI). As part of the overarching QMS, we are aligning the way in which our organisations approach QI and testing this new approach in a system-wide pathway.
- Developing new models of care in several clinical services.
- Developing and implementing a shared vision for corporate services to further improve quality and value for money to free-up precious resources for patient care.

Working in partnership across our ICS

SPE+ Improvement Practice



East Lancashire Hospitals

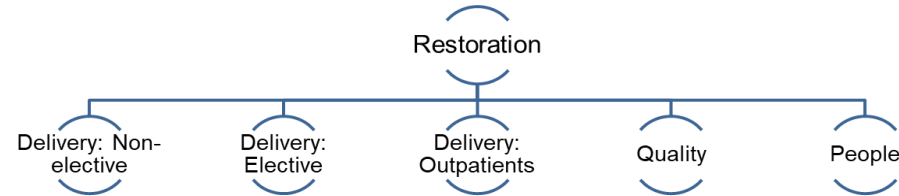
NHS Trust

A University Teaching Trust

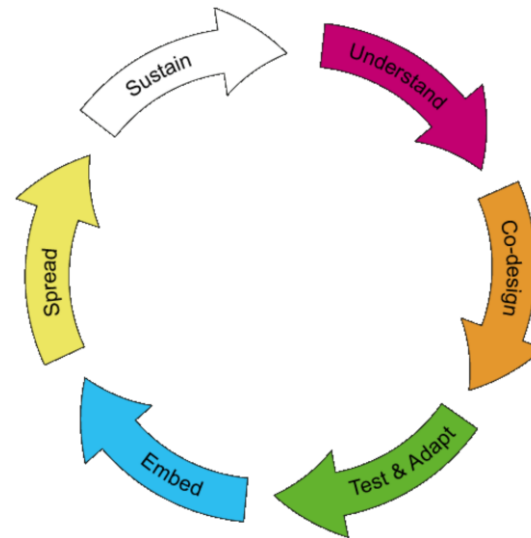
Improvement Journey:

- 2014 – QI Team established in response to Special Measures. IHI Model for Improvement ‘7 steps to Safe, Personal, Effective Care’
- 2018 – Joined NHS Vital Signs, creation of Improvement Practice Office. Lean-based Improvement Practice
- 2020 – creation of 1 team – The Improvement Hub. Methodology alignment to ‘**SPE+ Improving Safe, Personal and Effective Care**’

Improvement Priorities:



- Improvement priorities aligned to Trust and place priorities
- Working across Pennine Lancashire



Practice Co-production System

- SPE+ Method
- Improvement Priorities
- Plan to support implementation of priorities

Practice Training system

- Developing capacity and capability
- Training offer

Practice Management system

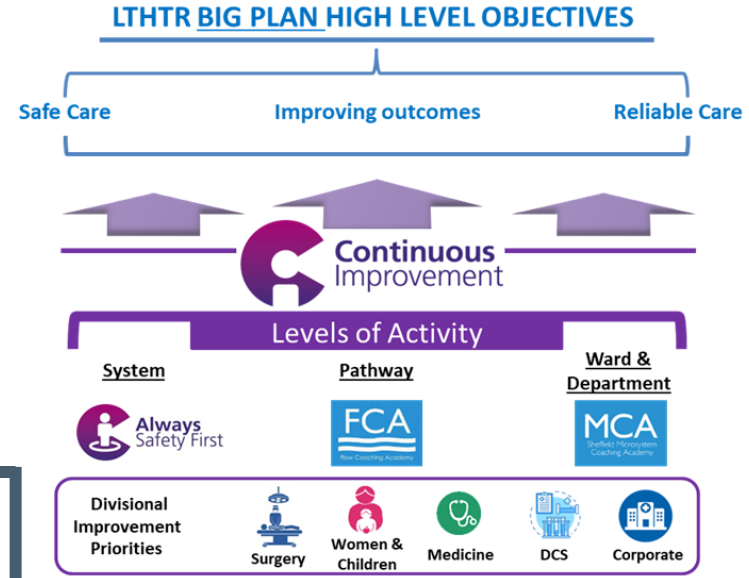
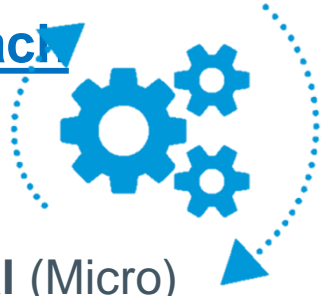
- Strategy Alignment
- Policy Deployment
- Allocating Improvement resource
- New style performance management
- Learning culture
- Improvement huddles

Improving Safe Personal and Effective Care

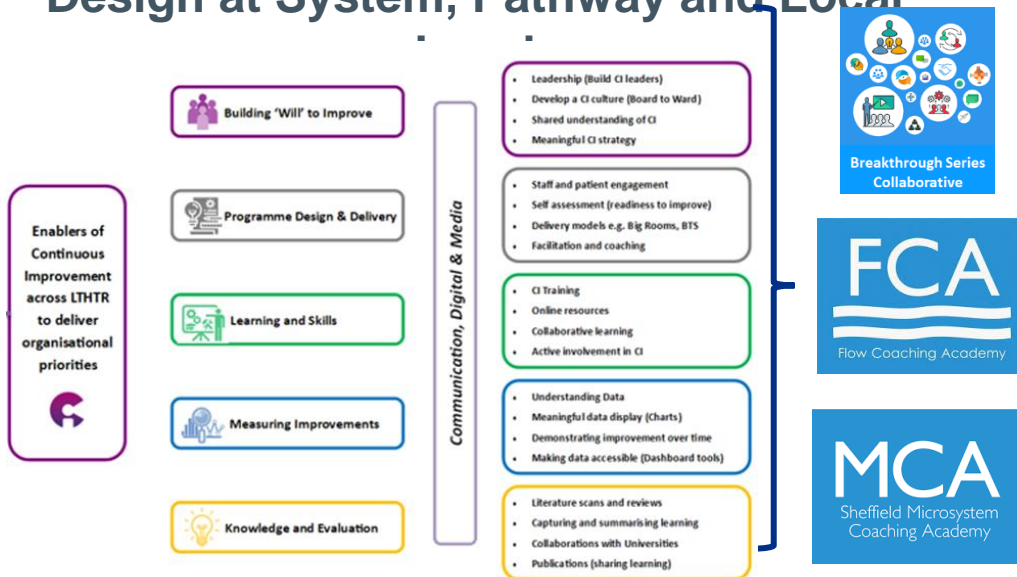


Three Level Approach

- System (Macro)
- Pathway (Meso)
- Local/Departmental (Micro)



Focused CI Methodology and Programme Design at System, Pathway and Local



- Assessing readiness for change
- Patient Co-design & Delivery
- New style of board reporting (SPC) for LTH Board and our system delivery boards
- Commitment to publishing learning



Blackpool Improvement Journey

November 2019

- QI Strategy approved by Board

2020

- Launched first Breakthrough Series Collaborative to eliminate pressure ulcers
- QSIR Training Programme

2021

- Identification and Management of the Deteriorating Patient Collaborative and Last 1000 Days Breakthrough Series Collaboratives
- **Clinical Quality Academy launched**
- Chief Registrar appointed

2022

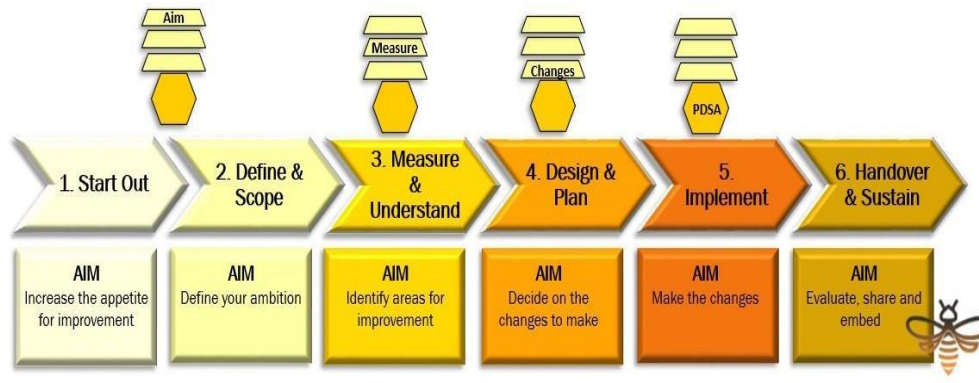
- Sepsis Pathway, Ambulance Handover Improvement Collaboratives and Patient Flow Improvement Programme.
- HSJ Patient Safety Award for Best Use of Partnership Working
- Blackpool Safety Barometer – Q Exchange

2023

- Over 1000 staff trained in QI
- Renewing plans in line with new Trust Strategy



Our patients are at the centre of all we do. Improving together for a shared purpose



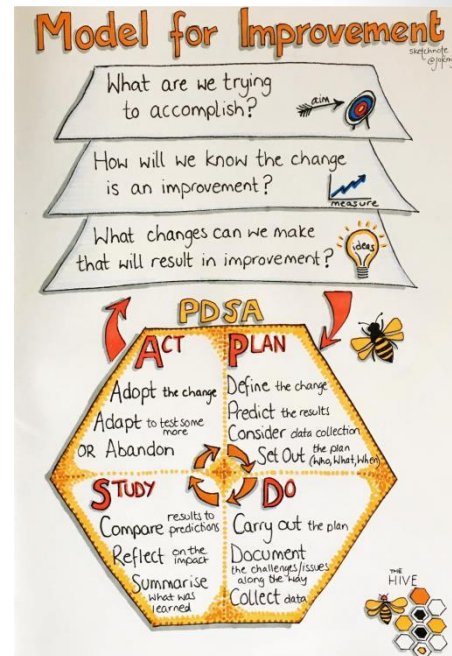
QSIR



There are 7 key elements.



The Strategy for Continuous Quality Improvement is focused on transforming patient & staff experience, it supports our key priorities



Lean

Continuous Improvement

Lancashire & South Cumbria

NHS Foundation Trust

We are
LSCft

Quality and Innovation Hubs and Coaches
Breakthrough series e.g. restraint
Improvement Clinical Fellowships with University



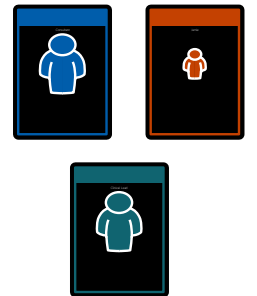
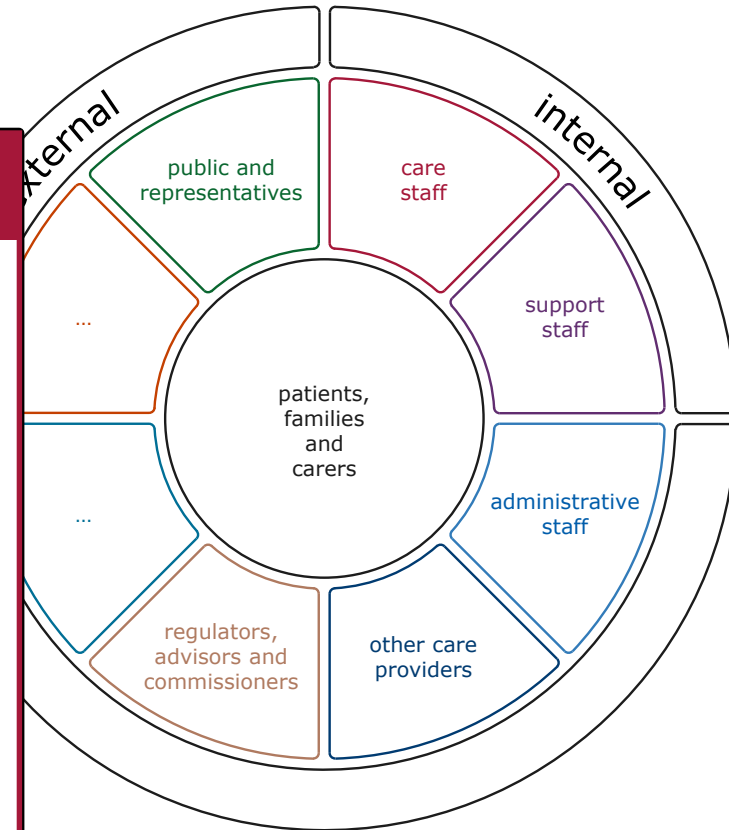
UNIVERSITY OF
CAMBRIDGE

Developing a system level improvement approach



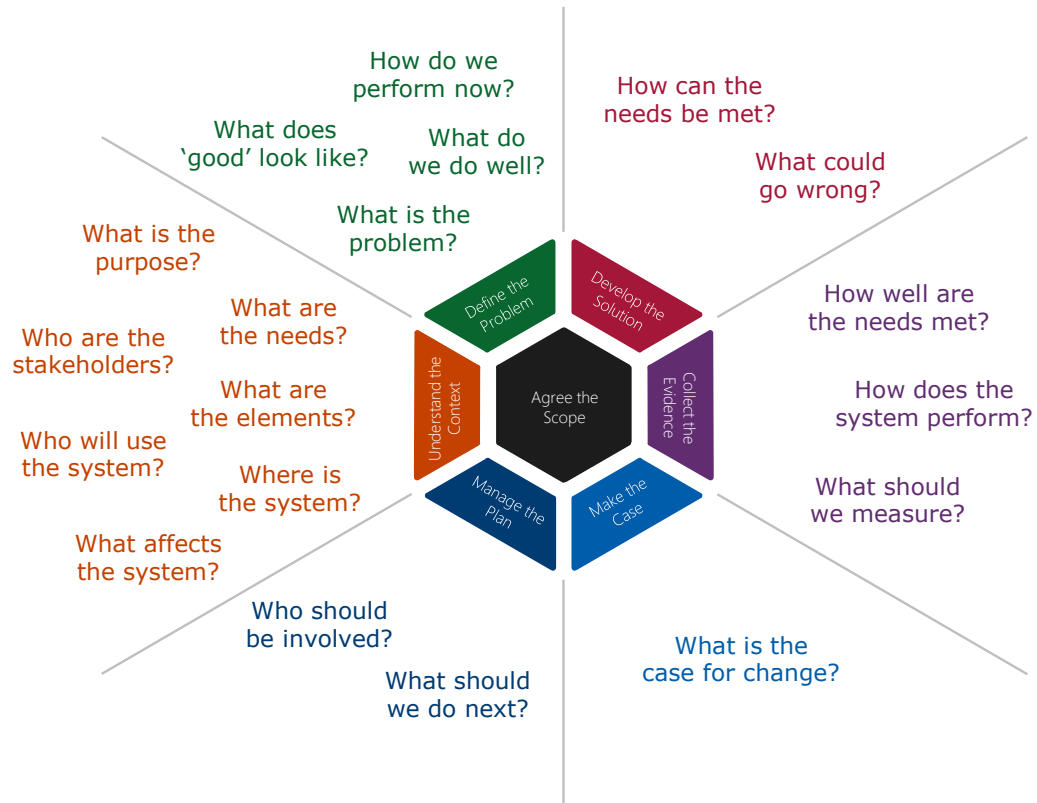
Improvement – Stakeholders

Programme name:



Improvement – Questions

Programme name:



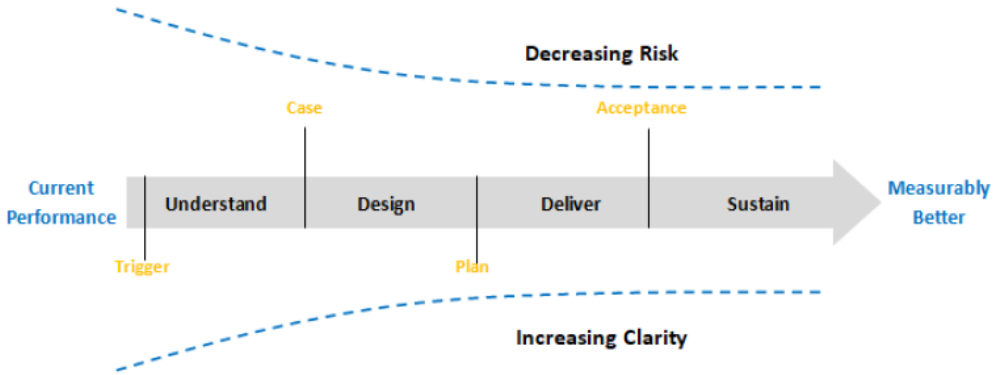
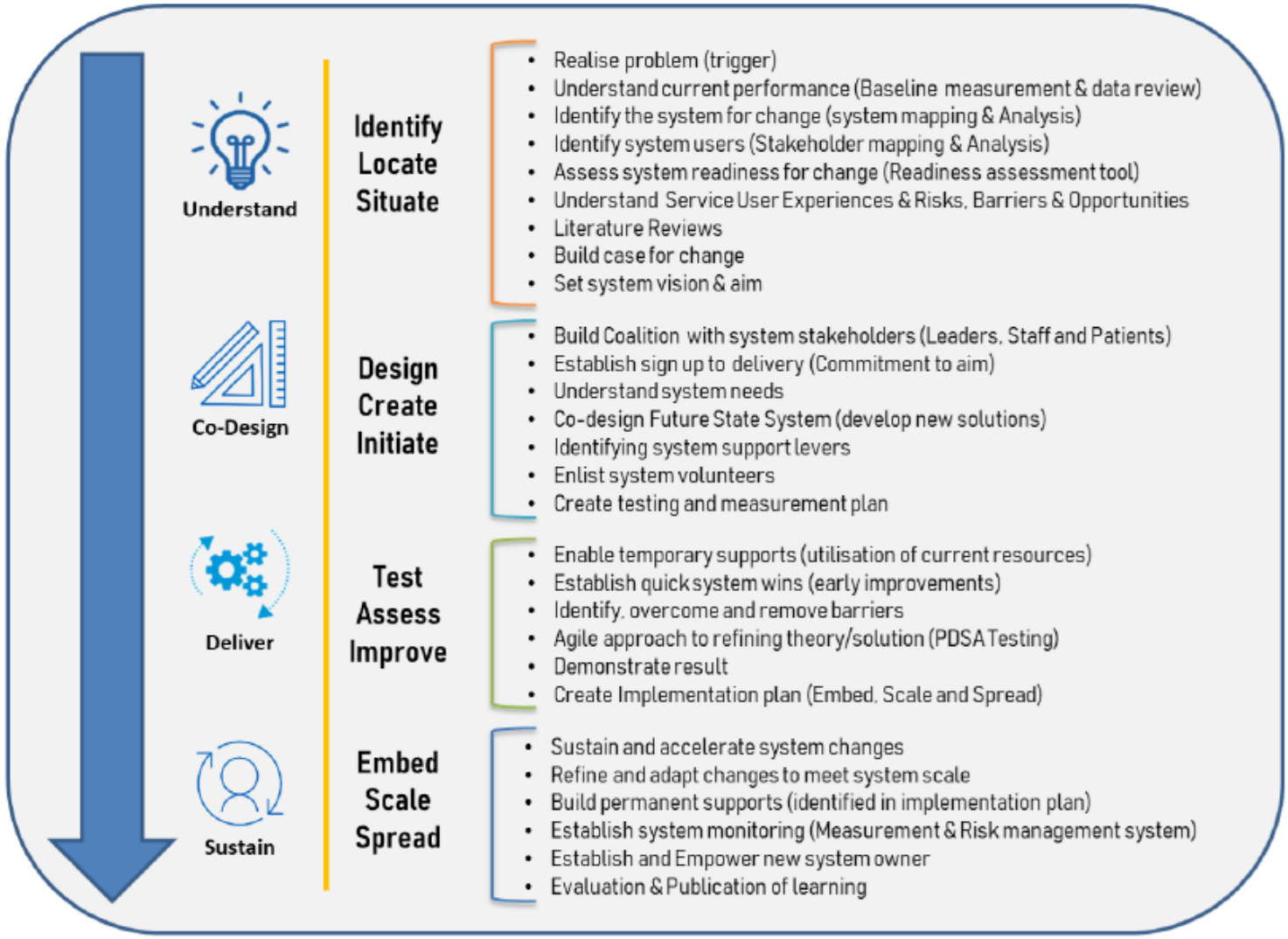


Figure 1: Improvement Process (taken from Engineering Better Care toolkit)



Model Overview

“We are able to make links across organisational boundaries that we never thought possible”



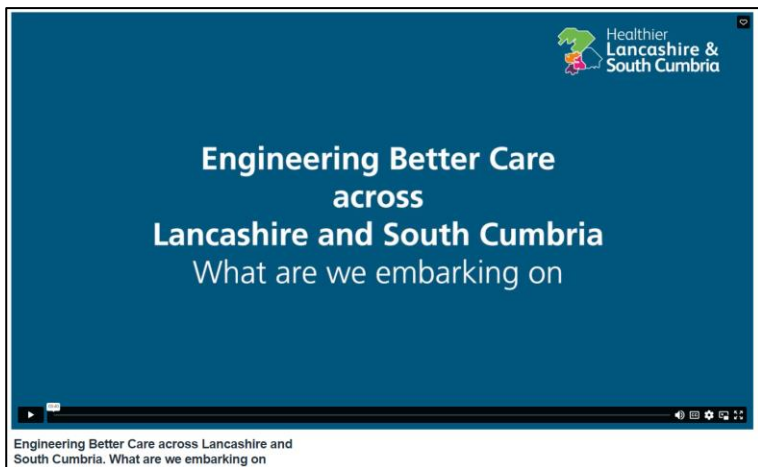
“EBC is helping us to empower patient and service users to have a say in the systems we design”



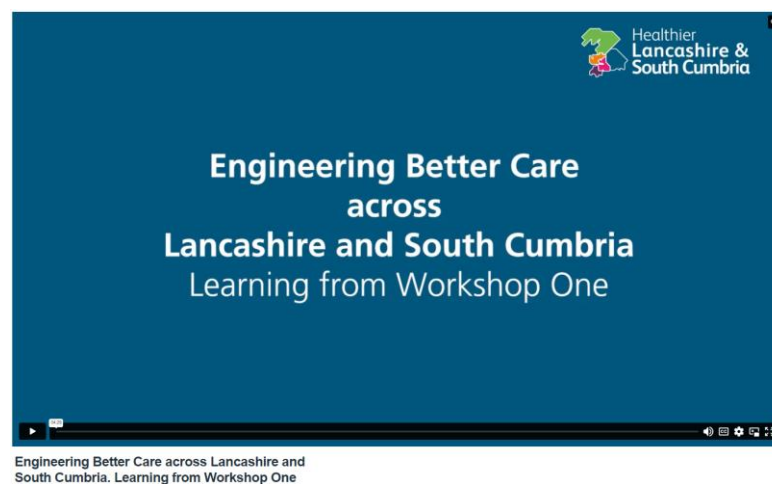
“It’s helping us to improve our systems for the community”

“Identifying all of our stakeholder partners right at the start is a game changer”

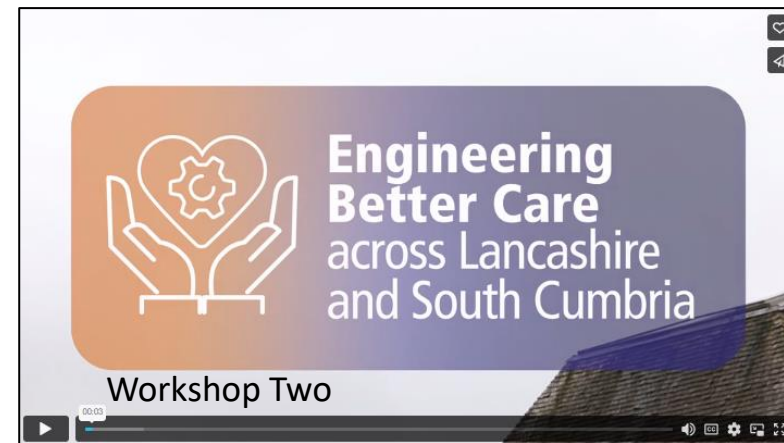
“Mitigating the risks in service delivery any evolving the way we work together”



[Click to View](#)



[Click to View](#)

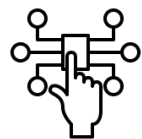
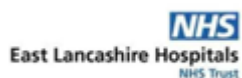


[Click to View](#)

Our Journey so far....



Developing a standard shared definition of frailty & frailty assessment tool across our ICS



A plan for identifying members of our local population who may be at risk to improve early identification using the Electronic Frailty Index (EFI), understanding how we utilise the technology to best identify, assess and provide a clinical assessment where required.



Improve anticipatory care planning and standardise the standards and approaches to maximising care closer to home, considering the workforce implications



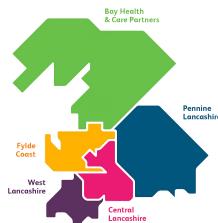
Creation of a frailty dashboard to measure the impact of engineering better care for this patient group across our ICS



A gold standard approach to engagement and co-production, linking into the ICS and PCB engagement groups

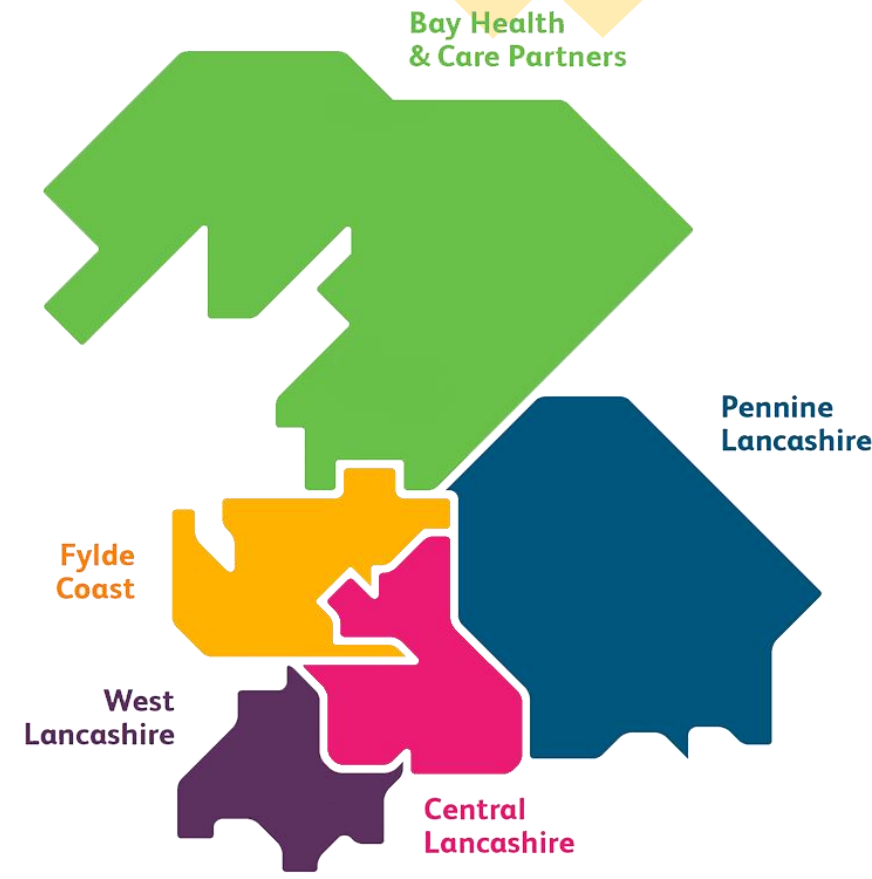


Engineering Better Care
across Lancashire and South Cumbria



Additionally, place-based teams are also identifying other place-specific opportunities to implement alongside the system-wide design work.

Engineering Better Care across Lancashire & South Cumbria



Executive Leadership Wall



Safety Surveillance Ward Level Dashboard																																						
22	1	2	0	0	4																																	
Patients on ward	COVID patients	Patients awaiting COVID tests	Golden Discharge patients flagged	Patients expected to be discharged today																																		
0	0	3	Number of patients with outstanding risk assessments																																			
Patient with 24hr least restrictive practice review outstanding			<table border="1"> <thead> <tr> <th>Assessment Type</th> <th>Edg</th> <th>Urg & Resc</th> </tr> </thead> <tbody> <tr><td>Alcohol Assessment</td><td>2</td><td>2</td></tr> <tr><td>Alert Assessment</td><td>0</td><td>0</td></tr> <tr><td>ADL Assessment</td><td>0</td><td>0</td></tr> <tr><td>Falls Assessment</td><td>0</td><td>0</td></tr> <tr><td>Hygiene Assessment</td><td>0</td><td>0</td></tr> <tr><td>MULT Assessment</td><td>2</td><td>2</td></tr> <tr><td>Stroke Assessment</td><td>0</td><td>0</td></tr> <tr><td>VTE Assessment</td><td>18</td><td>17</td></tr> <tr><td>Welfare Assessment</td><td>1</td><td>1</td></tr> <tr><td>Overall number of patients</td><td>19</td><td>18</td></tr> </tbody> </table>			Assessment Type	Edg	Urg & Resc	Alcohol Assessment	2	2	Alert Assessment	0	0	ADL Assessment	0	0	Falls Assessment	0	0	Hygiene Assessment	0	0	MULT Assessment	2	2	Stroke Assessment	0	0	VTE Assessment	18	17	Welfare Assessment	1	1	Overall number of patients	19	18
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Patients with a Pressure Ulcer			Number of non verified prescription																																			
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3			4																																			
Patients with sepsis			1																																			

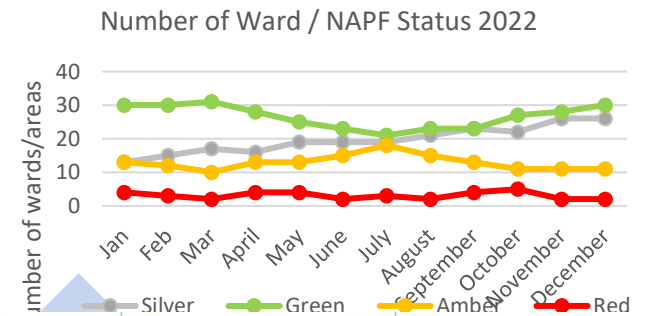


COLLABORATIVE ORGANISATIONAL ACCREDITATION SYSTEM for TEAMS



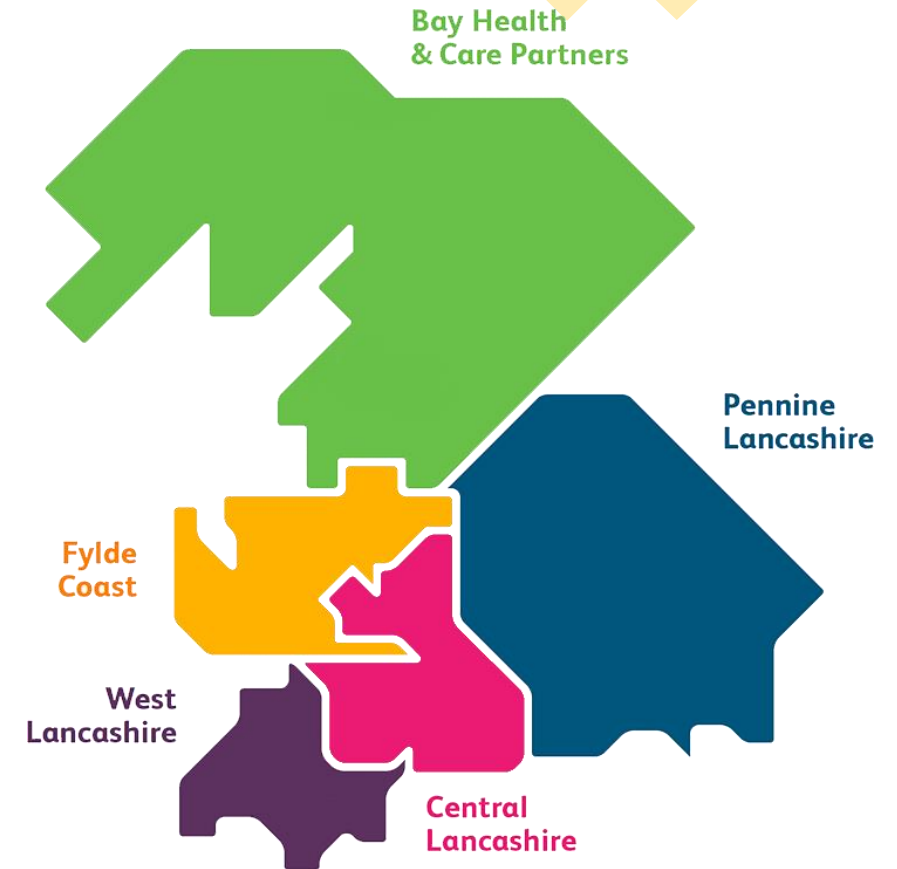
Daily Coaching Control and everyday improvement

Safety Dashboards Safety Barometer



Safe Personal Effective

Leadership



Relationships

Any questions?

Please ask your questions in the Zoom chat or raise your hand



Poll

- Something that you're taking away from today (a learning, insight, idea, or something you want to put into practice)
- What could be improved in future sessions?

Take the conversation further:

Open Space event for
Complexity Approaches
Special Interest group (Q
Community)

16th June 12pm



Thank you

Q is led by the Health Foundation
and supported by partners across
the UK and Ireland

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