



Quality Improvement Strategy

Improvement through empowerment and innovation

2018 – 2022
VR.1.1



Corporate Strategy

The Quality Improvement Strategy supports the delivery of the Trust's corporate strategy. Three of the Trust's core values and associated behaviours particularly underpin the ethos behind our Quality Improvement Strategy:

One team

- We share a common goal: to be outstanding at what we do
- We are collaborative and inclusive
- We celebrate success and support each other, especially through difficult times

Innovation

- We pioneer new ways of working
- We are at the forefront in developing professional practices
- We have a positive attitude and embrace challenges and opportunities

Empowerment

- We take responsibility for doing the right thing, at the right time for patients and colleagues
- We are willing to go the extra mile
- We continuously build our capabilities through training and development



To support the implementation of the Quality Improvement Strategy, leaders in the organisation will need to model and develop these behaviours and promote them within the teams that they work. We aim to ensure that systematic learning and improvement is visible and tangible to all staff.

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Quality Improvement Strategy

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1) Introduction

Quality Improvement (QI) is a systematic approach to continually improving an organisation by focusing on the organisation's culture. It is driven by staff in their own work areas and has a strong focus on the experience of patients and other users of the service.

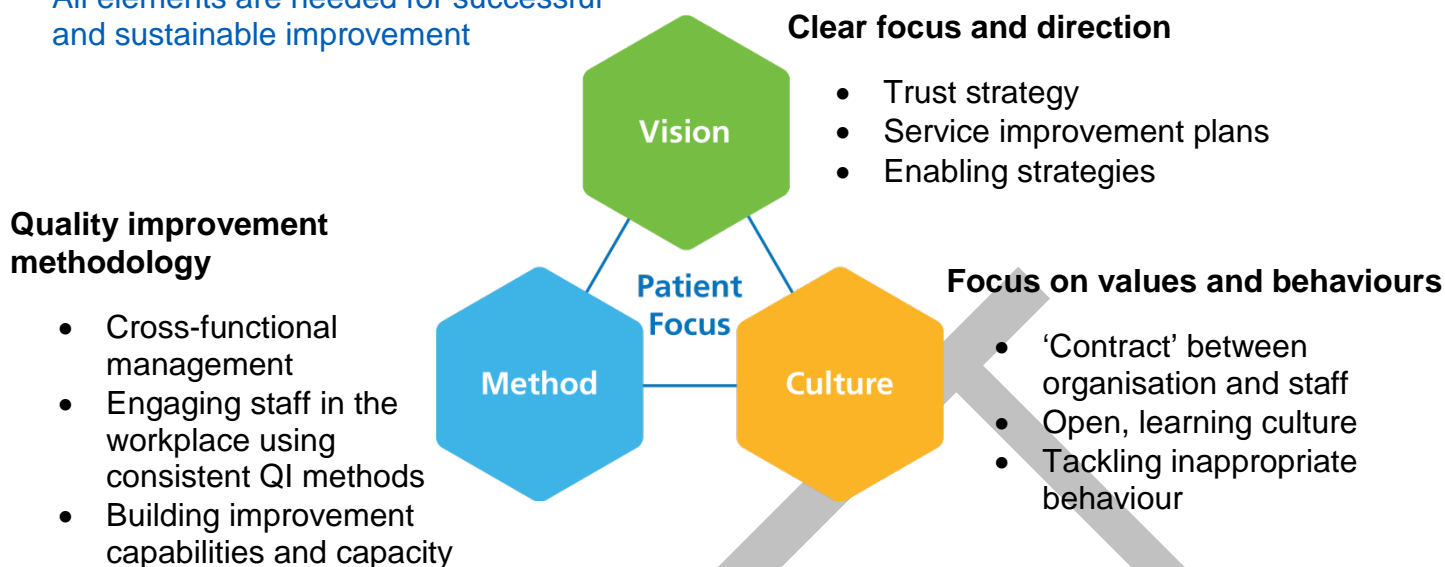
The Trust is committed to the continuous improvement of the quality of services we offer to our patients, carers and families. This commitment involves colleagues, whether employees or volunteers, from every team across the Trust contributing to the continual and systematic improvement of the organisation as a whole. This is reflected in two of our core Trust values, 'innovation' and 'empowerment', highlighting our commitment to enabling everyone in the organisation to make improvements both within their own area of expertise and across the organisation.

In its most recent inspection, the Care Quality Commission (CQC) rated the Trust's services as 'Good'. The QI Strategy supports the Trust's ambitions to move to an 'Outstanding rating, a goal which will be realised by harnessing the unique attributes of everyone in the organisation and empowering them with the skills and abilities to make real differences to the quality of care we deliver. Contributions from frontline staff, support services, volunteers and our patients and carers are vital to understanding how our services can be improved. These, coupled with our strategy, vision and values, the effective management of risks and learning from when things have gone wrong or gone well will give us the ideas and possible solutions required to deliver safe and effective care. It will also help us to build an organisation where patients, their carers and families have a positive experience of our services and staff and volunteers feel valued and supported in the work that they do.

Our approach to QI supports delivery of the Trust's vision, values and strategy and has a sharp focus on nurturing a supportive and open culture which is underpinned by the rigorous use of a consistent, evidence-informed. All elements are needed in equal measure for successful and sustainable transformation, as illustrated overleaf:

Key components for success

All elements are needed for successful and sustainable improvement



2) Quality improvement - strategic aims

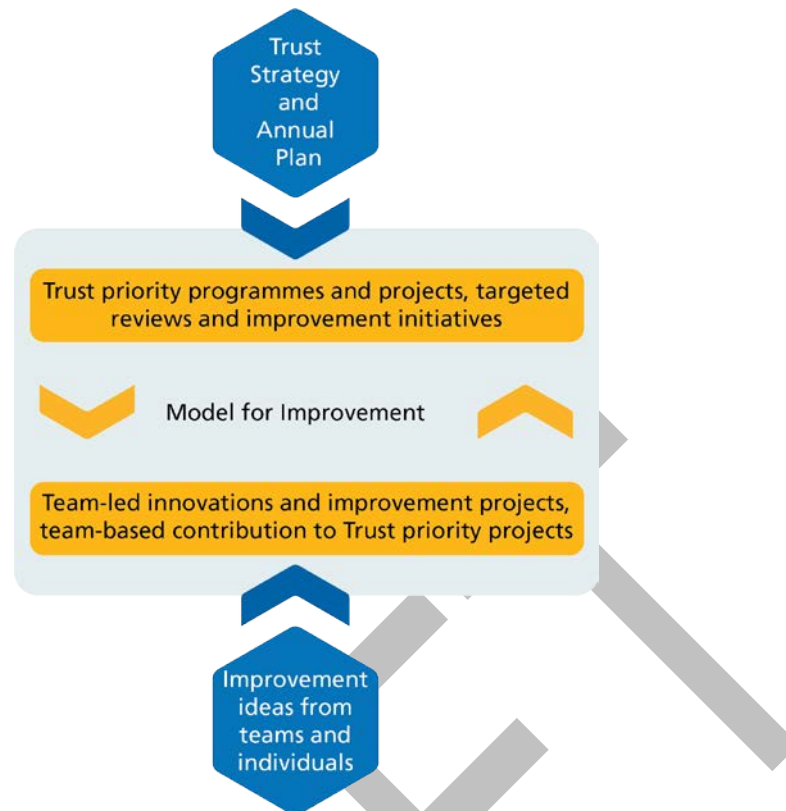
We aim to work with our patients, their carers, our staff and volunteers to:

- Continually improve patient care
- Make YAS a great place to work
- Increase efficiency and effectiveness

The aims of the QI Strategy are fully aligned with and support delivery of the Trust's corporate strategy and the direction of travel set out in the organisation's Clinical Strategy. It also complements the key objectives and work streams to deliver the Trust Workforce and Organisational Development Strategy.

What will good QI look like when we deliver this strategy?

- QI methodology becomes integrated into the organisation and 'the way we do things round here'
- Patients and members of our communities are involved at all levels of the organisation to co-design, support and evaluate improvements
- Growing organisational expertise with sustained internal delivery of QI education
- The QI community works as a social movement that aims to build capacity, energy and motivation for all staff to make real changes
- There is synergy between top-down strategic direction and bottom-up staff engagement
- Implementation, evaluation, sharing and spread of tangible improvements with an impact across all the Trust's functions
- Improved staff morale and wellbeing



3) National and local drivers

The Francis Inquiry report (2013) was a watershed moment in quality and patient safety, with the recommendations seeding a change in the way we approach service delivery across organisations within the National Health Service (NHS) in England putting patient experience back at the heart of all we do.

Ham, Berwick and Dixon (2016), in their paper 'Improving quality in the English NHS: a strategy for action', outlined a number of principles that capture the theory and practice of quality improvement including:

- *Training of staff and volunteers in the nature of systems*
- *Use of statistical, quantitative and qualitative data over time to understand variation*
- *Inclusiveness such that all workers have an opportunity to contribute and act on ideas*
- *Relentless focus on the needs and experience of the people using the system*
- *Employment of many small scale trials and tests of change as a way to learn in action*
- *The high value of team work and cooperation*
- *A strong belief in the importance of joy at work*

These principles underpin the definition of an effective and well-led NHS Trust in the 21st century (*Development reviews of leadership and governance using the well-led framework: guidance for NHS trusts and NHS foundation trusts*, NHS Improvement, 2017) and are central to the future direction of YAS.

The NHS is in a period of significant change, with major challenges in bringing about improvements in care, whilst operating within increasing constraints and increasing demands on its services.

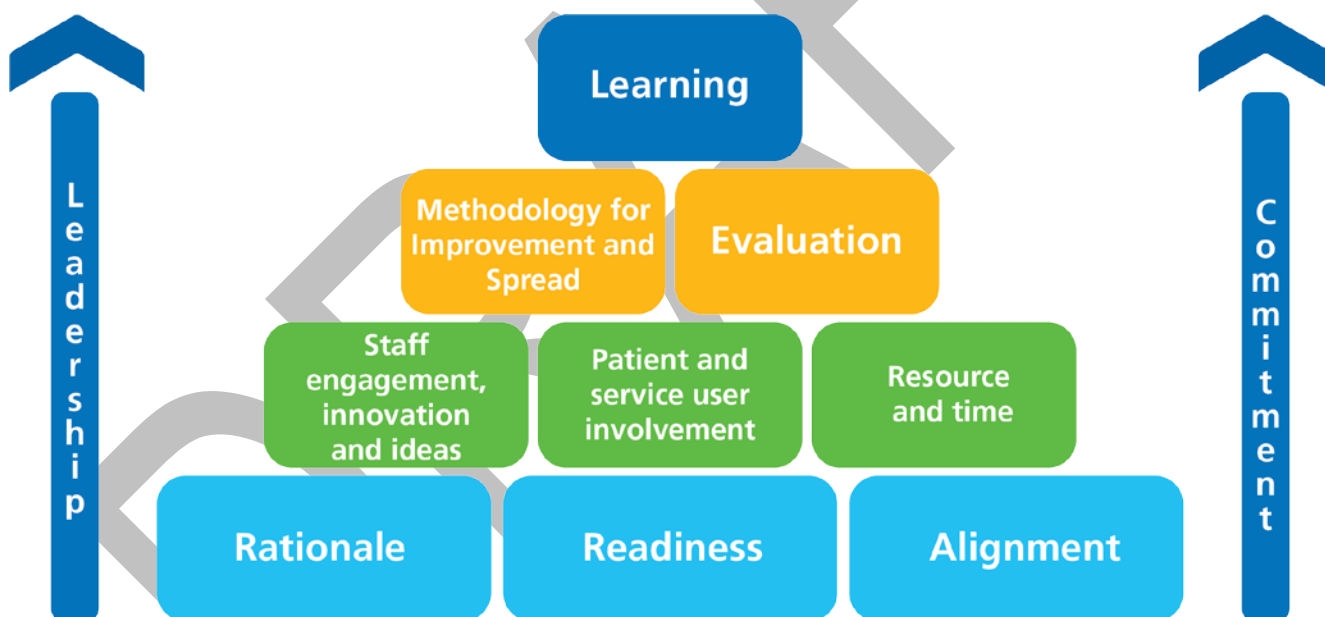
The challenges that YAS face reflect the national NHS position. Over the coming years, we aim to transform the Trust’s approach to integrated urgent and emergency care. This change needs to be delivered in partnership with our wider NHS and emergency services colleagues, subject to very significant change and uncertainty, with significant pressure on resources from increases in patient demand and national and local changes to the way that health and social care services are collectively delivered.

This strategy outlines the Trust’s intended direction of travel and the steps we need to take to ensure development of an approach to QI that becomes integrated into all we do and is consistently utilised by our staff and volunteers to improve the experience and outcomes for the patients we serve and to impact positively on their lives.

Moving forward on the next stage of the journey will require a step change in our approach, building on our many improvements over recent years but making these more sustainable. This will require a systematic approach to QI, with an even greater and consistent focus on stakeholder and staff engagement and development.

4) The Quality Improvement Framework

These building blocks required to support QI



Leadership and commitment

The Board of Directors and senior leaders have committed to the development of a culture of continuous improvement and the creation of an organisation which is continually learning and developing. We have already started to build our capacity and capability to achieve these ambitions. There will be sustained leadership from the Board and senior management teams to embed improvement activity as part of the ‘day job’ rather than an optional extra. This strategy will build commitment from staff, volunteers, leaders and managers to fully embrace improvement principles and concepts.

Rationale, readiness and alignment

A systematic approach to QI will support delivery of the Trust's vision, values and strategy. The rationale for, and approach to, QI will be fully aligned and integrated to other enabling strategies within the Trust such as the Workforce and Organisational Development Strategy. It will actively support delivery of the Trust's Clinical Strategy, service-line business plans and will also enable the delivery of improvements to increase efficiency and effectiveness. We will work with external partners to support this strategy and ensure coherence of the Trust's approach across the wider healthcare system.

Staff engagement, innovation and ideas

This strategy ensures major and sustained emphasis on engagement of staff and volunteers across the Trust. To ensure that a culture of QI is achievable, sustainable and fully integrated into the Trust's culture, staff and volunteers should be encouraged to continually seek new ways to improve the care and service they offer to patients and their families. The concept of continuous improvement need not be limited to actions at the patient's side but can be just as readily applied to our support services.

Benefits are realised through smaller projects that enable staff and volunteers to become engaged and to use QI methods and tools. There are already good examples of this approach through the Trust's Bright Ideas scheme and small improvement projects within individual departments, supported by the Quality & Safety, Programme Management Office (PMO) and Clinical Teams. This strategy will build on these foundations and help to make the approach more systematic.

QI Fellows, seconded from across the Trust, will contribute to the development and spread of the QI strategy ensuring improvements are developed locally and providing support in the use of agreed methods and tools.

Patient and service user involvement

Further expansion of the role of the Trust's Critical Friends Network to support QI is important to the success of this strategy, together with targeted engagement of service users with specific care needs. Our patients receive care across the health and social care system and have a unique experience that they can share with us that can lead to ideas for improvements and service developments. Best practice is to involve service users early to support co-design, co-production, review and learning.

Resource and time

A sustained and systematic approach to QI will require the allocation of sufficient resources over the life of the strategy. This will include fully understanding the role existing teams will take, targeting of additional resources to support development and a wider commitment to support release of staff to contribute to local improvement work within a flexible framework which recognises day to day operational pressures. An annual implementation plan will be developed, in keeping with QI methodology.

Methodology for improvement and spread

We recognise the importance of using a QI approach which is meaningful to staff and accessible to use but sufficiently robust to underpin all programmes of improvement. We will use a combined approach, selecting the best elements of available QI models. It is anticipated that this approach will:

- Provide a consistent framework for QI, informed by the available evidence of best practice.
- Best reflect the fast-moving, operational context and widely-distributed workforce of the organisation, allowing for a systematic approach within a flexible overall framework.
- Allow opportunities for applying different methodologies to suit specific projects and developments, without diluting the consistent messages to leaders and staff about the overall Trust approach.
- Recognise that learning can be achieved during failure as well as success and this type of learning reflects the maturity of an organisation.
- Allow the Trust to align itself to a range of potential partners, maximising the potential for collaborative working, and access to expertise and other resources.

The core QI Team, including specialist Process Improvement Managers within the PMO, will support and develop improvement work across the organisation, working closely with a growing team of QI Fellows recruited from across the Trust. At the same time we will develop a wider community of staff with an interest and knowledge of QI and will support staff and volunteers to develop their knowledge, skills and involvement.

We are enlisting support from the Yorkshire and Humber Improvement Academy, to help us grow our QI capability and capacity. Our approach will also ensure effective sharing and spread of learning across the Trust and our system partners.

Evaluation

Evaluation of local projects, as well as the programme as a whole, will be rigorous from the start to ensure that we can continue to learn and improve on our approach and that we can celebrate our achievements, as individuals, as a team and as an organisation.

Learning

This strategy will support the implementation of improvements based on ideas from staff and volunteers at all levels of the Trust. It will enable sustained learning from adverse events and patient feedback and also gives us an opportunity to expand the way we learn as an organisation, including learning from excellence.

5) Current developments in quality improvement

The improvement knowledge gained from these developments has already added incrementally to the pool of available QI expertise in the Trust and increased motivation to formalise the approach to delivery of our corporate strategy. This QI strategy is focused on taking these initial steps to a new level, through systematic and consistent implementation at a whole-organisational level.

Since 2012 a number of initiatives have been implemented in YAS to support rigorous delivery of improvements. These have included:

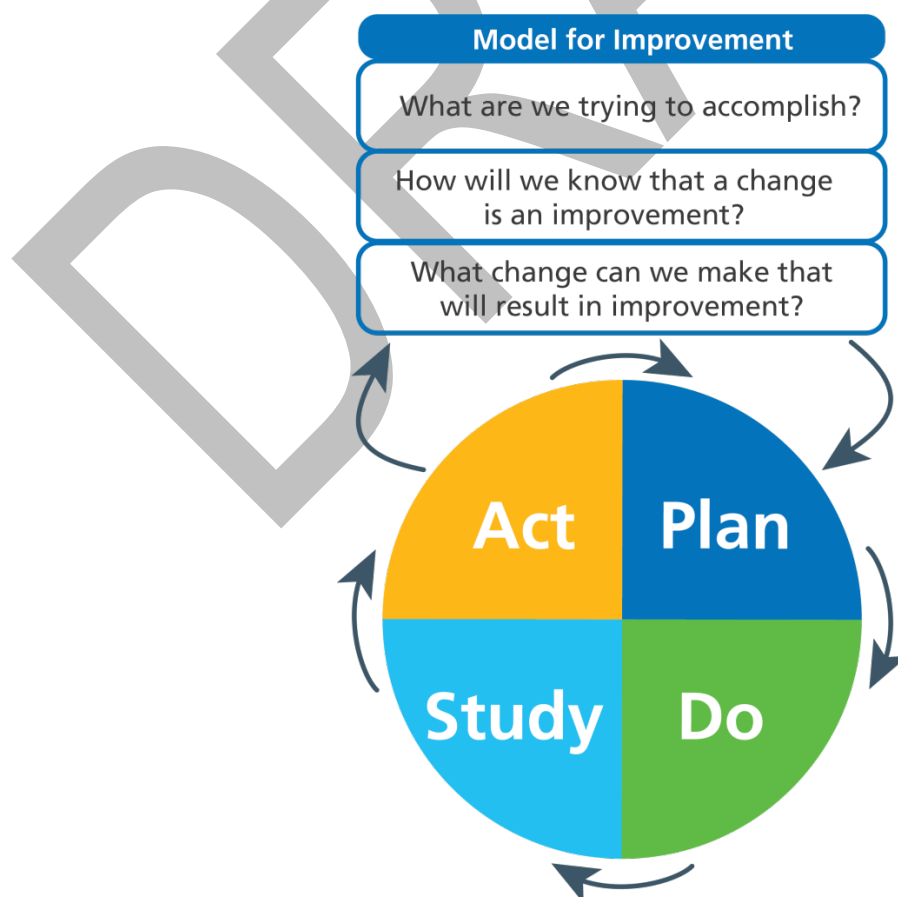
- An increased focus on the Trust's vision, values and behaviours informed and developed by colleagues across the service.
- Sign up to Safety national campaign pledges (putting safety first, continually learn, being honest, collaborating and being supportive) alongside implementation of the four work streams that include recognition and treatment of the deteriorating child, recognition and treatment of the deteriorating adult, moving the patient safely and human factors in the Emergency Operations Centre, which included the launch of

safety huddles and the use of QI methodology to improve responsiveness to ineffective breathing.

- Collaborative working and education with the Yorkshire and Humber Improvement Academy to build capability and expertise from within the organisation including bronze, silver and gold QI training, membership of the Improvement Fellowship and The Health Foundations Q community.
- Relaunch of the Bright Ideas scheme to allow every colleague from across the organisation to submit ideas for improvement.
- Development of the Critical Friends Network to enable co-design and co-production work with our communities and special groups as required.
- Launch of the Freedom to Speak Up Guardian and Advocate network (Sir Robert Francis Freedom to Speak Up review, 2015) giving direct access to trained personnel for all staff groups to enable them to raise safety and quality concerns that they may not feel comfortable raising elsewhere.
- Engagement with staff and volunteers about QI and how it might be used to empower them to make changes and use their innovative ideas to improve working lives and patient experience. There is already a huge amount of interest and energy in how the QI strategy might support them to really make a difference.

6) Quality improvement methodology and tools

We have adopted the Model for Improvement, from the Institute for Healthcare Improvement as our main methodology and this is the cornerstone of our approach. The advantages of the model are that it can be used for a wide variety of improvement projects and is of particular value for frontline teams in developing their own improvements. The model has been used extensively throughout the healthcare setting with positive outcomes.



The Model for Improvement is based around three key questions;

What are we trying to accomplish?

We will be rigorous in turning an idea into a concrete objective to deliver a real improvement.

How will we know that change is an improvement?

We will use well-defined measures so we can be clear what the improved state should look like and when an improvement has been achieved.

What change can we make that will result in improvement?

We will use evidence-informed methods to frame a project and to understand the changes which will make a difference to the desired outcome.

Plan, Do, Study, Act (PDSA) cycle

We will use the PDSA cycle to underpin the development of ideas into real improvement projects, to ensure effective evaluation and to build on learning from previous improvements. This will form the core of our QI methodology but we also recognise that a range of specific tools and techniques can also be useful within this overarching model in delivering different kinds of projects. With this in mind we will also support the development of LEAN improvement skills to support improvement in processes and pathways.

The key to success is the full engagement of individual colleagues and teams, ensuring that they feel empowered to develop and make the changes for improvement.

7) Core work streams

Building a culture that supports quality improvement - staff empowerment

The principle behind developing a culture that embraces QI is to empower staff and volunteers to be able to make a difference. All of them have a part to play in recognising when something can be done to improve patient care and workplace systems and processes. It is commonly accepted that staff and volunteers working on the frontline can see what could be improved upon in their areas and often have the ability to offer a solution.

To support the change in culture, differing levels of QI training and support will be offered to all staff and volunteers, irrespective of their skill set or position. Leaders will be supported to be active in removing barriers to improvement through staff/volunteer engagement. Everyone within the Trust will need to develop an awareness of QI and its connection to improving patient care or our working lives.

An abbreviated version of the QI strategy, 'at a glance', will be shared widely across the organisation and as we begin to engage further in support of local improvement projects the QI culture will develop with it – we will learn by doing. The core QI Team and QI Fellows will promote the strategy to influence the culture in each interaction with our staff and volunteers and in the way they approach their own work and work relationships.

We will:

- Ensure all our staff and volunteers are aware of the QI strategy
- Empower them to progress ideas that they believe may make a difference
- Be active in removing barriers to improvement and engagement
- Actively encourage a positive QI culture in all we do

The quality improvement community – ‘This is not a moment but a movement’

Quality improvement education

The development of capability and capacity within our teams to drive forward improvement and be receptive to the change is paramount to success. New colleagues joining the Trust will be made aware of the QI strategy and ethos through their induction and will be encouraged to contribute any improvement ideas early in their career with YAS by being signposted to the Bright Ideas scheme and being made aware of the Trust’s empowerment and innovation values.

All colleagues can access the Improvement Academy’s QI Bronze online training and this is advertised through the intranet and YAS 24/7 learning sites periodically along with initial induction and other regular communications.

Opportunities for all staff to develop their skills in QI are available through the Improvement Academy and will be available internally as the QI Fellowship Programme is further developed.

We want to create a social movement in the Trust which will result in a real and growing QI community.

We will:

- Raise awareness among staff of the organisation’s approach to QI right from their first day
- Encourage all staff and volunteers to engage with and promote QI within their local teams
- Promote the Improvement Academy’s online QI training for all staff and volunteers
- Include QI expectations in all role descriptions
- Actively share and celebrate improvements and learning about QI process to grow and develop the YAS QI community

Quality improvement fellows

The implementation of the YAS QI Fellowship Programme is one of the keys to developing the appetite for QI from within the organisation. They will in effect be the ambassadors for the QI ethos of the Trust. These Fellows are drawn from across the Trust and are seconded for a year spending half their working week with a focus on developing improvement projects locally or Trust-wide, whilst promoting the Trust’s QI Strategy. Their remaining time is spent carrying out their normal roles. The rationale for choosing this model is to enable the Fellows

to still remain current and credible within their area of expertise, whilst being coached and supported to make real improvements.

The QI programme is designed to be a continuous cycle and one of the main aims is to develop a Trust-wide QI Fellowship with experience and expertise in quality improvement. One of the benefits of this approach is to develop capacity and capability reaching into all areas of the Trust. Moving forward the QI Fellowship will contribute to the education and spread of QI through internal education courses.

We will:

- Develop and deliver QI training for YAS QI Fellows with the Improvement Academy
- Undertake ongoing coaching for the QI Fellows from the Improvement Academy to support their learning and development via improvement projects
- Support and develop the QI fellows, including once they return to their substantive post, in order to sustain the growth and depth of the QI community
- Involve Fellows in planning and evaluating the ongoing development of the Trust's approach to QI

Improvement hub

The Improvement Hub will be both an actual and a virtual space. Based within the PMO offices the actual space will include small hub areas to meet, hot desks for QI Fellows and others to work at and a visual track of the local projects underway across the organisation.

On Pulse, the Trust's intranet site, there will be a virtual space to log and track progress with QI projects, tracking of Bright Ideas and of larger programmes.

We will:

- Develop an actual physical space that supports the QI community across the whole Trust – with visual displays of improvement projects and resources
- Develop an on-line space that will support the growing QI community
- Implement a QI toolkit for recording and reporting QI projects

Core quality improvement team

There are a number of corporate roles which make up the core QI Team, across the Quality, PMO, Clinical and Workforce Teams. The function of the core QI Team is to ensure that QI is sustained throughout the Trust and the QI projects developed are aligned with the Trust's QI ethos. The development and support of the QI Fellows is essential to the spread and sustainability of QI. The core QI Team is responsible for the development and support of the Fellows whilst on the programme and of any staff and volunteers who want to be involved in QI activity. The core team is available to advise on locally devised improvement projects originating via Bright Ideas or from knowledge gained from patient feedback, incident learning or actions. This may involve working with specialist process improvement managers if required to support with larger improvement projects.

The core QI Team, the PMO and its project managers will align large-scale improvement programmes and local improvement projects to ensure cohesion and the effective transfer of learning. They will work at scale supporting QI projects that make a positive impact across the organisation and determine which projects may be suitable for spread. They will undertake programmes of work that are driven by risk analysis and our strategic direction.

We will:

- Be highly visible to all parts of the Trust
- Support the ongoing development of the QI strategy and be flexible in our approach to its use
- Support the development of QI fellows and the QI community
- Ensure individuals and teams are supported in improving quality
- Support a regular programme of events to support our continued learning about QI
- Identify ideas that merit Trust level support and resources
- Ensure that learning is captured, shared and celebrated across the Trust
- Use and promote the Improvement Model in all that we do
- Learn and evolve as we progress through our QI journey
- Be supportive to and communicate with all staff and volunteers to encourage their development and engagement

Evaluation – how will we measure progress?

We use evidence-informed methods as part of the Model for Improvement to evaluate all projects, and the core QI Team and QI Fellows will support staff and volunteers involved in improvements to achieve this.

Improvements will be captured and shared at Trust level so we can understand the contribution and impact of all staff to QI.

We will identify local developments which can have a wider benefit and will support and evaluate their spread across the Trust.

We will evaluate the overall impact of the strategy through;

- The extent of staff and volunteers and service user involvement
- The individual and collective improvements delivered
- The measured benefits of improvements at local and system levels
- The positive impact on staff and volunteers engagement and morale
- The contribution to delivery of the priorities and the overall Trust strategy

We will report regularly to the Board of Directors and Quality Committee on these indicators and will share this information with all staff and volunteers through the Improvement Hub.

8) References

Francis, R. (2013) Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry Volume 1: Analysis of evidence and lessons learned (part 1). HC 898-I. London: The Stationery Office.

Ham C, Berwick D & Dixon J, (2016) Improving quality in the English NHS: a strategy for action. London Kings Fund.

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