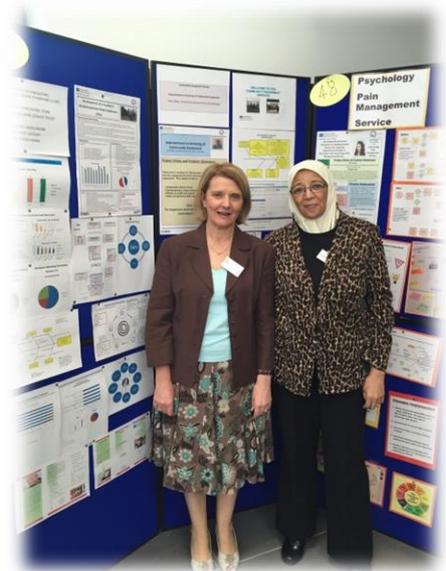




Quality Improvement Strategy

2017/18 - 2020/21



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Foreword from Chair and Chief Executive



Roberta Brownlee
Chair

We are very pleased to be introducing you to our Quality Improvement Strategy 2017-2021 which we committed to in our Corporate Plan 2017/18 - 2020/21 'Improving Together'.

Improving Together sets out our overall strategic direction in terms of our organisational commitment to encouraging learning and providing a supportive environment where staff can thrive in leading quality improvement across all our services.

Health and Social care provision is facing many challenges in Northern Ireland. In the Southern Trust to ensure provision of safe, high quality and effective services is our central focus.

We have ambitious plans for the future and this Strategy will set out our agenda for the coming years. This will see us involving our service users and carers in quality improvement where we plan and deliver services together using a co-production approach and continuing to embed personal and public involvement in all aspects of our work.

We are delighted to share with you our achievements to date on our quality improvement journey and our commitment to continue to support all our staff in improving the care we provide to our local population.

Quality improvement is our job, and it's your job too. There is 'No Improvement too small' Let's improve our services at Southern Health & Social Care Trust together.



Francis Rice
Chief Executive
(Interim)

Introduction

Section 1

What does 'Quality' mean to us?

In the Southern Health and Social Care Trust (the Trust) delivering high quality services means protecting people from harm (**safe care**), providing treatment and support that works (**effective care**) and making sure our service users have a good experience (**personal care**), each and every time they interact with us or with our partner organizations who provide health and social care to our population.

What are we trying to achieve?

This Quality Improvement (QI) Strategy seeks to provide a roadmap for continuous quality improvement of Trust services by assuring quality, improving quality and innovating for quality based on:

- ✓ Strengthened **ASSURANCE** processes as the foundation of our QI efforts
- ✓ Increased co-ordination and prioritisation of efforts to **INNOVATE** and **IMPROVE** our services
- ✓ Enhanced **MONITORING** and **MEASUREMENT** of the **OUTCOMES** and **EXPERIENCES** of those using our services; and most importantly
- ✓ **LISTENING, LEARNING** and **ACTING** on what we hear from our service users and staff. We want to involve service users in the planning, development and evaluation of services.

This Quality Improvement Strategy will outline our commitment to continuously improving services, listening to our service users and staff and supporting them to be part of our quality journey.

This strategy will be reviewed annually and a report provided to our Trust Board to provide assurance of progress and to ensure ongoing alignment with the Trust objectives and priorities during the period 2017-21.

How are we going to do it?

The Trust aims to improve integration of our **performance management, governance** and **quality** agenda offering a framework to drive and achieve quality improvements across all of our health and social care services on an ongoing basis.

This includes ensuring clarity about responsibilities at individual, team and organizational level, aligning professional and wider service performance reporting through our Integrated Governance Framework and refining and ultimately moving towards 'real time' outcome based metrics to gauge success as determined by our service users, our staff and our commissioners.

Our Strategic Direction

The Trust's Corporate Plan 2017/18 – 2020/21, '**Improving Together**' builds on previous strategic plans recognising quality improvements that have been achieved across the Trust over recent years but commits to the need for a Quality Improvement (QI) Strategy to **accelerate** our efforts and increase **emphasis on system wide improvements** in the safety and quality of our services.

The Corporate Plan outlines the Trusts strategic priorities for the delivery of health and social care services to our local population and this QI Strategy is set firmly within this context.

The Trust is committed to the following:



- Promoting safe, high quality care
- Supporting people to live long, healthy, active lives
- Improving our service
- Making the best use of our resources
- Being a great place to work – supporting, developing and valuing our staff and
- Working in partnership



Quality Improvement Programme
Participants 2016 / 2017

What we have achieved already?

- ✓ **Commitment** to build Quality Improvement capacity and capability across all staff groups and also for service users.
- ✓ Developed and delivered bespoke training; **QI Leader, Certificate, Award, Taking the Lead** and a range of professional development programmes with **1981** staff trained so far.
- ✓ **Service user QI Training** underway to provide support & enable co-production.
- ✓ **Institute for Healthcare Improvement (IHI) Open School** Programme for Senior Managers / Professional Staff
- ✓ Quality Improvement Vodcasts / Breakfast **Seminar Programmes**
- ✓ **Quality Improvement ‘Clinics’**
- ✓ **Annual Quality Improvement Sharing Event**, hosting our staff and external visitors to celebrate quality and safety improvements undertaken by our staff across all our services
- ✓ Quarterly **Quality Improvement Newsletters** issued to highlight improvement work underway, share learning and promote training and support opportunities for staff
- ✓ **Quality Improvement Network** to provide opportunities for QI ‘champions’ to discuss and share ideas for improvement and innovation and gain learning from elsewhere; 335 staff have attended.
- ✓ Driving **Technology Enabled Change** to support service delivery e.g. telecare, tele-monitoring and introduction of PARIS Community Information System and mobile working solutions for community teams.
- ✓ **Listening to service users** through ‘10,000 Voices’ feedback from over 2,000 individuals to inform service improvements and identify opportunities for service reform.

Our Trust Vision and Values

Our vision encompasses our core commitment to deliver safe, high quality care that is co-produced and co-designed in partnership with service users and staff who deliver our services.

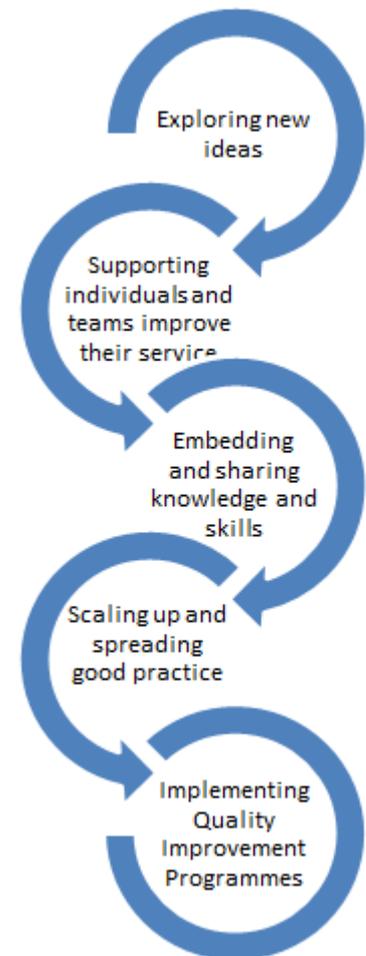
'Quality Care - for you, with you'

Quality Improvement - Our Approach to Building Capacity & Capability for Training & Support

We are on a continuous improvement journey like many other healthcare systems. We have seen great success by teams and individuals who have made improvements in quality of care, safety and patient experience. However, there is still much to be done.

The Senior Management Team and Trust Board are committed to increasing QI capability across our system using patient safety as a driver for the delivery of high quality health and social care. It is only by working collectively that we can make a positive impact through simple changes in practice.

The role of quality improvement training is recognised as effective in driving quality, efficiency and safety in the HSC. Through our accredited quality improvement programmes we can enable ALL professional and support staff to build local improvement capacity and capability through the delivery of expert quality improvement training and facilitation.



Quality Improvement



Personal and Public Involvement

Personal and Public Involvement (PPI) is a statutory requirement under the Health & Social Care (Reform) NI Act 2009. The Trust will continue to build on the effective community development and strong PPI approaches that are well established in the Southern area to support our quality improvement journey embracing 'co-production' as the pinnacle of the engagement and involvement process.

We want to optimise the experience of care for our communities and we want people who use our services to be involved in planning and delivering improvements together.



A leaflet outlining the Personal and Public Involvement Cycle within the Southern Trust highlighting the connections between the Patient Client Experience/10,000 Voices, Complaints and Compliments, Co-production and Quality Improvement has been developed in partnership with the PPI Service User and Carer Panel. We will monitor our progress in involving service users through our annual report that measures progress made against the regionally agreed PPI standards and highlights a range of involvement activities that have taken place during the year.

Improving the Patient and Client Experience



The first stage in the engagement and involvement process is listening to the people who use our services.

We are committed to ensuring that the patient voice is a central focus for our work, within teams/ services through to the work of our senior team at Board level. We have a Patient Client Experience Trust Board Committee and supporting Steering Group. Members of our PPI Panel are actively involved in both of these fora.

We have recently developed our Patient & Client Experience Framework. This aims to ensure that we actively seek the views of the people who use our service and that we listen and learn from the feedback we receive. We must in turn use this feedback to engage staff to continuously improve the services we provide.

Embedding systematic quality improvement as part of our culture is about placing service users at the centre of everything we do.

Our Quality Improvement Programmes encourage staff to consider how each improvement initiative delivered will:

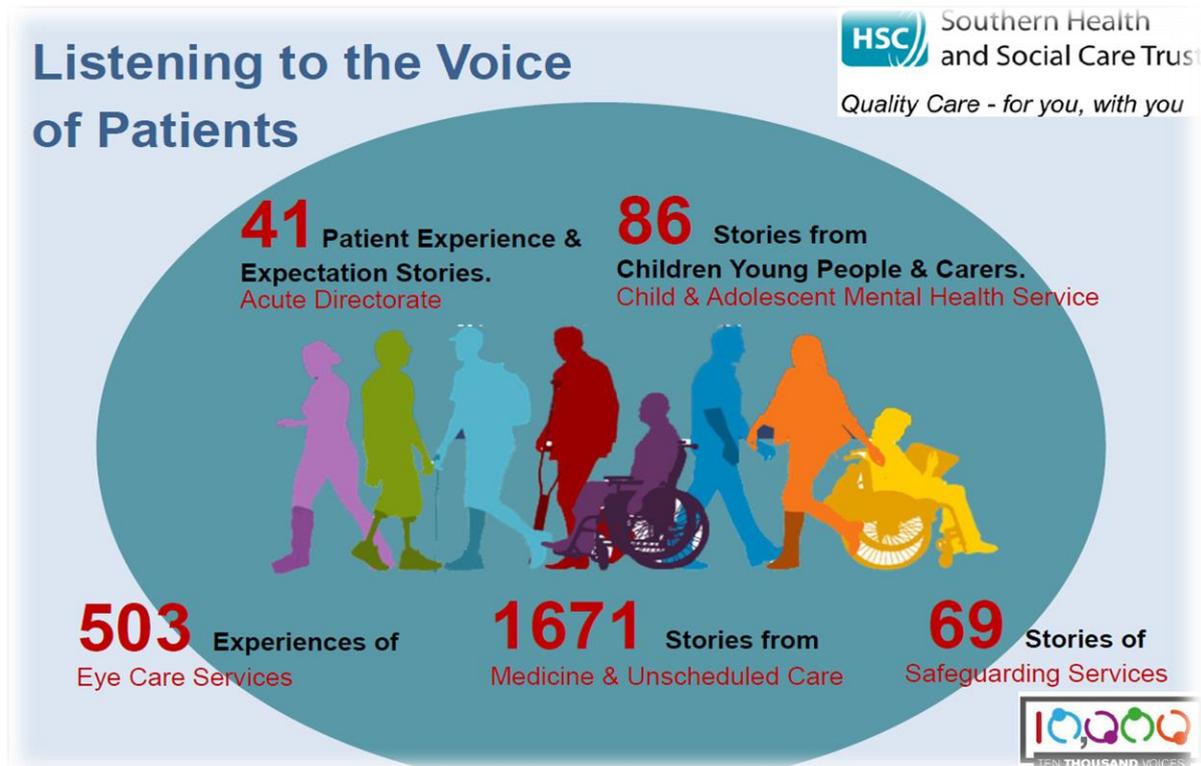
- Achieve public involvement in service planning – guidance on dealing with vulnerable and hard to reach groups and suggestions for methods of engagement, consultation and involvement,
- Support basic facilitation skills aimed at managing better meetings, group discussion and public engagement events,
- Monitor the activity and the impact of involvement and the development and analysis of questionnaires for use in service areas, and

- Be communicated effectively to optimise levels of involvement and to share learning and outcomes.

Listening In Action – ‘10,000 Voices’

The 10,000 Voices initiative was launched in the HSC by Public Health Agency in 2013 to give the public an opportunity to tell us their experiences of receiving health and social care, with emphasis on ‘what is important to you?’ and ‘what matters to you?’

10,000 Voices Projects – Summary



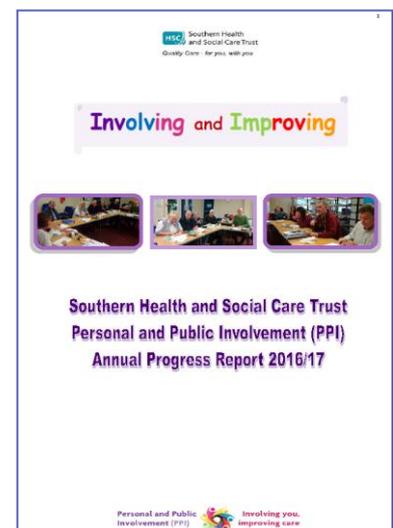
Patient and client experience is a key indicator of quality and is central to many of the strategic drivers for health and social care improvement and innovation. Across our Trust a number of projects have been undertaken and feedback from service users is shaping how we deliver our services some examples of how this feedback has influencing change so far includes:

- Development of an e-learning visual awareness programme
- Pilot of ‘yellow’ name badges for Eye Care Clinics
- Increased access to physical activity programmes for older people in day care settings
- Introduction of Yoga, Art, Drama and Music groups and exploration of further training programmes to support young people

Personal and Public Involvement (PPI)



Involving you, improving care



Section 2

Quality in Health & Social Care – The Regional Context

Quality 2020 (Q2020)

Q2020 is the 10 year quality strategy for health and social care organisations in Northern Ireland that was published in November 2011. The vision is:

“To be recognised internationally, but especially by the people of Northern Ireland, as a leader for excellence in health and social care”.

The Q2020 strategy focuses on 3 core elements of a Quality Service model:

- **Safety** - avoiding harm
- **Effectiveness** - right care, right time, right place
- **Patient / Client focused** - treated with dignity and respect and fully involved at all times

The regional strategy identifies **5 Strategic Goals** which the Trust will seek to address at local level through our Quality Improvement Strategy. These goals focus upon:

- Transforming the culture of the organization to embrace change, innovation and creativity
- Strengthening the knowledge and skills of the workforce to do the job
- Measuring improvement – to evidence change and
- Raising standards – across all services and getting better user involvement in shaping these
- Integrating care – across structures, professions and organisations.



Health and Wellbeing 2026: Delivering Together

In October 2016, the Minister for Health published **Health and Wellbeing 2026: Delivering Together**. This includes a plan of action to tackle the issues facing the health and social care system and includes processes to improve accountability, coordination and support to improve quality.

A move to provide greater accountability and clarity including a regional system for innovation and improvement, and mechanisms to enable system-wide learning is recognised as central to delivery. It is anticipated the regional context for quality improvement will further emerge in the coming months and years.

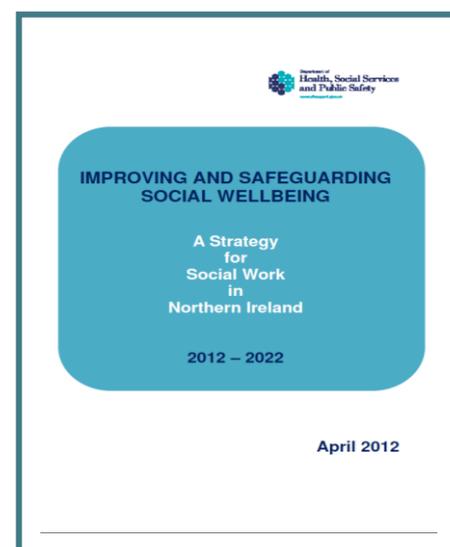
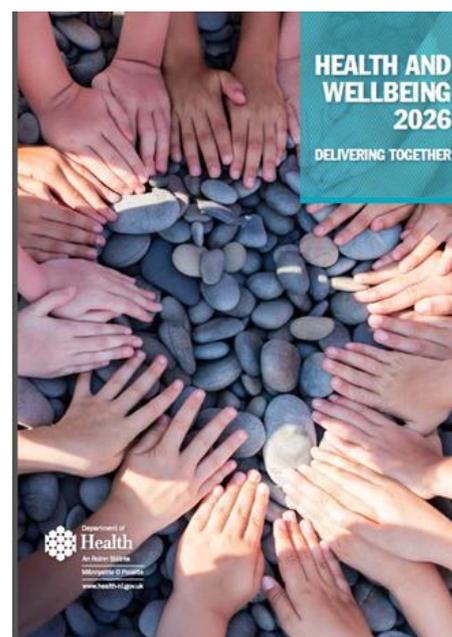
The Trust's Quality Improvement Strategy is pivotal to delivery of improvement efforts locally and our staff will work closely with colleagues across the region to ensure improvements can be shared and that learning can be taken from initiatives being implemented elsewhere in Northern Ireland.

Professional Governance

Our Medical, Nursing, Allied Health Professions, Social Work & Social Care workforce are supported to develop quality improvement skills as part of their professional development. This is advocated by the specific professional bodies including Royal College of Physicians, Royal College of Nursing, respective AHP Professional Bodies and also the Northern Ireland Association of Social Workers.

Each profession has the explicit objective of continuously improving patient care and the ethos of improvement is inherent in each role. The Regional Social Work Strategy's Vision (2012-2022) is to influence and shape social work services for the future in Northern Ireland. Its main aims are to strengthen practice, lead innovation and improve services.

Regionally and within our Trust, Nurses and Midwives are improving practice through the development of their quality improvement skills in areas such as record-keeping, person centred planning and using patient experience to improve practice. In addition the Trust is fully engaged in the New Regional AHP Strategy 2017-22.



A central theme in each of these strategies is “co-production” with Service Users working as equal partners.

Section 3

Embedding a Quality and Safety Culture

Quality is not an act; it is a habit - Aristotle

Quality is something which is an integral element of each and every job role across our organisation and is something we strive for every day. Creating a culture of improvement within the Trust is pivotal to the continuous journey of improvement. We must ensure patient safety at all times across our acute and community services.

In addition to our Corporate QI training and support our frontline staff also access a range of programmes to build skills and confidence for improvement and innovation, some examples are as follows:

- Excellence in Clinical Leadership Programme
- Medical Induction Programme
- Nursing / AHP and Social Care Development Programmes
- Vocational Workforce Development Programmes
- Social Work Leadership Programme



**Respect
our staff**

Valuing and developing our staff is important to us and will support us to deliver high quality, safe and effective care at all times. Support for staff includes:

- Annual Appraisals and Personal Development Plans
- Learning to give and receive feedback for improvement
- Taking action and learning from errors and complaints / feedback
- Learning together – ‘Time Out For Teams’



**Listen to
our staff**

During 2016 in the run up to our Annual Quality Improvement Sharing Event, we engaged our staff, to determine ‘What does Quality and Safety Mean to You? This Feedback from staff has influenced our priorities for our QI journey.

Our Priorities are:

-  **Respect our staff**
-  **Value and involve our service users**
-  **Provide high standard of care**
-  **Right care at the right time**



Achieving Strengthened Assurance Processes

We highlighted that we want to achieve strengthened assurance processes through quality improvement and to do this we must examine our culture. Organisational culture is a central tenant of improvement and our staff members have told us what quality and safety means to them – respecting and listening to staff.

The Francis Report, February 2013 emphasised the need for a culture of safety and learning in which all staff feel safe to raise a concern and for these conversations to take place as part of everyday practice, without fear of blame or reprisal. Similarly our staff survey, on Raising Concerns and a subsequent RQIA system - wide survey all indicated similar findings.

How Have We Strengthened Our Assurance Processes?

- Reviewed our Governance systems and processes across the organisation to provide assurance to Senior Management Team, Trust Board, Professional Bodies and the Public on areas of risk and patient safety.
- Established an Executive Quality Improvement Steering Group to oversee quality improvement and provide an assurance of integration and connectedness between Medical/Nursing / Social Care / Allied Health Professionals / others to enhance shared learning across the health system.
- Initiated the Raising Concerns – Freedom to Speak Up Initiative.
- Identified our Medical Director as the Lead Director for Raising Concerns.
- Embedded ‘Time Out for Teams’ to encourage and support staff to work more effectively together and create opportunities to discuss what works well in the team and areas for improvement.
- Established a Trust Senior Coaching Forum to deliver on the Trust Coaching Strategy, through a team of in-house accredited Coaches and 2 Coach Supervisors, trained by the International Coach Federation. This is supporting effective staff engagement and creating a fully committed and high performing workforce who can achieve their full potential by doing what it takes to help their organisation succeed.
- Establishment of “A Research and Development Community of Practice” for Health Professionals to promote a research culture and build capacity for research and development skills set to support an ethos of evidence based practice.

How will we continue to strengthen our assurances?

We will:

- Launch the “See It – Say It” Campaign
- Appoint a “Freedom to Speak Up” Guardian and Directorate champions to support staff
- Develop an initial Integrated Dashboard which will provide an ‘at a glance’ position on agreed Quality Metrics across the organisation. This will, in line with system wide development, feed into a service wide Integrated Performance Dashboard



Section 4

Delivering the Quality Improvement Strategy

Quality Improvement Aims

The key aims of the Trust's Quality Improvement strategy are in line with Quality 2020 to deliver safe, high quality, effective care.



How Will We Assure This?

Delivery of the Quality Improvement Strategy and the oversight for priority areas for improvement will be through the Executive Quality Improvement Steering Group which has been established to underpin our fundamental aim – to provide **SAFE, EFFECTIVE** and **PERSONAL** Care. It will increase co-ordination and prioritisation of efforts to **ASSURE, INNOVATE** and **IMPROVE** our services. We will be held accountable for the quality of the services we provide and we will publish our Annual Quality Report in line with Department of Health guidance.



Enhancing Monitoring & Measurement for Quality Improvement

Monitoring and measurement are an integral element of quality improvement. It is establishing and monitoring our information baselines which provide us with the evidence that demonstrates that our improvement efforts are delivering successful results.

Success in our improvement efforts offers motivation to our staff to continue to strive for further improvement and inspires others to get involved in quality improvement across all services. In addition, evidence of improvement provides assurance to our service users, clients and carers that we are fully committed to working towards ongoing improvement.

We have identified a range of metrics which are aligned to our Strategic Aims of providing **safe, personal** and **effective** care. The Trust is currently working towards the integration of *performance management, governance* and *quality metrics*, which will be included in a fully integrated dashboard.



What Can Quality Improvement Training Do For You?

The diagram shows a pathway from **PROBLEM** to **SOLUTION** through several stages: Find Something You Want To Improve, Complete E-Learning, Gather Your Evidence, Set Your Aims, Diagnose Your Problem, Test Your Change Idea, Summarise and Share, Track Your Improvement.

PROBLEM → Find Something You Want To Improve → Complete E-Learning → Gather Your Evidence → Set Your Aims → Diagnose Your Problem → Test Your Change Idea → Summarise and Share → Track Your Improvement → **SOLUTION**

To register your interest email: [@southerntrust.hscni.net](mailto:Quality.Improvement@southerntrust.hscni.net)

Quality Improvement Introduction	Quality Improvement Award	Quality Improvement Certificate	Quality Improvement Leader
Who: Everyone	Who: Anyone Interested in Quality Improvement	Who: Anyone Undertaking a Small Step Change Project	Who: Anyone Leading a Team or Service
E-learning or face to face training	1 - 4 Month QI Project	4 - 6 Month QI Project	9 - 12 Month QI Project
Outcome: Awareness Training	Outcome: Level 3 Award in Quality Improvement	Outcome: Level 3 Certificate in Quality Improvement	Outcome: Level 5 Diploma in Quality Improvement

OUR COMMITMENTS

Over the next 4 years we will...

-  Continue to create the conditions for learning and provide a supportive environment where **staff** and **service users** can thrive in leading quality improvement in the services they provide to our community.
-  Continue to embed our bespoke Quality Improvement Programmes using various mediums, to sustain capacity and capability of our staff for improvement across all staff groups.
-  Share good practice and also learn from the experiences of others on a local, national and international basis.
-  Be recognised as an 'improving organisation', which supports staff to achieve internal and external recognition for innovative and progressive practice.
-  Produce our Annual Quality Report to provide assurance of how we have and will continue to deliver quality in the services we provide.
-  Work with service users to co-design 'Always Events' in areas which they have identified to improve the experiences of their care.

How will we do this?

-  Increase the number of staff trained in Quality Improvement methods by a further 10% above 2016/17 levels, 1981 staff trained as at 31 March 2017.
-  Increase the number of staff who feel supported to make a difference, as measured by the HSC Staff Survey. We will do this by offering up to 3 cohorts of QI Foundation (Level 3) and up to 2 cohorts of QI Leader (Level 5) per year.
-  We will grow the number of service users working with us, who are trained in quality improvement methodologies to facilitate their ongoing engagement. We will do this by offering QI Award programme for our service users.
-  Continue to share, sustain, spread and celebrate the success of service improvement initiatives implemented by our staff. We will showcase our improvement as widely as possible including local, regional and national seminars. We will do this through the continued delivery of our Annual Quality Improvement Sharing Event/QI Networks etc.
-  We will identify opportunities to engage with our HSC partners locally to share our work.
-  Continue to listen to our staff via formal and informal methods and provide opportunities for staff feedback.
-  Share our work through our Annual Quality Report and be held accountable for the services which we deliver to our local population.

How will we know we have made a difference?

- 🌟 We will ask staff as part of each of our programmes –
 - If we have increased their awareness / knowledge of Quality Improvement?
 - If our improvement efforts have made a difference to how they do their work?
 - If our organisational culture has supported quality improvement in their area of work?
- 🌟 We will monitor our key quality indicators -
 - Does this provide evidence of improvement against key metrics?
 - Does this enable a more integrated approach and reduce 'silo' reporting?
- 🌟 Service users will be working with us in partnership to improve the services we deliver.

No improvement is too small

How you can get Involved?

There are some specific ways staff can get involved in the future:

- 🌟 Quality Improvement Clinics – come along to chat through your idea.
- 🌟 Quality Improvement Training – get involved and access facilitated support to help you deliver your change initiative.
- 🌟 Measurement Clinic – drop into one of these clinics formal training is not for you but you need help to develop evidence for your change idea.
- 🌟 Quality Improvement Newsletter: Share your story so we can celebrate your work and others can learn from it.
- 🌟 Quality Improvement Network: Attend a session, get linked in. Let us know what you would like the Network to focus on moving forward.
- 🌟 Annual Event: Join us every autumn where we celebrate our success, share our stories, learn from others and focus our priorities moving forward – be part of this.



Quality Improvement is Everyone's Business

