



North West Anglia  
NHS Foundation Trust

# Quality Improvement Progress and Development

## Background

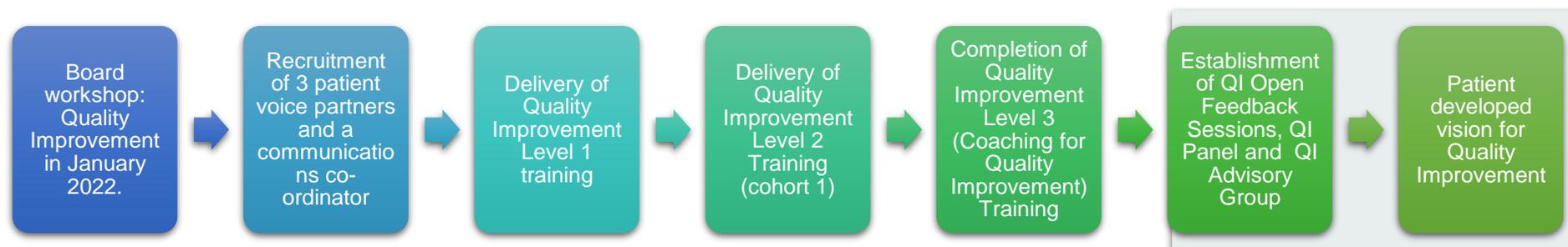
- In August 2021, North West Anglia NHS Foundation Trust reviewed its approach to Quality Improvement. The approach to Quality Improvement had been based on training staff using the NHS England training programme Quality, Service Improvement and Redesign (QSIR). QSIR was a train-the trainer technical programme focused heavily on the tools used in Quality Improvement. This approach had been on pause during the pandemic, and 36 staff had been trained. The Trust had 5 QSIR Associates capable of training the programme, though they had all since left the organisation. On review, the re-implement QSIR internally would have caused approximately 6 months of delay. As such, other options for training and organisational capacity building were considered.
- Evaluating the evidence base on quality improvement programmes in hospitals as to the key factors for success, and speaking to successfully improving NHS trusts, gave us a strong view that any training programme should include a focus on the **human side of change** and not just the technical tools. This also **fits and correlates well with the national patient safety strategy, patient safety syllabus and wider education** for all NHS staff on human factors in healthcare.
- Options explored included IHI Model for Improvement, NHS Elect and Improvement Academy, or a home-grown approach. We selected NHS Elect as the QI Training provider.
- NHS Elect do not deliver a fully set programme. Instead they are able to adapt and design a learning programme to fit our organisational requirements, while still using internationally researched and evidenced frameworks such as the Institute for Healthcare Improvement's Model for Improvement. Their work would allow leadership development, a coaching approach (unique in Cambridgeshire and Lincolnshire), while still allowing us to design some of our own internal training requirements with an ability to adapt to feedback and organisational needs as they emerge. They also support our aim to turn knowledge into action and ensure that building a leadership culture of quality improvement in action, as part of the wider drive to go from good to outstanding and become one of the safest Trusts in the NHS.
- Membership of NHS Elect was sourced through educational funding provided by Health Education England, and entitling us to a range of in-depth Quality Improvement Training, alongside a wide range of bite size sessions online on quality improvement and other topics relevant to NHS staff around business, project management, psychological safety, communications, team working and more.

## Progress to date

Since September 2021, North West Anglia NHS Foundation Trust has:

- ✓ Recruited a central Quality Improvement Team
- ✓ Developed a 3 year strategy for Quality Improvement (appendix 1 attached)
- ✓ Developed a 1 year implementation plan
- ✓ Developed organisational QI training framework (appendix 2 attached)
- ✓ Started delivery of NHS Elect Coaches programme in November 2021
- ✓ Agreed programme of training with NHS Elect until August 2022 (appendix 2 attached)
- ✓ Begun to embed Quality Improvement Level 1 training into existing trust training programmes such as the registered practitioner induction.

## Steps for next quarter



We would value and welcome the involvement of any Board member interested in getting involved in the **Quality Improvement panel, Advisory Group**, or any other elements of the work above.



# Quality Improvement Strategy

2021 to 2024

# Foreword

North West Anglia NHS Foundation Trust's first quality improvement Strategy sets out our approach for improving the quality of care we provide to our patients through a more consistent and joined-up approach to quality improvement. Our quality improvement Programme is a strategic priority, which demonstrates the Trust's commitment to supporting and empowering individuals to make improvements a reality. Our goal is to share excellent practice and support learning and development across the Trust. This Strategy will play an important part in developing the culture necessary to drive improvement and learning, using recognised improvement science tools and techniques.

As a Trust, we want to motivate and equip all of our staff and volunteers with the skills to deliver improvements that matter to them and their patients. We will celebrate and share our improvements and learning across the Trust, showing that we can, and are, doing outstanding work that make a real difference to our patient's experiences of their care.

This strategy sets out how we will be inclusive and work together to build the improvement skills we need, provide support to deliver improvements and encourage leadership of improvement across the Trust.

It outlines some of the key activity needed to support staff in their pursuit of excellence, as part of the wider Trust strategic aim to become a top quartile NHS trust, rated outstanding by the CQC and most importantly recognised by our patients as providing ever-improving levels of care quality.

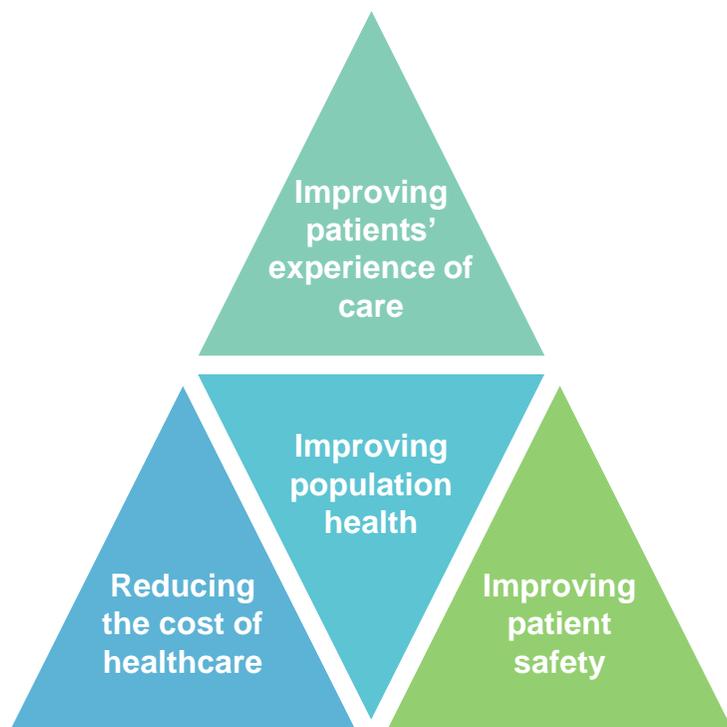
**Joanne Bennis**  
Chief Nurse



# Core Aims

The programme aims to embed four core aims for all improvement activities as a consistent unifying approach towards improvement. This is based on the triple aim, developed by the Institute for Healthcare Improvement, a recognised and evidence-based focus for improvement internationally, and also includes patient safety.

## *The four core aims for improvement*



The quality improvement Programme will align with updated Trust strategies, its vision and values, direction, and key Trust strategies for finance, people, governance, care quality and communications. As a driver for improvement, it will both work with these area to support improvement capability.

## *The four strategic goals of the strategy*

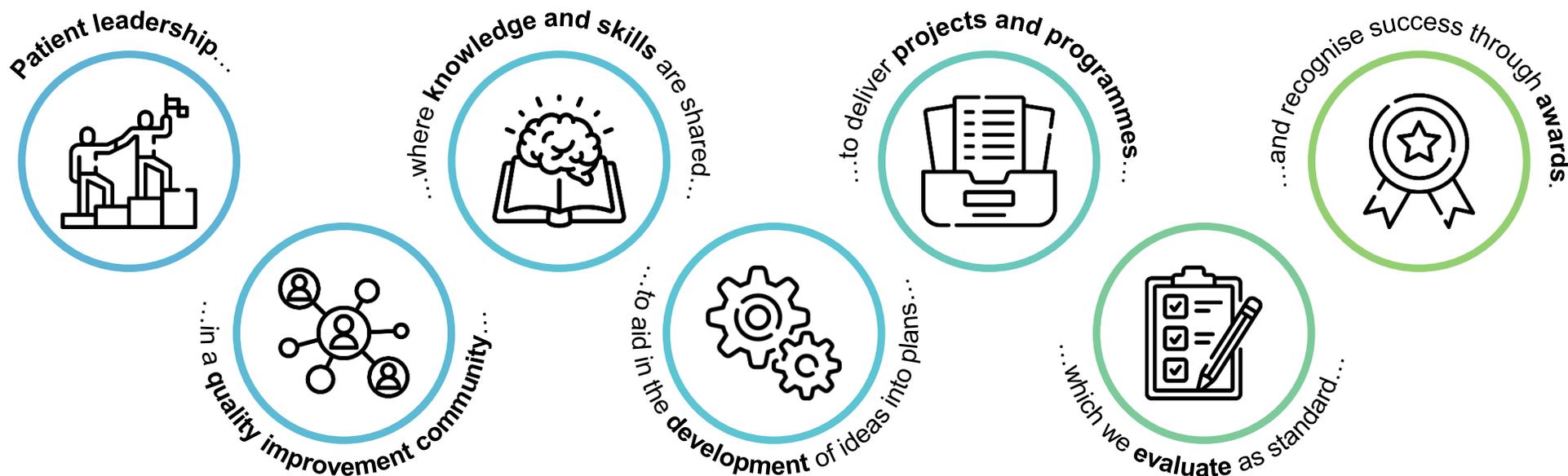
- 1** Develop calendar of regular staff training opportunities at an introductory and Quality Improvement Practitioner (project development) level
- 2** Develop new active Quality Improvement Programmes and Projects across the Trust, focused on strategic priorities
- 3** Embed quality improvement principles and techniques within existing improvement plans, projects and programmes
- 4** Increase in-house experience, knowledge and capability to train and coach Quality Improvement tools and techniques

# Quality Improvement Pathway

This strategy supports a 3 year programme of work to develop a central quality improvement team, to enable upskilling and knowledge transfer, and a community with the motivation and desire to drive high quality improvement activities aligned to care quality, strategic, financial and people goals.

The detail of this implementation is included within the separate Quality Improvement Strategy Implementation Plan for year one.

There are seven key focus areas which underpin the delivery of the strategic aim. Each has an important part to play in supporting the development of the organisation's capacity and capability to improve quality. These are:



These focus areas are designed so that North West Anglia NHS Foundation Trust's staff team can access a Quality Improvement Pathway, to support their engagement, skills and knowledge development, support to turn ideas into improvement projects, peer learning, active improvement projects, consistent evaluation and specific staff awards.

# Patient Leadership in Quality Improvement

*Patient engagement, involvement and leadership is key to the development of the quality improvement programme, and delivery of the quality improvement strategy.*

## Current Context

Patients do not have specified routes to engage in quality improvement activity.

## Key Strategic Outcomes

Patients have opportunities to drive the quality improvement agenda by joining a reference group, QI community, QI project panel, and QI training.

## Measures of Success

Patients who become involved in the programme say that their input is valued and meaningful towards development of the quality improvement programme.

- **Advisory Group** – The advisory group will provide a drive and steer for quality improvement programme activity. It will consist of applicant patients and staff with a passion for, and knowledge and experience in, quality and improvement.
- **Project Panel** – This will consist of a patient chair, two patient representatives, an Executive, and the Head of quality improvement. Staff will be able to apply and present to the panel with project proposals. Proposals will be checked for alignment with the Trust's strategic aims. Active projects will present their progress back to the panel.
- **QI Training** – There will be opportunities for patients to undertake basic quality improvement training to develop their understanding of the relevant tools.
- **Involvement in projects** – We will work with the patient experience team to encourage quality improvement projects to involve patients in a meaningful way, by co-planning and co-designing improvements.
- **QI Community Resources** – Opportunities for patients to access and shape the resources, case studies and guidance on the quality improvement website.
- **QI Awards** – Patients with involvement in the quality improvement programme can also be nominated for a quality improvement Award.

# Quality Improvement Community

*Sharing the learning and working together.*

## Current Context

Our team does not have a central quality improvement community leaving quality improvement activity fragmented.

## Key Strategic Outcomes

Our team has regular opportunities to see examples of improvement and have a recognised network to share learning with. Staff feel empowered to engage in quality improvement activity.

## Measures of Success

Y1: 5% of Trust staff signed up to community  
Improvement case studies and learning are shared through communications

- **Culture** – A culture of visible improvement across all areas of the organisation, both clinical and non-clinical.
- **Branding** – Consistent branding will be implemented for all things quality improvement, bringing all aspects together under one banner.
- **Learning Academy** – The Improvement and Safety Learning Academy (ISLA) will be the foundation of the quality improvement community, with members who are passionate, knowledgeable and engaged in quality improvement. Membership of ISLA will be open to all staff.
- **Communications** – Quality improvement will link in with existing communications streams and campaigns such as ‘Good to Outstanding’.

# Quality Improvement Knowledge and Skills

*Building the skills and capabilities to deliver impactful change.*

## Current Context

Our team does not currently have access to a recognised quality improvement training programme. We have 35 staff trained in the NHS Quality Service Improvement Redesign (QSIR) programme.

## Key Strategic Outcomes

Our team has access to a quality improvement training programme which can offer introductory, through to advanced level courses.

## Measures of Success

Y1: 20 staff completed QI Coaches Programme  
>80 staff completed QI practitioner/equivalent training

- **Tools** – Staff will learn about, and how to use, diagnostic, improvement and measurement tools and techniques such as driver diagrams, PDSA cycles, SPC charts, cause analysis, process mapping and design thinking.
- **NHS Elect** – In year one, the Trust will join NHS Elect, enabling access to training courses through to ‘Coach’ level.
- **Education** – Quality improvement will be embedded within existing yearly educational programmes for doctors, nurses and healthcare assistants new to the Trust. Bitesize online courses will be available through NHS Elect.
- **Coaching** – 20 skilled and knowledgeable staff will be encouraged to become quality improvement coaches. Our aim is that these individuals will be future trainers and leaders in quality improvement. Training will align with the Workforce Directorate’s existing leadership training. Creating a bank of staff with the necessary knowledge, skills and experience will eventually allow the Trust to become self-sufficient in quality improvement training.
- **Induction** – Basic quality improvement will feature at induction with sign-posting to online resources.

# Quality Improvement Development

*Turning ideas into action.*

## Current Context

The Trust does not currently have a space for staff to bring their improvement ideas to shape them into projects.

## Key Strategic Outcomes

Staff can attend a monthly development 'hothouse' - a space to gain advice, encouragement and expertise from people with QI expertise.

## Measures of Success

Number of staff who bring ideas through hothouses that develop into active projects.

- **'Hothouse'** – A 'hothouse' will provide a physical or virtual space where ideas can be taken by individuals seeking support, coaching, advice, clarity, encouragement and expertise from those at the Trust with quality improvement expertise. This will fuel the transition of ideas into deliverable plans for improvement.
- **Quality Improvement Workbook** – This will be developed in year one to support individuals to use quality improvement tools to support effective application of tools and diagnostics of issues, analysis, creativity, measurement and problem solving.

# Quality Improvement Projects and Programmes

*Turning ideas into action.*

## Current Context

QI features in some projects and programmes though does not underpin our project management approach.

## Key Strategic Outcomes

Staff can apply to present their improvement project ideas to a patient-led panel, who can support decisions about support and next steps.

## Measures of Success

Number of staff who bring improvement project ideas through patient-led panel that develop into active projects.

- **Initiating Projects** – A clear process will be established for scoping and initiating quality improvement projects. The process will follow:
  1. Application form to present idea to the quality improvement panel.
  2. Presentation to the quality improvement panel which outlines the needs, aims, objectives, action plan, patient involvement, strategic fit and communications approach.
  3. Quality improvement panel decide if the planned project meets the strategic criteria and what forms of support would be most beneficial given the nature of the project.
  4. Project to present back to the panel and other peers in 3-6 months to highlight progress
- **Learning** – Projects will capture lessons and learning which are cascaded through the QI community. Quarterly opportunities and events to share progress and learning will be organised.

# Quality Improvement Evaluation

*Measuring what matters.*

## Current Context

Projects do not have an agreed measurement framework based around quality improvement.

## Key Strategic Outcomes

Staff have access to a measurement framework that support them to evaluate the impact of their projects and ensure they make decisions based on evidence of what works.

## Measures of Success

All Quality Improvement projects actively using measurement frameworks.

- **Measurement** – A common set of measurement principles will be established to ensure consistent methods of measuring the impacts of change. A learning framework can also support learning and understanding of tools and approaches
- **Quality Improvement Measurement Framework** – This will go beyond the measurement principles to ensure consistency across quality improvement projects. Input will be sought from staff, patients and Trust leadership to inform the framework. The output will provide structure to support project development, and help staff feel confident to use the right tools at the right times.

# Quality Improvement Awards

*Recognising impact.*

## Current Context

QI features in some projects and programmes though does not underpin our project management approach.

## Key Strategic Outcomes

Staff can apply to present their improvement project ideas to a patient-led panel, that can take decisions about project support and next steps.

## Measures of Success

Number of staff who bring improvement project ideas through patient-led panel that develop into active projects.

- **Recognition** – To have the leadership and communications skills to develop an idea into a quality improvement project, and to deliver it, is a feat and should be celebrated as such. Supporting others to deliver these projects is also an achievement deserving of an award.
- **Awards** – These bring focus, cohesion and direction, and help to develop the quality improvement community within the Trust.
- **Fellowship** – The opportunity to develop a fellowship for staff will be explored for staff, patients and volunteers who have expressed commitment to adopting quality improvement and leading learning and action to drive forward quality.

# Measuring Progress, Benefits and Limitations

Implementing this Quality Improvement Strategy, represents a significant opportunity for change whilst supporting our staff, volunteers, patients and key stakeholders to not just be a part of the changes that matter to them, but to own and steer them. Our success will be measured by all the improvements that we make, not just the numbers of people being trained or introduced to the tools and techniques.

We will:

- adopt a quality improvement approach within the programme, to ensure we are routinely learning and evaluating what we do in order to improve
- collate benefits from improvement activities
- monitor feedback from individuals supported through the programme
- provide quarterly reports to Transformation and Service Improvement Board on improvement projects and their outcomes
- promote learning across the organisation and wider NHS
- monitor the impact of embedding our QI Strategy through staff and patient surveys
- provide regular updates on delivery of this strategy and the supporting actions
- produce an annual programme implementation plan for delivery of this strategy and linked to the Trust and System objectives
- assess our progress against the CQC's Quality Improvement maturity model

The Quality Improvement Programme, while an important pillar of the overall aims of the Trust around improvement, is only one of the pillars needed to drive positive organisational change alongside the right workforce and staffing at the right levels, good management structures, improving governance, good internal communications, excellent operating systems and IT infrastructure, excellent facilities, excellent financial management and more.

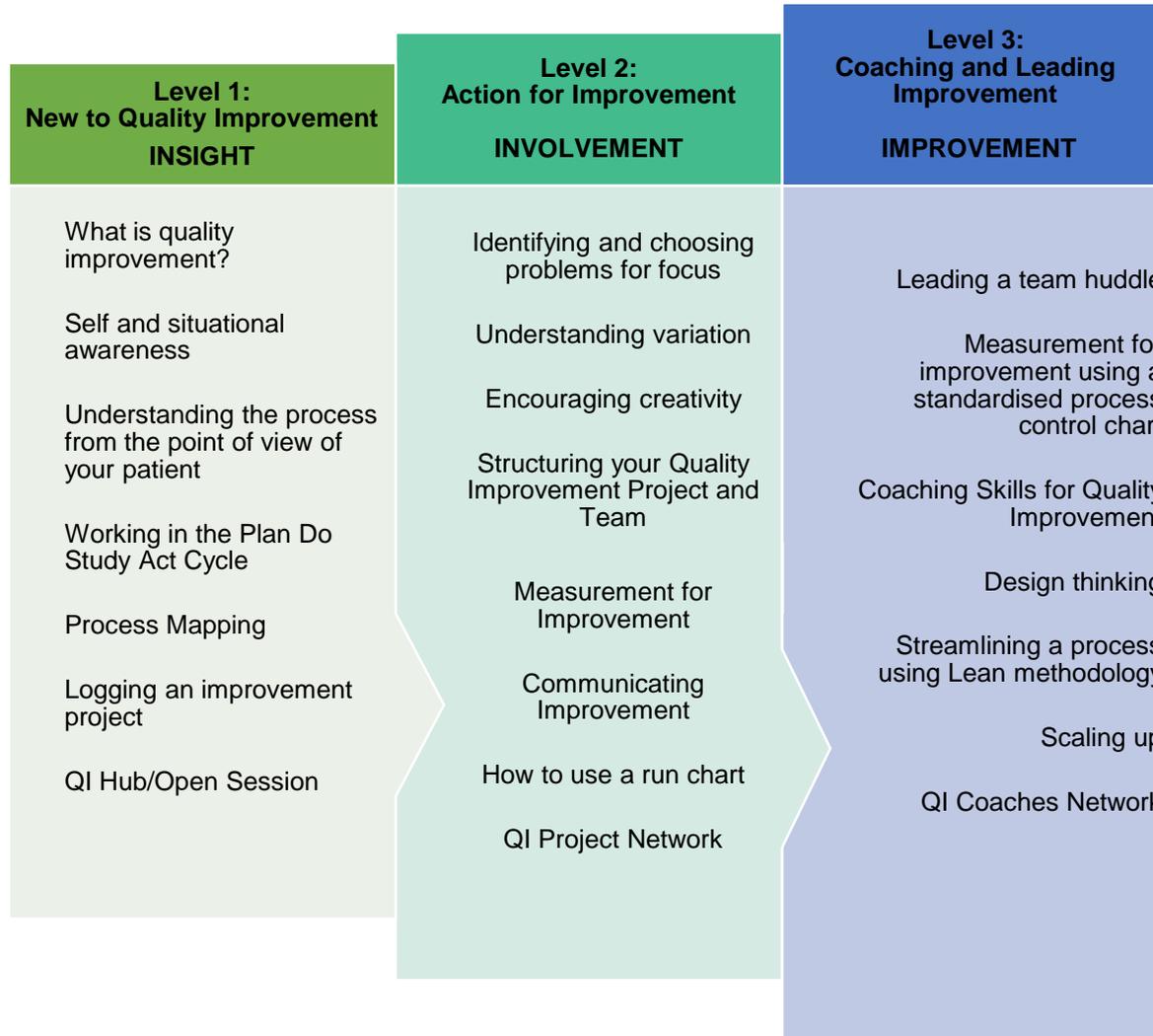
# Quality Improvement Framework and Training programme

# NWAFT Quality Improvement Academy

Quality Improvement Knowledge and Skills



North West Anglia  
NHS Foundation Trust



# Training Programme

November 2021 – August 2022

Topic	Level	Key learning outcome	Key tools	Training delivery	Learner assessment
What is Quality Improvement, and how can it help healthcare? **	1	To understand the key concepts and principles around quality improvement, and some examples of its use in healthcare	Definition of QI Case studies	20 min video	Level 1 New to Quality Improvement Learning  + Introductory QI Workbook  Assessment – automated on Forms
Self-awareness	1	To be able to reflect on own habits and thought patterns and make plans to disrupt these patterns	Trigger-response-reward habit cycle	10 min video	
Situational awareness	1	To understand importance of good situational awareness and how good environmental and service design and communications support it	Definition of situational awareness Situation-feelings-thoughts-behaviour cycle Perception – understanding – prediction cycle	10 min video	
Understanding care from the patient's perspective	1	To be able to observe and ask a patient for feedback on the key experiences involved in their care and map these out as a starting point to analyse opportunities for improvement	Human – centred design user interview framework	20 minute video	
Working in the Plan-Do-Study-Act Cycle**	1	To understand the structures needed to sustain continuous improvement work, and an iterative action, testing and learning focus	PDSA Cycle	20 minute video*	
Process mapping*	1	To have a better understanding of organising inputs to achieve outputs through processes. Introducing terms to develop in Level 2 such as value, batching, re-work and Lean	Process Map	20 min video	
Logging an improvement project and Following the Process	1	To understand how to access the Trusts' Quality Improvement sharepoint site and log an improvement project	Quality Improvement Project Form Quality Improvement Step by Step Guide	5 minute video	
Identifying and choosing problems and focus for improvement	2	To maintain focus on improving the right things, based on the four core aims	Four Core Aims Research – User Interview Templates Pareto Chart Cause Analysis		
Understanding variation	2	To understand common cause and special cause variation, baselines and trends and when a change is an improvement	Guide to reading an SPC Chart	NHS Elect Practitioner course or NHS Elect Webinar	
Encouraging creativity	2	To encourage innovative and creative ideas to solve problems	How Might We.../SCAMPER Tools (Design Thinking)	NHS Elect Practitioner Course	
Structuring your quality improvement project and team	2	To develop a single system approach to Quality Improvement	How to run PDSA Cycles with your team Guidance	NHS Elect Practitioner Course	

# Training Programme

November 2021 – August 2022

Topic	Level	Key learning outcome	Key tools	Training delivery	Learner assessment
Measurement for improvement including run charts	2	To understand a simple method to track and measure outcomes to identify change	Run chart	NHS Elect Practitioner Course	Completion of Level 2 course
Communicating Improvement	2	To develop skills and methods to communicate and share the learning from your project	QI Poster template/SQUIRE Framework	NHS Elect Practitioner Course	Completion of Level 2 course
Leading a team huddle	3	To support others to use team huddles			Completion of Level 3 Course
Measurement for improvement using a standardised process control chart	3	To learn more advanced variation measurement	SPC chart	NHS Elect Coaches Course	Completion of Level 3 Course
Coaching skills for Quality Improvement	3	To learn how best to work with people using a coaching framework	Coaching framework	NHS Elect Coaches Course	Completion of Level 3 Course
Design Thinking	3	To support more advanced knowledge around applying design thinking	Design thinking framework	NHS Elect Coaches Course	Completion of Level 3 Course
Streamlining a process using lean methodology	3	To develop more advanced skills around process improvement	Process improvement	NHS Elect Coaches Course	Completion of Level 3 Course
Scaling Up	3	To scale projects	Case studies	NHS Elect Coaches Course	Completion of Level 3 Course

**\*This is automatically met if you have completed NHS England QI Fundamentals Course**

**\*\*This is automatically met if you have completed NHS England Lean Fundamentals Course**