NHS Ayrshire & Arran
Excellence for Ayrshire

Quality Strategy

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Foreword

It is my pleasure to introduce NHS Ayrshire & Arran's Quality Strategy

We have been working to deliver quality care within NHS Ayrshire & Arran for many years and have a demonstrable track record of continuous improvement for the benefit of our patients and communities. This strategy has been developed in discussion with staff and members of our Patient Involvement Network.

Providing high quality health and care services is the common goal that unites all our staff, no matter what role they have and where they work. This is central to our vision and purpose, and to our organisational values of caring, safe and respectful.

There are many challenges facing the NHS and we are striving to transform our services, reduce variation and ensure that the people of Ayrshire and Arran receive person centred, safe, and effective care every time. To achieve this we have an ambitious set of strategic aims which are outlined in this strategy.

Professor Hazel Borland
Nurse Director
NHS Ayrshire and Arran

Our Commitment

NHS Ayrshire & Arran is committed to the principles of the **Quadruple Aim**:

– Improving patient experience of care
– Improving the health of the population
– Reducing the per capita cost of health care
– Improving staff experience

as it moves through the process of transformational change to create sustainable health and care services.

Our Vision & Purpose

"To meet the health and social care needs of our population by transforming what we do, and by working together to achieve the healthiest life possible for everyone in Ayrshire and Arran."

Strategy Purpose

This strategy describes our commitment to deliver quality improvement and high quality care that will enable and support delivery of our strategic objectives, and our ambition for health and care service transformation.

Our strategic change principles include a clear commitment for delivery of safe, effective and person centred care as defined in the Healthcare Quality Strategy (2010) across NHS Ayrshire & Arran including our Health and Social Care Partnerships.

Our Health 2020

NHS Ayrshire & Arran's local health and wellbeing framework Our Health 2020 describes the following:

– An overall theme of **partnership and co-production** between the individual and the community with the NHS and its partners in the public, third and independent sectors.

– A strong local health service **supporting people** in their day to day lives to get the best from their health.

– Within this, a focus on making home and communities, rather than hospital, the **hub for care**.

– Maximising the potential **use of technology to improve** health and healthcare.

– A focus on **reducing health inequalities**, on prevention, anticipation and supported self-management.

– Where hospital care is needed, it will be **person centred, safe and effective.**

– Where a pathway involving health and social care is required, it will be **integrated and seamless**.

Our Strategic Objectives

– Deliver transformational change in the provision of health and social care through dramatic improvement and use of **innovative approaches**.

– Protect and improve the health and wellbeing of the population and reduce inequalities including through **advocacy, prevention and anticipatory care**.

– Create **compassionate partnerships** between patients, their families and those delivering health and care services which respect individual needs and values. This will result in those using our services having a positive experience of care to get the outcome they expect.

– Attract, develop, support and retain skilled, committed adaptable and healthy staff. Ensuring our **workforce is affordable and sustainable.**

– Deliver better value through **efficient and effective** use of all resources.

Quality for Our Patients

As part of the development of our Quality Strategy, we asked staff, patients, visitors, carers and family members what a quality experience of care means to them and what matters to them the most when they use our services.

Our patients told us that a high quality experience of care is one that:

– Sees the person not the condition and where decisions about them are made with them

– People and communities feel listened to and where their feedback is used to support improvement

– Is friendly, respectful and compassionate

– Is timeous where people are seen in the right place and by the right person

– Is transparent, focused, efficient and collaborative

– Information is shared confidentially across services

– Is safe and clean

Quality for Our Staff

Our staff told us that quality meant:

– Being part of a team
– Adherence to our values of safe, respectful and caring
– Having the required resources to carry out their role
– Having visible leadership
– Appreciation and respect of all team members roles

Our Vision

We will enable everyone in Ayrshire and Arran to improve the quality and experience of care for our communities.

This is an ambitious vision that is supported at every level of the organisation. This vision will be realised through a coordinated and prioritised programme of interventions aimed at improving the experience of care, the health of the population, reducing the per capita cost of health care and improving staff experience.

Building on Our Success

NHS Ayrshire & Arran has a long history of commitment, passion and achievement in quality improvement; undertaken by staff with skill and belief. Here are a few examples of successful quality improvement initiatives. This Strategy is our opportunity to build on this strong foundation and focus our collective efforts on agreed priorities

Case Study – Emergency Dept.

In January 2017, NHS Ayrshire & Arran's Chief Executive, John Burns, addressed the organisation and asked:

'How do we make quality improvement everyone's business?'

The Emergency Department (ED) at University Hospital Crosshouse responded by developing '#ED3030' a 30 day Quality Improvement (QI) challenge to encourage front line staff to embed QI into their daily work.

Staff pledged to spend 30 minutes each shift working on their projects whilst each team was mentored by a trained QI member of staff.

Results

- ✓ **Paediatric rapid sequence induction (RSI) bag containing ready-made drugs reduced time to RSI by two minutes.**
- ✓ **Number of x-ray requests with appropriate information increased by 40%.**
- ✓ **Vulnerable adult referrals more than doubled.**
- ✓ **Paediatric room has been redesigned and decorated for teenagers.**
- ✓ **Band 3 nurses are trialling scribing for resus situations.**
- ✓ **In addition, two members of staff have gone on to complete formal QI courses and the challenge has spread to one of our medical wards (#2D3030) and our paediatric department. (#paeds3030).**

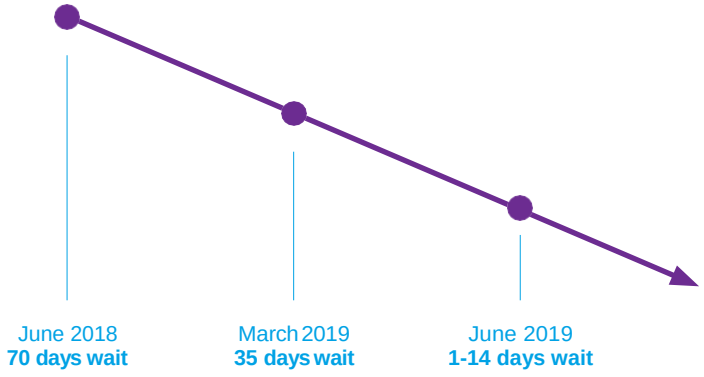
Case Study – Mental Health

In January 2018, the Kilwinning Wellness Model (KWM) started to test a whole system of mental health support using the Model for Improvement to significantly influence, manage and change the demand pressures placed on specialist mental health services to children and young people, ensuring young people are seen at the right time, by the right person, in the right place.

The 'team' is made up of; CAMHS Clinicians, Education, School Nursing, GP's, Parents and Carers and 3rd sector - truly whole system working.

Results

- ✓ **There has been a reduction from 70 days in June 2018 for routine referral to assessment to 35 days in March 2019 and less than two weeks in June 2019.**



Case Study – ICU

Our Intensive Care Unit (ICU) within University Hospital Crosshouse has always been driven to provide safe, effective and person centred care. As a result, a Value Management Approach (VMA) is currently being tested. VMA is a new collaborative that supports clinical, care and finance teams to apply quality improvement methods with combined cost and quality to deliver improved patient outcomes, experience and value. The team has seen first-hand the benefits.

Following staff, patient and family feedback ICU have prioritised projects in the context of value or importance. This strategy alone has encouraged staff wellbeing and also provides patients and families with an opportunity to influence change.

Results

- ✓ **Weekly multi-disciplinary report out.**
- ✓ **Weekly hurdles and successes both discussed and celebrated.**
- ✓ **Identification of cost savings and reducing waste without compromising decision making or care.**
- ✓ **Projects focussing around reducing use of sedative drugs, ventilator days and length of stay in ICU.**
- ✓ **Introduction of "What matters to…" staff, patients and families.**

Case Study – PJ Paralysis

Research shows that bed rest is not effective to recover from many illnesses and may prolong length of stay in hospital. Getting up and dressed will help you recover more quickly and reduce the risk of other problems developing such as muscles losing strength, becoming weaker and tired more easily, skin sores, losing your independence and self-confidence.

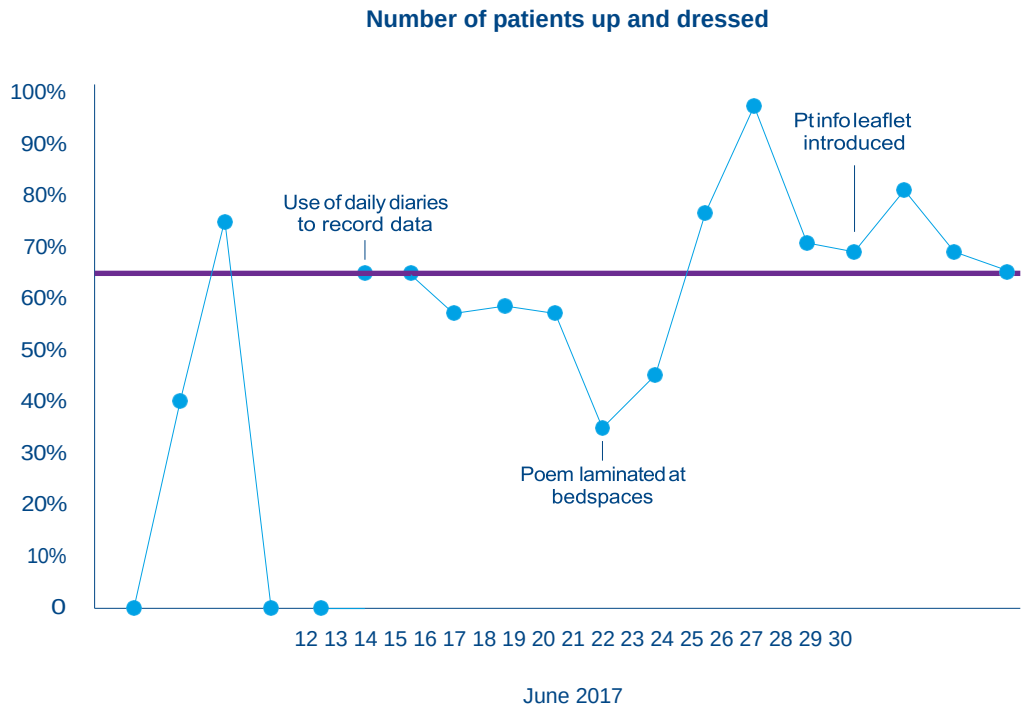
The EndPJparalysis campaign in ward 2D University Hospital Crosshouse focused on encouraging patients in hospitals, where possible, to stop wearing pyjamas or hospital gowns when they do not need to.

The key principles to successfully embed the approach in the ward area were:

– Baseline observations
– Setting a clear vision and aim
– Small multidisciplinary teams to drive the work
– Staff education - staff need to know and understand the 'why'
– Patient / family engagement
– Use of data to show improvement
– Ongoing communication and feedback to staff, patients and relatives to maintain momentum

Baseline observations showed that many people were not up and dressed and that most only spent around 2% of their day walking. Results after showed that work 70% of patients within the ward were up and dressed.

The success of the campaign also spread to other areas. Within University Hospital Ayr, the Occupational Therapy Technical Instructor distributes EndPJparalyis information to all patients pre-operatively, to encourage them and show the importance of getting up and dressed during their hospital stay.



Our Values

These were developed by our staff and underpin our vision, purpose and how our services are delivered:

Caring

I will show concern for others and care about the health, safety and wellbeing of everyone I come into contact with.

Safe

I will do my job well, striving to learn and do things better, while taking responsibility for the quality, safety and effectiveness of my actions.

Respectful

I will see everyone as an individual, be open, approachable, and treat everyone with dignity and respect.

Our Quality Ambitions

The Healthcare Quality Strategy (2010) contains three ambitions which have been and continue to be the foundation of our local quality aspirations and priorities:

Person Centred

Mutually beneficial partnerships between patients, their families and those delivering healthcare services which respect individual needs and values and which demonstrate compassion, continuity, clear communication and shared decision-making.

Safe

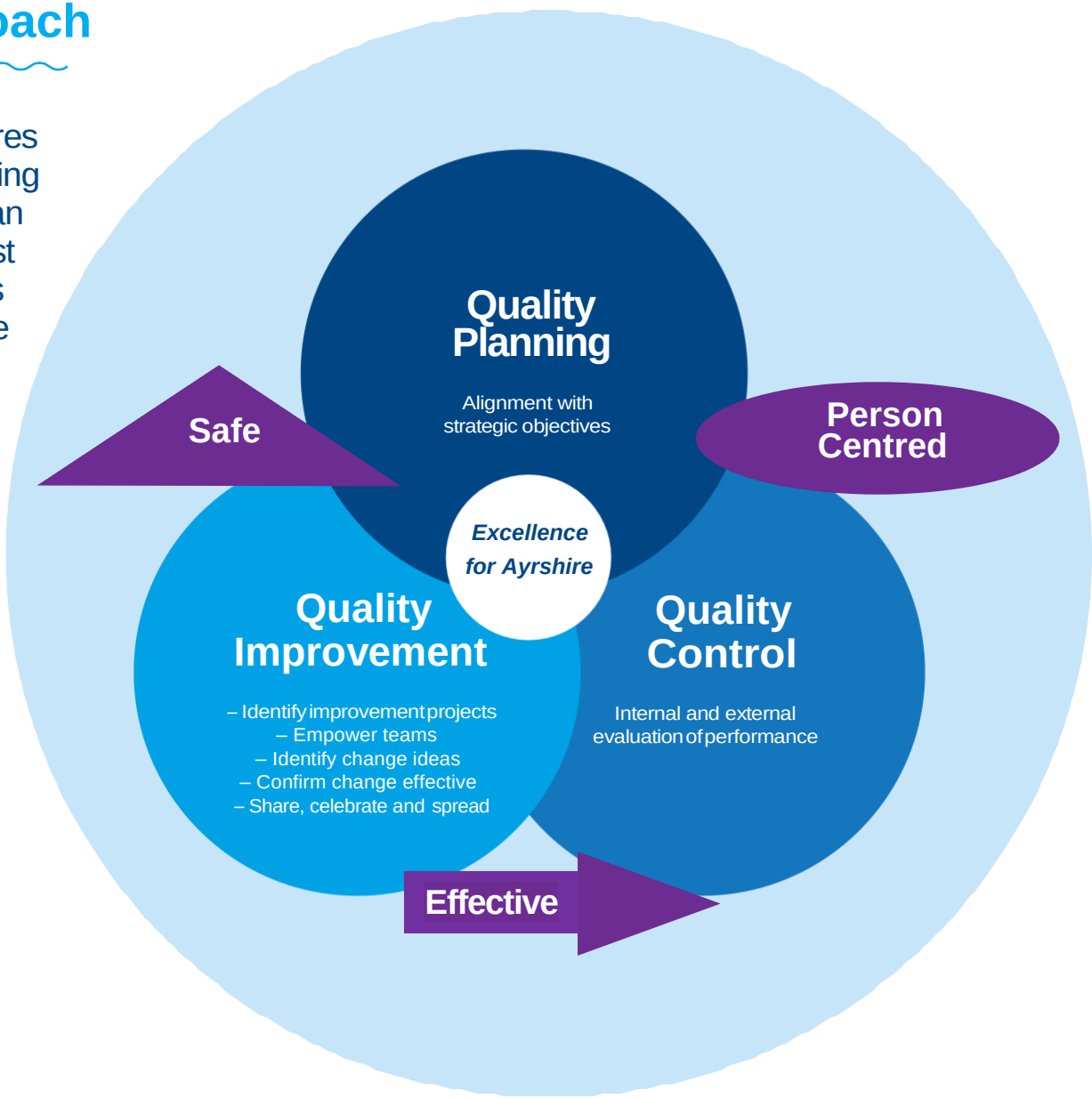
There will be no avoidable injury or harm to people from healthcare they receive, and an appropriate, clean and safe environment will be provided for the delivery of healthcare services at all times.

Effective

The most appropriate treatments, interventions, support and services will be provided at the right time to everyone who will benefit, and wasteful or harmful variation will be eradicated.

Our Quality Management Approach

Quality improvement in NHS Ayrshire & Arran requires collective action from a range of stakeholders working towards common, clearly understood goals. This can only be achieved through effective planning, robust control and innovative improvement methods. This consistent approach to quality management will be demonstrated at every level of the organisation.



Our Value Management Approach (VMA)

A Values Management Approach will support individual teams in Ayrshire and Arran to apply a quality management approach with combined cost and quality data at a team level to deliver improvement of outcomes, experience and value. Within the VMA framework improvement projects will be identified under one of four headings from NHS Ayrshire & Arran's 4 pillars: Quality, Service, People and Finance. Teams will be supported by the Quality Improvement team to prioritise projects in the context of what is of value or important to staff, patients, families and carers in each of the four areas. This approach will support our ambition to coach Quality Improvement within teams with a focus on staff wellbeing whilst providing everyone in Ayrshire & Arran with an opportunity to influence change.

Step 1.

Create and support conditions for change.

Step 2.

Use QI coaching approach with teams of staff.

Step 3.

Seek digital solutions for data collection.

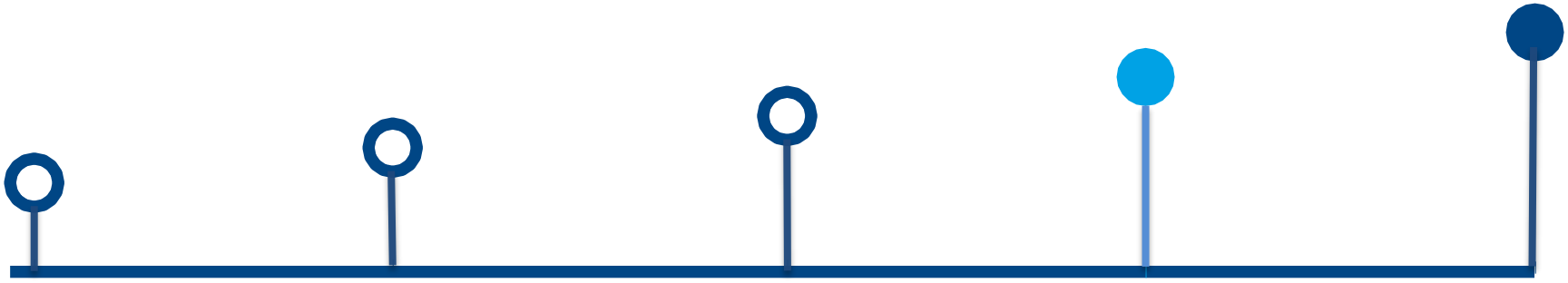
Improvement Activity

Focuses on:

- People
- Finance
- Service
- Quality

Goal

Improved experience, outcomes and value. Overall embeds a culture of QI in local teams.



Creating the Conditions

Key to establishing a successful quality commitment which can measure and demonstrate impact is the ability to create the right conditions. The Institute for Healthcare Improvement (IHI) 'Framework for Safe, Reliable and Effective Care' (2017) recommends two essential components which must be in place for a quality strategy to be successful; developing and establishing an open and safe culture and a strong, focussed learning environment.

An Open and Safe Culture

Adopting a Human Factors approach to our Excellence for Ayrshire Strategy will help us understand and improve the 'fit' between people and their working environment to ensure a safer, more productive and efficient workplace.

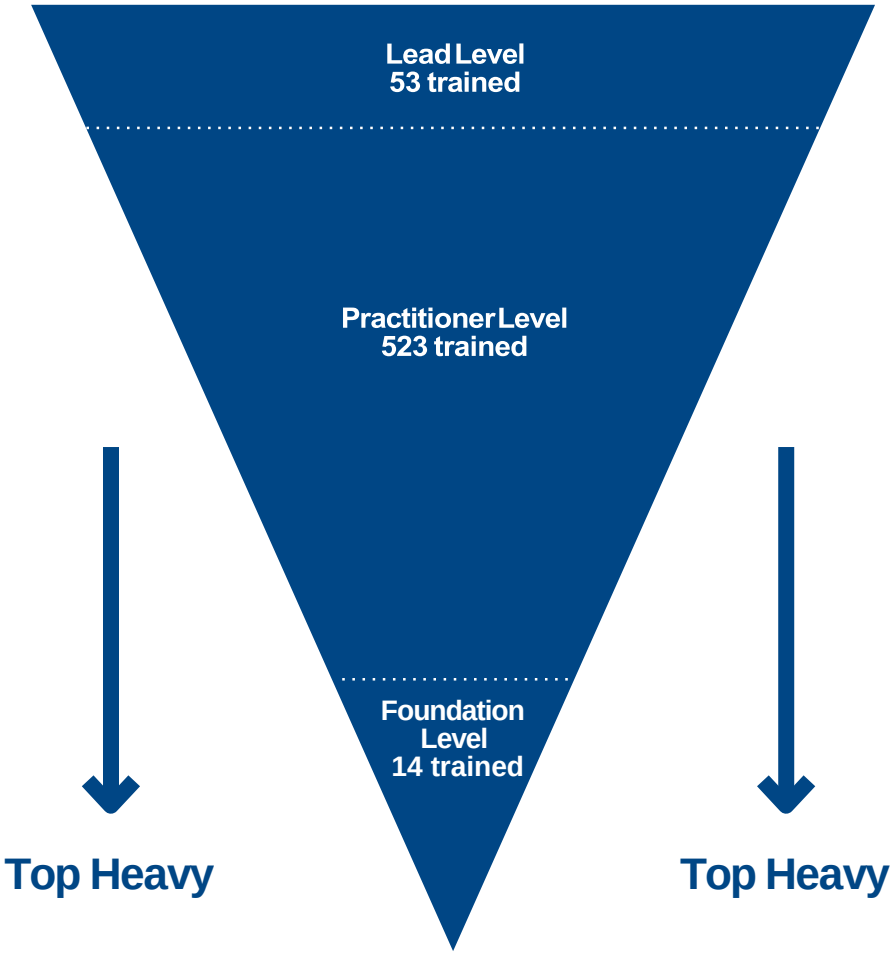
Our Organisation will

- ✓ **Prioritise safety and quality**
- ✓ **Be accountable for human factors**
- ✓ **Shape the safety culture**
- ✓ **Ensure a just culture**
- ✓ **Have the right sorts of conversations with each other and across all levels of the organisation**
- ✓ **Provide visible leadership**
- ✓ **Prioritise human factors to ensure safe care**
- ✓ **Make resources available – time, money and people**
- ✓ **Listen**

Adapted from:
https://chfg.org/getting-to-grips-with-the-human-factor-boards-resource/

Building Quality Improvement Capability and Capacity

To deliver sustained, organisation-wide improvement, a systemic approach to building improvement capability across the organisation is required. As can be seen in the diagram ⟶ NHS Ayrshire & Arran has been committed to delivering high quality training for those leading quality improvement. Previously Quality Improvement training has focussed on Lead and Practitioner level staff. Our Quality Strategy will outline a new system wide approach.



Current QI improvement skills training position – May 2019

Building Quality Improvement Capability and Capacity

Building quality improvement capacity and capability will be an ongoing, dynamic process. A key consideration of this strategy now will be ensuring teams **throughout the organisation** have general and specialist improvement skills. The intension will be to move towards a system wide approach to ensure that a quality culture is embedded. The diagram ⟶ sets out the approach to realise this ambition.

All Staff
– Identify problems and how to get involved.

Staff Involved In or Leading QI Projects
– Leading teams, supporting a culture for improvement using an improvement methodology.

Clinical Leaders / Senior Staff
– Deep understanding of measurement and using data.

QI Coaches
– Deep understanding of method, tools, understanding variation and coaching teams.

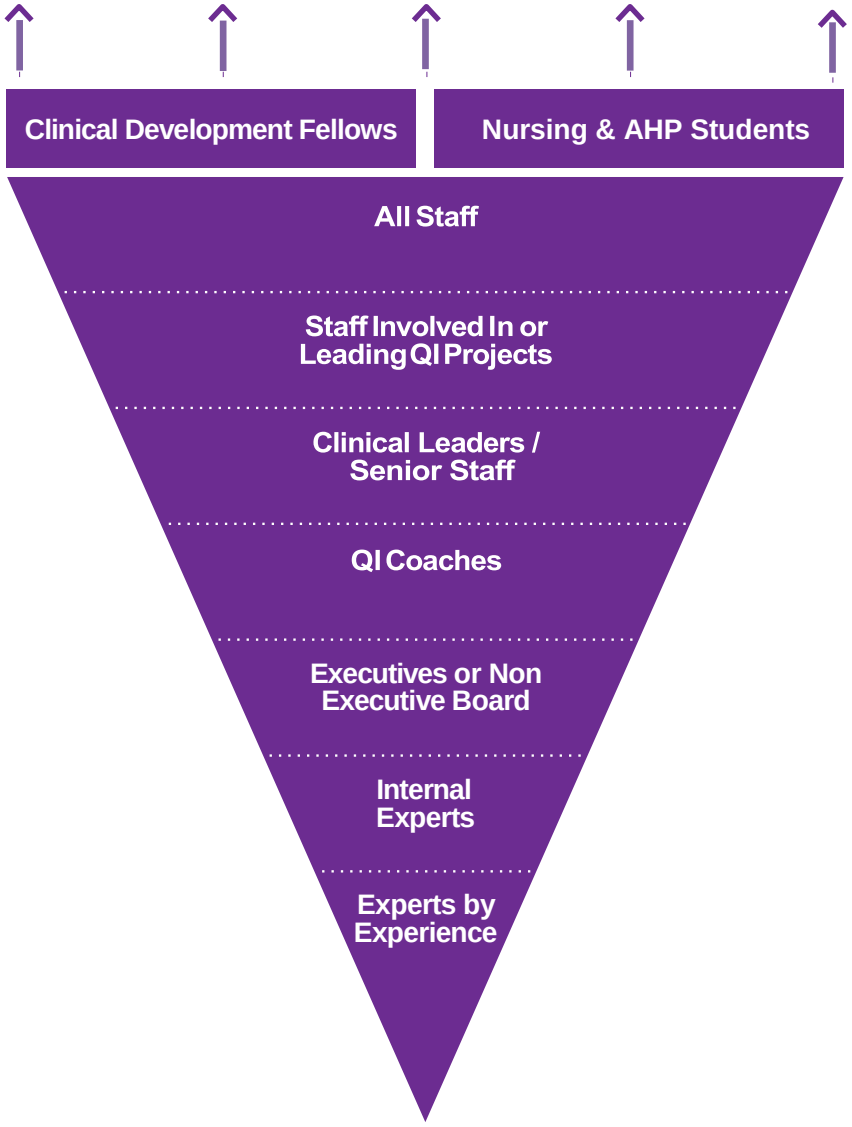
Executives or Non-Executive Board
– Setting direction or big goals, executive leadership, oversight of improvement, being a champion or understanding variation.

Internal Experts
– Deep statistical process control, deep improvement methods, effective plans for implementation and spread.

Experts by Experience
– Introduction to QI, how to get involved in improving service, practical skills in confidence building, presentation and contributing ideas.

Clinical Development Fellows
– Dedicated development time to participate in QI.

Nursing & AHP Students
– Intro to QI delivered within undergraduate and postgraduate syllabus; embedded into QI project teams during placements.



Future QI improvement skills training position

Building a renewable QI infrastructure and embedding a culture of Quality Improvement

Our approach in Ayrshire and Arran will be much wider than education and training. To improve capability we require to design a system that includes not only learning but enables the application of learning throughout the organisation. This will not be a one off event but rather will require ongoing strategic commitment.

Aim

We will engage everyone in Ayrshire and Arran to improve the quality and experience of care for our communities.

Engaging

1. Targeted communication.
2. Sharing improvement internally and externally.
3. Celebrating improvement.
4. Collaboration working with students, national boards, patients and SG.

Developing Improvement Skills

1. Targeted training for the whole organisation.
2. Give permission and time to engage with QI.
3. Develop pipeline and cohort of coaches.
4. Online learning options.
5. Encourage and support attendance on national QI education programmes.

Embedding

1. Job descriptions, recruitment, appraisal.
2. Intelligent work planning.
3. Annual cycle or improvement.
4. Support staff to find time and space to improve.

Improvement Projects

1. Appropriate spread and scale.
2. Targeted improvement support.
3. Aligned activity to organisational strategic priorities.
4. Values manage approach in individual teams.

Building a Quality Improvement Network

With the clear vision of enabling everyone in Ayrshire and Arran to improve the quality and experience of care for our communities. The QI Network will align people who have ideas for improvement with those who have improvement skills. It will support the generation of ideas as well as identifying opportunities for the spread and scale of success quality improvement projects who have demonstrated:

– Improved experience of health and care

– Improved health of the population

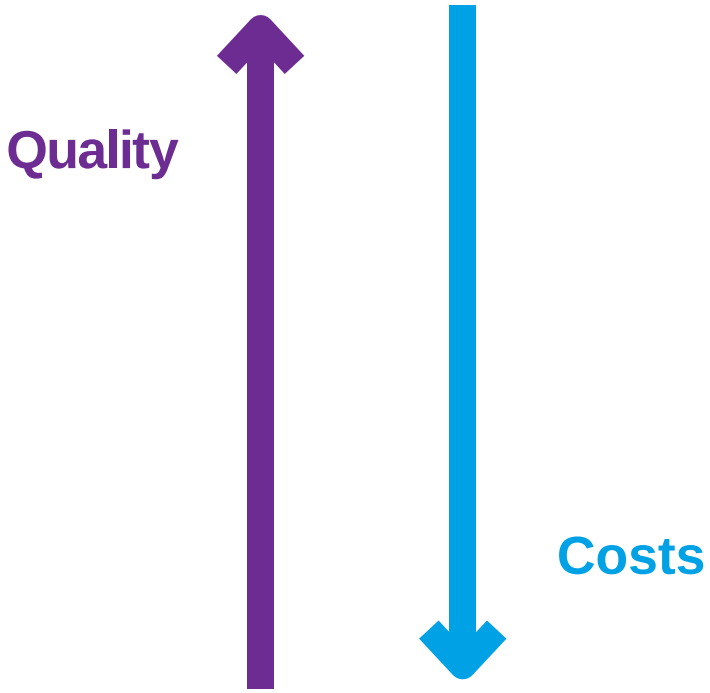
– Reduced per capita cost of health care

– Improved staff experience

Quality and Cost Improvement

A focus of our Quality Strategy will be to start evaluating the cost impact of our quality improvement priority areas. Across projects there have been clear areas where teams are demonstrating increasing efficiency and productivity with some areas, particularly those engaged with the Values Management Approach, suggesting possible financial savings.

There will be a greater emphasis on qualifying the financial impact of quality improvement projects. This may be exhibited as cost avoidance, which is helpful in reducing our financial pressures. We will prioritise these for detailed evaluation with the support of our finance team.



How NHS Ayrshire & Arran will deliver the Quality Strategy
Quality Ambition: Person Centred

Our Objective

Mutually beneficial partnerships between patients, their families and those delivering healthcare services which respect individual needs and values and which demonstrate compassion, continuity, clear communication and shared decision-making.

Delivered through:

– Actively seeking and responding to patient, family and carer feedback mechanisms.

– Developing and implementing equality and diversity strategies and plans.

– Patient and public participation and engagement mechanisms.

– Delivering the Patient Experience and Caring Connections Programme.

– Implementing and evaluating the success of our Patient Story Framework.

– Engaging with specific service users, patient groups and networks.

– Analysis and evaluation of all patient, family and carer feedback to identify common themes, celebrate success and identify key priority areas for improvement.

Success Criteria

– We will enable people to share their personal preferences about their care and treatment and give them the opportunity to be involved and/or be present in decisions about their care and treatment.

– We will involve the people who matter to them in their care to meet the requirements of the Carer's Act (2018).

– We will develop and implement further our person centred approach to visiting.

– We will make sure people receive information in a clear, accurate and understandable format, which helps support them to make informed decisions about their care and treatment.

– We will provide training and education, to enable staff to treat people with kindness and compassion, whilst respecting their individuality, dignity and privacy.

– We will inform people about how to provide their feedback, comments and concerns about their care and treatment and clearly use this to make change and improvements.

– We will enable more patients to end their life in place of their choosing.

– We will give patients the opportunity to choose to be cared for at home or in a homely setting.

– We will ensure that patient experiences of our services are used to improve the quality of our care.

– We will continue to identify and build opportunities for volunteers to help improve the health and wellbeing of patients, families and carers, with a particular focus on dementia, spiritual care and end of life.

– We will use patient journeys and patient experience of care to support improvement and redesign of services.

– We will engage with people, communities and the population we serve to deliver high quality services to meet their needs.

– We will enable patients to be experts by experience providing introduction to quality improvement training and practical skills to be able to contribute to improvements.

How NHS Ayrshire & Arran will deliver the Quality Strategy
Quality Ambition: Safe

Our Objective

There will be no avoidable injury or harm to people from healthcare they receive, and an appropriate, clean and safe environment will be provided for the delivery of healthcare services at all times.

Delivered through:

– Continued delivery of the Scottish Patient Safety portfolio of programmes

– Continued implementation of Prevention and Control of Infection systems and processes

– Implementation of Duty of Candour processes

– Build upon and expand use of EC4H communication education

– Adverse Event Policy and associated processes

– Strong Clinical and Care Governance structures and processes for assurance

– Development and implementation of our Digital strategy

Success Criteria

– We will ensure effective Prevention and Control of Infection systems and processes are in place for the safety of patients, families, staff and visitors.

– We will continue to ensure effective and timely adverse event reporting, investigation and learning processes are in place and monitored.

– We will further develop our implementation of the Being Open approach to our communication with patients, their families and colleagues.

– We will develop and agree our Realistic Medicine priorities in partnership with patients and families.

– We will further develop and enhance the reliability of critical safe care processes such as prevention of acute deterioration, medicines management and clinical handovers across the spectrum of Acute Hospital, Primary and Community Care.

– We will continue to develop and improve consent to treatment processes to help patients better understand risks and consequences of options and choices in planning care.

– We will focus on increasing the use of technology to enable agile, responsive and smarter working for our staff that reduces the risk of waste, duplication and harm for our patients.

– We will provide a psychologically safe environment where people feel comfortable and have opportunities to raise concerns or ask questions.

– We will support the implementation of Excellence in Care through both clinical and improvement champions.

How NHS Ayrshire & Arran will deliver the Quality Strategy
Quality Ambition: Effective

Our Objective

The most appropriate treatments, interventions, support and services will be provided at the right time to everyone who will benefit, and wasteful or harmful variation will be eradicated.

Delivered through:

– Strong Clinical and Care Governance structures and processes for assurance and learning

– Maximising the value of our Realistic Medicine leadership and approach

– Development and implementation of our Digital strategy to maximise our use and analysis of data

– Participation and implementation of the national access programmes

– Design and delivery of improved clinical pathways aligned to Caring for Ayrshire programme

– Understanding and reducing variation that does not add value for the patient

Success Criteria

– We will develop and spread a Value Management Approach to enable effective use of real time, point of care data.

– We will continue to develop new multi-disciplinary models (including non-medically led) of evidence based care focussed on our integrated health and care services in the community.

– We will improve discharge planning and pathways by focussing on improving multidisciplinary criteria led discharge, enabling discharges earlier in the day, more options for community support and a 'discharge to assess' approach.

– We will work collectively to improve our unscheduled care access for our patients and communities by developing alternative models to reduce the need for Emergency Department attendance and subsequent hospital admissions. This will enable us to develop the best unscheduled care pathways in Scotland.

– We will focus on improving our Outpatient services and provide alternative opportunities to patients using a portfolio of approaches (telephone; attend anywhere; patient opt-in) to improve access to our services. This will enable us to deliver our goal of no patient waiting longer than 10 days for an outpatient appointment.

– We will develop better ways to collect and organise clinical information that enables healthcare professionals to identify the best diagnostic and clinical treatment options.

– We will continue to improve the high quality education and training we provide to our staff to make sure that our patients continue to receive evidence based interventions.

– We will develop a Realistic Medicine programme that supports the identification of "variation" and creates actions to reduce this.

How NHS Ayrshire & Arran will deliver the Quality Strategy
Our Staff

Our Objective

Quality of care is achieved by the commitment and professionalism of our staff, volunteers and partners. Staff who feel they are involved, valued and cared for by their organisation are better able to relate effectively with others and deliver high quality healthcare.

Delivered through:

– Delivery of our People Strategy through Corporate People Plan

– Continued maximisation of our Occupational Health Team to support our staff

– Continued evolvement of the Staff Care team to benefit our staff

– Continued successful implementation of our Volunteering recruitment and management systems

– Continued use of our staff feedback systems such as iMatter

– Peer support for medical staff

Building Quality Improvement capacity, capability and leadership by:

– Local QI Education and use of strategic change programmes as the focus for improvement projects

– National Quality Improvement Education programme : using successful candidates as QI coaches for local teams; coaching a minimum number of local projects

– Developing a coaching approach to Quality Improvement education and training

– Aligning Quality Improvement projects to organisational strategic objectives

– Developing an Ayrshire and Arran Quality Improvement Network

Success Criteria

– We will demonstrate and 'live' our organisational values of caring, safe and respectful.

– We will develop tools, resources and education that support the ability of individuals, teams and managers at all levels of the organisation to provide high quality healthcare.

– We will build, develop and refresh our Staff Care Team to be more proactive, as well as responsive and reactive to staff needs.

– We will strengthen our relationships with the third sector so we can work together and offer the public the best quality of experience, by collaborating with them in the design and delivery of services.

– We will support our volunteers and expand the valuable additional support they can offer to improve the experience of patients and their families.

– We will support staff to contribute to quality improvement programmes locally and nationally.

– We build and develop our Ayrshire and Arran Quality Improvement Network.

N.B. This objective is strongly connected to our Workforce POAP and Workforce Plan.

Quality Assurance and Control

Monitoring, Measuring and Assuring

Information and data will be critical to improving quality and safety with NHS Ayrshire & Arran. Excellence for Ayrshire will develop and promote consistent, high quality, timely and comprehensive data to underpin quality improvement and organisational efficiency. We will:

– Further develop capability in data analysis.

– Aim to avoid waste in time and money spent on duplicated recording and cleansing data.

– Ensure that data is collected as part of an electronic system where possible, allowing clear audit trails.

– Ensure all data are presented and interpreted using agreed Measurement and Visualisation Standards to ensure a consistent approach to presentation of data.

– Qualitative and quantitative data will be integrated ensuring the patient and staff voice is strong, increasing robustness and credibility of data.

– Development of quality dashboard at corporate, site, directorate and HSCP level.

Governance & Accountability

NHS Ayrshire & Arran has in place the Healthcare Governance Committee to provide assurance to the NHS board that systems and procedures are in place to monitor healthcare governance in line with the Board's statutory duty for quality of care. The Healthcare Governance Committee will have oversight of the development of NHS Ayrshire & Arran's Quality Strategy (Excellence for Ayrshire); providing the opportunity to build on the strong foundation, and focus collective efforts on agreed priorities

Supporting Infrastructure

To successfully deliver the highest quality health and care services for the people and staff of Ayrshire and Arran the whole organisation will require to work as a single system, this includes acute services, health and social care partnerships and third sector organisations.

The following teams have a critical role in the connected infrastructure required:

– Quality Improvement Team
– eHealth
– Public Health
– Infection Control
– Directorate of Transformation and Sustainability
– Human Resources
– Organisational Development
– Communications
– Finance
– Risk Directorate

No individual parts of the system will be responsible for improving the quality of care with quality improvement becoming everyone's business in NHS Ayrshire & Arran.

References

IHI reference
https://improvement.nhs.uk/documents/1660/01-NHS107-Dosing_Document-010917_K_1.pdf