Excellence in rural healthcare

NHS
United Lincolnshire Hospitals
NHS Trust

Delivering Excellence

Continuous Quality Improvement Strategy and Delivery Plan

2019-2021 and beyond

Directorate of Human Resources and Organisational Development

Head of 2021 Programme
Karen Sleigh

Content

Foreword

Martin Rayson
Director of Human Resources and
Organisational Development

I am delighted to introduce United Lincolnshire NHS Hospital Trust's (ULHT) first Continuous Quality Improvement Strategy, which sets out our aspirations and 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 Trusts commitment to supporting and empowering our staff, volunteers, patients, careers and partners to make improvements to how we deliver services, now and for the future. All of these improvements will enable us to demonstrate achieving our 2021 vision and ambitions together.

I recognise that we are on a journey, to join up our areas of excellent practice and share learning across the Trust. This Strategy will play an important part in bringing together our learning potential, through providing support on the use of and practical application of improvement science tools and techniques.

As a Trust, we want to develop 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 their learning across the Trust, showing that we can and are doing outstanding jobs that make a real difference to our patient's experiences of their care.

However, we recognise that we have some key challenges to overcome, we want to ensure that we integrate this Strategy into our existing business planning frameworks to demonstrate that improvement is a vital contributor to improving care flow processes and performance, making things run more smoothly and effectively. This all contributes to us providing services that we should quite rightly be proud of.

I would encourage you to read through this Strategy, as it is not just a programme of training and development, it sets out how we will be inclusive and work together to build the improvement skills we need, provide support to deliver improvements and encourage Ambassadors to develop across the Trust who can lead and develop local programmes of improvement. There will be something for everyone to be able to get involved and adapt to their areas of work. Remember, no improvement is too big or too small for us to apply our improvement approach.

We all have a role to play in challenging and improving the way they do things in our every-day roles, and we want to join up all of our efforts to achieving and celebrating how we can demonstrate that we are delivering excellence, supported by our drive and motivation to make improvements.

1. About our Trust

At ULHT, we want to ensure that everyone who works at the Trust is encouraged to strive for excellence in all that they do by working together to deliver high quality patient care. We have made a great start on introducing quality improvement, we now want to ensure a clearly understood and recognised joined up and consistent methodology.

Introduction

This Continuous Quality Improvement (CQI) Strategy aims to set out our intended journey to embrace and embed quality improvement as part of delivering our Five-year Strategy. We will achieve this by building both individual, team and therefore our organisational capacity and capability, through a systematic approach to using improvement science tools and techniques, which we will term our Continuous Quality Improvement (CQI) approach.

We will be developing different levels of improvement expertise tailored for individuals, teams and focused pieces of work, through supporting the practical application of CQI to deliver local improvements, together with our bigger transformational strategic improvements. We want to encourage strong local leadership through developing CQI Ambassadors, who can deliver our quality improvement training within their own teams, teams across the Trust, together with teams across our health and social care system networks. We will celebrate and share our successes, learning, experience and knowledge, through the development of our CQI Knowledge Hub as part of our CQI Faculty.

Simply by training alone, will not achieve the impact of our CQI intent, we need to see that it is part of all of our roles to help transform our organisation to achieve our 2021 vision. We want to demonstrate that CQI is the way we do things here, where our staff feel confident and empowered to challenge, problem solve and innovate to improve our patients care, illuminate waste and reduce variation which will improve patients experiences of our services.

Our vison and values

Our vision: We will provide excellent specialist care to the people of Lincolnshire, and collaborate with our local partners to prevent or reduce the need for people to be dependent upon our services.

The Trust has set out its ambitions to strive for excellence in the Five-year Strategy, supported by our priority setting methodology to identify our strategic and annual priorities. Our ambitions are:

- Our Patients

- Our Services
- Our People
- Our System / Partners

Quality improvement is one of our strategic priorities within Our People ambition. To complement the delivery of our ambitions are our values, underpinned by our Staff Charter that sets out the expected behaviours from each other. These values will be embedded throughout our CQI approach:

- Patient-centred
- Safety
- Compassionate
- Respect
- Excellent

Our Continuous Quality Improvement aim

The key outcomes for our CQI approach is improved patient safety and experience. There is no single definition of quality improvement. The Care Quality Commission (CQC) Report on the learning from trusts on a journey of quality improvement describe it as:

> *'Quality improvement is an approach to improving service quality, efficiency and morale simultaneously: this is done by systematically enabling staff and leaders in the continuous study of improvement of their work, anchored in methodologies and tools from improvement science'.* [1]

Critically, quality improvement requires staff, operational managers and senior leaders to work together, with problem solving and decision-making happening as close to the issues being experienced as possible. An important ingredient in successful and sustained improvement is the way in which the change is introduced and implemented.[2]

There is also the reference to the Science of improvement (SOI), which is used by a wide range of people and professionals to mean different things, but an article by Pela et al (2013) provides an historical review of SOI and its application in healthcare settings. This describes it as the integration of ideas, concepts and models between scientific disciplines to develop robust improvement models, tools and techniques with a focus on practical application and problem solving.

The aim of this strategy is:

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[1] CQC Report on Quality Improvement in Trusts. Sharing Learning from trusts on a journey of QI September 2018

[2] Øvretveit J. *Does improving quality save money? A review of the evidence of which improvements to quality reduce costs to health service providers.* London: Health Foundation, 2009.

> "To support and empower our staff to deliver improvements to achieve high-quality care, share and celebrate learning through the use of improvement science tools and techniques."

The objectives for this Strategy have been shaped around the key elements of success from the national best practice, identified in the CQC[3] Report, together with building on our learning and the learning from NHS Improvement Quality, Service Improvement and Redesign approach across the system:

1. **Strategic intent for CQI:** Supporting leaders explore and identify CQI opportunities linked to strategic and annual planning.

2. **Patients at the heart of delivering CQI:** Sharpen the focus on delivering high-quality patient care and aligning improvement activity to outcomes and patient experience.

3. **Leadership for CQI:** Delivering CQI by unwavering commitment from senior leaders, who model appropriate improvement focussed leadership behaviours and visible hands-on-approach.

4. **Building CQI skills at all levels:** Delivering a systematic framework for building and demonstrating a range of CQI skills for all levels, facilitating sharing learning.

5. **Building CQI engagement at all levels:** Building a culture of QI at all levels, which is modelled by our leaders empowering staff at all levels to engage with and become problem solvers.

6. **System view for CQI:** Applying systems thinking which results in improvement beyond organisational or functional boundaries.

Embedding CQI is not just delivering programmes of training, it is a way of working, and can be measured through many traditional performance frameworks. A key indicator of success will be from measuring improving patient experience and staff satisfaction surveys. The focus will be on the delivery of programmes with individuals and teams to support and guide, build skills and capability to deliver improvements.

This approach will build confidence in generating ideas for improvement, together with fostering a more collaborative approach to involving our staff, patients, carers and key stakeholders in delivering the improvements.

This is not an easy quick fix; it is a challenging endeavour to change behaviour in complex organisations and developing an effective leadership and organisational approach to continuous improvement. We can achieve this together through engaging and empowering our staff, harnessing our creativity to solve problems and innovate as part of our daily roles.

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[3] CQC Report on Quality Improvement in Trusts. Sharing Learning from trusts on a journey of QI September 2018
Final ULHT CQI Strategy

It is not a sprint it is a marathon, and this strategy and delivery plan clearly sets out pace and direction, whilst building solid foundations for our continuous quality improvement journey together.

Success factors will include:

- Staff who are passionate about the delivery of improving high-quality care for our patients.
- Staff and leaders at all levels who are engaged, confident and committed to making improvements.
- Collaborative ways of working with patients and key stakeholders in driving system improvements.
- Clear links from local improvements to our vision, ambitions and priorities.
- Integrated improvement planning with our strategic, business and performance management planning.
- Clear governance for improvement ownership, trust and confidence that problems will be dealt with swiftly.
- Sharing opportunities with peers and internal networks to build skills and knowledge transfer.

2. Our Current Position

Whilst the demand for our services increases year-on-year, we need to find new and innovative ways to deliver the way we work. In outstanding rated trusts, there is a clear focus on developing a culture of continuous quality improvement, embedded throughout the organisation.[4] A key factor is successfully embedding improvement through a consistent methodology. We need to recognise that we are on a journey, our Staff Survey identifies that we have to improve the pride and confidence in promoting our Trust as a good place to work that we are proud of.

Defining our approach

The key is to have a defined and systematic approach to improving safety, service quality, efficiency and morale, not just as a mechanism to problem solve in failing parts of the organisation, but as a way of expanding improvement beyond organisational functional boundaries.

This type of approach has, at its heart, a focus on providing better patient outcomes through systems thinking and training on the application of improvement science tools and techniques. The application of quality improvement, can demonstrate improved operational, organisational and financial performance. We need to support curiosity and experiential learning, supported by our leaders.

- We will be building on the success of our in-house Quality Improvement Programme.

- We will be launching our NHS Improvement Quality, Service Improvement and Redesign (QSIR) Faculty and embed the QSIR Practitioner programme approach at all levels across the Trust. We will be classed as an organisation participating in the QSIR College programme, which uses an organisational / system approach to building improvement capacity and capability.

- We will be applying system thinking, bespoke programmes and specialist spin off support, which will include more in-depth applications of methods, including; measurement for improvement, conventional and lean process improvement, Agile and Prince Project Management, and Managing Successful Programmes.

- We will be linking with networks and making collaborations across the Quality Improvement networks.

We will integrate improvement planning within existing strategic, annual business and performance planning to identify opportunities for improvement. This identification of improvement supported by specialist programmes of training and

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[4] CQC Report on Quality Improvement in Trusts. Sharing Learning from trusts on a journey of QI September 2018

support from the 2021 Programme Hub. We will be facilitating the widening of skills and understanding of running initiatives, projects and programmes to sustainably deliver short and long-term targets for improvement. We will also support the development of staff ideas and recommendation on who to take these forward supported by our CQI approach.

2018
Quality Improvement Programme

At the beginning of 2018, the Trust was supported by HEE to kick-start a Quality Improvement Programme. This programme was delivered by an external company providing an introduction to the use of improvement tools and techniques to an improvement idea, which enabled over a 130 of our staff and volunteers to start and deliver an improvement project. This has been further developed into our in-house delivered programme, which has led to another 30 of our staff and volunteers delivering an improvement project across our sites and multiple services.

Quality, Service Improvement and Redesign (QSIR)

A cohort of 5 staff have undertaken the NHS Improvement QSIR Practitioner Programme, with 3 individuals progressing to the NHS Improvement ACT Academy Associate level to be able to deliver the NHS Improvement QSIR Practitioner Programmes and set up our QSIR Faculty.

2019
Quality Improvement Programme

We have started our 2019 programme of delivery, which comprises of x3 half day workshops with coaching to support the delivery of an improvement piece of work. We have a target of 3 cohorts of 30 or more staff on each programme across our sites.

We have also developed this programme into bespoke programmes for key specialist areas and projects, which has included:

- Over 100 of our Nurse Preceptees going through a 1 day programme in February, generating improvement ideas for our Quality Fellows to follow up with a bespoke programme
- Lectures to University of Lincoln undergraduate students
- Focus on A&E nursing improvements at Pilgrim Improvement programme
- Maternity Nursing programme
- Applying the QI and QSIR approach to key programmes under the 2021 Improvement programmes
- Working with some of our partners to train up and deliver our QI Programme bespoke to their organisation

Quality, Service Improvement and Redesign (QSIR)

There will be a cohort of 3 QSIR Associates. We will be launching our QSIR Faculty and rolling programme of delivery of the NHS Improvement QSIR Practitioner Programme in the Trust in May. We will be providing a clear set of tools and techniques to access via the Intranet and a promotion of the integration of CQI into our day jobs, to become part of new ways of working through our new Trust Operating Model.

Model for Improvement

We are currently trying to gain more traction in the use of a standard set of improvement tools and techniques that will be available to all of our staff tailored to their needs and experience.

We want to support staff at all levels to lead and deliver measurable change with the 'model of improvement'[5] (Plan, Do, Study, Act) at its core. This approach will demonstrate embedding our values, promoting openness and transparency towards tackling things when they go wrong, apply quality improvement approaches and share learning to improve our patient care. Each member of our staff has a key role to play in creating and delivering improvements for our patients and staff.

No improvement is too small, and of course not every improvement needs to go through our CQI programmes, but we would like to capture them and promote them through our Knowledge Hub. They will be further celebrated though sharing with the FAB Academy.

Through the development of this CQI Strategy, we have taken a realistic view of where we are in the challenges we face, the progress to date on what we have managed to achieve, and set out a clear ambition to be an organisation that is committed to delivering high-quality care through embedding a systematic and effective approach to CQI.

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[5] Institute of for Healthcare Improvement "model for improvement"

3. Our Challenges

We recognise that we have quite a challenge ahead of us and that we have to address many issues. This CQI Strategy will form part of those approaches that when we look back, we will recognise how important it was to invest in empowering our staff to deliver improvements which improve our services that our patients will benefit from.

Identifying our opportunities

Whilst we recognise that the Trust faces a range of challenges, if we apply our CQI approach they become opportunities:

- We will be relaunching our vision to achieve excellence through our Five-year Strategy, to reflect the work to set out our vision, ambitions, objectives, strategic and tactical priorities.

- The Trust is in double special measures for Quality and Safety and Finance and we have challenging performance results, but we have an ambition to strive for excellence.

- We have implemented a new Trust Operating Model (TOM), which has included the structural changes from 15 Directorates to 4 Divisions, supported by 13 Clinical Business Units and 40 Clinical services / specialities.

- The TOM is not just about an organisational restructure, it is about shaping our Divisions to be able to focus more on delivering our vision and ambitions, which will be supported through 'new ways of working', covering clear governance and meeting structures and devolution of powers to encourage decision-making to be made closer to the operational issues.

- Implementing the wider Sustainability and Transformation Partnership (STP) plans across the health and social care system to reduce the demand on our hospitals.

- This all ties in closely with our organisational 2021 transformational Improvement Programmes.

- Continuing need to widen our stakeholder and patient communication, consultation and engagement identified through our staff and patient surveys.

- Encouraging staff pride and engagement remains a key issue, whilst some areas score highly in our staff surveys, to drive consistently high scores across the Trust we need to promote energy, enthusiasm and pride in the importance and quality of our work.

- Need to tackle the root causes of our staff survey results for why our staff are not feeling proud to work for ULHT and would not recommend us as a place to work.

- As a Trust across multiple sites, we have a diverse range of businesses and ways of working. We can learn from this diversity, using excellence in delivery to inform how we deliver improved patient care, and building a 'one team' approach.

- Clear ambitions to set up centres of excellence for key services across the Trust, which will lead to improved sharing and improving knowledge of improvement.
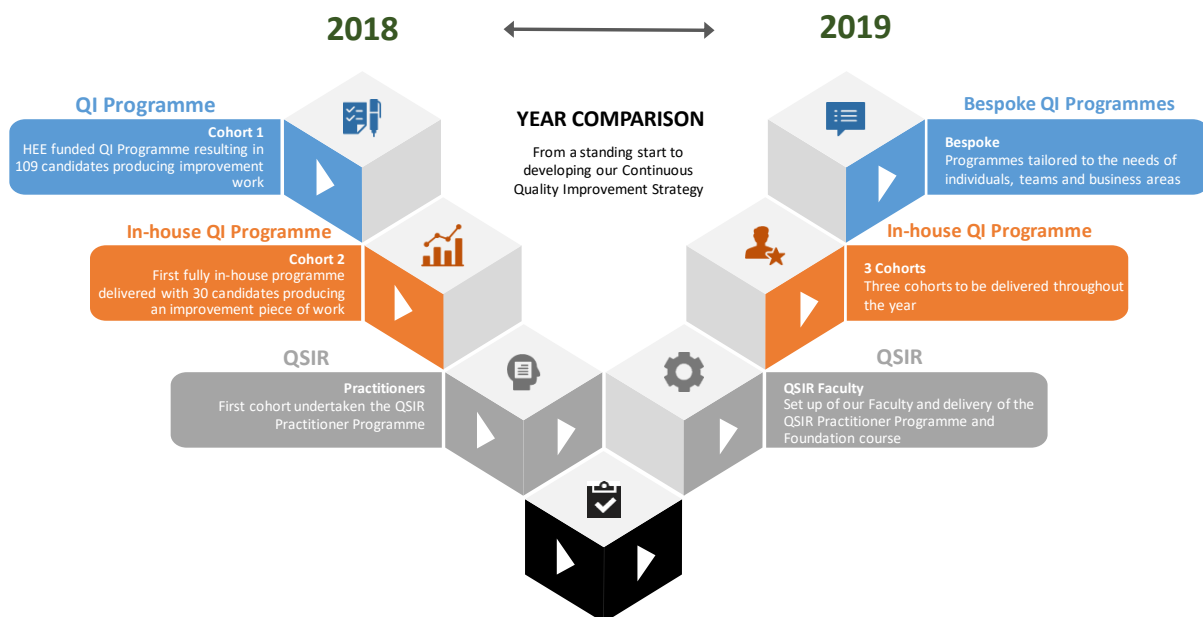
We want to be an organisation that can demonstrate that we can identify and work together on the opportunities that will shape the future vision of our Trust.

4. Continuous Quality Improvement (CQI) Maturity

The Trust has started on its journey of quality improvement. However, we recognise that we are at the early stages of adopting a systematic approach to CQI tools and techniques. Where there are good examples of progress there is not yet a mature infrastructure to promote and support the adoption of CQI, this Strategy will help accelerate how we can celebrate our sharing of learning, supported by the launch of our Quality, Service Improvement and Redesign (QSIR) Faculty.
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Recognising our journey

The following diagram outlines the comparison from starting our journey in 2018, identifying what we have achieved and what we have planned for this year:

2018

YEAR COMPARISON

From a standing start to developing our Continuous Quality Improvement Strategy

2019

QI Programme

Cohort 1
HEE funded QI Programme resulting in 109 candidates producing improvement work

In-house QI Programme

Cohort 2
First fully in-house programme delivered with 30 candidates producing an improvement piece of work

QSIR

Practitioners
First cohort undertaken the QSIR Practitioner Programme

Bespoke QI Programmes

Bespoke
Programmes tailored to the needs of individuals, teams and business areas

In-house QI Programme

3 Cohorts
Three cohorts to be delivered throughout the year

QSIR

QSIR Faculty
Set up of our Faculty and delivery of the QSIR Practitioner Programme and Foundation course

We recognise the benefits that CQI can bring and the importance of moving over time to a consistent but flexible approach, that supports the diversity of our organisation, at all levels. We want to be recognised for promoting our good work.

We want to ensure that we can support new and existing programmes, projects and initiatives through our CQI approach which will focus on delivery and sharing learning.
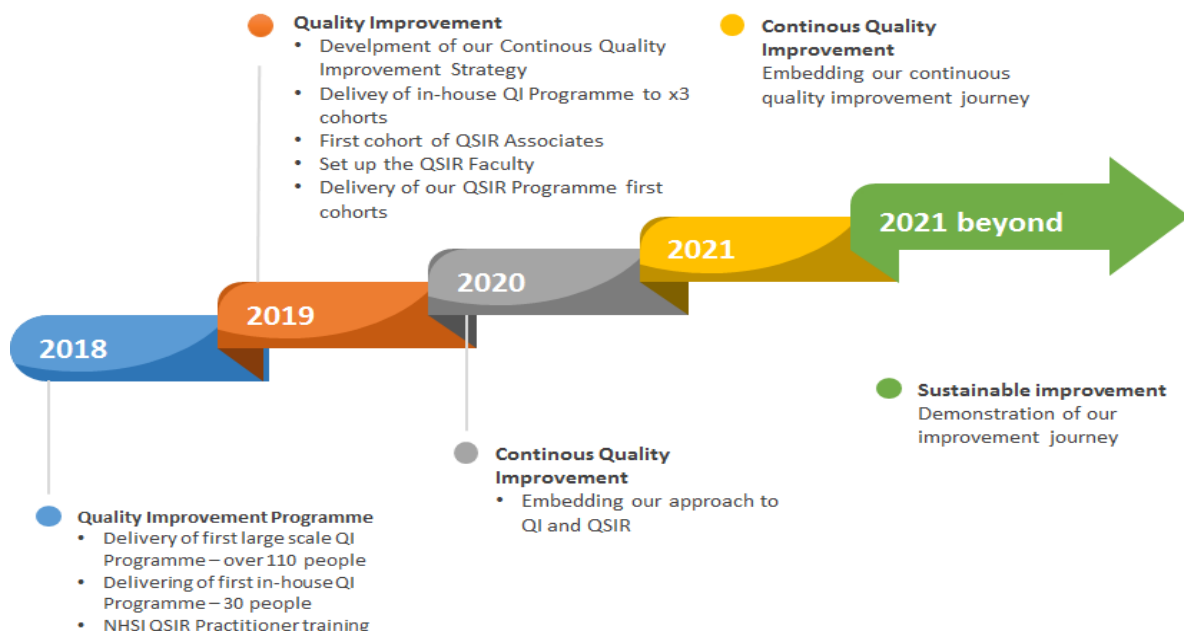
5. Long-Term Vision

This CQI Strategy will support the Trust to achieve sustainable improvements in line with the transformational changes required by the Trust's vision and ambitions, which are aligned to the wider STP health and care system, together with supporting and embedding TOM and new ways of working.

Our improvement vision

We want to develop a process for identifying opportunities from existing ways of working, together with linking to quicker life-cycles of improvement through supported CQI programmes. We want to build a confident and vibrant response to change and improvement, where CQI is an integral part of the way we think and act.

Together with tackling and identifying improvement opportunities, we want to grow the level of expertise throughout the Trust. We want to encourage our leaders to understand and own CQI to drive their business improvement opportunities in their own areas. This will help develop the capability and capacity at local levels, and help demonstrate improving the use of resources and delivering value for money, from a motivated and empowered workforce, who put the patient at the heart of everything they do. This will provide us with a sustainable approach to improvement, which we can do for ourselves, benefiting our patients.

The following timeline sets out our planning intention to reach CQI maturity:

Quality Improvement
- Develment of our Continous Quality Improvement Strategy
- Delivery of in-house QI Programme to x3 cohorts
- First cohort of QSIR Associates
- Set up the QSIR Faculty
- Delivery of our QSIR Programme first cohorts

Continous Quality Improvement
Embedding our continuous quality improvement journey

2018

2019

2020

2021

2021 beyond

Sustainable improvement
Demonstration of our improvement journey

Continous Quality Improvement
- Embedding our approach to QI and QSIR

Quality Improvement Programme
- Delivery of first large scale QI Programme – over 110 people
- Delivering of first in-house QI Programme – 30 people
- NHSI QSIR Practitioner training

The launch of our QSIR Faculty will be a legacy to the staff, volunteers and patients who have contributed to energising our improvement journey.

6. Six Elements of this CQI Strategy

Our CQI Strategy has six elements, which are the building blocks to achieve improvement maturity. We are currently achieving the delivery of these elements in varying degrees. Our aspiration is to build on what is working well, and create the conditions to support the development of our CQI approaches that meet the diverse needs and delivery models across the Trust. This will provide a platform to share learning, expertise and best practice.

Factors for successful delivery

Delivering our new TOM and supporting new ways of working will drive standardisation of transactional corporate activity, whilst improving opportunities for transformation change and being more innovative. This will be supported by the application of CQI, which will be applied to smaller improvements that matter to us, together with larger re-engineering of current systems and processes. We will be building skills and capability to deliver improvements that we achieve sustainable change.

The experience of successful organisations who have achieved 'excellent' in CQC ratings show that CQI techniques can be applied successfully across all parts of an organisation. The following diagram outlines our CQI Strategy elements:
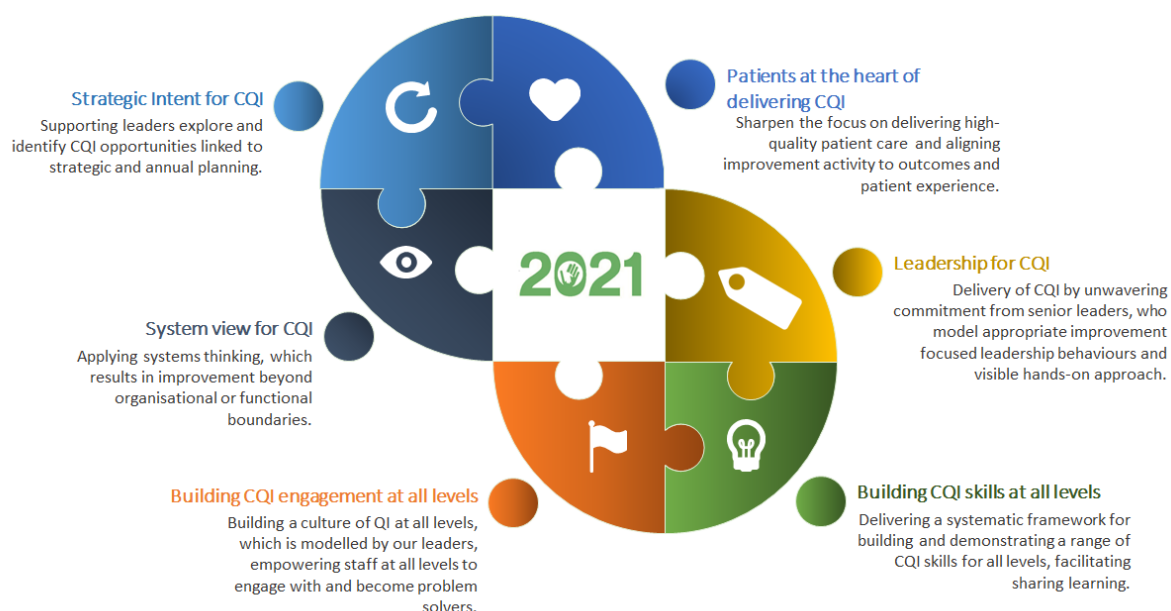
We want to make our CQI approach accessible to all levels of the Trust. There will be clear communication on our improvement programmes, how they work together and will be supported by Leadership Modules and access to improvement tools and techniques on our Intranet. There will be an inclusive approach to our engagement.

7. CQI Implementation Plan

There will be an Annual CQI Implementation Plan produced as part of our Improvement Planning cycle, which will form part of our integrated strategic and business planning process. Through these planning processes, we will be able to identify existing, new and emerging opportunities for improvement aligned to the Trust's vision, ambitions, improvement programmes, strategic and tactical priorities.

Delivering our CQI Strategy

The CQI Implementation Plan, will form part of the Trust's governance, and published as part of the Trust's Operational and Divisional Business Plans. The Plan will be reported to the Trust Management Group, providing assurance of delivery and escalating issues and risks.

The key success will be integration of CQI into the existing strategic and annual planning processes, and being delivered through to Divisional Operational Plans. There will be support from the 2021 Programme Hub to develop the opportunities for improvement.

The Annual CQI Implementation Plan will be signed off as part of the Trust's Annual Operational Plan. There will be monthly reports provided to the Trust Management Group, Trust Committees and Trust Board.

The development of the CQI Implementation Plan will be built up through the following six elements:

- Strategic intent for CQI
- Patients at the heart of delivering CQI
- Leadership for CQI
- Building CQI skills at all levels
- Building CQI engagement at all levels
- System view for CQI

Element 1: Strategic intent for CQI

Objective 1: Supporting leaders explore and identify CQI opportunities linked to strategic and annual planning.

The QI Programme is a strategic priority to deliver our Trust's vision. This CQI Strategy sets out the framework for embedding our approach throughout the organisation. Our CQI journey involves the systematic application of improvement science tools and techniques. This will support the new TOM ways of working and intention to deliver operational transformational change.

Why is this element important?

This element sets out the Trust's strategic intent for CQI, and demonstrates how the Trust Board and our senior leaders will identify and agree improvements that will deliver our vision and ambitions.

Our strategic intent for CQI builds on the good work that has already been achieved. It starts with identifying and prioritising our improvement activities in line with our strategic and annual planning processes. It is not just a training programme, it is about setting out a clear and sustainable approach to identifying opportunities for improvement and sustaining change that they will deliver, with tailored support where needed.

What is our vision?

That there is a clear CQI planning approach, which identifies our improvements aligned to our vision, ambitions and priorities. If our approach is not integrated into existing systems and processes, it will be seen as and feel like a bolt on "nice to have", rather than a fundamental part of the way of a way of working to strive for excellence.

The CQI Implementation Plan, should outline the priorities for delivery of our Quality Improvement Programme. We will build on our existing strategic and business planning processes, through identifying, registering and grading improvement projects through our 2021 Programme Hub and translating into improvement forward plans. These forward plans will align and prioritise our improvement activities to our vision, ambitions and priorities.

Once agree by the Trust, the forward plans will be translated into the CQI Implementation Plan and programme managed through the Trusts Governance Framework to demonstrate delivery of our Five-year Strategy.

We want to be recognised as a learning organisation, where all of our staff feel empowered and are supported to deliver sustainable improvements that will deliver the changes needed to achieve excellence in patient care. No improvement is too small.

This will be achieved though empowering our staff to make the small improvements that will make their day-to-day jobs better, together with approaching our strategic transformational changes with rigour and support. This will help the Trust develop its story of continuous improvement and strive towards excellence for our patients and our communities of Lincolnshire.
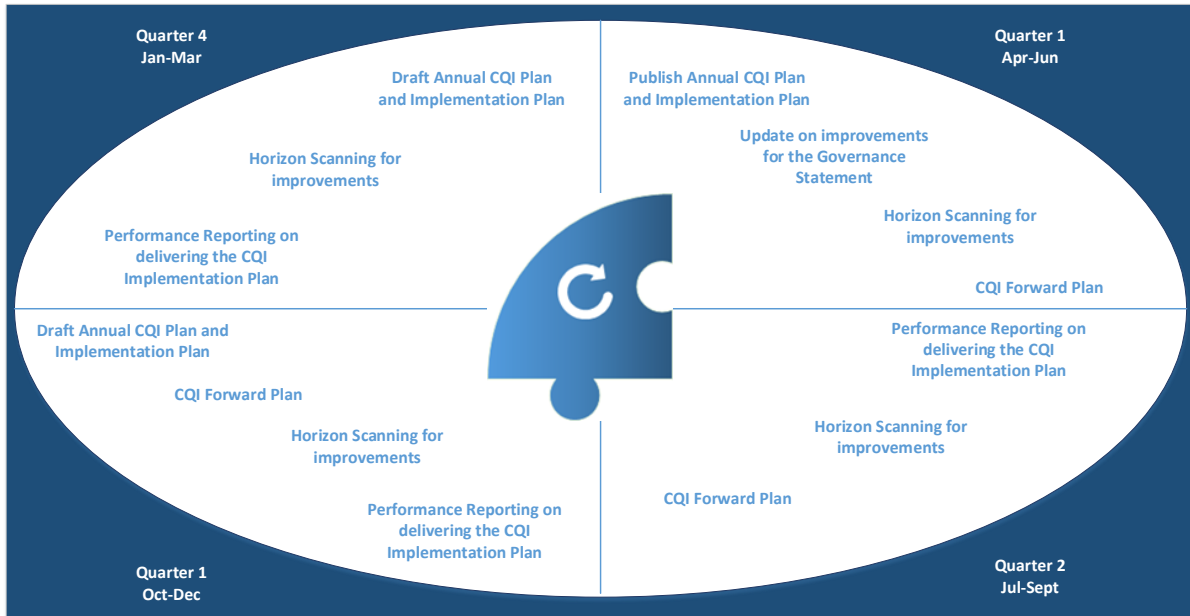
How will this be achieved?

- Provide the Trust with a systematic and recognised approach to quality improvement through the application of science for improvement tools and techniques.

- Support all the existing and planned programmes, projects and initiatives by ensuring that individuals and teams go through either the in-house Quality Improvement Programme, or the QSIR Practitioner Programme whilst they are delivering or preparing the delivery their piece of work.

- To ensure that the current 2021 Improvement Programmes, the Financial Efficiency Programmes (FEP) and improvements identified within driving our key enabling strategies to deliver our vision go through the QSIR Programme.

- Embedding this CQI Strategy, reporting through to the Trust Management Group and providing updates to the Trust's Governance meetings, Committees and Board.

- Integrating our CQI Implementation Planning cycle into the Trust's strategic and annual planning cycle.

- Producing our Annual CQI Plan, which sets out the CQI Programme of delivery aligned to our vision, aims and priorities.

- Developing and delivering our CQI Implementation Plan though the strategic and annual planning process, identifying strategic and tactical improvement opportunities aligned to the vision and ambitions.

- Working with Divisions to identify improvement opportunities through their annual planning, forming part of their future planned delivery and celebrating successes of actual improvement plans delivered.

- Registering, recording and grading the improvements through the 2021 Change Programme pipeline process, which will lead to the generation of quarterly CQI Forward Plans, to be managed and monitored through the Trust Management Group and developed into the CQI Implementation Plan to be programme managed.

- Clarify the benefits realised through the CQI Implementation Plan and reporting through monthly and quarterly performance reports in line with the Trust Governance framework.

- Support the strategic and Divisional approach to national and local horizon scanning for identifying improvement opportunities from new and emerging information and issues.

- The CQI Implementation Plan to be programme managed alongside annual planning and support our enabling strategies.

- Identifying improvements as part of the TOM Transition Plan to implement the new ways of working into the Trust.

- Work with key stakeholders, our staff and volunteers to identify improvements that can form part of the horizon scanning approach to identifying opportunities for improvement utilising existing systems and processes where possible.

- Publish and promote the Communications and Engagement Plan to support the embedding of the CQI Strategy.

- Share the learning from the improvements, promoting individuals and teams demonstrating new ways of working to outline how we are a modern progressive workforce.

- Provide information of learning from the QI Programme to the Chief Executive's Annual Governance Statements.

- Adopting an approach, which covers concepts, tools, techniques and methodologies that will be practical and supported to deliver improvements.

The following diagram outlines the cycle for developing and delivering our CQI Implementation Plan.

Developing and delivering our CQI Plan

Quarter 4
Jan-Mar

Draft Annual CQI Plan
and Implementation Plan

Horizon Scanning for
improvements

Performance Reporting on
delivering the CQI
Implementation Plan

Draft Annual CQI Plan and
Implementation Plan

CQI Forward Plan

Horizon Scanning for
improvements

Performance Reporting on
delivering the CQI
Implementation Plan

Quarter 1
Oct-Dec

Quarter 1
Apr-Jun

Publish Annual CQI Plan
and Implementation Plan

Update on improvements
for the Governance
Statement

Horizon Scanning for
improvements

CQI Forward Plan

Performance Reporting on
delivering the CQI
Implementation Plan

Horizon Scanning for
improvements

CQI Forward Plan

Quarter 2
Jul-Sept

Key actions
- Embedding our CQI Strategy through integrated strategic and business planning.
- Programme managing the development and delivery of our CQI Implementation Plan.
- Embedding performance reporting on the delivery of the identified improvements to demonstrate delivery of our Trust's vision and ambitions.
- Celebrating success and share learning.

Element 2: Patients at the heart of delivering our CQI Plan

Objective 2: Sharpen the focus on delivering high-quality patient care and aligning improvement activity to outcomes and patient experience.

To demonstrate this we will be working to ensure that patients will be treated as true and equal partners as part of improvement opportunities that will impact on patient care.

Why is this element important?

Our Five-year Strategy sets out that our patients are at the heart of our vision, with the Patients ambition "providing consistently safe responsive, high quality care".

This simply means that we will ensure that our patients and service users are central to the delivery of improvements to our services. We will strive to include our patients as active stakeholders and equal partners in our CQI initiatives, involving them in our journey in a demonstrably meaningful way through co-production, involving them in decision-making and actively seeking their feedback in the design, management and delivery of our CQI Forward Plans. This will require all improvement opportunities to consider patients as stakeholders from the outset.

Patient involvement links to good leadership, which includes listening to the views of our patients using our services, and actively acting on their feedback to improve the way we provide our services, which is recognised through our patient and staff surveys.

What is our vision?

We need to ensure that we reflect our patient's voices in designing our systems and processes, the way we work, to harness patient experience in redesigning around their needs, which will demonstrate valuing their time.

We want to ensure that we utilise existing information to identify opportunities for improvement for providing harm free care, together with demonstrating a learning and safety culture. There are many different stakeholders we can work with to include in the CQI Implementation Plan, which will demonstrate a collaborative approach that will be recognised as shaping our services around our patient's needs.

How will this be achieved?

- Ensure that our patients are a key stakeholder in our Communications and Engagement Planning for CQI.

- Ensure that throughout the planning and identification of improvements we utilise existing mechanisms for data and information gathering from our patient's experience, which will provide opportunities for a patient improvement focus to our improvements.

- When using patient feedback information we will focus on how we have responded to improve our care, and celebrate where we are doing things right, promoting good news stories and raising the profile that we are living our value of patient-centred care.

- Each Clinical Business Unit has an opportunity to review their Patient Feedback to identify localised opportunities for improvements.

- There are further opportunities for improvement from our Clinical Governance mechanisms, which will support our Quality and Safety Improvement Programme and Health and Safety Strategy aims through sharing of learning across the Trust:

  - One of the key areas that will inform CQI opportunities will be our Incident Management data in Datix and our responses to Duty of Candour and Health and Safety. This is a rich picture of information, which could be interrogated to determine 'hot spots' of patient harm, to focus CQI opportunities, leading to intelligence-led improvements.

  - This will demonstrate that we can identify and respond to services when things go wrong and applying CQI to look at new ways of working, which will provide opportunities for learning and sharing lessons to reduce harm and improve patient care.

- To ensure that we can identify, respond and include our patients in our service redesign CQI opportunities is an important part of our journey, however, this has to be complemented with demonstrating that we are sharing our learning to improve our quality and safety culture.

- Ensure that we can identify and respond to those groups that are often 'hard to hear' coming through our services, and demonstrating their improvements.

- We will ensure that we are inclusive in our approaches, promoting our learning and sharing our successes, which will build trust and confidence with our patients and our staff.

- Throughout the CQI Implementation, we will be collating information and sharing learning to celebrate success across the programmes of improvement and all other available channels.

- There will be regular 'Sharing Events' for those who have embarked on a CQI programme, together with us developing a central library (knowledge hub) of improvements and sharing across networks such as the FAB Academy, our Quality Improvement Networks and NHS Improvement QSIR Network.

- We will support all CQI improvements with the opportunity to engage with our patients and existing stakeholder networks.

- By focusing our efforts on the patient and their outcome will also help to engage our staff. Everything we do should always contribute to improving our patient's experience, which is at the centre of our Five-year Strategy.

- Promoting a co-production and co-design way of working on improvements will improve trust and confidence in our service improvements.

Our patients provide a substantive wealth of experience that they can contribute to developing our improvements to achieve our vision. The following diagram outlines that by involving our patients in the improvements we make will ensure that we can reduce harm free care and improve patient experience.

Harm free care
By focusing on key data and information that tells us when something has gone wrong, we can identify and address the opportunities for improvement that will lead to us to improving harm free care.

Patient experience
Involving our patients as true and equal partners will reduce the risks of changing services that will not meet their needs.

Our patients receive our services and are a key source of telling us when they think this is not good enough.

Key actions
- Ensuring patients are key stakeholders as part of our CQI Implementation Plan.
- Embedding a Communication and Engagement Plan that promotes the outcomes of CQI and patient input.
- Patient related data to be considered by all CQI initiatives as part of measuring improvement success.
- Ensuring patient feedback is considered throughout the life-cycle of improvement initiatives.

Element 3: Leadership for CQI

Objective 3: To provide clear leadership for delivering quality improvements.

One of the most important factors in setting out and determining the quality of care in the NHS is leadership. To support our leaders explore and clarify their approach for CQI we will provide a variety of options to identify opportunities, together with supporting them through delivering improvements whilst building skills. We want to demonstrate kind, compassionate and inclusive leadership to drive improvements.

Why is this element important?

The 'Developing People, Improving Care Framework' (NHSI 2017) explores how curiosity, persistence, courageous, humility behaviours will support the creation of an improvement orientated team culture.[6] The report identifies that the impact of such leadership behaviours within a team are that staff feel valued, empowered and feel able to propose service improvement ideas.

There is a need to set out for our leaders the clarity of what CQI can deliver for them. It should be integrated into the local business and performance management frameworks, for identifying opportunities for quick wins and longer-term opportunities for improvement, together with harnessing staff ideas and enthusiasm for improvement.

What is our vision?

We want to support all of our Senior Leaders to go through our QSIR Practitioner Programme and to encourage those who want to become QSIR Associates to deliver the programme. We also want to encourage our leaders to support their staff to bring their improvement ideas to life, which align to the Trust's vision, ambitions and priorities. This will be supported by the 2021 Programme Hub to deliver, and provide a range of CQI approaches to meet their needs.

The improvement initiatives identified will increase learning from the Quality Improvement programmes, but also the experience of delivering an improvement, working with colleagues across organisational boundaries creates a 'one team' approach to problem solving and sharing learning. The proof will be demonstrated through positive staff and patient experience feedback. We will be more transparent in sharing our feedback and celebrating what we have achieved.

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[6] NHS Improvement, Developing People – Improving Care: A national framework for action on improvement and leadership development in NHS-funded services, December 2016
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How will this be achieved?

- We want to support the adoption of our CQI approach to deliver improvements supported by unwavering commitment from our senior leaders, who model appropriate improvement-focused leadership behaviours and a visible hands-on approach to CQI.

- It is vitally important that our leaders embrace and act as role models for improvement, promoting behaviours that support change and improvement.

- There will be an investment in CQI skills for our leaders, from an introduction to our approach through to participating and delivering our Quality Improvement Programmes.

- We want to encourage all of our leaders in the Trust to go through an introductory CQI programme, outlining how it works, and how it could benefit their Teams.

- We want to target our Senior Leadership Forum to become QSIR Practitioners, which is NHS Improvement accredited.

- We will promote the attendees on the QSIR Practitioner Programme to become Associates, where they will be able to deliver the programme.

- We want our leaders to promote their staff attending our in-house introductory programme for Quality Improvement, which requires manager sponsorship and celebrate their learning.

- We want our leaders to promote those who have attended our in-house Quality Improvement Programme to go onto the QSIR Practitioner Programme.

- We will provide wrap around bespoke CQI programmes to target specific improvement areas.

- We will utilise current and new opportunities to engage with our staff at all levels on the importance of their ideas and being supported to deliver them.

- Facilitate the new Divisions to embed this CQI journey into their daily activities so that staff feel confident in suggesting improvement ideas, know the local mechanisms to do this, and to be assured their ideas will be heard, and where feasible acted upon.

- Support leadership behaviours that effectively build organisation-wide commitment to CQI, which is supported by the Developing People, Improving Care Framework.[7]

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[7] NHS Improvement, Developing People – Improving Care: A national framework for action on improvement and leadership development in NHS-funded services, December 2016
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- Supporting a culture of improvement efforts focused on adding patient value, which will demonstrate a good use of resources.

- Supporting leaders to engage and develop true involvement with wider stakeholders and embrace the people who use their services, staff and external partners to be involved in quality improvements and processes of redesigning systems.

- Whilst our CQI approach will support the delivery of our Trust's vision, we will also be developing and supporting specialist skill sets, which will support key areas of Trust improvement for Data Quality and performance, such as measurement for improvement, statistical analysis, interpretation and reporting improvement opportunities through Statistical Process Control (SPC) Charts, which will improve intelligence led improvement.

- The CQI approach will support the TOM through providing organisational development for the Divisions to access CQI Programmes.

- By demonstrating that we have a learning culture that embraces change, we will lift morale, supporting our staff to make the changes that will make a difference to their day jobs, together with raising confidence or larger redesign improvements.

- By demonstrating that the organisation is embracing change and improvement, it will become a more attractive option for future staff, together with being a place that current staff feel proud to be a part of.

- Embracing CQI will help support the freeing up of capacity for Divisions to do more improvements and transformational change, leading to more celebration of success and being recognised as an employer of choice.

- Ensure that CQI is developed as a Leadership Model, and core learning module, together with forming part of our Trust Induction and linked to our Appraisal process.

- We will develop key 'spin off' specialist modules with will include measurement for improvement, together with programme and project management, agile project management, conventional and lean process mapping.

The 'Developing People, Improving Care Framework' (NHSI 2017) is outlined below:

curiosity
persistence
courage
humility
shared learning
transparency
challenge

Organisation-wide commitment to quality improvement

Developing our leaders to champion their staff to make improvements will provide a change in culture, where staff will feel empowered and proud to deliver the changes that they know will make a difference to their patients.

Key actions

- Trust Board Development sessions to take place to equip the Executive Team and the Non-Executives with core CQI skills, which will facilitate them role modelling CQI leadership.
- To ensure that the CQI approach supports the introduction of new reporting documentation for performance, embracing the techniques for 'measurement for improvement'.
- CQI to be established as a core leadership element in the development of our managers and future leaders.
- Divisions to embed CQI into their business plans and through their Performance Review Meetings to identify opportunities for improvement where staff could go through Quality Improvement programmes or be supported to go through programmes to deliver improvements aligned to local priorities.
- Continued emphasis on organisational engagement through the refresh of the 'Staff Suggestion Scheme' to allow staff to submit ideas for improvement and where possible get sponsored to deliver improvements.
- Divisions to embed CQI into their daily activities, which will lead to more confidence in suggesting ideas and embarking on potential team based ideas to be supported to go through CQI training programmes.

Element 4: Building CQI skills at all levels

Objective 4: To demonstrate an accessible approach to providing CQI to every level of the Trust.

There are many methodologies available; however, it is not the choice of the methodology that is important, but the commitment to a coherent, systematic improvement methodology, which is anchored in improvement science. This can then be adapted over time to fit with the organisations business context.

Why is this element important?

The Trust is at the beginning of its journey of embracing CQI. Whilst there has been a history of small-scale implementation of improvement techniques, we have made significant progress through the delivery of our in-house QI programme in 2018 and continuing into 2019.

We will be managing the ideas and requests for improvement and support for attending programmes, or tailoring programmes to individuals team's needs, together with our staff ideas through the 2021 Programme Hub. We will apply a robust programme management approach.

All requests for additional support, outside the set delivery programmes will be collated as part of the CQI Improvement Planning, being registered and graded as part of the Forward Plan each quarter, before being agreed to go into the CQI Implementation Plan, which will be managed and reported to the Trust Management Group.

What is our vision?

A high priority for this CQI Strategy is collaboration with our staff, volunteers and key partners. We want to become a Centre of Excellence with the launch of our QSIR Faculty.

We will be able to demonstrate increasing consistency over time, avoiding duplication and 'reinventing the wheel', learn from excellence across our Trust, improve a 'one team', CQI family approach, which will be coordinated through the 2021 Programme Hub.
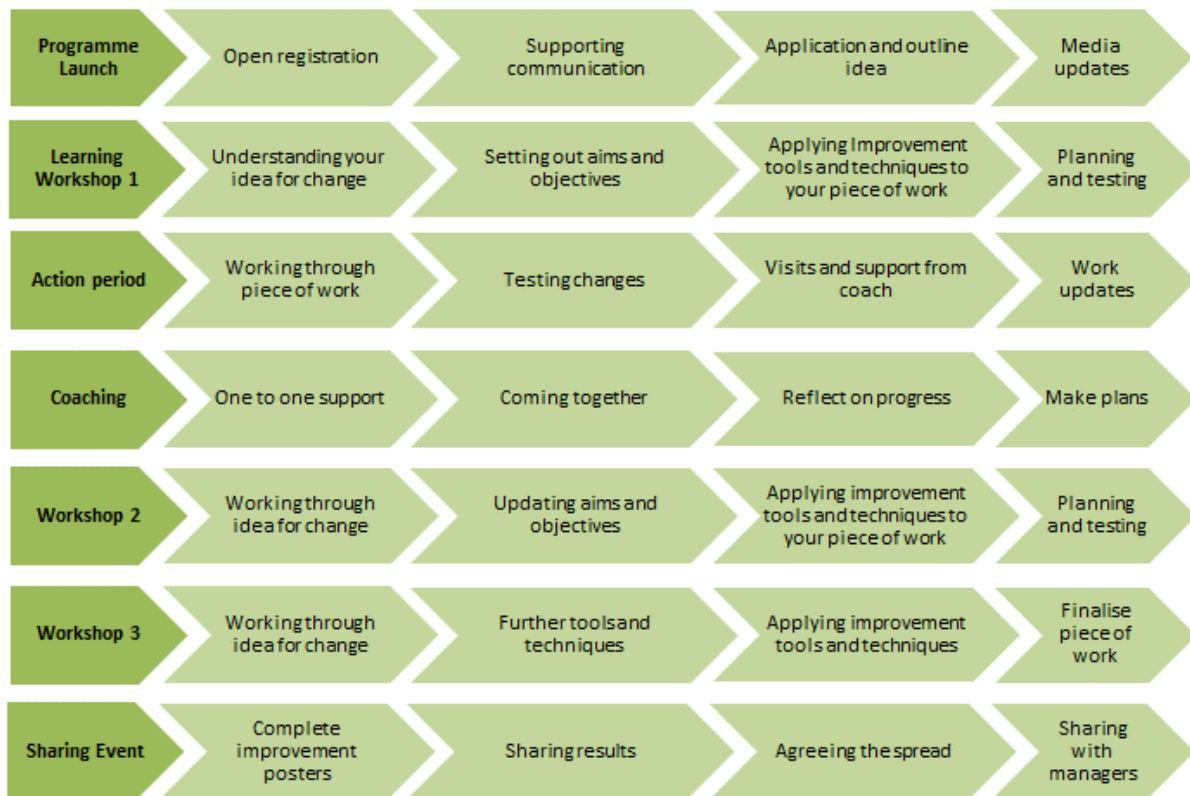
How will this be achieved?

- We want to build a model that empowers our leaders and staff to identify opportunities for improvement.

- We want to support our staff at all levels to benefit from having contact with our improvement intentions.

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- Deliver training to meet individual and team needs, covering introductory sessions, interactive workshops, specialist programmes and bespoke programmes for clinical and non-clinical employees.

- We want to build quality improvement capacity and capability across the Trust, ensuring that our model is not for the few, but for everyone at every level.

- To celebrate success and promote learning from improvements through key networks such as the FAB Academy.

- To provide expertise in service improvement methods and facilitate improvement activities.

- Develop and maintain a library of improvements together with easy to use tools and techniques available on our website.

- To promote frontline leadership and ownership of improvements through engagement, communication and a project management approach.

- To ensure key stakeholders are engaged with and supported by clear communication on what improvements have been achieved.

- To provide specialist support teams to deliver improvements with teams to aid the spread of new ways of working, which will be monitored and reported on through our performance frameworks.

Our in-house Quality Improvement Programme

- Embedding a rolling delivery programme of cohorts throughout the year, who take an improvement initiative supported by their manager through 3 workshops, supported by coaching to delivery their improvement.

- To promote our leaders to nominate staff for the QI Programme, which will support local improvements, this includes individuals and teams.

- The learning will be shared at scheduled events, and promoted throughout the Trust to celebrate improvements and learning.

- We will design and deliver bespoke programmes in-line with our requests from strategic and business planning, performance planning and reporting together with horizon scanning and adhoc requests.

- Leaders to support individuals who attend to progress to being CQI Ambassadors and continue their development and spread of improvement.

Our in-house programme is set out in the following diagram:

Programme Launch	Open registration	Supporting communication	Application and outline idea	Media updates
Learning Workshop 1	Understanding your idea for change	Setting out aims and objectives	Applying Improvement tools and techniques to your piece of work	Planning and testing
Action period	Working through piece of work	Testing changes	Visits and support from coach	Work updates
Coaching	One to one support	Coming together	Reflect on progress	Make plans
Workshop 2	Working through idea for change	Updating aims and objectives	Applying improvement tools and techniques to your piece of work	Planning and testing
Workshop 3	Working through idea for change	Further tools and techniques	Applying improvement tools and techniques	Finalise piece of work
Sharing Event	Complete improvement posters	Sharing results	Agreeing the spread	Sharing with managers

Our Quality Service Improvement and Redesign Faculty

- We are setting up preparations for our QSIR Faculty launch, where we will be able to deliver the NHS Improvement QSIR Practitioner Programme.

- The QSIR Practitioner Programme will be delivered by our Trust QSIR Associates, who will work in collaboration with NHS Improvement and the Academy for Change and Transformation (ACT).

- This programme will be targeted at our senior leaders who can nominate themselves and key team members to take an improvement initiative through the programme, which will provide training and application of trans theoretical tools and techniques.

- Individuals who undertake the QSIR Practitioner Programme will be encouraged to deliver our in-house QI programme, together with being supported to graduate to QSIR Associate level, to form part of the QSIR Faculty, and deliver the QSIR Programmes, becoming champions in their own areas and spreading the learning.

- Promote the opportunities for staff and volunteers to get involved and develop expertise across the organisation to sustainably deliver improvements, which will include the NHS Improvement QSIR Practitioner programme and the ACT Associates programme.

- The 2021 Programme Hub will provide the infrastructure to support the delivery of improvements, providing an exchange of information and learning

hub, encouraging flexibility, efficiency and the capture of benefits for clear reporting processes. There will be a focus to grow our skills across the Trust to build continuous confidence to deliver and sustain a culture of improvement.

The NHS Improvement QSIR Practitioner Programme covers the following modules, with the Model for Improvement being at its heart:
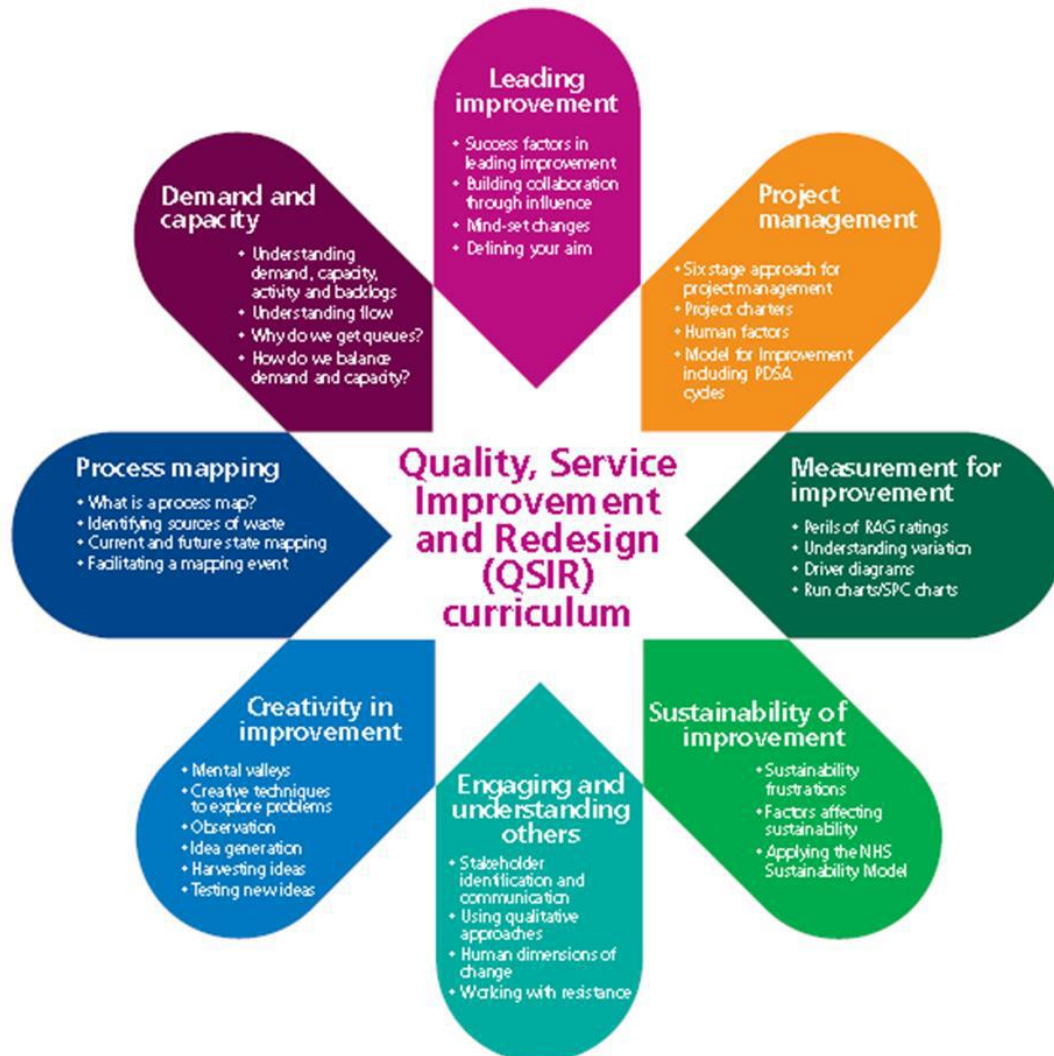

Developing our 'dosing model'

The NHS Improvement, Building capacity and capability for improvement: embedding quality improvement skills in NHS providers[8], outlines that a focus of developing people and improving care should be based on experiential learning and the application of the concepts, tools and methods to daily work. Both classroom and virtual learning. It also outlines the 'dosing' approach to embedding quality improvement skills, first developed by Dr Robert Lloyd, derived from the principles

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[8] NHS Improvement, Building capacity and capability for improvement: embedding quality improvement skills in NHS providers, Institute for Healthcare Improvement

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used to establish the appropriate dose of a medicine. The approach helps us outline the scale of training and development required to embed quality improvement into the fabric of the organisation.

- We want to identify and harness specialist skills to take part in and graduate through the available programmes for quality improvement.

- We want to build the professionalism around improvement science through developing our staff at all levels to undertaken our quality improvement programmes, but also to promote recognised practitioners in clinical services and corporate services across the Trust.

- We want to recognise the investment that individuals and teams make to undertaking improvement activities supported by our quality improvement programmes, this will be reflected in the following model:

The following diagram outlines our 'dosing model':
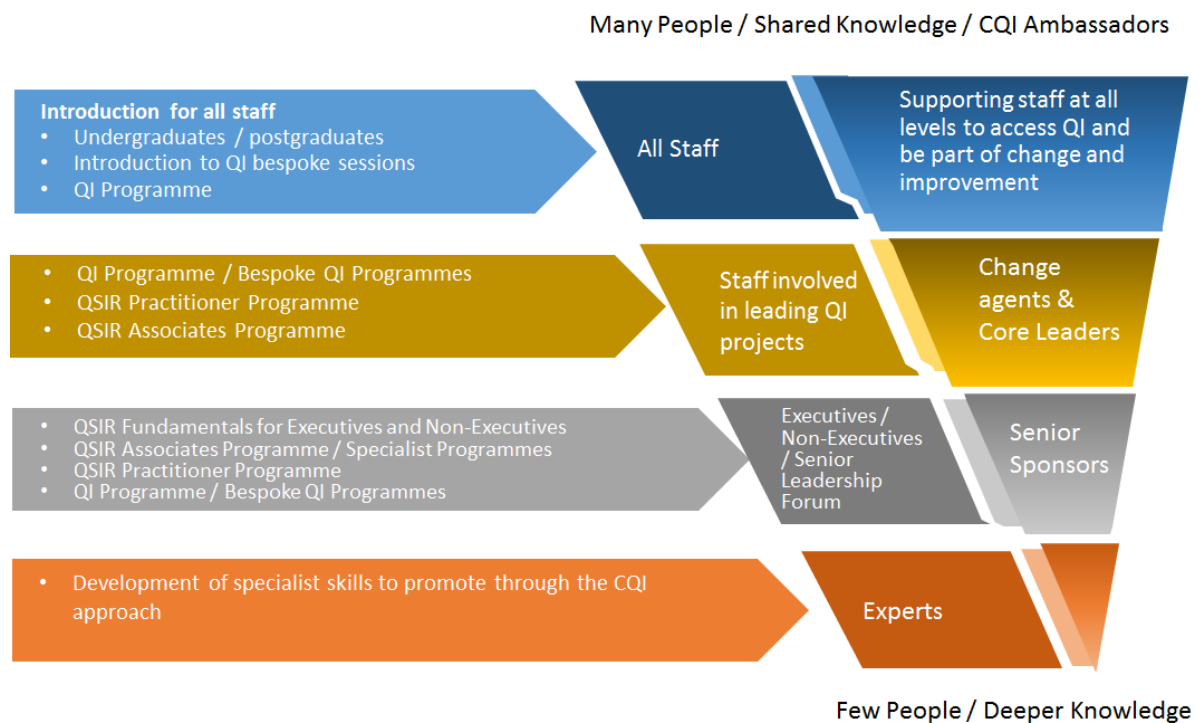
Key actions
- Promote QI and QSIR programmes and delivery schedules.
- Develop a CQI brochure to promote the choices of access.
- Develop a CQI Knowledge Hub and promote access for learning.
- Communicate and promote the training and support offer.
- Develop and promote as a tool for Appraisals and identification of CQI Ambassadors.
- Promote coaching skills for CQI.

Element 5: Building CQI engagement all levels

Objective 5: We want to be more inclusive in our approaches, ensuring everyone has a voice in making improvements, which will be supported by the introduction of CQI Ambassadors.

We want to be an organisation that is recognised for being confident and inclusive in the delivery of quality improvement activities and applying improvement tools and techniques into day-to-day working.

Why is this important?

CQI puts our patients at the heart of our thinking and improving processes, efficiency and effectiveness of the delivery of our services, achieved through a more collaborative engagement, involvement and empowerment of our staff to develop new and innovative ways of working.
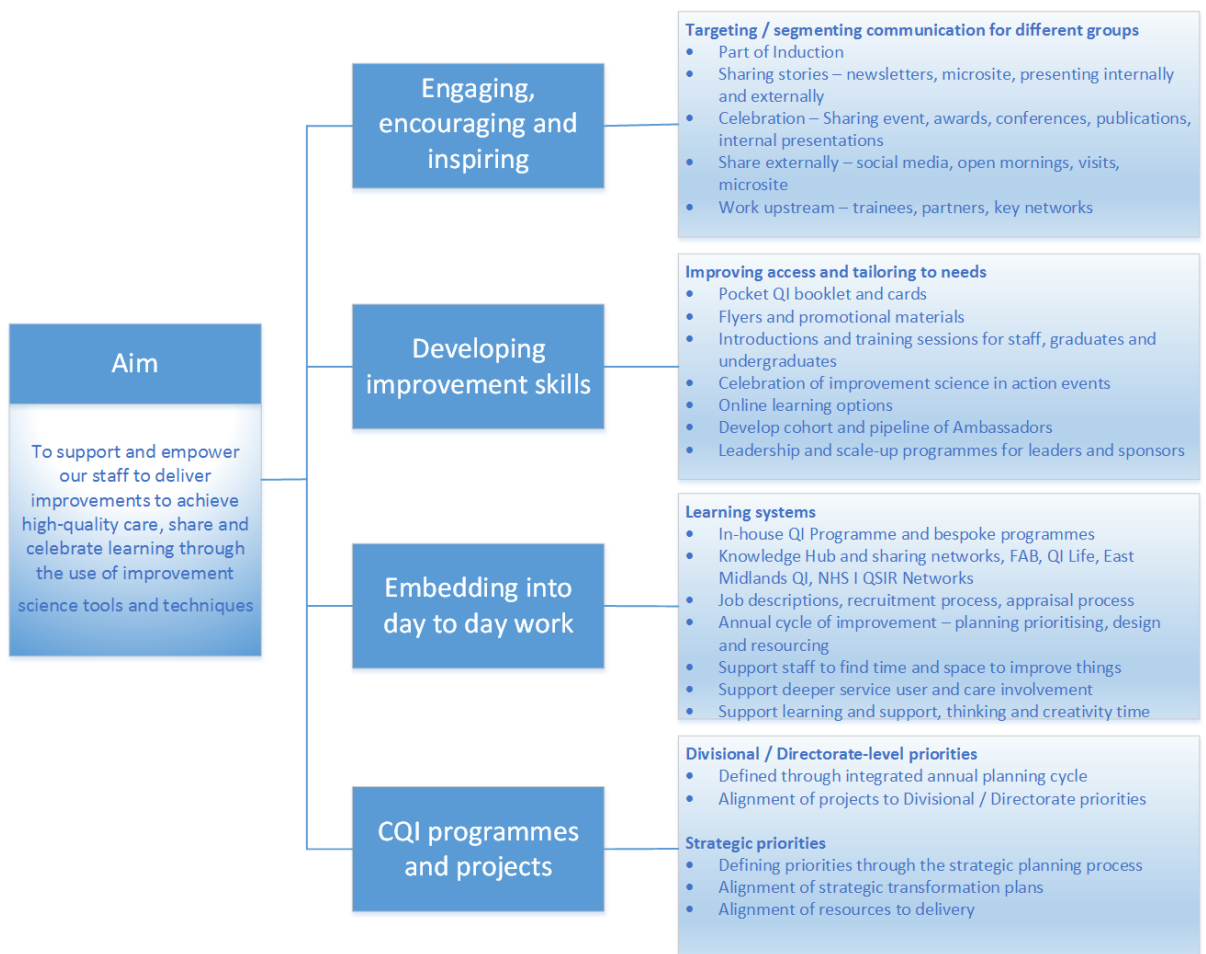
We will engage with all levels of the organisation and key stakeholders to raise awareness of the CQI Strategy and the benefits to improved patient care. We are striving for individuals and teams to take part and to seek assistance from the planned and bespoke quality improvement programmes. We will work together to harness our expertise to enable greater awareness across the Trust and provide opportunities to share information and transfer skills. We will develop our CQI Ambassadors to help promote and lead improvement awareness across all corners of the Trust.

We will build upon our existing good practices, providing an opportunity to network our existing skills and expertise, together with working with external specialists to shape our improvement profile to maximise learning, sharing of learning and celebrating our successes through our new CQI Knowledge Hub which will link to our CQI networks.

What is our vision?

- We want to be recognised as an organisation that is confident and successful in delivering quality improvement activities and applying improvement tools and techniques into day-to-day working, which will improve our patient care.

- We want to ensure that all of our staff recognise the quality improvement opportunities that are available to them and have multiple access choices to gain knowledge, insight and opportunities for getting involved with and supported by quality improvement programmes.

- We will be sharing our learning through the development of our CQI Knowledge Hub, together with ensuring that we promote and link with existing networks such as our FAB Ambassadors and the FAB Academy.

- There will be programme materials and a supporting toolkits provided on the Intranet.

- We want to encourage individuals and teams to deliver an improvement initiative, supported by our quality improvement programmes.

- We want to create a sustainable approach to quality improvement through empowering all of our staff to take part in and/or be part of owning and delivering improvement initiatives.

- We want to have a renewable CQI infrastructure, not just one-off training sessions; we want to build capacity and capability, building energy and enthusiasm for continually improving the way we do things. To help with this we will develop our Engagement and Inclusion Plan, which will promote all the opportunities for getting involved, the following diagram provides a high level outline of this:

Aim

To support and empower our staff to deliver improvements to achieve high-quality care, share and celebrate learning through the use of improvement science tools and techniques

Engaging, encouraging and inspiring

Targeting / segmenting communication for different groups
- Part of Induction
- Sharing stories – newsletters, microsite, presenting internally and externally
- Celebration – Sharing event, awards, conferences, publications, internal presentations
- Share externally – social media, open mornings, visits, microsite
- Work upstream – trainees, partners, key networks

Developing improvement skills

Improving access and tailoring to needs
- Pocket QI booklet and cards
- Flyers and promotional materials
- Introductions and training sessions for staff, graduates and undergraduates
- Celebration of improvement science in action events
- Online learning options
- Develop cohort and pipeline of Ambassadors
- Leadership and scale-up programmes for leaders and sponsors

Embedding into day to day work

Learning systems
- In-house QI Programme and bespoke programmes
- Knowledge Hub and sharing networks, FAB, QI Life, East Midlands QI, NHS I QSIR Networks
- Job descriptions, recruitment process, appraisal process
- Annual cycle of improvement – planning prioritising, design and resourcing
- Support staff to find time and space to improve things
- Support deeper service user and care involvement
- Support learning and support, thinking and creativity time

CQI programmes and projects

Divisional / Directorate-level priorities
- Defined through integrated annual planning cycle
- Alignment of projects to Divisional / Directorate priorities

Strategic priorities
- Defining priorities through the strategic planning process
- Alignment of strategic transformation plans
- Alignment of resources to delivery

- We want to encourage and recognise the investment of time and commitment to improvement by developing CQI Ambassadors. The development levels for the Ambassadors are:

  - **Bronze QI Practitioner:**
    This level will be awarded to those individuals who have undertaken an improvement activity through our in-house Quality Improvement Programme. There will be opportunities for these individuals to graduate up to the Silver QSIR Practitioner level, together with having the opportunity to be part of the delivery of future in-house programmes.

  - **Silver QSIR Practitioner:**
    This level will be awarded to those individuals who have undertaken an improvement activity through the QSIR Practitioner Programme. There will be opportunities for these individuals to graduate up to the Gold QSIR Associate level, together with having the opportunity to be part of the delivery of future in-house programmes and bespoke programmes.

  - **Gold QSIR Associate:**
    This level will be awarded to those individuals who have successfully completed the QSIR Practitioner Programme, together with undertaking the ACT Academy examinations to become part of the QSIR Faculty. As part of the Faculty and to maintain accreditation by NHS Improvement, there will be a requirement to be part of the delivery of the Trust's QSIR Practitioner Programme, together with opportunities to be part of the QSIR Network and deliver the programme across wider NHS health and care system partnership. These individuals will also have an opportunity to deliver future in-house programmes and bespoke programmes.

  - **Platinum QSIR Associate Specialist:**
    This level will be awarded to those individuals who have successfully completed the Gold QSIR Associate level, and can demonstrate that they have developed and delivered specialist improvement modules for the Trust. There will be opportunities to deliver across all the in-house and QSIR Practitioner Programmes, together with providing specialist development of their spin off improvement modules.

- We will be celebrating the graduation through these levels as part of the Sharing Events after each cohort of the quality improvement programmes.

- We want to build these levels into the recognition mechanisms of the Trust.

- We want to encourage the identification of individuals to progress through the CQI Ambassador levels through staff appraisals.

- We also want to support the wider NHS Improvement Network and provide support to our wider system health and care partners to deliver the QSIR Programme.

The following diagram outlines the CQI Ambassador levels.
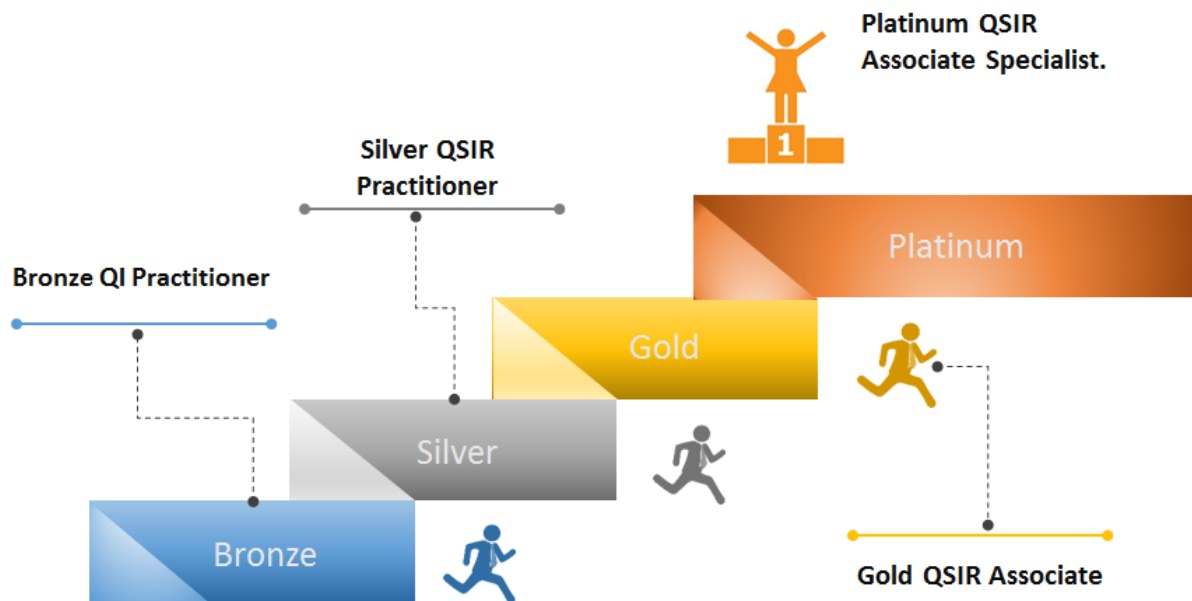
Key actions
- Develop our Engagement and Inclusion Plan.
- Develop a detailed guide and recognition requirements for the CQI Ambassador Levels.
- Develop a knowledge Hub to share information linking to existing networks such as the FAB Academy.
- Develop a suite of materials for training delivery and supporting tools and techniques.
- Develop CQI facilitation skills.

Element 6: System view for CQI

Objective 6: Working as one team to deliver improvements that we can share and celebrate.

True improvement comes when CQI is anchored in an understanding of how systems work. It will be maximised where staff and leaders work together to align the component parts of the system, to achieve high-quality patient care across end-to-end system.

Why is this element important?

Many of the current challenges in a complex organisation are relating the relationships between multiple parts and streamlining links through working together. Our approach to CQI methods will ensure that we can help leaders and teams lead systematic improvement. We will be moving beyond organisational and functional boundaries and traditional hierarchies, which requires systems thinking.

Clarity on the purpose of CQI focuses our improvement activities on delivering high-quality patient care, which will contribute to improving our patient experience and journey.

What is our vision?

- We want to ensure that as we embed our CQI approach in the Trust, that we can develop individual and teams experiences, which will build confidence in tackling really difficult and 'wicked' problems, which will include working across teams, functions, and specialities, wider into our health and care systems.

- We want to link our approach through our Improvement Programmes with the wider Sustainability Transformation Planning partners, where we can develop true collaborative working across systems.

- We want to build on our current collaborations to offer our training to partners across the system, widening to honorary CQI Ambassadors.

- As our approach matures, we will be able to demonstrate our adaptability, experimental and opportunistic ways of tackling problems together, where CQI becomes the 'ways things are done around here'.

- In the Beyond Barriers[9] report, it identified that local and national leaders need to work together to share approaches.

- We want to support the TOM through the change in leadership roles, from the new ways of working devolved decision-making, which will enable improvements to be aligned to local priorities, with leaders being able to apply systematic rigour to unblock constraints and boundaries which hold back their service areas potential.

- The use of improvement science to deliver a systematic approach to provide rigorous evaluation and sharing of learning across the organisation and wider into our health system, will lead to new and innovative ways of working, which will increase the enthusiasm that this is a an attractive learning organisation.

- We need to support and encourage our leaders to have a shift in thinking, a shift in approach, and a perspective on where the value lies, beyond traditional boundaries for collaboratively working on improvement initiatives.

Building collaborations and networks

- We will be continuing to develop collaborations and networks to build our CQI expertise. We will develop specialist modules and additional specialist skills in specific tools and techniques that can be utilised to enhance continuous improvement programmes.

- We want to ensure that we encourage the generation of ideas that will be funnelled through the 2021 Programme Hub to grade and populate the Forward Plan.

IDEAS
Generated improvement
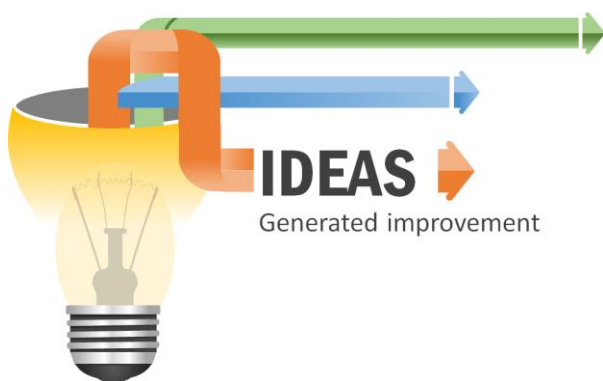
Key actions
- Ensure that the ideas for improvement are generated throughout the organisation are harnessed, funnelled and graded through the 2021 Programme Hub.
- Identified partnership working improvement programmes.
- Identify collaborative opportunities with key local partners.

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[9] CQC, Beyond barriers: how older people move between health and care in England, July 2018
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8. Measuring Progress and Benefits

Implementing this CQI Strategy, represents a significant opportunity for change together with 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. The ultimate goal is to improve our patient care.

Measuring our success

We have made a significant start on our journey, which will be more of an adventure when we all have a story to tell how we have brought this strategy alive.

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 ensure that we can collate the benefits from everyone who undertakes an improvement activity, to enable us to include it in our CQI Knowledge Hub and play back all the improvements we have made, provide a hub of learning to be shared.

- We will monitor the feedback from individuals to ensure that we are providing what benefits them.

- We will be able to demonstrate our improvement activities through our strategic and annual plans.

- We will be able to identify our improvement opportunities from our approach to implementing the new performance framework and use of SPC charts to identify variation and process redesign opportunities.

- We will be able to identify opportunities for improvement from core quality metrics, such as our Datix reporting and our patient feedback data.

- We will promote our learning across the organisation and link to key quality improvement networks.

- We will be monitoring the impact of embedding our CQI Strategy through staff and patient surveys.

We will be providing regular updates on the progress of delivery of this Strategy and the supporting actions to demonstrate that we are achieving improved patient care through our Governance mechanisms. There will be dashboards made available on the Intranet and through our performance meetings, together with celebrations of the successes promoted throughout the Trust and with our patients and key stakeholders.
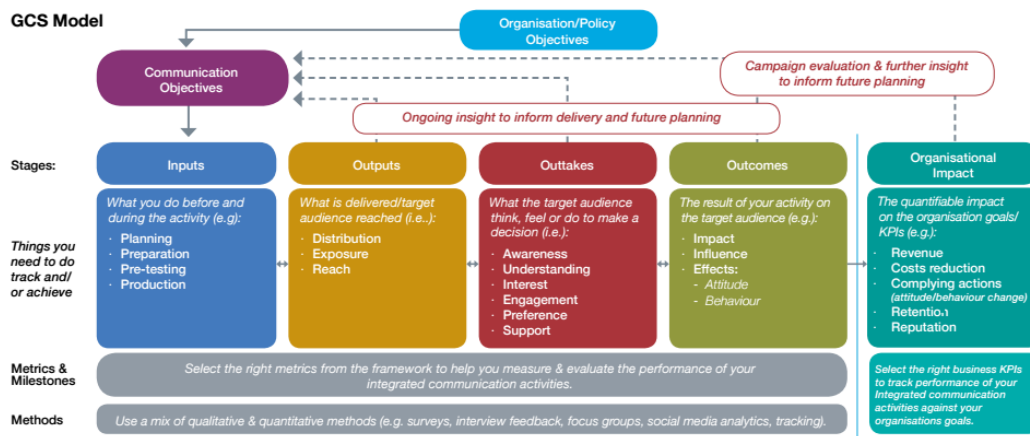
9. Reviewing Progress

This Strategy will be managed, monitored and refreshed each year to ensure that we remain focused on our strategic priorities and making adjustment as we mature in our quality improvement approaches.

Communication and engagement

Together with reporting on the benefits realised through the delivery of this Strategy, we will continually review feedback of the programme and from our Inclusion Plan. We will see a continual improvement approach to this Strategy, looking to ensure that everyone has an opportunity to challenge and check that what we said we would do is happening and change the things that are not working, together with building in opportunities for our CQI Ambassadors to take ownership of the future direction of this Strategy.

All of this feedback and progress against our Delivery Plan will be reported through our governance mechanisms with regular updates to the Performance Review Meetings, Trust Management Group, Committees and the Trust Board. We will also provide regular updates to the ACT Academy and the NHS Improvement QSIR Network, together with promoting learning through our FAB Academy.

Evaluation of our communication and engagement is essential to assess what has worked and what was achieved to ensure resources have been focused in the appropriate areas. An evaluation dashboard will be developed based on the Government Communications Service Evaluation Framework.[10]

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10.   Assessing our Maturity

An early priority in our CQI Strategy implementation will be to adopt a CQI maturity model aligned to our self-assessment with the CQC.

Continuous self-assessment

We have adapted the CQC, Quality Improvement maturity model, where we have been conducting a continuous self-assessment as part of our maturity monitoring. This forms part of the Well-led criteria for our CQC assessments, and through our engagement and monitoring.

- We will ensure that we can demonstrate our evidence of maturity against this criteria.

- We will be able to demonstrate improving maturity through our CQI Ambassadors and delivery of our programmes and monitoring of benefits, but more importantly, the biggest test of maturity will be through our staff and patient feedback.

- We will be able to demonstrate that we are an organisation participating in the QSIR College programme, which uses an organisational / system approach to building improvement capacity and capability. As accredited QSIR College graduates, we will be committed to undertake delivery of the five-day / 8-module QSIR Practitioner programme to a minimum of five cohorts. This can be delivered across our QSIR networks. The ACT Academy will provide workbooks and other materials to support our local QSIR programme delivery.

- Delivery of the five-day / 8-module QSIR programme to a minimum of five cohorts is expected to be undertaken within the period May 2019 to November 2020. In addition, we are planning to undertake the QSIR Fundamentals 1-day programme.

- We will need to present our delivery plans and evidence of delivery to the ACT Academy Award Board as demonstration of our continuing accreditation.

11. Aligning to our Key Enabling Strategies

We will ensure that we align to, and complement our Trust key enabling strategies. This will be important to deliver our ambitions.

Our enabling strategies

The following outlines the CQI Strategy alignment to our Five-year Strategy's key enabling strategies:

- **Quality Strategy:** This strategy sets out the intention to strive towards a quality and safety culture supported by quality improvements and the support of our CQI approach.

- **Inclusion Strategy**: this strategy sets out our intention to improve patient care and standards by addressing equality and diversity. Our CQI Strategy outlines that we want to be inclusive in our application of CQI across the Trust.

- **Clinical Strategy:** There will be opportunities to align our CQI approach to our clinical redesign programmes and projects.

- **People Strategy:** The approach to quality improvement will support our People Strategy and development of our Leadership Programme.

- **Finance Strategy:** There are many benefits to be realised through the application of CQI, which will generate more efficient and effective ways of working.

- **Digital Care Strategy:** There will be opportunities to apply CQI to the implementation of digital projects, together with providing opportunities for new and emerging digital improvements to be identified through our CQI approaches.

- **Estates Strategy:** The CQI approach will support the delivery of the Estates Improvement Programme through being applied to the projects.

- **Research Strategy:** There are opportunities to apply CQI through our research projects.

The application of CQI throughout the organisation will generate wider opportunities for learning and sharing learning.

Appendix 1: CQI Strategy Delivery Plan

Element 1: Strategic Intent for CQI					
Objective 1: Supporting leaders explore and identify CQI opportunities linked to strategic and annual planning.					
Ref	**Key Actions**	**Detailed actions**	**SRO**	**Responsible**	**Target Date**
1.1	Embedding our CQI Strategy through integrated strategic and business planning.	• Align to the business planning cycle • Include CQI in the Planning documentation for TOM • Include CQI in the Annual Operating Plan	Martin Rayson	Karen Sleigh	Mar 20
1.2	Programme managing the development and delivery of our CQI Implementation Plan.	• Outline Programme Plan • Benefits realisation plan	Martin Rayson	Karen Sleigh	Apr 19
1.3	Embedding performance reporting on the delivery of the identified improvements to demonstrate delivery of our Trust's vision and ambitions.	• Performance measures identified for the performance framework. • Performance manage delivery of improvements aligned to benefits realisation	Martin Rayson	Karen Sleigh	Apr 20
1.4	Celebrating success and share learning.	• QSIR Faculty • Sharing Events • ULHT Media celebrations • Communications Plan	Martin Rayson	Karen Sleigh	Apr 20

Element 2: Patients at the heart of delivering CQI					
Objective 2: Sharpen the focus on delivering high-quality patient care and aligning improvement activity to outcomes and patient experience.					
Ref	**Key Actions**	**Detailed actions**	**SRO**	**Responsible**	**Target Date**
2.1	Ensuring patients are key stakeholders as part of our	• Stakeholder Analysis	Karen Sleigh	Maria Wilde	Apr 20

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Ref	Key Actions	Detailed actions	SRO	Responsible	Target Date
	CQI Implementation Plan.	• Improvement initiatives			
2.2	Embedding a Communication and Engagement Plan that promotes the outcomes of CQI and patient input.	• Communications Plan • Promoting lessons learned	Martin Rayson	Karen Sleigh	Jun19
2.3	Patient related data to be considered by all CQI initiatives as part of measuring improvement success.	• Patients data reporting • Application of data analytics / measurement for improvement	Karen Sleigh	Maria Wilde / Jennie Negus	Dec 19
2.4	Ensuring patient feedback is considered throughout the life-cycle of improvement initiatives.	• Data analytics for patient safety • Improvement initiatives performance measures	Karen Sleigh	Maria Wilde / Jennie Negus	Dec 19

Element 3: Leadership for CQI					
Objective 3: Delivering CQI by unwavering commitment from senior leaders, who model appropriate improvement focussed leadership behaviours and visible hands-on-approach.					
Ref	**Key Actions**	**Detailed actions**	**SRO**	**Responsible**	**Target Date**
3.1	Trust Board Development sessions to take place to equip the Executive Team and the Non-Executives with core CQI skills, which will facilitate them role modelling CQI leadership.	• QI sessions • NHS I QSIR session for Executives	Martin Rayson	Karen Sleigh	Apr 20
3.2	To ensure that the CQI approach supports the introduction of new reporting documentation for performance, embracing the techniques for 'measurement for improvement'.	• Intelligence led approach to data through CQI projects – utilising SPC • Measurement for improvement spin off modules – support the application of specialist approaches to measurement – linking to Leadership modules	Karen Sleigh	Maria Wilde / Sabrina Vinter / Sharon Hurrell	Apr 20
3.3	CQI to be established as a core leadership element in the development of our managers and future leaders.	• QI Leadership module development • Core learning module development	Karen Sleigh	Maria Wilde / Sharon Hurrell	Apr 20
3.4	Divisions to embed CQI into their business plans and through their Performance Review Meetings to identify opportunities for improvement where staff could go	• Part of business planning • Supporting the identification of new and emerging issues	Karen Sleigh	Maria Wilde	Apr 20

Ref	Key Actions	Detailed actions	SRO	Responsible	Target Date
	through Quality Improvement programmes or be supported to go through programmes to deliver improvements aligned to local priorities.	• Advice and guidance on the application of QI approaches			
3.5	Continued emphasis on organisational engagement through the refresh of the 'staff suggestion scheme' to allow staff to submit ideas for improvement and where possible get sponsored to deliver improvements.	• Refresh the Staff Suggestion Scheme • Relaunch the Staff Suggestion Scheme • Monitor and review impact and alignment to the CQI initiatives	Karen Sleigh	Maria Wilde / Sabrina Vinter / Sharon Hurrelll	Apr 20
3.7	Divisions to embed CQI into their daily activities, which will lead to more confidence in suggesting ideas and embarking on potential team based ideas to be supported to go through CQI training programmes.	• Divisional and corporate awareness sessions • Divisional and corporate training sessions	Karen Sleigh	Maria Wilde	Apr 20

Element 4: Building CQI skills at all levels					
Objective 4: Delivering a systematic framework for building and demonstrating a range of CQI skills for all levels, facilitating sharing learning.					
Ref	**Key Actions**	**Detailed actions**	**SRO**	**Responsible**	**Target Date**
4.1	Promote QI and QSIR programmes and delivery schedules.	• Communication Plan • Marketing pack • Attendees and efficacy of delivery • Reaccreditation of QSIR Associates	Karen Sleigh	Maria Wilde / Sabrina Vinter / Sharon Hurrell	Nov 20
4.2	Develop a CQI brochure to promote choice and access.	• Outline brochure – the programmes offer • Supporting communications materials to be developed as part of the Communications Plan	Karen Sleigh	Maria Wilde / Sabrina Vinter / Sharon Hurrell	Dec 19
4.3	Develop a CQI Knowledge Hub to promote and share	• Design micro site	Karen Sleigh	Maria Wilde /	Dec 19

Ref	Actions	Detailed actions	SRO	Responsible	Target Date
	learning.	• Outline materials • Include in Communications Plan		Sabrina Vinter / Sharon Hurrell	
4.4	Communicate and promote the training and support offer.	• Training schedules • Communications Plan • Bespoke programmes and spin off modules such as: Agile, Process Mapping (Conventional and Lean)	Karen Sleigh	Maria Wilde / Sabrina Vinter / Sharon Hurrell	Dec 19
4.5	Develop and promote as a tool for Appraisals and identification of CQI Ambassadors.	• Development / leadership plan	Karen Sleigh	Maria Wilde / Sabrina Vinter/ Sharon Hurrell	Mar 20
4.6	Promote coaching skills for CQI.	• Methodology – Grow • Schedules	Karen Sleigh	Sharon Hurrell	May 19

Element 5: Building CQI engagement at all levels					
Objective 5: Building a culture of QI at all levels, which is modelled by our leaders empowering staff at all levels to engage with and become problem solvers.					
Ref	Actions	Detailed actions	SRO	Responsible	Target Date
5.1	Develop our Engagement and Inclusion Plan.	• Inclusion Plan	Karen Sleigh	Maria Wilde	Jun 19
5.2	Develop a detailed guide and recognition requirements for the CQI Ambassador Levels.	• Levels methodology • Promotion and recognition materials • Supporting products	Karen Sleigh	Maria Wilde / Sabrina Vinter	Apr 20
5.3	Develop a knowledge Hub to share information linking to existing networks such as the FAB Academy.	• Alignment of the Knowledge Hub with the FAB Academy utilising InPhase • Case studies bank and sharing through the Communication Plan	Karen Sleigh	Maria Wilde / Sabrina Vinter / Jennie Negus	Dec 19

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| 5.4 | Develop a suite of materials for training delivery and supporting tools and techniques. | • Training tools pack
• Access to the Intranet
• Alignment to collaborative sites – NHS Improvement QSIR tools
• Bespoke and expertise tools – spin off modules | Karen Sleigh | Maria Wilde / Louise Hobson / Steph Dockerty | Apr 20 |
| 5.5 | Develop CQI Facilitator training. | • Training pack for facilitators
• Delivery schedule for facilitators
• NHS I Facilitator training | Karen Sleigh | Maria Wilde | Apr 20 |

Element 6: System view for CQI

Objective 6: Applying systems thinking which results in improvement beyond organisational or functional boundaries.

Ref	Actions	Detailed actions	SRO	Responsible	Target Date
6.1	Ensure that the ideas for improvement are generated throughout the organisation are harnessed, funnelled and graded through the 2021 Programme Hub.	• Programme pipeline	Karen Sleigh	Maria Wilde	Apr 20
6.2	Identified partnership working improvement programmes	• Work with partners to deliver and share the in-house QI programme • Invite partners onto the QSIR Practitioner Programme	Karen Sleigh	Maria Wilde	Apr 20
6.3	Identify collaborative opportunities with key local partners.	• Support the University of Lincoln undergraduates improvement projects • Provide specialist improvement science insight modules for undergraduates and post graduates	Karen Sleigh	Maria Wilde	Apr 20