Developing a culture of continuous quality improvement

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Background
In 2016 Solent NHS Trust launched a Quality Improvement (QI) Programme in which cohorts of teams attend externally facilitated QI learning events, participate in individual team workshops to support delivery of their own QI projects and may attend optional additional QI masterclasses. In response to growing interest and momentum across the Trust this initial QI offer has recently been relaunched as an exciting new stepped programme offering staff a range of development opportunities including an Introductory Foundation Day, higher level QI Practitioner training (updated original QI programme), and QI Leaders training.

What we wanted to achieve
- Culture of continuous quality improvement
- Workforce with the skills, knowledge and confidence to deliver continuous quality improvement within their workplace
- Enable delivery of QI projects demonstrating:
  - effective patient engagement
  - sustained and measureable improvements
- Environment in which innovation can flourish

Getting started: Spring 2016
- Extensive engagement with Trust Board, senior management and other key stakeholders
- Funding for 2 years secured from Trust Board
- New Band 7 QI Facilitator post developed
- QI projects for cohort 1 identified as part of annual service line audit planning work

Foundation building: 2016-2017
- Cohort 1 launched
- On-going staff and Trust Board engagement
- Cohorts run 6 monthly
- Bottom up recruitment approach
- Cohorts and training days run as Plan-Do-Study-Act (PDSA) cycles

Our progress to date
Gaining momentum: 2017-2018
- New QI facilitators and communications manager join team
- Permanent programme funding secured
- Stepped programme launched
- QI included in annual service line audit plans
- Academy of Research and Improvement launched
- Patient Engagement lead role developed

Next steps: 2018-2019
- Health Education Wessex funding for launch of QI Leaders
- Co-produce QI training to support patient involvement
- Increased patient and public involvement in projects
- Develop platform for Trust QI network
- Support teams to write for publication

Building skills, knowledge and confidence
A pre- and post- programme questionnaire (cohorts 1-4) indicates participation in the QI Practitioner increases QI skills/knowledge and confidence to participate in QI activities.

Building capacity
- 8 Foundation days, 31 projects
- 5 QI Practitioner cohorts, 30 teams and projects

Improving quality of care
- Project outcomes with measureable improvements in quality of care, and patient/staff experience.

Promoting patient engagement
- 3 Experience Based Design projects

Fostering innovation
- 2 successful Dragon’s Den applications
- 2 applications pending

Lessons learnt
- An effective Trust wide communications strategy is vital
- Varying levels of team/individual support is required
- Expect some less successful projects/teams

Knowledge and skills
- Q1. Work out what it is you want to improve
- Q2. Develop an improvement project plan
- Q3. Use data to evidence and measure improvement
- Q4. Identify what it is possible for you to change
- Q5. Use PDSA cycles to implement and evaluate changes
- Q6. Involve patients in improvement projects
- Q7. Identify and work with key stakeholders
- Q8. Work as a team
- Q9. Implement changes
- Q10. Manage the human dimensions of changes
- Q11. Ensure your project change is sustained
- Q12. Tell others about your project
- Q13. Publish your project

Confidence
- Pre-programme rating (n=88)
- Post-programme rating (n=76)

- On-going Trust Board and senior management engagement is essential
- In order to remain effective the QI offer (programme content/structure/format) needs to evolve as momentum is gained