ScaleUp4Safety: The Wessex Story

Tracy Broom - Associate Director, WPSC
Sara Blakeley – Critical Care Consultant, PHT
Nicky Sayer – Resuscitation Manager, PHT
Today's session

- Why we decided to focus on Scale Up
- The WPSC ScaleUp4Safety project
- The Portsmouth Hospital Deterioration Scale Up project
- Learning to date and next steps
Why we decided to focus on Scale Up

Staff who were leading change at all levels across Wessex said that quality improvement was getting easier with increasing skills, knowledge and confidence in practice

BUT

Spreading things that worked well was a challenge
The WPSC ScaleUp4Safety project

In 17/18 Wessex PSC partnered with 4 teams to support patient safety scale up projects across Wessex.

Wessex PSC brought:

- A Scale Up template being tested
- Dedicated resource to support the scale up team

Partners brought:

- A “ready to go” innovation
- Organisational support for scale up
- Agreement to test the template
The aim of ScaleUp4Safety

- To support health staff in Wessex
- To move from single unit good practice
- To a much wider geography
- So patient safety is improved
- And more patients and staff benefit

The general principles of Scale Up:

- Planned series of activities
- Structured around Scale Up units
- For a defined target population
- With the aim to scale to a minimum of 60% of the target population
Our partners last year

1. **West Hampshire CCG** - Restore2 across 40+ Care Homes
2. **Portsmouth Hospitals NHS Trust** – Deterioration Proforma (part of ACT)
3. **Salisbury NHS Foundation Trust** – SOX (sharing outstanding excellence)
4. **IOW NHS Trust** – Sepsis Liaison Service (template only)
5. **Southern Health NHS Foundation Trust** – NEWS2 across in patient beds (just started)
The template can be used by the scale up team in 3 ways:

As a guide on your gadget

As a wall planner

As a printed workbook
The Scale Up template

<table>
<thead>
<tr>
<th>Process for scaling up</th>
<th>Scale Up UNIT level</th>
<th>Organisational level</th>
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</thead>
<tbody>
<tr>
<td>1. Plan the Organisational Scale up</td>
<td>7. Momentum</td>
<td>10. Repeat the scale up process in the next scale up unit</td>
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<tr>
<td>2. Benefits and Challenges</td>
<td>8. Learning and sharing</td>
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<tr>
<td>3. Intelligence</td>
<td>9. Embed (1st normal head)</td>
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<tr>
<td>4. Connect with the unit leader</td>
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<td>5. Connect with the unit staff</td>
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<tr>
<td>6. Unit environment preparation</td>
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**AIM**
What are you aiming to achieve?
- Identify and agree SMART objectives
- Ensure the right focus and attention
- Share the objectives and progress with all stakeholders
- Prepare for implementation and evaluation
- Ensure the right governance and oversight
- Establish a clear and evidence-based strategy

**ACTION**
A bit of options to choose from

**OUTCOME**
The expected results look like:

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Please zoom in to read content in full or click the link opposite to download your A1 wall chart.
## Single Process Step – workbook style

<table>
<thead>
<tr>
<th>Process</th>
<th>1. Plan the Organisational Scale Up</th>
<th>Self Assessment</th>
<th>Complete?</th>
<th>Comments:</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIM</td>
<td>- Create a bespoke scale up project team that are involved with the innovation and have credibility and energy.</td>
<td>Could include: N/A, To do, In progress, etc.</td>
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<td></td>
<td>- Ensure the team have a shared vision of the innovation and the scale up reach (target population) and key milestones</td>
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<td></td>
<td>- Identify key people who can support you in the project (cynics included), stakeholders and champions both patients and staff.</td>
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<td>- Identify an executive sponsor to give senior support when system blocks occur and keep scale up on the board agenda.</td>
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<td>- Plan the project and write into a simple Scale Up Plan – this starts as a proposal, moves to a briefing and ends up as a summary report.</td>
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<td>- Aim for scale up to a minimum of 60% of your target population.</td>
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<td>- Develop a culture of energy, team work and persistence.</td>
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<td>ACTION</td>
<td>Bring together an effective and representative scale up project team and hold your process 1 meeting where you will:</td>
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<td>- Define the innovation/aim (your elevator pitch), the project benefits, the target population and timescale of the scale up project.</td>
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<td>- Identify your project executive sponsor (system leadership), stakeholders (supporters and cynics to help design) and champions (where the will is) across the organisation.</td>
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<td>- Agree the individual scale up units, the order and the timings for units to scale up. Try to plan a continuous path leading to full scale up from the outset.</td>
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<td>- Write this into a scale up plan (SUP) and agree with exec sponsor. Update after every meeting / major change.</td>
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<td>OUTCOME</td>
<td>The scalable unit of spread is the optimal size; large enough to make an impact and give ground swell, small enough for you/your team to support.</td>
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<td></td>
<td>You have an agreed SUP and within this the next units of spread are identified and starting their process prior to the end of the last spread unit (a bit like the Olympics). You use champions from the current scalable unit to help in the next scalable unit.</td>
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<td>You have clear executive leadership and they are proactively involved in supporting scale up. In each scalable unit you know your stakeholders, champions and your sceptics and you engage actively with all groups to help support the process.</td>
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### Outline to show the matrix structure and help explain the process

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<tr>
<td>1. Plan the Organisational Scale Up</td>
<td>3. Intelligence</td>
<td>10. Repeat the scale up process in the next scale up unit (60% coverage in organisation)</td>
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<tr>
<td>1b. Plan the Organisational evaluation</td>
<td>4. Connect with the unit leaders</td>
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<td>1c. Communication</td>
<td>5. Connect with the unit staff</td>
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<tr>
<td>Benefits and impact</td>
<td>6. Unit environment preparation</td>
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<td>7. Momentum</td>
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- Your aim is to move from left (localised effective innovation) to the right (innovation is business as usual across a wider geography).
- You move through a series of PROCESSES (columns 1 – 10) – some occurring at the same time.
- Process 1 and 10 are at the organisational level and led by the Scale Up Project Team – you always start with Process 1.
- Processes 2-9 are undertaken in partnership with the Scale Up UNIT level team.
- Process 10 is where the Scale Up project Team repeat processes 2-9 in each unit until they have reached 60% of their target population.
- Each PROCESS is broken down into 3 STEPS:

1. **The AIM**: What you want to achieve
2. **Suggested ACTION**: Pick and mix style and you can add to this
3. **The OUTCOME**: What success looks like

[Click here the enlarged populated processes 1](#)
[Click here the enlarged populated processes 2 – 6](#)
[Click here the enlarged populated processes 7 – 10](#)
The scale up journey

**FIRST MEETING**

Process 1 a b & c

- a) Planning
- b) Evaluation
- c) Communication

**Scale Up Plan**

- Initial Plan to Progress Brief to Final Report

**Organisational**

- Exec Sponsor
- Unit Teams

**Scale Up Team**

- PSC PM
i. Identify your **target population** for Scale Up

ii. Define the size of the Scale Up **units**
   - Ward X
   - GP X
   - GP Y

iii. Plot the unit **order**

iv. Add the **time frame**
   - September
   - October
   - November
In summary

Learning (to date)

- Ensure your **innovation is ready to scale**
- Ensure you have **organisational support** for the scale up
- Keep your **exec sponsor updated** so there are no surprises for them
- Having neutral support and facilitation is “invigorating”
- Working as a team shows if you truly have a **shared vision**
- The Scale Up plan gives a **structure** to the work which can seem daunting
- The Scale Up plan can be used to easily **share challenge and progress** with line managers/exec sponsors
- The **process is iterative** and we have developed materials/thinking at each meeting
- Think about the audience/consumer and “**walk in their shoes**”
Project Evaluation

• **Focus groups with the wider Scale Up team members**
  - More focus on the process, template and PM support
  - Outputs currently being collated

• **Scale Up Team Leads Questionnaire**
  - 50% had tried to scale up prior to working with the ScaleUp4Safety project
  - Those who had already tried sited time, engagement and keeping up momentum as barriers
  - At the start of the project across the 4 teams they planned to support **92 scale up units**
  - Over **3,000 staff** were involved in the 4 projects at team and unit level
  - Circa **2,000 patients** were positively impacted on by the 3 patient focused projects (one was staff focused)
  - All 4 reported they had scaled up successfully to **60% of their target population**
Today is our celebration and launch

A massive thank you to all the ScaleUp4Safety teams.

The Wessex Scale up START pack will be available in November
Contact details

Tracy Broom
tracy.broom@wessexahsn.net
@tracypsc

Dr Sara Blakeley
sara.blakeley@porthosp.nhs.uk
@sarablakeley

Nicky Sayer
nicola.sayer@porthosp.nhs.uk