

QUALITY IMPROVEMENT STRATEGY SUMMARY

Phase 1. 2018 - 2021



February 2019

Introduction:

What is Quality Improvement?

Quality Improvement (QI) at CWP is about continuously improving to provide safer care, better outcomes and experiences for people who access our services.

The purpose of Quality Improvement is to deliver person-centred healthcare that responds to the needs of people who access our services. It is based on a principle of staff, people who access our services, their carers and families working together to improve experiences and outcomes for the population.

Ultimately, QI is about trying and testing new things, finding out if they accomplish what we wanted them to, or if they fail, learning from it and trying it again, ensuring that we can reflect and learn from these experiences.

As a Trust we are starting from a strong base, our staff have demonstrated excellent progress over many years in undertaking QI that has achieved real measurable improvements in the care we deliver, our

Bed Hub work, near zero avoidable pressure ulcer incidence and more recently the Red to Green project are all examples of how we already excel in QI.



¹CWP Forward View; Zero Harm quality strategy; People and Organisational Development strategy; Person-centred Framework; Communications and Marketing strategy; Research and Effectiveness strategy; Information strategy

Our definition of Quality

QUALITY					
				Patient experience	
Safe	Effective	Affordable	Sustainable	Acceptable	Accessible
Achieving Equity and Person-centred Care through CO-PRODUCTION, CO-DELIVERY, QUALITY IMPROVEMENT & WELL-LED SERVICES					
Delivering care in a way which increases safety by using effective approaches that mitigate unwarranted risks	Delivering care that follows an evidence base and results in improved health outcomes, based on people's needs	Delivering care in a way which maximises use of resources and minimises waste	Delivering care that can be supported within the limits of financial, social and environmental resources	Delivering care which takes into account the preferences and aspirations of people	Delivering care that is timely, geographically reasonable, and provided in a place where skills and resources are appropriate to meet people's needs



Our Quality Improvement Strategy

The Trust's QI Strategy describes how, over an initial 3 year period, we will create the right environment and foster a culture that supports and continues to build our QI capability.

Learning from other NHS organisations' experiences with similar strategies we know that achieving such comprehensive cultural change can take many years.

Success relies on a shift in the way we think, lead and work, to empower every member of staff to be a leader, and to take

responsibility for their part in continuously improving the quality of care and services that we provide.

In order to deliver this, our QI ambition, we recognise the need to build QI capability at all levels within CWP, through training and investment in our staff. The strategy is accompanied by a delivery and implementation plan, we are using this as the way we monitor progress with our plans.



Our Ambition

Our ambition is to deliver the best possible outcomes for our population and to make sure the health and wellbeing of the people we serve is amongst the best nationally.

The QI strategy will support the delivery of our Trust strategy – the CWP Forward View. The CWP Forward View is how we are ensuring we understand the needs of our population and continuously improve the way we deliver care. We are focusing our attention on prevention and early intervention, to improve the health and wellbeing of the people we serve.

We recognise that we will not achieve our ambition overnight. Building our strategy will take time, and ultimately we want to foster a culture of finding solutions and increasing our focus on learning and improvement.

Improving care is complex, and we want to demonstrate realistic and steady progress. During this first year our delivery and implementation plan will identify how and what we will use as our measures of success. We will start to identify improvement targets as we make small scale changes

in embedding our strategy. End of year reviews over the next 2 years will inform the next phase of our Quality Improvement ambition.

Ambition
Working in partnership to deliver the best outcomes nationally for the population we serve
Vision
Working in partnership to improve health and well-being by providing high quality care
Purpose
Being person-centred Striving to enable the population we serve to be the best they can be
Values
Care Compassion Competence Communication Courage Commitment

Quality Improvement glossary

Quality Improvement

Quality Improvement is about systematically improving care by enhancing quality – the safety, outcomes and experiences of people who access our services.

Quality Improvement strategy

The framework which sets out our ambition and approach to deliver the best outcomes for the population we serve.

Continuous improvement

A focus on improving the way things are done on a regular and consistent basis.

The CWP Five Year Forward View

Our overall Trust strategy outlining what we want to do and achieve by 2023.

Person-centredness

Our approach with everyone we meet. Person-centredness is about connecting with people as unique individuals with their own strengths, abilities, needs and goals.

Quality Assurance

The ongoing monitoring of the quality of care against agreed standards.

National Institute of Health and Care Excellence (NICE) guidelines and standards

NICE guidelines and standards set out best, evidence-based clinical practice. We believe that we should pursue clinical excellence through our treatments and interventions, systematically drawing on available evidence-bases.

Regulatory standards

Our regulators (Care Quality Commission, NHS Improvement & Ofsted) ensure that we are meeting fundamental standards of care to the populations we serve.

Model for Improvement

The Model for Improvement tests change ideas using PDSA (Plan-Do-Study-Act) cycles, which will help us to identify what does and does not work before we redesign.

Driver diagrams

A visual display of what “drives” the achievement of a project aim – made up of an aim, primary drivers and secondary drivers.

Primary drivers

High level factors needed to influence in order to achieve the aim.

Secondary drivers

Specific projects and activities that would act upon the primary drivers.

Lean

A set of tools that assist in delivering value through the identification and steady elimination of inefficiency, mistakes and cost.

Baseline

A minimum or starting point used for comparisons.

Benchmark

A standard or point of reference against which things may be compared.

Experience based design

Approaches to support people with lived experience of our services to work in partnership with staff to apply systematic methods of Quality Improvement to maximise the effectiveness and impact of our services and pathways.





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