

An Introduction to Improving Together



Quality Improvement Academy



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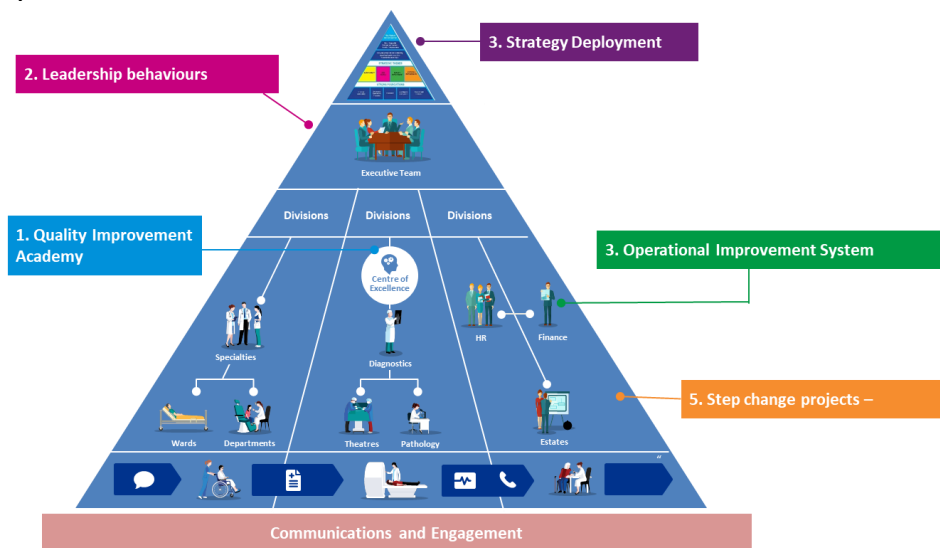
What is Improving Together?

- Improving Together is a long term, Trust-wide, cultural change programme which will be implemented over a number of years and will become our new way of working
- We all want to ensure that the care we give our patients is of the highest standard – one we would be happy for our family and friends to receive - and we all want to work in a Trust where we feel valued and can have an active part in making changes.
- Improving together is a tried and tested method for improving the consistency and quality of care we offer to our patients. It is based on ideas from frontline staff and nurtures us all to become better at what we do, at the same time as improving the experience for our patients
- It focuses the energy and effort of all staff on supporting the Trust to achieve its Key Priorities
- All our staff will be trained and supported in new skills and routines to enable them to make small changes every day which will improve the quality of care we provide to our patients
- This frontline improvement activity is supported by a new Operational Improvement System which allows us focus on key issues and deliver sustainable improvement



How will Improving Together be implemented?

The Improving Together programme is made up of five parts, as shown in the pyramid picture below



1. Quality Improvement Academy

- The new UHNM team who will support you on this journey

2. Leadership behaviours

- Our leaders are being developed to support their teams in coaching and problem solving skills – helping them to find and implement solutions to the challenges they face each day

3. Strategy Deployment Framework

- Trust data has been analysed and a focused set of priorities have been identified and will be communicated to the whole Trust to ensure the entire staff can align with the organisation's priorities and everyone can understand their contribution to achieving these

4. Operational Improvement System

- A system of skills, routines and behaviours which will be trained out across the whole Trust - these build daily continuous improvement and deliver performance excellence.

5. Step change projects –

- Some times daily change processes don't deliver change quickly enough in critical areas – Step change projects will be used to help us take BIG steps when we need to

Underpinning all of this is a Communications and Engagement work stream –

Throughout this programme the Quality Improvement Academy will aim to communicate effectively with our patients, public, partners, staff and stakeholders to support its delivery



The Quality Improvement Academy



- This is a ‘home-grown’ team of clinicians and support staff who have been recruited to lead and support this cultural change process
- They will share with you the skills you need to be part of this programme and coach you in their use in day to day work
- If you want further information don’t hesitate to get in touch improving.together@uhnm.nhs.uk Tel: 01782 675581



You can learn more about the QI academy on our UHNM intranet page <http://uhnm/a-z-of-services/improving-together/>



Leadership Behaviours

All of our leaders will be supported to develop these behaviours so that they can support and coach their teams to find and implement ways of addressing the challenges they face every day



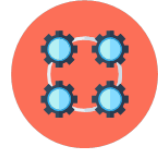
Personal A3
& Self Assessment



Constancy
of Purpose



Key Priorities—
Strategic Aims



Think
Systemically



Respect for every
individual



Focus on
the Process



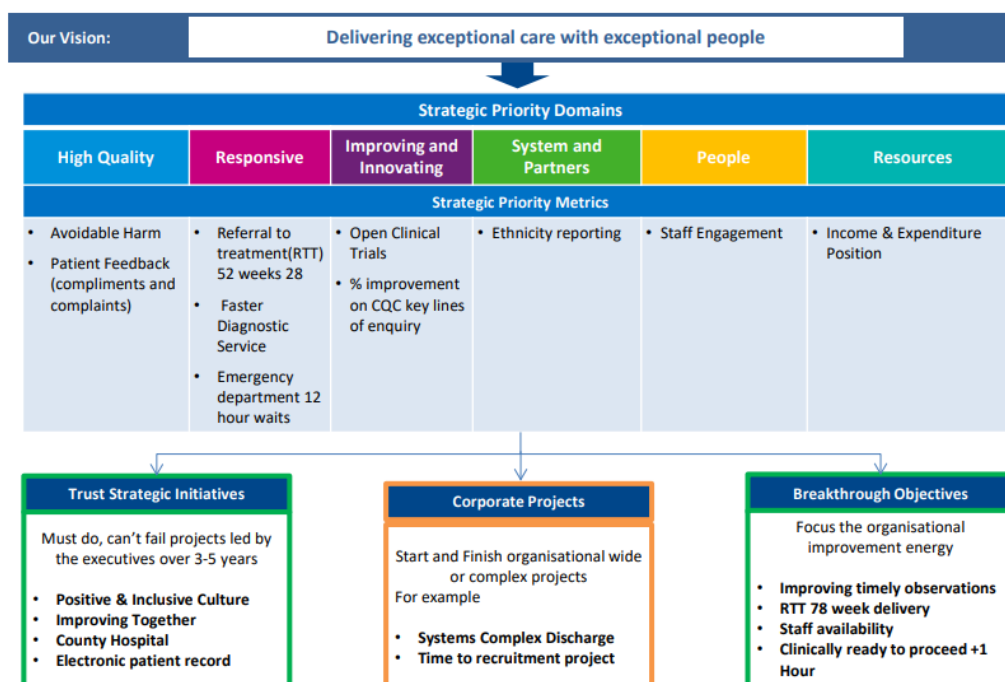
Lead with
Humility



Scientific
Thinking

Strategy Planning Framework

- This can be thought of as the skeleton or framework against which the improvement activity will grow
- Performance data from the Trust has been analysed and six **Key Priority Domains** have been identified – these will guide all our work and everything we do should **ALIGN** with these priorities and the measure of our success will be in the change we achieve in the Key Priority Metrics
- This data analysis has also guided the identification of the 3 key work streams or legs of the skeleton
 - **The Annual Objectives** – these are issues which contribute the most to us achieving our Priorities and are issues which the staff at the frontline can actively influence by work they do every day
 - **The Strategic Initiatives** – these are bigger issues, contributing significantly to achieving the priorities, but often require investment and need leadership from the Executive Team to be delivered
 - **The Corporate Projects** - these are projects needed to help move the organisation forward in a bigger step (see Step Change Projects later), but these are bigger than one team and need a co-ordinated approach across a number of areas to deliver

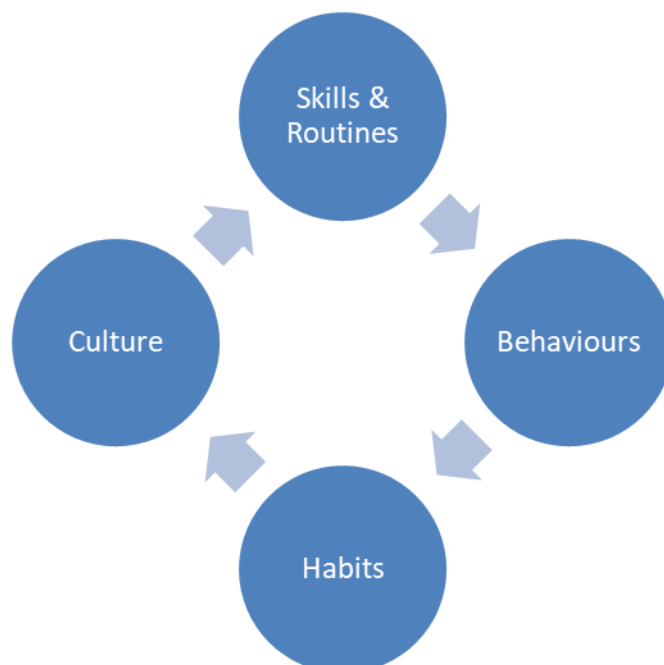


We would like everyone to familiarise themselves with the Key Priority Domains and the Annual Objectives – these are the main parts of the framework that will affect EVERYONE in their day to day work 😊



Operational Improvement System

- If the Strategy Planning Framework is the skeleton, the Operational Improvement System will be the beating heart and circulation of the programme that keeps it alive
- This is a set of new skills, routines and behaviours that we will train out and support into practice to **ENABLE** all teams across the Trust to **IMPROVE** what they do each day
- These routines support a culture of daily continuous improvement and are supported by a new performance management reporting process which will create focus and time for the improvement to take place. Continuous improvement becomes the business as usual for the Trust instead of another job on top of everything else
- Each ward and department will identify an Improving Together leadership team, drawn from all members of the team across staff groups and grades. These individuals will receive training and coaching from the Quality Improvement Academy and in turn will train and coach their colleagues in the daily activities which will sustain the programme



Step Change Projects

- Sometime doing making small changes every day won't change things quickly enough and we need to take a bigger step.
- Using Lean Change Methods, the QI Academy will support you to
 - systematically work through problems or challenges
 - identify ways to address them
 - pilot and scale up



Phase	Purpose
Preparation	<ul style="list-style-type: none"> — To establish the necessary conditions for the success of the improvement initiatives
Diagnostic (Current State)	<ul style="list-style-type: none"> — To define the current state through quantitative and qualitative fact based analysis — To identify issues, understand root causes, generate and prioritise improvement opportunities
Solution Design	<ul style="list-style-type: none"> — To identify and develop solutions for the top priority opportunities — To finalise pilot and implementation plans
Pilot (Improve)	<ul style="list-style-type: none"> — To test if a change idea or solution will be successful in practice — To utilise a structured and efficient method for putting new solution ideas into practice — To provide a structured approach to taking the redefined solution/change idea to areas beyond the pilot area
Control (Sustain)	<ul style="list-style-type: none"> — To transition to the 'new way' of doing things — To foster a continuous improvement environment



How can I get involved?



- Every team in the Trust will be trained in this new way of working. Training for each team is delivered over 5 months and includes new knowledge and skills teaching delivered in a classroom setting each month. Using team based coaching and training sessions each week, enables us to support this learning into practice
- You can volunteer to be part of your ward or department's Improving Together team and lead for your colleagues or you can support them in implementing the process in day to day work. In this programme, everyone has a voice and the opportunity to contribute to the team's improvement journey by adding your ideas to the Improvement Board
- You can ensure that any work and projects you get involved with, ALIGN to the Trust Priorities – if activities don't align should you be doing them?
- If your professional development programme requires you to grow your experience in Quality Improvement we will be training out our key problem solving tool. It's called A3 and helps you to think scientifically about a problem and work up ways of addressing them, test them out, see the results and identify your next steps
- Submit your Quality Improvement work to our Quality Improvement Symposium – this will be an annual event each Summer from 2022, celebrating the Improving Together journey and all those who are taking it with us.

Key Messages

- We hope you have found this summary of Improving Together interesting and informative. If you remember nothing else from it remember these three things
- The Trust Key Priority Domains

High Quality	Responsive	Improving and Innovating	System and Partners	People	Resources
Strategic Priority Metrics					
<ul style="list-style-type: none"> • Avoidable Harm • Patient Feedback (compliments and complaints) 	<ul style="list-style-type: none"> • Referral to treatment(RTT) 52 weeks 28 • Faster Diagnostic Service • Emergency department 12 hour waits 	<ul style="list-style-type: none"> • Open Clinical Trials • % improvement on CQC key lines of enquiry 	<ul style="list-style-type: none"> • Ethnicity reporting 	<ul style="list-style-type: none"> • Staff Engagement 	<ul style="list-style-type: none"> • Income & Expenditure Position

- The Breakthrough Objectives

Breakthrough Objectives

Focus the organisational improvement energy

- **Improving timely observations**
- **RTT 78 week delivery**
- **Staff availability**
- **Clinically ready to proceed +1 Hour**

- Our motto



Align
Enable
Improve

