

## Box 1: Summary of key QI strategies and programmes delivered by three English trusts rated as outstanding

### East London NHS Foundation Trust

East London NHS Foundation Trust provides community health, mental health and specialist services to a population of 1.5 million people in East London, Bedfordshire and Luton. It operates from over 150 community and inpatient sites, employs almost 6,000 permanent staff and has an annual income of £400m. The trust's QI programme began in 2014 and was given an outstanding rating by the CQC in September 2016, which it retained after its 2018 inspection. Key features of the trust's approach to QI include:

- a strategic, long-term, board-level commitment to QI, board-level leadership of quality, and investment in partnership with the Institute for Healthcare Improvement
- a single, integrated system that incorporates quality planning, quality control, quality assurance and QI
- a central QI team to coordinate QI work and support teams, and a 'people participation' team
- a focus on the involvement of service users and carers as full partners in QI work
- the development of the 'ELFT QI method' to enable multidisciplinary teams, service users and carers to tackle quality issues that matter most to them<sup>26</sup>
- clear, organisation-wide priority areas for improvement that bring together multiple teams across the organisation (eg enjoying work, violence reduction, improving access and reshaping community services), while also allowing teams to work on what matters to them and their service users
- a programme to build improvement capability that has trained over 3,500 people in 4 years at multiple levels of the organisation, from executives and board through to service users and carers
- a re-design of information systems to give staff better access to the data they need to understand quality and performance and to support their QI projects.

The trust has also recently decided to expand its mission to improve the quality of life of all the people it serves, with a new emphasis on population health. This approach, which focuses on the determinants of health as well as inequalities, will involve more partnership working and collaboration with neighbouring bodies in the local health system. The trust has already begun using QI to achieve the triple aim – of improving population health outcomes, experience/ quality of care and value for money – for specific populations.

### Key quotes from East London's 2018 CQC inspection report

'Quality improvement remained central to the work of the trust. The trust has made further progress in the use of a quality improvement methodology. The numbers of staff training and using the methodology had continued to grow. We saw that this methodology gave genuine opportunities for staff and patients in wards and teams to identify areas for improvement and make changes. The use of quality improvement was widespread throughout the trust.'

'The trust had retained an overwhelmingly positive culture. Staff were largely very happy and said how much they enjoyed working for the trust. They valued the open culture and felt that when concerns were raised they were taken seriously and where possible addressed. They also felt supported by the trust's 'no blame culture' and willingness to learn when things went wrong. This was reflected in the results of the staff survey where the trust overall staff engagement score was 3.90. It was better than the national average of 3.79 for trusts of a similar type. The trust recognised that not all teams were as positive as others, and was using the QI methodology to enable those teams to make changes where needed.'

### Further information

- East London NHS Foundation Trust QI microsite (<https://qi.elft.nhs.uk>)
- *East London NHS Foundation Trust Annual Report and Accounts 2017–2018*<sup>26</sup>
- *East London NHS Foundation Trust Inspection Report 2018*<sup>17</sup>