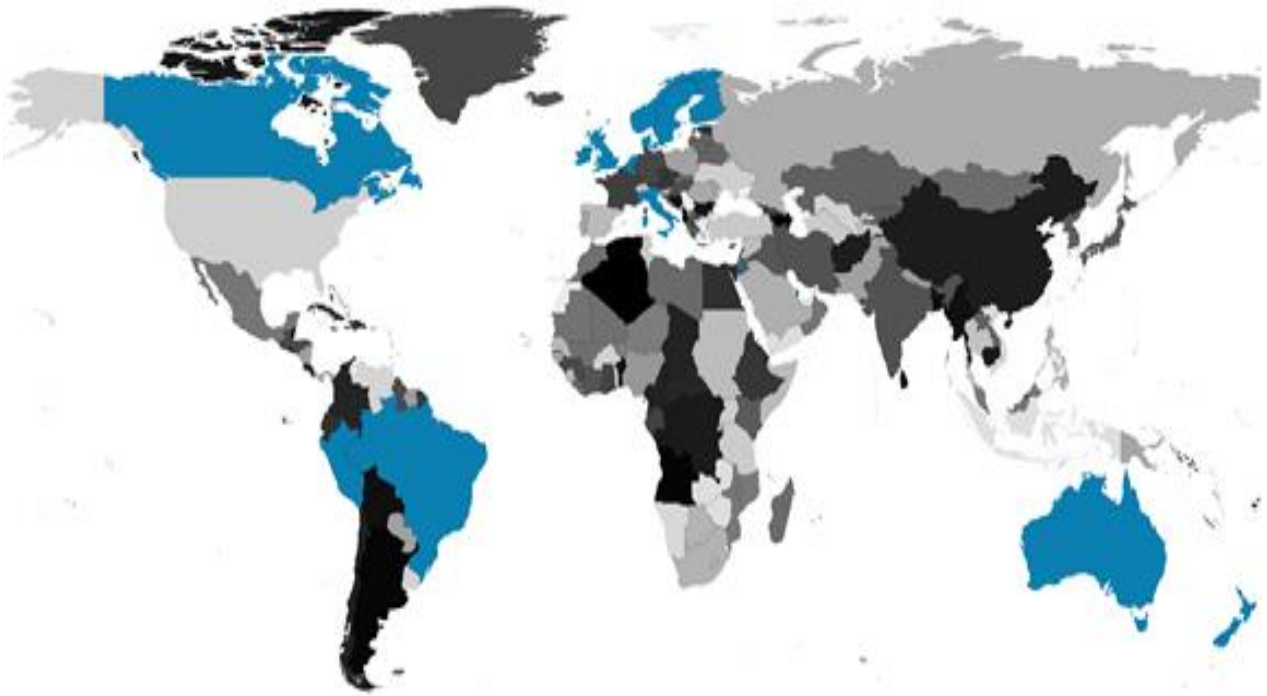
QUALITY IMPROVEMENT PROGRAMME

East London NHS
NHS Foundation Trust

Welcome to the Experience Day



qi.elft.nhs.uk

qi@elft.nhs.uk

Tweet your thoughts or ideas using **#qfeast**

Follow us on **@ELFT_QI**

International Forum on
QUALITY & SAFETY in HEALTHCARE
Inspiring healthcare for 20 years

21-24 April 2015, ExCeL London

QUALITY IMPROVEMENT PROGRAMME

East London NHS
NHS Foundation Trust

Welcome to the Trust and West Ham United FC

Marie Gabriel (Chair)

Our focus on Quality Improvement

with **Dr Kevin Cleary**
(Medical Director)

Professor Jonathan Warren
(Director of Nursing)

Mason Fitzgerald
(Director of Corporate Affairs)

and **Steven Course**
(Interim Director of Finance)

The strategic case for change

Make quality our absolute priority

- Improving quality of care is our core purpose
- Of greatest importance to all our stakeholders
- Build on the excellent work already happening to improve quality

National drivers

- The need to focus on a more compassionate, caring service with patients first and foremost
- More structured and bottom-up approach to improvement

Enable our staff to lead change

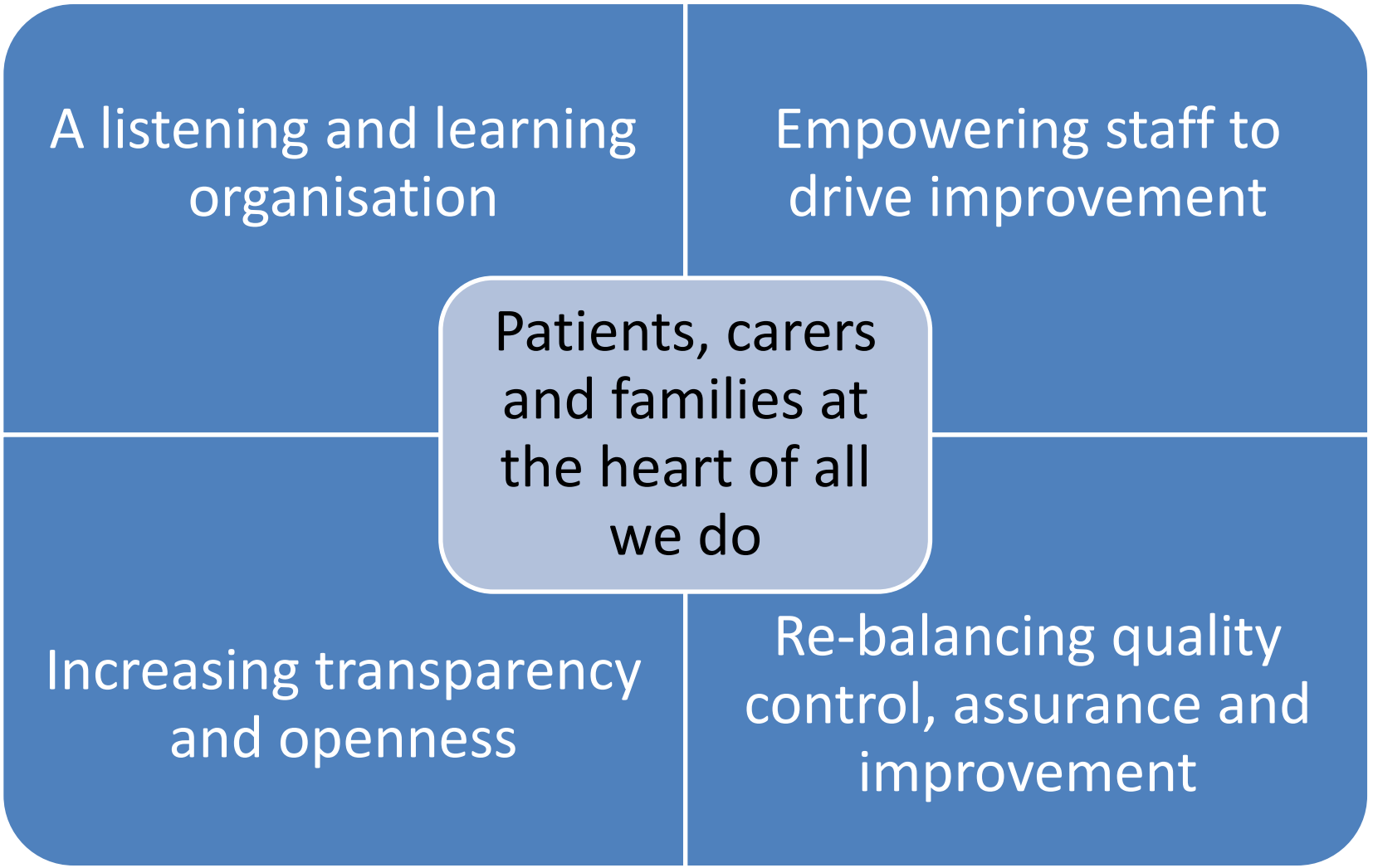
- The desire to engage, free and support our staff to innovate and drive change
- Engaged and motivated staff leads to improved patient outcomes

The economic climate

- The need to do more with less

– improving quality whilst reducing cost

The culture we want to nurture



Our quality improvement programme

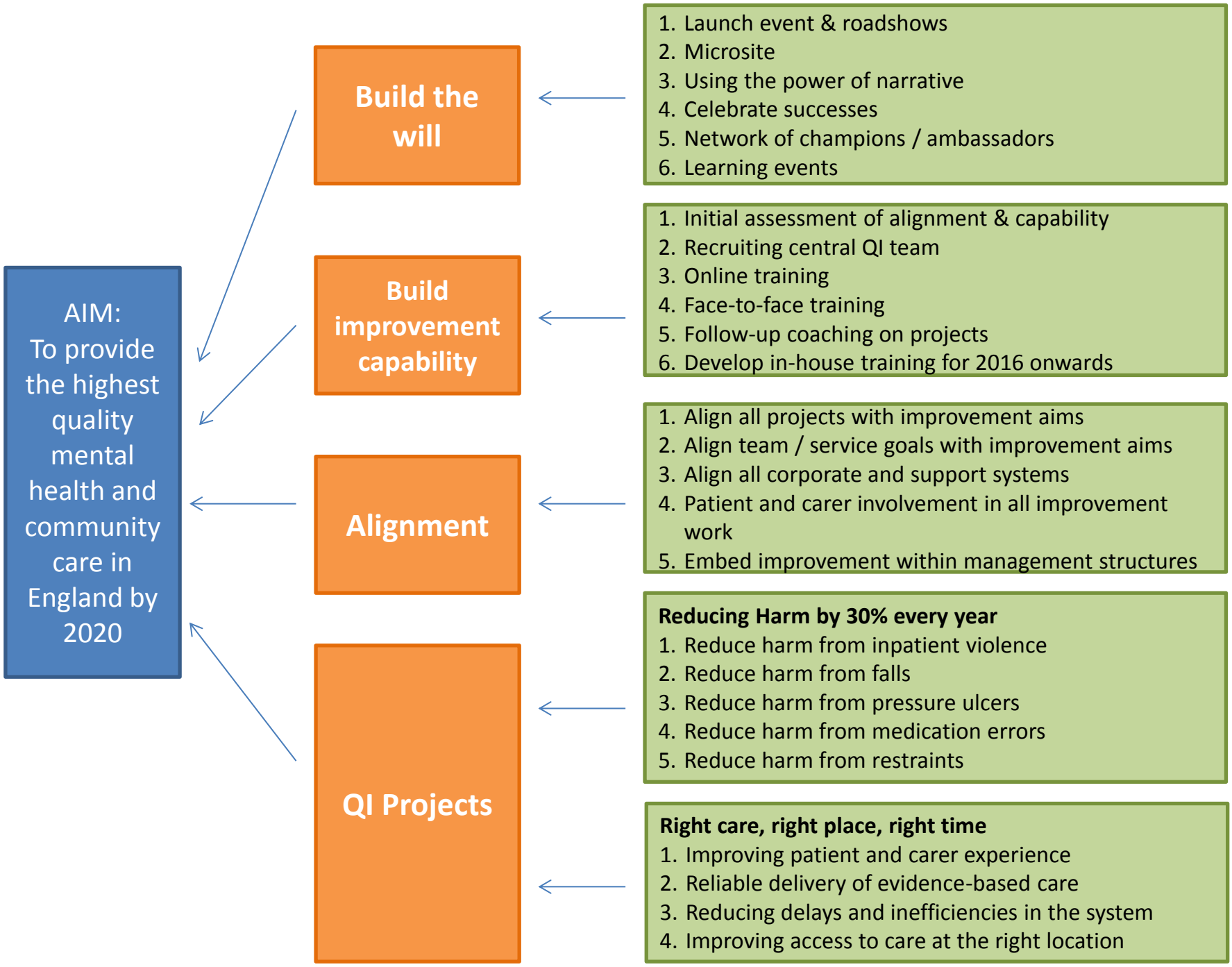
Our approach and findings from year 1

with **Dr Amar Shah**

(Associate Medical Director for QI)

James Innes

(Head of Quality Improvement)


AIM:
To provide the highest quality mental health and community care in England by 2020
Build the will
1. Launch event & roadshows
2. Microsite
3. Using the power of narrative
4. Celebrate successes
5. Network of champions / ambassadors
6. Learning events
Build improvement capability
1. Initial assessment of alignment & capability
2. Recruiting central QI team
3. Online training
4. Face-to-face training
5. Follow-up coaching on projects
6. Develop in-house training for 2016 onwards
Alignment
1. Align all projects with improvement aims
2. Align team / service goals with improvement aims
3. Align all corporate and support systems
4. Patient and carer involvement in all improvement work
5. Embed improvement within management structures
QI Projects
Reducing Harm by 30% every year
1. Reduce harm from inpatient violence
2. Reduce harm from falls
3. Reduce harm from pressure ulcers
4. Reduce harm from medication errors
5. Reduce harm from restraints
Right care, right place, right time
1. Improving patient and carer experience
2. Reliable delivery of evidence-based care
3. Reducing delays and inefficiencies in the system
4. Improving access to care at the right location

Build the will

AIM:
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Build the will

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40,000

Build the will

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40,000

page views of the QI microsite in the last year

Build the will

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our one-stop shop for QI

built and managed by the QI team, total cost £300

40,000

page views of the QI microsite in the last year

Build the will

our one-stop shop for QI

built and managed by the QI team, total cost £300

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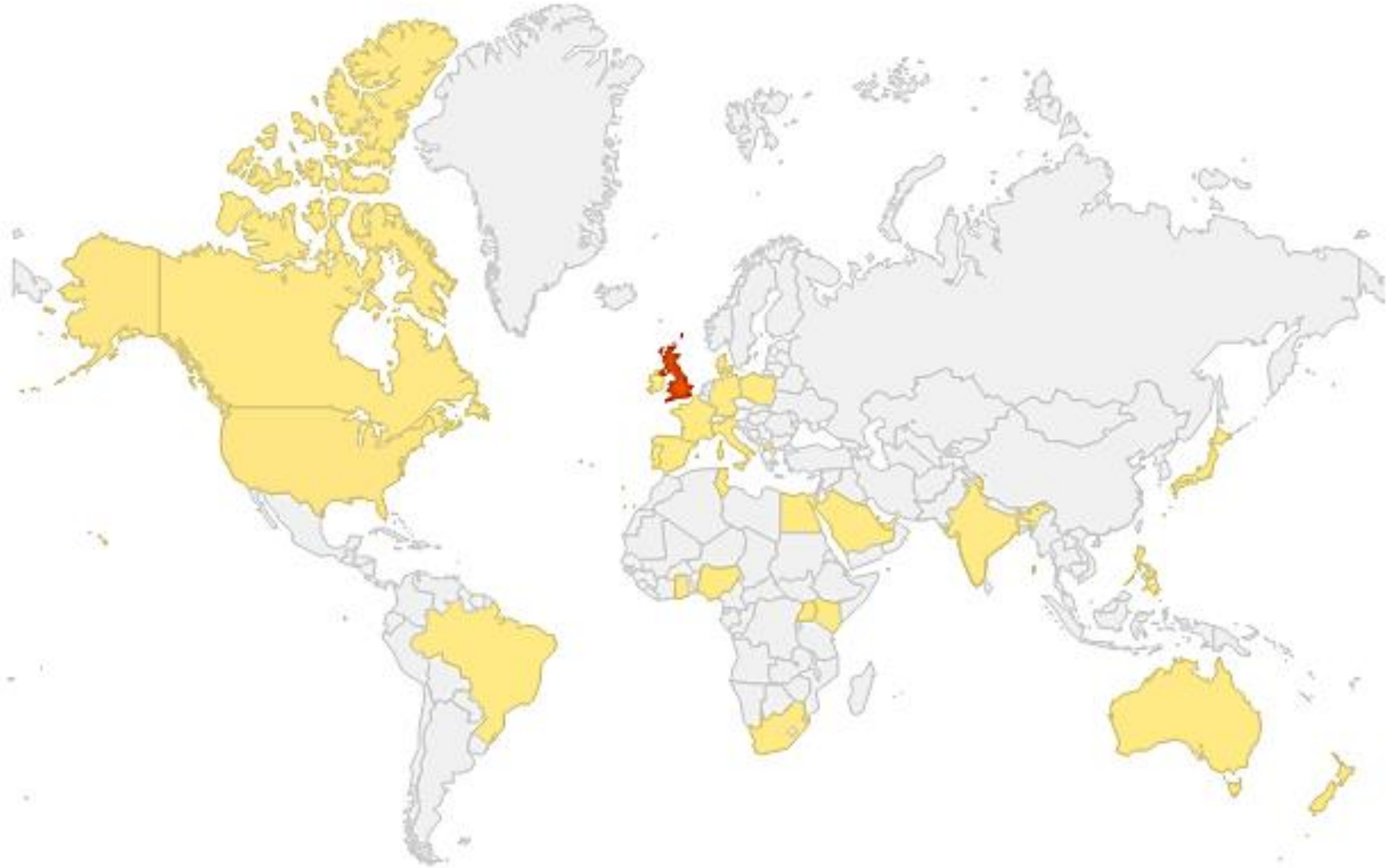
40,000

page views of the QI microsite in the last year

qi.elft.nhs.uk



Build the will

AIM:
To provide the highest quality mental health and community care in England by 2020

1,000

Build the will

AIM:
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1,000

Staff, service users, carers, Governors, commissioners engaged in the first 4 months of the programme

Build the will

AIM:
To provide the highest quality mental health and community care in England by 2020

- Psychology trainees
- Trainee doctors
- External partners
- Health visitors
- Nursing students
- Band 3 nursing staff
- Specialist services leadership
- Service users and carers
- Finance team

Bespoke learning sessions

Build the will

AIM:
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5,000

Build the will

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5,000

staff receiving the monthly QI e-newsletter

Build the will

AIM:
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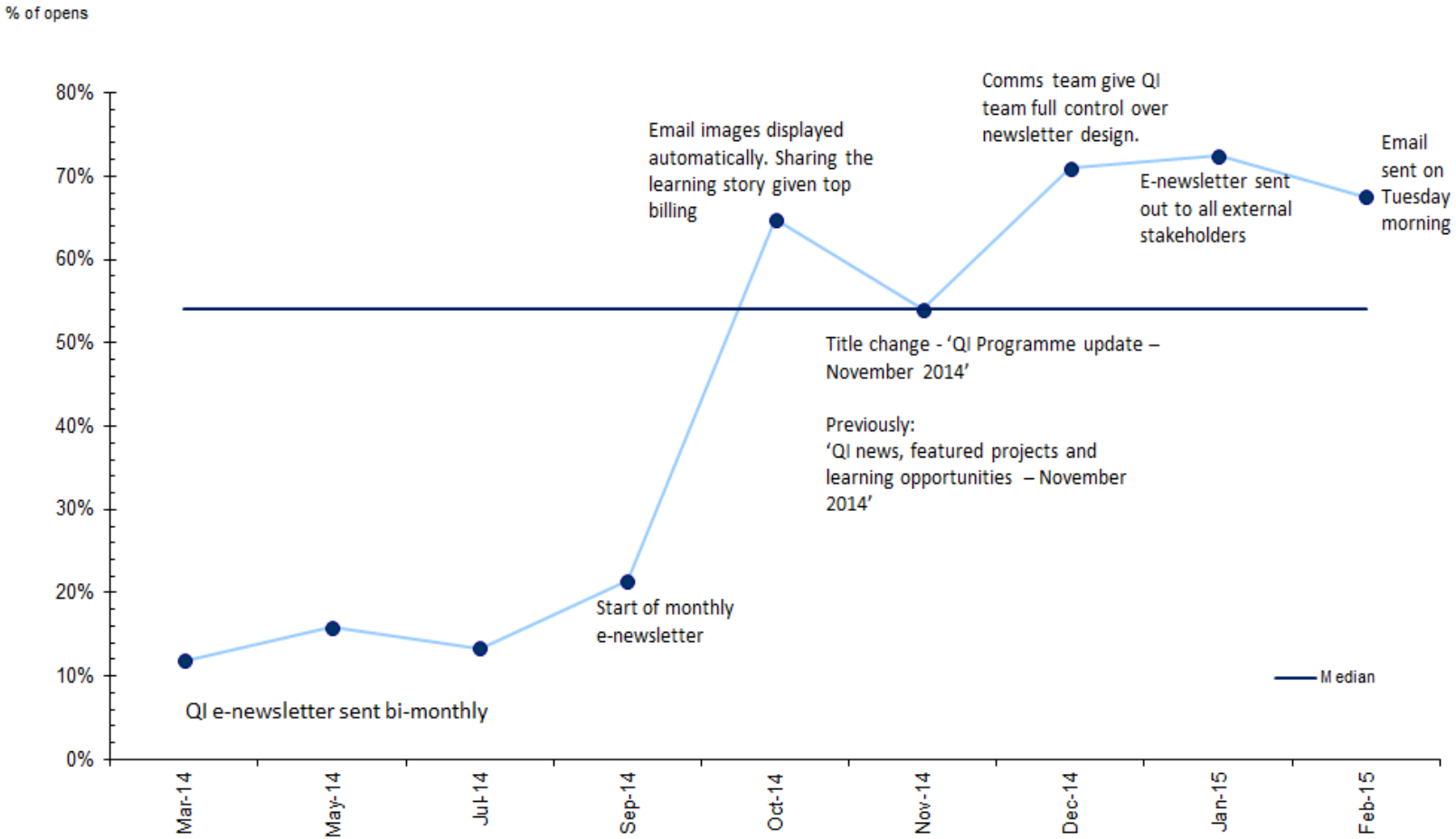
Percentage of staff opening the e-newsletter



Build the will

AIM:
To provide the highest quality mental health and community care in England by 2020

550

Build the will

AIM:
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East London NHS Foundation Trust

QI Newsletter - September 2014

Programme update

550

local services receiving the quarterly paper newsletter, including GP practices and voluntary sector organisations

Build the will

AIM:
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6

projects shortlisted for regional or national awards

Build the will

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6

projects shortlisted for regional or national awards

1

regional award

Build the will

AIM:
To provide the highest quality mental health and community care in England by 2020

6

projects shortlisted for regional or national awards

6

teams presenting their work to the Trust board each year

1

regional award

Build the will

AIM:
To provide the highest quality mental health and community care in England by 2020

6

projects shortlisted for regional or national awards

6

teams presenting their work to the Trust board each year

1

regional award

7

projects being written up for publication with BMJ

AIM:
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Build improvement capability

Where are we?

On track to train over 500 people through 5 six-month waves of learning between 2014-16. First 3 waves delivered with the IHI

On track. All senior staff being encouraged to join QI training over next 2 years

New need recognised. Developing improvement coaches programme will train 30 QI coaches in 2015

On track. Most Executives will have undertaken the ISIA, and Board training has been delivered in 2015.

Currently have 3 improvement advisors, with 1.5wte deployed to QI. Will need to build more capacity at this level.

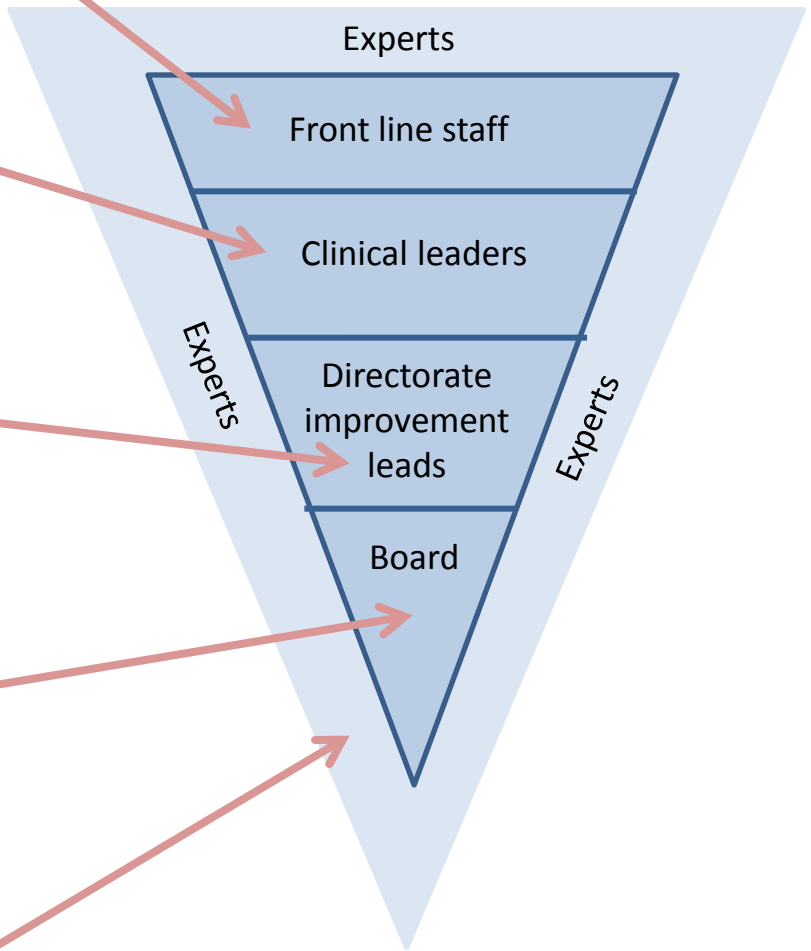
Estimated number = 3300
Requirement = introduction to quality improvement, identifying problems, change ideas, testing and measuring change
Time-frame = train 10-20% in 2 years

Estimated number = 250
Requirement = deeper understanding of improvement methodology, measurement and using data, leading teams in QI
Time-frame = train 30-50% in 2 years

Estimated number = 30
Requirement = deeper understanding of improvement methodology, understanding variation, coaching teams and individuals
Time-frame = train 100% in 2 years

Estimated number = 10
Requirement = setting direction and big goals, executive leadership, oversight of improvement, being a champion, understanding variation to lead
Time-frame = train 100% in 2 years

Estimated number = 5
Requirement = deep statistical process control, deep improvement methods, effective plans for implementation & spread
Time-frame = train 100% in 2 years



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1,098

Build improvement capability

AIM:
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1,098

Open School lessons completed

Build improvement capability

Open School

AIM:
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Build improvement capability

Recruited a central QI team

AIM:
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Developed 3 improvement advisors

Recruited a central QI team

Build improvement capability

AIM:
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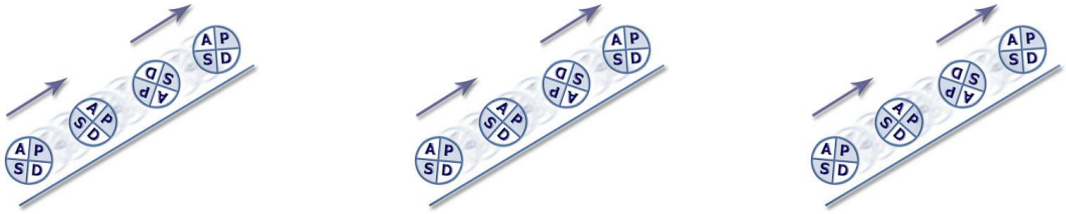
Build improvement capability

Developed 3 improvement advisors

Recruited a central QI team

Board sessions

Improvement Science in Action - 6 month learning path



Prework → Workshop (3 days) → *AP-1* → Webex #1 → *AP-2* → Learning set 1 → *AP-3* → Webex #2

AP-4 → Webex #3 → AP-5 → Learning Set 2 & graduation

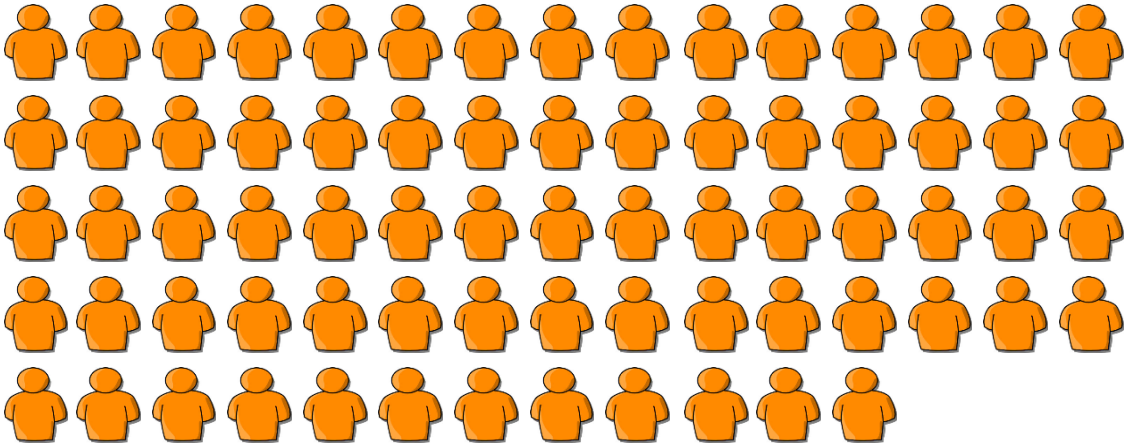
The two learning sets will be focused on sharing the participants' work on their projects and learning from each other. These sessions also will reinforce the content from the Webex calls and the ISIA workshop.

Improvement Science in Action – wave 1

AIM:
To provide the highest quality mental health and community care in England by 2020

Build improvement capability

Improvement Science in Action – wave 1



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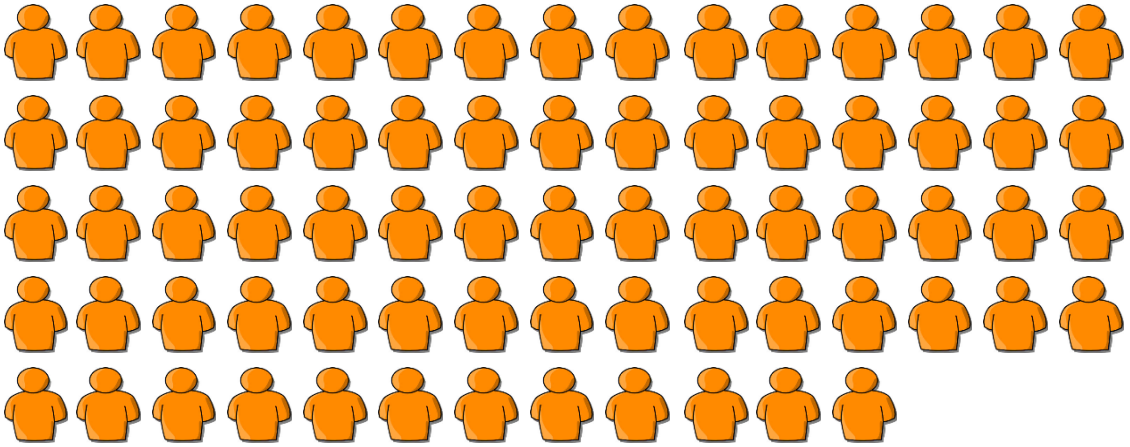
Build improvement capability

Improvement Science in Action – wave 1



Wave 2

AIM:
To provide the highest quality mental health and community care in England by 2020

Build improvement capability

Improvement Science in Action – wave 1

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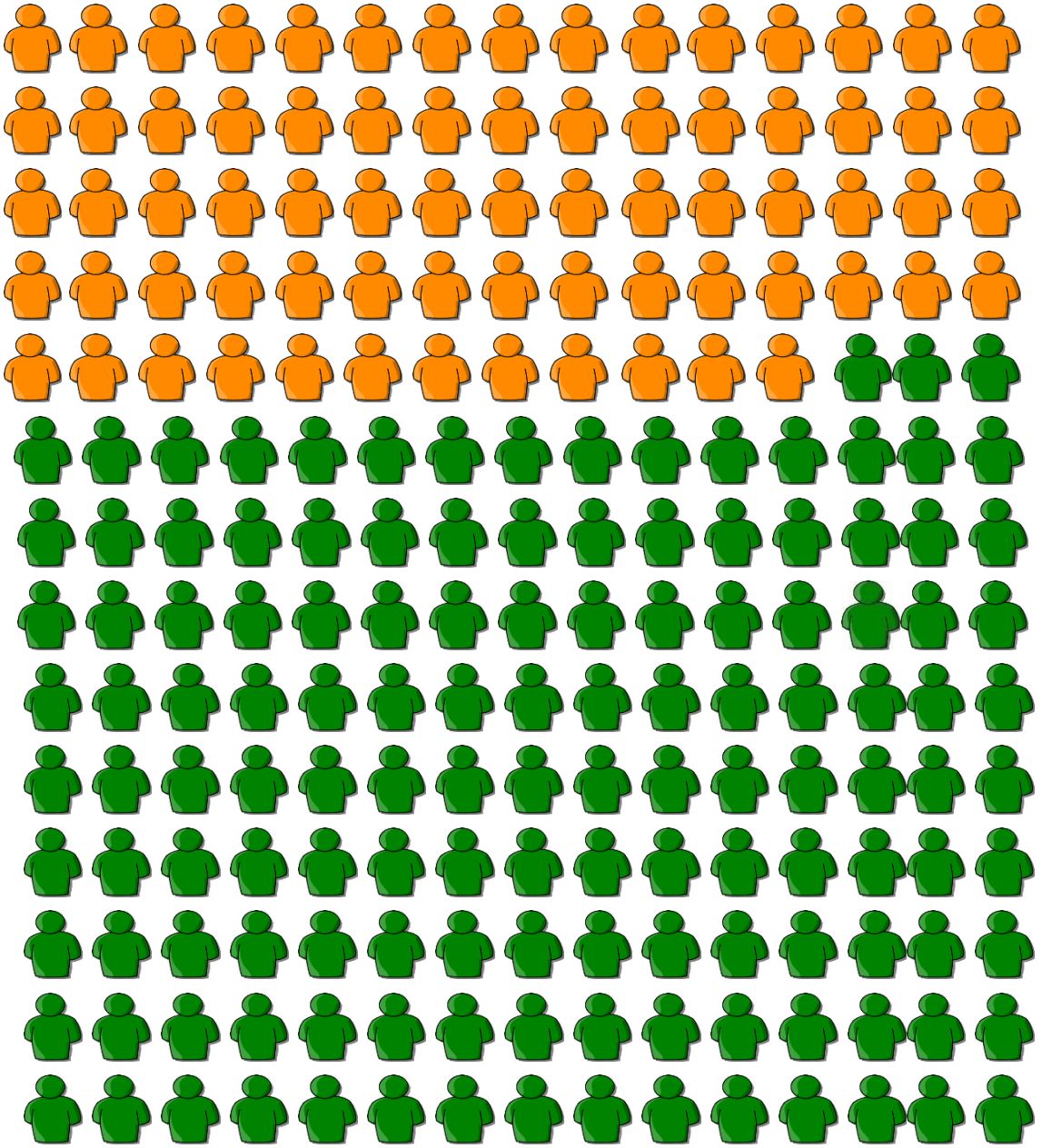
Wave 2

Build improvement capability



AIM:
To provide the highest quality mental health and community care in England by 2020

Waves 3 & 4 of Improvement Science in Action

Build improvement capability

2015 training opportunities

AIM:
To provide the highest quality mental health and community care in England by 2020

Waves 3 & 4 of Improvement Science in Action

Developing 4 more improvement advisors

Build improvement capability

2015 training opportunities

AIM:
To provide the highest quality mental health and community care in England by 2020

Waves 3 & 4 of Improvement Science in Action

Developing 4 more improvement advisors

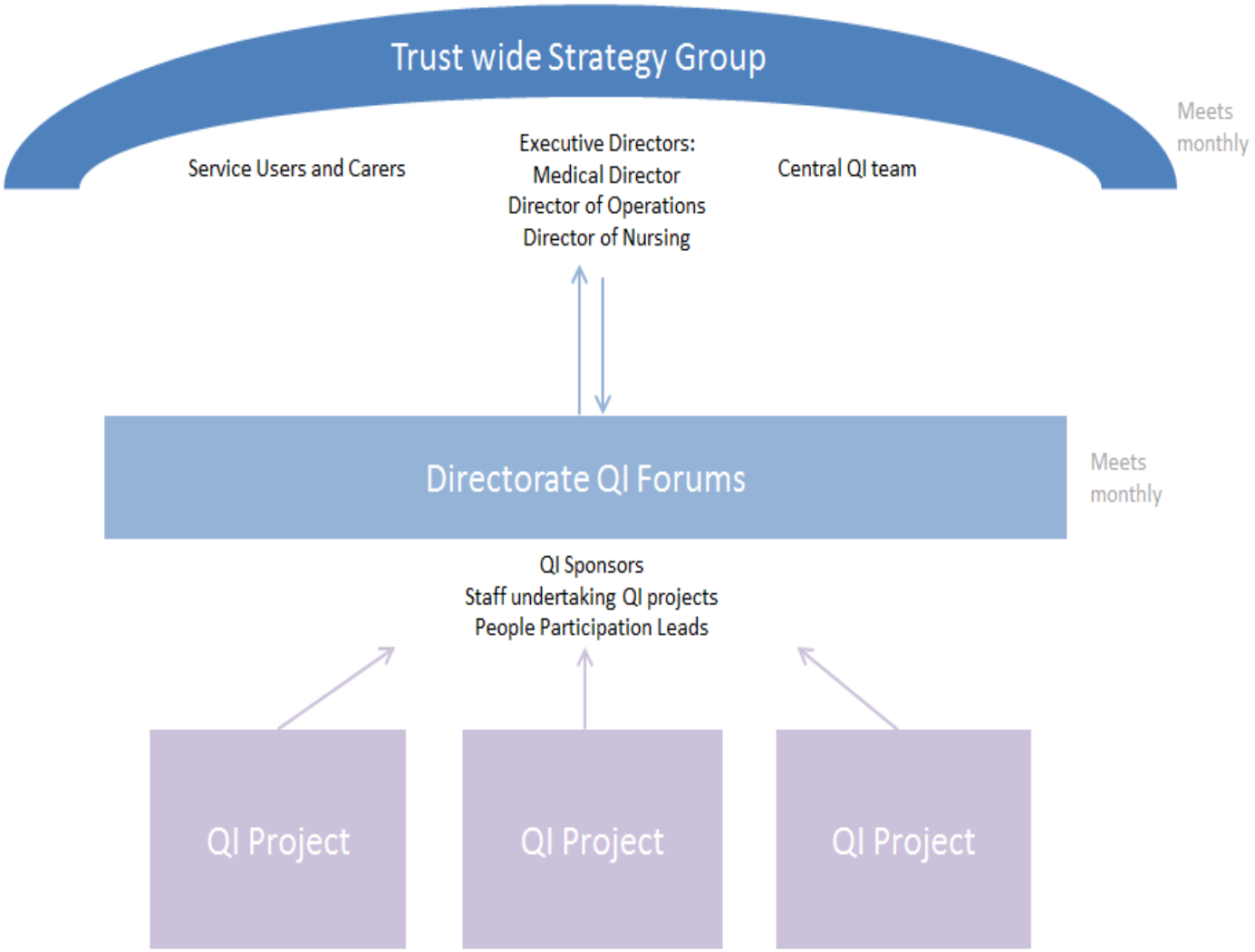
Developing 30 improvement coaches within directorates

Build improvement capability

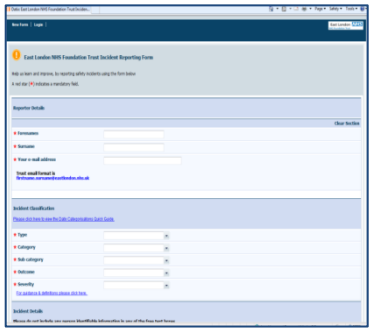
2015 training opportunities

Alignment

AIM:
To provide the highest quality mental health and community care in England by 2020



Alignment



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Alignment

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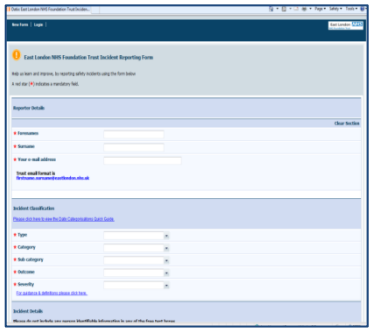

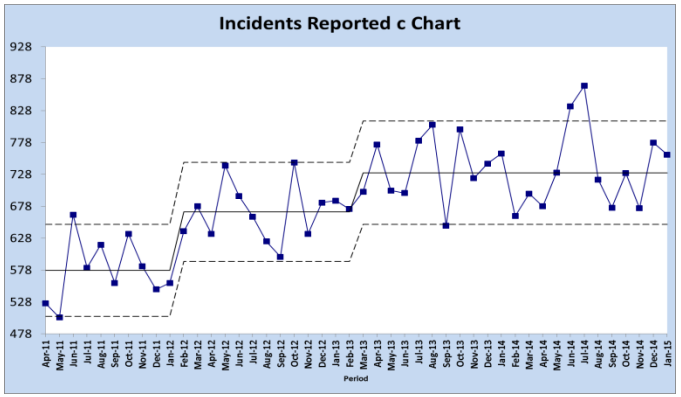

Alignment

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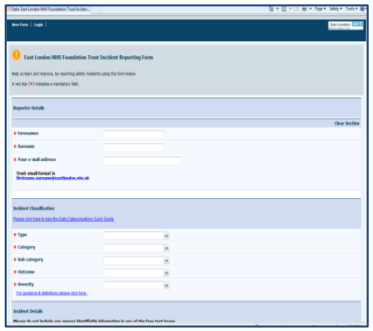

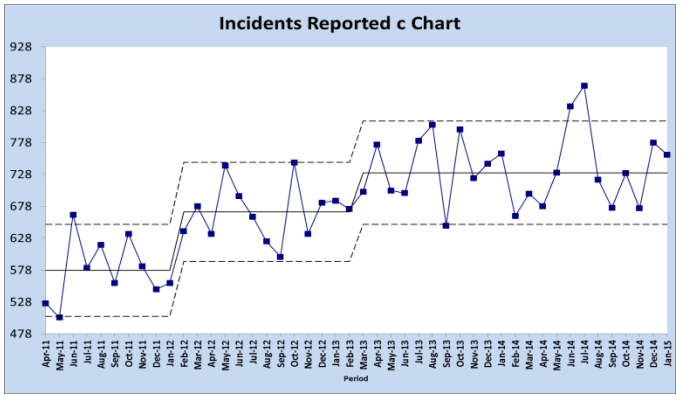

clinical audit

Alignment

AIM:
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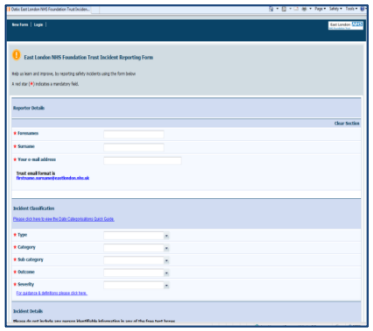
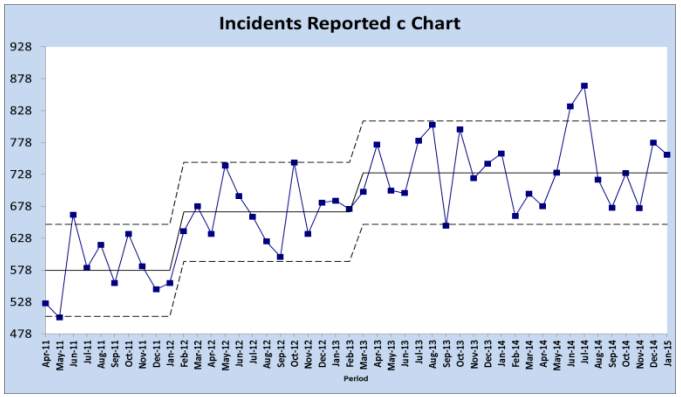




clinical audit

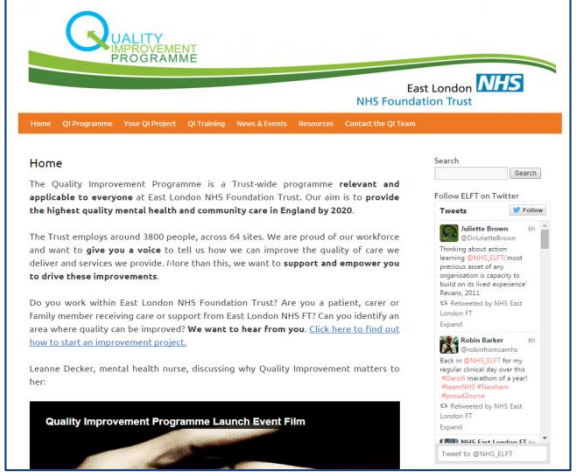
Stopping work of lower Value

Project Sponsor

QI Team

QI Forums

QI Resources



AIM:
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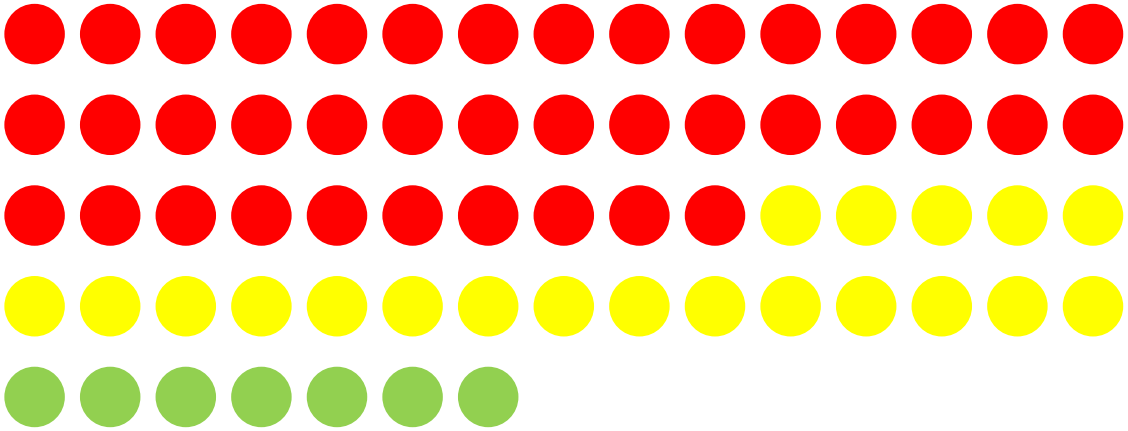
QI Projects

How have our projects developed over time?



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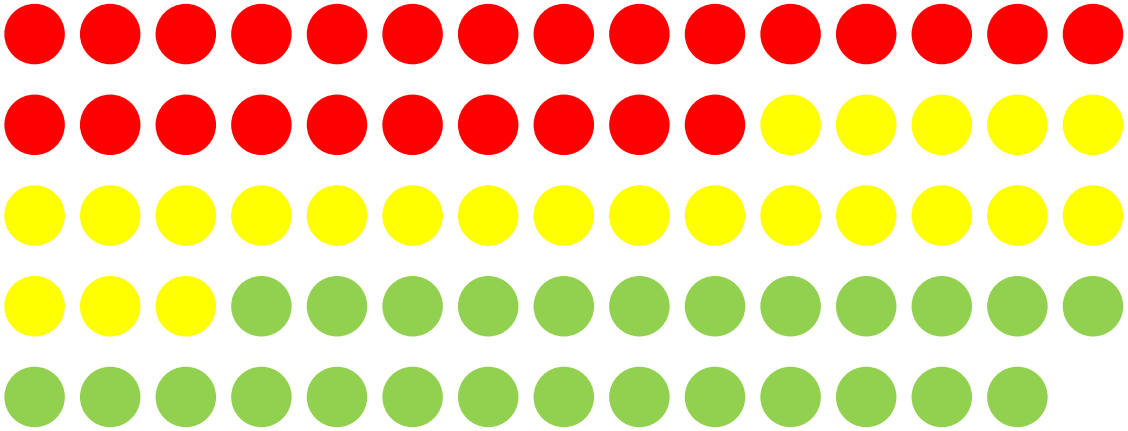
QI Projects

September 2014



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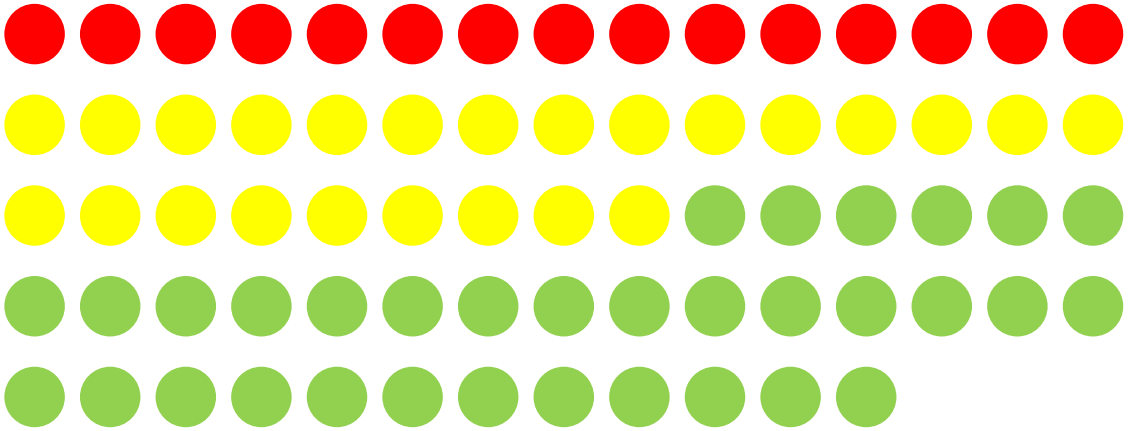
QI Projects

October 2014



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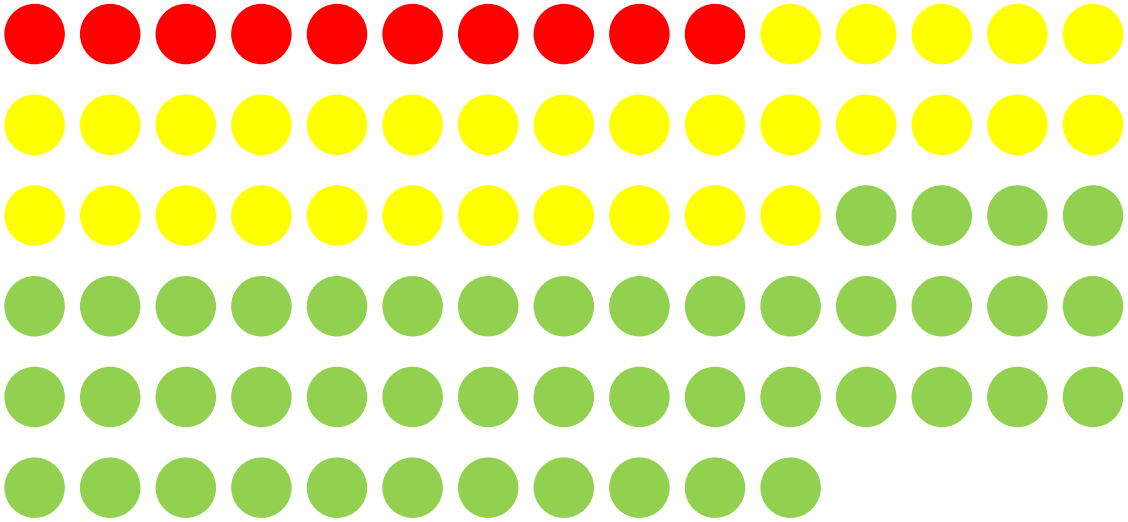
QI Projects

November 2014



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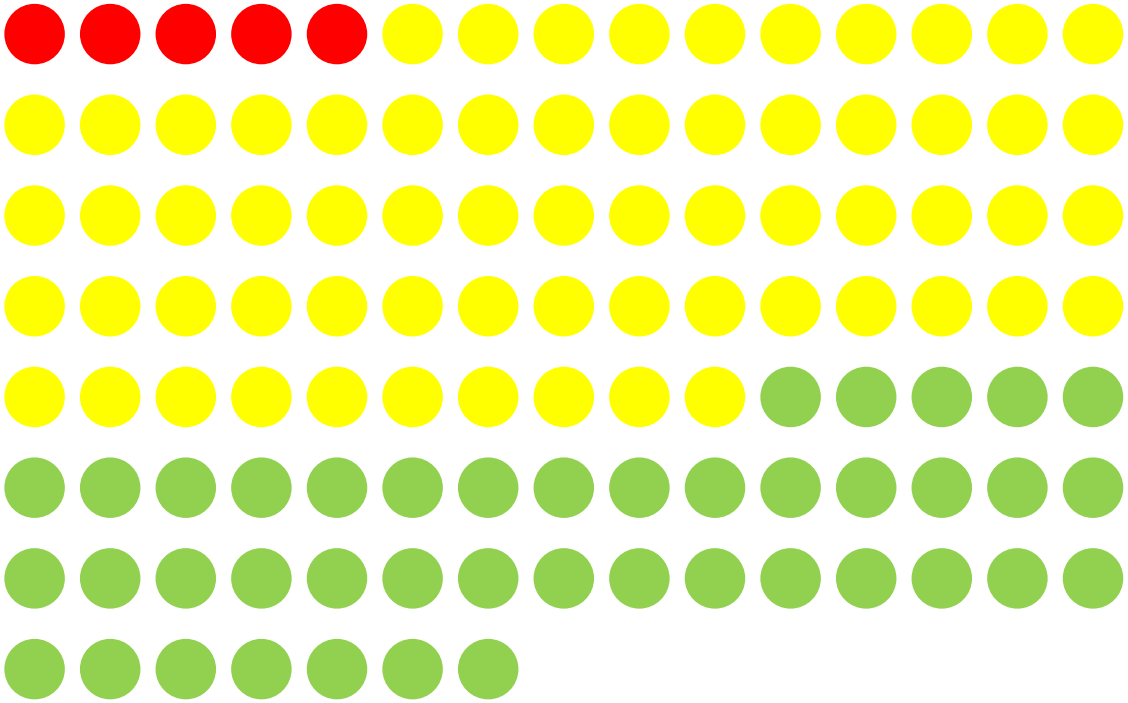
QI Projects

December 2014



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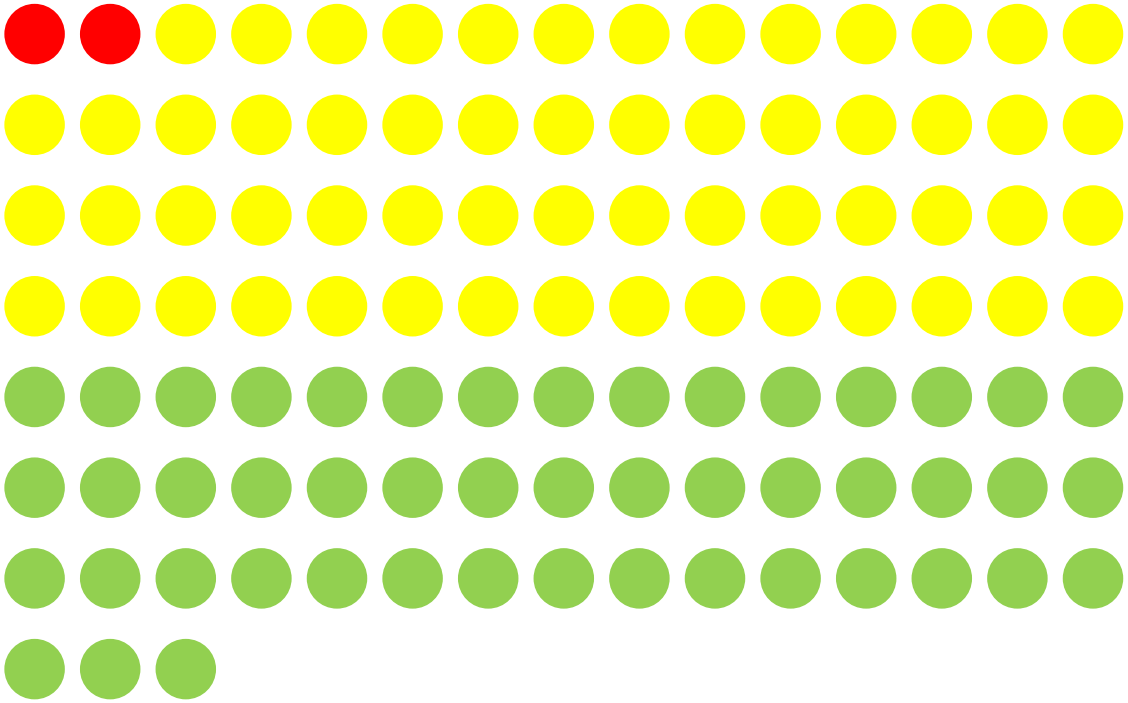
QI Projects

January 2015



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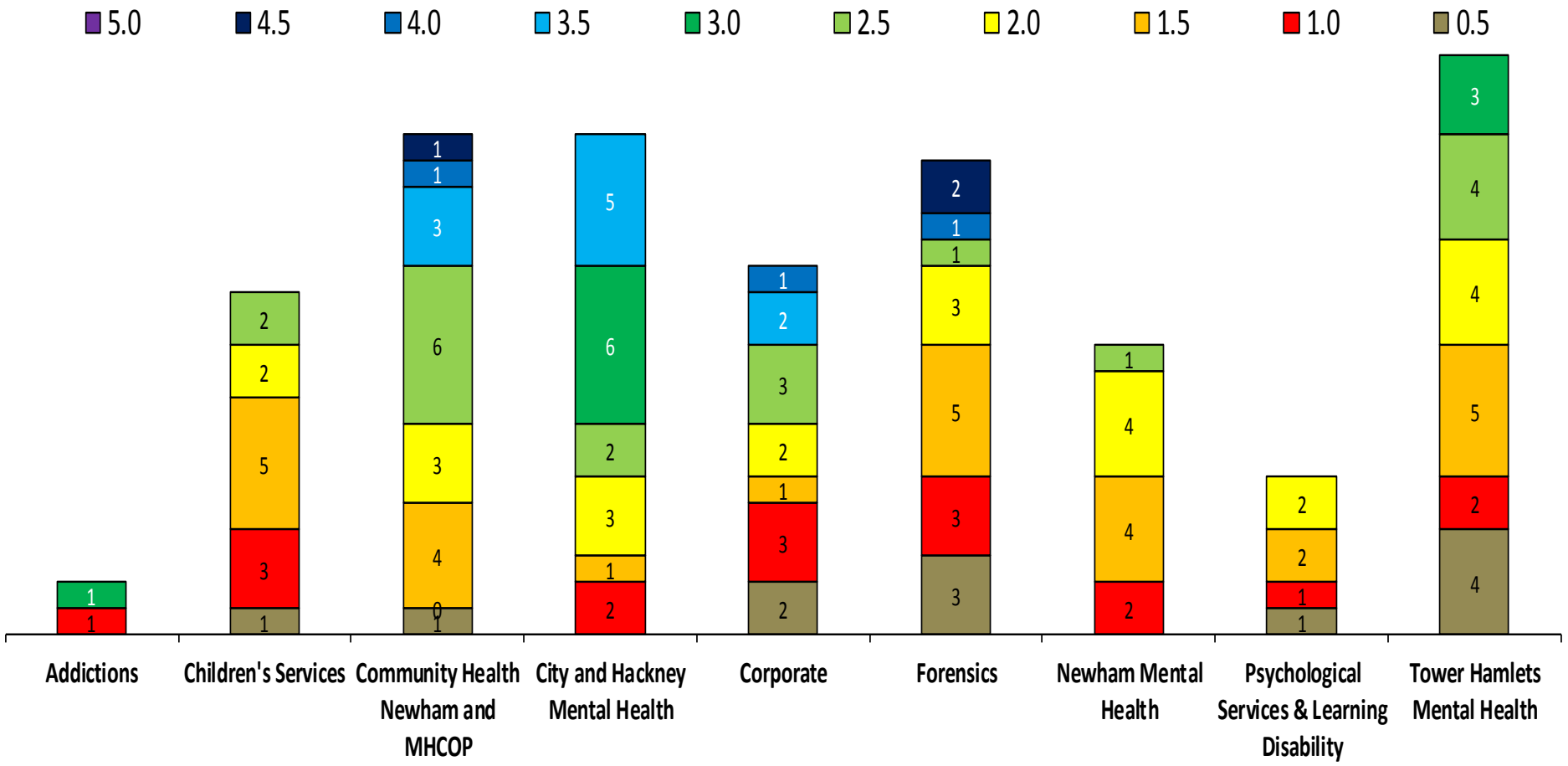
QI Projects

February 2015

Activity and Status by Directorate



REDUCE HARM BY 30% EVERY YEAR

VIOLENCE REDUCTION

TH Collaborative
Roman, Globe, Bricklane, Lea, Millharbour, Rosebank

MHCOP
Larch Lodge, Cedar Lodge, Sally Sherman Ward

Forensics
Clerkenwell

PRESSURE ULCERS

CHN
EPCS Teams (North East, North West, Central, South)
Multiple I/P Wards

RIGHT CARE, RIGHT PLACE, RIGHT TIME

PHYSICAL HEALTH

Children's
All Community CAMHS, Adolescent MHT

City & Hackney
Adult Psychiatry CMHT, All CMHT's, Assertive Outreach, Rehab, Joshua, Conolly

CHN / MHCOP
The Lodges, Urgent Care Centre

Forensics
Woodberry, Victoria, Limehouse, Morrison

Newham
CMHT's, Newham Centre for Mental Health

Psychological / LD
Community Learning Disability Service

Smoking
Forensics, Millharbour

ACCESS TO SERVICES

Children's
Newham CFCS, CDC West Ham Lane, Community CAMHS TH, OT, Health Visiting

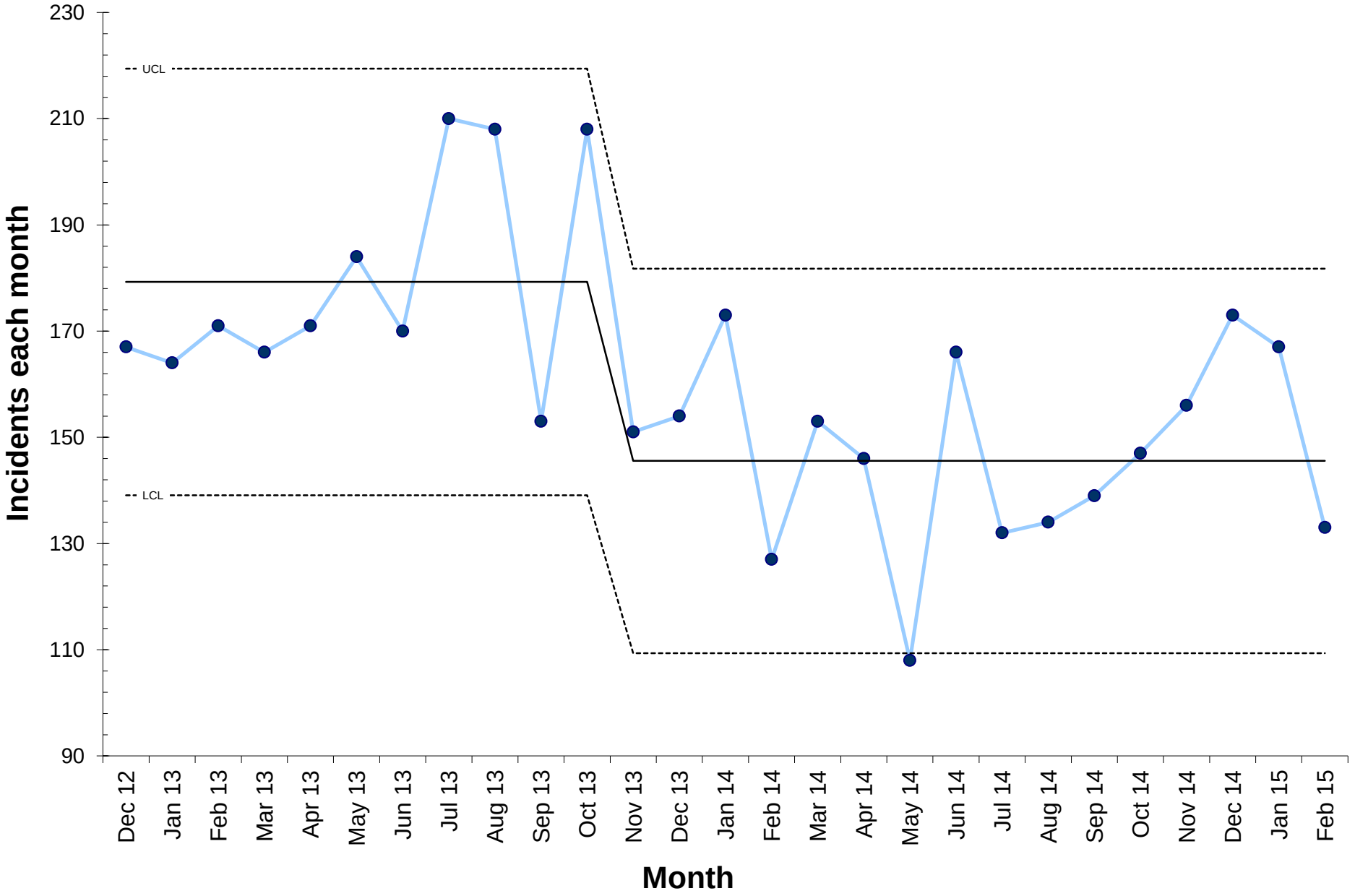
C&H
South CMHT, AOS & CRRT, North Team 1 Recovery/Primary Care

CHN / MHCOP
Newham Memory Service

Psychological
Older People Richmond / Newham Specialist Services, City and Hackney

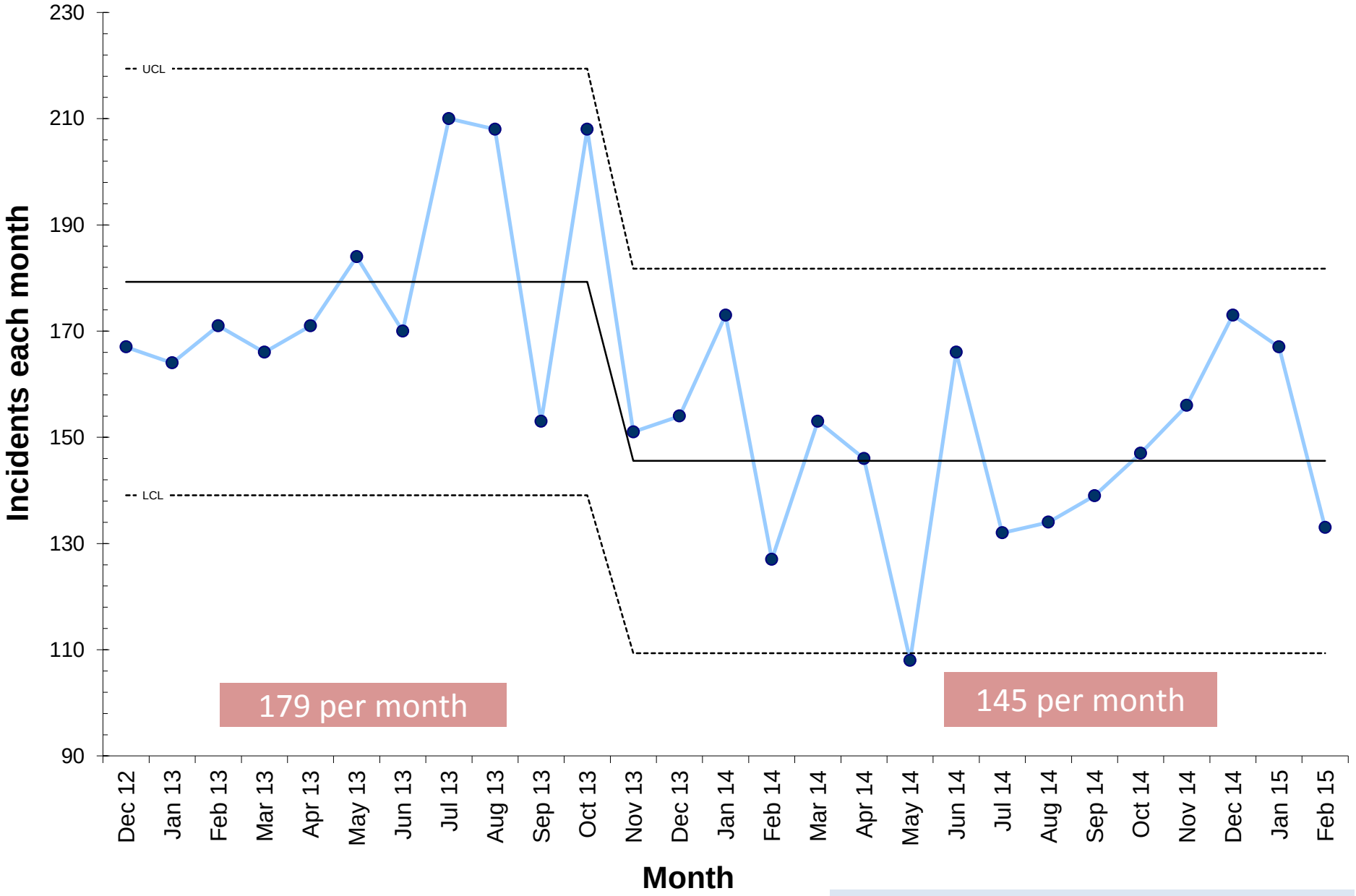
Is it making a difference?

Incidents of physical violence across the Trust (C Chart)



Datix incident reporting

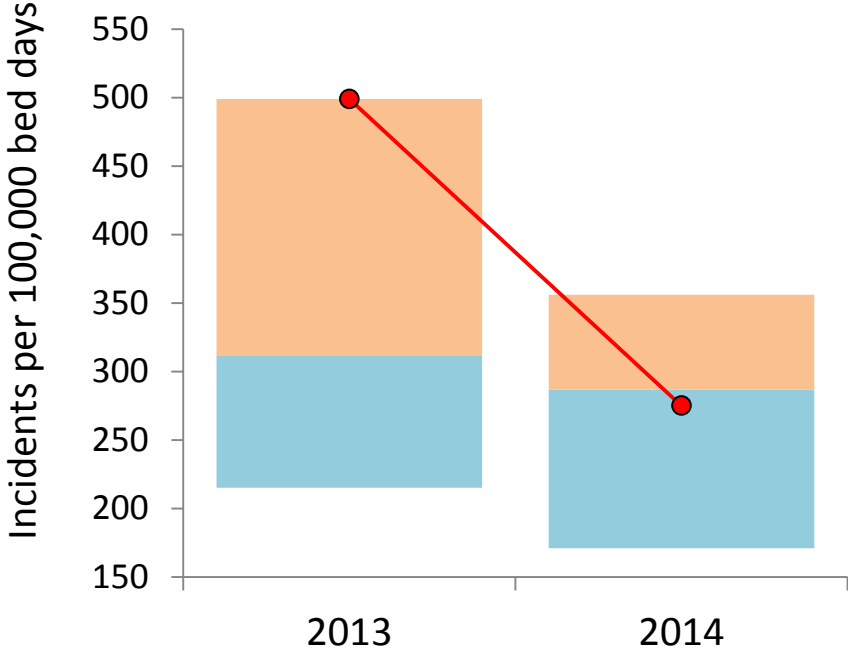
Incidents of physical violence across the Trust (C Chart)



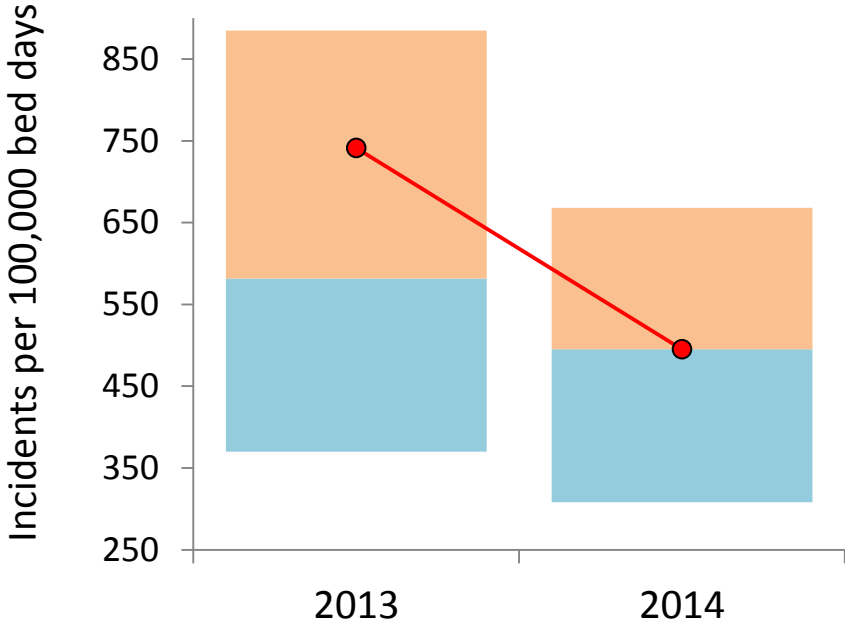
Datix incident reporting

19% reduction across the Trust

Physical violence to patients (per 100,000 occupied bed days)



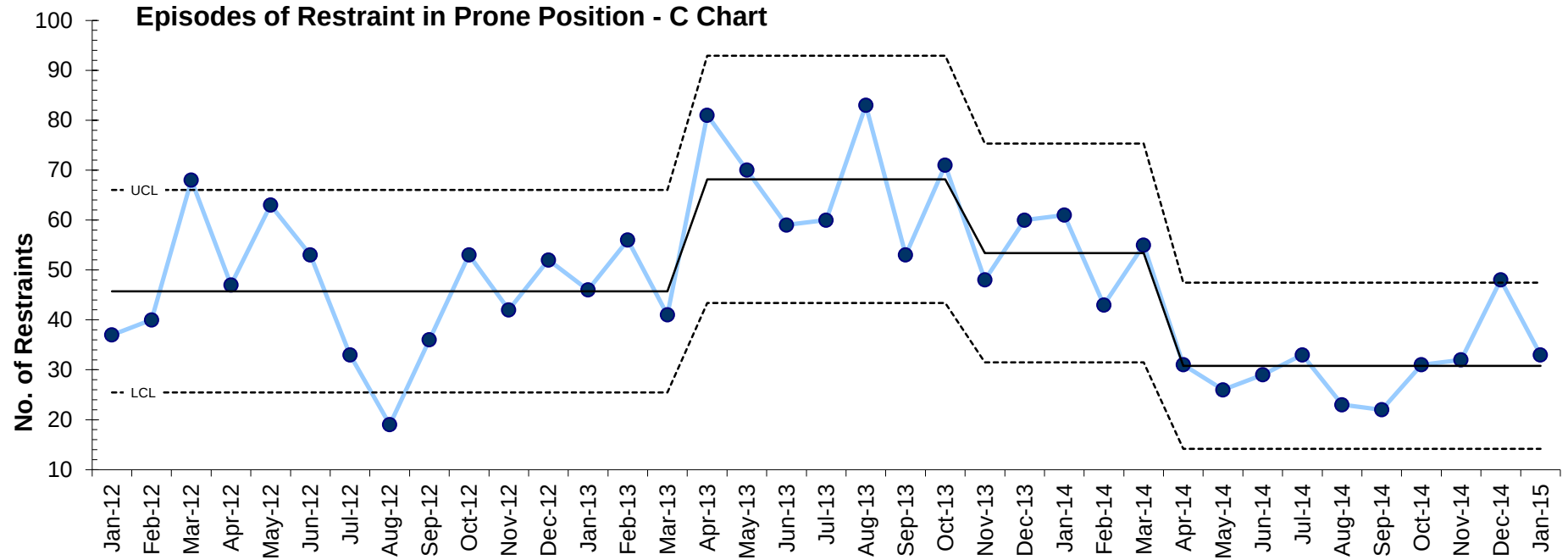
Physical violence to staff (per 100,000 occupied bed days)



ELFT Score

Staff experiencing physical violence from patients, relatives or the public in last 12 months

NHS staff survey


Episodes of Restraint in Prone Position - C Chart
No. of Restraints
100
90
80
70
60
50
40
30
20
10
UCL
LCL
Jan-12
Feb-12
Mar-12
Apr-12
May-12
Jun-12
Jul-12
Aug-12
Sep-12
Oct-12
Nov-12
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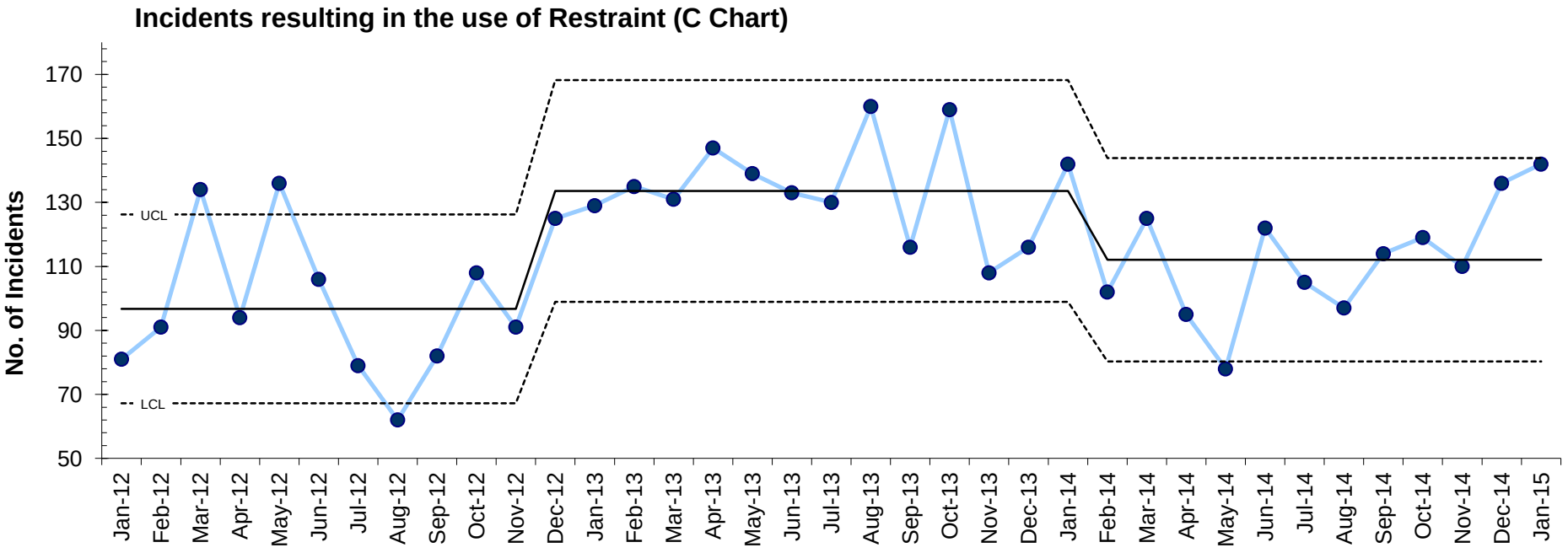
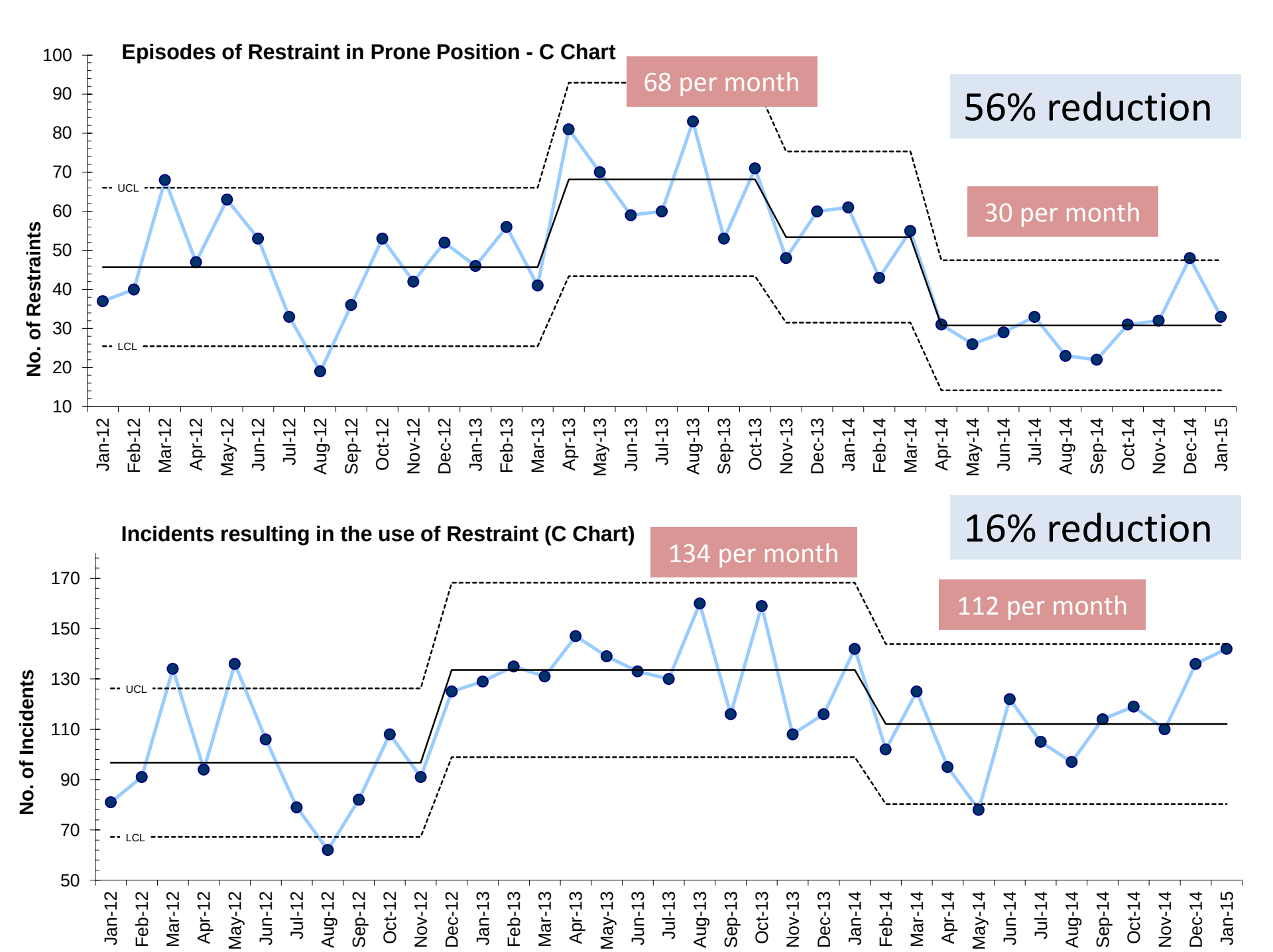
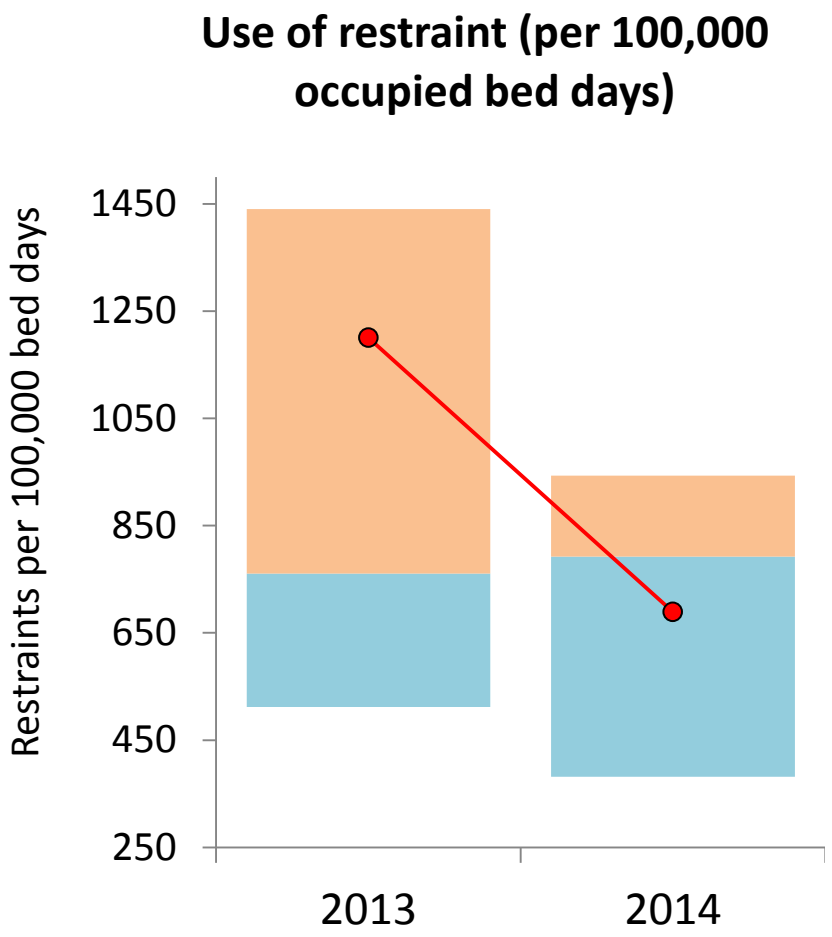
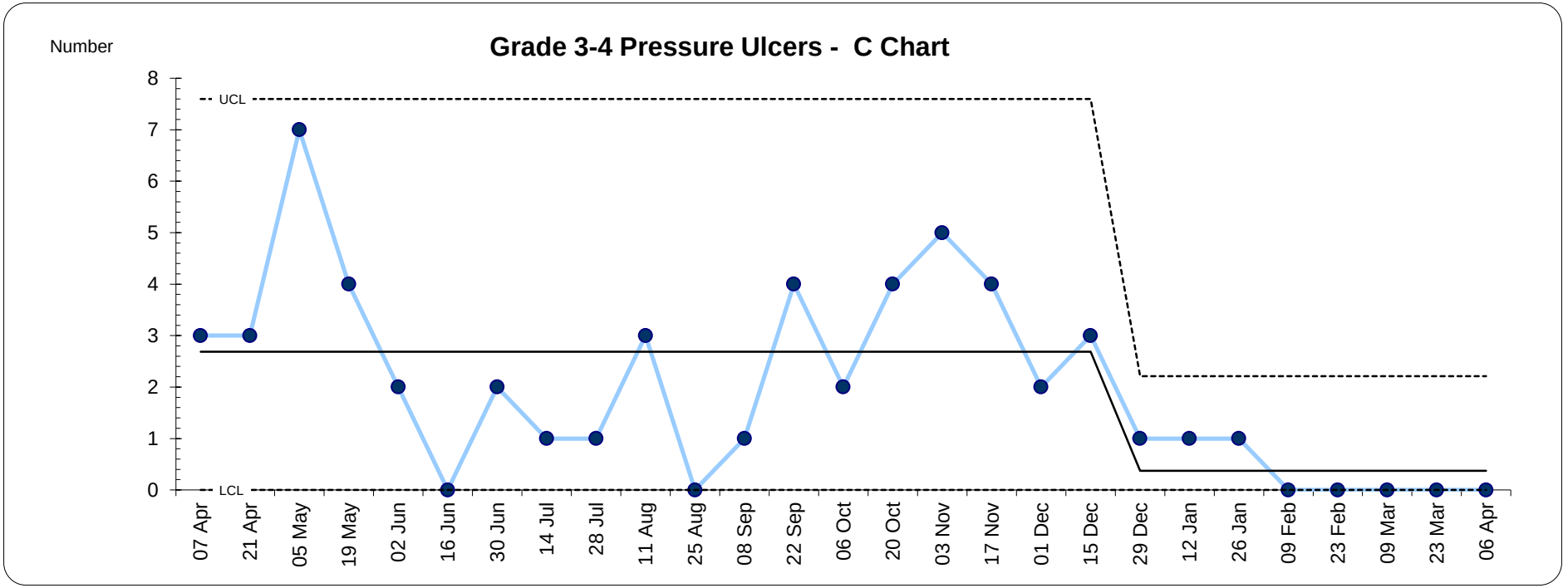
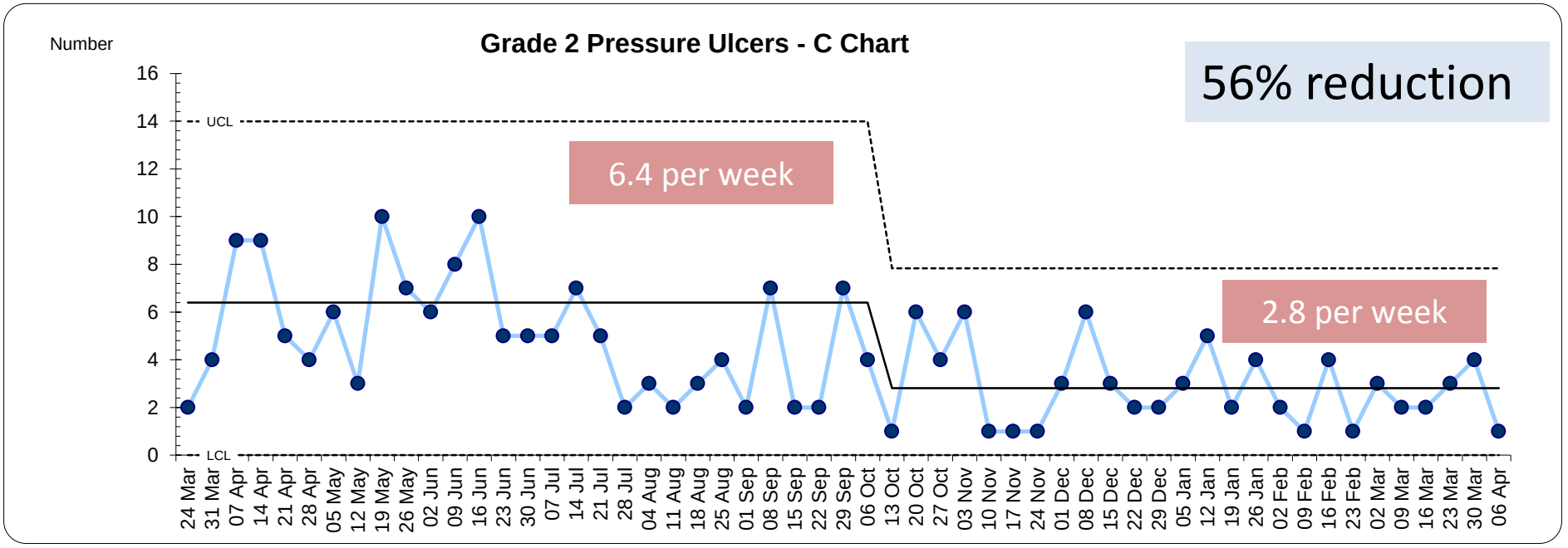
Dec-14
Jan-15


Incidents resulting in the use of Restraint (C Chart)
No. of Incidents
170
150
130
110
90
70
50
UCL
LCL
Jan-12
Feb-12
Mar-12
Apr-12
May-12
Jun-12
Jul-12
Aug-12
Sep-12
Oct-12
Nov-12
Dec-12
Jan-13
Feb-13
Mar-13
Apr-13
May-13
Jun-13
Jul-13
Aug-13
Sep-13
Oct-13
Nov-13
Dec-13
Jan-14
Feb-14
Mar-14
Apr-14
May-14
Jun-14
Jul-14
Aug-14
Sep-14
Oct-14
Nov-14
Dec-14
Jan-15

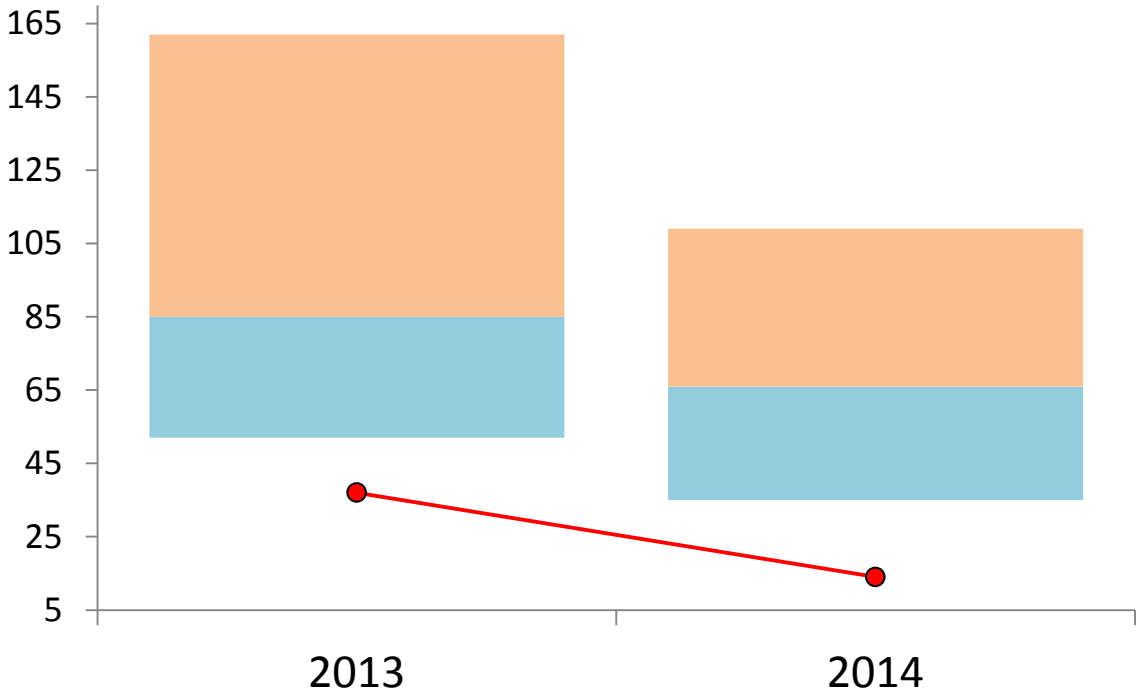

Episodes of Restraint in Prone Position - C Chart
68 per month
56% reduction
30 per month
No. of Restraints
UCL
LCL
100
90
80
70
60
50
40
30
20
10
Jan-12
Feb-12
Mar-12
Apr-12
May-12
Jun-12
Jul-12
Aug-12
Sep-12
Oct-12
Nov-12
Dec-12
Jan-13
Feb-13
Mar-13
Apr-13
May-13
Jun-13
Jul-13
Aug-13
Sep-13
Oct-13
Nov-13
Dec-13
Jan-14
Feb-14
Mar-14
Apr-14
May-14
Jun-14
Jul-14
Aug-14
Sep-14
Oct-14
Nov-14
Dec-14
Jan-15
Incidents resulting in the use of Restraint (C Chart)
134 per month
16% reduction
112 per month
No. of Incidents
UCL
LCL
170
150
130
110
90
70
50
Jan-12
Feb-12
Mar-12
Apr-12
May-12
Jun-12
Jul-12
Aug-12
Sep-12
Oct-12
Nov-12
Dec-12
Jan-13
Feb-13
Mar-13
Apr-13
May-13
Jun-13
Jul-13
Aug-13
Sep-13
Oct-13
Nov-13
Dec-13
Jan-14
Feb-14
Mar-14
Apr-14
May-14
Jun-14
Jul-14
Aug-14
Sep-14
Oct-14
Nov-14
Dec-14
Jan-15


Use of restraint (per 100,000 occupied bed days)
Restraints per 100,000 bed days
1450
1250
1050
850
650
450
250
2013
2014

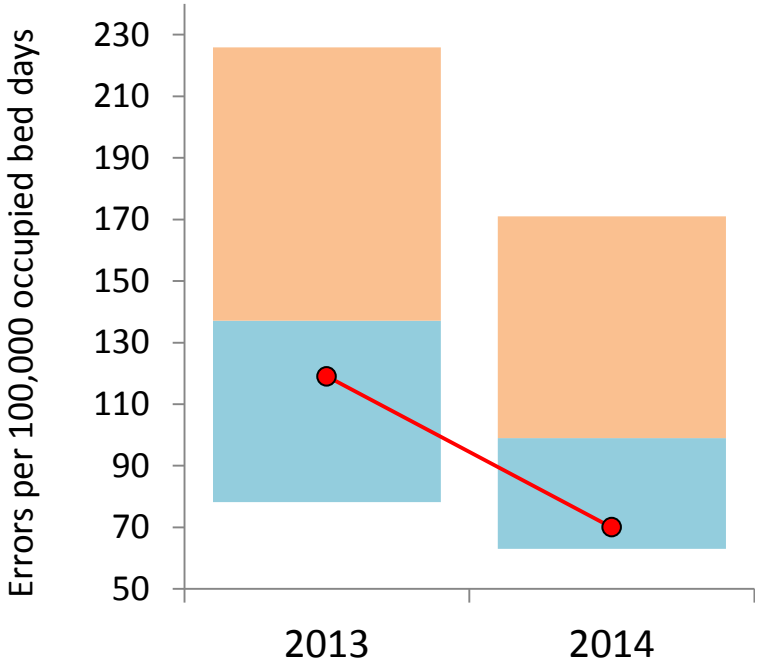

Number
Grade 3-4 Pressure Ulcers - C Chart
UCL
LCL
0
1
2
3
4
5
6
7
8
07 Apr
21 Apr
05 May
19 May
02 Jun
16 Jun
30 Jun
14 Jul
28 Jul
11 Aug
25 Aug
08 Sep
22 Sep
06 Oct
20 Oct
03 Nov
17 Nov
01 Dec
15 Dec
29 Dec
12 Jan
26 Jan
09 Feb
23 Feb
09 Mar
23 Mar
06 Apr


Number
Grade 2 Pressure Ulcers - C Chart
56% reduction
6.4 per week
2.8 per week
UCL
LCL
0
2
4
6
8
10
12
14
16
24 Mar
31 Mar
07 Apr
14 Apr
21 Apr
28 Apr
05 May
12 May
19 May
26 May
02 Jun
09 Jun
16 Jun
23 Jun
30 Jun
07 Jul
14 Jul
21 Jul
28 Jul
04 Aug
11 Aug
18 Aug
25 Aug
01 Sep
08 Sep
15 Sep
22 Sep
29 Sep
06 Oct
13 Oct
20 Oct
27 Oct
03 Nov
10 Nov
17 Nov
24 Nov
01 Dec
08 Dec
15 Dec
22 Dec
29 Dec
05 Jan
12 Jan
19 Jan
26 Jan
02 Feb
09 Feb
16 Feb
23 Feb
02 Mar
09 Mar
16 Mar
23 Mar
30 Mar
06 Apr

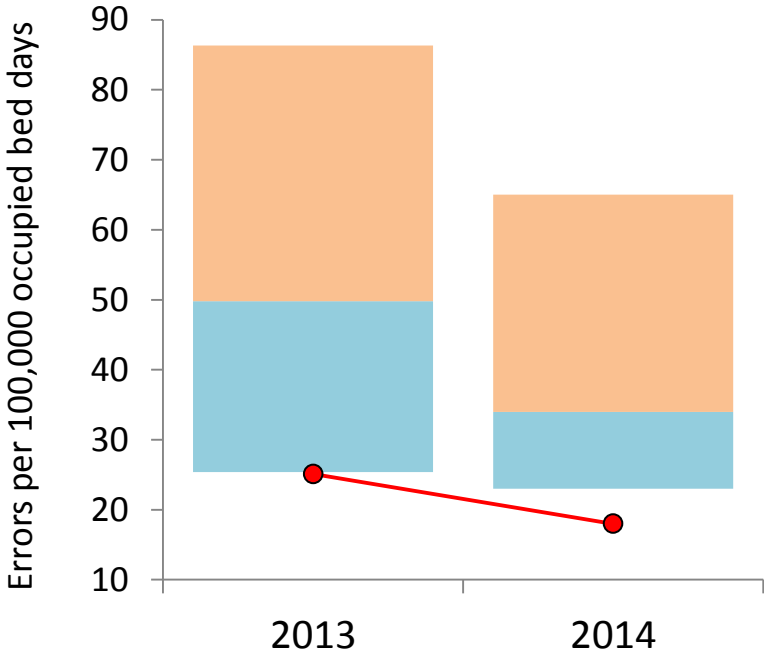
Serious incidents per 100,000 occupied bed days in adult mental health

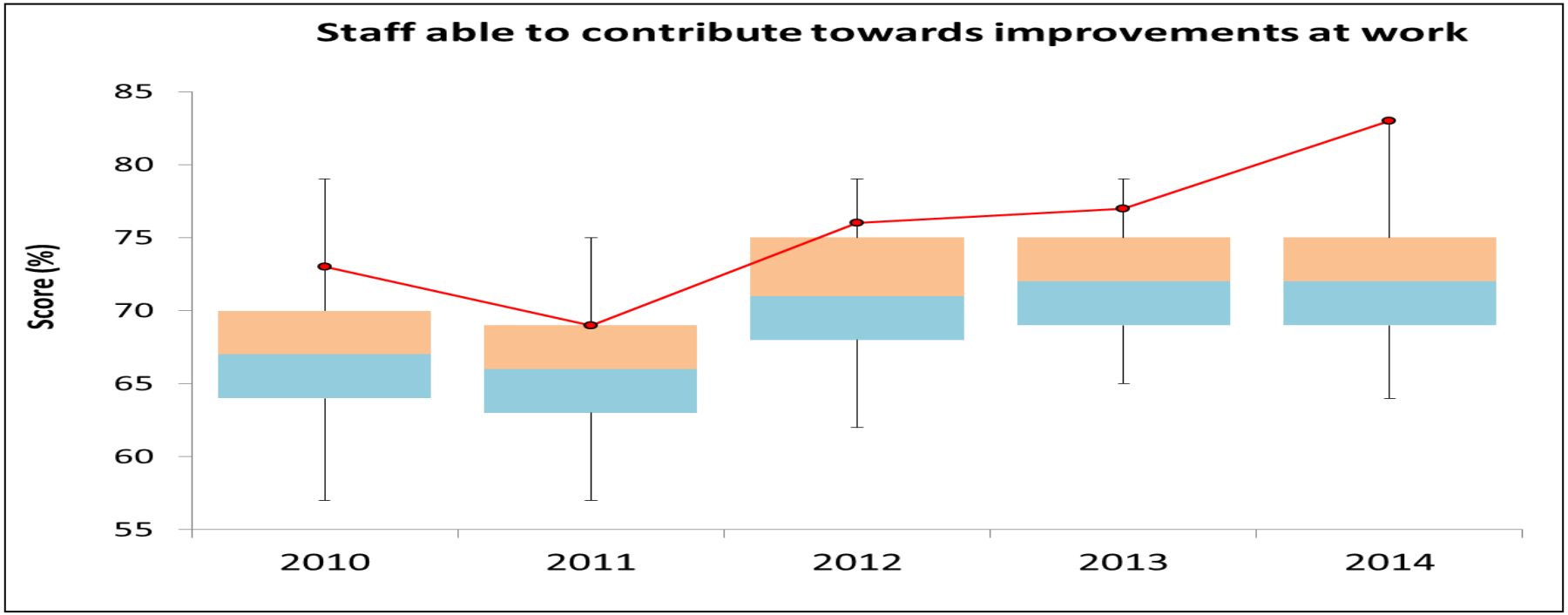


Drug administration errors

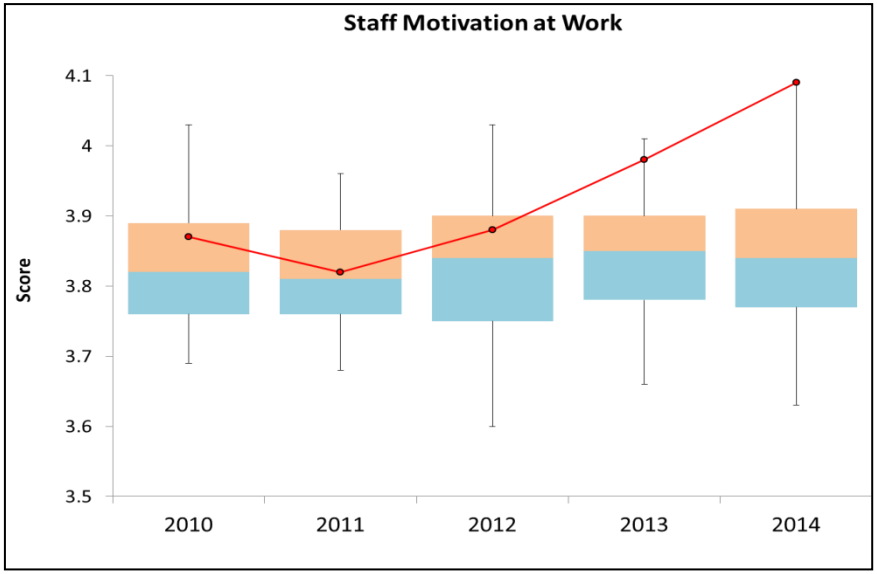


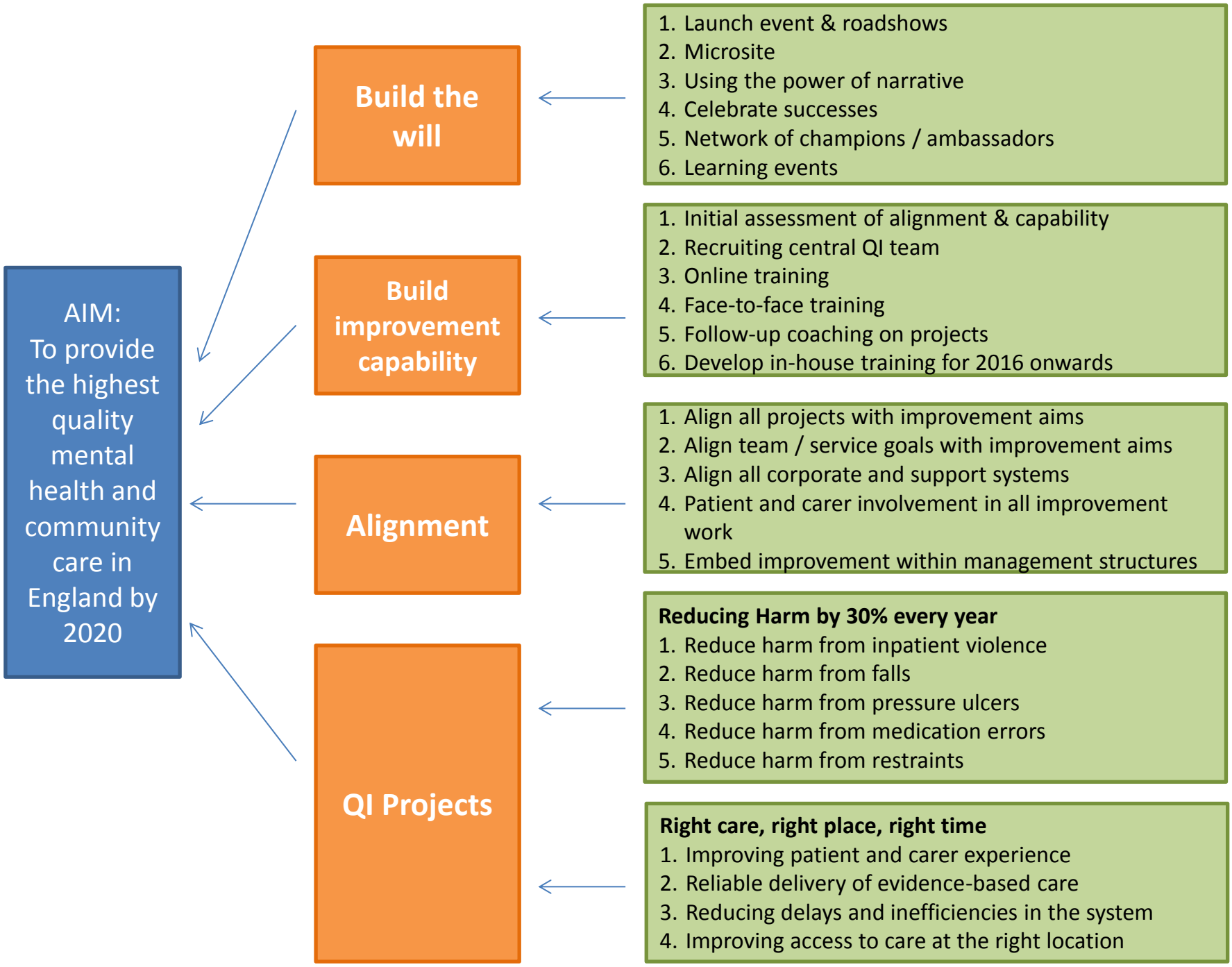
Prescribing errors




Staff able to contribute towards improvements at work
Score (%)
85
80
75
70
65
60
55
2010
2011
2012
2013
2014

Staff job satisfaction
Score
4
3.9
3.8
3.7
3.6
3.5
3.4
2010
2011
2012
2013
2014


Staff Motivation at Work
Score
4.1
4
3.9
3.8
3.7
3.6
3.5
2010
2011
2012
2013
2014


AIM:
To provide the highest quality mental health and community care in England by 2020
Build the will
1. Launch event & roadshows
2. Microsite
3. Using the power of narrative
4. Celebrate successes
5. Network of champions / ambassadors
6. Learning events
Build improvement capability
1. Initial assessment of alignment & capability
2. Recruiting central QI team
3. Online training
4. Face-to-face training
5. Follow-up coaching on projects
6. Develop in-house training for 2016 onwards
Alignment
1. Align all projects with improvement aims
2. Align team / service goals with improvement aims
3. Align all corporate and support systems
4. Patient and carer involvement in all improvement work
5. Embed improvement within management structures
QI Projects
Reducing Harm by 30% every year
1. Reduce harm from inpatient violence
2. Reduce harm from falls
3. Reduce harm from pressure ulcers
4. Reduce harm from medication errors
5. Reduce harm from restraints
Right care, right place, right time
1. Improving patient and carer experience
2. Reliable delivery of evidence-based care
3. Reducing delays and inefficiencies in the system
4. Improving access to care at the right location

East London NHS
NHS Foundation Trust

QUALITY IMPROVEMENT PROGRAMME

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