

Continuous Quality Improvement Strategy and Delivery Plan: Executive Summary

This Continuous Quality Improvement (CQI) Strategy aims to set out our intended journey to embrace and embed quality improvement as part of delivering our 2021 Strategy and beyond.

At ULHT, we want to ensure that everyone who works at the Trust is encouraged to strive for excellence in all that they do, by working together to deliver high quality patient care. We have made a great start on introducing quality improvement, we now want to ensure a clearly understood and recognised joined up and consistent methodology. We will achieve this by building both individual, team and therefore our organisational capacity and capability, through a systematic approach to using improvement science tools and techniques, which we will term our Continuous Quality Improvement (CQI) approach.

Quality improvement is one of our strategic priorities within Our People ambition. To complement the delivery of our ambitions are our values, underpinned by our Staff Charter that sets out the expected behaviours from each other. These values will be embedded throughout our CQI approach:

- Patient-centred
- Safety
- Compassionate
- Respect
- Excellent

The aim of this strategy is:

“To support and empower our staff to deliver improvements to achieve high-quality care, share and celebrate learning through the use of improvement science tools and techniques.”

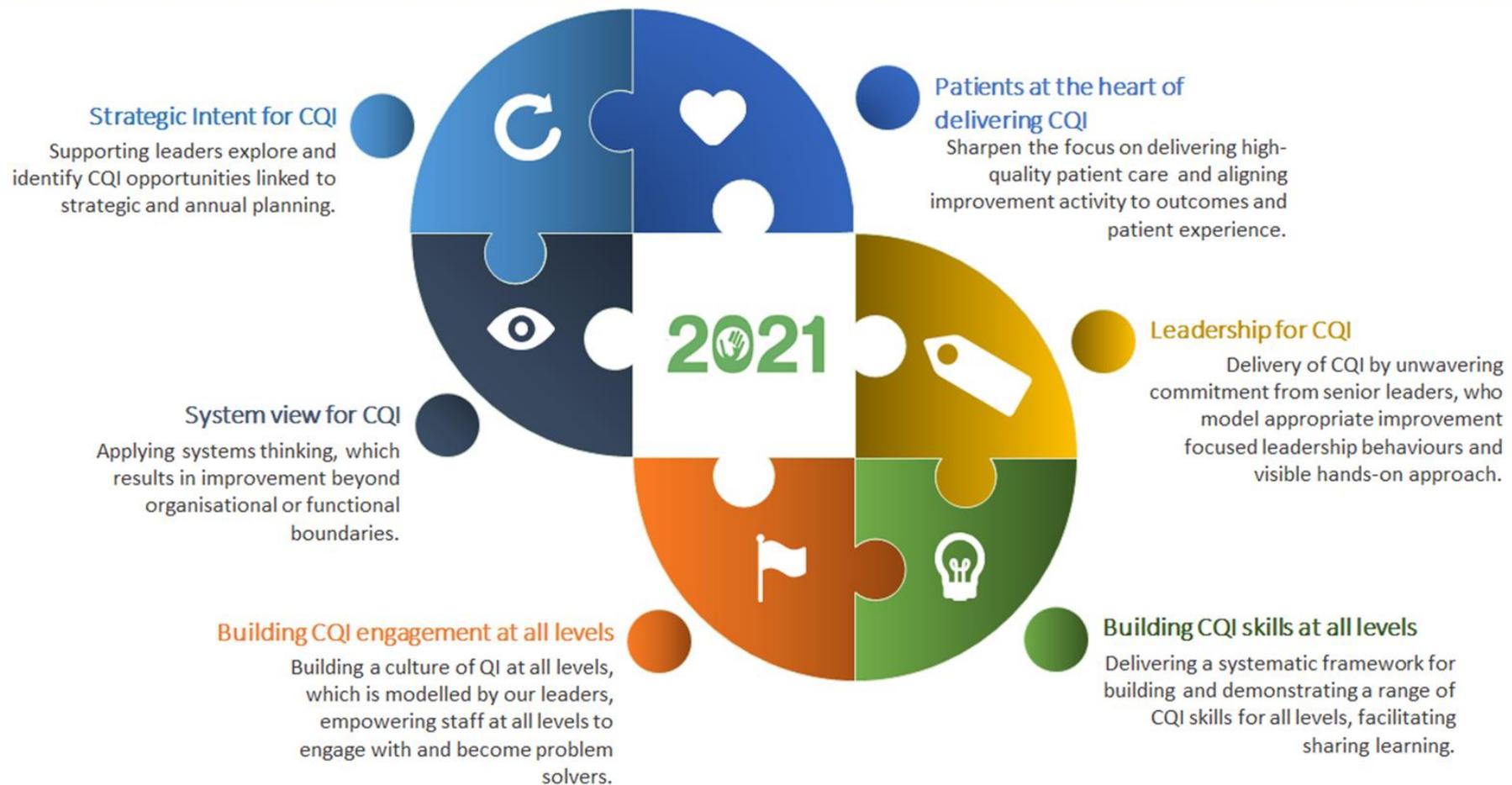
The objectives for this Strategy have been shaped around the key elements of success from the national best practice, identified in the CQC¹ Report, together with building on our learning and the learning from NHS Improvement Quality, Service Improvement and Redesign approach across the system, which are outlined in the following diagram:

¹ CQC Report on Quality Improvement in Trusts. Sharing Learning from trusts on a journey of QI September 2018

Our Continuous Quality Improvement Strategy

We have aligned the development of our Continuous Quality Improvement Strategy with our longer term strategic and business planning processes. Our CQI Strategy will help demonstrate that we are a learning organisation, being innovative and embracing change at all levels to achieve the 2021 vision and ambitions. The aim of this strategy is: **“To support and empower our staff to deliver improvements to achieve high-quality care, share and celebrate learning through the use of improvement science tools and techniques.”**

We have set the following objectives to support the delivery of each of our elements:



The 6 elements and our objectives of our CQI Strategy are:

1. **Strategic intent for CQI:** Supporting leaders explore and identify CQI opportunities linked to strategic and annual planning.
 - This will enable us to demonstrate that our CQI approach supports the delivery of our programmes, projects and initiatives through our business planning and alignment to our strategic vision and ambitions.
2. **Patients at the heart of delivering CQI:** Sharpen the focus on delivering high-quality patient care and aligning improvement activity to outcomes and patient experience.
 - This will enable us to demonstrate that we have a patient focused co-design approach to improving our services to our patients, through the inclusion of our patients or patient data where ever we are doing an improvement piece of work.
3. **Leadership for CQI:** Delivering CQI by unwavering commitment from senior leaders, who model appropriate improvement focussed leadership behaviours and visible hands-on-approach.
 - We will be able to support all of our leaders to be part of our QSIR Practitioner Programme and to support their staff to be part of either the QSIR Practitioner Programme or our in-house QI Programme to deliver a new or existing improvement. We would want to promote the opportunity for our leaders to become future accredited QSIR Associates once they have done the QSIR Practitioner Programme to promote QSIR in their areas and be part of a wider NHS Improvement and ACT Academy network.
4. **Building CQI skills at all levels:** Delivering a systematic framework for building and demonstrating a range of CQI skills for all levels, facilitating sharing learning.
 - We will be able to support individuals through a range of opportunities to develop their CQI skills through the practical application of tools and techniques to new and existing programmes, projects and initiatives, utilising a 'dosing' model approach to provide the most appropriate level of support.
5. **Building CQI engagement at all levels:** Building a culture of QI at all levels, which is modelled by our leaders empowering staff at all levels to engage with and become problem solvers.
 - We will be striving for:
 - Engaging, encouraging and inspiring our staff
 - Developing improvement skills
 - Embedding improvement into a day to day activities
 - All of our programmes and projects are supported through the QI and QSIR Practitioner Programmes
6. **System view for CQI:** Applying systems thinking which results in improvement beyond organisational or functional boundaries.
 - We will be able to demonstrate that we have a systems approach to our improvements, cutting across boundaries and improving system changes within our services and with our health and care partners.

Key Success Factors

The key success factors of this approach will be to:

- Provide the Trust with a systematic and recognised approach to quality improvement through the application of science for improvement tools and techniques, which will support our 2021 vision, ambitions and objectives to be delivered through our business planning processes.
- Support all the existing and planned programmes, projects and initiatives in the Trust, by ensuring that individuals and teams go through either the in-house Quality Improvement Programme, or the QSIR Programme whilst they are delivering or preparing to deliver their piece of work.
- Ensure that the current 2021 Improvement Programmes, the Financial Efficiency Programmes (FEP) and improvements identified within our key enabling strategies to deliver our Trust's vision go through the QSIR Programme.
- Provide opportunities for individuals at all levels to be able to be supported to achieve an improvement and be developed to be Ambassadors.
- To grow our own expertise in improvements, which will include the training through the supportive in-house QI Programme and the NHS Improvement accredited QSIR Practitioner Programme, where we will be developing Associates to be able to deliver the future Programmes, being champions in their areas and developing their expertise further to build sustainability across the Trust.
- To ensure that the CQI Strategy supports all of our training and developing staff to deliver the improvements, which will include medical, nursing graduate and undergraduates.

Embedding CQI is not just delivering programmes of training, it is a way of working, and can be measured through many traditional performance frameworks. A key indicator of success will be from measuring improving patient experience and staff satisfaction surveys. The focus will be on the delivery of programmes with individuals and teams to support and guide, build skills and capability to deliver improvements.

This approach will build confidence in generating ideas for improvement, together with fostering a more collaborative approach to involving our staff, patients, carers and key stakeholders in delivering the improvements.

We will ensure that we align to, and complement our Trust key enabling strategies.

Achieving our Trust's vision through our Continuous Quality Improvement Strategy

Our Five-year Strategy

Our Purpose:

We are here to deliver the most effective, safe and personal care for every one of our patients, through our team of safe, skilled, compassionate, dedicated and valued staff.

Our Vision:

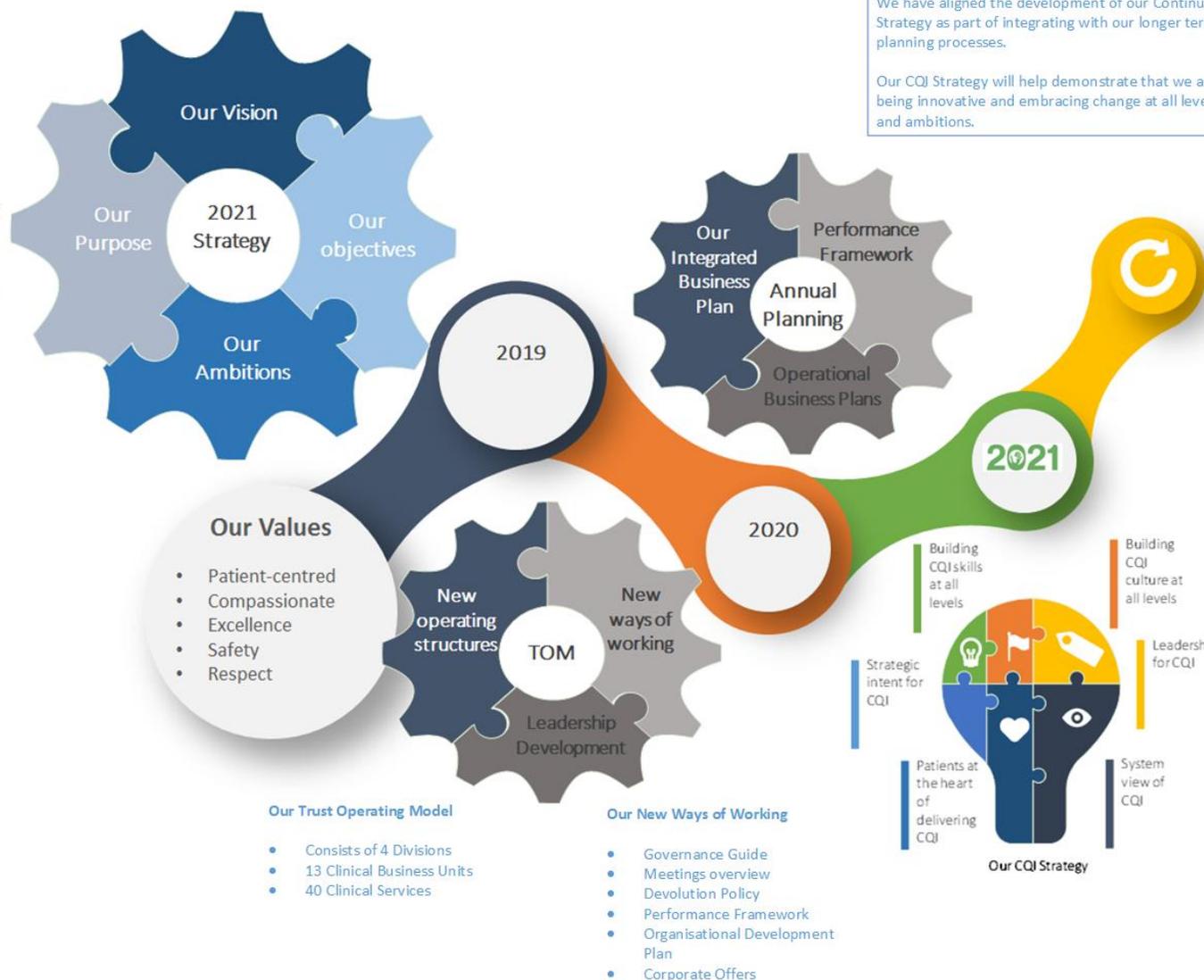
We will provide excellent specialist care to the people of Lincolnshire, and collaborate with our local partners to prevent or reduce the need for people to be dependent upon our services.

Our Ambitions:

- Our Patients
- Our Services
- Our People
- Our System / Partners

Our Objectives:

- Harm free care
- Valuing patients time
- Zero waiting
- Sustainable services
- Modern and progressive workforce
- One Team
- Service Integration



Developing our Continuous Quality Improvement Strategy:

We have aligned the development of our Continuous Quality Improvement Strategy as part of integrating with our longer term strategic and business planning processes.

Our CQI Strategy will help demonstrate that we are a learning organisation, being innovative and embracing change at all levels to achieve the 2021 vision and ambitions.

