

Strategic Quality Improvement Plan 2014/2019

Year 4 - 2017/18 - the journey from Good to Outstanding

Incorporating quality improvement goals from SCFT's:

- Corporate Objectives 2017/18
- Clinical Care Strategy 2014/19
- Quality Account 2016/17
- Well Led Framework 2015
- Patient and Carer Experience and Involvement Strategy 2017/20



*Excellent care at the
heart of the community*

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Please note:

Strategic Programme 1
Strategic Programme 2
Strategic Programme 3

Communities of Practice
Urgent Care and Community Hospitals
Children's Services

Strategic Enabler 1
Strategic Enabler 2

IT
Estates

Milestones

SAFE

- **Year 5:** Avoidable harm to patients reduced by 50% collectively across all aspects of harm.

CARING

- **Year 5:** Each patient experience metric will have achieved 80% positive or above.

EFFECTIVE

- **Year 5:** There will be a well defined suite of measures in 90% of services that demonstrate year on year improvements towards Outstanding.

RESPONSIVE

- **Year 5:** 80% of services will meet the individual needs of service users.

WELL-LED

- **Year 5:** 90% of staff will have undertaken their competency assessment and leadership training where applicable.

Quality Goals

Vision

Excellent Care at the Heart of the Community

Strategic Goals

Excellent care every time to reinforce well-being and independence		Working with partners to personalise services		Be a strong, sustainable business grounded in communities, led by excellent staff
CQC Domains				
SAFE	CARING	EFFECTIVE	RESPONSIVE	WELL-LED
Year 4				
Achieved by: Harm free care; safe transfers of care	Achieved by: Placing the patient at the heart of care; Individualised Care	Achieved by: Sustainability and Efficiency	Achieved by: Equality & Diversity	Achieved by: Workforce fit for the Future
Governance for new ways of working.	Staff Well-being	Right care in the right place	Public Health and Well-Being	Culture of improvement

Quality Improvement Plan					
Domain		Safe			
Strategic Goal		Excellent care every time to reinforce well-being and independence.			
5 Year Quality Outcome		Avoidable harm is reduced by 50% collectively across all aspects of harm.			
Theme	Origin / Linked to	Aim	Action	Strategic Programme (SP) Strategic Enabler (SE)	Strategic Lead
1. Harm Free Care; safe transfers of care	Strategic Goal 1.1	To sustain levels of Harm Free Care and further reduce avoidable harm.	S1a – FALLS - reduction of complex falls.	SP1 & SP2	CN
	Safety Thermometer		S1b - SEPSIS - improving parent awareness of sepsis.	SP1 & SP2	CN/MD
	Serious Incidents (SIs) and Never Events		S1c - Improve early recognition and action of staff in Deteriorating Patient.	SP1 & SP2	CN
	NHS England's Nine Strategic Must Do's		S1d - IPCC target 2017/18.	SP1 & SP2	CN
	Just Say Sepsis! (NCEPOD 2015)	Patients will transfer safely between services.	S1e - Benchmarking NHS E Minor Injury Unit Standards.	SP2	MD
	Delayed Discharge Act 2013 – (Replaced by the Care Act 2014)		S1f - Transition for children to adult services (see C1c).	SP3 (Agreed)	COO
	NHS Patient Safety Collaborative		S1g - Embed patient flow, EDD and Safe Discharge Bundle.	SP2 (Agreed)	COO (RQ as Chair of the SP2 Board)
	CNO Leading Change Adding Value				
2. Governance for new ways of working	NHS England's Nine Strategic Must Do's	Ensure Governance processes support new ways of working; identifying and escalating risk in a timely way.	S2a - Implement the partnership governance framework and evaluate.	SE3	CN
			S2b - Ensure governance toolkit is updated to take account of processes for new or emerging services and provides flexibility to accommodate different types of collaboration.	SE3	CN
			S2c - Refresh the process to ensure organisational oversight and cross reference on all risks across services, projects and partnerships.	SE3	CN

			S2c - Refresh the process to ensure organisational oversight and cross reference on all risks across services, projects and partnerships.	SE3	MD
Quality Improvement Plan					
Domain		Caring			
Strategic Goal		Excellent care every time to reinforce well-being and independence.			
5 Year Quality Outcome		Each patient experience metric will have achieved 80% positive or above.			
Theme	Origin / Linked to	Aim	Action	Strategic Programme (SP) Strategic Enabler (SE)	Strategic Lead
1. Placing the patient at the heart of care; Individualised Care	Strategic Goals 1.1 & 2.1	Care is personalised to individual need and services work with patients to achieve this, ensuring the patient is at the heart of provision.	C1a - Continue to deliver Dementia Strategy (Year 2).	SP1 & SP2	CN
	Best Practice Standards		C1b - Work collaboratively with other providers to implement frailty pathway.	SP1 & SP2	CN
	Care Act 2014		C1c - Continue to develop transition pathways for children with complex needs into adult services.	SP3	COO
	Compassion in Practice -6Cs		C1d – Progress the End of Life Care Hub as model for delivery in West Area.	SP1	COO
	CNO Leading Change, Adding Value				
	NHS England's 9 Strategic Must Dos				
2. Staff Well-Being	Strategic Goal 3.2	The Trust proactively supports physical and mental health well-being.	C2a - Stress reduction.	SE4	CN
	NHS England's Nine Strategic Must Do's		C2b - MSK.	SE4	DHR & OD
	CNO Leading Change, Adding Value		C2c – Flu vaccination.	SE4	CN

Quality Improvement Plan					
Domain		Effective			
Strategic Goal		Working with partners to personalise services.			
5 Year Quality Outcome		There will be a well-defined suite of measures in 90% of services that demonstrate year on year improvements towards Outstanding.			
Theme	Origin / Linked to	Aim	Action	Strategic Programme (SP) Strategic Enabler (SE)	Strategic Lead
1.Sustainability and Efficiency	Strategic Goal 3.1	Systems and processes are in place to ensure effective resource management.	E1a - Implementing Docobo and service evaluation.	SP1 & SE1	COO
	Carter Review		E1b - Workforce (agency, safe staffing).	SE4	DHR & OD
	NHS England's Nine Strategic Must Do's		E1c - Procurement (including clinical).	SE5	DoF
	CNO Leading Change, Adding Value		E1d - Estates.	SE2	DoF
	Sustainability & Transformation Plans				
2. Right Care in the Right Place	Strategic Goals 1.1 & 2.1	Improve clinical productivity and implement new ways of working to ensure Patients are receiving care in the right place.	E2a - Implement Therapy Modernisation Plan.	SP1 & SP2	CN
	Five Year Forward View		E2b - Implementation of communities of practice model of delivery.	SP1	COO
	Sustainability & Transformation Plans		E2c - Commence Community Nursing review.	SP1	COO
	Right Care-Population based care		E2d - Continue Hospital Improvement Plan.	SP2	MD
	Kings Fund Place Based Care		E2e – Develop Specialist Nursing delivery model.	SP1	COO

	CNO Leading Change, Adding Value		E2f - Enhanced services – moving to 7 day working - feasibility study.	SP2	MD
	Delayed Discharge Act 2013				
Quality Improvement Plan					
Domain		Responsive			
Strategic Goal		Working with partners to personalise care.			
5 Year Quality Outcome		80% of services will meet the individual needs of service users.			
Theme	Origin / Linked to	Aim	Action	Strategic Programme (SP) Strategic Enabler (SE)	Strategic Lead
1. Equality & Diversity	Equality Act 2010	The Trust will support equitable access to employment and services.	R1a - Continue estates plan to improve accessibility; signage and dementia friendly environmental works.	SE2	DoF
	5 Year forward view guidance		R1b - Expand volunteer roles/opportunities across the organisation.	SE4	DHR & OD
	NHS England's 9 Strategic Must Dos		R1c - Develop interpreting & communication support resources.	SE4	DHR & OD
	CNO Leading Change, Adding Value		R1d - Explore opportunities for apprenticeship levy to support hard to reach and vulnerable groups into work.	SE4	CN/DHR OD
			R1e - Implement equality objective to improve employment opportunities for people with a learning disability.	SE4	DHR & OD
			R1f - Realise equality objective to implement the national Accessible Information Standard.	SE4	DHR & OD
2. Public Health & Well Being	Strategic Goals 1.1, 1.2, & 3.2	Patients can receive care in communities close to their home.	R2a – IAPT (Time To talk) – explore expansion of service.	SP1	CN
	Making Every Contact Count (MECC)		R2b - Develop links with external carer support groups to improve access to appropriate services and support for carers.	SP1	
	NHS Commitment to Carers Strategy		R2c - Provide patients (adults, children & young people) & carers with self-care strategies.	SP1	COO

			R2d – Continue to roll out MECC training.	SP1	
	CNO Leading Change, Adding Value		R2e – Evaluation of IAPT treatments through research sponsored by external organisations.	SE3	MD
			R2f - Host research that explores issues related to health and well-being of staff.	SE3	

Quality Improvement Plan						
Domain		Well-Led				
Strategic Goal		Be a strong sustainable business grounded in communities, led by excellent staff.				
5 Year Quality Outcome		90% of staff will have undertaken their competency assessment and leadership training where applicable.				
Theme	Origin / Linked to	Aim	Action	Strategic Programme (SP) Strategic Enabler (SE)	Strategic Lead	
1. Workforce fit for the future	Strategic Goal 3.2	Workforce will have skills to mobilise change, seek and deliver new/existing care pathways.	Implement workforce plan: W1a - recruitment & retention.	SE4	DHR & OD	
	NHS Leadership Academy			W1b - Developing talent outcomes.	SE4	CN/ DHR & OD
	Sustainability & Transformation Plans		SE4		DHR OD	
	Right Care in the Right Place - Right Care - Population based care		W1d - Pursuit of joint clinical academic posts with HEIs to improve clinical effectiveness, develop talent and strengthen senior leadership.		SE4	CN/MD
	CNO Leading Change, Adding Value				SE4	DHR OD
	People Strategy				SE4	CN/MD
	Cavendish Review & Francis Report					
Trust Competency Framework						
2. Culture of	Strategic Goals 1.2 & 3.2	Culture of	W2a - Support an open and transparent culture though wide sharing of learning /actions where	SE3	CN	

Improvement		continuous improvement. Trust actively seeks feedback and uses this to improve.	staff have raised concerns.		
	NHS Leadership Academy		W3b - Implement refreshed Patient and Carer Experience and Involvement Strategy.	SE3	CN
	Putting Patients Back into the Picture		W2c - Implement revised Clinical Supervision programme.	SE4	DHR & OD
	Care Quality Commission		W3d - Implement next stage roll out FFT.	SE3	CN
	Culture of Care Barometer (2015)				

Glossary

A	Adults	HoOH	Head of Occupational Health
AF	Assurance Facilitator	HoPH	Head of Public Health
AMD	Associate Medical Director	HoQG	Head of Quality Governance
BHCC	Brighton & Hove City Council	HoS	Head of Safeguarding
BSUH	Brighton and Sussex University Hospitals NHS Trust	HWE	Head of Workforce Education
C&AL	Complaints & Assurance Lead	IGL	Information Governance Lead
C&SS	Children's & Specialist Services	IPR	Integrated Performance Report
CCG	Clinical Commissioning Group	KSS	Kent, Surrey and Sussex
CEC	Clinical Executive Committee	LOS	Length of stay
Clin Dir	Clinical Director (Area)	MECC	Making Every Contact Count
CN	Chief Nurse	MCA	Mental Capacity Act
CNO	Chief Nursing Officer for England	MD	Medical Director
COO	Chief Operating Officer	MEWS	Modified Early Warning Score
CP	Chief Pharmacist	MS&GG	Medicines Safety & Governance Group
CQC	Care Quality Commission	NEWS	National Early Warning Score
CQUIN	Commissioning for Quality & Innovation	NCEPOD	National Confidential Enquiry into Patient Outcome and Death

DCN	Deputy Chief Nurse	NICE	The National Institute for Health & Care Excellence
DCOO	Deputy Chief Operating Officer	NMC	Nursing and Midwifery Council
DDIPC	Deputy Director of Infection Prevention & Control	PAG	Professional Advisory Group
DDN	Deputy Director of Nursing	PDSA	Plan, Do, Study, Act
DDHR	Deputy Director of HR & OD	PEWS	Paediatric Early Warning Score
DIG	Dementia Implementation Group	PL	Professional Lead
DMD	Deputy Medical Director	PS&RM	Patient Safety & Risk Manager
DNACPR	Do not attempt cardio pulmonary resuscitation	QEWTT	Quality Early Warning Trigger Tool
DoF	Director of Finance & Estates	QRM	Quality Review Meeting
DoLS	Deprivation of Liberty Standards	RDM	Research & Development Manager
DoT	Director of Transformation	SIRG	Serious Incident Review Group
ELT	Executive Leadership Team	SitRep	Situation Report
EoLC	End of Life Care	UoB	University of Brighton
E&D Lead	Equality & Diversity Lead	VTE	Venous Thromboembolism
HEE	Health Education England	WDG	Workforce Development Group
HEKSS	Health Education Kent, Surrey & Sussex	WRES	Workforce Race Equality Standard
HEKSS	Health Education Kent, Surrey & Sussex	WSCC	West Sussex County Council
HoM&C	Head of Marketing & Communications	WSHT	Western Sussex Hospitals NHS Foundation Trust
HoOD	Head of Organisational Development	SP1	Strategic Programme 1 Communities of Practice
HoHR	Head of Human Resources	SP2	Strategic Programme 2 Urgent Care and Community Hospitals
HoOD	Head of Organisational Development	SP3	Strategic Programme 3 Children's Services

Associated Documents

Title	Internet Link (accessed 6.7.2017)
5 year Forward View	https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf https://www.england.nhs.uk/five-year-forward-view/next-steps-on-the-nhs-five-year-forward-view/
6Cs - Compassion in Practice	https://www.england.nhs.uk/wp-content/uploads/2012/12/compassion-in-practice.pdf
Carter Review	https://www.gov.uk/government/publications/productivity-in-nhs-hospitals
Cavendish Review	https://www.gov.uk/government/publications/review-of-healthcare-assistants-and-support-workers-in-nhs-and-social-care
CNO Leading Change, Adding Value	https://www.england.nhs.uk/wp-content/uploads/2016/05/nursing-framework.pdf
Culture of Care Barometer	https://www.england.nhs.uk/wp-content/uploads/2015/03/culture-care-barometer.pdf
Francis Report	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/279124/0947.pdf
Making Every Contact Count	http://www.makeeverycontactcount.co.uk/
NHS Commitment to Carers Strategy	https://www.england.nhs.uk/wp-content/uploads/2014/05/commitment-to-carers-may14.pdf
NHS England's 9 Strategic Must Dos	https://www.england.nhs.uk/wp-content/uploads/2016/09/NHS-operational-planning-guidance-201617-201819.pdf
Putting Patients Back into the Picture	https://www.gov.uk/government/publications/nhs-hospitals-complaints-system-review
Right care in the right place - right care - population based care	https://www.england.nhs.uk/ https://www.england.nhs.uk/rightcare/