

# Quality Improvement (QI) for Boards:

A key component of the Integrated Improvement Offer

Programme Advisory Board

22 September 2020



## We plan to cover

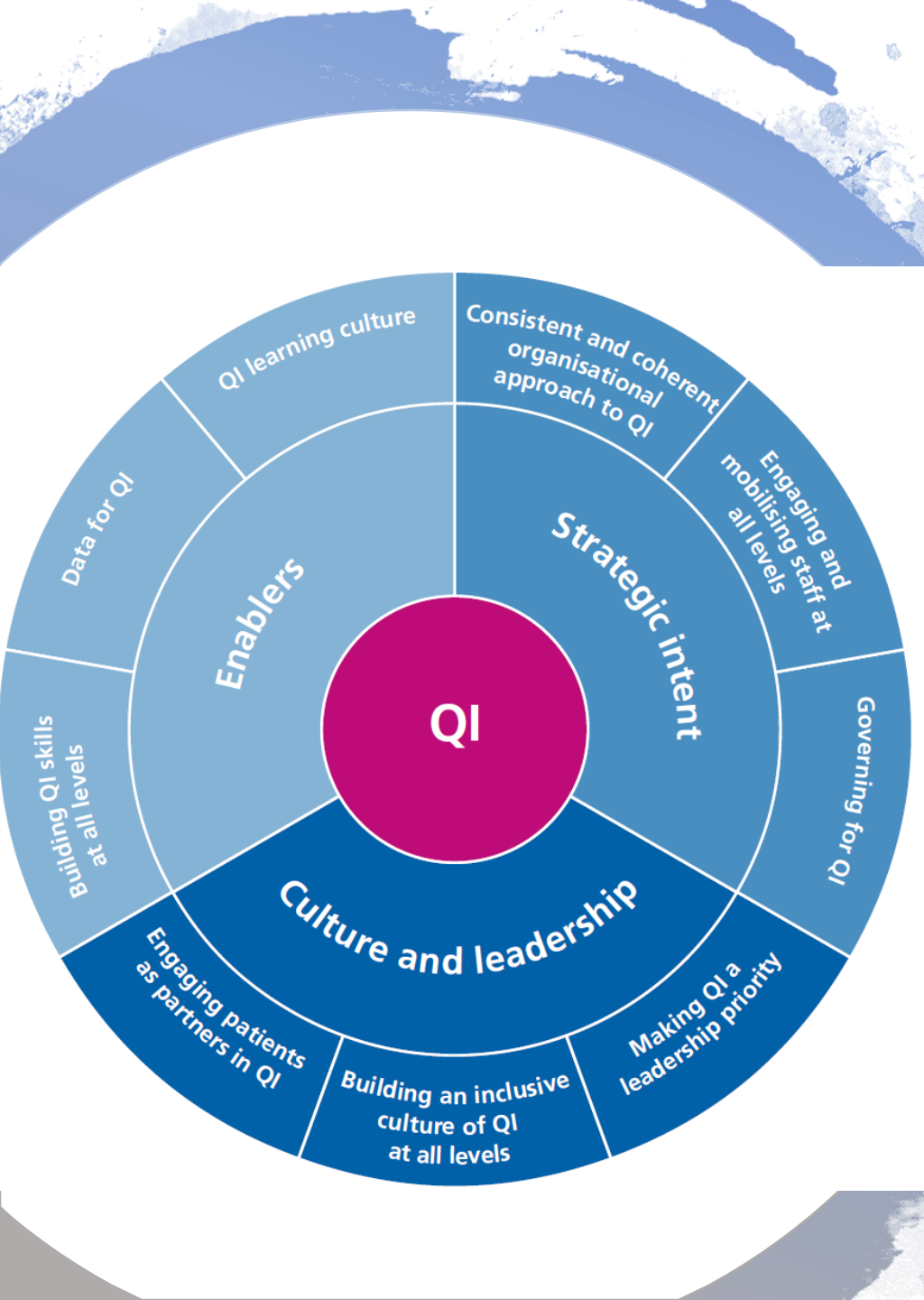
- Background to the current QI for Boards offer
- Key components of the offer
- Current delivery method

## Background to the current offer

- The QI for boards offer currently in place offers a firm foundation for developing the new offer
- The current offer has emerged from the QSIR for boards programme, informed by the Leadership for Improvement (LFI) board development programme
- The current offer is available to all NHS organisations and systems where there is an expressed need

## Key components of the current offer

- Focuses on the essential role of the board in creating the conditions for developing and embedding QI as part of an organisational approach to leading and managing quality
- Integrates ICBD and wider NHSE&I offers e.g. QSIR, QI Fundamentals, Making Data Count, Culture Programme
- Self assessment of the maturity of the organisation's QI journey using a framework for reflection and action



# A framework for reflection and action

Source : NHS England & NHS Improvement 2019

## Questions for the board

- Does the framework for reflection and action cover the essential building blocks for developing and embedding an organisational approach to QI?
- Are there any additional resources that we should be integrating into the QI for Boards offer?

# Delivery method: an example in action



Session designed in consultation with the Chair, Chief Executive and NHS E/I Head of System Improvement for the region



Baseline assessment of level of maturity of organisational approach to QI undertaken with the board and sub-director level



1 day virtual board development session undertaken engaging the board, senior leaders and external partners. Baseline assessment used to focus reflections and action planning.



Formal report being prepared to support the Chair, Chief Executive and board in strategic work to develop and embed organisational approach to QI

There were many important issues/opportunities identified throughout the day and I will do my very best to ensure we do not lose sight of the potential to realise them

There was clear evidence from the pre-course survey that we have a long way to go in this area



# Agenda

**10:30** Welcome, introduction and context and patient story

**10:45 Break-out 1:** our aims and ambitions for today

**11.00** Feedback and whole-group discussion

**11:15** Organisational approaches to Quality Management and QI:

- What does good look like?
- What assets do we have in place?

**12:00** Break

**12.15** Break-out 2: Listening, Thinking, Contributing

**12:40** Feedback and whole group discussion

**13.00** Lunch break

**13:30** ‘Making Data Count’

**15:00** Break

**15:15** Your role in supporting and championing the improvement mindset

**16:15** Actions and commitments

**16:45** Summary

**17:00** Close (check out)



## Who completed the survey?



- 9 Board members

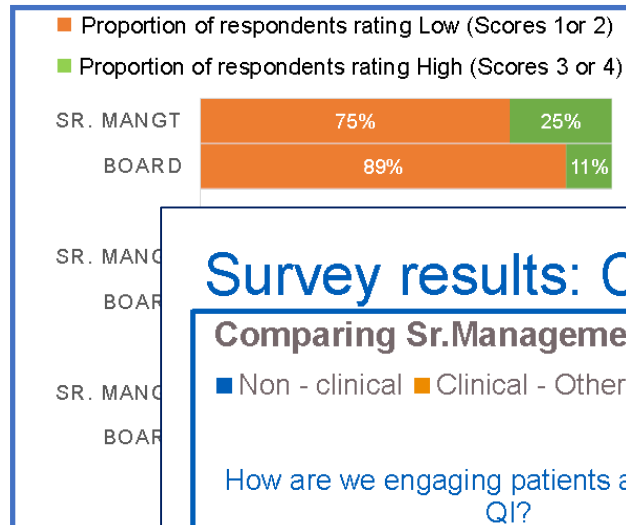
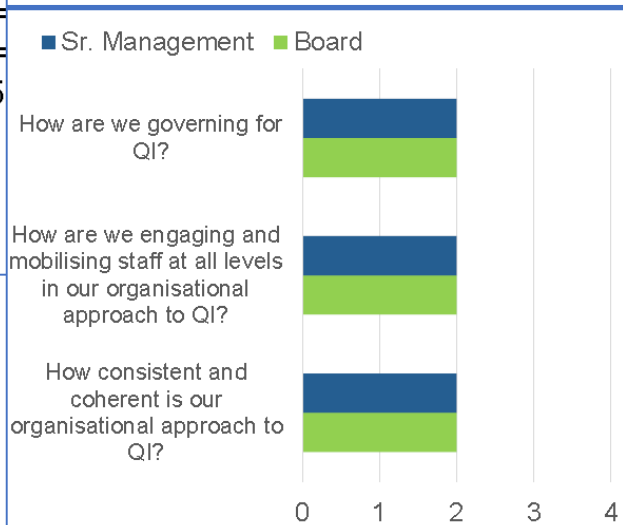
- 107 Senior management

- Clinical – AHP = 15
- Clinical – Medical = 15
- Clinical – Nursing = 15
- Clinical – other = 5
- Non-clinical = 57

## Survey results: Strategic intent



Comparing Board and Sr. management responses



## Survey results: Culture and leadership



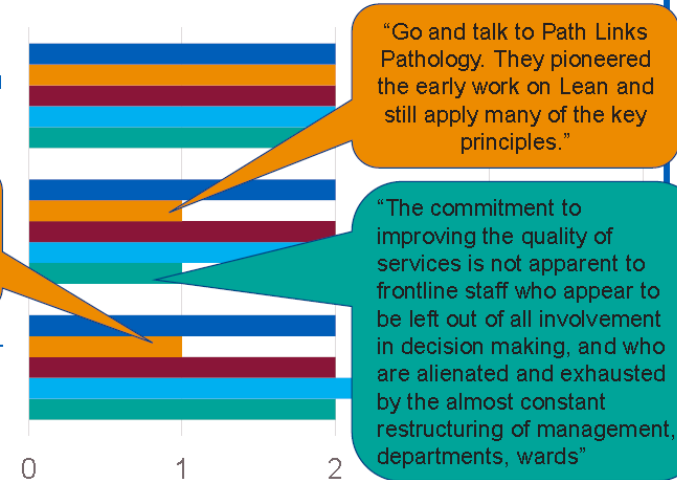
Comparing Sr. Management responses by Job role

■ Non-clinical ■ Clinical - Other ■ Clinical - Nursing ■ Clinical - Medical ■ Clinical - AHP

How are we engaging patients as partners in QI?

"This may well be undertaken at a board level and we may well have excellent leaders in place but it is not apparent to the frontline workforce. The best example of QI leadership has been our Chief Executive's daily written briefing (during Covid) and the Ask Peter page."

How are we making QI a leadership priority for our board?



"Go and talk to Path Links Pathology. They pioneered the early work on Lean and still apply many of the key principles."

"The commitment to improving the quality of services is not apparent to frontline staff who appear to be left out of all involvement in decision making, and who are alienated and exhausted by the almost constant restructuring of management, departments, wards"

## Next Steps

- Follow up – evaluation and further reflections
- Report preparation – including full raw data, outputs of the virtual session and follow up
- Trust improvement team regular catch-up calls
- Presentation of report to Chair with focus on actions and support (led by Regional Head of System Improvement)
- Regional Team ambition to replicate with other Trusts in region – priorities identified

## Questions for the board

- What are your thoughts and reflections on the delivery method?
- The board development session is currently being delivered virtually on an interim basis. Once restrictions allow would you recommend face to face, virtual or a mix of delivery methods?

## Summary of questions for the board

- Does the framework for reflection and action cover the essential building blocks for developing and embedding an organisational approach to QI?
- Are there any additional resources that we should be integrating into the QI for Boards offer?
- What are your thoughts and reflections on the delivery method?
- The board development session is currently being delivered virtually on an interim basis. Once restrictions allow would you recommend face to face, virtual or a mix of delivery methods?