

## **Improving wheelchair services – a call to action**

### **Background**

Over the last 25 years many reports and initiatives have focused on the variable quality of NHS wheelchair services. Problems include the length of time people have to wait for wheelchairs, secondary health complications resulting from unsuitable wheelchairs and variable eligibility criteria for NHS funding of wheelchairs.

As part of NHS Change Day 2014, former Chief Executive of NHS England, Sir David Nicholson made it his pledge to bring wheelchair users together with clinicians and managers, Clinical Commissioning Groups (CCGs), service providers and other organisations to improve wheelchair services across England.

This resulted in the first wheelchair summit, held on 25 February 2014, which brought these groups together to look at the problems with current wheelchair services and to identify what should happen locally and nationally to improve services. This stimulated much interest in how services could be improved and identified that a different approach was needed that will this time enable widespread service change and service transformation to happen.

### **Who we are**

Established on 1 April 2013, NHS Improving Quality (NHS IQ) is the driving force for improvement across the NHS in England. NHS IQ is working to improve health outcomes for people by providing improvement and change expertise. Hosted by NHS England, we have created an improvement organisation that is in alignment with the needs and challenges of the NHS.

In order to facilitate successful improvement programmes, we are working to build improvement capacity and capability and to help develop knowledge and skills across the whole health and care system. As well as continually looking at best practice from both across the NHS and around the world, NHS IQ draws on the experience of previous successful improvement programmes.

Following the decision that a different approach was needed to enable widespread change, NHS England has commissioned NHS IQ to co-design and lead a call to action aimed at transforming wheelchair services in England. This will run in parallel to, and support, a follow up Wheelchair Summit being organised by NHS England on 27 November 2014 to share and report on progress since the first summit in February and determine the next steps needed to launch the call to action.

### **The NHS IQ team**

To deliver this work programme we have put together a highly experienced and skilled team of clinical and service improvement leads from across our teams with specific knowledge and insight into wheelchair services. This team will be supporting the key leads who are;

### ***Professor Moira Livingston, Clinical Director of Improvement Capability***



Professor Moira Livingston is NHS IQ's Senior Responsible Officer (SRO) for this piece of work.

Moira is the Clinical Director of Improvement Capability at NHS IQ, covering developing capacity and capability across the health and care sector in service improvement skills and leadership for transformation, as well as leading on knowledge dissemination, innovation and improvement science and measurement.

Moira has worked in the NHS for approaching 30 years. With over 25 years' experience as a doctor working as a clinical leader and manager Moira has held a number of national positions, including National Clinical Advisory roles in medical education, chair of several national and UK-wide committees, and as National Transition lead for workforce intelligence at the Department of Health.

### ***Dr Helen Bevan, Chief Transformation Officer, Horizons Group***



Dr Helen Bevan will be co-leading the design of the summit with colleagues from NHS IQ and NHS England and leading the facilitation on the day.

Helen has been a leader of large scale change in the NHS for more than 20 years and she has been at the forefront of NHS improvement initiatives that have made a difference for thousands of patients for many years. Helen is acknowledged globally for her expertise in large scale change and ability to translate it into practical action and deliver outcomes. She provides advice, guidance and training on transformational change to leaders of healthcare systems across the world.

In 2010, Helen's team launched a call to action, utilising social movement leadership principles, which contributed to a 51% reduction in prescribing of antipsychotic drugs to people with dementia across the country. Helen initiated NHS Change Day, in partnership with a group of emerging clinical and managerial leaders in 2012. NHS Change Day 2014 was the largest ever voluntary collective action for improvement in the history of the NHS with more than 700,000 pledges made to take action to improve experience and outcomes for patients.

### ***Tony Adams, Senior Portfolio Manager – Connections Directorate***



Tony Adams is responsible for leading the delivery of this work on behalf of Moira.

Tony has worked within the public sector and third sector for nearly 35 years. He is a Lean Six Sigma green belt and an MSP practitioner and has a wealth of experience in leading change across organisations and working collaboratively with multiple organisations.

In his previous role with the NHS Institute, Tony led phase II of the High Impact Innovation work in collaboration with NHS England and this included the Child in a Chair in a Day initiative which provides him with added relevant insight in to this area of work.

## **What is a 'call to action'?**

Across health and care, leaders face unprecedented challenges. We need to deliver large gains in productivity at a time of severe economic challenge, whilst retaining and improving service quality and safety. We will not achieve these goals if we just rely on the thinking that has got us where we are today. Without radical rethinking of the way we go about change, the pressure to contain costs will only be met by cutting services, increasing waiting times or forcing overstretched staff to work even harder. We need to embrace new ways of thinking that we can translate into different kinds of interventions to mobilise and engage clinical colleagues, people who use our services and our entire workforce and get better, faster, more cost effective outcomes for the resources we invest.

By blending core principles from social movements, community organising, service improvement and organisational development, a call to action creates a unique approach that is capturing hearts and minds, and builds capacity through commitment with practical skills from service improvement. In essence, a call to action is about solving a difficult problem or changing an intolerable situation by uniting people with a shared goal to work together, take specific actions and building energy to achieve change within a specific period of time.

## **Focus of the call to action**

The call to action will specifically focus on services to existing wheelchair users experiencing complex and changing needs, including children and young people. There are several elements to how this will be achieved:

1. Identifying the key commitment groups to call to action. These include wheelchair users and their carers; commissioners; providers; clinicians; manufacturers and third sector/charitable organisations.
2. Bringing together existing evidence, materials and case studies to produce a publication in the form of a digest that will provide strong and compelling evidence to support the launch of the call to action. This will incorporate qualitative interviews with a range of stakeholders to bring to life some of the issues, good and bad.
3. Creating a compelling story or narrative of why people need to take action now and facilitating a session at the Wheelchair Summit on 27<sup>th</sup> November 2014 to inform the design and wording of the call to action.
4. Launching the call to action and ensuring spread and adoption.

## **How you can get involved**

NHS IQ will be holding a design day on 9 October to start the process of co-creating the call to action with wheelchair users and partner organisations. This will help design the call to action session at the 27 November Wheelchair Summit. If you would like to be involved in the design day, contribute to the development of the digest, be part of the creation of the call to action at the wheelchair summit, or just to keep up to date with developments, you can:

- Email us at [enquiries@nhsiq.nhs.uk](mailto:enquiries@nhsiq.nhs.uk)
- Call us on 0300 300 0020
- Follow us on twitter @NHSIQ
- Visit our website at [www.nhsiq.nhs.uk](http://www.nhsiq.nhs.uk)