To:	The Board
For meeting on:	12 December 2018
Agenda item:	9
Report by:	Adam Sewell-Jones, Executive Director of Improvement
Report on:	Improvement report

Introduction

1. This paper provides a summary of improvement highlights across the organisation aligned to the conditions in Developing People, Improving Care (DPIC), which we have committed to as the guiding framework for our improvement and leadership development activities.

2. The Board is requested to note the information provided within the report.

Condition 1: Leaders equipped to develop high quality local health and care systems in partnership

Aspire Together – Talent Management in the Midlands and East Region

3. 48 provider and commissioner organisations have expressed an interest in participating in the first pilot assessment process for candidates, with 113 nomination forms received from 40 organisations. 42 interview spaces are available in November and December 2018, with two further days organised for February and March 2019 to meet the demand.

Ambulance Leadership & Graduate Scheme

4. A leadership masterclass was held with ambulance trusts and the outputs presented back to Association of Ambulance Chief Executives (AACE).

5. A bespoke Emergency Care General Manager Programme has been developed which ensures that main placements are in an ambulance trust and an emergency department. Commencing with Yorkshire Ambulance Services Trust and North West Ambulance Service, with another region in 2019.

Transformational change through system leadership (TCSL)

6. A workshop was held for Aspiring Integrated Care System (ICS) South East London and another is scheduled for a large group intervention with the midwifery service in Kings Lynn on 22 November 2018.

7.   The Insights into TCSL programme in the South West has evaluated with 100% of respondents saying that they would recommend the programme.

Condition 2: Compassionate, inclusive and effective leaders at all levels

Ward Leader handbook

8.   Launched on 11 October 2018, the handbook has been well received with a lot of support via social media. The document is being shared at four regional ward leader events in October and November 2018.

Bullying and Harassment

9.   As part of a national campaign to tackle bullying and harassment, 'Let's Remove It' led by the Royal College of Surgeons, Edinburgh, and the National Freedom to Speak Up Guardians, an event was held on 6 November 2018 targeting the most challenged trusts on the development of robust action plans.

Condition 3: Knowledge of improvement methods and how to use them at all levels

Outpatient improvement programme

10.   We have identified an opportunity to improve the way outpatients are delivered with potential savings of £700m. A clinic level dashboard, accessible via model hospital, enables analysis and benchmarking of outpatients across 110 trusts.

11.   Regional workshops are taking place to help trusts share results and methodology, regional and national findings and trust case studies to better understand improvement opportunities.

Leading for improvement

12.   The whole board development programme has launched and will be delivered by external facilitators and improvement specialists to circa 25 providers.

Reducing inappropriate out of area placements (OoAPs) in mental health

13.   NHS Improvement and NHS England regional teams have established an improvement collaborative that will support the reduction and eventual elimination of OoAPs over a period of eight months, starting in November 2018.

Quality, service improvement and redesign (QSIR)

14.   An extensive amount of QSIR training has been delivered with:
   - Sessions for internal teams on sustain and spread for pressure ulcers; OoAPs; and Allied Health Professionals (AHP) flow collaboratives;
   - Three demand and capacity masterclasses;
   - Three sessions for the Improving Emergency Care Leaders Forum; and

- Further QSIR Practitioner was delivered across three cohorts in November.

15. Our fifth cohort of QSIR College has been completed with more than 120 teaching assessments held in October. 57 candidates will be graduating at the ACT Academy Conference on 5 December 2018.

Vital Signs Improvement Practice

16. The first cohort of seven trusts started work in July 2018. Following initial high-level analysis by executive teams, these trusts have chosen to focus largely on services for elderly and frail residents. By year end we will have held week long Value Stream Analysis events at each of the trusts which will identify waste in processes and design a future state map with the identified wastes eliminated. Each of the trusts have committed to the programme based on a £200k per annum contribution to costs.

Model hospital improvement tool

17. Following user testing and feedback, the tool has been updated with a more intuitive design, featuring bespoke productivity opportunities, articles, videos and tips, a new browse and metric search and comprehensive metric pages. In the three weeks post launch, 821 new users have signed up, mobile usage has increased by 10% and there have been 41,600 impressions on Twitter compared to the monthly average of 23,800 impressions.

18. Model Ambulance has launched to help the sector compare their productivity, quality and responsiveness and identify improvement opportunities.

Condition 4: Support systems for learning at local, regional and national levels

Intensive Support Teams (ISTs)

Urgent and Emergency Care (UEC)

19. In support of national winter plans to reduce long stay patients we have delivered the Improving Emergency Care Leaders Forum leaders workshop for 250+ participants across 35 emergency care systems.

20. A new cohort of systems to receive direct Emergency Care IST support to reduce length of stay and improve A&E processes has been agreed with regional teams and national conferences and regional workshops held.

21. A series of improvement tools, good practice methods, checklists and guidance has been produced in for use at local, regional and national levels.

Mental Health Data Collection

22. The Mental Health IST is working with systems to improve data quality for the Mental Health Services Data Set which, over time, will provide information on

access, patient outcomes, waits and other indicators for a wide range of mental health conditions and standards. This will help providers and commissioners better understand process, benchmark and identify gaps to improve delivery.

23. The work is focused on existing standards for Children and Young Persons mental health, Early Intervention Psychosis as well as new data set changes for OoAP, Delayed Transfers of Care and crisis care. 21 workshops have taken place and MH IST is providing diagnostic reviews and recommendations.

Learning disability provider improvement standards

24. The standards have now been adopted across all trusts with the NHS Benchmarking Network, securing 97% sign-up since the launch of the national data collection in late September. They are being supported through the development of some themed improvement toolkits.

Mental Health Safety Improvement Programme (MHSIP)

25. Post- Care Quality Commission (CQC) inspection engagement meetings have been held with five trusts in Q2. 118 applications from individual wards were received to take part in the Reducing Restrictive Practice Improvement Collaborative; 42 were selected from 25 mental health trusts.

Workforce Retention Programme

26. More than 200 delegates attended two retention masterclasses in October. The Retention Improvement Hub is now live.

27. For cohort one trusts on the Retention Direct Support Programme, the average improvement in the first eight months has been 1.1 percentage points for the MH cohort (14 trusts) and 1.0 percentage points for the nursing cohort (21 trusts). 25/35 of all trusts have seen an improvement. Further support is being offered to those with limited improvement or a deterioration in turnover rate.

28. Cohort three is now complete, with 35 trust retention strategies submitted. 40 trusts have been invited for cohort four to launch on 22 November. We have also initiated a recruitment and retention review for the three high secure sites.

Improvement Collaboratives

National Stop the Pressure Programme

29. 62 trusts will have been through the 102-day pressure ulcer improvement collaborative in 2018/19 with ad-hoc support being provided for more trusts.

30. In support of National Stop the Pressure Day on the 15 November, a campaign has been designed and launched "Wear a Red Dot Campaign".

Criteria-Led Discharge

31. The third wave of the collaborative began on 24 October 2018 with 10 trusts.

32. Midlands & East region has combined criteria-led discharge with other approaches to improve patient flow in an event held on 6 November 2018. Bradford District Care NHS Foundation Trust were shortlisted for an HSJ award 2018 for the programme.

Urinary Tract Infection (UTI)

33. Cohort One comprising of 27 trusts ended in October 2018. Cohort Two commenced in September 2018 with 16 trusts and 10 CCGs taking part.

Allied Health Professionals Supporting Flow

34. Trusts have been invited to undertake a 90-day national collaborative utilising a blended learning methodology. The first cohort has been completed and the impact being analysed. Cohort two has been launched and is due for completion in December 2018.

Children, young people & transition

35. 120 senior children's and neonatal nurses attended the three masterclasses held in Birmingham, Leeds and London during September and October.

Condition 5: Enabling, supportive and aligned regulation and oversight

Making data count

36. Board sessions continue to be delivered and will inform the revised publication. Sessions have been delivered to 14 trusts who continue to change reporting format with over 50 trusts requesting sessions.

37. The first #talkthedots session for analysts took place on 23rd October 2018.

38. The first 'Making Data Count' ambassadors event took place in November 2018 for the London region for 100 delegates and was considerably oversubscribed. A date for an equivalent event for north region is being agreed.

39. A 'Making Data Count' session is now part of both the Intensive Support Team essentials programme and the Aspiring Chief Operating Officer (COO) programme.

NICE Into Action webinar series

40. In partnership with National Institute for Health and Care Excellence (NICE) and NHS England, we have designed four monthly webinars to help Allied Health Professionals (AHPs) to understand and engage with NICE's work, encourage structured approaches to implement and support greater uptake of

guidelines. The webinars have proved popular with over 800 and 664 people registered to attend the first and second webinars respectively.

Analytical tools and resources

41. The mental health flow tool was 'soft launched' at the Royal College of Psychiatrists Quality Improvement conference on 29 October 2018. A communications plan is now being developed for a formal launch.

Well-led framework

42. Suppliers for the evaluation of the joint CQC and NHS Improvement well-led framework are in the process of being confirmed, with the evaluation to run over the next 12 months.