Report to:	Trust Board (Public)	Agenda item:	25
Date of Meeting:	4th April 2019		

Report Title:	Quality Improvement Operational Plan 2019/20			
Status:	Information	Discussion	Assurance	Approval
				X
Prepared by:	Esther Provins, Director of Transformation			
Executive Sponsor (presenting):	Esther Provins – Director of Transformation			
Appendices (list if applicable):				

This paper outlines our 2019/20 operational plan to embed a quality improvement approach, to deliver the quality improvement elements of our improvement strategy.

This plan will deliver the following six key objectives during 2019/20:

1. To embed quality improvement into Trust leadership & governance
2. To adopt and socialise a common and easy to use quality improvement methodology
3. To provide tools and techniques to support staff in leading quality improvement initiatives
4. To provide support, expertise and training in quality improvement
5. To embed a quality improvement approach into day to day activities
6. To reward and share good practice and evaluate progress.

The Workforce Committee and the Clinical Governance Committee will jointly oversee the Quality Improvement agenda and will receive regular progress updates.

Board Assurance Framework –	Strategic Priorities

additional resource requested. This has prompted a review of our proposed approach to quality improvement considering the current financial constraints the Trust is operating within.

2.7 In December 2018 the Trust underwent a CQC Well-Led review and in their subsequent feedback the CQC clearly identified that additional work to embed a quality improvement approach in the Trust is needed. They also recommended that an executive lead be identified, to champion and drive quality improvement at senior level.

2.8 In January 2019 a new Director of Transformation officially started in post, and is now appointed to take the lead in embedding a quality improvement approach throughout the organisation.

2.9 Conversations are underway with Banes, Swindon & Wiltshire STP partners to ascertain opportunities for a long term strategic partnership to support continuous quality improvement; and this approach will form part of our wider strategy.

3.0 Aims and objectives

3.1 To meet our full potential we need to make 'making improvements' an intrinsic part of everyone's job, every day, in every part of the organisation. We want our staff to be open to try new things and for our leaders and managers to offer support with a collaborative and coaching approach. We want our staff to be empowered to act at the top of their game and take ownership for improving things within their control.

3.2 This requires a shift in our culture, our mind-set, in the way that we lead and the way we all go about our day to day business.

3.3 This plan aims to support us in achieving this aim by delivering the following six key objectives during 2019/20:

1. To embed quality improvement into Trust leadership & governance
2. To adopt and socialise a common and easy to use quality improvement methodology
3. To provide tools and techniques to support staff in leading quality improvement initiatives
4. To provide support, expertise and training in quality improvement
5. To embed a quality improvement approach into day to day activities
6. To reward and share good practice and evaluate progress.

4.0 Constraints

4.1 The Trust is in a period of financial recovery, and is not currently in a position to make significant new investment into dedicated resources for quality improvement. The plan outlined in this document is therefore constrained to the use of existing resources with little or no additional investment being required.

5.0 Governance

5.1 A quality improvement steering group will convene to oversee the development and implementation of this operational plan.

5.2 The Workforce Committee and the Clinical Governance Committee will jointly oversee the Quality Improvement agenda and will receive regular progress updates.

5.3 Progress will be reported to the Board on a six monthly basis.

Esther Provins
Director of Transformation
1st March 2019

Embedding a culture of quality improvement - operational plan 2019/20

Objective	Action	Delivery date	Lead
Embed QI into trust leadership & governance	x Set up QI task-finish steering group x Secure patient & stakeholder representation x Agree measures of success x Ensure QI programme has Board oversight, via appropriate Board sub-committee	February 2019 March 2019 March 2019 March 2019	Director of Transformation Director of Transformation Director of Transformation Director of Corporate Governance
Adopt a common QI methodology	x Review current methodology/best practice x Agree common methodology at steering group/committee level	February 2019 March 2019	Director of Transformation Director of Transformation (DoT)
Provide tools and techniques to support QI initiatives	x Set up QI Virtual Academy x Agree standard project management approach x Develop and provide tools to support use of statistical process control (SPC)	August 2019 March 2019 June 2019	Communications team PMO DoT / IT
Provide support, expertise and training in QI	x Develop a central team/network of 'improvement agents' (using virtual team of current 'Q' facilitators and Save7 champions to start) x Develop and agree role of network/virtual team x Train the virtual team (train the trainer) x Training included in clinical leadership programme x Training included in general leadership programme x Make training available to all staff x Set up rapid improvement support	May 2019 May 2019 October 2019 January 2019 Quarter 4 19/20 Quarter 4 19/20 Quarter 4 19/20	DoT Virtual team / DoT 'Buddy Trust' / external DoT / PMO DoT / PMO PMO / L&D Virtual team / DoT
Embed a QI approach into day to day activities	x Promote and encourage discussions about QI in 1:1's, team & directorate meetings x Review QI activities at a team/specialty/directorate level x Include QI in appraisal conversation materials	December 2019 December 2019 December 2019	All managers Heads of Service Learning & Development
Communication & engagement	x Prepare communications plan (to reach all staff groups, to include public facing material on website)	May 2019	Communications team
Reward and share good practice and evaluate progress	x Release regular updates on progress and successes	From May 2019	Comms / Virtual team

x