



QUALITY IMPROVEMENT IN CPFT

13 September 2017

Definition of Quality

‘High quality care for
all: NHS next stage
review’

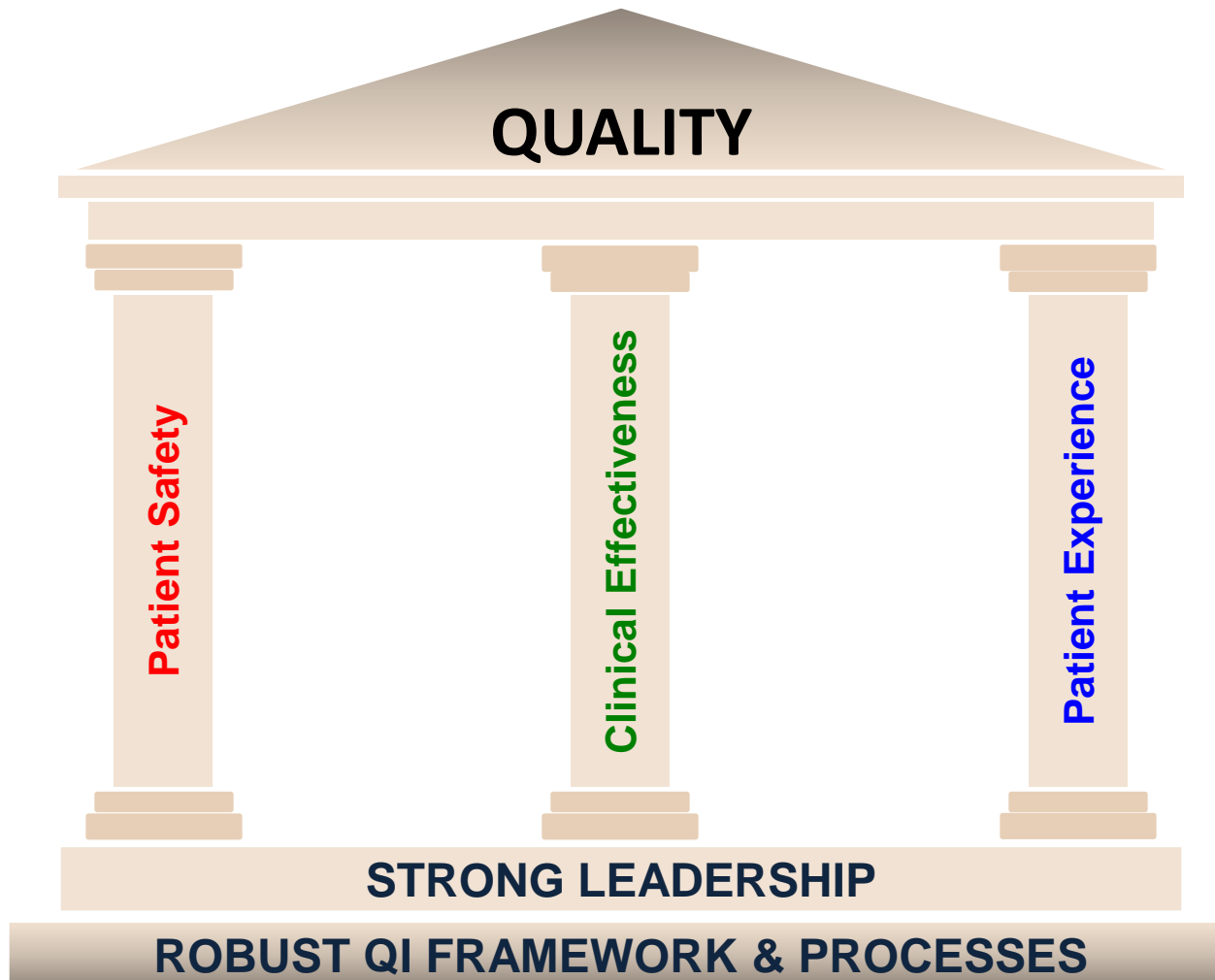
Darzi, 2008

- Safe
- Effective
- Caring
- Responsive
- Well-led

*Health & Social Care Act 2008
(amended 2012)*



Quality in CPFT



What is Quality Improvement?

**Improving
quality** \neq **Quality
improvement**



**QI: in a (large)
nutshell!**

1. A different approach to improving things from the traditional way

2. Involves a systematic methodology and set of tools

3. Those closest to the problem (staff, patients, carers) are given permission to discover the solutions

4. Encourages testing ideas to see whether they help improve things...

5. ... and having a clear way of knowing if things are helping

6. Can really help to tackle the most complex problems in healthcare

Why do we need QI?

- Because we don't know the answers to many of our complex problems
- The best solutions will be discovered by those closest to the problem (staff & service users)
- Allows testing, failing and learning
- Engaging people in change makes it more likely to succeed
- Brings strategic alignment within an organisation

↑ **Staff engagement**

↑ **Efficiency**

↑ **Outcomes**

The Typical Approach...

Conference Room

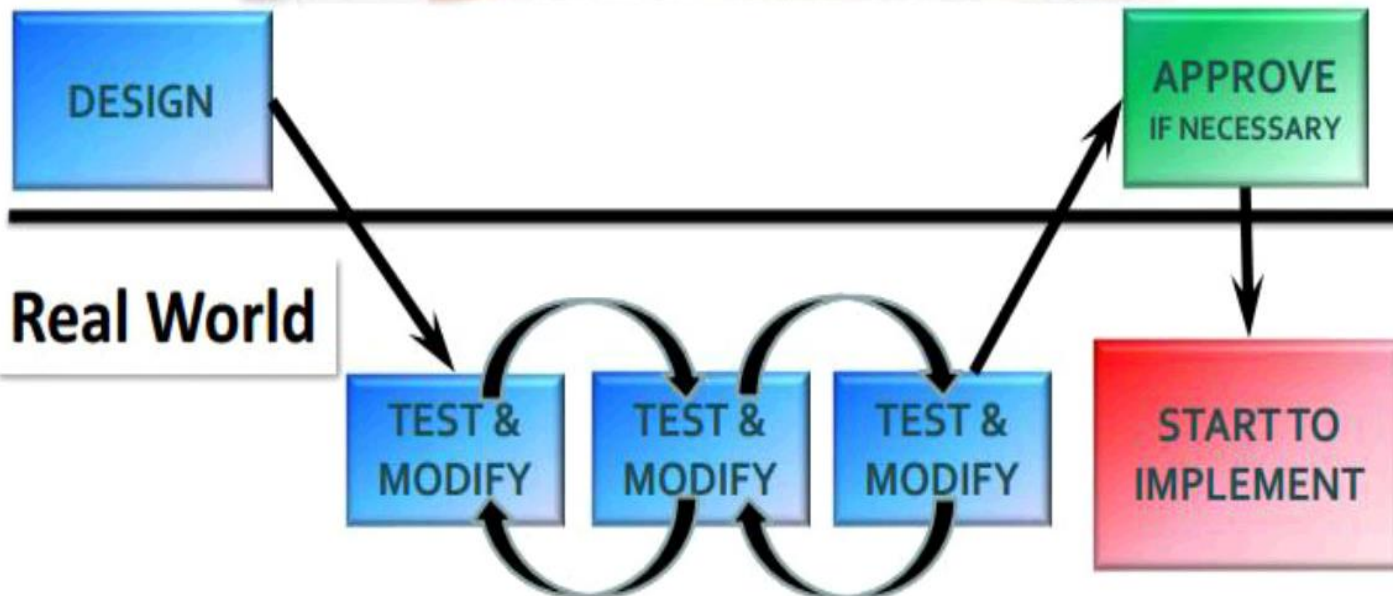


Real World



The Quality Improvement Approach

Conference Room



What does this mean?

Effective use of
data to guide
decision-making

Stop solving
problems at the top

Give people time
and space to
solve complex
problems

‘Go see’
‘Back to the
Floor’

Change in
leadership
behaviours

Manage the
expectations

Paying personal
attention



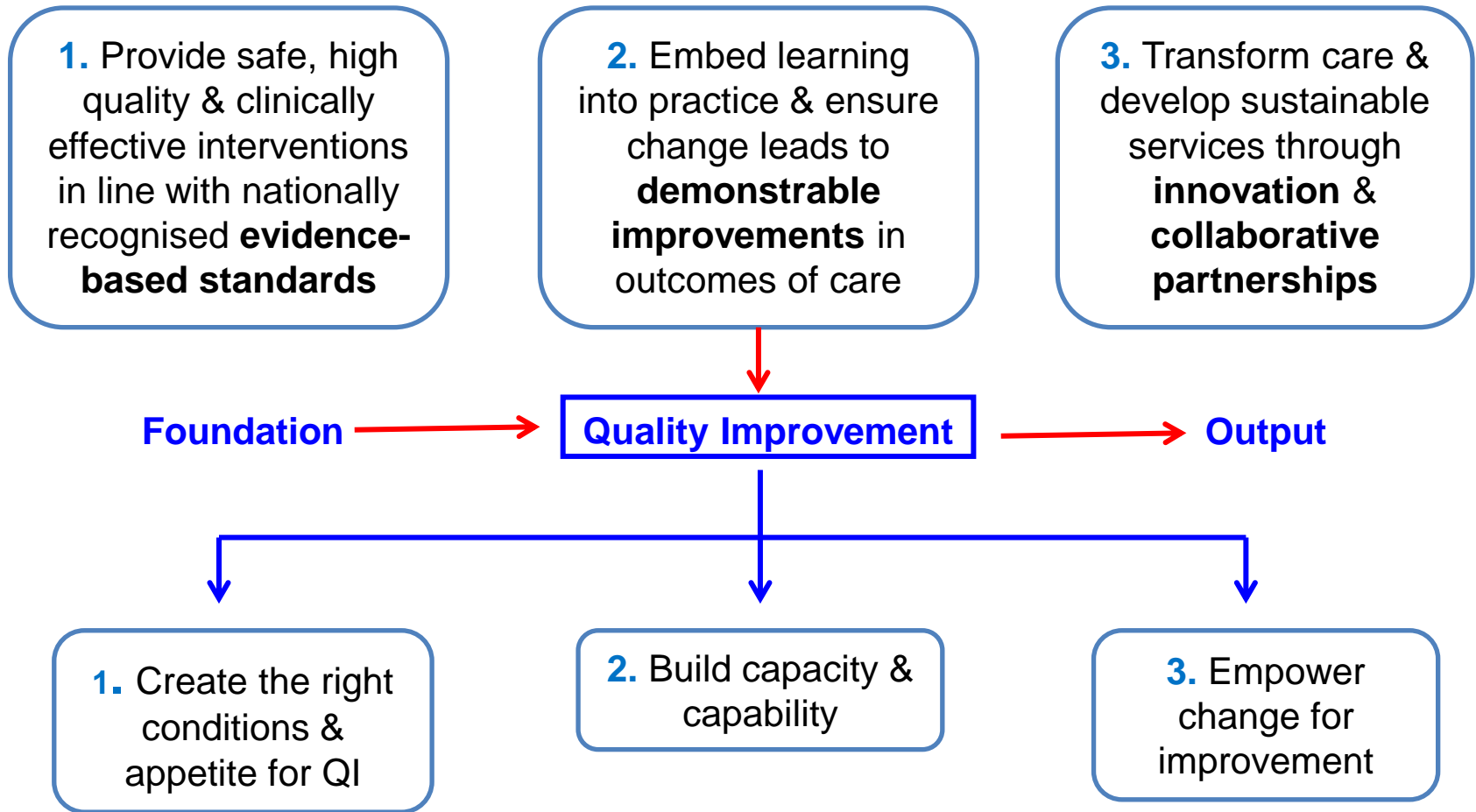
Why are we doing it in CPFT?

- To move from good to outstanding
- Truly 'patient centric' — patient + carer + professional = best
- Creative & effective approach to problem solving
- Removing waste & duplication – adding value
- Embedding sustainability & resilience in CPFT

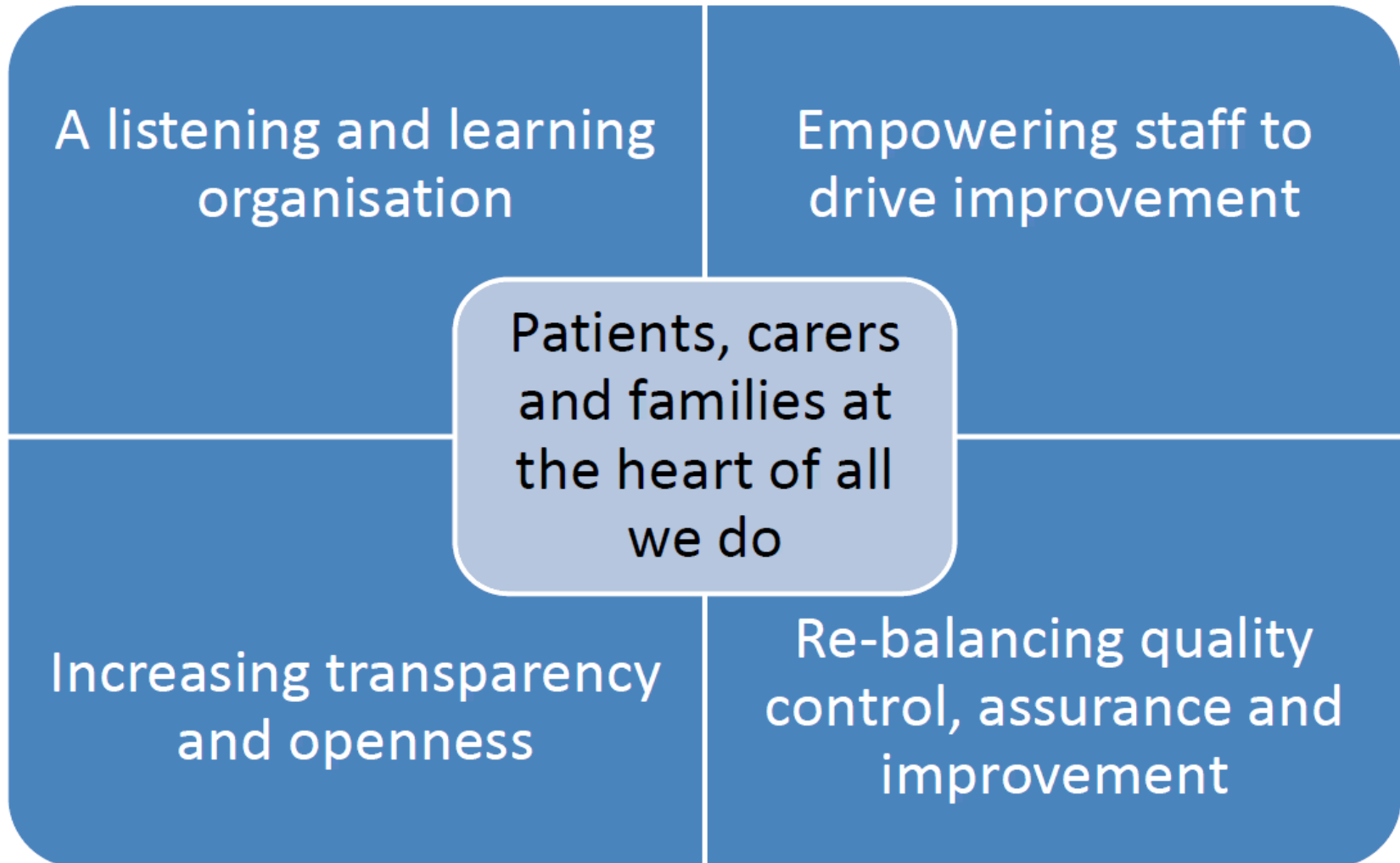
The NHS cannot hope to meet the healthcare needs of the population without a coherent, comprehensive, unifying and sustained commitment to quality improvement as its principal strategy.

Improving Quality in the English NHS, Kings Fund, Ham et al, 2016

Our Quality & QI Strategies



The culture we want to nurture



What have we done so far?

- Established a QI team & using QI methodologies
- Board has signed up to QI
- Work with Kings Fund to support QI journey
- Developing a training framework

What we need to consider

- We are building on & up from a strong base
- Timescales – QI is not a quick fix
- Shifting the balance of power
- Changing the culture & mind set
- Resources & investment

How can governors get involved?

- Attend quality improvement events
- Take part in QI projects
- Give us feedback –
 - *What are we doing right?*
 - *What can we do better?*
 - *How can we improve?*

Key messages

- QI is a journey, not a destination
- The 'CPFT way' – an approach & framework that works for us
- Its not about saving money **BUT** savings will follow quality
- Patients & carers as partners – Big I, not little i
- Requires strong leadership & commitment at all levels of the organisation
- Culture shift

***You can get compliance through performance management
BUT you can only get outstanding when people volunteer...***