



# HIMiú

Health Management Institute of Ireland

GETTING IT

**RIGHT**

Making better choices



# Driving quality improvement in the NHS

Dr. Jennifer Dixon

Chief Executive, Health Foundation, UK

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Dr Jennifer Dixon  
Chief Executive

HMI Conference, Dublin  
September 2016



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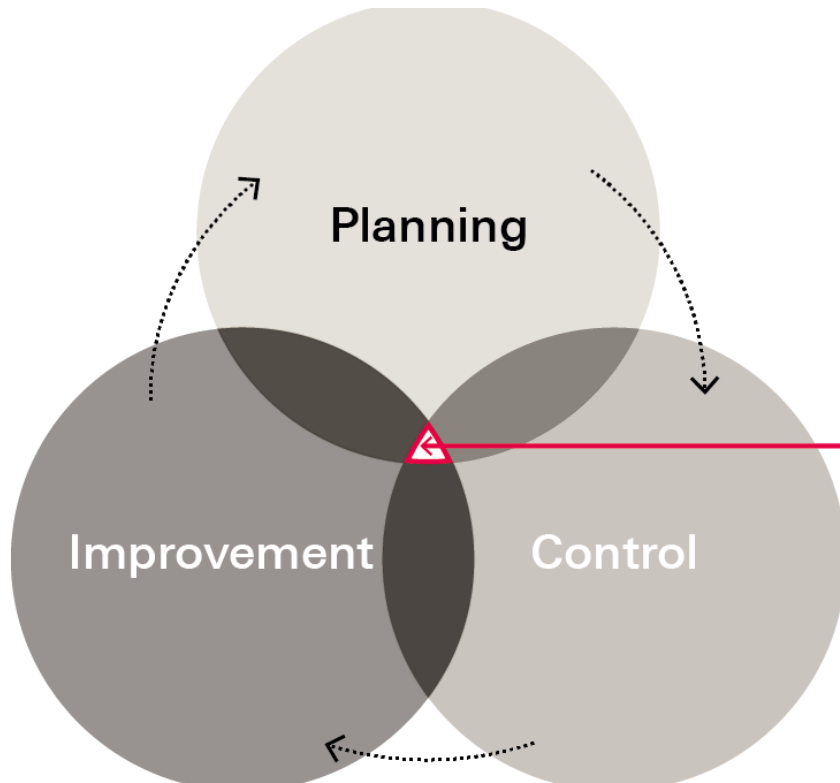
1. Improving quality: developing the strategy
2. ‘ Quality improvement’: definition
3. Examples of impact
4. Issues to consider
5. Health Foundation: resources

# Developing the strategy

Balance, coherence, evidence-based learning

# Balance

## The Juran Trilogy

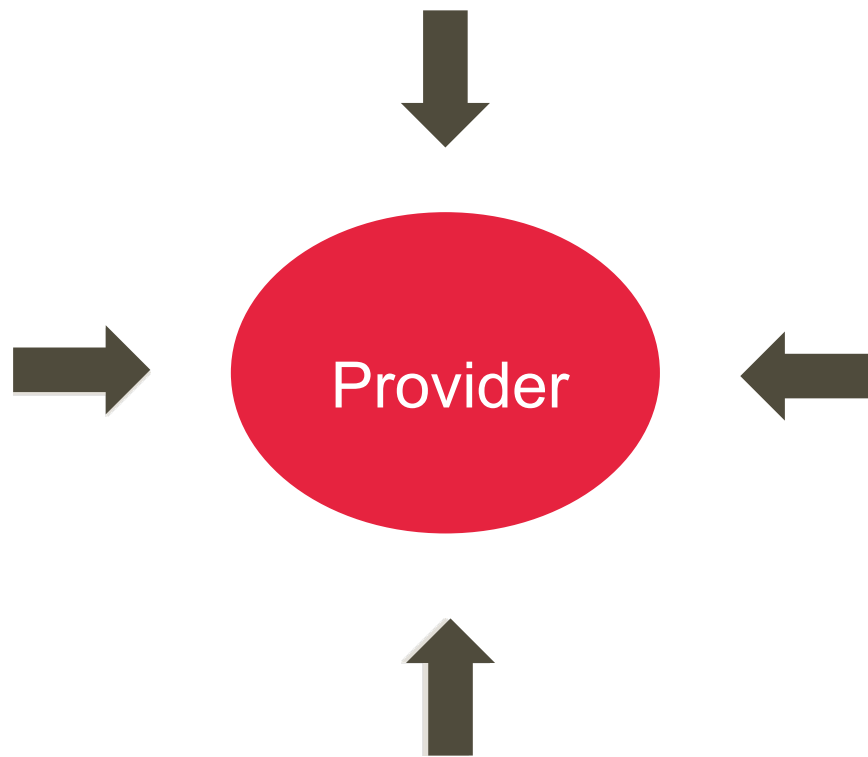


Continuous improvement in quality requires a balance of all three functions

## Strategy: England



# Balance



# Coherence



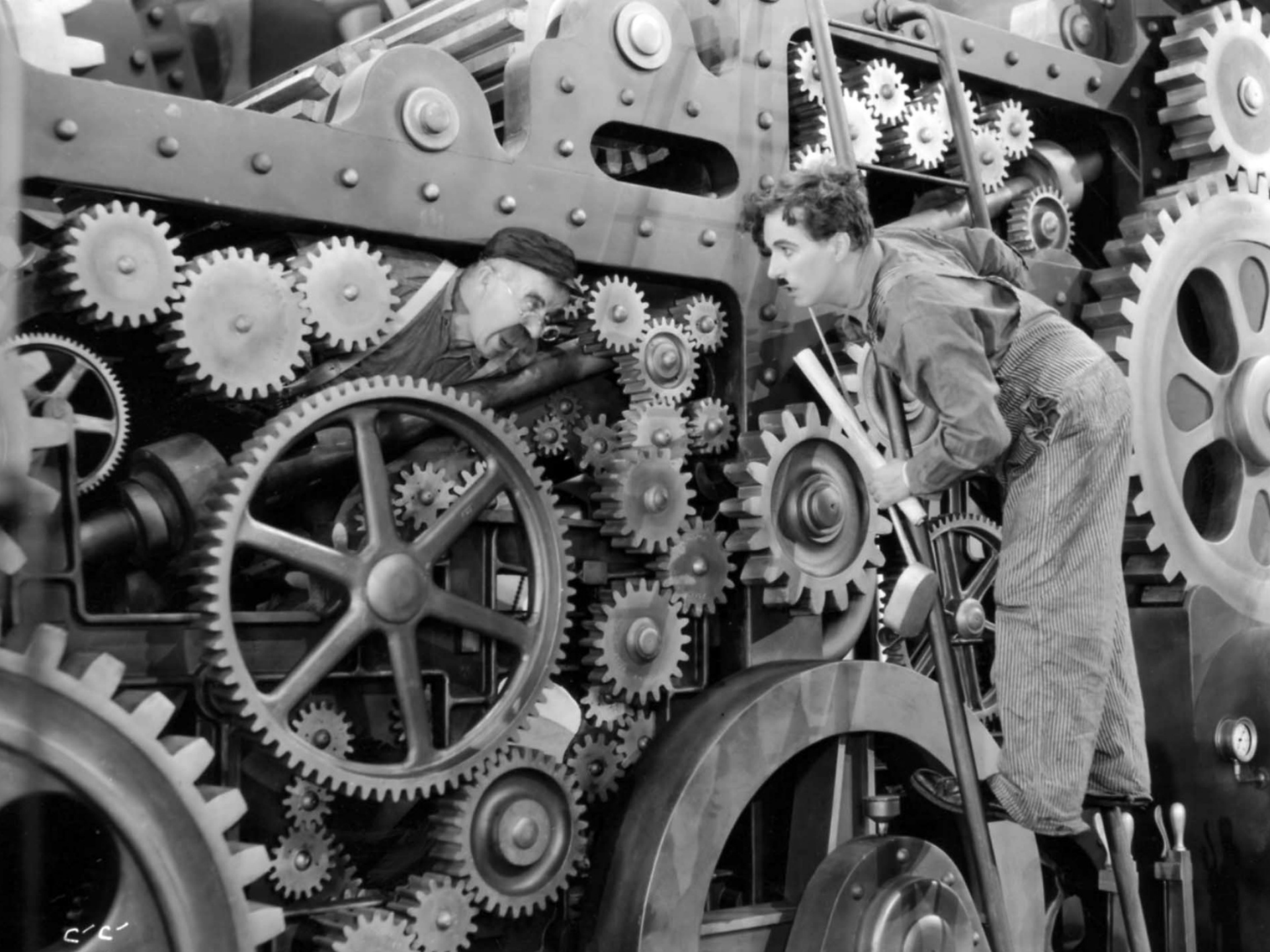


1560

*J. van der Stroom*  
1660  
De Tweede Algemene Synode van Dordrecht  
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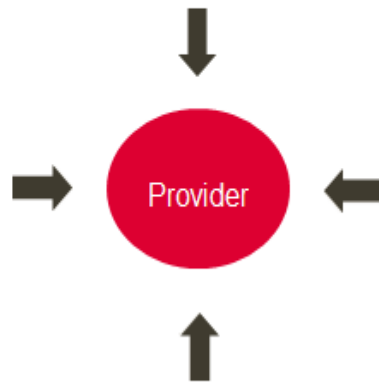
# Evidence-based learning

Grouped initiatives

# Quality improvement

Definition

# Definition



Services  
Pathways of care

*Some ingredients*

Problem identification

Intervention design

Small tests of change

Measurement

Course correction

‘PDSA’ cycles

Evolution

‘Discover the solution’

# Examples of impact



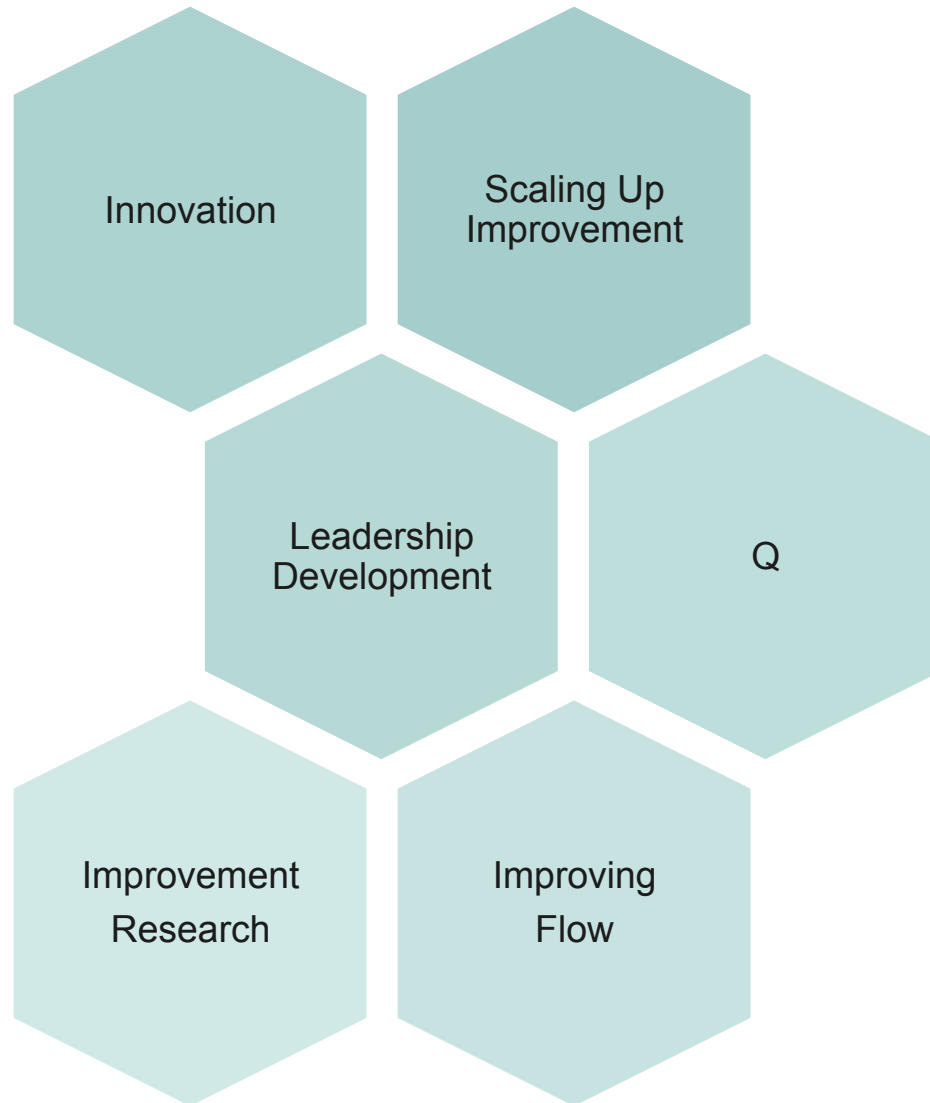
# Since 2004, the Health Foundation has invested over £120 million in the frontline NHS in the UK

- Funded 320 clinical teams to test new ideas in the NHS
- Invested in 370 fellows in leadership and quality improvement
- Funded and evaluated practical change programmes in Patient Safety, Person-Centred Care and Flow
- Funded 148 NHS Trusts and 780 General Practices in England
- As well as enabling local change and learning, projects and fellows have spread nationally and internationally, influenced clinical guidelines and practice, and national policy.





# Our improvement work



# Our improvement work

- Our regular open-call grant programme
- Testing and developing new ideas in the service

Innovation

Scaling Up Improvement

- Supporting scale and spread of ideas
- Now in partnership with NHS Improvement

- Our Fellowships in leadership and quality improvement
- Developing system leaders

Leadership Development

Q

- Connecting people skilled in improvement
- Major partnership with NHS Improvement

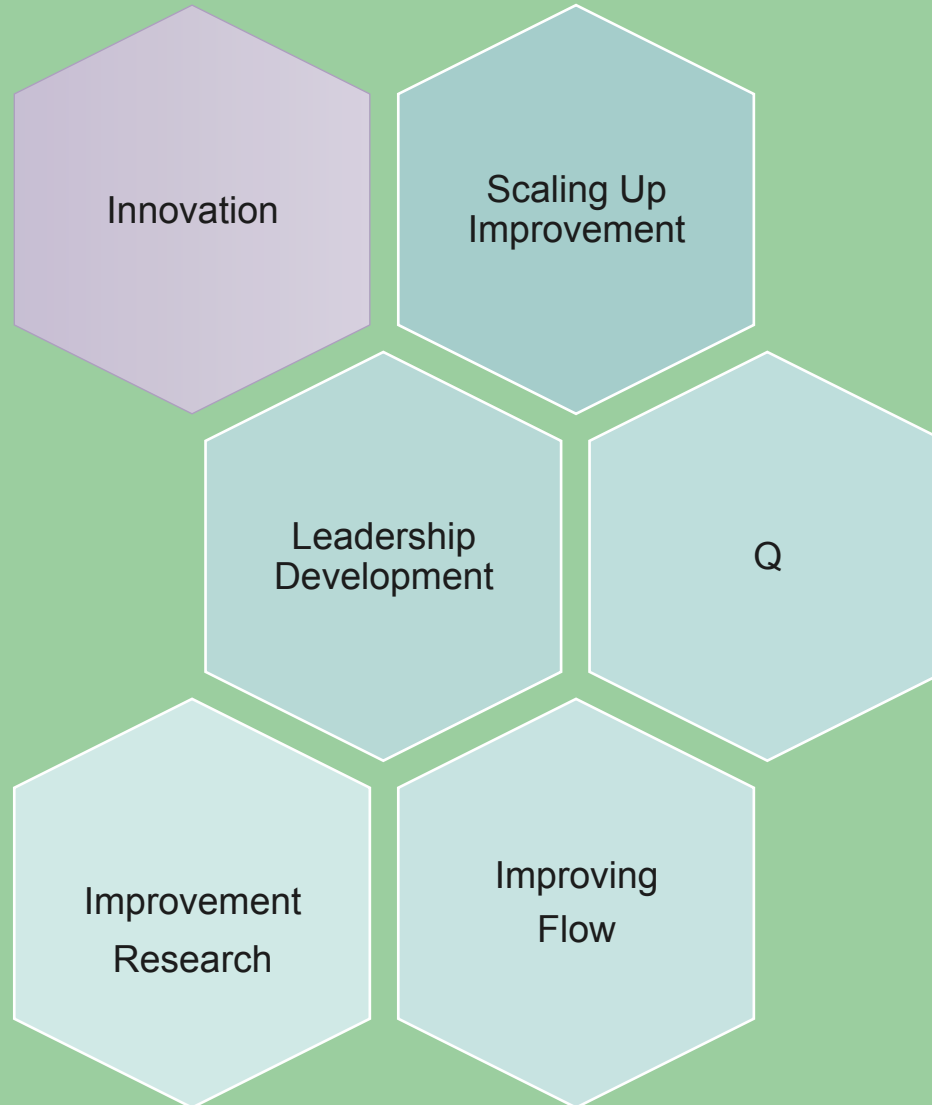
- Evidence and resources for QI
- Improvement research institute

Improvement Research

Improving Flow

- Flow, Cost, Quality Programme
- ‘Improving Flow’ Coaching
- Whole Systems Flow

# Our improvement work



# Innovation

- The Health Foundation has supported 140 teams since 2010 to test innovations in practice across the UK
- We currently have 77 clinical teams awarded £75k for 15 month projects to test ideas that will have benefits for patients within that timescale
- In future we will be theming these open calls: firstly on primary care, with future possibilities including applied data analytics and digital health
- As well as funding practical projects at the frontline we have partnerships underway or planned on:



## Innovating for Improvement

Innovation	Focus	Partners
<b>Realising the Value</b>	<ul style="list-style-type: none"> <li>• Building the evidence base for person-centred and community approaches</li> </ul>	NHS England, Nesta, National Voices, Voluntary Voices
<b>National Innovation Accelerator</b>	<ul style="list-style-type: none"> <li>• Supporting and evaluating 17 fellows to develop and encourage adoption of innovations</li> </ul>	UCL Partners, NHS England
<b>Q Labs</b>	<ul style="list-style-type: none"> <li>• Facilitated opportunities for Q members and others to work on complex system problems (see later in this pack under Q)</li> </ul>	NHS Improvement

# Innovation films



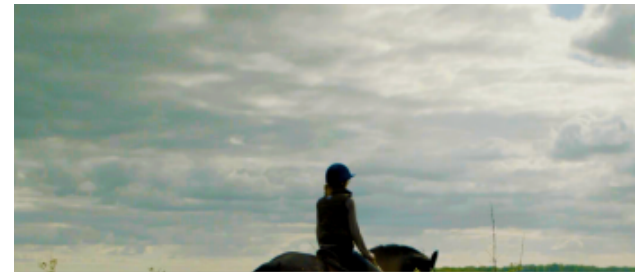
**Pills: optimising medication in care homes**



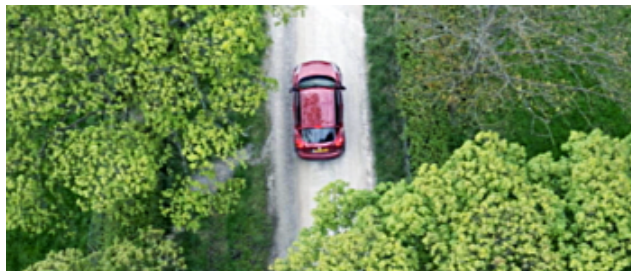
**Flo: telehealth for long-term conditions**



**Bottoms up: Quality Improvement in Northern Ireland**



**Recovery College: peer support for people with mental health conditions**



**Goldline: 24/7 support at the end of life**

Available and free to view and use at:

**[health.org.uk/powerofpeople](https://health.org.uk/powerofpeople)**

# Our improvement work



# Scaling Up and Spreading Improvement

- The Health Foundation is currently funding 19 clinical teams to scale and spread their improvements across the UK
- Ideas, interventions and approaches that have been tested and shown to be successful at a small scale are able to make improvements at a larger scale
- Consultancy support to the teams is now provided from within the NHS, by Rubis.QI, a coalition of Health Foundation Fellows from NHS Improvement, Northumbria FT and West of England AHSN
- As well as funding practical projects at the frontline we have research and development partnerships underway in:



## Scaling Up Improvement

Spread mechanism	Focus	Partners
<b>Social Investment</b>	<ul style="list-style-type: none"> <li>• Alternative sources of capital to de-risk investment in new models of care</li> </ul>	Social Finance
<b>Social Franchising</b>	<ul style="list-style-type: none"> <li>• Using commercial franchise in the social sector to enable spread</li> </ul>	International Centre for Social Franchising
<b>Positive Deviance</b>	<ul style="list-style-type: none"> <li>• Case studies of 10 innovations that have successfully spread</li> </ul>	The Innovation Unit
<b>Partnering for Improvement</b>	<ul style="list-style-type: none"> <li>• Case studies of partnering or 'buddying' between providers in the NHS</li> </ul>	Health Services Management Centre Birmingham

# Scaling Up: funded programmes

We are currently funding and evaluating 19 programmes to scale and spread improvements across the UK.

Examples include:



## Improving hip fracture outcomes

*Led by Northumbria NHS Foundation Trust, using audit data and peer review to support continuous improvement in four challenged sites*



## Improving outcomes from emergency surgery

*Working with the Royal College of Anaesthetists, 3 AHSNs and 30 hospitals to spread a Quality Improvement bundle aiming to save 1,000 lives over two years*



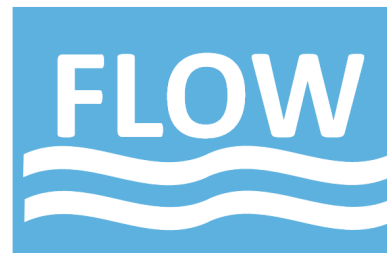
## Improving medication safety in primary care

*Working with Nottingham University, East Midlands AHSN, 9 CCGS and 217 GP practices to scale a cost-effective, evidence-based intervention for prevention of common prescribing errors*



# Flow in healthcare

- Our Flow, Cost, Quality programme supported teams in Warwick and Sheffield to deploy a systematic approach to improving flow in their emergency care pathways
- We are now funding the team in Sheffield to design and deliver a curriculum, faculty and spread model to develop the capability and capacity to improve patient flow at scale
- Current partners as at September 2016 include Sheffield, Warwick and Bath, with Imperial participating from 2017
- We will be publishing a thought paper on flow across local health and social care systems in autumn 2016 jointly with AQUA
- We are also in early stage discussions with NHS Improvement on an evaluation of the Virginia Mason initiative



‘It’s about looking at it from the patient’s perspective – how do we remove the barriers and for the patient make it seem integrated? Because that’s where the quality and efficiency gains lie.’

*Tom Downes, Clinical Director for Quality Improvement, Sheffield Teaching Hospitals NHS Foundation Trust*

# Issues to consider

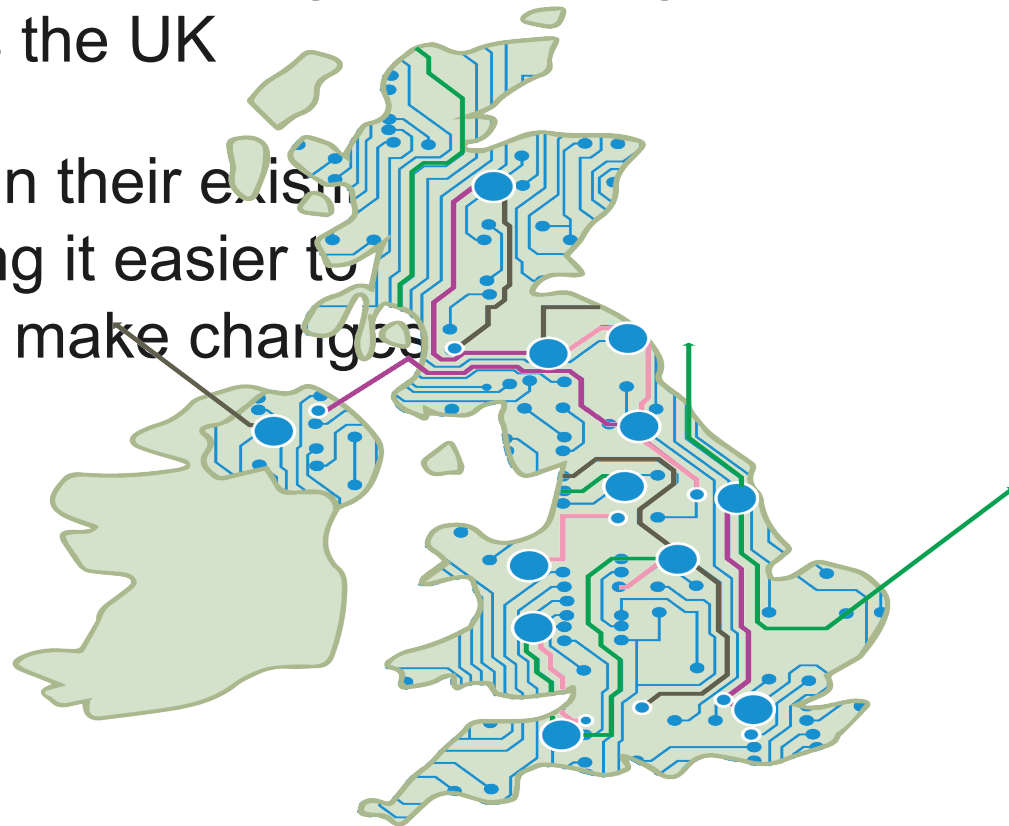
# National support: leadership

- Institution eg NHS Improvement, Improvement Research Institute
- Networks : ‘Q’
- Individuals eg:
  - The Health Foundation has funded 370 clinicians and managers to undertake high quality, in depth taught fellowships
  - NIHR CLARHCs
  - Foundation for Medical leadership
  - Universities
  - Royal Colleges



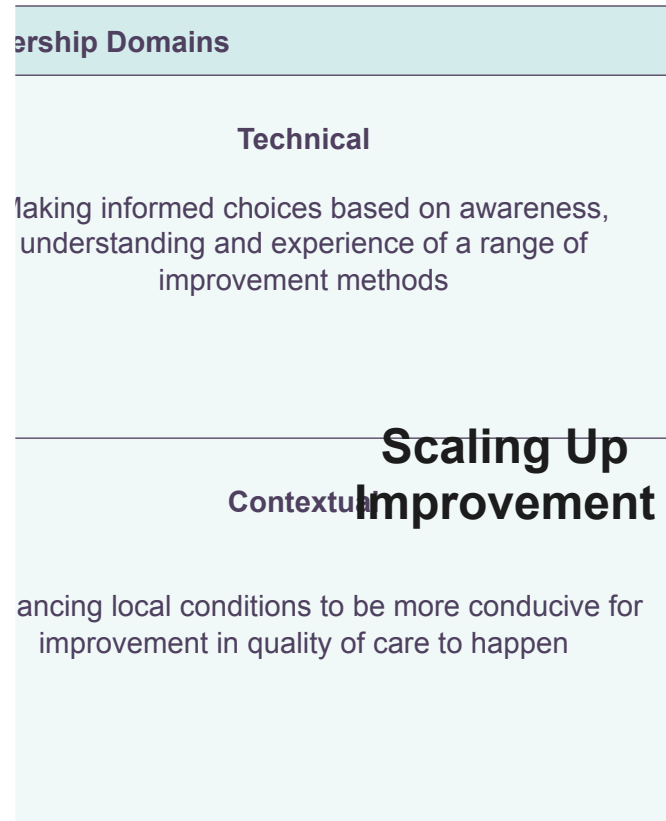
# National support and leadership: Q

- UK wide long term 'home' connecting those doing improvement from across the UK
- Seeks to support people in their existing improvement work: making it easier to share ideas, enhance skills and make changes that benefit patients



# National support and leadership: GenerationQ

- GenerationQ is a fully-funded leadership and quality improvement programme
- For senior leaders working in and with the health service to undertake a fellowship while remaining in their place of work
- Academically rigorous leading to a postgraduate qualification in Leadership from Ashridge Business School
- Includes residential leadership forums, individual executive coaching, action learning in facilitated peer groups and extensive feedback
- Opportunity to put into practice a significant improvement project in the Fellow's place of work
- 108 fellows to date, with three further cohorts of 18 approved by our Board in 2016



<http://www.health.org.uk/programmes/generationq>

# Evidence base

- Not strong
- Complex and adapting small interventions: methods challenging
- NIHR and CLARHCs
- The Health Foundation will provide in the region of £30 million funding over a period of 10 years to support establishment and development of an improvement research institute.
- As at September 2016, four shortlisted UK universities are being invited to submit preliminary proposals, with a view to a final award decision in Spring 2017



# Critical mass in providers



# Health Foundation

Some resources



# Practical help: design and methods



## Patient safety resource centre

Our patient safety resource centre enables you to access credible information at your fingertips. With resources to suit all levels of practice, from key research to national standards, implementation guidelines and case studies, you'll find everything you need, all in one place.

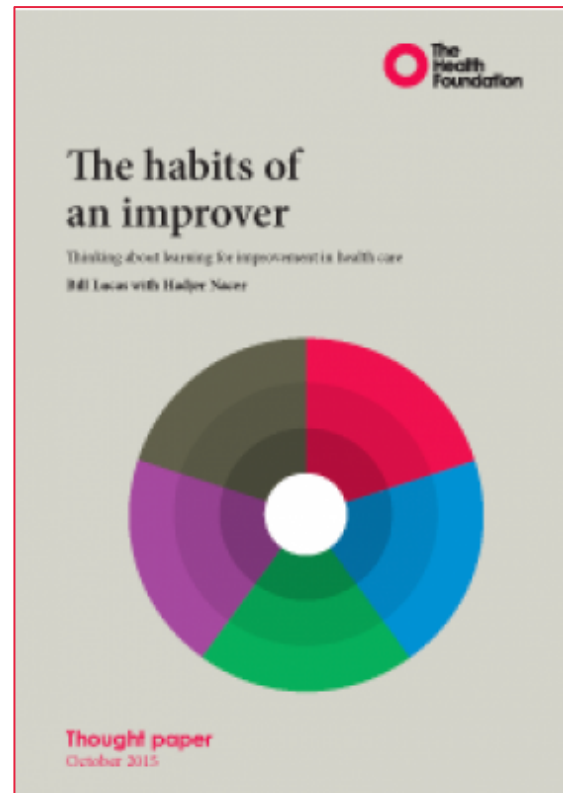


## Person-centred care resource centre

Our person-centred care resource centre is designed to help health care professionals implement a more person-centred health care service, where people are supported to more effectively manage and make informed decisions about their own health and care.



# Specific issues



# Database

Projects programmes funded and results

Q directory of experts

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- Subscribe to our email newsletter
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- Follow us on Twitter, Facebook, youTube or LinkedIn



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health.org.uk



# Thank you

[www.health.org.uk](http://www.health.org.uk)





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