Brilliant Improvement
Strategy 2020 - 2023

Starting on our journey to be brilliant for care, brilliant for improvement and brilliant for our people.
The Trust aspires “to provide brilliant care to One + All”. In order to achieve this, we are reinventing our organisation, placing Quality Improvement (QI) at the heart of everything we do, so we become and remain a brilliant place to work and receive care.
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Placing Quality Improvement (QI) at the heart of everything we do, so we become and remain a brilliant place to work and receive care
Trust Vison, Goals and Values

The Trust aspires “to provide brilliant care to One + All”.

In order to achieve this, we are reinventing our organisation, placing Quality Improvement (QI) at the heart of everything we do, so we become and remain a brilliant place to work and receive care.

We are committed to building QI capability and capacity within the organisation so that everyone feels empowered to make changes for the benefit of our patients.

Integral to our “journey to brilliant” are our three strategic objectives of Brilliant Care, Brilliant People and Brilliant Improvement.

Our “journey to brilliant” will clearly take time and will require strong leadership throughout the organisation.

Ultimately, we want to ensure we are one of the safest hospitals to receive care.
The Brilliant Improvement Strategy has been developed following engagement with colleagues within RCHT and some of our partners across the health and care system.
The Trust aspires “to provide brilliant care to One + All”. In order to achieve this, we are reinventing our organisation, placing Quality Improvement (QI) at the heart of everything we do, so we become and remain a brilliant place to work and receive care.

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Our Vision
Aspiring to provide Brilliant Care to One + All

- **Goal 1**
  - Brilliant Care
  - Always providing safe, effective and compassionate care, where we listen and learn to provide an excellent patient experience and reduce avoidable harm

- **Goal 2**
  - Brilliant People
  - Working together in a supportive environment to attract, develop and retain brilliant people

- **Goal 3**
  - Brilliant Improvement
  - Instilling a culture of quality improvement where everyone feels empowered to make changes for the benefit of our patients

Care + Compassion, Inspiration + Innovation, Working Together, Pride + Achievement, Trust + Respect

**Figure 1**
Above how the three strategic goals support the Trust vision and are underpinned by our values.
We are committed to building QI capability and capacity within the organisation so that everyone feels empowered to make changes for the benefit of our patients.

Integral to our “journey to brilliant” are our three strategic objectives of Brilliant Care, Brilliant People and Brilliant Improvement.

The Brilliant Improvement Strategy is one of three key enabling strategies which support delivery of our Trust Strategy.

The ultimate purpose of all improvement at the Trust is to deliver the best possible patient care.

The Brilliant Care strategy describes the role of the Brilliant Improvement strategy as a key enabler for us achieving our Brilliant Care aim.

We want to ensure we are one of the safest hospitals to receive care.
Our “journey to brilliant” will clearly take time and will require strong leadership throughout the organisation.

We are committed to building QI capability and capacity within the organisation so that everyone feels empowered to make changes for the benefit of our patients.

The diagram below illustrates how the three strategies interact with the Brilliant Improvement and Brilliant People strategies underpinning the three pillars of Brilliant Care:
Our Values

Care + Compassion
We see the person in every patient, communicating with honesty and compassion. We listen and act on feedback to ensure outstanding care.

Inspiration + Innovation
We welcome new ideas and use our initiative to solve problems together. We value learning and research to improve services.

Working Together
We work to create a positive team spirit, recognise achievements and celebrate success. We are open, inclusive and want to continually improve.

Pride + Achievement
We take pride in our work and always go the extra mile. We lead by example and ensure quality is at the heart of all we do.

Trust + Respect
We respect and consider other people’s views and feelings. We seek consensus and respond to situations professionally and calmly.
The Brilliant Improvement Strategy is one of three key enabling strategies which support delivery of our Trust Strategy.
2—
Our Brilliant Improvement Vision
QI is what will take the Trust above and beyond the bare minimum required of NHS providers, differentiating it from other providers and placing it on a quality pedestal when compared with peers; using innovation, collaboration and invention within the context of its organisational strategy.

We want all colleagues at RCHT to have QI skills relevant to their role and to know how to access support in order to take forward and influence changes that will make RCHT one of the best places to work and be cared for in the NHS.

The Brilliant Improvement Strategy has been developed following engagement with colleagues within RCHT and some of our partners across the health and care system.

Our Brilliant Improvement pledges describe what we are aiming to create through the QI approach at Royal Cornwall Hospitals Trust (RCHT) and this Brilliant Improvement Strategy outlines the detail behind how we will deliver the pledges and ultimately create a culture where everyone is able to make improvements for the benefit of our patients.

There is a dedicated Digital Strategy and a dedicated Research, Development & Innovation (RD&I) Strategy which respectively focus on the delivery of pledges 2 and 3.

This strategy therefore focuses on pledges 1, 4 and 5 in detail and provides a synopsis of the RD&I and Digital strategies.
We want all colleagues at RCHT to have QI skills relevant to their role and to know how to access support in order to take forward and influence changes.
We ensure that everyone has the capability and capacity to pursue quality improvements for our patients.

We use innovation and digital technology to improve the quality, experience and cost of our care.

We are growing the Trust’s national reputation for excellence in research and development.

We make good use of the resources that are available to us.

We celebrate achievement and will create a culture that enables continuous improvement.
3 — Measuring our Brilliant Improvement
The ultimate goal of creating a culture where everyone feels able to make changes for the benefit of our patients was developed following consultation with staff from all over the organisation through roadshows held in early 2019.

The question of how we measure delivery of this goal was then discussed with our ‘first 100 leaders’ from across the organisation.

The outputs of these discussions were three aims which will be the ultimate measure of our success against the Brilliant Improvement goal of “instilling a culture where everyone feels empowered to make changes for the benefit of our patients”.

Measuring our Brilliant Improvement
The three measureable aims

By the end of 2021, 95% of colleagues will agree they have personally contributed to change that has improved patient care.

By end 2021, all colleagues will feel proud of the work they deliver.

By end 2021, all colleagues will have confidence to suggest change and know they will be supported to do it.

The aims will be measured through a staff pulse survey that will be sent to staff on a quarterly basis up to and including December 2021.

Brilliant Improvement goal of “instilling a culture where everyone feels empowered to make changes for the benefit of our patients”.

In addition to the three aims below, the individual pledges are measured through the KPIs which are monitored in the Trust Performance Assurance Framework (PAF) at Care Group level and in the Integrated Performance Report (IPR) at Trust Board level on a monthly basis.
Measuring our Brilliant Improvement

There are KPIs for each of the Brilliant Improvement goals and they are shown in the table below:

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Pledge</th>
<th>Key Performance Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brilliant Improvement</strong></td>
<td>We ensure that everyone has the capability and capacity to pursue quality improvements for our patients;</td>
<td>Number of colleagues who have completed in house QI Induction</td>
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<tr>
<td></td>
<td></td>
<td>Number of colleagues who have completed in house QI training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of QI ambassadors</td>
</tr>
<tr>
<td></td>
<td>We use innovation and digital technology to improve the quality, experience and cost of our care;</td>
<td>National awards and nominations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of live innovations</td>
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<tr>
<td></td>
<td></td>
<td>Progress against digital strategy (RAG)</td>
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<td></td>
<td>We are growing the Trust’s national reputation for excellence in research and development;</td>
<td>Clinical specialties with open clinical trials</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Income generated by RD&amp;I</td>
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<tr>
<td></td>
<td></td>
<td>Number of patients recruited to trials</td>
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<tr>
<td></td>
<td>We make good use of the resources that are available to us;</td>
<td>Agency spend vs plan (£m)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Capital spend against plan (£m)</td>
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<tr>
<td></td>
<td></td>
<td>CIP % Delivery At Year End</td>
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<tr>
<td></td>
<td></td>
<td>CIP Delivery - Forecast Year End CIP that is Recurring (%)</td>
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<tr>
<td></td>
<td></td>
<td>Income against plan (£m)</td>
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<tr>
<td></td>
<td></td>
<td>Pay/Non Pay Expenditure cumulative</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total Staffing Utilised (FTE)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Year End Forecast Financial Position</td>
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<tr>
<td></td>
<td></td>
<td>Year To Date Financial Position</td>
</tr>
<tr>
<td></td>
<td>We celebrate achievement and will create a culture that enables continuous improvement.</td>
<td>15s 30m cogs issued to staff for improvements being implemented</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve Well ideas submitted</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Improve Well users with a log-in</td>
</tr>
</tbody>
</table>
4 — Delivering our Brilliant Improvement Pledges
It is important that all colleagues at RCHT feel able to take forward ideas for improvement. This is important for morale and job satisfaction which we know has a direct impact on safe care.

It is also important for our patients to know that staff will be supported to act on feedback and continuously improve services so that the care they received is the best it can be.

We know that in order to create the capability and capacity for QI at RCHT, we need to invest time and resources to train people to deliver their own QI but we also need to put in place QI resources that can create additional capacity to drive forward large scale changes.
QI hub and QI team

In April 2019, a QI hub was established at RCHT.

The purpose of the QI hub is to:

➔ Ensure brilliant care at every level of the organisation through QI training and support, engaging patients and staff in a meaningful way and focusing on continuous service improvement for the people of Cornwall and the Isles of Scilly.

➔ Promote QI within the organisation, nurture a culture of quality improvement and ensure we place quality at the centre of everything we do;

➔ Provide transformational project support to QI ideas and initiatives;

➔ Provide training for members of staff to become Quality Ambassadors in accordance with an internationally recognised QI methodology so that all staff can support QI projects and ideas across the Trust;

➔ Receive ideas generated through the ImproveWell application and other mediums and to prioritise the taking forward of such ideas, based upon strategic imperatives;

It is also important for our patients to know that staff will be supported to act on feedback and continuously improve services so that the care they received is the best it can be.
Promote understanding of the Trust’s Quality objectives, people and organisational development plans;

Link with the AHSN and other networks/external sources of expertise with regard to QI.

The QI hub is a physical space on each of the Trust main sites (Treliske, St Michael’s and West Cornwall Hospitals) where the QI team are located and where colleagues can come to gain advice, support and inspiration on QI initiatives.

The principle behind the QI hub is to have a team of clinical service-facing QI experts who are able to provide additional capability and capacity working alongside colleagues who want to make changes for the benefit of our patients.

The QI team are aligned to care groups and corporate areas and they also each have responsibilities in delivering QI training and QI engagement activities.
Delivering our Brilliant Improvement Pledges

The QI team are aligned to care groups and corporate areas and they also each have responsibilities in delivering QI training and QI engagement activities.
Beyond 2020, we will ensure that the QI Ambassador Network is maintained and ambassadors will be supported to deliver QI projects in their areas of work in order to keep their skills up to date.

QI Ambassadors

A key principle of the RCHT approach to QI is that everyone should be able to make the changes that they want to see. It is therefore important that QI skills and expertise are not solely held in a central team.

To help support the spread of QI capability, we are creating a network of QI Ambassadors across the Trust who are trained to a high level in QI methodology.

The QI Ambassador training is part of the wider QI training offering at RCHT and it equips people with a higher level of skills.

The QI Ambassador training is based around the IHI model for Improvement and the three day training course has been designed and delivered in affiliation with the South West Academic Health Science Network (SWAHSN).
The intention is for every team to have access to a QI ambassador who can work with them to support QI initiatives by the end of 2020.

As at November 2019, 80 QI ambassadors have been trained and a further 60 will be trained by the end of 2020.

Beyond 2020, we will ensure that the QI Ambassador network is maintained and ambassadors will be supported to deliver QI projects in their areas of work in order to keep their skills up to date.

New ambassadors will be trained in order to maintain the level of expertise across the organisation as people move on and join the Trust.
QI leadership

It is important that the RCHT approach to QI is embedded in our leadership culture so that QI runs through everything that our teams are doing.

The Trust leadership culture programme is called “Being Brilliant” and there is an entire module of the programme dedicated to Brilliant Improvement.

Through this module, we will ensure that all of our leaders, from ‘Board to Ward’ levels, have a good understanding of the key principles of QI methodology and also understand their role in leading a culture of QI.

To further embed QI in our leadership structure, we have appointed a Clinical Lead for QI and this person is being trained as a Flow Coach.

The principle of flow coaching is for clinical teams to make changes that benefit their patients using a dynamic approach to QI. Once the Clinical Lead for QI is trained, we will seek to train more of our clinical leaders in the flow coaching QI technique so that it becomes a way of delivering improvements in a clinical setting.

In 2019, we welcomed our first clinical fellows in QI. The clinical fellows have already commenced delivery of QI projects are embedded as part of the Trust QI team.
By the end of 2019, we will have developed a specific job description for future QI clinical fellows which will include how we utilise these clinical leaders to the spread the use of QI amongst our senior clinical teams.

**QI training**

In 2019, we will have developed and launched our in house QI training programme. The training programme will be led by the QI hub and will draw on expertise from within the Trust as well as other industries to deliver a comprehensive training package, accessible to all staff.

The aim is to provide suite of training options which colleagues can access in order to provide them with the relevant level of QI knowledge and skills.

The ambition is that by the end of 2020, the 1,000 leaders will have completed QI training as part of the Being Brilliant leadership programme, 100% of new starters will receive QI induction and a further 60 colleagues will have completed the intensive QI ambassador training.

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**Figure 4**

RCHT QI Training model

- 15 mins RCHT Induction & QI Cafes
- 1hr & 1/2 day Ad hoc teaching sessions open to all Tailored workshops
- 1/2 day Being Brilliant Module Managers Passport
- 3 days, Ambassador training Model for improvement in depth Provided by AHSN currently
- Become a RCHT QI Ambassador

**Online Resources**
Tailored workshops training sessions will also be delivered for colleagues at all levels of the organisation to ensure that everyone has access to QI methods to improve services for the benefit of our patients.

In the longer term the Trust has an ambition to create a QI faculty or academy in association with regional health and academic partners.

Initial discussions about a regional approach to QI training and development have started with neighbouring Trusts and in 2020, the team will build on this to scope the potential for a QI faculty/academy in the future.

In the longer term the Trust has an ambition to create a QI faculty or academy in association with regional health and academic partners.
QI support can range from full, formal programme management, to a lighter touch project and workshop support.
QI programme and projects

The QI hub provides QI project support to deliver both trust wide and care group level QI projects.

The support can range from full and more formal programme management including change management resources supplied by the QI hub to a lighter touch project and workshop support.

The pyramid diagram in figure 5 opposite illustrates the different streams of QI interventions provided by the QI hub.

For a detailed breakdown of the Tier 1 projects that have commenced in 2019/20, please see Appendix 1.
Pledge 2. We use innovation and digital technology to improve the quality, experience and cost of our care.

The RCHT Digital Strategy 2019 provides the detail of how we will use digital technology to improve the quality, experience and cost of the care that we provide for patients.

The digital strategy describes our current capabilities and makes clear our ambitions to improve our use of digital technology to elevate RCHT’s capabilities within the context of the national digital agenda as outlined in the NHS Long Term Plan.
## Milestones for Digital Strategy 2019-21

- By February 2020, all devices will be upgraded to Windows 10 or otherwise covered by free extended support.
- Nervecentre flow will be implemented by April 2020.
- By August 2020, all N3 circuits will be migrated to HSCN.
- By the end of 2020, a local alpha LHCR solution will be developed to enable some initial specific system wide functions and use cases.
- There will be plans and capabilities in place to mitigate Office 2010 going end of life in October 2020.
- By summer 2021, there will be 100% compliance with all mandated cyber security standards.
- There will be a plan in place to replace PAS or mitigate ahead of the end of the current PAS contract in March 2022.

By summer 2021, there will be 100% compliance with all mandated cyber security standards.
Pledge 3. We are growing the Trust’s national reputation for excellence in research and development.

RCHT is highly active in clinical Research, Development and Innovation (RD&I) and to further build this activity is integral to our Brilliant Improvement journey.

We know that patients who have access to clinical trials often have better outcomes of care and we know that a culture that supports RD&I leads to better staff satisfaction too. RCHT is in the process of developing the detail of the RD&I strategy. Below is a summary of the key aims that will form the basis of the strategy for 2019-2022:

We will have a highly skilled workforce capable of delivering the latest in clinical and translational medicine.
Key Aims

RCHT will be a leading UK life sciences organisation – via commercial partners RD&I will deliver the very latest treatments and interventions offering huge benefits to the patient population of Cornwall.

RCHT will be a high enroller to clinical trials at a regional, national and even global level which in return will enhance better clinical outcomes, reduced morbidity and mortality.

We will attract high calibre staff via our research reputation, provide all staff with research training and education embedding a research culture in all clinical areas.

Provide opportunities for cost savings and cost avoidance via services engaging in research.

Have a highly skilled workforce capable of delivering the latest in clinical and translational medicine.

Have research driven care at the centre of the healthcare in Cornwall.

Colocation and collaboration with the clinical school to drive research careers.

Bid to be established as one of 5 NIHR Patient Recruitment Centres (PRCs) dedicated to late-phase commercial research.
A fundamental principle underpinning QI at RCHT is that we all make good use of the resources available to us. That is to say that our QI approach supports the reduction of waste and an improvement to the efficiency of our services.

At RCHT, the QI team are involved in supporting teams to implement recommendations from the GIRFT reviews and the Model Hospital evidence.

By combining rigorous evidence for change with proven QI methodologies, we will ensure that the changes we make are both effective and efficient.

Active engagement with the Model Hospital will enable us to learn...
By combining rigorous evidence for change with proven QI methodologies, we will ensure that the changes we make are both effective and efficient.

from our peers within the NHS when we are delivering QI.

The QI hub will embed training on the Model Hospital in to the training package so that colleagues are able to navigate the Model Hospital effectively to inform their QI projects.

Whilst the motivation for doing QI is in no way a financial one, the aspiration is that we move to a situation where all of our efficiencies are found by bringing a QI approach to our work.

We can no longer support a short term, cost cutting approach to efficiency and instead we need to support our teams to deliver sustainable, improvements which also enable us to function within our resource limits.

This can be achieved by embedding QI principles in to the Quality Cost Improvement Programme (QCIP).

The QI hub will run a series of workshops to develop QCIP plans with the care groups and corporate services in Q4 of 2019/20 to ensure that the QCIP programme in 2020/21 and beyond is developed in a way that puts sustainable quality improvements at the core of our plans.
Learning and sharing

In addition to utilising the benchmarking information from the Model Hospital, we learn from other Trusts by engaging in formal networks and also through our informal contacts at other Trusts.

We have a buddy arrangement with Northumbria Health Care Foundation Trust which provides a “critical friend” support as we progress on our improvement journey.

We also actively participate in the South West Regional CIP network which is a network of Trusts who share ideas and knowledge relating to the effective use of resources.

In acknowledgement that there are many opportunities for improvements across system wide pathways, the Trust will continue to support and be an active contributor to the PSKQI (Patient Safety Kernow Quality Improvement) forum which provides training as well as a regular opportunity for teams across the system to share QI developments.

A new development in 2020 will be the first an annual QI conference hosted by RCHT which will be an opportunity for teams to learn from each other’s experiences of QI. The conference will showcase best practice from within Cornwall as well as other centres of QI excellence across the wider health and care setting.
We know that our diverse range of services at RCHT are at different stages of their “journey to brilliant” and therefore it is not desirable to set one shared end goal for improvement.

Instead, the QI approach at RCHT is one of continuous improvement because we recognise that we can always do better.

Integral to continuous improvement is a positive attitude towards learning. We must learn from when things do not go well and we must celebrate when we do things well. By adopting a learning culture, QI will thrive as people will feel able to try new ways of doing things.

We will listen to our patients and each other and use feedback in all its forms to inform the QI work that we do.
Celebrating success

As we progress on our improvement journey, we will encourage colleagues to tell the stories of their improvement in order to encourage learning across the organisation.

The QI hub team will produce weekly QI articles for Trust communications so that people are aware of what improvements are being made by teams across the Trust.

Regular QI cafes will be held so that people can drop in on an informal basis to share their ideas relating to QI.

The QI hub will also seek out, and support teams to apply for, national and regional awards to acknowledge their successes with regards to QI.

QI is for everyone

We will create a digital platform for staff to raise new ideas for QI.

The ImproveWell app has already been successfully deployed in some teams at the Trust to enable people to raise ideas for QI quickly to their
managers. The app will be rolled out to all teams by the end of 2019/20.

The Trust induction for new starters is being redesigned by the People and OD team and Brilliant Improvement will be a core theme in the induction day.

To ensure that all new colleagues have the relevant understanding of QI, the QI team will deliver essential QI training at Trust induction.

**Patient involvement in QI**

We are clear that the purpose of QI is to improve services for our patients and we will ensure that the improvements we make are informed by feedback from our patients.

We will do this by developing a ‘Patient Involvement Strategy’ in the first half of 2020. We envisage that in addition to utilising existing patient engagement forums in Cornwall, we will develop patient panels and groups at RCHT where we can consult with patients as we design and deliver our improvement projects.

By the end of 2021 we will have trained three patients of the Trust in QI so that they can work alongside our teams as both “experts by experience” and as trained QI facilitators.

Regular QI cafes will be held so that people can drop in on an informal basis to share their ideas relating to QI.
Personalising QI

To support the fundamental RCHT principle that QI is for everyone, we will work with the People and OD team to ensure that a focus on QI is built in to the personal appraisal system for every colleague at the Trust.

This will ensure that every colleague will have at least one objective that supports the delivery of the strategic Brilliant Improvement goal.

By embedding QI objectives within the appraisal process, we will support the development of a continuous improvement approach to QI as people will reflect on their objectives annually and amend and expand them accordingly.

The QI hub will also seek out, and support teams to apply for, national and regional awards to acknowledge their successes with regards to QI.
We are clear that the purpose of QI is to improve services for our patients and we will ensure that the improvements we make are informed by feedback from our patients.
The RCHT strategy outlines how we are on a “journey to brilliant” and this enabling strategy shows how we will use QI to ensure that all of our colleagues have the capability and capacity to support the Trust in its improvement goal.

Through spreading the knowledge of QI methodology and supporting people to take forward their ideas for improvements, the QI hub will play a fundamental role in enabling everyone to deliver Brilliant Care for our patients.

Appendix 2 shows the key milestones for the QI strategy in 2019-21.
The Outpatients programme is aligned strategically with the vision of the STP’s Outpatient Transformation Programme
Overview of Trust level “Tier 1” QI projects:

1. NON ELECTIVE FLOW

**Aim:** To always deliver brilliant care for all by being in the right place at the right time by October 2019 informed by accurate and timely data.

**QI approach:** The Improving Flow programme has been split into two defined phases with prioritised projects being fast-tracked in 2019.

**The prioritised areas (work streams) are:**

- Pathway start / Pre Emergency Department
- Pathway middle
- Pathway end
- Housekeeping and digitising patient flow

Each project within the workstreams is being managed as a sub project with SRO, SRM and change teams assigned. The QI hub leads daily QI scrums to progress activities against the aims of the project. Progress against the objectives of this programme are reported at Operational Board.

**Key Measures:**

- 4 hour standard - 85% by 30 Nov 2019;
- Red to Green days - 80% by end of Nov 2019, improving to 95% by end of March 2020; Average Length of stay reduction to 3.5 days by 31 Dec 19;

To develop, through a programme of transformation, an Outpatient service which is high quality, efficient, cost effective and meets the needs of patients and their carers, clinicians and commissioners.
2. OUTPATIENTS TRANSFORMATION

**Aim:** To develop, through a programme of transformation, an Outpatient service which is high quality, efficient, cost effective and meets the needs of patients and their carers, clinicians and commissioners.

The Outpatients programme is aligned strategically with the vision of the STP’s Outpatient Transformation Programme which is seeking to ensure that: Patients receive innovative care and information, in the right place, by the right practitioner, and, within an appropriately timely way.

**QI Approach:** The programme has eight work streams:

- New outpatient referrals
- Follow up waiting list validation
- Video consultations
- Centralisation of outpatient services
- Patient experience
- Outpatient clinic letters
- Patient initiated follow ups
- Advice and guidance

**Key Measures:**

- 100% of specialties to have reviewed (& updated as appropriate) DoS and Referral guidelines by Feb 2020 – leading to
- 100% of consultant led services offering an eRS advice and guidance service by April 2020
- Eliminate FUs without an appointment more than 1 month past their to be seen by date & Hold RTT WL steady as at the end of March 2019
3. THEATRES UTILISATION

**Aim:** To ensure the efficient use of Theatres across the Trust to ensure that patients receive brilliant care in a timely way.

**QI Approach:** Phase one is to develop a detailed improvement plan based on the findings of deep dive reviews of the following areas:

- Patient scheduling and pre-op processes,
- Patient confirmation and Ring & Remind processes,
- List lock down process and processes for clinically urgent patients,
- Surgeon & Anaesthetist confirmation processes,
- Lists being stood down >2 weeks prior to list date processes,
- Lists being stood down <2 weeks prior to list date processes,
- On the day order changes,
- Another look at Four Eyes Insight software.
- The format of each deep dive has been tailored to the subject matter.
- Key Measures: Overall outcome measure is to improve theatre utilisation to 86%
4. PEOPLE AND OD TRANSFORMATION

Aim: To deliver ambitious transformational change to enable a sustainable workforce now and for the future in order to meet the care needs of the community and to support the care groups with their workforce requirements.

QI Approach: Following a senior leadership meeting back in March 2019 the people and OD programme was created. The People and OD Transformation Board currently meets bi-weekly to review progress. There are currently 11 individual projects as follows:

➔ Medical Resourcing
➔ Medical Staffing
➔ Workforce Information
➔ Learning & Development
➔ Improving Wellness at Work
➔ Improving the Recruitment Process
➔ Flexible Working & Rostering
➔ Maximising Capacity
➔ Reducing Reliance & Spend of Temporary Staff
➔ Increasing SLA Activity & Price Benchmarking
➔ Improving Process & Financial Controls

Key Measures:

➔ Reduce the time to hire from 34 days to 15 days
➔ Reducing vacancy rates from 12% to 6%
➔ Bring agency spend within the cap level
# Summary

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Completion Date</th>
<th>Lead</th>
</tr>
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<tbody>
<tr>
<td>Establish QI hub and Substantive QI hub team</td>
<td>April 2019 – QI hub established. November 2019 – substantive recruitment of all team members to be completed.</td>
<td>Ella Stracey</td>
</tr>
<tr>
<td>Every team has access to a QI Ambassador</td>
<td>March 2020</td>
<td>Ian Rowland</td>
</tr>
<tr>
<td>“Next 1000” leaders complete Brilliant Improvement module on Being Brilliant programme</td>
<td>July 2020</td>
<td>Ella Stracey</td>
</tr>
<tr>
<td>Associate Medical Director for QI completed Flow Coaching qualification</td>
<td>January 2020</td>
<td>Richard Morse</td>
</tr>
<tr>
<td>Develop proposal for joint Flow Coaching academy with Royal Devon and Exeter Foundation Trust</td>
<td>December 2020</td>
<td>Ella Stracey</td>
</tr>
<tr>
<td>Launch in house QI training package</td>
<td>December 2019</td>
<td>Catherine Cade</td>
</tr>
<tr>
<td>Launch regular QI communications within existing Trust Communications channels</td>
<td>November 2019</td>
<td>Lisa Mewton</td>
</tr>
<tr>
<td>Set up regular QI Café</td>
<td>November 2019</td>
<td>Lisa Mewton</td>
</tr>
<tr>
<td>Roll out ImproveWell app to all colleagues</td>
<td>March 2020</td>
<td>Nick Kyte</td>
</tr>
<tr>
<td>Embed QI objective with in personal appraisals for all colleagues</td>
<td>December 2020</td>
<td>Kerry Eldridge</td>
</tr>
<tr>
<td>Develop and run QCIP workshops for 2020/21 planning round</td>
<td>December 2019</td>
<td>Ian Rowland and Graeme Booth</td>
</tr>
<tr>
<td>Submit at least one nomination for a national award relating to QI</td>
<td>June 2020</td>
<td>Ella Stracey and Ian Rowland</td>
</tr>
<tr>
<td>Develop RCHT Job Description for QI clinical fellows.</td>
<td>December 2019</td>
<td>Richard Morse</td>
</tr>
<tr>
<td>Develop a patient involvement strategy for QI</td>
<td>June 2020</td>
<td>Ella Stracey and Ian Rowland</td>
</tr>
<tr>
<td>Train 3 patients in QI</td>
<td>December 2021</td>
<td>Ella Stracey and Catherine Cade</td>
</tr>
</tbody>
</table>
Starting on our journey to be brilliant for care, brilliant for improvement and brilliant for our people.