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Hywel Dda
University Health Board

EQIIP

Galluogi Gwella Ansawdd yn Ymarferol
Enabling Quality Improvement in Practice

Quality, Safety and Experience Committee

Tuesday 8 August 2023

Summary of Quality Improvement (QI) in Hywel Dda to date

(area in bold will be covered in more detail later in the presentation)



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- **Quality Improvement Strategic Framework** 2018-2021 updated for 2023-2026
- Four completed **Enabling Quality Improvement in Practice (EQIIP)** programmes delivered
- QI Leadership Development
- Improvement Practitioners support on each acute site
 - 4 Clinical Leads
 - **47 Improvement Coaches**
 - 11 Qualified Improvement Advisors (+5 currently undertaking Scottish Leading Improvement Programme)
 - 6 staff trained in Toyota Lean Methodology
- Dedicated improvement Practitioners for clinical priorities
 - Hospital Acquired Thrombosis
 - Nutrition and Hydration
 - Pressure Damage
 - Medication Safety
 - Falls

Key Improvement Activities

Single Point of Contact - Communication Hub (March 2020-June 2023)

- Over 561,082 queries dealt with to date -17,00 in June 2023
- Support provided to 32 clinical and operational services
- Significant reduction in, and so release, of clinical time

e.g.. Education Patient Programme is 72% more efficient at dealing with calls. For every 3hrs 07mins of Hub time, 10hrs 57mins of clinical and admin time is released within the service.

e.g Phlebotomy is 53% more efficient at dealing with calls. For every 16hrs 34mins of Hub time, 37hrs 50mins of clinical and admin time is released within the service

Work to support Planned Care Programme

- Waiting List Support Service (WLSS)
 - 16,000 stage 4 patients offered support
 - Preparing for Treatment Webpage (12,000 hits)
 - System in place to connect patients to service at point of joining the waiting list
- Virtual Orthopaedic Prehabilitation Programme
- Enhanced Recovery Pathways (Orthopaedics and Colorectal)
- Criteria led discharge (elective care)
- Supporting development of the WG 3P's policy

Work supporting 6 Goals of Transforming Urgent and Emergency Care

- Real Time Demand Capacity (RTDC) roll out as part of TUEC Goal 5
- Same Day Emergency Care (SDEC)- support the development and implementation of SDEC's across sites
- Goal 5 Optimal Hospital Patient Flow framework (Board rounds, SAFER, EDD, safety huddles, clinical criteria for discharge, preventing deconditioning)
- Safe discharge project

National Improvement Cymru and Institute for Healthcare Improvement (IHI) Safe Care Collaborative

Other

- Pelvic Health Improvement Programme- developing a Pelvic health hub, resources and pathways
- Frailty pathways



Awards:

- Best Quality Improvement project and runner up project for the Scottish Improvement leader Programme - 2022
- NHS Award – WAST direct SDEC access (with QI team support)
- The International Therapy Examination Council (ITEC) Award in partnership with Delta Wellbeing for Virtual Orthopaedic Prehabilitation
- Virtual Orthopaedic Prehabilitation shortlisted for 2 Health Service Journal Digital Awards (June 2023)
- Bristol Patient Safety Conference – Safe Discharge Project

Presentations

- Presented at the Rural Health Conference Nov 22 – WLSS initiative
- International Society for Quality in Health Care Conference Sidney 2022 – EQliP Evaluation
- 5 poster presentations at International Patient Safety Conference Copenhagen May 23
- Abstracts presented at NHS Wales Safeguarding Conference on 8th March 2023
- Abstract on EQliP Programme accepted for ISQUA conference 2023

Other

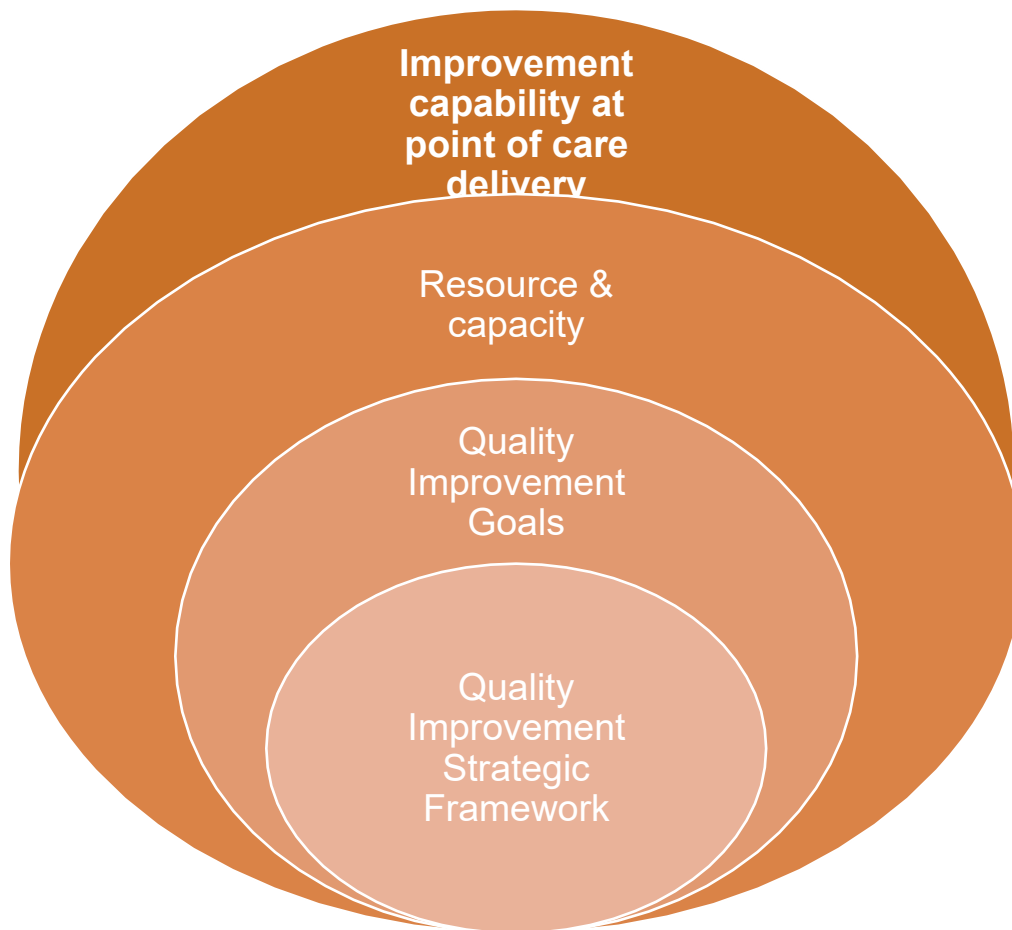
- Work with financial delivery unit on Criteria Led Discharge
- WLSS service cited as exemplary in soon to be published Welsh Government Pro-active waiting: Promote, Prevent & Prepare for Planned Care
- Trial without Catheter EQliP Project cited in the Unplanned Admissions Consensus Committee Welsh Best Practice Guide
- Spread and Scale Academy- 5 project teams accepted
- EQliP Evaluation published in Journal of Health Organisation and Management

Enabling Quality Improvement in Practice Programme



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- Quality Improvement Strategic Framework 2023-2026
- Commitment to deliver two EQliP Programmes per year
- Recognition of value and impact of improvement Coach Development
- Multidisciplinary and partner agency recruitment to programme teams
- Connectivity of improvement activities and initiatives
- Development of programme workbook to promote skill sustainability
- Spread and Scale and link to Improving Together
- Benefits Realisation

Our EQiP Journey-



Cohort 1 (2019/2020) - 11 Teams on a 9-month programme

- 89 people trained
- 10 Teams accredited with Improvement in Practice (IQT Silver)

Mini Collaborative (2020/21) - virtual

- 6 Teams on a 3-month program
- 40 people trained

Cohort 2 (2021/22) – blended

- 21 Teams on a 10-month program
- 200 people trained

Cohort 3 (2022/2023)

- 12 teams
- 90 people trained

Cohort 4 underway (March – November 2023)

- 16 project teams
- 140 participants

Totals = 420 people trained

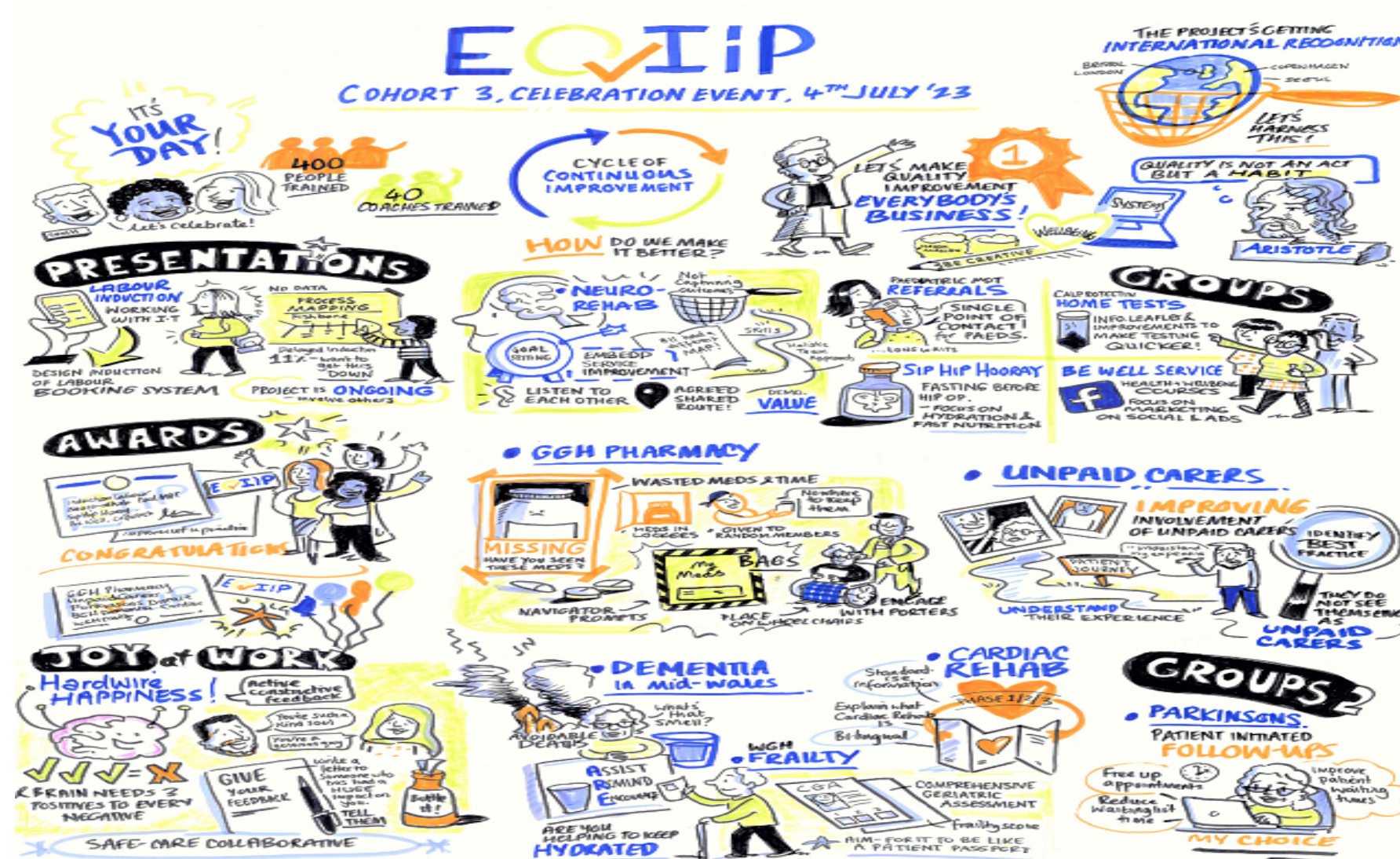
66 projects undertaken

- **Cohort 5 currently being recruited due to start in October 2023**



Celebration Events- Cohort 2





Development of Improvement Coaches



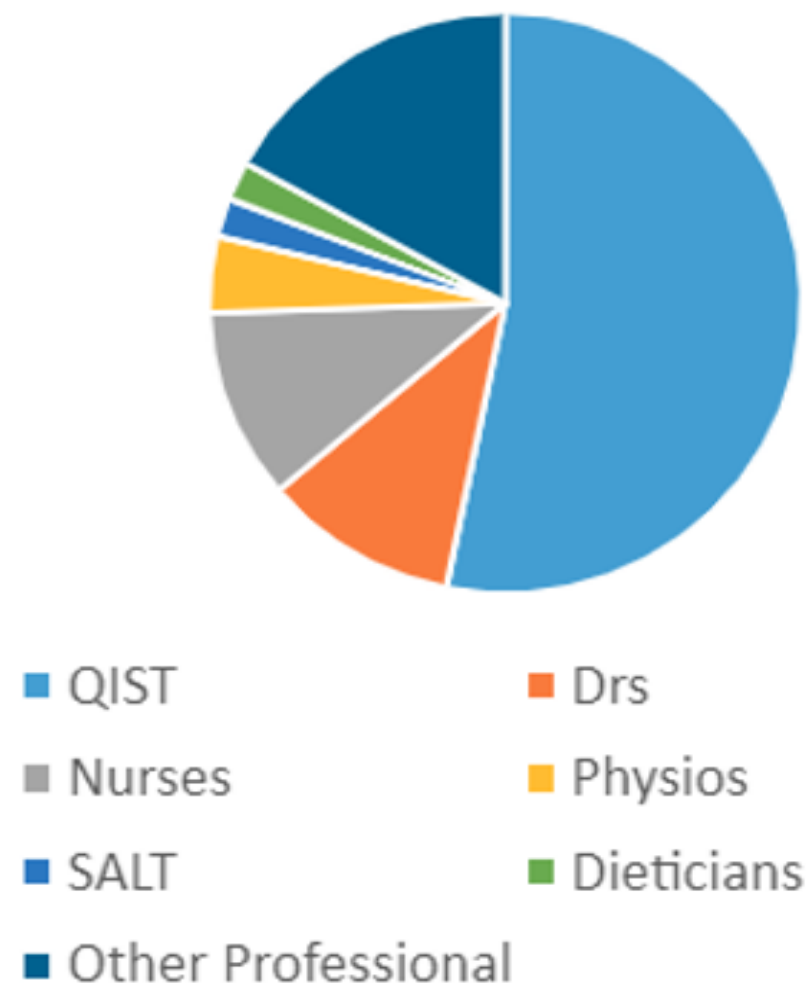
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Coaches

- ▶ We now have over 40 trained coaches from multiple disciplines across the health board
- ▶ Who have now supported over 400 participants
- ▶ and 66 projects through the EQliP programme.

Coach Disciplines



Development of Improvement Coaches



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- ☐ Coaches identified from project teams following each EQliP Programme
- ☐ Become a buddy coach on the next programme partnering an experienced improvement coach
- ☐ Attend 5 days intensive human factors training
- ☐ Attend 3 day Improvement Cymru Coach Training
- ☐ Awarded Gold Coach Badge at the Celebration Event
- ☐ Support a Team Independently on the next EQliP Programme

- Primary objective of QI framework is to increase capability and capacity for improvement activities.
- Projects selected for the programme must be aligned to quality goals and strategic objectives
- Increased recognition of the opportunities and value of projects delivered through EQIIP.
- Benefits realisation process include in Cohort 3 educational content and included as a key deliverable from Cohort 4
- Improvement Network Group established to connect improvement /change functions and roles across the Health Board to align improvement priorities and resources to avoid duplication of effort and ensure correct targeting of support
- Sponsorship and support from operational lead
- A list of the projects that have been supported through EQIIP and the projects being supported by the QIST team are available on request.

- Commitment to National Improvement Cymru and IHI Safe Care Collaborative May 2022 - March 2024
 - Collaborative Programme identified 4 national work streams focusing on preventing patient deterioration :
 - Leading Patient Safety
 - Safe Community Care
 - Safe Ambulatory Care
 - Safe Acute Care
- Decision to align to TUEC programme with Hywel Dda
- All projects supported by an Improvement Coach from QIST Team
- Project Teams from the 3 clinical work streams supported through EQIIP Cohort 4
- Leadership work stream working with Directorates to develop improvement plans based on IHI Framework for Safe Reliable and Effective Care





- Assess sustainability of Improvement Skills from survey of cohort 1 & 2 participants (supported by Swansea University)
- Engage in research project on reporting of improvement project outcomes through Birmingham University
- Develop and implement improvement prioritisation matrix with Improvement Network Group
- Trial use of PACE project management platform with a project team from EQliP Cohort 4
- Completed lookback to record final outcome data for Projects supported through Cohorts 1 & 2 .
- Ensure benefits identified and reported for all projects from Cohort 4



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Recommendations:

The Committee to asked to:

- Acknowledge the QI activity currently underway within the Health Board.
- Recognise the progress, maturity and uniqueness of the EQliP programme within healthcare in Wales
- Provide recommendations for specific QI objectives for 2023-2024



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