FOREWORD

This is a time of significant change for the NHS and I do not underestimate the challenges that we face, but I am unequivocal about the need to support staff in ensuring that we learn the lessons from the Public Inquiry into the failings in care at Mid Staffordshire and that we are relentless in our pursuit of quality care for patients and families.

This Quality Strategy focuses on getting it right for our patients, driving a culture of continuous improvement and aspiring to be the best.

We recognise our strengths and also areas where we need to improve and will continue to set ourselves ambitious targets that are aimed at getting it right for all the patients and families that we serve. Our Quality Strategy is to combine, clinical and academic research, education and teaching with clinical practice provided by people with the right skills, knowledge, attitude and behaviours. We have the energy, the commitment the people and the environment in which to deliver this strategy and improve the health and care of our patients.

Since the launch of our Quality Campaign in 2009 we have delivered the improvements we set out to measure ourselves against but importantly we have started a journey with our staff to develop our collective and individual opportunity and responsibility to improve the patient experience.

Sir Michael Deegan
Chief Executive

QUALITY CAMPAIGN
IMPROVING PATIENT EXPERIENCE
INTRODUCTION

As Medical Director and Chief Nurse we are proud to represent the health care professions on the Board of Directors and we are accountable for delivering care that is clinically safe and effective provided by our people with care and compassion.

Together we will lead our Internal Quality Reviews identifying areas for improvement, celebrating achievements and supporting practice through education, research and innovation in superb state of the art facilities.

We want the people who use our services to have an excellent experience of care, to receive care that is clinically effective and to take part in research to improve health care for future generations.

We know that our patients expect to receive care from expert and knowledgeable clinicians and practitioners but that they also want to be treated as individuals with dignity, respect and compassion.

We want our staff to be skilled and well trained, to deliver care based on our values and behaviours. Most of all we want them to be proud to work for the Trust and proud of the care they provide.

This strategy provides the framework for all of our service providers to develop their divisional plans that will improve the quality of services in the hospital or in the community.
OUR VISION

We are an integrated health, teaching, research and innovation hospitals group with a comprehensive range of services, extensive research portfolio and state-of-the-art facilities.

Our vision is to be recognised internationally as leading healthcare, excelling in quality, safety, patient experience, research, innovation and teaching, dedicated to improving health and well-being for our diverse population.

STRATEGIC AIMS

1. Improving the safety and clinical quality of our services.
2. Improving the experience for patients, carers and their families.
3. Developing our specialist services and, in collaboration with our partners across health and social care, leading on the development and implementation of integrated care.
4. Increasing the quality and quantity of research and innovation across the trust, contributing to improving health and well-being outcomes.
5. Providing the best quality assured education and training.
6. Developing our organisation, supporting the well-being of our workforce and enabling each member of our staff to reach their full potential.
7. Remaining financially stable and generating a surplus to invest in our services.
OUR VALUES

Over the past two years we have developed our values with our staff and have committed to delivering services in a manner that demonstrates:

- Respect
- Dignity
- Pride
- Compassion
- Consideration
- Empathy

for our patients and towards each other.

These values will be driven by the following commitments:

1. Ensuring compassionate and effective leaders at every level through a focussed leadership strategy.

2. Delivering the best patient care underpinned by evidenced based practice and leading edge research and innovation activity.

3. Developing effective communication strategies to engage with our staff and users of our services.

4. Developing a culture of listening and responding recognising when things go wrong and working quickly to put things right.

5. Ensuring a culture of being open and honest with staff and people who use our services and holding each other to account for the care we provide. Ensuring ward to board accountability to provide assurance to the public, the regulators and commissioners.

6. Continue to develop a culture which celebrates the achievements of our staff and people who use our services.
SAFETY AND CLINICAL QUALITY

We are committed to a culture of continuous improvement and will continue to build on our achievements focussing on those areas where we can make the greatest gains, whilst ensuring that small change projects are encouraged to develop future work programmes informed by research, evidence and patient feedback.

FOCUS ON SAFETY

We will reduce harm by focusing on key areas of practice and reducing the opportunity for actual and potential harm to patients. Our plan will include:

- Reducing infections rates
- Reducing sepsis (overwhelming infection)
- Reducing the incidence and impact of acute kidney injury
- Further developing our Early Warning System for monitoring patients
- Reducing to zero the number of never events reported in the organisation
- Reducing harm from pressure sores
- Reducing harm from patient falls
- Improving the quality of the patient record
- Improving the recognition and treatment of the deteriorating patient
- Reducing medication errors
- Safeguarding – keeping our most vulnerable patients safe

FOCUS ON CLINICAL QUALITY

We will continue to reduce mortality by ensuring that the quality of care delivered is evidence-based, outcomes are accurately understood and improvements are made where required.

We will provide safe supervision in practice and deliver safe care and the best patient outcomes by effective inter-professional working and effective communication.

We are leaders in research and innovation and recognise the importance of our role as an organisation in improving the health of future generations. We will integrate research into patient choice and the treatment pathway to further develop the body of evidence for high quality clinically effective care.
PATIENT EXPERIENCE

Patient experience is measured through a number of indices most importantly through direct patient feedback, compliments and complaints. The Trust also gains significant feedback through national and local survey data about what matters to patients and their families.

FOCUS ON CARING

We will deliver care that is personalised and patients and families will provide feedback on care that is designed around their care needs.

We will provide an environment of care that is conducive to supporting the delivery of dignified, healing, compassionate and age appropriate care.

We will encourage a culture of small acts of kindness by all of our staff that becomes a signature of our services.

We will deliver against all our access targets ensuring patients are seen and treated in a timely manner.

FOCUS ON LEARNING

We will demonstrate evidence of learning from incidents and complaints and implementing both large and small scale changes sharing best practice across all of our services.

We will ensure our services and our practice improves accessibility for patients and service users.

We will develop systems to enable and support patient and carer feedback and implement changes from complaints review.

We will ensure that we have systems to support patient and public engagement and engage with patients and the public to inform the quality and shape of service delivery.

We will present patient stories in a multitude of ways to constantly remind us that patients and service users are our only business.
CELEBRATE ACHIEVEMENT
FOCUS ON STAFF

Through the Human Resource and Organisational Development strategy and delivery plan we will focus on:

- Leadership
- Values and Behaviours
- Culture

Through this we will ensure we have the right staff with the right skills, knowledge, attitude and behaviours to provide high quality care.

We will ensure our services are staffed safely and work towards the optimum **safe staffing** levels across our services.

We will implement our values and behavioural framework **recruiting for values** of dignity, respect, pride, consideration, empathy and compassion.

We will ensure all our people have **personal development** plans and are appropriately skilled and educated to perform their role.

We will support our people to undergo **professional revalidation** to protect the public.

We will **align staff objectives to this strategy** reinforcing our values and behaviours in all that we do.

We will **celebrate success** every day and at our local and Trust wide **Proud of You** events recognising the work of our staff in caring for patients and families.
FOCUS ON INFORMATION

Clinical care and patient safety is at the core of our Informatics Strategy which has been developed and led by clinicians. Chameleon will be the Trust Electronic Patient Record. We have intelligent information systems to help us to provide staff with the information they need to support clinical practice and to improve the patient experience.

We will roll out Chameleon across the Trust.

We will ensure that the informatics plans are aligned to the quality objectives of the Trust and the clinical divisions – Patient Experience and Patient Safety.

We will use information to inform changes in practice.

We will use information to inform service redesign and the development of patient pathways.

We will involve service users as expert patients to help design our programmes.

We will continue to develop our internal Improving Quality Programme using information to improve the patient experience.

We will demonstrate intelligent use of data analysis to make local changes recognising the diversity of patient needs.

FOCUS ON PARTNERSHIPS

We will develop partnerships with external agencies to improve the health of our local communities and contribute to the wider communities through the provision of specialist services. We will demonstrate true partnership working with:

- Social care
- Local authorities
- Health watch
- Local communities
- Primary care
- Voluntary and third sector agencies
- Research, innovation, knowledge and business sector

In recognition that a healthy community starts with education and local employment we aim to be a model employer for Central Manchester providing a wealth of career and work opportunities.
HOLDING TO ACCOUNT

The work plans to support this strategy will be refreshed annually and monitored throughout the year with activity and performance published in the annual Quality Account. The Trust Quality Account will be informed by local accounts developed in each Division, it is against these that the Divisions will be held to account by the Board of Directors.

The Board of Directors have commissioned internal Quality Reviews to strengthen assurance and to respond quickly when improvements are required. Outcomes and actions from the Quality Reviews will be published on the internet and reported to the Board of Directors.

Formal reporting from ‘ward to Board’ will be undertaken using tools such as patient stories and ‘Intelligent Board’ dashboards.

Divisions, through their governance structures will report on clinical effectiveness and clinical quality to both the Trust Clinical Effectiveness Committee and the Quality Committee. The Quality Committee will report to the Clinical Effectiveness Committee and as a Board sub-committee this will report directly to the Board of Directors. Please see over for clinical quality governance structure.

We will continue to promote the Quality Campaign to inspire and deliver small change projects.

We will ensure that divisional and corporate work programmes focus on the delivery of this strategy.

We will implement a revised Intelligent Board Report and the supporting Board Assurance Framework ensuring both are reviewed and fit for the purpose of Board assurance.

We will continue the work of the Clinical Effectiveness Scrutiny Committee providing the Board of Directors with the opportunity to view and test evidence of improvements to patient safety, clinical effectiveness and improved patient experience.

Significant threats to the delivery of this Strategy will be reported as risks and monitored as part of the Risk Register.
HOW WILL WE KNOW?

This Quality Strategy builds on our philosophy of continuous improvement. We will know improvements are being made across a range of indicators that reflect both the patient and staff experience. We will provide assurance to the Board of Directors through the use of simple dashboards and at a glance reports that help us to quickly identify and address problems and be responsive to patient and family’s needs.

This strategy provides the framework for us to excel and to demonstrate to patients, service users and our staff that we are Proud to Care.