

Meeting of South Ayrshire Health and Social Care Partnership	Integration Joint Board
Held on:	11th December 2024
Agenda Item:	14
Title:	Implementation of the Framework for Quality Improvement – Progress Report 2024
Summary:	
<p>The purpose of this report is to provide an update on progress made to date on delivering the Partnership’s Framework for Quality Improvement 2022.</p>	
Author:	Nicola Hunter, Coordinator - Transformation
Recommendations:	
<p>It is recommended that the Integration Joint Board</p> <ol style="list-style-type: none"> i. Note the progress made to date in delivering against the Primary Drivers identified within the Partnership’s Framework for Improvement 2022. ii. Note that the Partnership’s Framework for Improvement will be updated in 2025 to reflect progress made; incorporate learning over the last 2 years; and revise/set new targets for delivery for 2025-2027. iii. Request that an annual update on progress to deliver against the Partnership’s Framework for Improvement be implemented from 2025 onwards. 	
Route to meeting:	
<ul style="list-style-type: none"> • QI Delivery Group – September 2024 • Directorate Management Team – October 2024 	
Directions:	Implications:
1. No Directions Required <input type="checkbox"/>	Financial <input type="checkbox"/>
2. Directions to NHS Ayrshire & Arran <input type="checkbox"/>	HR <input type="checkbox"/>
3. Directions to South Ayrshire Council <input type="checkbox"/>	Legal <input type="checkbox"/>
4. Directions to both SAC & NHS <input type="checkbox"/>	Equalities <input type="checkbox"/>
	Sustainability <input type="checkbox"/>
	Policy <input type="checkbox"/>
	ICT <input type="checkbox"/>

IMPLEMENTATION OF THE FRAMEWORK FOR QUALITY IMPROVEMENT – PROGRESS REPORT 2024

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide an update on progress made to date on delivering the Partnership's Framework for Quality Improvement 2022.

2. RECOMMENDATION

2.1 It is recommended that the Integration Joint Board

- i. Note the progress made to date in delivering against the Primary Drivers identified within the Partnership's Framework for Improvement 2022.**
- ii. Note that the Partnership's Framework for Improvement will be updated in 2025 to reflect progress made; incorporate learning over the last 2 years; and revise/set new targets for delivery for 2025-2027.**
- iii. Request that an annual update on progress to deliver against the Partnership's Framework for Improvement be implemented from 2025 onwards.**

3. BACKGROUND INFORMATION

- 3.1 The Partnership's Directorate Management Team (DMT) have agreed a Quality Management Framework (based on European Foundation for Quality Management (EFQM) principles and the Care Inspectorate/ Health Improvement Scotland framework) and Quality Improvement (QI) Framework (based on the national approach adopted by Health Improvement Scotland, Care Inspectorate, NHS Education for Scotland and others) approach.
- 3.2 The Partnership's Framework for Quality Improvement (Appendix 1) was approved by DMT in September 2022 and by the Health and Care Governance Group in February 2023 and describes the Partnership's desire to embed a culture which empowers our workforce to deliver quality services through continuous improvement.
- 3.3 A QI Delivery Group, consisting of a diverse group of passionate individuals, was established to oversee and support implementation of the Framework for Improvement, using improvement leaders from across the Partnership no matter their job role or level. The Group has met monthly since June 2022 and has focussed on delivering against the following Primary Drivers:
- An improvement culture is embedded at every level of the organisation;
 - A framework is in place to support a quality improvement approach;
 - A programme is in place to build capacity and capability;
 - A technology enabled community of improvers are equipped and supported to deliver improvements;

- A comprehensive communications plan ensures that a variety of methods are used to communicate and support the Partnership's model for improvement.

4. REPORT

4.1 Primary Driver 1:

An Improvement culture is embedded at every level of the organisation

4.2 The QI Delivery Group has focussed on empowering our workforce to strive for quality within their services; with an overall aim to improve staff knowledge of Quality Improvement (QI) and confidence in using QI tools to 75%, as determined by an annual survey undertaken each September. In pursuit of this we have focussed on building QI capacity/ capability through tiered training designed to meet the needs of all staff (as detailed under Primary Driver 3 below), based on their role and level of involvement in improvement work.

4.3 Results from the annual staff QI survey undertaken in 2024 showed 37% of respondents reported that they were either 'Confident' or 'Very Confident' in their knowledge of QI; and 34% were either 'Confident' or 'Very Confident' in applying QI tools. 67% of respondents reported that they were engaged in improvement work within their teams.

4.4 A more detailed report on the findings from the annual QI Survey 2024 can be found in Appendix 2.

4.5 Primary Driver 2:

A framework is in place to support a quality improvement approach.

4.6 SAHSCP's Framework for Improvement sets out the Partnership's priorities for our QI approach and has been being implemented by the QI Delivery Group since it was finalised in September 2022. The Driver Diagram in Appendix 3 details our drivers for change and improvement areas to focus on in the coming years. It has been coloured to reflect progress that is being made in each area (see key within diagram).

4.7 We are on target to achieve the majority of aims set out in the Framework which mostly focussed around building our improvement capacity and capability (as described in Primary Driver 3 below). The Framework for Improvement will be updated in early in 2025 to reflect progress made and to identify new targets for the coming 2 years.

4.8 Primary Driver 3:

A programme is in place to build capacity and capability.

4.9 Our biggest priority to date has been on building QI capacity/ capability through tiered training designed to meet the needs of all staff, based on their role and level of involvement in improvement work:

- Executive and Strategic (DMT and IJB) (100%) – provide all with an overview of QI methodology by 30th June 2025.

- Lead Level (1%) – 18 to complete national QI training by 30th June 2025.
- Practitioner (10%) – 180 to complete local QI training by 30th November 2025.
- Foundation (75%) – 1350 to complete online QI training by 30th June 2024.

4.10 Executive and Strategic: A session focused on improvement was held with the Senior Leadership Team on the 4th September 2024 which provided members of the Integration Joint Board and Directorate Management Team with an update on our progress to date in implementing the Partnership's Framework for Improvement; a brief overview of the Model for Improvement methodology; and some short presentations highlighting some of the improvement work that is currently being progressed/ has been delivered as a result of our QI activity.

4.11 Feedback from the session was extremely positive with attendees reporting that they enjoyed the format and content of the sessions and in particular the opportunity to learn more about some of the improvement work being carried out across the Partnership.

4.12 In terms of capacity building within DMT, 1 member is trained to Lead Level in QI (Billy McClean – Scottish Improvement Leader (ScIL)); and 2 members are trained to Practitioner Level (Sheila Tyeson and Lisa Duncan – Ayrshire & Arran Improvement Fundamental Skills (AAIFS)). The remaining DMT members have had access to the online Foundation Level training available to all staff.

4.13 Lead Level: Achieving good capacity at Lead Level is essential to ensure that staff throughout the partnership receive the support and mentorship they will require from suitably qualified/ knowledgeable peers. In support of this, our aim was to increase the number of staff trained to 'Lead Level' to 18 (1% of 1800) by 30th November 2025. Our starting position in 2023 was 9. Since then, 3 members of staff have successfully completed ScIL (plus one staff member who is now on secondment to Scottish Government and has not therefore been included in the revised total). In addition, we have both lost and recruited staff with Lead Level QI qualifications over the last 12 months bringing the number of QI Leads to 13 (0.7% of 1800) in December 2024. Access to places on national QI training is extremely competitive due to the limited number of spaces available. We have however secured a place for a staff member on the current ScIL Cohort which will conclude in June 2025.

4.14 It will be difficult to meet set targets if we continue to rely on placements on training courses due to their competitive nature. Options for an intermediate level of QI training to bridge the gap between Practitioner and Lead Level are currently under discussion; and we are also investigating other suitable national Lead Level training opportunities available.

4.15 Practitioner Level: Our aim was to increase the number of staff trained to 'Practitioner Level' to 180 (10% of 1800) by 30th November 2025 and we are well on our way to achieving this with 123 (7% of 1800) staff members having already completed Ayrshire & Arran Improvement Foundation Skills (AAIFS) QI training, supported by our colleagues in the QI team within NHS Ayrshire &

Arran, as at the end of November 2024. Feedback on training has been positive:

- *“I loved the course, it came at a really good time for me as I have a few QI projects I'd like to take on but this has made everything a lot clearer for me and i feel like I can start improvement work now in a more systematic and measured way”.*

4.16 Funding has been secured from the Innovation Fund for a QI Facilitator to join the Partnership on a temporary basis for a period of 18 months to support NHS A&A colleagues in delivering AAIFS to SAHSCP staff as well as supporting wider QI activity within the Partnership.

4.17 Providing Lead Level mentorship to support the high number of attendees at AAIFS has been challenging due to the small pool of Lead Level qualified staff available to provide mentoring support. The increasing numbers of Lead Level staff that we now have should make the provision of mentoring support easier going forward.

4.18 Verbal feedback from Lead Level staff providing mentoring support for those on AAIFS indicates that they value the mentoring process – in terms of supporting both others as well as their own learning journey; and the opportunity to engage in QI work across the Partnership.

4.19 Foundation Level: To build overall improvement capacity and capability within our workforce, mandatory (Foundation Level) QI training was introduced for all staff in February 2023, with a June 2024 compliance target of 1350 (75% of 1800). Good progress had been made towards this with 73% (1313 staff), having completed their Foundation Level training as at 31st November 2024. This online training consists of 3 NHS Education for Scotland QI modules. Each module takes around 45 minutes to complete and will require to be completed by staff every 3 years. These learning resources have provided a helpful introduction to QI and widely used improvement methods which in turn are supporting staff to deliver on team plans developed using self-evaluation to identify areas for improvement; as well as providing the knowledge and tools needed to participate in improvement projects at team level. The training has been received favourably by staff as indicated within recent feedback:

- *“These modules were really helpful in supporting my knowledge of QI”.*
- *“I found the modules to be helpful as a collective and aim to use them in our service review”.*

4.20 Primary Driver 4:

A technology enabled community of improvers are equipped and supported to deliver improvements.

4.21 This has not been a key area of focus for the QI Delivery Group but will become more of a priority going forward as we try to improve our measurement of

outcomes and impact of improvement work and provide a forum for successes to be celebrated and learning to be shared.

4.22 One service area where work is progressing to build and support a QI community is within the Community Mental Health Service which continues to encourage and foster a Quality Improvement culture throughout the five Mental Health Teams in South Ayrshire. Staff there have been encouraged and supported to attend AAIFS and the volume of staff who have completed the training has steadily increased over the past 18 months. The service has also fostered strong links with wider Mental Health QI work through involvement with the Pan Ayrshire Quality Improvement and Innovation (QI&I) in Mental Health Nursing Group. This is an ongoing forum to discuss QI work across Mental Health. The forum has undertaken some improvement work of its own in recent times with a revamp of the purpose and structure of the group, which South Ayrshire staff were involved in. The purpose of the group is to provide education, share learning, support staff with their QI projects and to support the promotion of QI work at a local and national level. One of the new developments was the introduction of a 'project feedback' section on the agenda, similar to that of AAIFS project surgeries. This has helped promoted many supportive appreciative enquiry type conversations on improvement work being undertaken.

4.23 There has also been a recent QI&I event at Riverside Hotel in Irvine where staff have been able to showcase their QI work either through poster displays or by presenting some of their improvement work.

4.24 QI&I roadshows also took place in April and May, where Group members visited the three Health and Social Care Partnerships to spread the word of QI and the opportunity for staff to discuss any improvement ideas they had. The South visit was hosted in Ailsa Hospital Canteen and was well attended by Nursing and AHP colleagues working within Mental Health Services.

4.25 Primary Driver 5:

A comprehensive communications plan ensures that a variety of methods are used to communicate and support the Partnership's model for improvement.

4.26 In addition to the mandatory training modules which provide a good introduction to QI, the QI Delivery Group is also sharing the Partnership's vision for improvement and the work we have undertaken in support of this to date at events such as the Partnership's Wellbeing Pledge Showcase and the NHS QI Conference, and through award programme submissions such as the COSLA Awards where we have submitted and entry in the 'Service Innovation and Improvement' category, and to Scotland's Health Awards within the 'Innovation' category.

4.27 Further work will be progressed in 2024/25, to promote and raise awareness of QI; to continue to increase and develop our training offering to build capacity and competence in improvement techniques across our workforce; and to

continue to build our community of improvers across our workforce in order to deliver high quality services across all areas of the HSCP.

5. STRATEGIC CONTEXT

5.1 This report contributes to the Strategic Objective to be, 'an ambitious and effective Partnership'. The Partnership's QI work aims to drive continuous improvement and a performance culture in everything we do.

6. IMPLICATIONS

6.1 Financial Implications

6.1.1 N/A

6.2 Human Resource Implications

6.2.1 N/A

6.3 Legal Implications

6.3.1 N/A

6.4 Equalities implications

6.4.1 N/A

6.5 Sustainability implications

6.5.1 N/A

6.6 Clinical/professional assessment

6.6.1 N/A

7. CONSULTATION AND PARTNERSHIP WORKING

7.1 There has been no public consultation on the contents of this progress report.

7.2 Consultation has taken place within the QI Delivery Group and the Directorate Management Team, and the contents of this report reflect any feedback provided.

8. RISK ASSESSMENT

8.1 No assessment required.

APPENDICES

Appendix 1 - SAHSCP Framework for Improvement 2022

Appendix 2 - SAHSCP QI Survey Report 2024

Appendix 3 - SAHSCP Framework for Improvement Driver Diagram Progress Map



BACKGROUND PAPERS

N/A

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1st December 2024