

Service Improvement Back to the Future

Rebecca Joyce
Steve Harrison
Tom Downes

Today

1. Overview
2. Spotlight - Building Capability
3. Looking back
4. Looking forward
5. Discussion

Our Team

- Building Capability
- Programme Management Office
- Seamless Surgery
- Outstanding Outpatients
- Excellent Emergency Care
- Analytics for Improvement

“We help teams to innovate and improve the quality and efficiency of care for patients, staff and the wider NHS”

Sheffield Microsystem Coaching Academy

Quality, Innovation, Improvement

7



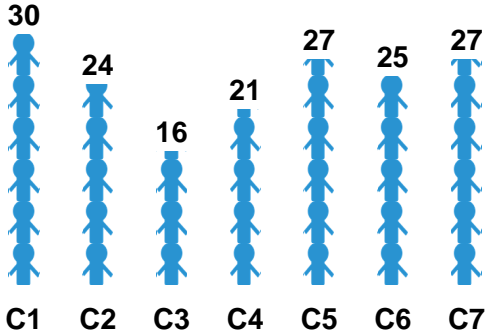
Cohorts completed

169

Coaches graduated



Coaches per Cohort



3 Countries

12 Organisations



14,188

Website hits in the last 12 months



220

Expo '16 attendees



997

Staff have attended the MCA 2 day QI courses



3

Improvement Collaboratives



MCA Ward

MCA Outpatients

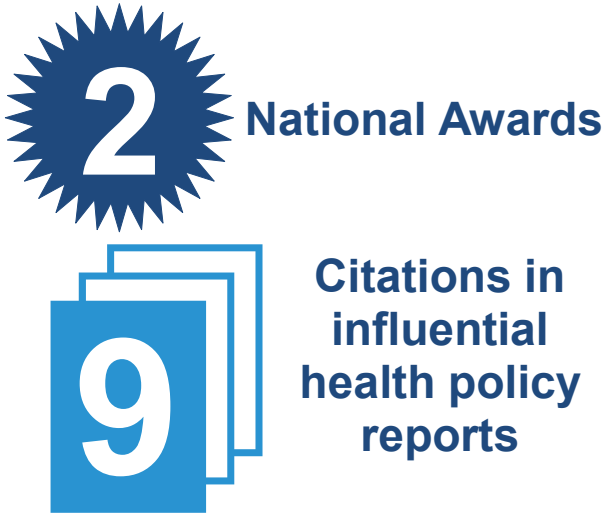
MCA Weston Park

2

National Awards

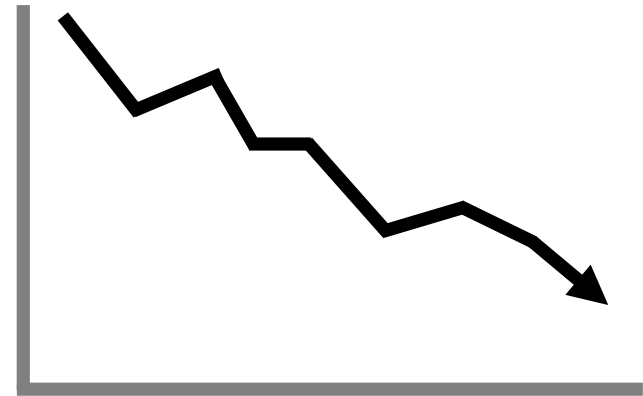
9

Citations in influential health policy reports






Pre -Op assessment reduced visits and released 423 hours of nursing time per month



Respiratory Medicine made multiple small improvements which together reduced average length of stay by 2 days and reduced HSMR



Osborn 3 improved communication and released time to care by redesigning ward rounds



Gastroenterology improved patient experience and satisfaction by introducing regular ward newspaper and snack trolleys

Changing Culture

“A few weeks ago a Transfer of Care Sister and one of the Clinical Nurse Specialists arranged to meet in their lunch hour and map out the discharge end of the process for patients on the pathway going to intermediate care. I tagged along, and watched as a long sheet of paper appeared, along with post-its and marker pens, and 45 minutes later there was a process map. They left bits to finish the week after when the therapists could join in”

Email from Junior Doctor Feb 2017

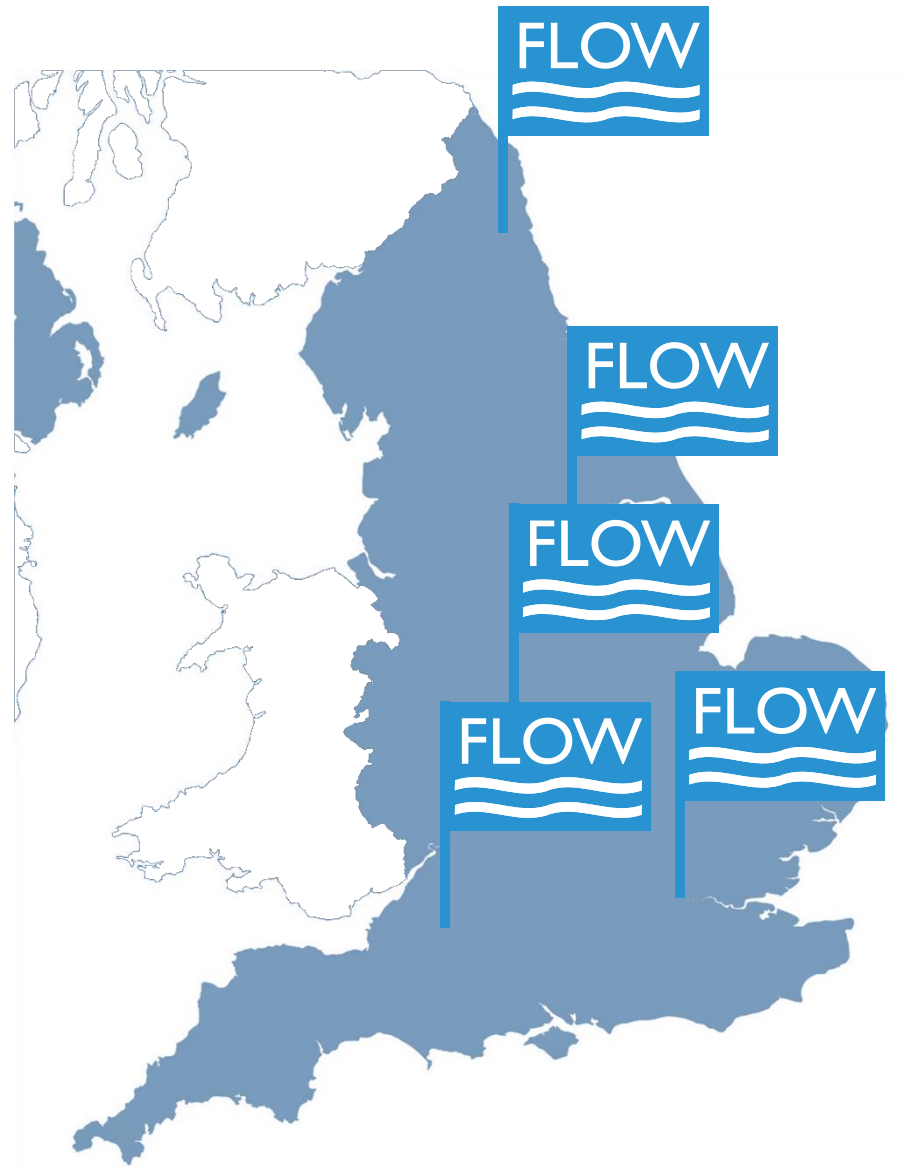
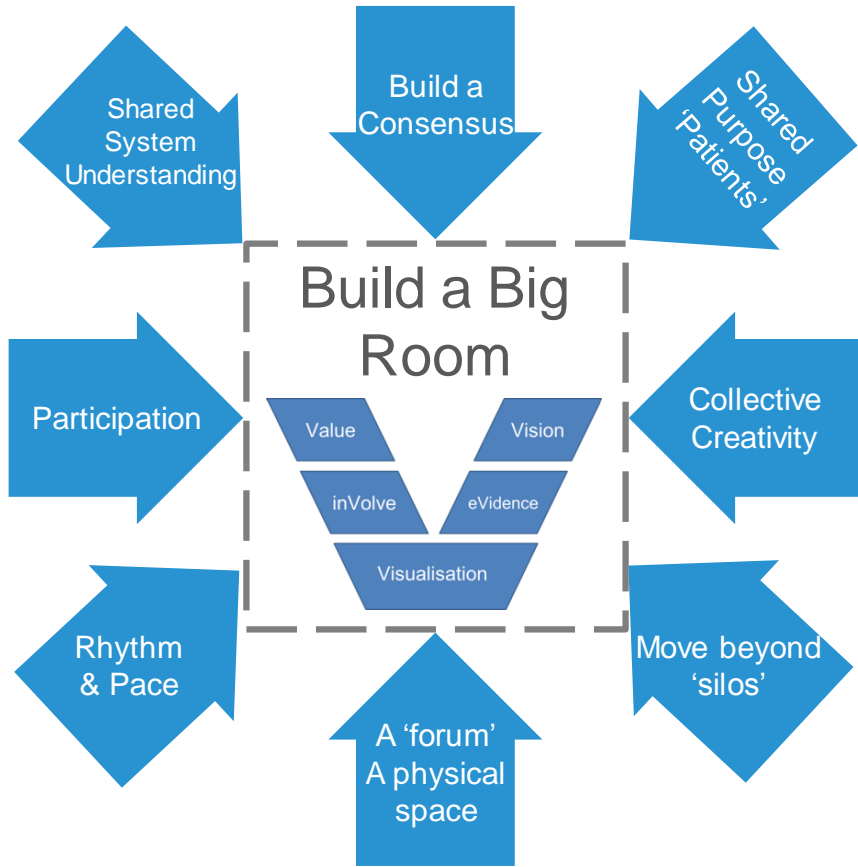
Leadership Development

“The MCA was life changing, and I mean at scale. Hundreds and hundreds of staff are benefiting from what I learnt - just translate that to the number of patients!”

CCG Manager & MCA Coach

“It was brilliant - best thing I've done! The course prepared me to be more effective in my day job.”

Labs Manager & MCA Coach



Good Foundations

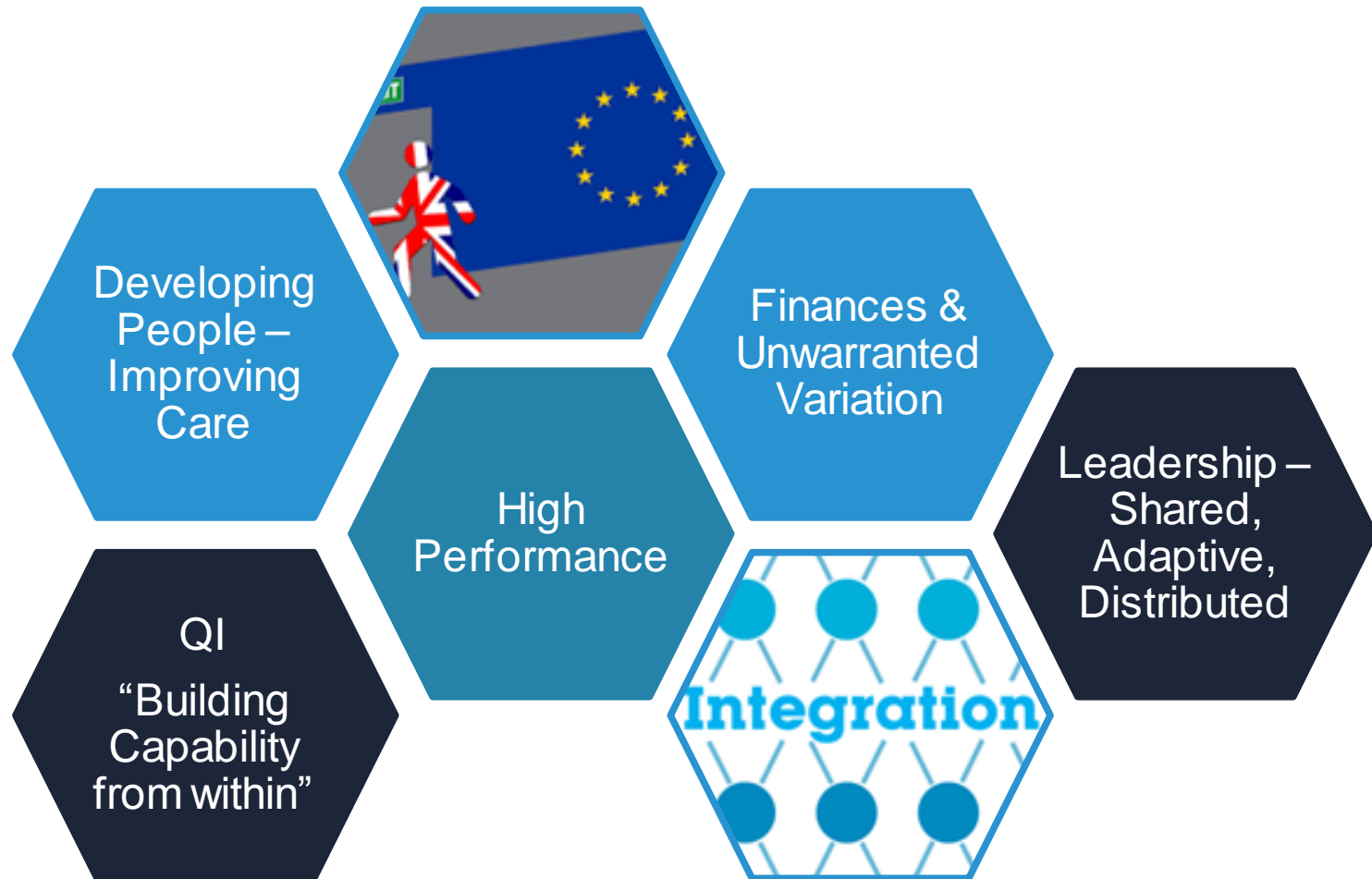
- Embedding improvement within Trust strategy, through **Making it Better**
- Launching Seamless Surgery with **270** staff and **supporting improved productivity**
- Progressing **Cross-Trust** work - Contact Centre, E-Check In, Acute Assessment, Hospital Pharmacy Transformation
- Projects on clinical priorities - **End of Life care, Sepsis** and **Acute Kidney Injury**

- Helping more teams deliver **measured improvements** for patients, staff and the NHS
- Moving towards more **standard working** – Seamless Surgery, Outstanding Outpatients
- **20 wards** working on improvement
- **Awards** for MCA & Seamless Surgery

“A culture of innovation and improvement was evident throughout all levels of the organisation

Sir Mike Richards, CQC Report

National context



Looking Forward - Team Reflections

- Increase impact on **strategic priorities**
- Continuously **improve our offer** for STHFT
- Improve our **patient** and **public** engagement
- Build the **sustainability** of improvement
- Collaborate for a high impact **organisational development** strategy
- External influence – **STP** Opportunity

How can the Board help?

- Strengthen **strategic** intent
- **Normalise** improvement to directorate leaders
- Help teams **find time** for improvement
- Make it part of our “**normal**” **HR** processes
- Build into **leadership expectations**
- High impact **Organisational Development**
- Build into the **STP**

“A culture of innovation and improvement was evident throughout all levels of the organisation

Sir Mike Richards, CQC Report

How do we **collectively**
accelerate our development of a
culture of improvement?

