NHS Improvement:  
Towards sustainable improvement

Jim Mackey  
Chief Executive, NHS Improvement
Continual improvements on CQC ratings

• Five reports published subsequently where rating has improved to **good**, but…

• … four trusts have been rated **inadequate** and entered special measures for quality since 1 April 2017

• We still have a lot of fragility in the system
Developing People Improving Care
Evidence and experience from high performing health systems and organisations show that they have five conditions in common whose interaction makes them capable of continuous improvement and also great places to work.

- **Leaders** equipped to develop high quality local health and care systems in **partnership**
- **Compassionate**, inclusive & effective leaders at all levels
- **Support** systems for learning at local, regional and national levels
- **Knowledge** of improvement methods and how to use them at all levels
- **Enabling**, supportive and aligned regulation and oversight
Leaders equipped to develop high quality local health and care systems in partnership

Wolverhampton NHS Trust
Patient access and flow

- Case Mgmt
  - Utilisation review
  - Post Acute management

- Major Incident Command

- Centralised Clinician Scheduling

- Centralised Staffing/ E-Rostering

- Call Centre
  - OP Scheduling Services
  - Nurse Hotline

- Emergency Services
  - Ground
  - Air Ambulance

- Transfer Centre

- House-keeping and facilities

- Patient Placeation and Flow

- Transport

- Patient Registration

- Demand and Capacity Planning

- Telehealth/ Telemedicine

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Compassionate, inclusive & effective leaders at all levels

Northamptonshire Healthcare NHS Foundation Trust

Have implemented a compassionate and inclusive leadership strategy to embed cultures that enable the delivery of continuously improving, high quality, safe and compassionate care.
Compassionate, inclusive & effective leaders at all levels (2)
Brighton and Sussex University Hospital NHS Trust
Transformed their workforce to address low morale in junior doctors

Background
Increasing service demand in tertiary major trauma centre, with no significant increase in trainee workforce, negatively impacting the experience of junior doctors.

Solution
To improve trainee experience, boost morale, and to protect clinical and training time for doctors, the team introduced clinical assistants to the department, as one of a number of interventions.
Five healthcare assistants (HCAs) received an intensive programme of additional clinical skills training and assessment. They were then seconded as Band 3 clinical assistants (CAs) to work with the 12 FY1 trainees.

The results
There have been notable improvements in the educational experience of trainees as well as:
• financial savings
• career development opportunities created for HCAs and CAs
• patient safety benefits

This is an example of how workforce transformation created new roles leading to improved training experience for junior doctors, financial savings from non-compliant rotas and better patient care.
Support systems for learning at local, regional and national levels (1)

NHS Networks
Supports innovation and improvement in health and care, and the role of networks in promoting learning and change.

NHS Networks is a free resource bringing people who work in healthcare together to share ideas and improve the service for all those who work in and use it. It supports innovation and improvement in health and care, and the role of networks in promoting learning and change.

NHS Networks

- What NHS Networks can do

Create a network

- Set up and maintain a network

Manage content

- Manage content and membership

Email news

- Get news straight to your inbox
Support systems for learning at local, regional and national levels (2)
South Warwickshire NHS Foundation Trust
Whole system approach transforms emergency care.

Get the narrative right, patient stories were a particularly powerful way of getting messages across, as was stressing the link between patient flow and mortality.

Solutions that work well in other areas will always require fine-tuning for the individual locality, Glen Burley (Chief Executive). “You need to have local ownership and a solution that works for your individual circumstances,” said Glen. “You also need to allow headroom for the inevitable bad days and a commitment to keeping going.”
Knowledge of improvement methods and how to use them at all levels
Northumbria Healthcare
Sustainable reductions in orthopaedic infections

- Introduction of ‘Red’ Wards 6 & 7 fully functional from April 1st 2008. All wounds are dressed in these.
- Surgical Site Surveillance of Hips Knees and Fractured.
- Wound dressing audit underway looking at:
  - How long dressings stay on
  - What dressings are used
- New antibiotic regime.
- Seven day post.
- Laminar flow.
- Root cause analysis underway on patients who have been.
- Treatment rooms at WGH wards 6 & 7 fully functional from April 1st 2008. All wounds are dressed in these.
- 2 new members of staff were recruited into posts of Surgical Site Infection Surveillance Audit coordinators on 28th May 09. Training at the HPA in London was undertaken. They will work between 532 patients 569 patients 537 patients 676 patients 609 patients 639 patients 645 patients 653 patients 643 patients 12 patients.
- MSSA.
- Theatre SSI subgroup.
- Warming of all patients prior to operational.
- Standardise.
- Re-introduction of hot.
- OTsen to be used on all fractured neck of femur patients, unless an emergency.
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Enabling, supportive and aligned regulation and oversight

Good boards, leaders, team, individuals need something to play for….

In the short term we will explore using the SOF and enhancing support for providers and systems to innovate.

Early thoughts…

- Decision rights and freedoms
- Assurance processes
- Capital
- Board appointments and salaries
- System leadership status and fast tracking new organisational forms
- Workforce freedoms for STPs/ACOs
- Must incentivise system health and institutional health
- Must work for teams and clinical staff
What’s next?

• We’re making progress in building capacity and capability for continuous quality improvement across the NHS

• **Remember**: institutions, systems, teams and individuals all play their part – these must fit together and support each other

• NHS is the best in the world, keep going…