We support providers to give patients safe, high quality, compassionate care within local health systems that are financially sustainable.
QSIR College associates, building quality and service improvement capability and capacity across our health services

Welcome to the second QSIR College Yearbook where we showcase NHS and other healthcare staff who have graduated from QSIR College and, as associate members of the QSIR teaching faculty, are accredited to teach QSIR programmes within their organisation or across their health system. You will note that some of our associates have been with us since April 2015 with our latest associates having passed their assessments and achieved accreditation as recently as November 2018. From our small pilot programme in 2015, there are now 140 QSIR associates spreading quality and service improvement knowledge and skills in 54 organisations including eight health systems. The number of associates is due to rise to 230 in Spring 2019.

Within these pages you will hear from the associates themselves about why they applied to become accredited as an associate member of the QSIR teaching faculty, their personal highlights from the programme and their work so far as well as their plans for building quality and service improvement capacity and capability within their organisation or across their system going forward. I am sure that you will, like me, be overwhelmed by the level of commitment, enthusiasm for creating a culture of continuous improvement and professionalism reflected in their words. However, the one thing that is truly striking is the evident enjoyment and fulfilment we have all experienced from coming together for a shared purpose and with a similar vision. Over and over we hear things like

“It has been wonderful to meet so many inspirational colleagues from across sectors and professions. The support they have offered and the additional value that sharing our experiences has had on my own learning has been significant.”

“The collective development with colleagues across the health sector was amazing. Listening to others and the mutual support absolutely underpinned the principles of QSIR for me.”

“The main highlight has been meeting people from different backgrounds who have shared their QI experience from different points of view.”

“... being around such positive people all eager and ready to make a real difference.”

“It has been a genuine joy to meet such a wide range of enthusiastic health and social care professionals who are keen to do things better!”

As a national QSIR network, we have founded a movement to create a culture where thinking about – how can we do this better, how do we know we are making a difference and perhaps we could try this – really does become the way everyone working in our health and care services thinks and behaves every day.

I want to take this opportunity to thank each and every one of our amazing and talented associates for their commitment, enthusiasm, humour and sheer hard work. You represent a network of people determined to make a difference for patients and local services, a network that also supports each other in many ways, whether it be pitching in when colleagues in another QSIR site may need practical help such as helping deliver sessions when someone is ill or by offering advice and sharing experiences. Thank you to all of you who have helped us raise awareness of QSIR by sharing your experiences at national events or by giving us feedback on new ideas for QSIR programmes or publications. Your enthusiasm for, and dedication to, improving patient care is pretty awe inspiring – and makes all our efforts and work at ‘QSIR central’ both truly gratifying and worthwhile.

Stephanie Reid
Head of Improvement Science and Head of QSIR, ACT Academy
Why I applied for QSIR College
To be able to learn and teach QSIR across Dorset so we have a consistent approach to quality improvement. To also personally deliver the course and see individuals grow in confidence using the QSIR tools and methodology and continued use of them.

Personal highlights of QSIR
The way in which the QSIR training was delivered through taught sessions and practical learning enabled me to understand the tools, techniques and theory in a way that is relevant to my working environment. The highlight of this for me is that I have been able to share my knowledge and teach QSIR to my colleagues across Dorset. I have delivered QSIR Practitioner to three cohorts of staff and QSIR Fundamentals to staff across Dorset STP and the feedback from participants has been excellent as was the interaction with the groups.

Future plans/ambitions for QSIR within my organisation/STP
Further members of staff across Dorset STP are to be trained as QSIR College associates to help deliver the QSIR methodology and tools pan Dorset. We have planned a further three cohorts of QSIR Practitioner training and further groups of staff to attend QSIR Fundamentals in 2019. We are setting up drop in sessions for staff to talk through their projects and if any support is needed. We are also in the process of setting up celebration days throughout the year to reflect on the QSIR training, projects undertaken and their outputs.
I have been fortunate to have had the opportunity to work with colleagues who have helped to positively develop my skills and knowledge by sharing their quality and service improvement expertise. My role enables me to spread my learning with others who wish to make improvements in their area of work and I saw the opportunity to apply for QSIR College as a chance to further build on this.

As an organisation and local health community committed to growing our improvement networks, being able to deliver QSIR locally will support us in accelerating our ability to build improvement capability and capacity.

**Personal highlights of QSIR**

I really appreciated the chance to meet and get to know many fabulous people with whom my path would not have crossed if not for QSIR. I look forward to maintaining these networks.

I enjoyed the safe environment for learning that was created throughout the programme and being able to add lots of new skills to my toolbox.

I never expected the teaching assessment days to be so much fun and the team support and motivation was just brilliant!

**Future plans/ambitions for QSIR within my organisation/STP**

Within Sherwood Forest Hospitals we are now pleased to be able to deliver QSIR locally to support our Sherwood Six Step improvement approach. We have also been able to work with colleagues from across the STP to support delivery of a cohort of QSIR which brought together people from different organisations. Further cohorts are planned in 2019.

I will be starting a new role within United Lincolnshire Hospitals so I look forward to being able to support the great quality improvement work they are already doing and to exploring what opportunities there are to grow QSIR networks further across the region.

Sarah Addlessee

**Nurse Lead Service Improvement and Safety**

Sherwood Forest Hospitals NHS Foundation Trust

Executive sponsor: Dr Andrew Haynes, Executive Medical Director

Accreditation date: November 2018

“I never expected the teaching assessment days to be so much fun and the team support and motivation was just brilliant!”
Asela Ali

Quality & Patient Safety Manager
NHS Buckinghamshire CCG

Executive sponsor: Robert Majilton, Deputy Chief Officer

Accreditation date: October 2017

“Becoming a QSIR teaching faculty associate has enabled me to consolidate my learning, widen my network and given me more confidence to deliver difficult messages to senior managers.”

Why I applied for QSIR College

I have a background in Prince 2 and quality improvement and this was my first permanent post within the NHS so I wanted to consolidate my experience with a relevant qualification and felt the QSIR Practitioner course would do that for me. Little did I know at that stage that I would enjoy it so much and apply to join the teaching faculty.

Personal highlights of QSIR

A personal highlight of the course was the opportunity to discuss common issues with colleagues from other geographical areas and share our learning. Becoming a QSIR teaching faculty associate has enabled me to consolidate my learning, widen my network and given me more confidence to deliver difficult messages to senior managers.

Future plans/ambitions for QSIR within my organisation/STP

Primary care engagement and continuing to deliver coaching sessions in support of national QI initiatives (eg NHSE Stop the Pressure) and encourage wider participation in patient pathway QI among the community and voluntary sector.

Focus within the two main secondary care trusts to identify, support and deliver projects within their current service improvement/ transformation remits and coach staff in delivering new front line projects led by clinical teams.

Develop another six trust and social care teaching associates by the end of 2019.

Deliver to wider participant cohorts including community and voluntary sector service staff to enhance the joint working across the ICS and the wider STP footprints.
Why I applied for QSIR College

I wished to develop my knowledge of quality improvement. Within the ambulance sector QI is touched on but not utilised to its full potential. The QSIR programme will support our QI strategy and help our staff in all areas of improvement for the benefit of our patients.

Personal highlights of QSIR

The collective development with colleagues across the health sector was amazing. Listening to others and the mutual support absolutely underpinned the principles of QSIR for me.

Future plans/ambitions for QSIR within my organisation/STP

• The launch of the trust’s quality improvement strategy in October 2018.
• To nurture and support staff from across all areas of the ambulance service to develop the skills through QSIR.
• Embed QI in all aspects of the trust business aligned with the establishment of a QI faculty.
Why I applied for QSIR College
There was a lot of buzz around QI – this two letter acronym that was meant to change the world! I thought it was important for us to know about it, as did my trust. We looked for courses that were accessible, of high quality and with rigour around both sustainability and spread. The NHS Improvement QSIR College course was perfect. Not only did it give detail about QI methodology and practical application, it also taught us how to teach it, bespoke to NHS services. Team by team, we are changing our world.

Personal highlights of QSIR
Sharing knowledge within and between teams. A spirit of learning together to be better, embracing cynicism with open arms.

Future plans/ambitions for QSIR within my organisation/STP
Setting up a trust QI project database. Involving more QSIR trainers. Changing our culture to one of positive transformation towards goals that matter, that are measurable and that are interrogated towards better patient care every day.

Niraj Arora
Consultant Psychiatrist
West London NHS Trust

Executive sponsor: Carolyn Regan, Chief Executive, West London NHS Trust
Accreditation date: October 2016
Why I applied for QSIR College
After completing a QI project locally and thinking the methodology had great tools for staff and service users, I chose the QSIR College route. I thought this would be the best way to increase my knowledge about the variety of improvement tools and techniques to share with my team and apply them to other projects in the future.

Personal highlights of QSIR
Personal highlights include sharing training techniques and good practice examples on service delivery with colleagues from other trusts and organisations in an enjoyable environment. We were given plenty of space to focus on how to deliver QI in the most successful way. It was great to see the buzz generated amongst teams using QSIR and the connections we made were invaluable!

Future plans/ambitions for QSIR within my organisation/STP
I would like to see QSIR processes embedded in the way we deliver improvements around medicines optimisation within the trust and across the STP. QSIR provides a common language for both staff and service users to participate in innovation and learn to promote health and well-being together.

Deborah Baidoo
Chief Pharmacist (Interim)
West London NHS Trust

Executive sponsor: Sarah Rushton, Executive Director Local Services
Accreditation date: June 2018

“It was great to see the buzz generated amongst teams using QSIR and the connections we made were invaluable!”
Why I applied for QSIR College

I have been delivering measurement for improvement training and support within my organisation’s quality improvement programme for a number of years. I see this as an essential component of QI and love supporting colleagues in this way. I want to continue to develop this through the accredited consistent approach that QSIR offers. In doing so I also wanted to expand my knowledge of a broader set of tools and techniques to use within my own service, my organisation and across our system as part of a cross organisational team.

Personal highlights of QSIR

• Breadth, depth and rigorous nature of the QSIR programme and college accreditation process.
• Enthusiasm, skills and experience that the ACT Academy team brought to the programme.
• Chance to learn and share with and from both the facilitators across our system and participants in the sessions.

• Meeting some great people committed to improving healthcare all the way through the QSIR training days, the assessment centre and onto our local delivery.
• Renewed and refreshed impetus being created for a common language and set of tools and techniques that can be aligned with a variety of different organisational approaches.

Future plans/ambitions for QSIR within my organisation/STP

Building on QSIR delivery and support so far across our system, plans are being developed to offer an increased number of cohorts next year. As part of this we are also thinking about what comes next for QSIR associates – how can we provide ongoing coaching and support both within and across our organisations linking in with other initiatives like the Q community and the developing EMLA/EMAHSN QI network?
Why I applied for QSIR College

I am responsible for the design and delivery of a QI strategy across the organisation. QSIR College stood out as having the potential to make a substantial contribution to our QI offer. I was also drawn to the clear partnership potential of QSIR College in collaboratively delivering a standardised set of QI tools and techniques across the integrated care system (ICS) in Nottinghamshire.

Personal highlights of QSIR

The five day practitioner training not only took us through the comprehensive QSIR tools and techniques but provided a rich opportunity to engage with QI enthusiasts from across the country. It was an entirely enriching experience. A particular highlight was the first time I delivered QSIR in partnership with other ICS colleagues from across Nottinghamshire – a very close sense of partnership, collaboration and a common QI purpose.

Future plans/ambitions for QSIR within my organisation/STP

We are already delivering QSIR cohorts across the ICS with particular themed priorities. This means that colleagues from neighbouring trusts can delve into QI in a way that crosses patient pathways and organisational boundaries. We have further cohorts planned for delivery across the ICS and also as part of our own internal QI training offer. Lots of exciting QSIR opportunities in Nottinghamshire!
Why I applied for QSIR College

As service manager for speech and language therapy I have been committed to the continuous development of staff and services for many years. Allied health professionals often have an instinct for problem solving and working collaboratively in a variety of healthcare settings. Leading a team of highly patient-focused and motivated staff, we began to develop practice which was innovative; tele-therapy, intensive swallowing therapy and palliative comfort feeding. While improving quality of care for patients, these solutions had the added benefit of being efficient and cost effective.

My organisation supported me to complete an MSc in Senior NHS Leadership with the NHS Leadership Academy and after graduating I took up a role within the service improvement team. Applying for QSIR College was the next step and has increased my knowledge about improvement tools and techniques so that I can apply them to projects in a more structured and organised way using the chosen methodology for our organisation.

Personal highlights of QSIR

It is very motivating to meet and learn with people from different organisations and backgrounds who have come together with the shared value and common purpose to improve things for patients. Implementing and sustaining change in an organisation as complex as the NHS is challenging. QSIR provides a common methodology, language and a sense of confidence in those who have completed the training. Having access to the online resources, tools and templates has been incredibly useful.

Future plans/ambitions for QSIR within my organisation/STP

Implementing the change required in the NHS and developing organisations which are continuously learning and developing means that people throughout the system and across patient pathways need to be equipped with the skills to deliver service improvement. We will be working as a team across our network to deliver a training programme cascading knowledge and skills.

Debbie Begent

SLT Service Manager and Service Improvement Facilitator, Buckinghamshire Healthcare NHS Trust

Executive sponsor: Jo Hockley, Associate Director for Service Improvement

Accreditation date: June 2018

It is very motivating to meet and learn with people from different organisations and backgrounds who have come together with the shared value and common purpose to improve things for patients.
Oliver Blightman

Consultant in Anaesthesia and Intensive Care Medicine
Maidstone and Tunbridge Wells NHS Trust

Executive sponsor: Steve Orpin, Chief Financial Officer

Accreditation date: November 2018

"I saw... QSIR College as an opportunity to help build the capacity and capability needed to support improvement initiatives in the NHS."

Why I applied for QSIR College

My interest in QI and in teaching improvement science extends back to my time as a trainee, frustrated with the lack of training and support being offered to clinicians and NHS staff of all backgrounds. I saw the QSIR programme and QSIR College as an opportunity to help build the capacity and capability needed to support improvement initiatives in the NHS.

Personal highlights of QSIR

Meeting lots of like-minded people and realising that we share many of the same frustrations, but also learning from others about how they are delivering improvement training and supporting improvement work in their local setting.

Future plans/ambitions for QSIR within my organisation/STP

Initially to establish a QSIR faculty and local training, with a view to QSIR ultimately becoming the framework which supports all improvement activity at our trust, whilst also collaborating with our local and regional partners to support improvement work across organisations.
Why I applied for QSIR College

I have attended many training programmes over my years in the NHS, but none that provided the depth and breadth of content that sit within the QSIR Practitioner programme. The practical application of these tools and techniques makes the experience very real for delegates. I wanted to be a part of this movement and worked hard to make that happen.

Personal highlights of QSIR

Teaching, in general, is a personal highlight for me and I had forgotten how much I loved it. The icing on the cake has to be the light-bulb moments that happen in the classroom during each session... it’s priceless. That our delegates go back to their organisation with the confidence to challenge the status-quo is a great example of learning in action.

Future plans/ambitions for QSIR within my organisation/STP

I intend to continue delivering QSIR Practitioner and QSIR Fundamentals across Herefordshire and Worcestershire with my cross-county colleagues. We work incredibly well together and have found a rhythm of delivery which our delegates appreciate.

I am keen to grow a QSIR qualified team within Wye Valley NHS Trust and deliver quality and service improvement training to all levels of staff. We are considering a three tiered approach to delivery: this will include a one day session for beginners, a two day session for improvers and the full QSIR programme for those staff who are in a position to need the full content or for those staff who are interested in QSIR as part of their own development.
Belinda Boulton
Director of Transformation, Oxford University Hospitals
NHS Foundation Trust/Buckinghamshire, Oxfordshire and Berkshire West STP
Executive sponsor: Peter Knight (CIDO)
Accreditation date: October 2016

"I had no doubt that being amongst driven and enthusiastic people would inspire new ideas and it certainly delivered!"

Why I applied for QSIR College

My motivation for joining the QSIR course was threefold.

- It was a great opportunity to link with colleagues from across the STP footprint for Berkshire, Oxfordshire and Buckinghamshire, and also to begin to build a broader network of colleagues (not just in healthcare) who are all passionate about quality and service improvement.
- I was conscious that we were working on improvement projects across the region but unfortunately working in silos. The course was a vehicle for helping to forge relationships to break down boundaries between organisations.
- I had no doubt that being amongst driven and enthusiastic people would inspire new ideas and it certainly delivered!

Personal highlights of QSIR

Meeting colleagues from within the STP, sharing ideas, having fun on the course and improving my own knowledge and confidence to teach.

Future plans/ambitions for QSIR within my organisation/STP

Continue with the roll out plan for the organisation to >1000 candidates.
Why I applied for QSIR College

QSIR College was seen as a great opportunity to work on building relationships between the different parts of the STP. We formed the first group consisting of local government and health partners which brought people from across the STP together so we could employ a consistent and sustainable approach to transformation. When we first came together we had no real idea of just how supportive and productive this course would be.

Personal highlights of QSIR

Personal highlights for me have been the rejuvenation of my project management skills and I have once again been using all the familiar tools plus those that I learnt on the QSIR programme.

It has been a great opportunity to get to meet colleagues from across the STP, to hear about the different challenges they are faced with and what techniques they have employed to help them bring about successful transformations.

Ultimately I have enjoyed being part of a great team that have all worked hard together, using our overlapping strengths to bring about the rollout of two cohorts and two Fundamentals courses.

Future plans/ambitions for QSIR within my organisation/STP

The future plan is to:

- roll the training out to even more Buckinghamshire County Council colleagues in both adult social care and children’s services
- ensure that a common language and redesign practices are spread across the Buckinghamshire integrated care system (ICS)
- work with mixed cohorts of partners working in social care and health.
Why I applied for QSIR College

I applied for QSIR College because I wanted to consolidate my understanding of quality improvement methodology to ensure that I pass on accurate information when working with staff in our organisation. There are real opportunities within our organisation to support staff to make changes in their services that they own, believe in and patients and staff will benefit from.

Personal highlights of QSIR

The measurement for improvement day was particularly well presented and fun, with the opportunity to show off our construction skills! The way that session was delivered helped me to see how even subjects which could be seen as ‘dry’ or ‘complex’ could be made easy to follow, learn and then apply.

There are teams in our organisation who have been making changes using tools without knowing that what they were doing, it has been refreshing to be able to tell them they have been doing the right things.

Future plans/ambitions for QSIR within my organisation/STP

I am one of a group of five QSIR practitioners that qualified together from our organisation. We had already formed a QI Academy and we’re developing the programme for delivering training to delegates. Now that we are all confirmed as associate members of the QSIR teaching faculty we can offer the QSIR programme through our QI Academy enhancing our ability to help staff identify, plan, deliver and sustain QI across the trust.
Why I applied for QSIR College

I have been working in quality improvement outside of the NHS for 25 years. QSIR College takes tried and tested quality improvement tools that have been around for many years and tailors them specifically for use within the NHS. Added to that are some new ones that fit perfectly into what we are trying to achieve. The quality of the content is second to none; you can see the attention to detail in making sure everything is right.

I want to continue to empower others in making quality improvement. The QSIR content developed by the ACT Academy is perfect for all levels of our healthcare system. I want to be a champion wherever I go in a continuous improvement culture.

Personal highlights of QSIR

Finally, a comprehensive framework of quality improvement tools aimed at this very industry. The content never fails to impress and the tools are ready to use in real life quality improvement scenarios.

Future plans/ambitions for QSIR within my organisation/STP

I want to help my team train 20% of our hospital staff in QSIR Fundamentals with 1 in 5 of those going on to be Practitioners.
**Why I applied for QSIR College**

I am passionate about redesign and improvement! I have spent my career working with clinicians, managers and executives to bring innovation to healthcare organisations. Having completed and taught in a similar programme in Australia, I’ve seen first-hand the immense impact it can have on the system.

I am inspired every day by my passionate and hardworking colleagues and the range of cutting-edge transformational projects taking place. QSIR is relevant to everything we do, and I’m proud that I can help to spread its benefits in the system.

**Personal highlights of QSIR**

QSIR is a highly practical programme, delivered in an interactive and engaging way. I had some great opportunities to network and learn from colleagues in other parts of the country. The content draws on tools and techniques from a range of industries and applies it to the health context in a very pragmatic way. I’ve been able to come back to NHS North West London Collaboration of CCGs and immediately apply a number of these tools in my own programmes.

**Future plans/ambitions for QSIR within my organisation/STP**

North West London (NWL) has embarked on a challenging journey to redesign our health and social care system to provide care for an ageing population and manage increasing demand with fewer resources. Our Sustainability and Transformation Plan (STP) outlines our ambition to focus on the needs of people living within the STP area, rather than the needs of individual organisations. This programme of work stretches across more than 29 organisations, a population in excess of two million people and a wide range of health and social deprivation across eight CCGs which span some of the richest and some of the poorest areas in the country.
Why I applied for QSIR College

I have a passion for developing people as well as learning new subjects – QSIR ticked both of those boxes! The course gave me an opportunity to consolidate my skills and knowledge in change management and service improvement. It was great to attend college with my colleagues from the same organisation so we could apply the knowledge and skills back in the workplace as we learned them in a standard and shared way. I also welcomed the opportunity to work with NHSI colleagues and others across the healthcare system.

Personal highlights of QSIR

Being able to actually teach standard deviation! Meeting and working with like-minded people from across the NHS has provided networking opportunities and expanded my breadth of knowledge.

Being able to practice the teaching in a safe and supported environment. The accreditation process was well organised and our assessment group was a fantastic support throughout.

Future plans/ambitions for QSIR within my organisation/STP

When we commenced our QSIR journey we were looking at the opportunity to build improvement capability in one organisation. Now we are hoping to train 500+ staff across three acute hospitals in the next few years. We are also looking at plans of sharing our QSIR skills with colleagues in primary care and the community.
Why I applied for QSIR College

I was working in Dorset County Hospital and QSIR was part of the trust-wide transformation programme which was also a county-wide approach to developing change management. I wanted to develop my knowledge and skills in bringing about effective system transformation and QSIR was an ideal training opportunity to do so. It also gave me an opportunity to support the trust in developing a responsive and flexible organisation.

Personal highlights of QSIR

It has given me the confidence to develop creative and innovative ways to bring about effective change management programmes and to join the trust’s transformation team to deliver a trust and county-wide training programme to bring about the integration of services. Having the support of the QSIR team and a network of support colleagues has been an invaluable part of my personal experience. Having the tools to bring about effective and sustainable changes has enhanced my effectiveness as a manager.

Future plans/ambitions for QSIR within my organisation/STP

I have just changed my job and plan to maintain my links with local QSIR colleagues so that I can complete the training programme. I plan to discuss the concept of QSIR being established in my new trust as I think it is an invaluable programme to bring about effective change for a sustainable future. I will use my existing project management skills to facilitate transformation programmes in my new portfolio of services.
Why I applied for QSIR College

A key tenet of our clinical service strategy is to deliver continuous quality improvement in patient outcomes which are affordable and provide value for money.

The QSIR syllabus concisely addressed Bradford’s need for a structured approach to continuous improvement based on an omnistic range of specified methodologies.

I’m fortunate to lead the transformation agenda at Bradford Teaching Hospitals, with three distinct parts to the team; quality improvement, service improvement supported by the programme management office. I wanted to consolidate my knowledge to enable me to confidently lead and be part of the roll-out of QSIR across the trust.

Personal highlights of QSIR

The teaching assessments were intense but well worth the effort. For me, they were a realisation and crystallisation of many different aspects of the syllabus.

Talking through examples helped to embed my learning. Listening to fellow students helped me to reinforce my learning. There was also great camaraderie and the creation of a new network of colleagues passionate about improving healthcare and equally supportive of their fellow QSIR students.

Future plans/ambitions for QSIR within my organisation/STP

Continue with the roll-out of QSIR across the trust, expand the number of practitioners and further support all colleagues on our continuous improvement journey.

The teaching assessments were intense but well worth the effort. For me, they were a realisation and crystallisation of many different aspects of the syllabus.
I wanted to develop and embed a body of knowledge around quality improvement across the trust, so that staff were armed with the know-how to undertake and manage their own improvement changes. Quality improvement methodology is so straightforward and practical, it should be a gift for everyone to use.

Experiencing the light bulb moments that staff have had, when they realise they can do this, seeing them feeling inspired to take forward their changes and then tell me about it when they have and then wanting to get further involved with QI work and QSIR training. That’s been brilliant.

Angie Davies

Deputy Director of People and Organisational Effectiveness
Northern Lincolnshire and Goole NHS Foundation Trust

Executive sponsor: Jayne Adamson Director of People and Organisational Effectiveness
Accreditation date: April 2015

“Quality improvement methodology is so straightforward and practical, it should be a gift for everyone to use.”

Future plans/ambitions for QSIR within my organisation/STP

• Setting up a QI team that is dedicated to training and supporting QI across the organisation
• Establishing an annual QI conference and displaying the great work being undertaken across the trust
• Embedding QI training into our leadership development work.

Why I applied for QSIR College

Personal highlights of QSIR

Experiencing the light bulb moments that staff have had, when they realise they can do this, seeing them feeling inspired to take forward their changes and then tell me about it when they have and then wanting to get further involved with QI work and QSIR training. That’s been brilliant.
Why I applied for QSIR College

I was nominated by the director of nursing to take part in QSIR College. The personal and organisational benefits were my primary motivations for taking part.

Personal highlights of QSIR

Delivering QSIR to my colleagues has been such a valuable development experience for me personally and for the organisation. Seeing the penny drop with colleagues who have been struggling with their projects has been one of the most rewarding aspects of delivering QSIR. The number of people who have stated that attending QSIR has made them feel empowered to identify things that need to change and then act with confidence has been incredible.

Getting to know so many colleagues from across the organisation has also been of immense value on both a professional and personal level. To understand what people do day in day out, to discuss their challenges, how they overcome obstacles, and to see what makes them tick has been a real privilege.

Prior to the 2018 reaccreditation process I provided our Board with a seminar of QSIR and how it is helping our organisation. The level of support from the Board has been instrumental in increasing the visibility of QSIR and demand for places is now so high there is a waiting list. Possibly the highest of all the highlights was the day our Chairman attended – I know everyone in the room got so much out of the sessions. He enjoyed it so much he’s coming back again.

Future plans/ambitions for QSIR within my organisation/STP

I plan to complete the 7th Bedford-based cohort by the end of 2019, bringing the number of people trained here to approximately 120 in just under two years.

Several colleagues will be participating in the QSIR College programme later in 2019 which will give our organisation the additional capacity we need to support even more people through the training.

The number of people who have stated that attending QSIR has made them feel empowered to identify things that need to change and then act with confidence has been incredible.

Nia Davies

Transformation Manager
Bedford Hospital NHS Trust
Bedford, Luton and Milton Keynes STP

Executive sponsor: Stephen Conroy, Chief Executive

Accreditation date: November 2017
Why I applied for QSIR College

I applied for QSIR College as I saw it as a fantastic opportunity, to be able to build on the current improvement capability work in my organisation. I really appreciated QSIR’s pragmatic and transtheoretical approach to improvement and redesign which I think will be useful to staff within all staff groups and at all levels.

Personal highlights of QSIR

The demand and capacity element of QSIR I found really helpful. It made me think about our approach to capacity in the organisation, and it made me realise some things that I could have approached differently in previous roles, or at least gave me an understanding of why some of the actions I had taken hadn’t been successful. The child in me, really enjoyed utilising Mr Potato Head in PDSA and measurement, it was a fun way to learn.

Future plans/ambitions for QSIR within my organisation/STP

When we commenced our QSIR journey we were looking at the opportunity to build improvement capability in one organisation. Now we are hoping to train 500+ staff across three acute hospitals in the next few years. We are also looking at plans of sharing our QSIR skills with colleagues in primary care and the community.
It really is great to see a consistent, nationally led approach to transformation. QSIR College gave me the opportunity to be a part of that and to build on the current improvement capacity and capability work in my organisation.

Why I applied for QSIR College
Having spent many years working in the NHS it really is great to see a consistent, nationally led approach to transformation. QSIR College gave me the opportunity to be a part of that and to build on the current improvement capacity and capability work in my organisation.

Personal highlights of QSIR
Meeting my QSIR assessment colleagues from across the country in Coventry. QSIR associate colleagues become your mentors and supporters as the transformational and large scale changes we are all contending with continue to challenge us across the NHS.

Future plans/ambitions for QSIR within my organisation/STP
Burton Hospitals FT has taken five cohorts of participants through the programme. I’m delighted to be teaching on this latest one. We have multi-disciplinary teams on the course and, as associate members of the QSIR teaching faculty, we mentor our teams through the course and beyond. This is proving essential for the participants and a great development opportunity for the teaching associate to see projects through to their end points. The next step for the trust is to enrol patients, non-executive directors and governors onto the programme.
Why I applied for QSIR College

As an organisational development practitioner who is passionate about staff engagement and supporting teams to bring their improvement ideas to life, joining the QSIR movement was an easy choice!

Having had a personal interest in QI for many years, when the opportunity came to apply to the QSIR College it was almost too good to be true. Personally QSIR has helped strengthen my OD and QI practice and, for the trust, supports me in contributing towards the development of a QI organisational culture, empowering staff and improving our patients’ experiences and standards of their care.

Personal highlights of QSIR

Of all the personal highlights a few in particular stand out. I thrive on watching team relationships grow and strengthen as people bond whilst developing their QI skills. I never tire of watching those light bulb moments as a result of creative thinking processes or the satisfaction of others when they realise their improvements are making a real difference to our patients through evaluation of measurements.

Future plans/ambitions for QSIR within my organisation/STP

As a trust we believe that in order to reach our true potential we need to invest in our services, to look at them through a different lens and to harness the enthusiasm of our teams to drive quality improvements though the whole system. So through a small but dedicated team we’re determined to further stimulate and embed a progressive organisational culture which empowers our staff, teams and leaders to make continuous improvements across all of our services. QSIR, our QSIR Practitioners and the QSIR College are all integral parts of how we will do this over the coming years.
Why I applied for QSIR College

QSIR was already being delivered in our organisation and we wanted to increase our number of accredited deliverers (QSIR teaching faculty associates) so we could offer more cohorts and a better follow up support service to attendees.

Personal highlights of QSIR

Whilst being incredibly nerve-racking, the QSIR assessment and subsequent delivery of the material has provided me with a robust knowledge base of the concepts. It also provided me with the confidence and network to develop further training offers.

Future plans/ambitions for QSIR within my organisation/STP

At UCLH we plan to use QSIR as part of a suite of improvement offerings in order to provide staff with the skills and confidence to start to do things differently. We wish to help grow a mind-set and culture which is more open to experimentation, focuses on learning from failure and values and supports people. This approach is essential to improve outcomes and experience for both patients and staff.

Vicky Dunne

Improvement Lead
University College London Hospitals NHS Foundation Trust

Executive sponsor: Emma Taylor, Director of Education

Accreditation date: September 2016

“The QSIR assessment and subsequent delivery of the material has provided me with a robust knowledge base of the concepts. It also provided me with the confidence and network to develop further training offers.”
Why I applied for QSIR College

I had recently been appointed to my role when the applications for QSIR came up, and although I had experience with audit, this was an excellent opportunity to get more involved with quality improvement. The concept that quality can be incrementally improved with wide benefits is attractive and is ever more essential with the current pressures on the NHS.

Personal highlights of QSIR

My personal highlights of QSIR have been the new knowledge gained about quality improvement, how to make processes better and those changes sustainable; which in turn has lead me to evaluate everything I see with the mind set of ‘could this be better?’ I also valued the supportive atmosphere from other QSIR practitioners and associates who are willing to share their expertise, thoughts and knowledge for a common aim.

Future plans/ambitions for QSIR within my organisation/STP

QSIR is still in early stages at Royal Brompton and Harefield Trust. We are currently collaborating with the experienced team at University College London Hospitals NHS Foundation Trust to deliver our first cohort of QSIR practitioners in 2018. Meanwhile we have more colleagues from different areas of the trust with wide experiences progressing through the QSIR College course to build a full faculty of QSIR teaching faculty associates in the trust. Our intention is to promote a culture of quality improvement at RB&H with QSIR tools and techniques being available to all so the wide and varied experiences of our trust can be utilised to improve the experience of our service users.
Why I applied for QSIR College

The only option to improve the service offer to patients, service users and carers is to work in partnership, breaking down unnecessary silos of care and building relationships across organisations. The offer to train with QSIR College as an STP was an opportunity to symbolise the potential of partnership across the Nottinghamshire STP.

Personal highlights of QSIR

It was a great opportunity to enter a learning journey with colleagues; to form learning groups that are supportive; to test your skill set across the board and to build relationships.

Future plans/ambitions for QSIR within my organisation/STP

In the Nottinghamshire STP an Organisational Development and System Effectiveness Plan has been developed with six deliverables. Deliverable two focuses on the delivery of the quality improvement agenda over a two year period. The QSIR toolkit and approach has been made the foundation of the delivery plan.
Why I applied for QSIR College
I have always had a service improvement component to my various roles since joining the NHS in 2005. I applied for QSIR College because I wanted to be able to broaden the skills and knowledge I had developed over that time and formalise them in order to teach and pass them on to others.

Personal highlights of QSIR
Through attendance on the QSIR Practitioner course and QSIR College I have met a wide range of dedicated and enthusiastic health service and social care staff who want to do what they can to make improvements that will make a real difference to patients. The courses allow for detailed learning and many fruitful discussions but are also fun.

Future plans/ambitions for QSIR within my organisation/STP
I will support Alison Bolton to grow a QSIR qualified team within Wye Valley NHS Trust and deliver quality and service improvement training to all levels of staff. We are considering a three tiered approach to delivery; this will include a one day session for beginners, a two day session for improvers and the full QSIR Practitioner programme for those staff who are in a position to need the full content or for those staff who are interested in QSIR as part of their own development.
Why I applied for QSIR College
As a QI practitioner for over 20 years, I applied to get a better understanding of the training offer. I had just moved to a new role where part of my portfolio included both developing an organisational approach to QI and supported training and I wanted to see whether QSIR could be the vehicle to deliver that training. Happily, I found this to be the case!

Personal highlights of QSIR
I have met some fabulous people over the course of the training, and it has really broadened my network and learning. The QSIR resources (slides, handbook) are very professional and well designed and are a useful reference point. It has also been a springboard to productive dialogue across the OD and QI community within Nottingham on how to take QSIR forward.

Future plans/ambitions for QSIR within my organisation/STP
We are currently running QSIR training events with other local provider organisations as part of a collaborative STP-wide approach. This includes holding QSIR Fundamental events for patient and public representatives who may be involved in quality improvement and wish to learn more about the processes.
Why I applied for QSIR College

To make real changes that are sustained due to a standardised approach based on quality improvement methodology.

Personal highlights of QSIR

Meeting lots of other people that want to make a difference!

Future plans/ambitions for QSIR within my organisation/STP

Roll out the training and establish a common language across the organisation – the ‘MTW way’.

David Fitzgerald

Divisional Director of Operations
Maidstone and Tunbridge Wells NHS Trust

Executive sponsor: Steve Orpin, Chief Financial Officer

Accreditation date: November 2018

“Meeting lots of other people that want to make a difference!”
Why I applied for QSIR College

Since joining the NHS 10 years ago I’ve always had a passion for improving services for both patients and staff. I saw this qualification as a way to spread this passion and give others the skills needed to make the improvements. I’m a firm believer that the NHS have the staff with the experience and expertise needed to make the improvements – we just need to enhance their skill sets.

Personal highlights of QSIR

Studying alongside colleagues from across the country who are as equally passionate about improving our services has been a highlight. The networks formed will last a lifetime.

Future plans/ambitions for QSIR within my organisation/STP

We hope to develop a QSIR network across Birmingham and beyond that will form a sustainable programme for improvements to our services.
Nicola Gibbons
Consultant Radiographer
Portsmouth Hospitals NHS Trust

Executive sponsor: John Knighton, Medical Director
Accreditation date: June 2018

“The training and the knowledge gained has given me the confidence to present with confidence.”

Why I applied for QSIR College
I am really interested in inspiring staff led quality improvements. I applied for QSIR College to gain the knowledge to help encourage this.

Personal highlights of QSIR
Oddly, given my fear of public speaking, the highlight has been the enjoyment from delivering the QSIR programme. The training and the knowledge gained has given me the confidence to present with confidence.

Future plans/ambitions for QSIR within my organisation/STP
I intend to continue to deliver the program and encourage staff from wider staff groups to participate.
Why I applied for QSIR College

Back in 2014 we were on the brink of creating a new quality improvement function at UCLH, and looking for ways to ensure that the training and support we needed to give to others was valid and credible. QSIR College opened up at precisely the right time: it gave us access to a recognised QI curriculum and all the ideas and resources we needed to deliver it, as well as a personal and collective assurance about the quality of our teaching and support.

Today, much of the capability building and improvement support offered at UCLH stems from that single decision.

Personal highlights of QSIR

It’s hard to think of specific highlights – we all get a little boost every time we are able to add new ideas, or insights, or energy to someone’s efforts to improve services. But for me personally, there is no doubt that QSIR College is one of the things that has helped me to feel part of a real and important improvement movement in the NHS. The journey is neither short nor easy, but I genuinely believe that building improvement capability in the NHS is the only way to long-term quality and sustainability in healthcare. To me, that’s a worthwhile endeavour.

Future plans/ambitions for QSIR within my organisation/STP

UCLH has many improvement enthusiasts who want to improve the services they offer. As a team, we are fundamentally committed to delivering more QSIR Practitioner programmes to these improvement leaders, helping them build the capability of UCLH as a learning, improving organisation. We want to build on the core that QSIR College has provided us with.

How do we extend our own knowledge and skills so that we can deliver masterclasses in specialist improvement topics? How can we give senior leaders a better insight into the value of improvement methodologies? How do we best coach and support whole teams to apply the QSIR approach to their strategic service improvement projects? How can we help other organisations benefit from our own improvement journey? These are the questions we are looking forward to addressing in our next year of QSIR College.
**Why I applied for QSIR College**

In my role I am responsible for leading the service improvement team, to deliver service improvement advice and hands on support for improvement redesign initiatives across the organisation. As a team we are skilled in and regularly use the tools described within the QSIR toolkit.

The service improvement team is also responsible for providing improvement training to the organisation. We wanted to use QSIR as our approach to this going forward as we recognise the quality of the material within the programme and the focus it has on delivering on Berwick’s recommendations.

**Personal highlights of QSIR**

Being involved with QSIR has enabled me to:
- develop and embed my improvement understanding further
- network with improvement colleagues
- have access to expert resources to use for teaching QSIR
- have a support network of QSIR experts to contact for advice.

**Future plans/ambitions for QSIR within my organisation/STP**

We see the QSIR programme as a valuable component to our ongoing development of an improvement culture here at South Warwickshire NHS Foundation Trust. We plan to work with our South Warwickshire NHS Foundation Trust learning and development colleagues and QSIR associate colleagues at Wye Valley Trust to deliver a QSIR training strategy, taking a ‘dosing’ approach, to up skill staff at all levels of the organisation. Along side this we plan to cascade advanced skills by embedding a ‘train the trainer’ approach.
Andrew Griggs
Service Improvement Programme Manager
Walsall Healthcare NHS Trust

Executive sponsor: Daren Fradgley, Director of Strategy and Improvement
Accreditation date: November 2018

“
I really enjoyed the three days teaching and watching others who were beginning their QSIR journey alongside me.
”

Why I applied for QSIR College
Since taking on the role of service improvement programme manager I have enjoyed being involved in change and looking to ensure change is sustained. QSIR College seemed like the next logical step in my development.

Personal highlights of QSIR
I enjoyed some of the elements more than others and to some extent was dreading having to teach the ones I was wary of. Imagine my surprise when I found that one of them was one of my selected lessons I had to teach for the accreditation! And perversely I really enjoyed the three days teaching and watching others who were beginning their QSIR journey alongside me. I learnt a few new techniques that I hope to incorporate in my teaching style.

Future plans/ambitions for QSIR within my organisation/STP
I am one of a group of five QSIR practitioners that qualified together from our organisation. We had already formed a QI Academy and were developing the programme for delivering training to delegates. Now that we are all confirmed as QSIR associates, we can offer the QSIR programme through our QI Academy enhancing our ability to help staff identify, plan, deliver and sustain QI across the trust.
Janette Gross

Consultant Anaesthetist
University Hospitals of Leicester

I wanted to learn about QI methodology to support successful change within my department. Achieving accreditation and being able to teach this very practical and relevant course was the next logical step.

Personal highlights of QSIR

Positive deviance! I am in awe of the encouragement and support received from the fantastic colleagues in our cohort – in particular during the teaching assessments. Understanding the usefulness of runcharts was a lightbulb moment.

Why I applied for QSIR College

Future plans/ambitions for QSIR within my organisation/STP

I look forward to joining other local associates in spreading QSIR within our organisation and around the East Midlands region. We have started with our post-fellowship anaesthetic trainees and will gradually work up to taking over the world in due course!
Why I applied for QSIR College

Quality improvement tools and techniques have always been an important part of my own work in the NHS, and in my previous career in engineering and academic study. I enjoy teaching and supporting others to deliver their change projects. I could see we needed a strong network of improvement activists working across our organisations to meet the huge challenges of our STP. QSIR offered a well-designed curriculum of tried and techniques with a really practical approach. QSIR College gave me the opportunity to develop my skills and work with my teaching partner to develop an ambitious delivery programme.

Personal highlights of QSIR

Diverse project teams come together from across the STP at our QSIR workshops. Learning together creates a real connection, and I have really enjoyed seeing the teams’ collaborative working relationships grow. I have been inspired by their creativity and enthusiasm, and the workshops are always buzzing with people working out their stakeholder analysis, process maps and driver diagrams. I have also learnt a great deal myself from our participants and teaching has certainly benefited my own work with the Gloucestershire cancer programme.

Future plans/ambitions for QSIR within my organisation/STP

Interest in the QSIR programme in Gloucestershire is continuing to grow and we are currently recruiting for further Practitioner and Fundamentals cohorts in 2018. We will continue to encourage a broad participation with team members from a diverse range of organisations and professional backgrounds. Next year we will make great progress towards our ambition of embedding quality and service improvement skills across our health and social care community. Our intention is to be a great enabler for excellent partnership working across the STP so that our project teams can deliver complex change at pace. As a partnership we are now forming a countywide Improvement Academy, with QSIR as a key offering, and building an ongoing model for coaching, networking, and continuous learning.
Why I applied for QSIR College

Having worked in the NHS for nearly 15 years gaining operational and project management experience, the term ‘quality improvement’ is one that I have heard and used frequently. The QSIR course has enabled me to consolidate my experience with proven QI methodology to facilitate change within my organisation.

Personal highlights of QSIR

Networking with colleagues and sharing our stories has been invaluable to me. The environment in which QSIR is delivered is one of sharing and filled with like minded people who really want to make positive change within their respective organisations. Together with the professional and supportive faculty it truly has been a worthwhile investment of my time.

Future plans/ambitions for QSIR within my organisation/STP

I have already begun to support our local QSIR associates with QSIR Fundamentals days. These have been highly successful and we are planning more in the coming months.

Individually, I am working with smaller teams and individuals across our organisation sharing tools, processes and ideas related to QSIR every day.

The environment in which QSIR is delivered is one of sharing and filled with like minded people who really want to make positive change
Why I applied for QSIR College

I first learnt about QSIR and quality improvement in the NHS a few years ago through my role at the time as service improvement programmer manager. I felt it was essential to better understand the methodologies available to enhance my ability when supporting teams to make improvements. In turn we can leave behind new knowledge and skills for colleagues to use. It is great to be part of a growing movement of technical enthusiasts with QSIR skills.

Personal highlights of QSIR

The opportunity to meet like minded individuals from across the NHS, share experiences and learning is invaluable when learning these new skills.

Future plans/ambitions for QSIR within my organisation/STP

I am one of a group of five QSIR practitioners that qualified together from our organisation. We had already formed a QI Academy and were developing the programme for delivering training to delegates. Now that we are all confirmed as QSIR associates we can offer the QSIR programmes through our QI Academy, enhancing our ability to help staff identify, plan, deliver and sustain QI across the trust. Individually I am sharing this knowledge through my Care Group Team during daily activities.
Why I applied for QSIR College

I applied with Naomi, my joint post holder, as the NHSI QSIR College package was a perfect match for our organisational and job role needs. We were looking for a change methodology to use at Moorfields to both standardise how change is delivered and to build a culture of change ‘can do’ at all levels of the organisation. Being able to have a nationally accredited course behind us was both highly attractive and suitably challenging for us both personally, building on our experience in past NHS organisations and giving it structure.

Personal highlights of QSIR

The highlight for me was the assessment three days which, although challenging, were also very rewarding in terms of being able to see the QSIR package in totality. It was great to see others present the information, to hear their examples and to enjoy being part of an enthused NHS gathering. It made me feel confident in my own knowledge and skills, giving me a positive attitude for bringing QSIR into Moorfields.

Future plans/ambitions for QSIR within my organisation/STP

Our role is to lead change methodology development through service improvement projects and training, and having QSIR tools and teaching faculty accreditation helps us deliver that for Moorfields. We are at the start of our training plan for the trust and are launching our communications plan to recruit candidates to join our first cohort. Having a number of colleagues in Moorfields who have been through the NHSI QSIR Practitioner training should be an advantage. Also as the trust’s only faculty so far, we are hoping to learn lessons and garner support from associates in other trusts.
Ann Hill

_Previously Assistant Director Service Transformation
Worcester Acute NHS Trust, Herefordshire and
Worcestershire STP and recently appointed as Lean
Transformation Consultant at NHS Improvement_

Executive sponsor: Sarah Smith, Director of Strategy and Planning

Accreditation date: October 2016

"We have gelled as a team and genuinely enjoy working together. All of our delegates have fed back they have enjoyed our sessions."

Why I applied for QSIR College

It was recommended as part of our organisational participation in the STP. I was interested in developing service improvement skills further and being given an opportunity to teach across the STP.

Personal highlights of QSIR

Working with a fabulous group of trainers (QSIR teaching faculty associates) in our STP. We have gelled as a team and genuinely enjoy working together. All of our delegates have fed back they have enjoyed our sessions. I have discovered parts of rural Herefordshire that are stunningly beautiful.

Future plans/ambitions for QSIR within my organisation/STP

To continue to promote QSIR across the STP and to coach and mentor delegates to provide tangible improvements thus supporting the STP to achieve its aims.
Why I applied for QSIR College

Personal interest in service improvement work, teaching and a desire to help frontline staff wanting to improve local services – especially within primary care.

Personal highlights of QSIR

Seeing just how much the groups enjoyed the sessions and how well the content transcended role and level of experience. The dialogues that occurred in the room and having had the freedom to set up the project.

Future plans/ambitions for QSIR within my organisation/STP

Would like to continue to use QSIR to build integration within primary care, but in a more structured way.

Seeing just how much the groups enjoyed the sessions and how well the content transcended role and level of experience.
Why I applied for QSIR College

I have always believed that the best patient care is only possible by constantly striving to improve our quality of care. I found out from QSIR that they have all the tools to improve quality and sustain such improvement with their structured programme.

Personal highlights of QSIR

I don’t know where to start! I had a very good insight into the current situation in the NHS. I was highly impressed with the overall programme, especially learning what are the most important steps in project management and improvement of existing services with proper methods to measure the improvement.

Future plans/ambitions for QSIR within my organisation/STP

Our ambition is to get started with QSIR teaching locally in Leicester by the end of 2018 and develop a network of QSIR faculty locally and deliver the programme to at least three cohorts of quality champions at University Hospitals of Leicester NHS Trust by end of 2019.

Vittalrao Jadhav

Consultant Physician, University Hospitals of Leicester NHS Trust

Executive sponsor: Andrew Furlong, Medical Director

Accreditation date: June 2018

“

I was highly impressed with the overall programme, especially learning what are the most important steps in project management and improvement of existing services with proper methods to measure the improvement.

”
Sonja Janeva

Senior Commissioning Manager
NHS Oxfordshire CCG
Buckinghamshire, Oxfordshire and Berkshire West (BOB) STP and Buckinghamshire ICS

Executive sponsor: David Smith, Chief Executive Officer, NHS Oxfordshire CCG
Accreditation date: October 2016

“Why I applied for QSIR College
I have been very lucky to be given the opportunity to carry out the responsibilities of my current and previous roles. They have enhanced my skills and expertise and made me an outstanding person.

In order to broaden my knowledge and make an even bigger impact I was ready for another challenge. I felt that QSIR would provide me with the foundations to becoming a transformational leader driving my organisation to success.

Personal highlights of QSIR
QSIR equipped me with the necessary skills, knowledge and mind-set that enabled me to lead the required steps for the successful development and execution of the organisation’s goals. It really enhanced my expertise and confidence in working with improvement projects, as well as giving me access to many tools to help deliver results.

Future plans/ambitions for QSIR within my organisation/STP
I would like to see QSIR grow even further within my organisation. The skills, knowledge, tools and expertise that we are able to acquire via this opportunity are essential for the delivery of our organisational priorities. QSIR can be beneficial to a variety of roles, both junior and senior, within our organisation. The resource we have been able to develop through the QSIR College programme is invaluable to the organisation and should be used to further enhance that expertise across all teams.

“
Why I applied for QSIR College

I found the QSIR methodology and delivery resonated with my personal approach to improvement projects and so I was keen to become involved in widely spreading the learning across my trust.

Personal highlights of QSIR

The ability to consolidate, expand and utilise my knowledge and improvement toolkit, as well as being able to network with other like minded and driven professionals looking to improve services within the NHS.

Future plans/ambitions for QSIR within my organisation/STP

To continue to spread and support the innovation and learning that the QSIR model provides to help build momentum trust wide to achieve our trust goals and uphold our trust values.
Why I applied for QSIR College

Our organisation has always had a fluid view on the methodologies and toolsets used for service improvement and redesign, ensuring we take the most appropriate approach for each specific problem or challenge. We had already started on our improvement capability journey and QSIR seemed like a perfect opportunity to continue to build on our approach and strengthen our knowledge of further tools and methodologies.

Personal highlights of QSIR

I found it incredibly helpful to hear from other attendees during the training who shared their experiences of using some of the QSIR tools and techniques as well as the opportunities and challenges for service redesign.

The highlight of the course for me was the measurement for improvement element. Although this was a subject I was familiar with, the course content and explanation solidified my learning, but also made me think about how I would teach the subject to people who were unfamiliar with measurement as part of their everyday work.

Future plans/ambitions for QSIR within my organisation/STP

When we commenced our QSIR journey we were looking at the opportunity to build improvement capability in one organisation. Now we are hoping to train 500+ staff across three acute hospitals in the next few years. We are also looking at plans of sharing our QSIR skills with colleagues in primary care and the community.
Tom Johnson

Listening into Action Lead
Walsall Healthcare NHS Trust

Executive sponsor: Daren Fradgley, Executive Director of Strategy and Improvement
Accreditation date: November 2018

We have made friendships that will transcend this training to be maintained throughout our own personal development in the future.

Why I applied for QSIR College

I wanted to further develop my knowledge of quality improvement methodology so that I could then be part of a highly skilled and motivated team to cascade this training across the organisation. Previous roles within the trust have demonstrated a desire from colleagues to improve their own services and up skilling local teams through QSIR training will help to fill this current void in QI knowledge. Success for these teams in the future will be success for all of us delivering the QSIR curriculum.

Personal highlights of QSIR

Meeting colleagues from across the UK and learning from each other through the group working sessions and beyond. We have made friendships that will transcend this training to be maintained throughout our own personal development in the future. Our joint celebration/relief at the end of the teaching assessment is an image I will always remember.

Future plans/ambitions for QSIR within my organisation/STP

I am one of a group of five QSIR practitioners that qualified together from our organisation. We had already formed a QI Academy and were developing the programme for delivering training to delegates. Now that we are all confirmed as QSIR practitioners, we can offer the QSIR programme through our QI Academy enhancing our ability to help staff identify, plan, deliver and sustain QI across the trust.
Why I applied for QSIR College

I have been a critical care and anaesthetic consultant for 12 years. I have also been the National Emergency Laparotomy Lead at my hospital for five years. Whilst I have contributed to some significant improvements, I have also seen more good projects fail than I care to mention, largely due to a lack of understanding of QI. The QSIR course offered a great opportunity for me to learn and develop my understanding of QI science from colleagues who understand the NHS.

Personal highlights of QSIR

The was the first chance I had to meet and learn from a diverse range of multidisciplinary colleagues. I found the experience really positive and now have a much greater respect and appreciation of the role and contribution of others.

I found the QSIR course fascinating and was impressed by the energy of both tutors and learners. The practical sessions were also helpful with understanding challenging concepts.

Future plans/ambitions for QSIR within my organisation/STP

I will be joining fellow QSIR colleagues in Bath to participate in my first teaching QSIR cohort.

I am looking to develop a QSIR faculty at my base hospital in Swansea to begin QSIR teaching.

I am enjoying the challenge of utilising my new QSIR skills to maximise project success in critical care and anaesthesia and at all MDT levels.
Martin Jones
Training Manager
Nottinghamshire Healthcare NHS Foundation Trust

Executive sponsor: Julian Eve, Associate Director of Learning & Organisational Development
Accreditation date: November 2018

Why I applied for QSIR College

I have a real interest in the quality improvement agenda and the potential benefits that this can bring. As such I wanted to formalise this interest into actual knowledge and understanding of the various tools and techniques with a view to being able to deliver QSIR training to other healthcare professionals.

Personal highlights of QSIR

Becoming involved in such an important agenda that can have such an impact on the work that we do. I enjoyed the structured delivery approach of all the modules and the introduction of various tools and techniques that can be easily utilised. The demand and capacity module was particularly pertinent and relevant and useful in my current work.

Future plans/ambitions for QSIR within my organisation/STP

To become a facilitator delivering and promoting QSIR training programmes within the Nottinghamshire Sustainability Transformation Partnership (STP).

“The demand and capacity module was particularly pertinent and relevant and useful in my current work.”
Why I applied for QSIR College

I have been involved in quality improvement since 2008, leading improvements in theatre safety, sepsis and acute kidney injury using QI methodology. In my role as Trust Patient Safety/QI lead I wanted to spread capability and capacity in QI across the organisation to encourage staff to make improvements in their areas and make this ‘how we do things’ in Bath. QSIR College facilitated this and gave me the opportunity to deliver a nationally accredited course to all our staff which was invaluable.

Personal highlights of QSIR

We have delivered the course in Bath for over two years training more than 130 staff. It has been exceptionally rewarding, with staff inspired and engaged to make a difference. Feedback has been really positive and the course is well received, particularly as the work environment is currently so challenging. Three months after completion of the course, candidates present their project at a celebration event, demonstrating the QSIR tools used, and also reconnecting with each other, the networking aspect being something that they have really valued. In 2018 a formal evaluation of our course was performed by the University of West England which confirmed its success:

- 96% candidates reported increased confidence in addressing QI issues.
- 93% increased confidence in helping others with QI.
- 100% recommend the course to colleagues.

We were also very proud when our work was acknowledged nationally being shortlisted as finalists for the Health Service Journal Awards in November 2018 in the Learning and Education category.

Future plans/ambitions for QSIR within my organisation/STP

In 2018 our hospital commenced a new organisational development programme, embedding behaviours and processes to make QI part of everyday work. QSIR will be used to support staff to achieve this by giving those leading the changes skills and tools to make this successful and is therefore a key aspect to successful delivery of the OD programme. We plan to get more staff trained as QSIR associates to facilitate this as well as encouraging more QSIR Practitioners to facilitate other projects and increase their expertise.

Lesley Jordan

Consultant Anaesthetist and Trust Patient Safety Lead
Royal United Hospitals Bath NHS Foundation Trust

Executive sponsor: Lisa Cheek, Director of Nursing and Midwifery

Accreditation date: May 2015

Our celebration event at the end of each cohort is a proud moment and we are always amazed to see how many of the QSIR tools have been used in the projects over even just a short time.
Why I applied for QSIR College

During my time working in the NHS, the work I am most proud of are things I can see have made an improvement to patients’ care or the daily working of staff. I applied for QSIR College because I feel there are opportunities for improvement within our organisation and, by equipping people with the skills and knowledge to tackle the change for themselves, we are empowering them to progress their own ideas.

Personal highlights of QSIR

The highlights of QSIR for me were building on some of the ideas I am already familiar with, such as measurement for improvement, and also learning new skills in a supportive environment with a diverse group of people with real world examples of the tools in practice. Before attending the course I was apprehensive about using more creative tools, but after using them in the sessions and hearing examples of how they have helped others I felt ready to put them into practice.

Future plans/ambitions for QSIR within my organisation/STP

One of the trust’s visions for our organisations is ‘Always Improving’. My ambition is to contribute to this vision with the roll out of QSIR with my fellow QSIR associates. Alongside the roll out of the three cohorts we plan to deliver one day sessions and ad hoc workshops. This is to provide additional support to the practitioners to ensure they get the best from the training and any additional support they may need to deliver on their projects.
Why I applied for QSIR College

I applied for QSIR College as I am keen to drive quality improvement forward and recognise that being part of this not only provides me with the knowledge and skills to do this, but also assures those with whom I am sharing this knowledge that it is credible, evidence based and tested information.

Personal highlights of QSIR

That has to be the people that I have met, including the colleagues from within my own organisation that I have got to know better as well as the super enthusiastic and knowledgeable QSIR faculty and our fellow course candidates. Our assessment days were quite tough, but such fun and there was lots of laughing at the same time. Joy in work!

Future plans/ambitions for QSIR within my organisation/STP

We hope to increase our small band of QSIR enthusiasts into a growing movement of QSIR Practitioners – making our brilliant organisation even better!

Karen Kessack

Head of Quality Governance and Professional Standards
Kent Community Health NHS Foundation Trust

Executive sponsor: Sarah Phillips, Medical Director
Accreditation date: November 2018

“Our assessment days were quite tough, but such fun and there was lots of laughing at the same time. Joy in work!”
Why I applied for QSIR College

I really enjoy coaching and supporting individuals within the trust on their improvement projects within my current role. I felt that QSIR College was a great opportunity to spread the reach and benefits of this support. I really liked the team approach to QSIR and thought it would work well with our existing training style. It was also a chance to update my skill set and develop confidence in certain improvement methodologies.

Personal highlights of QSIR

Personal highlights for me were the fantastic networking and sharing opportunity that the course encouraged. Talking through examples both helped to embed my learning but also to give me ideas for changes that had been tried elsewhere.

Future plans/ambitions for QSIR within my organisation/STP

To start the journey of running our initial three cohorts of five day QSIR Practitioner training, along with coaching, to make sure that the trust get the most from the training and attendees are able to successfully deliver their service and quality improvement projects. My ambition is that these projects will have material benefits to the quality and experience we achieve for our patients in line with our trust aims of ‘patients first’ and ‘always improving’. I also aim to train more members of the department to increase the reach of the faculty.
Why I applied for QSIR College

I recognised both the need within my organisation and the value the programme would add to my OD practice. I wanted to be able to work in a further dimension (and wasn’t disappointed).

Personal highlights of QSIR

The networking opportunity has been great – the wealth of knowledge amongst my peers is fantastic. While many of us face similar challenges the combined energy and ‘can do-ness’ is quite inspirational.

Future plans/ambitions for QSIR within my organisation/STP

- We believe that quality is everyone’s business and we expect every member of staff to constantly drive quality improvements for their patients.
- Local teams are supported to progress their improvements by a team of quality improvement champions (QIC) from across the organisation. Our aspiration is to have at least one QIC in every team.
- QICs are supported by a team of staff who are trained in quality improvement methodology to a higher level – QSIR.
- The QSIR methodology is supported by the STP to enable an increasing use of the techniques across system wide priorities.
- Learning is shared widely throughout the trust through a range of team brief, weekly updates, team meetings and internal/public facing web pages.

We will continue to embed this by having QI events throughout the year to showcase best practice and learning as well as incorporating into the trust’s business planning process, the QSIR methodology so that, intrinsically, quality is part of any new service development or change.
Why I applied for QSIR College

With a small number of University Hospitals of Morecambe Bay staff already undergoing the process of becoming a QSIR College associate, I jumped at the opportunity to be a part of this positive movement in our trust. The programme management office I work in has always offered project management training sessions and talked of expanding the sessions with tools and techniques to engage stakeholders and support all the stages of the project life cycle. QSIR provides this and more. I have many years of training experience and really enjoy practical ways of working with others. I am destined to deliver QSIR!

Personal highlights of QSIR

I have thoroughly enjoyed the learning through training sessions and time spent with colleagues from UHMB and those from other organisations. I have many years of training experience and really enjoy practical ways of working with others. I am destined to deliver QSIR!

Future plans/ambitions for QSIR within my organisation/STP

Our trust’s aim is to make this widely available to our health economy in the Bay. We are keen to get participants from across the health economy attending collectively so we foster relationships and culture change helping to create that climate for transformation. We are encouraging staff to become training associates so that we have a team of people within all disciplines that will allow sharing of experiences and foster collaborative working relationships. In terms of our programme management office team we aim to have all our staff become QSIR Practitioners to support the programmes, projects and care groups they work within.
Why I applied for QSIR College

I applied to QSIR College as I saw it as an excellent opportunity to further my understanding of improvement methodology. In addition, I was interested in gaining more insight into flow and capacity so as to be able to better evaluate processes within my trust to see where and how improvement might be made. The opportunity to spend protected time with other like-minded people was particularly important.

Personal highlights of QSIR

Much to my surprise, the sessions on measurement were a particular highlight. Gaining a better understanding of SPC charts and the statistical theory behind them was extremely useful as it has provided me with the tools I need to persuade clinicians that improvement is, indeed, a science.

Future plans/ambitions for QSIR within my organisation/STP

Over the last year we have trained over 100 delegates in our STP. The next 12 months sees the challenge of increasing our faculty and providing training for a further 150–200 people. We also hope to run QSIR Fundamentals on a regular basis to further increase the understanding of improvement within our STP.

Aroon Lal

Consultant renal physician and Assistant Medical Director for Improvement

msb group: Mid Essex Hospital Services NHS Trust, Southend University Hospital NHS Foundation Trust, Basildon and Thurrock University Hospitals NHS Foundation Trust

Executive sponsor: Tom Abell, Deputy Chief Executive & Chief Transformation Officer

Accreditation date: October 2017

"Gaining a better understanding of SPC charts and the statistical theory behind them was extremely useful as it has provided me with the tools I need to persuade clinicians that improvement is, indeed, a science."

"
I was leading a transformation unit/PMO and wanted to develop a kit bag of tools, techniques, resource packs and a training approach which could have real reach in my organisation and partner organisations. I now work in an STP so reach is even more important.

**Personal highlights of QSIR**

The highlights for me have been the interaction and the sharing of ideas with colleagues from a range of disciplines. I feel that we have been fortunate as we have a high proportion of medical staff involved and as well as commissioners, so there is a real balance of talent and experience in our QSIR melting pot.

**Future plans/ambitions for QSIR within my organisation/STP**

I will continue to support my colleagues in Staffordshire and Derbyshire, but my plans going forward will be to roll out the QSIR programme in my current STP. A number of organisations have change methodologies, so I will be careful to ensure there is added value with my QSIR offer. So I plan to introduce some taster sessions and I have managed to secure some of the QSIR resource packs to tempt people to explore the programme.
Jack Lyons-Wainwright

Delivery Programme Manager, Redditch and Bromsgrove CCG

Executive sponsor: Simon Trickett, Accountable Officer
Accreditation date: November 2018

I'm looking forward to nurturing and supporting a growing culture of continuous improvement within the CCG and across our STP.

Why I applied for QSIR College

I went on a locally delivered QSIR Practitioner course and really enjoyed it, but it was when I started using the tools in my day job and saw how effective (and still enjoyable) they are that I decided to apply for QSIR College.

Personal highlights of QSIR

My highlights so far have been meeting colleagues from across the country who are going through the same things we are locally, and facilitating multi-agency workshops to collaboratively improve services.

Future plans/ambitions for QSIR within my organisation/STP

I will become part of a team of QSIR associates delivering the QSIR Practitioner programme across Hereford and Worcestershire. I will be supporting the work already underway building improvement skills across organisations. I’m looking forward to nurturing and supporting a growing culture of continuous improvement within the CCG and across our STP.
Why I applied for QSIR College

In Nottingham we applied to QSIR College as a system with a strong held belief that we should adopt a system wide approach to improvement, equipping our system leaders with the knowledge and skills to support and enable system wide transformation.

I hold a strong belief that if we ‘learn together, we will work together as a system’. The QSIR workshops provide time for leaders to discuss their individual and collective challenges, working together to explore service improvement solutions.

Personal highlights of QSIR

• Cohesiveness and support of the delegates on the programme during assessment process – quite remarkable!
• Opportunity to work closely and build relationships with my system colleagues from our STP.
• Meeting and working with ACT team members – big thank you for your encouragement and support.
• Opportunity to meet and learn from other QSIR Practitioner trainees.
• Sense of achievement passing the course.

Future plans/ambitions for QSIR within my organisation/STP

• First batch of QSIR Practitioner training to Nottinghamshire STP organisations will begin in November 2017 followed by a second batch in April 2018 with a view to generate 100 practitioners.
• It is expected that with the additional QSIR associates in the future, the number of practitioners can be increased.
• Using QSIR locally within CityCare.
• QSIR is included within one of the six priority areas highlighted in the Organisational Development (OD) and System Effectiveness – Supporting The Nottinghamshire Sustainability Transformation Partnership (STP) Plan (2017–19).

Helen Mancini
Assistant Director of Learning and Organisational Development, Nottingham University Hospitals NHS Trust

Executive sponsor: Lyn Bacon, Chief Executive Officer, Nottingham University Hospitals NHS Trust

Accreditation date: October 2017
Why I applied for QSIR College

I applied for QSIR College because I wanted to be part of the faculty that taught QSIR at Luton and Dunstable Hospital. I had attended QSIR Practitioner and I was so inspired that I decided to seek a role in quality improvement and project management. This area resonated with me because improving quality means we can make a difference for our patients in an ever challenging and evolving environment.

Personal highlights of QSIR

The first hurdle was passing the QSIR assessments, gaining the confidence to deliver QSIR and getting accredited. I felt I was part of something special, a unique team delivering QSIR within our organisation. It was an excellent opportunity for meeting new people and networking and equipping me with the tools to support other staff with their projects.

Future plans/ambitions for QSIR within my organisation/STP

The quality improvement strategy within the trust for 2017/2018 has outlined a teaching strategy for service improvement. Service improvement techniques will be introduced as a concept to all new starters within the trust. They will also be incorporated into some of our teaching programmes. This introduction to service improvement will help us develop our workforce and prepare them for enrolling on to the five day QSIR Practitioner programme. QSIR has been embedded in our trust and in some of our STP associate trusts. Moving forward, we aim to develop a regional cross site teaching faculty that will collaboratively deliver the QSIR course.
Why I applied for QSIR College

I applied for the QSIR College to further develop my quality improvement knowledge in line with national requirements, to link in with other QI teams and share knowledge of delivery and to help support our organisation’s delivery plan for Developing People Improving Care – specifically around the development of capacity and capability across our health economy.

Personal highlights of QSIR

My personal highlights have been meeting new people who also deliver QI within their organisations and health economies and sharing knowledge, as well as forging relationships with the College.

It was good to reflect that the development of our strategy and delivery plan to create an organisation that has the capacity and capability at all levels to use quality improvement tools that will enhance patient and staff experience is validated.

The personal sense of accomplishment and achievement was more than I expected on having passed the online exam and the teaching assessments.

Future plans/ambitions for QSIR within my organisation/STP

Future plans are to continue to build quality and service improvement capacity and capability within our organisation and across the health economy and to tell our story of improvement, demonstrating that improvement is part of everyone’s role every day.

I also want staff who have attended our QSIR programmes and have gone on to deliver an improvement to feel energised and motivated to continue to improve. The successes they realise encourage more staff to get involved.
Why I applied for QSIR College

I wanted to be part of quality improvement process that was grounded in a consistent and sustainable methodology and that allowed all staff to be involved across the trust rather than focused in just one area.

Personal highlights of QSIR

Many, many highlights, including light bulb moments with Mr Potato Head, getting the plane to fly across the room, and explaining ‘Calendar Goats’ as a concept to encourage recycling... All of these highlights emphasised the value of team working and networking.

Future plans/ambitions for QSIR within my organisation/STP

Plans are already in place at the trust to run courses to train 80 other staff in the first year, but the ambition must be the sustainable quality improvement that we will measure in the future.
Why I applied for QSIR College

I wanted to apply for QSIR College as some of my colleagues are accredited and I wanted to be able to support them with the roll out within our organisation and the STP.

Being part of the College has given me the chance to use my change management and service improvement skills in a way that I can teach and support others. Knowing that you can help someone by equipping them with tools from the curriculum to help with their projects that will result in an improvement or redesign is one of the main reasons I applied.

Personal highlights of QSIR

There have been many highlights – the experience has been a very enjoyable one. I have had many opportunities to work through the Practitioner programme and the College with lots of colleagues across the NHS and benefit from shared learning and experiences.

I found the assessments very enjoyable and made me feel as though I was attending the Practitioner course rather than being assessed.

Along with my colleagues we have been running a number of QSIR programmes courses within our trust and it has been nice to teach the content whilst having fun! Being able to teach PDSA cycles whilst everyone was throwing paper aeroplanes around the room has been one of my highlights and brings energy into the room whenever I teach it!

Future plans/ambitions for QSIR within my organisation/STP

The main plan is to continue the roll out of the QSIR Fundamentals course to more people at all levels within our organisation as well as delivering QSIR Practitioner across the STP in alignment with our delivery plan.
Why I applied for QSIR College

Improvement and redesign, particularly involving multi-providers is what gets me up in the morning! Feedback from colleagues rated this course very highly both in terms of improvement science theory and practical application. The tools and approaches can be used from day one to improve care. A key driver was also learning and working more closely with colleagues across the system to break down silo working. I’m really excited to be part of this improvement movement.

Personal highlights of QSIR

I found the measurement module particularly helpful, especially opting for ‘plot the dots’ rather than RAG rating. I am determined to make headway with this in our organisation and having like-minded colleagues to champion this is refreshing. The demand and capacity day was also excellent in debunking the common approaches, and we use these tools on a daily basis.

A high point was getting to know the very supportive colleagues that were part of our assessment group. We formed a strong bond and have been in touch to share ideas and queries.

Future plans/ambitions for QSIR within my organisation/STP

We are running a rolling five day practitioner programme with colleagues from the STP and also concurrent monthly one day fundamentals, stand-alone demand and capacity days. We aim to train staff from the grass roots to director level to reinforce the QSIR approach to improvement science. Besides formal training we offer ‘at the elbow’ support and advice. We aim to ensure a common language and improvement/redesign approaches are used across the organisation.
for me the most valuable aspect was the opportunity to meet with colleagues from across the country and share learning, particularly where they are tackling similar issues to those we’re addressing locally.

"Why I applied for QSIR College"

My role is centred on services with the focus of the work often around cultural change and different ways of working. The QSIR programme provides a helpful focal point to bring together clinical and non-clinical staff from across a wide range of disciplines and organisations and promote working across barriers and the formation of local networks.

The QSIR programme also provides an opportunity for development of my programme manager role with the chance to reflect the changing relationship between commissioners and providers as new organisational forms develop.

"Personal highlights of QSIR"

The QSIR Practitioner sessions were really helpful as a refresh of the various tools and techniques, but for me the most valuable aspect was the opportunity to meet with colleagues from across the country and share learning, particularly where they are tackling similar issues to those we’re addressing locally. The QSIR College assessment sessions were also helpful to consolidate the learning and identify my personal approach to delivering the programme.

"Future plans/ambitions for QSIR within my organisation/STP"

Locally we’ve set out plans to develop towards a model of accountable care within Hammersmith and Fulham through a series of steps towards more integrated, collaborative working. The foundation of this move will be to implement the 10 High Impact Actions for Primary Care with quality improvement methodologies embedded across the work undertaken. The QSIR programme will provide the necessary training to individuals and organisations across community settings. Local QSIR delivery has also highlighted the ability of the programme to:

- promote network formation through peer support of project delivery
- develop leadership capacity
- and improve pathways for patients.

All of this will be essential to developing an accountable care model.
Why I applied for QSIR College

I applied for QSIR College as I had found the QSIR Practitioner course invaluable for my role in service improvement and – as part of the quality improvement strategy within our NHS Trust – sharing this methodology to a wider staff group would really help to embed a standard approach.

We felt that as the QSIR format is underpinned by the ACT Academy and NHS Improvement, this cements its credibility in the wider QI field.

Personal highlights of QSIR

Delivering the QSIR programme to our colleagues within the NHS trust has been both exciting and challenging. I personally really enjoy the engagement and creativity days as I feel it’s interesting to hear new ideas and new ways of thinking. It’s an opportunity for us all to get our heads together and share ideas. I always come away from the day having learned something new from the group of participants.

Future plans/ambitions for QSIR within my organisation/STP

I aim to continue to share the QSIR learning and embrace new ways of thinking. Using this format to QI is now embedded in how I do things at work and has been invaluable.
Why I applied for QSIR College

I applied for QSIR College to consolidate my knowledge of QI and develop my understanding of the delivery of QI training to equip others with the skills and knowledge to tackle change and quality improvement themselves.

Personal highlights of QSIR

Having the opportunity to share the learning experience with colleagues across my organisation that I wouldn’t usually work with. Their support, especially with the assessments and the value gained from sharing experiences, has been significant. The encouragement and guidance from the faculty was excellent – their support and smiles didn't go unnoticed.

Future plans/ambitions for QSIR within my organisation/STP

Our trust is committed to fully embedding QSIR QI methodology and is running a rolling program of QSIR teaching cohorts and supporting QI projects. These are open to staff in our trust and the wider local health community.
I am currently the lead improvement programme manager within our trust and I lead a small team focused on large scale trust-wide improvement projects. However, the need for continuous improvement to be embedded into our workforce culture has been clearly identified as part of our new improvement strategy. We explored courses that could deliver high quality and credible QI methodology and QSIR was perfect.

**Personal highlights of QSIR**

Highlights included working as a team to learn together and support each other to develop our QI skills to an advanced level. Also, seeing the positive influence of the learning on others’ practice as a result of delivering QSIR within my own workplace.

**Future plans/ambitions for QSIR within my organisation/STP**

QSIR has been approved as the QI methodology of choice for Portsmouth Hospitals and is now recognised within the trust’s strategy and is being mapped into the formal learning and development programmes for all our staff. This is supported informally in between the formal teaching days by Q cafés which we aim to expand as we become more successful and grow our own QSIR teaching faculty.
Why I applied for QSIR College

I wanted to gain a deeper understanding of quality improvement methodologies in order to support the trust to deliver their aims of quality with ‘Joy at Work’ – reducing bureaucracy at the frontline, mobilising improvement capability and capacity being a key focus for that.

Personal highlights of QSIR

The highlight was being part of the dynamic trust wide quality service improvement group which has as its remit not only the implementation of the trust’s quality strategy but also a mandate to foster a culture of QI within the organisation.

Future plans/ambitions for QSIR within my organisation/STP

We have a communications plan within the trust for the roll out of QSIR. From mid November 2018 we are starting with our first cohort of QSIR training which will include management and front line staff as well as representatives from among our commissioners. In the longer term we hope to deliver joint training with acute partners.
Why I applied for QSIR College

I wanted to expand my knowledge, skills and range of improvement tools and techniques to support quality and service improvement. While I already had a good understanding, I wanted to develop a framework that would allow me to teach it to other people in a structured way.

Personal highlights of QSIR

My personal highlights have been networking with like minded people, learning from other improvement leaders and I have really enjoyed delivering two sessions of training – even though it was part of an exam! It was a great way to help me develop my skills and confidence.

Future plans/ambitions for QSIR within my organisation/STP

My future plans for QSIR (along with my three QSIR associate colleagues) are to help spread it across our organisation. We think it is a fantastic resource which many staff can benefit from. We want to make QSIR our mainstream improvement resource and support our staff develop improvement skills and capability.

Sonia Nosheen
Transformation Manager
Bradford Teaching Hospitals NHS Foundation Trust

Executive sponsor: Sandra Shannon, Chief Operating Officer/Deputy Chief Executive
Accreditation date: November 2018

“I have really enjoyed delivering two sessions of training – even though it was part of an exam!”
Chioma Obasi

Quality & Patient Safety Manager
Bradford Teaching Hospitals NHS Foundation Trust

Executive sponsor: Sandra Shannon, Chief Operating Officer/Deputy Chief Executive

Accreditation date: November 2018

Why I applied for QSIR College

I wanted to expand my toolkit of improvement tools and techniques which I will be passing on to staff at all levels (clinical and non-clinical) in my organisation. This is with the intention of getting staff to feel confident and become capable of using the quality and service improvement tools and skills acquired to lead improvement and change in their own areas.

As a learning organisation, we aim for these skills to be scaled up trust-wide and for this transtheoretical improvement bundle to be part of the key mechanisms for making this possible.

Personal highlights of QSIR

The teaching assessment week was by far the highlight for me. The teaching sessions by colleagues were stimulating and helped reinforce and consolidate my learning around a number of areas. The team spirit and support was great and I look forward to maintaining links with fellow QSIR College Associates.

Future plans/ambitions for QSIR within my organisation/STP

QSIR will be an integral facet of learning in our improvement training programme as well as our OD and leadership development work in Bradford Teaching hospitals. We have a QSIR delivery plan in place and will continue to build capability within our organisation to deliver this programme going forward.

The team spirit and support was great and I look forward to maintaining links with fellow QSIR College Associates.
Why I applied for QSIR College

I applied for QSIR College as I knew it was key for me to be able to develop and upskill other staff members within the trust on quality improvements methodology, ensuring we have the right skills and tools to deliver high quality and efficient services which is patient centre focused.

Personal highlights of QSIR

Gaining a greater understanding on a number of models and tools within QSIR which can be easily embedded as ‘business as usual’ within day to day operational management. The support from ACT Academy has been great and the support network from my QSIR College colleagues has been really positive.

Future plans/ambitions for QSIR within my organisation/STP

QSIR will become a core training element within our trust supported by a leadership and development programme. QSIR will become our continuous improvements approach. We have already scheduled to undertake collaborative training with our NHS partners, who are also QSIR College trained, on our quality improvement programmes that cross NHS boundaries, ensuring we develop system wide solutions that provide clinical and financial sustainability.

Suzanne O'Neil

Head of Programme Management Office
Maidstone and Tunbridge Wells NHS Trust

Executive sponsor: Steve Orpin, Chief Financial Officer

Accreditation date: November 2018

"The support from ACT Academy has been great and the support network from my QSIR College colleagues has been really positive."
I wanted to gain a deeper understanding of quality improvement methodology in order to enhance patient and staff experience through service improvements.

Amanda O'Neill

Head of Quality, Governance and Professional Standards
Kent Community Health NHS Foundation Trust

Executive sponsor: Sarah Phillips, Medical Director

Accreditation date: November 2018

Why I applied for QSIR College

I wanted to gain a deeper understanding of quality improvement methodology in order to enhance patient and staff experience through service improvements.

Personal highlights of QSIR

Highlights were meeting new colleagues, sharing experience and aspirations and gaining new knowledge.

Future plans/ambitions for QSIR within my organisation/STP

We are rolling out QSIR Practitioner and Fundamentals across our trust to support a change of ethos to a culture of organisational quality improvement with staff and patients at the heart of the developments.
Why I applied for QSIR College

I applied for QSIR College to develop my skills in delivering successful change and also to support the growth of improvement capability in my organisation.

Personal highlights of QSIR

The QSIR community is knowledgeable, supportive and encouraging, with an emphasis on learning from each other’s experiences. I really enjoyed the networking opportunities – hearing how others were tackling similar issues was, and continues to be, invaluable. QSIR College pushed me out of my comfort zone and in doing so improved my confidence.

Future plans/ambitions for QSIR within my organisation/STP

I am pleased to have joined the QSIR team in my organisation. Delivering the QSIR Fundamentals and QSIR Practitioner programmes to colleagues across Dorset is an exciting opportunity to embed a consistent approach to change. The QSIR programme is helping us to continue to build relationships beyond organisational boundaries supporting the Dorset STP.

Kirsty Owen

Service Improvement Delivery Manager
Dorset County Hospital NHS Foundation Trust

Executive sponsor: Linda Power, Chief Operating Officer

Accreditation date: June 2018

“QSIR College pushed me out of my comfort zone and in doing so improved my confidence.”
Why I applied for QSIR College

To be able to build on my experience and have access to evidenced based techniques and tools which I could then, with a level of authority and credibility, pass on this accredited knowledge to colleagues in my trust to improve outcomes for our service users.

Personal highlights of QSIR

Firstly passing the college assessment process! Doing the course was a challenge to fit in around my ‘normal’ job, but the hard work has absolutely been worth every single second. I enjoyed meeting new people and was overwhelmed by the support, positivity and sense of camaraderie. I feel privileged to be part of such a great movement which is spreading fast.

Future plans/ambitions for QSIR within my organisation/STP

Since graduating and being accredited as associate members of the QSIR teaching faculty in October we have started our first cohort of practitioner training and have plans to complete at least four or five cohorts of 30–40 people in the coming year. Our first cohort includes colleagues from the CCG and STP, which is great, and we hope to build on this. We also aim to start doing some joint work with colleagues in the acute trust, who are also college graduates. We are all very motivated and excited about the future and spreading the QSIR message as far and wide as we can.

Natalie Parkinson

Assistant Director, Business Development & Service Improvement
Kent Community Health NHS Foundation Trust

Executive sponsor: Gordon Flack, Director of Finance
Accreditation date: November 2018

“I feel privileged to be part of such a great movement which is spreading fast.”

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Kent Community Health NHS Foundation Trust

Executive sponsor: Gordon Flack, Director of Finance
Accreditation date: November 2018

“I feel privileged to be part of such a great movement which is spreading fast.”
Why I applied for QSIR College

I applied for QSIR College because I wanted to learn about improvement tools which are straightforward, can easily be used in clinical and non-clinical areas and can make a difference. I have been supported by ACT Academy to develop new knowledge and skills in service improvement. I also wanted the opportunity to work with colleagues across the integrated care partnerships to deliver QSIR.

Personal highlights of QSIR

I learnt to appreciate the benefits of looking at whole systems in the demand and capacity module, and found the section on RAG rating and variability enlightening. This highlighted how important it is to look at measurements over time. All the games we used to illustrate principals were fun and useful. Overall, my new knowledge about quality improvement, how to make processes better and those changes sustainable has led me to evaluate my own work.

Future plans/ambitions for QSIR within my organisation/STP

To continue working with colleagues from the integrated care partnership, to continue to roll out QSIR Practitioner and QSIR Fundamentals. To support colleagues and teams to use QSIR methodology and to keep myself updated and to become more familiar with some of the QSIR modules I am currently less familiar with.
Why I applied for QSIR College

I applied for QSIR College for me! It was, and remains, the perfect enabler for me to continue practising as a service improvement lead whilst sharing the vision and tools with colleagues and peers across our patch.

Personal highlights of QSIR

My personal highlight has been the completion of what started out to be a very large and unwieldy project that tested every part of what QSIR had taught me. The creative thinking modules and the tools to help apply focus were very much part of its success. The PDSA cycle in particular ensured that when it didn’t quite go to plan, nothing was viewed as a failure. The project is going to be used internally as a good news story and all learning gained has been shared; another skill acquired from QSIR!

Future plans/ambitions for QSIR within my organisation/STP

My ambition is to enable colleagues, peers and teams to embrace service transformation – big or small and to own and deliver their own projects and plans.
Why I applied for QSIR College

As a GP and medical director for a large community trust, I see first-hand the problems staff and patients encounter in the NHS. I think quality improvement science is something we should all be aware of and it is a fantastic way to make changes that matter to patients, carers and staff.

Personal highlights of QSIR

The curriculum is broad and gives a really good knowledge of a wide range of tools. Working with like-minded colleagues has given me so many ideas for ways we can start to implement QI and hopefully see the resulting empowerment of front line staff and patients, and see the results of real improvements.

Future plans/ambitions for QSIR within my organisation/STP

Within Kent Community Health NHS Foundation Trust we have prioritised QI for the organisation. We have an organisational implementation plan which is getting us off to a really good start on our QI journey. We are also working to collaborate across our STP where others wish to align or share resources with us. We hope to deliver training to groups of cross organisational colleagues, and in time see some cross organisational QI projects come to life. We also hope to see an increasing number of projects within Kent Community Health NHS Foundation Trust that are led by the frontline staff and supported by the QI training, tools and team.
Why I applied for QSIR College

To be honest it was a bit last minute and I was ‘volunteered’ to attend! I’m so glad I was. I remember travelling to the first day, reading the information that had been sent through. I was a bit overwhelmed but so curious about what I was going to learn.

Personal highlights of QSIR

The training was great and I learned so much but my highlight has to be meeting and working with my teaching assessment cohort. We had amazing camaraderie throughout the three days. It really sparked my enthusiasm and creativity to think about the different ways that we can develop and promote QI within our organisation.

Future plans/ambitions for QSIR within my organisation/STP

I’m excited to get people on board their own QSIR adventure. As an organisation we are at the beginning of our new improvement journey and we are taking the opportunity to adopt a whole organisation approach. Our plan is to start off training with our Board so they understand our message and can then support the roll out of QSIR. We want everyone at Calderdale and Huddersfield NHS Foundation Trust to ‘Work Together 2 Improve’.
Why I applied for QSIR College

To enhance my improvement skills and knowledge to enable me to deliver successful outcomes in my transformation change programmes that in turn deliver sustainable benefit realisation for Nottingham University Hospitals NHS Trust. In particular I will acquire proven knowledge and skills that support the delivery of quality and efficient services for patients. Furthermore, to assist the trust to upskill clinical and non-clinical colleagues in improvement capability through training and providing them with the know-how to design and implement more efficient patient-centred services based on tried and tested tools and approaches.

Personal highlights of QSIR

The highlight has been being able to deliver the first QSIR Fundamentals training for patients across the Nottinghamshire integrated care system. We have taken a step further towards patients, carers and staff developing a shared language and understanding. Another highlight has been participating in the national QSIR filming along with patients that demonstrates all the commendable work and networking happening across the Nottinghamshire ICS. This also sets an example for other organisations that are considering collaborative working as an integrated care system.

Future plans/ambitions for QSIR within my organisation/STP

We are planning to deliver a much bigger QSIR Practitioner cohort for staff and further QSIR Fundamentals programmes for patients across the ICS. We are going to take on a system wide quality improvement project in one of the main pathways (possibly emergency department) using the QSIR tools and approaches. We have also agreed to follow and roll out the QSIR tools and approaches to our local authority colleagues.
Why I applied for QSIR College

In 2015 I was supported by the Director of Nursing and Midwifery to apply for the QSIR train the trainer programme. My role involves facilitation of and leading QI projects within the challenges of a busy acute hospital. I wanted to share my passion and enthusiasm for QI and I was attracted to this programme as I felt it offered the opportunity for myself and a colleague to learn and develop as QI leaders and trainers. I also felt I would benefit hugely from learning with a wide range of staff from different organisations.

Personal highlights of QSIR

In 2018/19 we have sustained the delivery of our QSIR Practitioner and QSIR Fundamentals training programmes, building our capability and capacity to improve safety and experience for our patients and staff.

I feel I am confident and credible in the delivery of all aspects of QSIR Practitioner and Fundamentals and we have delivered to a wide range of staff from executive director, consultants, senior nurses, therapists etc.

We have consistently achieved positive feedback and evaluation with over 90% course ratings evaluated good or very good. Particular highlights are hearing a common language of quality improvement in the organisation, eg ‘driver diagrams’, ‘measurement for improvement’.

Future plans/ambitions for QSIR within my organisation/STP

In 2019 we will be continuing to deliver both the one and four-day programme as part of the new organisational development programme, Improving Together. It will be aligned to the programme, ensuring all staff involved in the improvements have the skills and knowledge to achieve success. We therefore plan to scale it up and deliver more training, as well as aiming to support two more staff to accredit as NHS Improvement QSIR trainers.

We also plan to spread outside of the acute trust – offering external places on each course, for example to members of the CCG and AHSN. We are continuing to formalise our QSIR Practitioners to act as mentors to all cohorts.
Why I applied for QSIR College

I applied for QSIR College as I wanted to be able to drive forward quality improvement within the organisation that I work for. I wanted to empower teams and colleagues with the skills that QSIR gives to improve the quality of care that we deliver. I wanted to be part of a system that will provide lasting quality improvement within the NHS. QSIR is a national accredited programme which will mean that organisations can speak using a common language.

Personal highlights of QSIR

My highlights form QSIR have been the opportunity to understand wider systems, the opportunity to work with colleagues across organisational boundaries and passing the assessments.

Future plans/ambitions for QSIR within my organisation/STP

We have started to deliver the QSIR Practitioner course and two further cohorts are planned within the next nine months. QSIR is fundamental to supporting our move from quality assurance to quality improvement. The QSIR slides, courses and methodologies will create a common language within the organisation that transcends hierarchy. Teams are now able to drive forward improvements within their areas that can be sustainable.

Sarajane Poole

Head of Quality, Governance and Professional Standards, Public Health, Children’s Specialist and Learning Disabilities Services
Kent Community Health NHS Foundation Trust

Executive sponsor: Sarah Phillips, Medical Director
Accreditation date: November 2018

“QSIR is a national accredited programme which will mean that organisations can speak using a common language.”
one of the great catalysts to achieve quality service redesign and improvement programmes is through having the appropriate tools and techniques that are shared consistently across all organisations. I see QSIR as a great opportunity to achieve this.

Why I applied for QSIR College

I have spent the majority of my NHS career working within complex integrated care systems and view one of the great catalysts to achieve quality service redesign and improvement programmes is through having the appropriate tools and techniques that are shared consistently across all organisations.

I see QSIR as a great opportunity to achieve this and I am very proud to be part of the team to support the delivery of the training across North West London.

Personal highlights of QSIR

QSIR has supplied me with a variety of practical tools and techniques that I have been able to apply in my approach to programme management and share with my colleagues. This includes implementing techniques within our team meetings to develop business planning through the Six Thinking Hats which received positive feedback. I look forward to taking this further with the whole QSIR curriculum and spreading this across our organisations.

Future plans/ambitions for QSIR within my organisation/STP

North West London has embarked on a challenging journey to redesign our health and social care system to provide care for an ageing population and manage increasing demand with fewer resources. Our Sustainability and Transformation Plan (STP) outlines our ambition to focus on the needs of people living within the STP area, rather than the needs of individual organisations. This programme of work stretches across more than 29 organisations, a population in excess of two million people and a wide range of health and social deprivation across eight CCGs which span some of the richest and some of the poorest areas in the country.
Blake Pritchard

Consultant Psychiatrist
West London NHS Trust

Executive sponsor: Sarah Rushton, Executive Director Local Services, West London NHS Trust
Accreditation date: June 2018

“Highlights were meeting like minded people from other organisations and sharing learning, anecdotes, and big ideas!”

Why I applied for QSIR College

To refresh and consolidate my knowledge in QI and work on the particular skill of teaching it to others.

To expand the pool of QSIR associates in our organisation so that we can teach this methodology to more cohorts more quickly.

Personal highlights of QSIR

Highlights were meeting like minded people from other organisations and sharing learning, anecdotes, and big ideas!

Future plans/ambitions for QSIR within my organisation/STP

To build a culture where staff feel confident coming together to problem solve using a consistent methodology and common language for improvement and then to be able to demonstrate the impact of this work and share learning.

QSIR is a vital tool to help us to achieve this and for this reason we are expanding our team who deliver it as well as thinking about other things we can do in parallel to effect cultural change.
Why I applied for QSIR College

We have been working on enabling and empowering our staff in Morecambe Bay to be able to deliver improvements and wanted to further develop our capacity and capability in line with national guidance in Developing People Improving Care. We saw QSIR as a great way by which we could offer the ability to train a number of staff to help build that capacity and capability across the Bay.

Personal highlights of QSIR

I have worked in an Improvement role for quite a few years now and my personal highlights of joining QSIR has been the opportunity to work with like minded, enthusiastic staff from across health and social care who are committed to improving patient and staff experiences. A great chance to consolidate my learning and keep me on my toes! I enjoying coaching and supporting our QSIR practitioners and being part of their learning journey. We have lots of fun whilst we learn on our cohorts – which is also really important.

Future plans/ambitions for QSIR within my organisation/STP

Our aim is to make this widely available to our health economy in the Bay. We are keen to get participants from across the health economy attending collectively so we foster relationships and culture change helping to create that climate for transformation. We are encouraging staff to become QSIR associates so that we have a team of people within all disciplines that encourages sharing of experiences and foster collaborative working relationships.
Adam Revill  
Consultant in Anaesthesia and ICM  
Royal College of Anaesthetists  

Executive sponsor: Lesley Jordan, Consultant Anaesthetist  
Accreditation date: June 2018  

"It was great to create a network of colleagues with quality improvement experience that I can tap into."

Why I applied for QSIR College

To consolidate my knowledge of quality improvement tools and to be given a framework to pass this knowledge on, specifically in the context of improving perioperative care.  

Personal highlights of QSIR

It was great to create a network of colleagues with quality improvement experience that I can tap into.  

Future plans/ambitions for QSIR within my organisation/STP

We are rolling out a specific perioperative QSIR course for anaesthetists and perioperative teams. Our first sitting begins in January 2019 in Bath.
Why I applied for QSIR College

Having been inspired by attending the five day QSIR course offered by our Gloucestershire STP, I felt compelled to take my learning to the next level. I have been involved with quality improvement for many years and now being part of the faculty and teaching the course has increased my ability to influence how we deliver patient care through quality improvement on a much bigger scale.

Personal highlights of QSIR

It was a great opportunity to work with colleagues from different professions and organisations across the dementia pathway. We could all see the many areas we might work differently to improve care for people with dementia and their carers. With our newly learned skills, we were able to reframe some of our challenges and apply the QSIR techniques to systematise our improvements to patient care.

Future plans/ambitions for QSIR within my organisation/STP

There are so many areas that we could improve patient care, so apart from my practical skills, I am looking at using my Q Convenor influencing role to engage with STP level leadership in the West of England. This will allow us to connect up the STP strategic challenges with the system solutions and thinking that QSIR gives practitioners.
Why I applied for QSIR College
As a personal commitment to practically take forward the trust’s QI strategy.

Personal highlights of QSIR
Delivering quality improvement methodology and teaching to front line has been hugely rewarding and it is fantastic to see staff deepen their understanding and go on to deliver improvement projects.

Sarah Rushton
Executive Director Local Services
West London NHS Trust

Executive sponsor: Carolyn Regan, Chief Executive Officer
Accreditation date: October 2016

“The trust is committed to fully embedding the QI methodology throughout all its work, so our ongoing plan is to train more coaches and continue to run a rolling programme.”

Future plans/ambitions for QSIR within my organisation/STP
The trust is committed to fully embedding the QI methodology throughout all its work, so our ongoing plan is to train more coaches and continue to run a rolling programme to ensure that more cohorts of staff can benefit from the learning and use their own projects as a way to make tangible and positive change happen from the ground up.
Why I applied for QSIR College
Running a large-scale transformation programme, I know how hard making change happen and stick can be. Having spent most of my career in hospital operational management, I’ve had lots of experience striving to make things better for patients and staff and not understanding why change didn’t happen. QSIR offers answers to some of the questions I struggled with over the years and I know others are struggling with now. By becoming a QSIR trainer, I can share a structured set of tools, methodologies and language with colleagues and help them achieve their aims of improving care for patients and staff.

Personal highlights of QSIR
It’s been great connecting with like-minded colleagues across the country through QSIR College, and really reinvigorating to see and hear how the quality improvement approach is being adopted in different environments and cultures, positively affecting so many patients, service users and staff.

Teaching the QSIR Practitioner programme has been great fun and challenging in equal measure – delegates keep our team on our toes with their questions, thirst to develop their own skills and passion for improving care for our communities. It’s wonderful and a huge privilege to be able to contribute to colleagues’ learning and growth and the improvement in care they will deliver.

Future plans/ambitions for QSIR within my organisation/STP
The scale of change we need to deliver across health and the wider care landscape is enormous; to achieve this we need to have a shared vision, structured plans, robust change tools and a joint understanding of how we are going to deliver. QSIR provides this and we have made a decision within our Health and Care Partnership that this will be ‘the way we do things around here’. The QSIR approach is filtering through our programmes and projects and we are hearing fantastic feedback from teams on their experience using the tools.

In 2019/20, we hope to expand our QSIR delivery team and will continue to offer QSIR practitioner training to all health and care organisations across north west London.
Why I applied for QSIR College

As a member of the service improvement team within the trust, it was a great opportunity both to keep myself up to date with current approaches to managing change and improvement, and also to help deliver the course across the trust. The QSIR Practitioner and QSIR Fundamentals courses are well designed and applicable to all staff members.

Personal highlights of QSIR

The highlight has been the interaction between the students attending our first cohort – the experience and energy in the room definitely enhanced the learning environment. Giving students the opportunity to meet and to develop a greater understanding of the QSIR methodology enables them to go on to deliver their improvement projects with confidence.

Future plans/ambitions for QSIR within my organisation/STP

Having recently delivered our first cohort, QSIR is still in its infancy at Portsmouth. Our intention is to promote a culture of improvement across the trust, utilising the QSIR methodology and tools, and we have another four cohorts planned for the next 12 months. We aim to ensure that all staff members have both the support and confidence to continue spreading improvement across the trust.
Viv Ryan

Senior Programme Lead
NHS Dorset CCG

Executive sponsor: Alan Betts, Deputy Director Transformation – Merger

Accreditation date: June 2018

“There is a real opportunity to have a co-ordinated approach to quality improvement across the system and to see real benefits from improving the services we deliver.”

Why I applied for QSIR College

I have undertaken quite a few courses during my career but QSIR was the first one that made me think ‘yes, I get it!’ It has so many practical tools and tips that really help. Teaching was something that I hadn’t done before but was interested in so this seemed like a really good opportunity to share something of real benefit to the Dorset ICS.

Personal highlights of QSIR

Hearing from people that have completed the training that they have used the tools and techniques we have taught them to the benefit of the improvement work they are doing.

Future plans/ambitions for QSIR within my organisation/STP

We really want to spread the learning across the whole of the Dorset ICS. There is a real opportunity to have a co-ordinated approach to quality improvement across the system and to see real benefits from improving the services we deliver.
Why I applied for QSIR College

I had previous experience of using QI methodology, and knew the value of using these approaches in service redesign, so when the opportunity arose to be part of a group training others in these tools, and thereby supporting broad system redesign, I was very keen to be involved.

Personal highlights of QSIR

Continuing to develop the QSIR programme and embed it within the wider improvement community across the county has been both challenging and fulfilling.

Future plans/ambitions for QSIR within my organisation/STP

We are continuing to roll-out the training to further the work of the Integrated Care System in Gloucestershire. We hope to have another QSIR Associate joining us in the spring, enabling us to support colleagues to a greater extent with their projects, while running sessions throughout the year to celebrate the successful work done by practitioners and promote QI methodology, and QSIR, across the health and social care system.
Why I applied for QSIR College

The qualification has given me the opportunity to consolidate my skills and knowledge in change management and service improvement from my current role and over 13 years experience as an operational manager in the NHS. It also gave focus and structure to the work that my joint postholder and I are doing to deliver a culture of change and improvement in our organisation.

Personal highlights of QSIR

• Meeting and sharing knowledge with colleagues from across the NHS.
• Teaching others – the excitement that they get from it is so rewarding.
• The teaching assessment group I was in were a joy to be with – so much knowledge in one room and everyone was so supportive of each other.

Future plans/ambitions for QSIR within my organisation/STP

As part of establishing a culture and capability to deliver improvement and change we are now starting a teaching programme within our trust. We have members of our team who have applied for QSIR College so that they can support that ambition. So far, we have incorporated the one day QSIR Fundamentals course into the staff development programmes and expect to start the QSIR Practitioner programme in 2019. It’s great to be able to have such a clear curriculum to follow but also to have the flexibility to pull out more detail for some modules for specific groups of our staff.
I liked the fresh approach that QSIR offers: delivering bite sized chunks of learning in clearly defined sessions with plenty of opportunity to test the teaching.

Why I applied for QSIR College
As an acute trust service improvement team, we want to develop a wider faculty based approach to our training and improvement support and I was keen to be part of the first wave team. The QSIR programme offered us a comprehensive programme with excellent resources to help us achieve this.

Personal highlights of QSIR
I liked the fresh approach that QSIR offers: delivering bite sized chunks of learning in clearly defined sessions with plenty of opportunity to test the teaching in break-out sessions and discussions. Whilst daunting, the teaching assessment process provides attendees with an excellent opportunity to deliver QSIR in a supportive environment that thoroughly, but fairly helps you shape your approach to future delivery of training.

Future plans/ambitions for QSIR within my organisation/STP
This year (2017/18): to run our initial three cohorts of five day QSIR Practitioner training; supported by one day sessions and ad-hoc workshops to ensure attendees get the most from their training and are able to deliver on their associated projects, effecting real improvements in patient care and having the confidence to continue. At the same time we will be training further members of our own team in order to increase our faculty as planned.
Why I applied for QSIR College

My role as a service improvement support lead requires me to train and support colleagues in undertaking service improvement within their areas. I wanted to build on my current knowledge and skills to ensure that I had the most up to date training of the current improvement tools and techniques. The QSIR programme seemed the most logical way for me to do this as it provides a structured and consistent approach to service improvement/redesign.

Personal highlights of QSIR

QSIR has really helped me to develop my knowledge and understanding of the various service improvement tools and techniques. Although I was incredibly nervous about the teaching assessment, I found it to be really rewarding on the whole.

Both the written and classroom assessments helped me to embed the learning and skills that I gained from the course.

QSIR has given me the confidence to be able to support colleagues when undertaking service improvement projects and when delivering quality improvement training in the future.

Future plans/ambitions for QSIR within my organisation/STP

I am one of a group of five QSIR associates that qualified together from our organisation. We had already formed a QI Academy and were developing the programme for delivering training to delegates. Now that we are all confirmed as QSIR associates, we can offer the QSIR programmes through our QI Academy enhancing our ability to help staff identify, plan, deliver and sustain QI across the trust.
Nick Sinclair

Head of Digital Operations and General Manager
Emergency Care and Acute Assessment, Maidstone and Tunbridge Wells NHS Trust

Executive sponsor: Steve Orpin, Finance Director
Accreditation date: October 2018

“Meeting like-minded individuals who share my aspirations to help shape the future of the NHS has been fantastic.”

Why I applied for QSIR College
I have always had a keen interest in improvement and project management. I do not accept standing still, doing the same thing and expecting a different result! I heard about the QSIR methodology and thought that it really fitted with my working ethos so I had to apply and see what it was all about. I consider myself a good leader within the NHS and would be more than happy to share any learning I receive with colleagues to help them develop their skills. I am excited to be helping shape the development of the organisation.

Personal highlights of QSIR
Meeting like-minded individuals who share my aspirations to help shape the future of the NHS has been fantastic. The tools provided in the QSIR programme were very good and easy to apply with good results. I particularly enjoyed the practical elements of the training and producing data in an easy to read format.

Future plans/ambitions for QSIR within my organisation/STP
Maidstone and Tunbridge Wells NHS Trust have ambitions to roll out the QSIR methodology to as many staff as possible including, the trust board. We are keen to empower all staff to make changes within their working areas for the benefit of patients and the organisation. It is this grass roots empowerment that we are keen to develop in order to realise significant improvements.
Why I applied for QSIR College

I wanted to develop my knowledge, skills and capability in relation to quality improvement in order to share and enthuse others across the organisation to raise the profile of quality improvement and support staff to take their ideas forward.

Becoming a member of the QSIR College supports having access to expertise, support and guidance, training materials and a group of like-minded peers to help steer and shape the trusts quality improvement journey and improve staff and patient experience.

Personal highlights of QSIR

It has been wonderful to meet so many inspirational colleagues from across sectors and professions. The support they have offered and the additional value that sharing our experiences has had on my own learning has been significant – the value that laughter brings to the learning experience can’t be underestimated!

The faculty have been wonderful, always there to offer encouragement and guidance with a smile, providing 1:1 support with patience, kindness and humour.

The experience has been extremely positive and I would recommend to anyone who wants to develop themselves, help develop their colleagues and the services we provide to patients.

Future plans/ambitions for QSIR within my organisation/STP

We are introducing a new quality and learning strategy with the full support of our executive which includes specific detail in relation to our approach to quality improvement methodology, building capacity within the workforce, supporting and developing staff within a robust governance framework.

We will be training staff across a range of different levels within the QSIR programme delivering Fundamentals training to interested staff and Practitioner courses for those staff that have identified themselves as passionate about change and service improvement. This will allow us to create teams within each of our five sectors who can support individuals to take forward their ideas, measure effectively and implement tangible improvements that make a difference to the way we are able to deliver care. We will also be supporting others to become QSIR teaching faculty associates to build resilience and sustainability.
Why I applied for QSIR College
I work in a transformation role across the North West London STP and there is so much opportunity to work across the entire system to drive improvement. My day to day job encompasses so many of the individual parts of the QSIR programme so the chance to bring it all together and help to spread the tools and techniques throughout North West London was a fantastic opportunity.

Personal highlights of QSIR
The creativity module: I would think of myself as a non-creative type. Understanding how you can use techniques to work towards creative solutions was an exciting part of the whole experience. I also really enjoyed getting lost in the weeds of SPC charts and engaging with like-minded folk.

Future plans/ambitions for QSIR within my organisation/STP
I want the QSIR approach to underpin the work we are doing across North West London. We have the chance to reach a wide range of partners including in primary care and social care. I think this is a great chance to support our STP.
Why I applied for QSIR College

I was appointed as a quality improvement officer in 2016 and the East of England Ambulance Service NHS Trust was keen to adopt and embed quality improvement into all levels of the organisation. The team I am part of were introduced to QSIR and were fortunate enough to be able to attend the five day training course in London. This was an excellent course and following this we went on to QSIR College. I now plan to share my learning and experience by training others in the organisation.

Personal highlights of QSIR

Understanding that we often do things without any QI methodology. QSIR has taught me the relevance and importance of applying QI methodology and principles into everything we do.

Future plans/ambitions for QSIR within my organisation/STP

We are a small team but we have a plan for all staff within the organisation to have an understanding of QI by 2020. This will include us having early contact with staff when they join the organisation and also plan to run courses for staff with an interest in QI.
Fran Smith
Transformation Manager – Planned Care
Burton Hospitals NHS Foundation Trust

Executive sponsor: Dr Magnus Harrison, Executive Medical Director
Accreditation date: October 2016

QSIR College also helps me keep up to date with developments in best practice, gives me a national network of improvement leads, and gives me support from the national team.

Why I applied for QSIR College
It was a real opportunity to work with a wide variety of staff across our locality and help them make real change, both in our service and our partner services. Having the chance to work with colleagues and deliver a high quality, national training programme was a real opportunity. QSIR College also helps me keep up to date with developments in best practice, gives me a national network of improvement leads, and gives me support from the national team.

Personal highlights of QSIR
A month after each cohort we hold a showcase where all QSIR participants come back and give a presentation on the work they have done on their project so far. I am always overwhelmed by the amount of good quality work that people share that is as a result of their hard work and the guidance given on the course.

Future plans/ambitions for QSIR within my organisation/STP
At Burton Hospitals NHS Foundation Trust we are working towards early involvement of our patients in the QSIR course. We would like to ensure that patients influence our transformational work right from the very beginning of any project. We are also encouraging our non-executive directors and governors to come onto the QSIR course.
Why I applied for QSIR College

The course was able to provide me with QI methodologies and practical usage as well as how to actually teach QI.

Personal highlights of QSIR

QSIR was a very interactive programme which gave me the opportunity to learn from colleagues from across the country. The support from the assessment group was brilliant and enhanced my learning even further.

Future plans/ambitions for QSIR within my organisation/STP

We are looking to embed QI firmly within the organisation and are looking to train more staff in the next few years. We have established a team that can fully support and promote the work being undertaken in the trust at all levels. It also gives us the opportunity to work with colleagues and stakeholders across other organisations in our STP footprints.

The support from the assessment group was brilliant and enhanced my learning even further.

Nicki Smith

Quality Improvement and Professional Standards Officer
East of England Ambulance Service NHS Trust

Executive sponsor: Tracy Nicholls, Director of Clinical Quality & Improvement

Accreditation date: June 2018
**Why I applied for QSIR College**

Having completed the QSIR in-house training I became increasingly interested in quality improvement and the QSIR programme. The programme has motivated me to explore quality improvement in more depth in order to improve the quality of care in my workplace. I applied for QSIR College with a view of developing my skills and knowledge in quality improvement. I also wanted to gain a deeper understanding of the programme and gain more confidence in planning for quality improvement changes. I also wished to spread the programme across my organisation.

**Personal highlights of QSIR**

I feel that I have consolidated my existing skills and knowledge in quality improvement. I really valued the experience which has given me a lot of confidence in terms of spreading the QSIR programme across my organisation. I thoroughly enjoyed exchanging experiences and learning from other participants on the course. I feel that I can contribute to improving quality of care in my organisation and in the wider NHS.

**Future plans/ambitions for QSIR within my organisation/STP**

Our vision is to be an outstanding healthcare provider, committed to improving quality, and caring with compassion. We are working to raise standards and improve the quality of the care we provide. The QSIR programme is an integral part of our quality improvement strategies and it has been embedded in the business plans across our organisation. We use the QSIR programme to build improvement capability in a sustainable, cost effective way across our services. We are building on the enthusiasm, experiences and successes of our graduates which all helps to promote the QSIR programme.
Why I applied for QSIR College

I learned so much by becoming a QSIR Practitioner and wanted to be able to share that learning with others. Improvement is at the heart of what we do as healthcare providers and understanding the best ways to go about that is extremely valuable.

Personal highlights of QSIR

I really enjoyed demand and capacity. Before I studied QSIR I had assumed that increasing the capacity of part of a pathway would increase the overall activity but now I know better. This has enabled me to create more realistic plans, targets and trajectories as I’m better equipped to step back and evaluate the likely true impact. I also enjoyed measurement as it’s really useful to be able to statistically prove that we’ve made a difference. Stakeholder analysis was another section that I particularly enjoyed as I have previously made the mistake of forgetting a vital stakeholder and there were consequences to the delivery of the project.

Future plans/ambitions for QSIR within my organisation/STP

I would be really keen to see all staff groups engage with QSIR at some level, as we all have a role within improvement. Small, in-house improvement projects can really make a difference and equipping the staff with the skills and knowledge to effectively run their improvement project can only lead to greater success for us as an organisation.
Why I applied for QSIR College

I have worked in quality and service improvement for many years and wanted to improve my skills in this area. The QSIR programme uses tried and tested methodology specifically developed for use in health and care settings. Other members of the team had already attended the course and it came highly recommended.

Personal highlights of QSIR

I enjoyed the teaching sessions and the comprehensive handbook that supported these, as well as the fantastic online resources that I can now access. Networking with others from around the country gave me an insight to the various challenges we all face and I enjoyed having an opportunity to share our experiences of implementing change. Adopting a nationally led standardised approach to improvement will improve consistency and have a positive effect on quality and patient outcomes.

Future plans/ambitions for QSIR within my organisation/STP

I co-facilitate the Quality Improvement Cafés within the trust that support staff with their project ideas. I will now join the QSIR teaching faculty at the trust and start delivering the QSIR Practitioner and QSIR Fundamentals programmes to staff across the organisation. This will enable us to grow the skills of our workforce, building our improvement capability, to ensure they have the knowledge required to shape the health service of the future.
Why I applied for QSIR College

I’m passionate about learning and developing others to achieve the best possible service for our patients. QSIR is a vehicle to achieve this through a common language and easy to use tools.

Personal highlights of QSIR

For me, understanding measurement for improvement is essential to evidencing change and celebrating real successes.

Future plans/ambitions for QSIR within my organisation/STP

I am keen to see QSIR become part of every day work and job roles and to use the tools to empower staff to solve and improve their areas of work to create a QI social movement.
Carmel Synan-Jones

Deputy Director of Nursing (Acting)
Luton and Dunstable University Hospital NHS Foundation Trust

Executive sponsor: Liz Lees, Chief Nurse
Accreditation date: October 2016

“A personal highlight was completing my first cohort with collaboration and support from colleagues at UCHL. Learning and developing my knowledge from their experience was invaluable.”

**Why I applied for QSIR College**

Following some experience with facilitating several service improvement collaboratives at the trust, I discussed with my sponsor the value in spreading service improvement skills to empower staff in taking some ownership of some of the issues that they came across in their everyday practice and making changes. I had used some of the tools from the handbook and felt that this was an ideal opportunity to expand my knowledge and use of the tools, enabling me to present and encourage the use of them more formally in practice settings.

**Personal highlights of QSIR**

A personal highlight was completing my first cohort with collaboration and support from colleagues at UCHL. Learning and developing my knowledge from their experience was invaluable. The support continued into the second cohort and enabled me to grow in confidence to be able to support our two new colleagues about to join the teaching team. Now two years down the line we have more trainers locally and we are working with colleagues across our STP to build on the number of staff we offer the programme to.

**Future plans/ambitions for QSIR within my organisation/STP**

I have been working with other senior colleagues to consult on the trust’s quality improvement strategy. We have outlined our implementation plan which includes a teaching strategy for service improvement techniques, from a basic introduction to all new starters at the trust, bite size sessions during opportune forums, conferences or relevant training programmes. We have used the one day QSIR Fundamentals programme as part of our Stop the Pressure initiative this year whilst continuing to deliver the five day QSIR Practitioner programme and building the faculty with QSIR College applicants.
Why I applied for QSIR College

Like others, I applied for QSIR College to improve my knowledge and broaden my understanding of quality improvement tools but on a personal level I felt it was a great opportunity to network with like-minded improvement professionals across the UK and learn from their experience.

My various roles within the NHS have always included an element of service redesign and quality improvement. QSIR was a great opportunity for me to acquire new QI tools that would enable me to engage others and make a difference to people working within the NHS.

Personal highlights of QSIR

QSIR has equipped me with the necessary skill set, knowledge and confidence to lead on quality improvement both within my organisation and with my STP colleagues. A personal highlight for me was the learning I was able to gain from others, sharing their challenges and experiences of quality improvement and redesign within their organisations.

Future plans/ambitions for QSIR within my organisation/STP

Our intention with QSIR is to initially deliver quality and service improvement training to our specialist services within Hertfordshire Community Trust and we are also hoping to share our QSIR skills with our STP colleagues across Hertfordshire.
Why I applied for QSIR College

This was a fantastic opportunity to have formal training as a clinical leader. Being equipped with the knowledge and skills to understand services, identify potential improvements, implement change and then critically appraise outcomes is invaluable.

Personal highlights of QSIR

QSIR has covered a great deal of ground and inspired me with every teaching session to try out what I have learned. I think the presentation assessment was my highlight because through the adversity of the situation we understood the key messages clearly and learnt a great deal from one another.

QSIR has covered a great deal of ground and inspired me with every teaching session.

Future plans/ambitions for QSIR within my organisation/STP

The skills we have learnt should be shared as widely as possible to drive improvement.

For me the two key points are: 1) gathering appropriate and robust data that reflects the challenge and 2) understanding that we are dealing with adaptive and not technical challenges. If we do that we will have a solid foundation for change.
I applied for QSIR College to ensure I had up to date, relevant training and understanding on current methods for approaching and managing change and transformation in order to be the best I could be in my role and to be in a position to establish a training programme for the trust that delivered tools and skills for staff to approach improvement in a structured way.

Why I applied for QSIR College

I have gained more than professional development from my experiences with QSIR to date. I found the taught sessions very helpful but the shared learning experience with colleagues from all over the UK was an absolutely fantastic opportunity. While the moderated presentations were exacting the learning from reviewing the content in an intimate group environment was equally as useful and developmental.

Future plans/ambitions for QSIR within my organisation/STP

I am looking forward to supporting the trust’s ambition to embed a continuous learning culture through the deployment of QSIR as our agreed approach to improvement. In addition I am proud to be a founding member of the Dorset QSIR team and to support my colleagues on their QSIR journey. Together we can ensure outcomes, learning and support for improvement projects spans all providers in Dorset and achieves improvements for staff and patients throughout the county.

I am proud to be a founding member of the Dorset QSIR team and to support my colleagues on their QSIR journey.

Anita Thomas

Head of Transformation and Performance Improvement
Dorset County Hospital NHS Foundation Trust/Dorset STP

Executive sponsor: Julie Pearce, Chief Operating Officer

Accreditation date: September 2017
James Thomas

Consultant Radiologist and Clinical Lead, Improvement and Transformation Team
Nottingham University Hospitals NHS Trust

Executive sponsor: Caroline Shaw, Chief Operating Officer and Deputy Chief Executive

Accreditation date: November 2018

"It has been a genuine joy to meet such a wide range of enthusiastic health and social care professionals who are keen to do things better!"

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Why I applied for QSIR College

My roles so far within the NHS have been largely clinical and operational. I have seen well-intentioned efforts at improvement fall flat for the lack of a few relatively simple steps, so I jumped at the opportunity to develop my skills and knowledge around teaching and steering improvement – and thus hopefully help spread the word so that others can have success in their efforts.

Personal highlights of QSIR

It has been a genuine joy to meet such a wide range of enthusiastic health and social care professionals who are keen to do things better! The course material itself is excellent but the discussions and the contacts made around it even more fun.

Future plans/ambitions for QSIR within my organisation/STP

Nottingham University Hospitals NHS Trust has launched an ambitious programme of training including local deliveries of QSIR Fundamentals and, in partnership with other members of the STP, QSIR Practitioner. I will be joining the local faculty of both and hope to make it my personal mission to get more doctors trained in improvement methodologies.
Why I applied for QSIR College

I work with and support a wide range of clinical and non clinical NHS staff to find solutions to everyday problems and I wanted to learn and then share a sound methodology for supporting change in the NHS.

Personal highlights of QSIR

Going through the robust process of learning as a student and then as a trainer and consolidating my skills and knowledge has been a rewarding experience. The team work as part of the process has been particularly useful, sharing ideas and learning from others experience has supported us all in growing together and gaining confidence in using the QSIR methodology.

Future plans/ambitions for QSIR within my organisation/STP

Forming a core team of associate members of the QSIR teaching faculty and spreading the learning over the next three years to the wider organisation is something I am looking forward to.

Making links with ‘system’ QSIR associates has already begun and along with service improvement leads from STP organisations now meeting regularly to share good ideas, QSIR is going to gain momentum and make a huge and positive impact for us over the next few years.

Mark Travella

Associate Director Service Improvement and Business Development
Essex Partnership University NHS Foundation Trust

Executive sponsor: Nigel Leonard, Executive Director of Corporate Governance & Strategy

Accreditation date: November 2018

“The team work as part of the process has been particularly useful, sharing ideas and learning from others experience.”
Stephen Upton
Sustainability & Transformation Lead
Nottingham CityCare Partnership/Nottinghamshire STP – Greater Nottingham Health and Care Partners

Executive sponsor: Lyn Bacon, Chief Executive, Nottingham CityCare

Accreditation date: October 2017

"The best bit was the group support and sense of teamwork. Everyone was in the same boat and everyone was willing each other to succeed."

Why I applied for QSIR College

I wanted to consolidate the various pieces of training and the experience I had managing change into an accredited framework. I also wanted to meet other NHS professionals who had a passion for well managed meaningful change so I could extend my network and expose myself to new ideas and opportunities.

Personal highlights of QSIR

Whilst some of the programme was a bit daunting because there is a lot to learn in a relatively short space of time, it is very rewarding. I have developed skills in new areas and it has challenged me to step outside of my comfort box, especially within the teaching sessions presenting topics that required considerable preparation and thought. The best bit was the group support and sense of teamwork. Everyone was in the same boat and everyone was willing each other to succeed.

Future plans/ambitions for QSIR within my organisation/STP

I am part of a group of four QSIR associates that qualified together from different organisations in the same STP footprint, so we are working together to deliver the programme cross-organisationally to managers and front line workers involved in change.

More locally we have adopted all the QSIR toolkit and methodology into our organisational programme management office which I lead. We are embedding this way of managing change into all our future service redesign programmes in 2018–19 and I am confident that we will achieve a positive impact from this way of working.
Why I applied for QSIR College

To support the training across the organisational patch, to develop my understanding and in turn ensure that QSIR is the improvement methodology in the trust. To help me to deliver projects and service improvement initiatives to a higher, more consistent standard.

Personal highlights of QSIR

Highlights were getting positive feedback from the course participants, utilising the tools to help drive local initiatives and to see the take up of the methodologies across the trust, and embedding QSIR as the strategic driver of a revised improvement culture.

Future plans/ambitions for QSIR within my organisation/STP

We plan to utilise the QSIR methodologies across the patch and to develop the skill base. We are setting up a local network that works to support champions, and a continuous learning set.
Why I applied for QSIR College

To lead and drive improvements across boundaries by strengthening partnerships focused around a shared purpose – to improve the health and care of the communities we serve.

Personal highlights of QSIR

The teach backs (seriously I loved them) and the award ceremony plus being around such positive people all eager and ready to make a real difference.

Future plans/ambitions for QSIR within my organisation/STP

To create a strong delivery pool of QSIR associates who together make a real difference to the citizens, patients and staff who work across our STP.

Paula Ward

Previously Interim Programme Director Better for You Nottingham University Hospitals NHS Trust/Nottinghamshire STP now working as Organisational Development Director at Sheffield Teaching Hospitals NHS Foundation Trust

Accreditation date: October 2016

“being around such positive people all eager and ready to make a real difference.”
Why I applied for QSIR College

I had recently been appointed to an audit lead role and wanted to develop my QI expertise to really get the best out of the role and try and push quality improvement in our directorate and trust. I was made aware of QSIR College by a colleague but never thought I’d get in! I’m very grateful that I did.

Personal highlights of QSIR

My knowledge of QI theory and practice has grown enormously and this was further cemented by the teaching assessments. The main highlight has been meeting people from different backgrounds who have shared their QI experience from different points of view. It has been great to be involved in the ‘improvement movement’ and I feel thoroughly enthused to bring this to my trust.

Future plans/ambitions for QSIR within my organisation/STP

I am excited about embedding QI within our organisation and using QSIR programmes to do so. We have already started rolling QSIR out amongst our anaesthetic trainees and I plan to bring this to the remainder of our directorate and trust in due course.

I have a special interest in ensuring our doctors in training are well equipped to carry out QI work by the time they reach consultant level. We have seen real enthusiasm in them so far and I’m hoping these ripples will turn into a wave of improvement.
Why I applied for QSIR College

I feel passionately that staff should be able to actively lead and drive improvement to ensure that improvement becomes the culture at Portsmouth and not another fad or buzzword. It’s easy for a central team to swoop in and make improvements, but for this to be sustainable we need to ensure staff in the organisation have the skills to make improvements in their workplace themselves. Therefore I applied for QSIR College so that I, together with a small group of colleagues, could roll out some training to staff to start to build an improvement culture.

Personal highlights of QSIR

A personal highlight has been getting involved with staff making changes that directly benefit patients and supporting, mentoring and engaging staff working through their improvement projects. Being able to deliver highly educational material in a fun and interactive way has meant that even the toughest of subject areas are made accessible for staff at many different levels.

Future plans/ambitions for QSIR within my organisation/STP

Over the next five years we will be continuing to roll out quality improvement training across the organisation, with particular focus on areas with significant challenges as indicated in our organisational strategy. We have opened up places on the programmes to our partner organisations so that we can work collaboratively and hope this will develop further.
Charlotte Wood

Quality Improvement Lead  
Nottinghamshire Healthcare NHS Foundation Trust

Executive sponsor: Julian Eve, Associate Director Learning and Development

Accreditation date: November 2018

“My personal highlights have been around meeting other colleagues practicing QI and sharing our experiences.”

Why I applied for QSIR College

I applied for QSIR College as I saw it as essential to anyone practicing quality improvement within the NHS.

Personal highlights of QSIR

My personal highlights have been around meeting other colleagues practicing QI and sharing our experiences.

Future plans/ambitions for QSIR within my organisation/STP

We have a QSIR associate team working across the Nottinghamshire STP and a comprehensive rollout plan to train groups of 30+ staff at a time in the full five day programme. We have planned several waves of training throughout 2019.
Other associate members of the QSIR teaching faculty

Phil Adams  
**Business Manager**  
**Portsmouth Hospitals NHS Trust**

David Allen  
**Area Clinical Lead**  
**East of England Ambulance Service NHS Trust**

John Butterworth  
**Programme Manager**  
**University Hospitals of Morecambe Bay NHS Foundation Trust**

Roderick Chapman  
**Consultant Anaesthetist**  
**NHS Lanarkshire**

Sarah Chessell  
**Head of Research, Innovation, NICE and Clinical Audit**  
**Poole Hospital NHS Foundation Trust**

Sam Clark  
**Anaesthetics and ICM ST7**  
**Royal College of Anaesthesia/Oxford University Hospitals Foundation Trust**

Colin Cutting  
**Consultant Urological Surgeon**  
**University Hospitals of Morecambe Bay NHS Foundation Trust**

Rebecca Gough  
**Service improvement manager**  
**University Hospital Southampton NHS Foundation Trust**

Suzanne Morton  
**Head of Nursing for Local Services**  
**West London NHS Trust**

Jiten Parmar  
**Business Development Manager**  
**South Warwickshire NHS Foundation Trust**

Suzy-Indygo Plowman  
**Service Improvement Manager**  
**South Warwickshire NHS Foundation Trust**

Kim Sanderson  
**Radiotherapy Services Manager**  
**Portsmouth Hospitals NHS Trust**

Hannah Wood  
**Senior Therapist for Central Operations**  
**Calderdale and Huddersfield NHS Foundation Trust**
The ACT Academy QSIR faculty

Dr Julia RA Taylor  
Director

Stephanie Reid  
Head of Improvement Science

National QSIR faculty team

Laura Hibbs  
Gill Husband  
Paul Mount

Binoy Perumpalath  
Andrew Singfield  
Bella Talwar  
Dr Alison Tweed
Directory of associates by organisation/STP area

**East of England**

**Bedford Hospital NHS Trust**
Nia Davies, Transformation Manager.............24

**Luton and Dunstable University Hospital NHS Foundation Trust**
Micah Matore, Quality Improvement Nurse......63
Carmel Synan-Jones, Deputy Director of Nursing (Acting) .................................................109

**Hertfordshire Community NHS**
Sabina Tai, Transformation Programme Manager .................................................................110

**msb group:**
**Basildon and Thurrock University Hospital NHS Foundation Trust**
Becky Carter, Improvement and Change Management Specialist ...........................................20

**Mid Essex Hospital Services NHS Trust**
**Southend University Hospital NHS Foundation Trust**
Jenny Davis, Programme Director Clinical Redesign and Reconfiguration .........................25
Emma Johnson, Head of Change Management .....................................................................49
Aroon Lal, Consultant Renal Physician and Assistant Medical Director for Improvement ......59
Beverly Steele, Improvement and Change Management Specialist .................................106

**Essex Partnership University NHS Foundation Trust**
Mark Travella, Associate Director, Service Improvement and Business Development ......114

**East of England Ambulance Service NHS Trust**
Lewis Andrews, Head of Quality Improvement 7
Carl Smith, Quality Improvement Officer ......102
Nicki Smith, Quality Improvement and Professional Standards Officer .............................104
David Allen, Area Clinical Lead .................................121

**London**

**NHS Hammersmith and Fulham CCG**
Chad Hockey, GP, Hammersmith & Fulham GP Federation ....................................................45
Matt Mead, Integrated Care Programme Manager, North West London STP ..................68

**NHS North West London Collaboration of CCGs**
Xiao Cai, Senior Implementation Lead, Older People’s Care and Seven-Day Services ....19
Aran Porter, Self-Care Programme Lead ..........86
Liz Rutherford, Assistant Director, Strategy and Transformation .....................................92
Andy Small, Workforce Information Manager .................................................................101

**Moorfields Eye Hospital NHS Foundation Trust**
Sarah Haspel, Joint Director of Service Improvement and Sustainability .........................43
Naomi Sheeter, Joint Director of Service Improvement and Sustainability .......................96

**Royal Brompton Hospital**
Eleanor Dunnett, Quality Safety & Performance Lead for Lung Division ..........................29

**University College London Hospital**
Vicky Dunne, Improvement Lead ....................28
Dave Grewcock, Head of Improvement ..........36

**West London NHS Trust**
Niraj Arora, Consultant Psychiatrist ...............8
Deborah Baidoo, Chief Pharmacist (Interim) ....9
Blake Pritchard, Consultant Psychiatrist ..........87
Sarah Rushton, Executive Director Local Services ............................................................91
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**London Ambulance Service**
Briony Sloper, Deputy Director of Nursing and Quality ....................................................100
## Midlands

**University Hospitals of Leicester NHS Trust**  
Janette Gross, Consultant Anaesthetist  
Vittalrao Jadhav, Consultant Physician  
Elinor Wighton, Consultant Anaesthetist  

**University Hospitals of Derby and Burton NHS Foundation Trust**  
Jane Docksey, Head of PMO  
Fran Smith, Transformation Manager  

**Nottingham and Nottinghamshire ICS**  
- **Nottingham University Hospitals NHS Trust**  
  Andrew Barraclough, Assistant Director of Insight  
  Linda Pitchford, Deputy Programme Director  
  Helen Mancini, Assistant Director of Learning and Organisational Development  
  James Thomas, Consultant Radiologist and Clinical Lead, Improvement and Transformation Lead  
- **Nottinghamshire Healthcare NHS Foundation Trust**  
  Luke Baumber, Trust Head of Improvement  
  Julian Eve, Associate Director of Learning and Organisational Development  
  Martin Jones, Training Manager  
  Angela Pemberton, Tutor  
  Charlotte Wood, Quality Improvement Lead  
- **Nottingham CityCare**  
  Stephen Upton, Sustainability and Transformation Lead  
- **Sherwood Forest Hospitals NHS Foundation Trust**  
  Sarah Addlessee, Nurse Lead Service Improvement and Safety  
  Ceri Feltbower, Associate Director of Service Improvement  

**The Royal Orthopaedic Hospital NHS Foundation Trust**  
Amanda Gaston, Assistant Director of Finance  

**Walsall Healthcare NHS Trust**  
Joyce Bradley, Service Improvement Programme Manager  
Andrew Griggs, Service improvement Programme Manager  
Chris Harris, Care Group Manager – Long Term Conditions  
Tom Johnson, Listening into Action Lead  
Jane Sillitoe, Service Improvement Support Lead  

**South Warwickshire NHS Foundation Trust**  
Melanie Griffiths, Head of Service Improvement  
Rachel Kirkwood, Strategic Lead for AHPs  
Jiten Parmar, Business Development Manager  
Suzy-Indygo Plowman, Service Improvement Manager  

**Herefordshire and Worcestershire STP**  
- **NHS Redditch & Bromsgrove CCG**  
  Jack Lyons-Wainwright, Delivery Programme Manager  
- **Wye Valley NHS Trust**  
  Alison Bolton, Service Transformation Lead  
  Nick Exon, Strategic Analyst  

**North East and Yorkshire**  

**Bradford Teaching Hospitals NHS Foundation Trust**  
Chris Danson, Transformation Director  
Sonja Nosheen, Transformation Manager  
Chioma Obasi, Quality and Safety Manager  
James Taylor, Associate Medical Director and Consultant in Anaesthesia, Critical Care and Pain Management  

**Calderdale & Huddersfield NHS Foundation Trust**  
Gemma Pickup, Clinic Governance Support Manager  
Hannah Wood, Senior Therapist for Central Operations  

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Sheffield Teaching Hospitals NHS Foundation Trust
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North West
University Hospitals of Morecambe Bay NHS Foundation Trust
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South East region
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– Buckinghamshire County Council
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– NHS Buckinghamshire
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– NHS Oxfordshire
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– Oxford University Hospitals NHS Trust
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– Buckinghamshire Healthcare NHS Trust
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NHS Fareham and Gosport
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Hampshire Hospitals NHS Foundation Trust
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Maidstone and Tunbridge Wells NHS Trust
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* Lead for the QSIR perioperative-themed programme on behalf of the Royal College of Anaesthetists