

**November 2018
Edition**

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**‘Gold’ QI Coach
Applications open
end of November**

*Want to take the next
step in your QI journey
and learn how to coach
others?*

**Don Berwick & Sir
Chris Ham visit
Gloucestershire**

*See what Don Berwick
and the Kings Fund
CEO, Chris Ham had to
say.*

#FabChange70
*Gloucestershire
Hospitals NHS
Foundation Trust were
proud to open the
#FabChange70 event
in October*

Don Berwick & Professor Sir Chris Ham visit Gloucestershire

We were very excited to welcome [Don Berwick](#), President Emeritus and Senior Fellow at the Institute for Healthcare Improvement, and [Professor Sir Chris Ham](#), Chief Executive of The Kings Fund to Gloucestershire on 29th October.

As part of a visit coordinated by the [One Gloucestershire Integrated Care System \(ICS\)](#), a number of staff from across our partner organisations in Gloucestershire came together for a “Continuous Improvement Communities” workshop at Sandford Education Centre in Cheltenham to share some of the great collaborative improvement work taking place across the county.

Don was the founding CEO of the [Institute for Healthcare Improvement](#) and in 2010 was appointed by Barack Obama as the Administrator of the Centers for Medicare and Medicaid Services. Don was knighted in 2005 for his work creating new care models in the NHS.



Chris has been Chief Executive of the [Kings Fund](#) since 2010 and is frequently called upon to chair large conferences on health policy in England. In the June 2018 Birthday Honours he was awarded a CBE for his services to the NHS.



Gloucestershire has recently been designated as an Integrated Care System (ICS) which recognises that our system is successfully developing effective partnership working.

“You’re clearly building on a sense of community. It’s really special”

- Don Berwick

The programme for the workshop covered presentations on continuous improvement projects from the One Gloucestershire health community and a Q & A session with Don Berwick and Chris Ham. Dr Hein le Roux, GP and Deputy Clinical Chair at Gloucestershire CCG stated that “a lot of QI is about the mindset”, and talked

about “trying to empower people and develop a culture of learning and improving”.

“QI is a way of life, integrating improvement thinking into everything you’re doing”

- Don Berwick

GSQIA displayed fifteen Silver QI project posters around the foyer and the lecture hall. Additionally Margaret Collins, Specialist Nurse in the Nutrition Support Team, John Boyes, Consultant Medical Microbiologist, Sue Macklin, Ward Manager on Avening Ward and Liz Willis, Clinical Pharmacist Lead for Medicine were on hand to talk through their projects as guests arrived and during the refreshment break.

Feedback from both Don Berwick and Chris Ham was extremely positive. Chris commented on our **“strength being our staff leadership and involvement”**, and Don stated “I’ve not had an experience on one of these visits as exciting as what is happening in Gloucestershire. I don’t think I’ve seen anything quite like this”.

Patient Experience Improvement Team now part of GSQIA

Since we sent out our last newsletter, the Patient Experience Improvement Team has become part of the Academy. Our shared aim is to bring more patient voices into our QI using co-design methodology to create patient-centered improvements.



Suggestions offered for the future:

- Link with the wider national learning system
- Build a social network, and ‘pick up the phone’
- Create a social movement for change and improvement

QI Volunteers

Our QI Volunteers “Big I” “Little I”

NHS
Gloucestershire Hospitals
NHS Foundation Trust

Involvement with a **little i** or Involvement with a **BIG I**

- It is essential that Service Users and Carers are involved in QI, because they are on the receiving end of the services that we offer.
 - **Involvement with a little i** means asking the people who use our service for ideas, what needs improving, have they noticed the improvements. This can be done via survey, focus groups etc. It is a periodic partnership.
 - **Involvement with a Big I** means involving service users and carers directly in our projects and QI development and delivery. It is a full and continuous partnership.
- We have just recruited our first 3 QI volunteers and they will attend their Bronze training in the next couple of weeks

OUR JOURNEY TO OUTSTANDING

www.gloshospitals.nhs.uk

BEST CARE FOR EVERYONE

#FabChange70

The Academy of Fab NHS Stuff held the #FabChange70 event from the 17th – 19th October, encouraging people to share their improvements, learning and innovations on the [Fab NHS Stuff](#) website. The Academy of Fabulous Stuff describes itself as a 'social movement for sharing Health and Social Care Ideas, services and solutions that work'.

Terri Porrett from the Fab Academy came to the Trust and visited Avening Ward, meeting with Alex Heys and the team to look at some of the great improvement work they are doing.

Gloucestershire Hospitals were invited to open the #FabChange70 social media event with a video of some of the improvements taking place within the Trust. You can watch the video [here](#).



GSQIA also marked the event by sharing some of our Silver Project posters in the GRH Atrium. We were joined by Paul Wain, Team Development Facilitator in the Leadership & OD team who teaches on our Gold programme and Silver QI Improvement Practitioners:

Margaret Collins, Specialist Nurse in the Nutrition Support Team with her poster - '[An appetite for improvement: Reducing the incidence of bloodstream infections in patients receiving parenteral nutrition via a central venous catheter](#)' and Sue Macklin, Avening Ward Manager with her team's poster '[Precious about Pressure](#)'

You can read more about Margaret's project which was featured in [September-October's Outline](#) magazine. Thank you to all who got involved with the FabChange70 event!

We encourage you to share your improvements on the [Fab NHS Stuff](#) website throughout the year. You can also look for ideas and inspiration from work shared by others.

Your Fab Ambassadors are Matt Little, Matron for Gastro, Endoscopy, Dermatology, Rheumatology & MDU; Donna Little, Advanced Nurse Practitioner and Lou Waters, GSQIA Coordinator & Trainer



Have you shared your improvement work?

Nursing Times Awards

Congratulations to Matt Little and team who were shortlisted for the 'Patient Safety Improvement' Award at the Nursing Times Awards 2018.



Maternity Services working in collaboration with GSQIA to improve care for women, babies and their families across Gloucestershire



The report of the National Maternity Review: 'Better Births' was published in February 2016. The report followed a review of maternity services in England and sets out the 5 year forward view for transforming maternity services.

Better Births has seven key themes to drive forward the recommendations of the report to ensure that women and babies receive excellent care that is safe and personalised, delivered by staff providing woman centered care, in cultures which promote innovation and continuous learning across organisational and professional boundaries.

Better Births Gloucestershire is a high-level local plan which sets out the vision for maternity services in Gloucestershire and a clear timeline for transformation working closely with women and families and all key stakeholders including front line clinicians to meet those changing needs.

In Gloucestershire, 7 workstreams have been developed (see below) which align with the national workstreams and link with our local priorities for improvement and transformation of services.



Each workstream has a lead clinician and project support with membership identified and terms of reference. The workstreams have benchmarked against the Better Births recommendations. They have all developed detailed action plans informed by women, families and frontline clinicians to

identify where we need to get to in order to transform our maternity services in Gloucestershire to meet the recommendations of Better Births by 2021 and the National Ambitions to reduce Stillbirths, Neonatal and Maternal deaths and Intrapartum brain injury by 2020 and 2025.

Progress against actions is monitored closely by our Local Maternity System reporting monthly to the ICS Delivery Board and NHSE via the Regional Maternity Team.

A key part of the Gloucestershire Better Births action plan has been to develop and support strong leadership for continuous learning and quality improvement. Developing skills in quality improvement was identified as essential to support delivery of the Better Births action plan as quality improvement projects were beginning to emerge from each of the workstreams.

GSQIA and the Better Births Clinical Lead have worked together to support the delivery of a bespoke quality improvement education and training to a large number of maternity staff. Over 32 projects are currently ongoing with just over half of the projects being supported by GSQIA as Silver QI projects. In addition more than 45 maternity staff have received Bronze QI training to embed quality improvement skills and support transformational change and innovation.

The team are very proud of their achievements so far and many of the Better Births initiatives and QI projects are now being shared with other maternity services across the SW.

Dawn Morrall, Clinical Lead, Better Births / Gloucestershire



Staff Awards

Our first group of Gold Coaches to complete their training have been invited to attend the Staff Awards on 29th November.

They will be presented with their certificate and all important Gold Badge by Director of Safety, Andrew Seaton.

They are:

- Tracey Cullerne
- Adele Pugh
- Chris Custard
- Helen Mansfield
- Suzie Cro
- Jean Tucker
- Debra Clark
- Katherine Holland

Congratulations!



Gold Improvement Coach Training

Are you ready to take the next step in your improvement journey? Applications for the next Gold Improvement Coach cohorts will open at the end of November.

The training is expected to run from March-August 2019 with workbooks due to be submitted by end September.

Modules include:

- Leading Change
- Coaching Skills
- Creative Thinking & Problem Solving
- Measurement

You will learn how to successfully coach others through their QI projects.

Q&A with Gold QI Coach & ED Consultant, Dr. Helen Mansfield



Q. What made you decide to become a Gold QI Coach?

I've had an interest in quality improvement since contributing to several projects as a consultant in the trust, some before I undertook the silver training and some afterward. It was clear to me how beneficial the QI training from the GSQIA was to my approach to projects and I was keen to help disseminate the methodology and learning to our team in the Emergency Department.

Q. What were your hopes and fears about becoming a QI Coach?

I didn't know whether my level of experience would be enough to carry credibility in the role but I hoped, if nothing else it would extend my own awareness and coaching skills.

Q. What did you gain from the training?

The network within the group I undertook the sessions with was really helpful. Firstly, by settling my fears around my own prior experience as the group was very varied with this, both in depth of experience and departmental background. Secondly, by creating some shared experiences with likeminded people who were facing challenges in different settings to learn from. The training sessions also helped me build upon some rudimentary coaching skills to have more structure and a wider set of coaching tools to employ. As importantly it has helped our department have a wider vision of how to consider our priorities and consider these against a quality framework.

Q. How has this helped you carry out the role?

I feel more confident in providing coaching support to others now undertaking projects in our department and find it really fulfilling to watch people progress with their projects.

Q. What have been your highlights of coaching other QI projects?

On an individual basis, helping others have a light bulb moment about the next step to take keeps me offering support to the next project. On a departmental level, hearing people use the language of QIP on a regular basis is a real sign we're succeeding to embed this within our culture.

Q. How does this help you to contribute to developing a social improvement movement at the Trust?

One of my highlights was when a band 4 nurse recently asked me to sponsor their QIP. This is a real sign of success to me that more levels of both nursing and medical staff now feel empowered to make changes in their place of work and are motivated to use the QIP methodology showcased by the GSQIA.

Q. What would you say to someone else considering whether to do the course?

Undertaking the course has given me skills to enhance my own undertaking of QIP, to help others with their projects and a transferable skill in coaching that has also helped my other roles. I was fortunate that two of us from the Emergency Department undertook this at the same time which was really helpful. I have taken forward a focus on the coaching delivery whilst my colleague, Elinor Beattie has been able to take forward the quality framework implementation for us. It's been really helpful to divide it in that way.



Fab Awards 2018

The Academy of Fab NHS Stuff Awards took place in London last week. Matt Little, Matron in Medicine, Lou Waters from GSQIA and a team from Avening Ward attended from Gloucestershire Hospitals. Taking us back in time to July 1948 to celebrate 70 years of our NHS, there was a 1940s theme throughout. It was an excellent event and an opportunity for new Fab Ambassadors Matt and Lou to network with Fab Ambassadors from around the country. It was a real celebration of all that is good in the NHS and we were absolutely delighted to win not one, but two awards.

Matt Little won the overall [Piccalilly Award](#) for his 'Little Things Matter' project which featured in the [July-August Outline](#) magazine., and Avening Ward won a surprise unannounced [BLONDE Award](#) for

the excellent improvement work they have done on their ward using the BLONDE analogy (see the [video](#)).



Do you want to have a chance to win an award at next year's Awards?

All you need to do is upload and share your great work on the [FabNHSSuff website](#) throughout the year and remember to link it to Gloucestershire Hospitals by including 'GHFT' in your share. Next year, it could be you. A huge well done to our winners!



Graduation

Join us at the December Graduation to hear about the Silver Quality Improvement projects taking place across the Trust.

Come along to Redwood Education Centre Lecture Hall on Friday 7th December from 09.30-12.30 where our Silver Improvers will present their project posters and graduate as Silver QI Practitioners.

We have changed the format of the Graduation events and presenters will be presenting their posters rather than PowerPoint presentations. You will be able to vote on the day for 'Best QI Poster' and the judging panel will vote for 'Best QI Project', with awards presented to winners at the end of the event.

You are invited to drop-in and view the posters if you are unable to attend the full morning.

Sarah Stansfield, Director of Finance; Caroline Landon, Chief Operating Officer and Dr. Claire Feehily Non-Executive Director and Chair of the Quality and Performance Committee will be attending.

Projects being presented will be available on the [website](#) in the next few days.

Come and show your support!

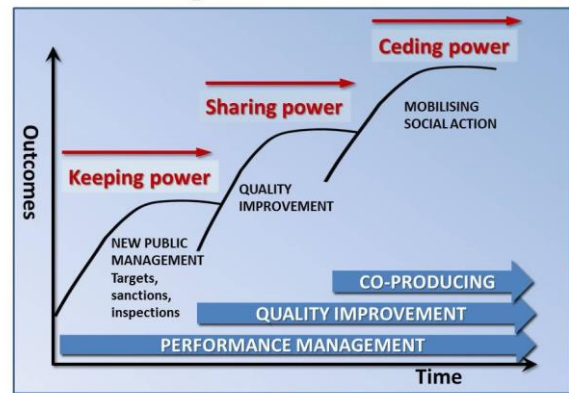
Registering your QI Project / Audit

Have you registered your Improvement or Audit with us? All Quality Improvement projects and Clinical Audits need to be registered.

gln-tr.gsqia@nhs.net (QI Projects)

gln-tr.quality.improvement@nhs.net
(Clinical Audit)

Getting to the Third Curve



Source: Jason Leitch and Derek Feeley

QI 'Open Surgeries'

It is exciting to hear about the number of quality improvement projects and involvement in collaboratives taking place outside of the Academy. It has always been our ambition that staff would use the quality improvement training provided through GSQIA to go on and continue delivering improvements across the Trust, building a culture of continuous improvement.

As this culture grows and more and more improvement work is taking place, we want to be able to continue to support you when you need it and with this in mind will be setting up 'QI Open Surgeries'. Initially these will be offered on a fortnightly basis alternating between hospital sites.

Importantly, you do not need to book to attend. These are planned to be easy to access so that you can just turn up with any questions and someone from GSQIA will be available to help answer them. If you are unsure about your measurements, need help working out your aim, need some advice around patient engagement or need support with your driver diagram, we will be on hand to help.

We always promote sharing and collaborative working, and in line with that philosophy, we are sharing learning with Nottingham Healthcare NHS Foundation Trust who have recently set up QI Clinics in their Trust, so that we can share what works well, and what doesn't work so well and learn together how to make this a success.

We will be advertising through 'This Week', Twitter and the email list once we have confirmed dates.

The Point of Care Foundation: Sweeney Programme

The Sweeney Programme enables staff to step into patients' shoes and see care through their eyes. Using tried, tested and effective tools and experiential techniques, the programme helps staff get as close to experiencing the patient's journey as possible.

The programme is born out of the belief that relational aspects of care are as important as the technical clinical aspects, but that these aspects often get neglected. Whilst healthcare staff are motivated to care, it takes conscious and sustained effort to understand the patient's experience and consider their fears, vulnerabilities and needs as an individual. Staff can only consider what matters most to the patient, and then change their actions accordingly, if they are given the space, time, and resources to understand the patient's perspective.

The programme is grounded in three core beliefs:

- That staff are highly motivated by the desire to provide good care
- That patients are the people who know what good care feels like
- That staff need a structured process and effective tools to improve patients' experience

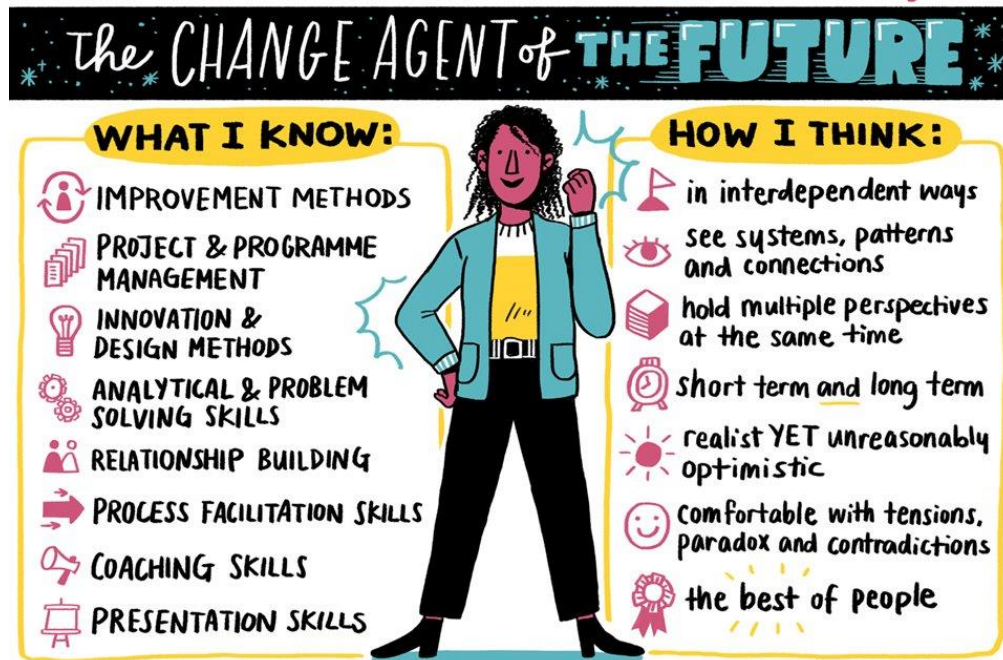
The training changes mind-sets and leaves staff and patients equipped to continue to adapt and improve their services.

The programme builds the capacity of staff in frontline teams to drive sustainable, bottom-up change in their services using insights into patients' experience of care and uses techniques such as patient shadowing and filmed patient interviews to help staff to question their own routines and practices and see them in a new light.

www.pointofcarefoundation.org.uk

- Sam White is working with the team on Woodmancote Ward on end of life care, and doing her best to integrate that work with the broader ReSPECT agenda which is County-wide.
- Steve Lewis (Scalpelz) is working on a theatre pathway – potentially looking at the experience of patients whose procedures are cancelled
- Emma Dovey and colleagues are working with the Fantastic Five to improve the experience of the day survey unit, from the moment they enter the hospital building. Their measurement plan is developing. They have been busy with their discovery work, and identified various a range of factors affecting patients' experience.
- Eri Harris and Lorraine Hopson and the Galleria Girls are focussed on orientation of the ward and improving the aesthetics of the experience on the ward, using a 15 step method, particularly people waiting to go home from the ward.
- Wendy Heaven and Lynsey Philips are the Re-birth team, who are busy with their discovery phase, to help them understand what is good and what could improve for women in the latent phase of labour, and the staff who are looking after them.
- Nathalie Forsey, Matt Little and Jean Tucker, with the #allrounders Team are working on introducing Nursing Rounds as a way of improving patients' experience.
- Helen Giles and Team dynamic are working to improve to improve patient and family experience by seamless transfer from Southmead to Gloucester





Making Data Count

'Measurement approaches popular in the NHS such as red, amber, green (RAG) tables have many limitations for good decision-making. You will learn that better decisions are made when data plotted over time is considered and the benefits of doing this by creating SPC charts.'

– NHS Improvement

View the new 'Making Data Count' guide here → [#plotthedots](#)

Reading Room

- IHI Blog: ["Why Good Ideas Aren't Enough to Sustain Improvement"](#)
- The Health Foundation: ["The Habits of an improver"](#)
- IHI Blog: ["Inclusive Leadership: The Key to Successful Quality Improvement"](#)
- IHI Blog: ["Are you Innovating the Old-Fashioned Way?"](#) – The Benefits of Sharing Knowledge
- The Health Foundation: ["The Spread Challenge"](#)
- Journal of Clinical Nursing: ["Making best use of patient experience"](#)
- IHI White Paper: [Psychology of Change Framework](#)

Finding Evidence: The Library

Do you need evidence to support your case for an improvement project? Did you know that our library can carry out a literature search for you?

We are lucky to have a fantastic library service that is here to support you and requesting a literature search is a piece of cake. You can either complete this [form](#) on the intranet, email or call 0300 422 6495

They also run training in:

- Finding Evidence – tailored to your requirements
- Understanding Evidence – an introduction to Critical Appraisal
- Referencing

Opportunities

Sweeney Programme Collaborative: Improving the experience of patients at the end of life and their families

The Point of Care Foundation is inviting applications to join a new collaborative programme on end-of-life care. They will work with six teams from NHS organisations to equip them with skills and support to carry out patient-centred service design. The teams will come together to learn these methods, teach and learn from each other. To download the application form click [here](#)

HSJ Value Awards 2019

The awards recognise projects and initiatives across a range of functions and specialisms which have achieved improved patient outcomes whilst delivering value for money even in the face of funding challenges. There are [20 categories](#) you can enter this year, all reflecting the full spectrum of services within the NHS. **Deadline for entries:** Friday 11th January 2019

Training

Questionnaire Design & Delivery

Date: 15 January 2019

Time: 09.30 – 16.00

Provider: NIHR CLAHRC West

Cost: FREE

For further information & to apply, [click here](#)

Introduction to Service Evaluation

Date: 30 January 2019

Time: 09.30 – 16.30

Provider: NIHR CLAHRC West

Cost: FREE

For further information & to apply, [click here](#)

School for Change Agents 2019

Involved in improvement and want to learn more about Change Management?

The NHS Horizons School for Change Agents offers FREE webinar based training.

Become a Certified Change Agent.

Register for the 2019 school [here](#)

Module 1



CHANGE STARTS with ME:

being a CHANGE AGENT



EVERYBODY
- can be a -
CHANGE AGENT!

YOU ARE NOT ALONE.

We need to **MAKE** the **NEW POWER** way in an **OLD POWER** world.

OLD POWER	NEW POWER
Currency Held by FEW	Current Made by MANY
Transaction CLOSED	Relationship OPEN
Commanded hierarchical	Shared

New power - makes - connections, networks, and relationships grow

Twitter accounts to follow

- [@horizonsnhs](#)
- [@Sch4Change](#)
- [@HelenBevan](#)
- [@IHIOpenSchool](#)
- [@TheIH](#)
- [@HealthFdn](#)
- [@TheKingsFund](#)
- [@theQCommunity](#)
- [@WEAHSN](#)
- [@FabNHSSstuff](#)
- [@ELFT_QI](#)
- [@QIFUNDamentals](#)
- [@NHSEnglandSI](#)
- [@gsqia](#)
- [@PointofCareFdn](#)
- [@glosbetterbirth](#)
- [@seaty63](#)
- [@louisewaters01](#)
- [@sphams](#)
- [@drheinleroux](#)
- [@QI_AEPurcell](#)
- [@suz_cro](#)
- [@Katheri93538000](#)
- [@thejeantucker](#)
- [@CarolMcIndoe](#)
- [@LJRidds](#)

Networks – Connecting with others

Fab NHS Stuff

Fab NHS Stuff is a social movement for sharing great work, and learning from others. Learning from each other and building relationships on a wider scale is all part of developing your social network. Visit the [website](#) and start sharing.



The Q Community

The Q Community is an initiative connecting people with health & care improvement expertise. It is led by The Health Foundation and NHS Improvement. You can apply to become a member throughout 2018. For more information visit their [website](#).

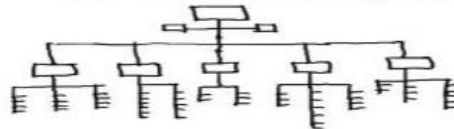


For a list of upcoming events, visit our Academy [News & Events](#) page on the Trust intranet.

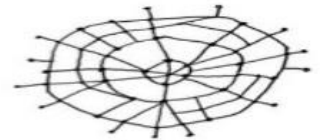
The Power of Networks



- As a change agent, my **centrality in the informal network** is more important than my position in the formal hierarchy
- If you want to create **small scale change**, work through a **cohesive network**
- If you want to create **big change**, create **bridge networks** between disconnected groups



Designed for
DIVISIONS



Designed for
CONNECTIONS

 @Sch4Change #S4CA

Source4Networks

Source4Networks is an online community created by NHS England. It consists of discussion forums on a range of topics as well as having a resources section. To find out more visit the [website](#).



Twitter

[Twitter](#) is a great way of growing your social network. Follow people with similar interests, connect with those who can help make a difference and keep up to date with the latest ideas #J20



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