



quality

GHC Quality Strategy 2021 – 2026

Ensuring High Quality Care – With You, For You

Welcome

We want to be considered an outstanding organisation by everyone – people using services, their families and carers, our colleagues, local communities and our system partners.

Gloucestershire Health and Care NHS Foundation Trust colleagues are enthusiastic about delivering the very best care for the population we serve and the people who use our services. This is what drives our shared ambition to **achieve ‘outstanding’ care status**.

To achieve this at a consistent level for all of our services is no easy task. It will require a strong commitment to undertake Trust wide culture change. Our organisation has a solid foundation on which to build and we will become ‘outstanding’ by **listening, learning and working together** on a continuous improvement journey.

How we will reach ‘outstanding’ status:

We want to make sure that we are meeting the health and care needs of all our communities. We will achieve this by **becoming a learning organisation**¹. What people will see is that:

- ▶ we are doing everything we can to make **everyone’s** health and care experience the best it can be, delivering safe and effective services;
- ▶ **our colleagues, our most important asset**, are valued, work in safe and secure environments, are supported and empowered to act when things can be improved;
- ▶ the **people we serve** are heard, included, involved and empowered;
- ▶ we embrace **transparency, accountability and knowledge**, celebrate success, share learning and actively seek to improve.

How our Quality Strategy will achieve these things:

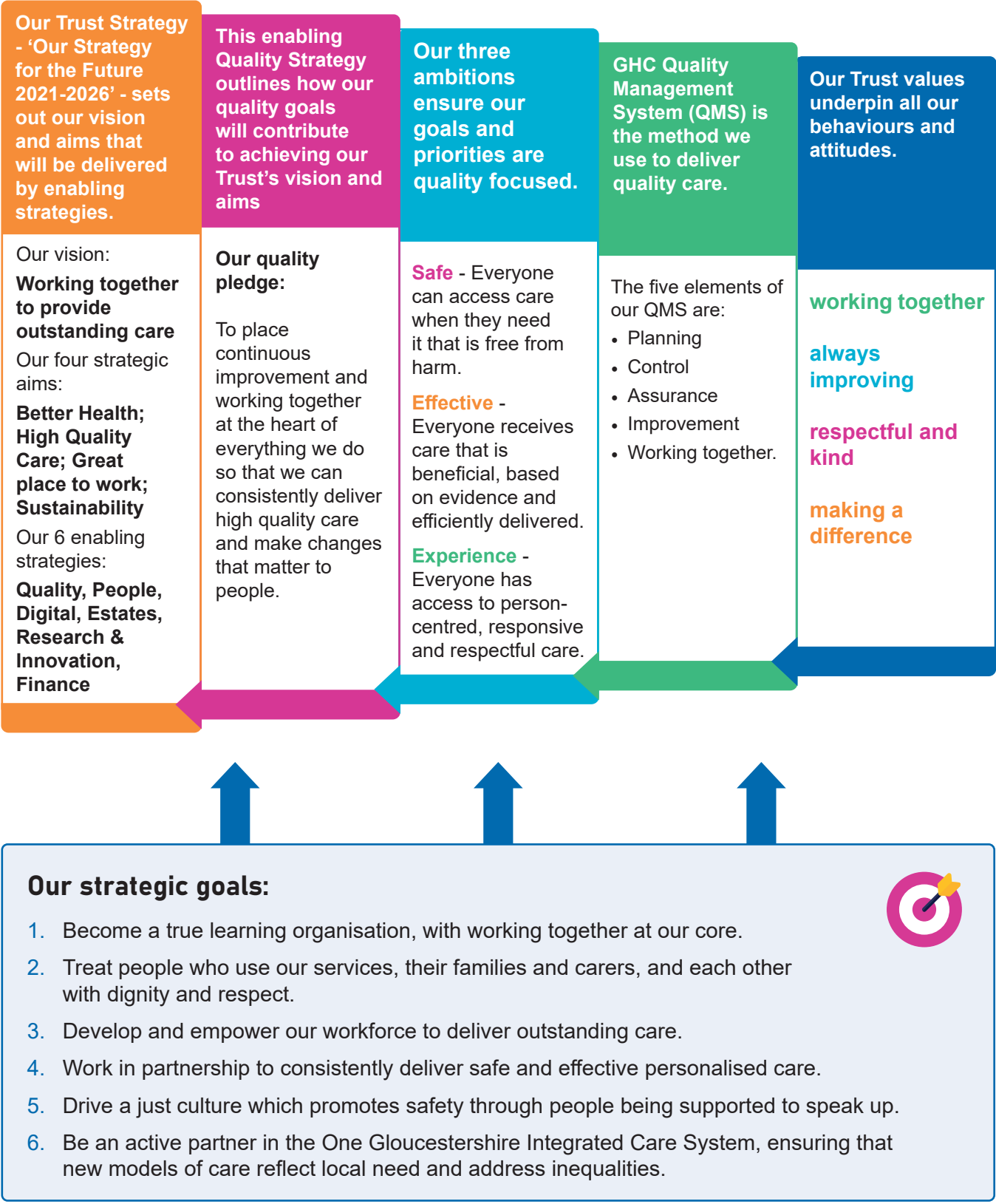
Our Quality Strategy sets out our quality ambitions, strategic goals, priorities, and the approaches we will take to measure our progress. It does not sit in isolation but is one of **six integrated enabling strategies** delivering Gloucestershire Health and Care NHS Foundation Trust’s (GHC) strategy: **‘Our Strategy for the Future 2021-2026’**.

By developing this Quality Strategy, we are making clear our commitment and approach to **empower the people** at the heart of our services. Our colleagues will have the **freedom, skills, tools and resources** to work in partnership with the people we serve to **improve and innovate safely** towards defined quality goals.

Our journey will include:

- ▶ Becoming a **true learning organisation** to improve patient safety, experience and clinical effectiveness. This will include embedding the national **Patient Safety Strategy** and developing our **Quality Improvement Hub**.
- ▶ Treating people who use our services and each other with dignity and respect. This will be delivered by embedding agendas such as **Civility Saves Lives** and **Freedom to Speak Up** across our Trust.
- ▶ **Empowering our workforce** to deliver outstanding care by supporting the professional development of colleagues, giving them the mandate, tools and resources to innovate and improve.
- ▶ Expanding how we work in partnership and collaborate with others. Working with the people we serve and as an active partner in One Gloucestershire Integrated Care System, enables us to **tackle health inequalities, deliver personalised care and support local communities**.

Our Quality Strategy at a glance:



¹ ‘A promise to Learn – a commitment to act: Improving the safety of patients in England 2013

Introduction

Gloucestershire Health and Care NHS Foundation Trust (GHC) formed in 2019 following the merger of two high-performing Trusts. GHC is built upon an ambition to improve the lives of people with physical and mental health needs, and support people with learning disabilities in our communities. This is our first Quality Strategy as a new integrated Trust. Created through collaboration by listening to colleagues and people who use our services, by reviewing feedback from our community, commissioners and system partners. This strategy represents how we want to **progress - openly and together**.

Our Quality Pledge:

To place continuous improvement and working together at the heart of everything we do so that we can consistently deliver high quality care and make the changes that matter to people.

Our three Quality ambitions:

- Safe** – Everyone can trust our care will cause no harm and can be accessed when they need it.
- Effective** – Everyone receives care that is beneficial, based on evidence and efficiently delivered.
- Experience** – Everyone has access to person-centred, responsive and respectful care.

We have used an **appreciative inquiry** approach throughout this document to illustrate the stories of real people. Each story represents a **learning journey**: identifying what works well and what we want to develop to help us be even better, so that we can achieve our ambitions.

Our ambitions are associated with strategic goals developed through consultation and collaborative processes. These align with our Trusts' **People** and **Digital** strategies and are supported by our **Quality Improvement** and **Working Together** implementation plan.

The GHC **Nursing, Quality and Therapy** directorate teams are the key enablers that work closely with all Trust services, the population we serve, our Integrated Care System (ICS) partners, and national bodies to support delivery of our Quality Strategy.

We want our Trust to be a **learning organisation**. We will focus on delivering the highest possible quality care, meeting the health and care needs of people using our services, and improving the health outcomes of the population we serve. Developed against the backdrop of a global health pandemic, Covid-19 has impacted not only on the health and well-being of our colleagues and the population that we serve, but also the way in which we deliver services. This enabling strategy highlights our creativity, passion, expertise and our commitment to learn from experiences. Our quality pledge and ambitions aim to put **quality, equality and learning** at the heart of our service.

Nursing, Therapies & Quality Teams

- Quality Assurance
- Risk Management
- Clinical Quality Improvement
- Heads of Nursing
- Heads of Allied Health Professions and Psychology
- Safeguarding
- Patient Safety
- Patient and Carer Experience
- Infection Prevention and Control







What is Quality?

We are using the NHS and WHO definition of *quality care*². Simply put: **It is care that meets evidence-based standards to ensure it is effective, safe and provides as positive an experience as possible.**

Quality is concerned with setting and assessing standards that tell us if healthcare

is **high quality**, can achieve good **health outcomes** and **meets the needs** of people we serve. Care can only be considered high quality when all three pillars of quality - **safe, effective and experience** – are present and includes ensuring care is patient-centred, timely, efficient, and equitable.

Our Quality Strategy at a glance:

SAFE	
 Delivering health care that minimises risks and avoids causing harm.	 Provide accessible care that is timely, geographically reasonable and in a setting where skills and resources are appropriate to meet the needs of people.
EFFECTIVE	
 Providing services based on evidence to produce a clear benefit and improve health outcomes for individuals and communities.	 Delivering health care that is efficient, maximizes resource use and avoids waste.
EXPERIENCE	
 Delivering health care that is person centred, based on partnership working that takes into account the preferences and aspirations of individuals and the cultures of their communities.	 Providing equitable care that does not vary in quality and is responsive to gender, race, ethnicity, diverse-ability, geographical location and socioeconomic characteristics.

Defining Quality does not guarantee success

We know that **outstanding care** does not happen by accident but **by design and from working together**. Key to delivery of our plans is to develop a **GHC 'Quality Management System'** approach to embed a culture of learning: a culture where people **listen, think, feel and act 'quality'** - promoting openness and learning, continuous improvement and service transformation. This includes work to embed positive cultures of continuous improvement and working together. We are resourcing a new Quality Improvement Hub, developing training programmes and creating

more opportunities for colleagues to work in partnership with the people and communities we serve.

Quality standards and reporting

This strategy has set quality ambitions and strategic goals based on the three pillars of quality to ensure that there is a clear quality focus. Each year we publish quality reports, providing an over view of our quality achievements, reporting on issues identified through our quality management system, and setting specific annual quality improvement goals. Our quality reporting structure will provide a way for us to set progressive implementation plans, adapt plans based on experiences and learning, and monitor progress against our strategic goals.

²WHO, 2006: 'Quality of Care: A process for making strategic Choices in Health systems')

Who are we?

Gloucestershire Health and Care NHS Foundation Trust provides a range of services for the population of Gloucestershire and the surrounding areas, providing physical health, mental health and learning disability services.

Our services

We work with people of all ages who need support and treatment in both hospital and community settings.

The majority of our services are provided in a person's usual place of residence or close to where they live, and we support people to avoid a hospital admission whenever possible.

Our services cover Gloucestershire and border communities. We work out of health centres and children's centres, community venues such as libraries or schools, as well as in people's own homes or place of residence. We also provide services from our community hospitals, our learning disability unit, our specialist mental health hospitals and recovery units.

Many of our services are delivered in partnership and we work closely with our partners in the One Gloucestershire Integrated Care System. This includes: Gloucestershire Hospitals NHS Foundation Trust acute hospital services; Primary Care and GP services; Gloucestershire County Council and Local Authority social care and community services; local community groups, voluntary, charity sector services; Ambulance, Housing and Commissioning groups – to name a few of our partners.

GHC Quality Report at a Glance Highlights

640,000

Population we Serve

Overall CQC rated

★★★ **GOOD** ★★★

91 different services

5500 Health and social care professionals and supporting colleagues

79%

Friends & Family Test
GHC in top 5 nationally
2021 NHS staff survey

8 Million

items of PPE distributed during Covid-19 crisis to keep our patients and staff safe



2020/21 Community Mental Health Survey
GHC within the top 20% of Mental Health Trusts

JAG Accreditation
Re-awarded in 2021

Our Services at a Glance

Gloucestershire Health and Care NHS Foundation Trust provides 91 different types of clinical services delivering all age physical health, mental health and learning disability services to the population of Gloucestershire and surrounding areas

One stop teams providing care to adults with mental health problems and those with a learning disability



Intermediate Care Mental Health Services (Primary Mental Health Services and Improving Access to Psychological Therapies)

Specialist services including Early Intervention, Mental Health Acute Response Service, Crisis Resolution and Home Treatment, Assertive Outreach, Managing Memory, Children and Young People Services, Eating Disorders, Intensive Health Outreach Team and the Learning Disability Intensive Support Service



Two Mental Health (158 beds) and one Learning Disabilities (4 beds) in-patient care centres and two recovery units

In-reach services into acute hospitals, nursing and residential homes and social care settings



Community services in peoples' homes, community clinics, outpatient departments, community hospitals, schools and GP practices

Seven community hospitals (total 196 beds), provide nursing, physiotherapy, reablement & adult social care in community settings & minor injury & illness units



Health visiting, school nursing and speech and language therapy services for children

Other specialist services including sexual health, heart failure, community dentistry, diabetes, intravenous therapy (IV), tissue viability and community equipment



Please visit our website to find out more about our services and quality reports: www.ghc.nhs.uk

Trust Strategy: Our Strategy for the Future 2021-2026
Quality Strategy – this document
Annual Quality Account (2020-21)
2021/22 Trust Quality Priorities

Andrew's Story

Andrew was depressed and fed up with ongoing problems with his legs. His condition affected every aspect of his life. He needed to use a mobility scooter, struggled to mobilise around his flat and rarely went out. He got so desperate he said he just wanted someone to “cut his leg off”.

Colleagues in the GHC Lymphoedema Service completed a joint visit with Andrew at his GP surgery, suggesting a new treatment and different techniques for applying effective compression therapy with the Practice Nurse.

Three months later Andrew says he feels like a new man! 2 and a half stones lighter, 25cm diameter loss from his calf - not only is he physically better, able to walk to local shops, less breathless and able to see his toes again - he says he feels so much better in himself.

Andrew said he didn't used to take care of himself when his leg was so swollen, but now wants to make himself look better so had a haircut and wearing clothes he hasn't worn for years. **Andrew said he now feels more confident when out and about.**



What Works Well: This is a great example of joint working within the ICS, caring for mental and physical health with fantastic results to ensure a quality care experience.

Even Better If...

- ▶ More of our services worked in an integrated way enabling efficient and holistic care delivery.
- ▶ We work more effectively as an Integrated Care System to address health inequalities.
- ▶ All our staff use Quality Improvement as part of our approach to continuous improvement.
- ▶ More people jointly produced care plans with a focus on ‘what matters to me?’
- ▶ We had more options for people to access services as part of addressing access inequalities

Our Journey so Far

In developing our Quality Strategy, we have spent time reviewing and reflecting on our journey so far. We have engaged with and listened to people about their thoughts, concerns, and ideas about high quality care in our Trust.

Engagement and co-production

This strategy has been developed collaboratively with Experts by Experience, our colleagues and critical friends through workshops, questionnaires and virtual opinion sharing tools. We place high importance on the learning, contributions and feedback obtained and have included all the key areas identified in this strategy:

- ▶ Improving access and equity of services, removing barriers to access;
- ▶ Developing our workforce, ensuring they are happy, confident, have capacity and capability to deliver effective care;
- ▶ Patient safety and safeguarding;
- ▶ Partnership working across the One Gloucestershire Integrated Care system;
- ▶ Consistent partnership working between patients, their families and carers, and our practitioners;
- ▶ Learning from experiences to develop and improve models of care.

Managing risks and challenges

We recognise the difficulties of delivering a new Quality Strategy in the challenging times we all currently live in, both personally and professionally:

- ▶ National and local recovery from the impacts of the Covid-19 pandemic.
- ▶ Different organisational priorities, time frames and levels of resource will make it difficult to deliver solutions for large- and small-scale system changes and complex issues.
- ▶ Re-energising our colleagues to continue or start transformation, service integration

and improvement drives as part of our merger, ICS and national priorities.

- ▶ Ongoing issues that continue to place a strain on our services and across Gloucestershire's health and care system, including: our growing and ageing population; increasing health inequalities; national and local shortages of health and care workforce; and operating community services in a large rural and urban geography.
- ▶ Our Trust provides services where the nature of work means colleagues are at a greater risk of experiencing abuse, aggression and violence.

We will aim to reduce the risks these challenges might pose to our plans by:

- ▶ Working closely to support our operational and corporate services in their plans to prioritise welfare, professional development and develop support options for all our colleagues;
- ▶ Applying learning from our Covid-19 experience about making changes, ensuring colleagues and people we serve have the freedom, skills, tools and resources to improve and innovate safely.
- ▶ Remaining committed as an organisation to understand, develop, influence and lead in our roles as an Anchor Institution and an ICS partner.
- ▶ Responding to learning and guidance from our Quality Management System, local and national groups, adapting our plans and priorities to ensure we are doing the right things.
- ▶ Supporting safe and secure working environments by managing risks in accordance with the Violence Prevention and Reduction Standards.

Our quality journey so far and where we want to be

- 2019**
 - Post merger - Quality Governance structure
- 2020**
 - Community Hospitals Association and Parliamentary awards
 - Establishing the Pillar 1 testing team
 - Delivering services through the Pandemic wave 1 and 2
 - Trust recognised by the World Health Organisation - wellbeing in healthcare
 - Internationally recognised research in safe use of PPE in mental health services
 - Launch Integrated services quality dashboard
- 2021**
 - Covid-19 vaccinations
 - Oliver McGowan training launched
 - New International Recruits arriving
 - Quality Improvement groups established in Pressure Ulcer and End of Life
 - Embedding Learning events launched
 - Develop and Test Quality maturity index tool
 - August - Civility Saves Lives Launch
- 2022**
 - Launch People Quality Forum
 - New Public Health Service Ombudsmen complaints standards launched
- 2022/3**
 - Establish Experts by Experience for all sites
 - Launch GHC Quality Management System
- 2023**
 - Achieve Quality maturity Index targets
- 2024**
 - CQC outstanding

National and Local context for our Strategy

There are a number of local and national drivers for change that have influenced our direction of travel and the priorities we have included in our strategy. These include:

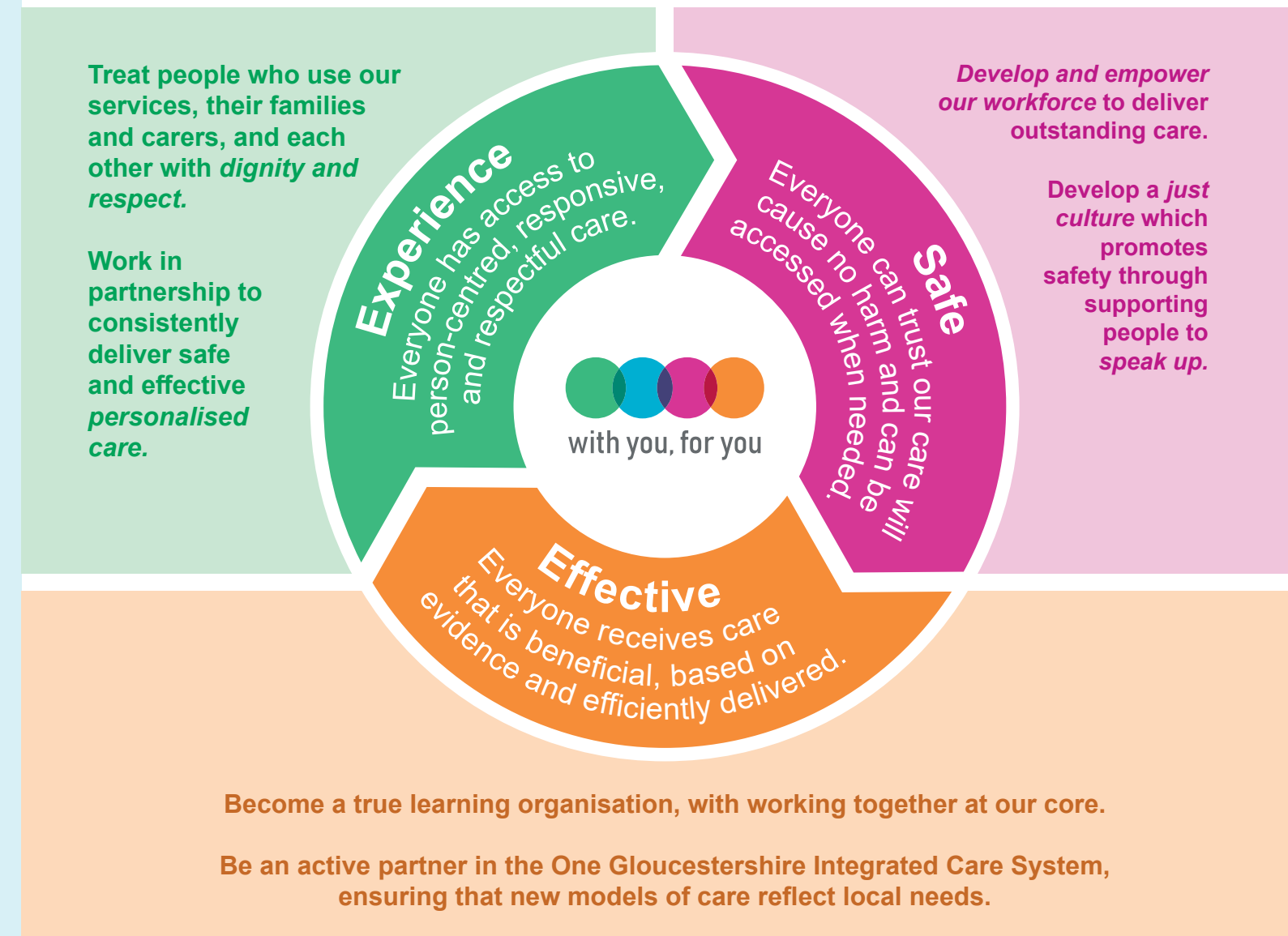
- ▶ Delivering the shared ambitions of the NHS England Long Term Plan, the One Gloucestershire Integrated Care System and the 2021 NHS White Paper Integrating care: next steps to building strong and effective integrated care systems across England.
- ▶ Supporting NHS People Plan (2021) workforce development and transformation alongside Health Education England Nursing, Allied Health Professionals (AHP).
- ▶ Together with operational colleagues and commissioning partners we will focus on delivering 2 of the 5 national Improving Care Programmes: Managing Deterioration; and Mental Health transformation.
- ▶ Implementation of new Patient Safety Strategy (2019); PHSO NHS Complaint Standards (2021); and Violence Prevention and Reduction Standards (2021).

Our Quality Ambitions and Strategic Goals

Our three inter-dependent **ambitions**, based on the three pillars of Quality, underpin our strategic goals for the next five years and ensure a focus on high quality health and care.

Our six strategic goals have been developed through talking and listening with colleagues, experts by experience and stakeholders; by listening and reviewing feedback from our community and system partners; reviewing our quality indicators; and national improving care programmes.

Our quality ambitions and strategic goals:



Each of our strategic goals has several key priorities and objectives that we will achieve as part of a programme of work. The sections below provide more detail about how we will achieve our quality ambitions and strategic goals.

Our Ambition: Safe

Everyone can trust our care will cause no harm and can be accessed when they need it

Our strategic goals:

- ▶ Develop and empower our workforce to deliver outstanding care.
- ▶ Develop a just culture which promotes safety through supporting people to speak up.

Oliver McGowan's Story

GHC is one of four national partners appointed to co-design and co-deliver the training for groups of health and social care staff as part of a national pilot.

Rozz McDonald, Mental Health and Learning Disability Education Team Lead, and Kate Allez, Clinical Psychologist are leading the team piloting 'Oliver McGowan Mandatory Training in Learning Disabilities and Autism' in our Trust.



This training is named after Oliver McGowan, whose death shone a light on the need for health and social care staff to have better training in learning disabilities and autism. It is part of a national commitment to develop a standardised training package.



Launched on 1st April 2021, all of the training is fully co-designed and co-delivered with people with learning disabilities, autistic people with or without a learning disability, family carers and people working within learning disability and autism services. The trial aims to help shape the development of the final training package, which will become mandatory across England in 2022.

What Works Well: Our staff and services are keen to learn, working together with families and experts by experience to improve services.

Even Better If...

- ▶ Enable our workforce to be happy, confident and competent – introducing civility saves lives programme and supporting our People Strategy.
- ▶ Be more open and transparent about incidents, errors or complaints and the actions we take to make changes.
- ▶ Establish a 'People Forum' as part of our quality assurance process.

What we do now that works well and how we can achieve our ambition

How we ensure safe care now...

- Governance structures
- Investigations and learning
- Freedom to Speak Up Guardian
- Our values
- Support and develop our workforce
- Clinical audits
- Engage in national Patient Safety Programmes
- Clinical alerts
- Datix incident reporting process and review

What we are going to do differently...

- Increase learning from positive events
- Increase benchmarking
- Embed Patient Safety Partners and Specialists
- Progress the Civility Saves Lives programme
- Embed Violence Prevention and Reduction Standards

Objective

Our measures of success

Increase the extent to which we learn from positive events. Develop robust processes to ensure all learning is embedded in practice

- Number of Embedding Learning Events held.
- Assurances and workstreams delivered by the Learning Assurance Group.
- Develop a process to share 'Learning on a Page' for compliments, case studies, etc.
- Develop system to review actions 6 months after the incident/complaint to ensure they remain in place.

Compare our safety indicators with our previous performance and also with those of similar organisations

- Benchmarking data within governance reports.
- Active members of national collaboratives.
- Rapid identification of any outliers, triggering a deep dive and action plan.

Continue to progress the recommendations within the Patient Safety Strategy (2019)

- Embed Patient Safety Specialists.
- Embed Patient Safety Partners.
- Process to effectively support and engage Experts by Experience.
- Improve our scores on patient safety questions within the Staff Survey, year on year.

Continue to progress the Civility Saves Lives programme

- Training developed and number of colleagues attending sessions.
- Colleagues report a culture of psychological safety and a just culture.
- Reductions in reports of institutional/systemic prejudice and racism.
- Delivery of Leadership Development Programmes for Creating a Compassionate Culture; Strategies for inclusion; and Creating Psychological Safety.

Review our current Freedom to Speak Up Advocate model

- Engagement with colleagues to seek their views on the current model.
- Adherence to the National Guardian's Office new guidance regarding the development and support of Freedom to Speak Up Champion/Ambassador networks.

Review and embed Violence Prevention and Reduction Standards to support risk management maximise safe and secure working environments.

- Reduced number of incidents of violence towards staff.
- Reduced number of incidents of restraint used on patients.
- Engagement and feedback from people using services and colleagues in risk management and review processes.

In the next 12 months we will...

Deliver **Embedding Learning Workshops** following patient safety incidents. A fundamental element will be sharing and learning from experiences and investigations in a compassionate way to develop and improve standards of care. This will be measured through the numbers of post investigation embedding learning workshops delivered and the number of lessons learned bulletins issued.

Start the **Civility Saves Lives** initiative, with assurance measured against the co-produced project implementation goals and evaluation over the reporting period.

Our Ambition: **Effective**
Everyone receives care that is beneficial, based on evidence and efficiently delivered

- Our strategic goals:**
- ▶ Become a true learning organisation, with working together at our core.
 - ▶ Be an active partner in the One Gloucestershire Integrated Care System, ensuring that new models of care reflect local needs.

The Pulmonary Rehabilitation Story

GHC’s PR team evaluated their on-line programme and published a research paper. Objective evidence of the effectiveness of the approach and feedback from participants encouraged and reassured the team about this new mode of delivery.

“I am really feeling the benefit of taking part in the Wednesday maintenance exercise class held via zoom. I would find it difficult to attend a face to face meeting as I have to rely on public transport so using the link via zoom in my own home. I have talked to the group prior to the class and several find it easier too. I do hope we can continue with zoom classes ”

Ester Mitchell (Interim Community manager for Long term Conditions Services) said “Covid-19 restricted access to face to face pulmonary rehabilitation sessions. So the team undertook to evaluate a rapid service remodelling using the University of Gloucestershire eLearn Moodle platform. Our results indicated that On-line PR improved clinical outcomes and was feasible to deliver. The team are continuing to explore how they can further develop and improve on-line service delivery and incorporate it as part of their service options”.



- What Works Well:** Colleagues can undertake research and evaluation.
- Even Better If...**
- ▶ Our people have the time and resources to contribute to research and evidence based practice.
 - ▶ More colleagues and people who use our services were trained and confident to use Quality Improvement tools and techniques as part of our approach to improving and evaluating the effectiveness of changes.
 - ▶ People who use our services had more and different ways to participate in service design and improvement.

What we do now that works well and how we can achieve our ambition

How we ensure safe care now...

- Many measures of performance and activity
- Report training compliance against profiles
- Supervision and appraisals
- Take part in relevant National Improving Care programmes
- Quality Improvement to learn and develop

What we are going to do differently...

- Capture more quality outcome measures
- Increase co-production
- Support workforce development and transformation
- Increased use of Quality Improvement methods across services
- Further develop our learning assurance process

Objective	Our measures of success
Increase the number of quality outcome measures used across our services, including patient-rated outcome measures	<ul style="list-style-type: none">▪ Increased number of services capturing quality outcome measures.▪ Quality outcomes measures being used to inform service performance discussions.▪ Increasing reporting of quality outcomes measures within Quality Dashboard.
Increase co-production across our organisation	<ul style="list-style-type: none">▪ Increasing number of co-production events reported, increasing year on year.▪ Training available for our workforce regarding co-production. Number of colleagues who have completed the training will increase year on year.▪ Independent reports from our partners will reflect our increasing partnership working.▪ Launch of our Working Together plan and committee.
Support the continuous development and transformation of our workforce	<ul style="list-style-type: none">▪ New training courses developed in response to local needs of our workforce and population.▪ Improved scores on the Staff Survey in relation to effectiveness, support and feeling valued, year on year.▪ Improved sickness and turnover rates, year on year.
Continue to be active partners in the One Gloucestershire system	<ul style="list-style-type: none">▪ Improved population health indicators for the county.▪ Advocate for our communities by recognising unmet need and inequalities; driving innovation to seek solutions.▪ Increasing number of services and pathways demonstrating integrated care.
Embed the use of Quality Improvement (QI) methodology across all our service	<ul style="list-style-type: none">▪ Increasing percentage of colleagues who have completed QI training, year on year.▪ Increasing number of active Quality Improvement projects within the Trust, year on year.
Continuously improve our learning assurance processes	<ul style="list-style-type: none">▪ Embed a reflective discussion approach to ensure compassionate leadership and just culture approaches when learning from serious incidents.▪ A combination of methods in use to ensure effective cascade of learning (learning on a page, safety bulletins, interactive sessions).▪ Embed a learning culture whereby a safety culture and lessons learnt are part of our business as usual.

In the next 12 months we will...

Improve the transition to adult services for children and young people. A specific focus will be placing the young person at the heart of everything we do, ensuring a safe and prompt transfer between services. We aim to achieve this through developing pathways, standardising practice, and reducing delays in care. Fidelity to the care pathways will be evaluated through participation in the National Confidential Enquiry into Patient Outcome and Death (NCEPOD) study.

Our Ambition: Experience

Everyone has access to person-centred, responsive and respectful care

Our strategic goals:

- ▶ Treat people who use our services, their families and carers, and each other with dignity and respect.
- ▶ Work in partnership to consistently deliver safe and effective personalised care.

Community Nursing Story

In April 2021 BBC Points West featured two people who were receiving end of life care at home delivered by GHC's Community Nursing Services. The presenter said: "families and patients identify this type of care as a gift, a privilege and it makes the most difficult time easier to bear".

Lizzie said: “We won’t let people face death alone. When people are told there is nothing more treatment can do it is important people know we can help. People can feel vulnerable and scared at end of life. We support in every way possible – with symptom control, nursing, care, compassion and reassuring family members”

‘C’ has terminal cancer and said: **“Its been good in hospital but I’d still rather be at home. At the end of the tunnel there is someone standing up for you”.**

‘M’ a young man and former security guard has a brain tumour and said: **“It makes a difference being at home, close to family and friends”.**



What Works Well: Our staff are committed and passionate about the work they do across all sectors – mental health, learning disabilities, hospital, community and childrens’ services.

Even Better If...

- ▶ Ensure personalised care approach programmes are integrated into clinical systems.
- ▶ Ensure more of our teams have the technology, training and infrastructure to improve mobile working and enable safe and effective care in people’s homes.
- ▶ We were clearer about our learning and improvements when care is not as good as it should be or we have made mistakes.
- ▶ Ensure more options and different ways people could be involved in improving service delivery.

What we do now that works well and how we can achieve our ambition

How we ensure safe care now...

- Compliments
- Friends and Family Tests
- Incidents, complaints and concerns
- Care Quality Commission (CQC) Adult Community Mental Health Survey
- Quality visits (Quality team members, non-executive directors (NEDs) and peer reviews)
- Staff Survey

What we are going to do differently...

- Improve complaint resolution times
- Increase assurances regarding learning from people’s experiences, ensuring learning is embedded into practice
- Reduce variability in engaging carers
- Provide ongoing health and wellbeing support for our colleagues
- Establish Expert by Experience quality visits for all of our sites
- Increase co-production at every level, in every team

Objective

Our measures of success

Review our complaint handling process for opportunities to provide swifter resolution for people when they raise concerns.

- Earlier resolution of complainants.
- Incremental reduction in complaint resolution times until most are resolved within 3 months and only the most complex take up to 6 months to resolve.
- Support our teams to resolve concerns at the earliest opportunity, through improved processes and training opportunities.
- Co-produced complaints policy developed and in place.

Increase opportunities for people to tell us about their experiences of contact with our services

- Incremental increase in compliments and Friends and Family Test responses, quarter on quarter.
- Additional question within standard Friends and Family Test (FFT) to specifically ask for people’s views on their quality of care.
- Launch of a Carers Friends and Family Test.

Increase the extent to which care is personalised

- Improved scores on the ‘Planning Care’ section of the CQC Community Mental Health Survey, year on year
- Develop qualitative audit of care plans, to include co-production and personalisation.

Reduce variability in how well we engage and communicate with carers

- Engage with carers and triangulate feedback with other sources of information and national guidance to co-produce a Trust Carer Strategy.
- Refresh and relaunch of Carer Aware training for our colleagues.
- Work towards achieving the third and final star from the national Triangle of Care Scheme.

In the next 12 months we will...

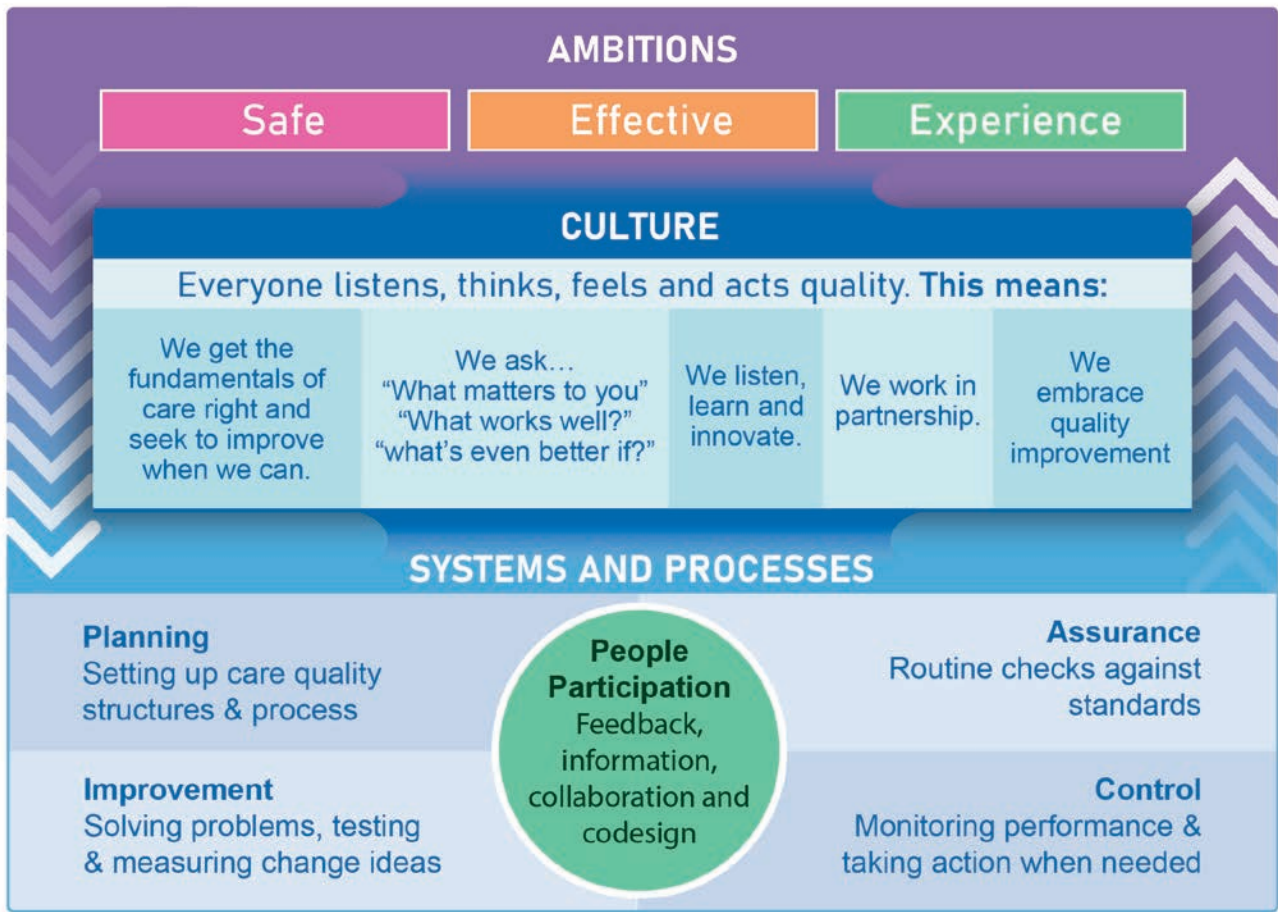
Nobody will wait for longer than six months for a final response to a formal complaint. This will be achieved by improving our complaints process and incrementally reducing current response times. Improvement in completion times will be achieved quarter on quarter.

Our Quality Approach to Becoming a Learning Organisation

We are developing an approach that we are calling GHC's Quality Management System (QMS). It is based on the concept developed by W. Edward Deming, that continual improvement towards a quality aim provides better services, increases quality, and reduces costs. Our approach is informed by the work of Don Berwick in the context of improving quality in health care services. By continuously striving for quality, understanding what works well and what can be done better, we can achieve our Trust's vision and aims.

Implementing our QMS requires the development and embedding of processes, practices and a learning culture across the whole organisation. This will take time and commitment to develop.

GHC's Quality Management System Model



- ▶ We will further develop our Quality Management System to routinely set meaningful targets, monitor, measure and report performance to ensure we provide excellent standards of care and set quality goals to continuously improve the services we provide.
- ▶ We will identify and use maturity index tools to help us measure our progress and guide our actions towards becoming a learning organisation.
- ▶ We will grow and mature our Quality Improvement (QI) approach as our methodology for solving complex problems, and to provide a consistent approach to testing change ideas and informing our decisions. Developing our new QI Hub is a key enabler and the strategic implementation plan in progress.
- ▶ Working together is key – engaging, consulting, co-designing and co-producing with our colleagues, our partners, and the population we serve. We will work with our Partnership and Inclusion team to develop experts by experience roles within our QMS processes, governance structures and improvement projects.

Our Quality Improvement Story



Despite Covid-19 restrictions colleagues and experts by experience have been busy co-designing Quality Improvement on-line training programmes and developing the QI plan.

GHC's Clare Lait (QI Hub manager) said: "GHC's QI Hub supports improvement projects large and small as the examples show. As a new service we have a lot to do to expand training, resources, expert advice and coaching to all colleagues and experts by experience as well as play a vital role in our systemwide 'Improvers without Boundaries' network. Ensuring improvement is a key focus and has parity over planning, control and assurance in GHC's Quality management system can embed a culture of quality is our ultimate goal".

Wotton Lawn's Well Woman Wednesday: Ward based health and cervical screening. Addresses health inequalities and increases the likelihood of early detection of cervical cancer by screening women with serious mental illness. **Angela Willan (Lead Nurse) said:** "QI helped this project progress and develop using Plan-Do-Study-Act cycles. Women on the ward got involved to co-design and co-produce the Well Woman Wednesday project that has now won national awards. Next steps... Men's Health Mondays".

GHC's Wheelchair service: Put people at the centre of decision making by reducing waiting times and increasing personalisation. **Jenny Smith (QI manager) said:** "A QI approach helped this passionate and highly skilled team shift their thinking from service criticism to continuous improvement. Understanding root causes of problems, unravelling complex systems through mapping and testing changes led to measurable improvement. Not only did people's experience of the service improve by reduced waiting-times; staff satisfaction and personal pride increased".

What's Working Well: GHC is building a culture of quality and continuous improvement. Even Better If...

- ▶ QI was everybody's business.

What is Quality Improvement (QI)?

"Working together, using methods, tools, data measurement, curiosity and an open mindset to improve healthcare".

(GHC QI Hub)

A key enabler for the Trust Strategy, Quality Strategy and component of the GHC Quality Management System, the QI Hub was set up in September 2020. Its purpose is to form a more robust QI approach in the organisation and embed QI into our trust culture.

Our QI approach seeks to support the experts – the people who use our services and those that deliver them, to understand the problem identified, find change ideas, test them out,

upscale and make them sustainable using reputable, researched tools and proven methodology.

Our QI Hub is new and therefore has a specific QI strategic implementation plan over the next five years. **This includes five key strategic priorities:**

1. Create a dedicated QI hub.
2. Create a QI centre of excellence.
3. Utilise information and data systems to drive QI.
4. Expand our QI community.
5. Foster, nurture and embed a culture of continuous improvement.

How will we Know we are Achieving our Ambitions?

Enabling, Monitoring and Evaluating Delivery

Our Quality Strategy sits alongside our annual operating plans – these set out detailed objectives for each year to help us achieve our overall strategy by 2026.

Progression towards delivering our annual objectives will be monitored through our Trust governance structures, inclusive of feedback and collaboration with our stakeholders and will form part of our formal reporting structures. Through regular review, our Trust Board and Council of Governors will ensure our Quality Strategy continues to meet the needs of our organisation.

There are a number of ways in which we will measure our progress and adjust our actions as necessary in order to achieve our ambitions. These include external reviews by CQC, feedback from Health Watch and other partners, internal peer review, and also our Quality Management System and quality governance structures.

Care Quality Commission Rating

Gloucestershire Health and Care NHS Foundation Trust was formed in October 2019, following the merger of 2gether NHS Foundation Trust and Gloucestershire Care Services NHS Trust. The CQC rating displayed at the time of writing our strategy is for the combined Gloucestershire Care Services and 2gether NHS Foundation Trust completed in 2018. Our new organisation will be inspected and given its own rating in due course.

Our CQC ratings overview					
Safe	Effective	Caring	Responsive	Well lead	Overall
Requires Improvement	Good	Good	Good	Good	Good

Advanced evaluation tools and approaches

To stretch our ambition in our improvement journey we will use advanced evaluation tools and approaches that are evidence based and internationally recognised in the fields of evidencing embedding learning and quality improvement measurement. These include:

- ▶ Quality Maturity Index Assessment – *work completed on evaluating our Trust QI approach will help us build a more robust Quality Management System.*
- ▶ Embedding Learning Assessment Tool - Kirkpatrick Model: Four Levels of Learning Evaluation³. Currently in development to enable a consistent approach through post serious incident embedding learning workshops and the Civility Saves Lives programme.



³Kurt, S. "Kirkpatrick Model: Four Levels of Learning Evaluation," in Educational Technology, October 24, 2016. Retrieved from www.educationaltechnology.net/kirkpatrick-model-four-levels-learning-evaluation

Conclusion

Our Quality Strategy sets out Gloucestershire Health and Care NHS Foundation Trust's ambitions and goals for the next five years. We have pledged to place **quality at the heart of everything** we do for the population that we serve and for our workforce that strives to deliver the best possible care at all times. To achieve this, we set ambitions that focus our activity on quality outcomes:

Safety - providing services that are safe and will not do any harm while being open and transparent about any mistakes and ensuring we learn from them.

Clinical Effectiveness - continuously developing our services and learning from best practice, clinical evidence and the latest innovations.

People's Experience - providing a friendly and welcoming approach from colleagues who communicate openly and clearly.

We want to be a **learning organisation** that delivers **outstanding care** by working **better together**. This strategy describes how we will meet that challenge.

Our shared ambitions focus our actions so that we can:

- ▶ **improve the health and care of people we serve**, people with physical and mental health needs, and learning disabilities;
- ▶ **work better together** to understand people's needs, lived experience, goals and aspirations; and
- ▶ ensure we **meet the needs of local communities**.

Our approach is about **empowering people** and includes **working together** and **continuous improvement** to embed quality initiatives, consistently deliver high quality care and make the changes that matter to people. This will be underpinned by developing our **Quality Management System** that aims to build a culture where everyone **listens, thinks, feels and acts 'quality'**.

We want to take this opportunity to say a heartfelt thank you to everyone who has contributed to shaping our first Quality Strategy. We could not, and would not, have done it without you.

THANK YOU!



