

Consultation Paper – Quality Priorities 2019/20

1. Introduction

Every Quality Report must contain our priorities for improvement, to be achieved in the following year. These priorities are taken from the three dimensions of quality as set out by Lord Darzi in the 2008 publication “High Quality for all”. These are:

- Improving patient safety;
- Improving clinical outcomes; and
- Improving patient experience

These priorities are selected on the basis of feedback from the people we care for, our stakeholders and our staff. There is also a requirement to publish our performance against NHS Improvement core indicators.

Once at least 3 priorities from each dimension have been selected a SMART measure will be identified that will allow the Trust to monitor our progress against the priorities. The monitoring and the review of the overall achievements will be the remit of the Quality Committee. The results will be reported in the 2019/20 Quality Report and Account.

The proposed priorities have been mapped to the trusts strategic intentions for 2019/20 to ensure we have a clear thread from the organisational strategy to operational service delivery. This aims to streamline the number of differing requirements placed on staff while delivering the key improvements we all agree are required for our people and our patients. We would value your views on the proposed quality priorities to enable us refine and conclude the final selection.

Potential Quality Priorities 2019/20 and the rationale for inclusion

Patient safety (We are safe)

Suggested priorities	Rationale for inclusion
Human factors Enhance clinical performance through an understanding of the effects of teamwork, tasks, equipment, workspace, culture, and organisation on human behaviour and abilities	The principles and practices of Human Factors focus on optimising human performance through better understanding the behaviour of individuals, their interactions with each other and with their environment. By acknowledging human limitations, Human Factors offers ways to minimise and mitigate human frailties, improving patient safety. More broadly, Human Factors techniques can be used to inform quality improvement in teams and services, support change management, and help to emphasise the importance of the design of equipment, processes and procedures. ⁱ Aligns to Trust priorities – Quality Improvement, Prevention and Workforce
Deteriorating patient – NEWS 2 Utilise NEWS 2 for detecting patients at risk of clinical deterioration or death, prompting a more timely clinical response, with the aim of improving patient outcomes	When a deteriorating patient's worsening condition is not clear to clinical staff, it can lead to serious problems, complications, and death. In 2017, the National Reporting and Learning System received 100 reports where deterioration may not have been recognised or acted on and the patient died. ⁱⁱ In 2018 a Patient Safety Alert recommendation was published to adopt NEWS 2 (National Early Warning Score) to standardise how adult patients who are acutely deteriorating are identified and responded to, and to streamline communication across the NHS ⁱⁱⁱ . Detecting patients at risk of clinical deterioration or death relies on a whole systems approach and the revised NEWS 2, reliably detects deterioration in adults, triggering a more timely clinical response, with the aim of improving patient outcomes. Aligns to Trust priorities – Prevention
Deteriorating patient - Care plan/PCP Utilise personal care plans to work together with patients and their family/carers to understand what is important to the individual, identify support needs, develop and implement action plans, and monitor progress	Supporting the empowerment of people to be active participants in the planning and management of their own health and well-being ensures that the outcomes and solutions developed have meaning to the person in the context of their whole life. Leading to improved chances of successfully supporting them, and promoting 'living well' and healthy choices at every opportunity. Aligns to Trust priorities – Prevention
Falls Continue to work on falls prevention through reviewing best practice, national and local guidance and to share ideas and innovation	Falls represent the most frequent and serious type of accident in people aged 65 and over and can cause serious injury and increased care costs. Research has shown that falls can be reduced by introducing assessments and interventions. For KCHFT in 2016-17, there were 17 avoidable falls with harm in community hospitals compared with 10 avoidable falls with harm in community hospitals during 2017-18. Across Kent there were 6,447 hospital admissions for falls in 2017/18 ^{iv} . Aligns to Trust priorities – Prevention

Patient Experience (We are Caring/Compassionate and Responsive)

Suggested priorities	Rationale for inclusion
Experience based co design Continue to find opportunities to involve our patients and carers in improving care and redesigning services to support strategy implementation and delivery	Promotion of the ongoing engagement and involvement of people and carers to design services that are personalised, efficient and support greater self-care. Research has shown that stakeholder engagement supports wider improvements, including helping to establish a wider culture of patient involvement and facilitating greater and more open team working and better communication across departments, clinicians and staff of different grades ^v . Aligns to Trust priorities – Quality Improvement and Workforce
Capture Patient Feedback/Use Capture and understand patients' and carers' experiences of services to develop improvements in care pathways	KCHFT is committed to listening to our patients, carers and families and is keen to involve them as partners to improve our services through driving continuous quality improvements. During 2017-18 KCHFT received 63,912 surveys with an overall satisfaction rate of 97%. Aligns to Trust priorities – Local Care and Quality Improvement
End of Life Care Further develop a pathway approach from prospective care planning to bereavement support.	The number of bereaved people is growing - the annual number of deaths in England is increasing and is predicted to rise by 20% over the next 20 years ^{vi} . There is an increased emphasis on the requirement to support family and carers with bereavement. The NHS Long Term Plan also supports the need to introduce proactive and personalised care planning for everyone identified as being in their last year of life and to be able to support people to die in a place they have chosen. Aligns to Trust priorities – Local Care and Quality Improvement
Dementia Improve patient journey for patients with dementia.	Dementia features strongly throughout the NHS Long Term Plan, stating " <i>we will provide better support for people with dementia through a more active focus on supporting people in the community</i> ". Additionally, forecasts show that in the 10 years between 2016 and 2026, the population of 65-84 year olds in Kent is expected to increase by 20.2%, and over 85 year olds by 24.5% ^{vii} , resulting in an increased population living with dementia. Aligns to Trust priorities – Local Care and System Leadership

Clinical Effectiveness (we are Effective/Excellent and Aspirational)

Suggested priorities	Rationale for inclusion
IT & Documentation Improve patient information and methods of communication and service delivery	Improving the use of technology for staff and the people we care for is a high priority area for the NHS Long Term Plan. Patients, carers, families and staff have higher expectations around digital services due to sustained advances in computing, which drive choice and control throughout our daily lives. Technology is continually opening up new possibilities for prevention, care and treatment. Aligns to Trust priorities – Digital
Quality Improvement Further development of QSIR principles and increase the spread of QI projects	Systematic methods of Quality Improvement (QI) provide an evidence-based approach for improving every aspect of how the NHS operates. Through developing improvement capabilities, including QI skills and data analytics, systems will move further and faster to adopt new innovations and service models and implement best practices that can improve quality and efficiency and reduce unwarranted variations in performance. A programme to build improvement capability is established in around 80% of the trusts rated 'outstanding' by the CQC ^{viii} . Aligns to Trust priorities – Quality Improvement
Frailty Support the development of frailty pathways through reviewing best practice, national and local guidance and to share ideas and innovation	High priority area in the NHS Long Term Plan, focusing on using proactive approaches to enable earlier detection and intervention. Alongside the increase in the aging population of Kent and those living with complex conditions, this will generate an increased strain on the NHS. Aligns to Trust priorities – Quality Improvement and Local Care
New models of care Build on our strengths of innovation by delivering services in a way to meet patient needs.	The NHS Long Term Plan sets out how the NHS will move to a new service model in which patients get more options, better support, and properly joined up care at the right time in the optimal care setting. KCHFT has the opportunity of working in partnership CCG's and the STP to develop local care and deliver services in a way to meet patient needs. Aligns to Trust priorities – Quality Improvement, Local Care and Workforce

Staff Experience (we are Caring/Well Led/Responsive and Aspirational)

Suggested priorities	Rationale for inclusion
Workforce development Developing the workforce through consideration of what future teams may need to look like – structure, skill mix and developments of new roles to meet patient need	As highlighted in the NHS Long Term Plan, the future publication of the national workforce implementation plan will focus on developing the workforce for the future. The Trust's People Strategy outlines how we build and maintain the culture, capacity and capability required to meet the challenges we face in the years ahead and continue to deliver high-quality patient centred care. Aligns to Trust priorities – Workforce

<p>Improve recruitment and retention</p> <p>Create and maintain a culture where people are retained and supported to perform at their best. Health and wellbeing (mental health, flu vacs, MSK)</p>	<p>Developing the workforce culture will support in creating a culture of support and appreciation where people are motivated to perform at their best.</p> <p>As set out in KCHFT's People Strategy, the health and wellbeing of the workforce is really important to the Trust. It is recognised that our staff can only provide high-quality care, if they feel supported in their own health and wellbeing. We also recognise that if our staff are role models of health and wellbeing, they will inspire our patients and their careers and make every contact count.</p> <p>Aligns to Trust priorities – Workforce</p>
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Name of Author of Report - Megan Hare

Designation of Author – Head of Quality and Standards Assurance

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References

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ⁱⁱ England, N. (2018). *Resources to support the safe adoption of the revised National Early Warning Score (NEWS2)*. Retrieved from https://improvement.nhs.uk/documents/2508/Patient_Safety_Alert_-_adoption_of_NEWS2.pdf

ⁱⁱⁱ Royal College of Physicians. (2017). *National Early Warning Score (NEWS) 2*. Retrieved from Royal College of Physicians: <https://www.rcplondon.ac.uk/projects/outputs/national-early-warning-score-news-2>

^{iv} And ^{vii} Observatory, K. P. (2018). *Kent Public Health Observatory: Ageing Well (Older People in Kent Districts)*. Retrieved from https://www.kpho.org.uk/__data/assets/pdf_file/0018/45261/Older-people-District.pdf

^v The King's Fund. (2011). *The Patient-Centred Care Project*. Retrieved from The King's Fund: https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/patient-centred-care-project-evaluation-aug11.pdf

^{vi} Office of National Statistics (2016) *National Survey of Bereaved People (VOICES): England, 2015*. <http://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthcaresystem/bulletins/nationalsurveyofbereavedpeoplevoices/england2015#support-for-relatives-friends-or-carers-at-the-end-of-life>

^{viii} England, N. (2019). *The NHS Long Term Plan*. Retrieved from www.longtermplan.nhs.uk