Quality and Excellence in Specialist Dementia Care Improvement Programme - Engaging, Empowering, Enabling

Specialist Dementia Unit Demonstrator Sites Programme Specification - April 2016
# Contents Page

1. Introduction 3  
2. Quality and Excellence in Specialist Dementia Care Improvement Programme 3  
   2.1 Background 3  
   2.2 Aims and Objectives 4  
   2.3 Method 4  
   2.4 Participation 4  
   2.5 Benefits of Participating in this work 4  
   2.6 The Improvement Hub 5  
   2.7 Governance Arrangements 5  
3. Provisional Timetable 5  
4. Application and Selection Process 6  
   Key Dates for Your Diary 7  
5. Contact Details 7  
Appendix One: Indicative Timeline for the Specialist Dementia Unit Programme 8
1. Introduction

Following the announcement by the Chief Nursing Officer, Professor Fiona McQueen at the Dementia Specialist Improvement Leads graduation ceremony in March 2016 we are pleased to provide you with more detail on the Quality and Excellence in Specialist Dementia Care (QESDC) improvement programme. This programme has been commissioned by the Chief Nursing Officer’s Directorate in Scottish Government and is being led by the Focus on Dementia (FOD) team within the Improvement Hub (ihub) of Healthcare Improvement Scotland.

We know that people being cared for in specialist dementia units are among some of the most vulnerable in society. Many of the challenges of the sector are highlighted in the Mental Welfare Commission report Dignity and Respect1. We know that improvements within this sector are already taking place and the FOD team will work with local teams to build on good practice and share the learning.

The approach to the QESDC improvement programme is to work closely with four sites (this means a single ward) to support the design and implementation of improvement in the specialist dementia units. In addition, a learning network, that involves all the specialist dementia units across Scotland, will be developed.

This document gives an overview of the improvement programme and the proposed approach, provides more detail on the ihub, and invites applications from NHS boards interested in being selected as a specialist dementia unit demonstrator site.

2. Quality and Excellence in Specialist Dementia Care Improvement Programme

2.1 Background

This work has been commissioned by the Chief Nursing Officer’s (CNO) Directorate in Scottish Government as part of the Quality and Excellence in Specialist Dementia Care programme. It builds on the range of considerable activity already undertaken by this programme. This includes:

- Self assessments undertaken in each board area
- The learning from the small grant funding bids
- The Dementia Specialist Improvement Leads (DeSIL) programme delivered by NHS Education for Scotland (NES)
- The review around physical healthcare needs of patients in this setting (to be published in May 2016)
- Review of the model of care for specialist dementia units (to be published in May 2016)

We also know that each board has developed its own local improvement plan based on local context and priorities.

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1 Dignity and Respect can be found at: [http://www.mwcscot.org.uk/media/191892/dignity_and_respect_-_final_approved.pdf](http://www.mwcscot.org.uk/media/191892/dignity_and_respect_-_final_approved.pdf)
2.2 Aims and Objectives
This programme seeks to:
- Support staff, families, carers and patients to identify and agree local improvement priorities
- Work with specialist dementia units to make sustainable improvements to the quality of care
- Improve the experience for patients, carers and staff working in these units
- Build capacity and capability for improvement across all staff groups
- Contribute to the development of specialist dementia care as a distinct specialism with a unique range of skills and expertise in the management of complex and advanced dementia.

2.3 Method
The QESDC improvement programme consists of two key aspects:
1. Development of a learning network for all the specialist dementia units across Scotland. The network will share good practice and support staff to test and implement good practice in their local areas. All units will be invited to participate in the network.
2. Four specialist dementia units will be selected to participate as part of a demonstrator model approach. This work will take a co-designed approach, agreeing priorities and the approaches to test, implement, sustain and spread improvements at a local level. Families and carers, patients, and staff will be at the heart of this process, ensuring that improvement priorities reflect the local context and meet local needs. It is expected that this approach will support implementation of sustainable change and the findings from this work will be widely shared with the learning network.

2.4 Participation
All NHS board areas are invited to participate in the learning network. All boards with specialist dementia units are invited to apply to become a demonstrator site (this is all NHS board areas except NHS Shetland and NHS Orkney as they do not have specialist dementia units). We will work with four demonstrator sites in the first instance.

The successful boards will show a commitment to improving the quality of patient care in these settings. Further details on the application criteria are provided in section 4-Application and Selection Process.

Involvement in this programme is entirely voluntary. A Memorandum of Understanding (MoU) will be signed between Healthcare Improvement Scotland and each participating demonstrator site. The MoU will clearly set out expectations and key timelines and outcomes.

2.5 Benefits of Participating in this work
The benefits of being a demonstrator site include:

For patients and carers:
- The opportunity to be meaningfully involved as equal partners in all stages of the design and development of local improvement plans.
- Experience more meaningful, person centred care.

For staff
- Support to develop, test and evaluate new and exciting approaches to improve care in their local setting.
• Build confidence and capability in testing and implementing improvements
• Personal development opportunities in both clinical and quality improvement skills.

For boards
• Dedicated improvement support to facilitate improvement in one of the most challenging clinical areas in the NHS.
• Opportunity to become improvement leaders in this specialist setting and inform the national agenda.
• Development of capacity and expertise in clinical skills and improvement which can be used to support other improvement programmes.

2.6 The Improvement Hub
In response to the integration of health and social care services across Scotland, Healthcare Improvement Scotland has worked with a range of partners to create a new improvement resource, called the Improvement Hub (or ihub for short). This resource will support Health and Social Care Partnerships (which include health, social care, third sector, independent sector and housing organisations) and NHS boards to improve the quality of health and social care services. (http://ihub.scot/

The Quality and Excellence in Specialist Dementia Care improvement programme will be managed by the Focus on Dementia team within ihub.

2.7 Governance Arrangements
Governance arrangements will be put in place to ensure effective delivery of the programme. Within the ihub, this programme will be managed as part of the wider Focus on Dementia programme. Links will also be made to other relevant programmes, for example the Older People in Acute Care and the Scottish Patient Safety Programmes to ensure that there is synergy between all areas of work.

We will also ensure that appropriate governance arrangements are in place within the boards. This will be agreed as part of the Memorandum of Understanding that will be developed.

3. Provisional Timetable
An indicative timeline has been developed for the programme of work pertaining to the four demonstrator sites and is shown in appendix one. Timelines for the learning network are being developed.

In summary:
• Demonstrator sites will be identified and informed by the end of May 2016.
• Prework- readiness for change assessment and a period of prework will take place with each demonstrator site. The aim is to understand the unit in detail, its readiness for change and the priority areas for improvement.
• Testing support will be provided to plan change ideas, test changes in the demonstrator sites, evaluate their effectiveness and consider further change ideas.
• Sharing good practice- support will be provided to capture key learning and support its spread.
Throughout the lifecycle of this work, we are seeking to provide opportunities to reflect and share learning. Please note that the timelines are indicative only and will be flexed as per the needs of the units we are working with. We also will ensure that support is provided to ensure spread and sustainability.

4. Application and Selection Process

The opportunity to be a demonstrator site is being advertised from Wednesday 6th April - Friday 13th May 2016.

Successful units will demonstrate the following:
- Compelling reasons why their unit should be chosen as a demonstrator site.
- Commitment and support for this work at all levels of the organisation - this includes executive level support, operational management and those working at the front line in the specialist dementia unit.
- Identification of practical support from within the locality. This will depend on local context or circumstances but may include: Dementia Specialist Improvement Leads (DeSILs), Dementia Nurse Consultants or local improvement support and expertise as well as support of the clinical teams working in these units. We expect that the Senior Charge Nurse within the units will have a significant role in assisting with this work.
- A commitment to meaningful involvement of patients and carers throughout this work.
- A willingness to share the learning from this work with other units.

We acknowledge that the specialist dementia units are not homogenous across Scotland. In order to maximise the learning we will select a range of units from different settings and contexts. For example, admissions and long stay wards and units in a variety of different geographical settings.

If you are interested in becoming a demonstrator site please complete the enclosed application form, outlining why your unit should be selected. Please note, we will only accept one application per NHS board.

The application form should be signed by the NHS board’s Executive Lead for Commitment 11, the Operational Lead and the Senior Charge Nurse of the unit applying. Directors of Nursing should also sign the application form if they are not the Executive Lead.

To learn more about the process and the programmes, the Focus on Dementia team will run a number of WebEx sessions scheduled for 14th April 10-11am, 15th April 2-3pm and 25th April 10-11am. If these dates are unsuitable, please contact us at the earliest opportunity and we will make alternative arrangements to discuss this with you.

Applications will be reviewed by a panel which includes representatives from Healthcare Improvement Scotland, Scottish Government and Alzheimer Scotland. In addition, section 3 of the application form will be scored by panels of people with dementia and their carers. Applicants will be informed of the decision by the 30 of May.
Key Dates for Your Diary
Optional WebEx 1:10:00- 11:00am, Thursday 14th April 2016
Optional WebEx 2:2:00- 3:00pm, Friday 15th April 2016
Optional WebEx 3: 10:00- 11:00am, Monday 25th April 2016

Further information on the WebEx meetings will be sent separately.

Deadline for Applications: 12noon Friday 13th May 2016.

5. Contact Details

If you have any questions on this programme please do not hesitate to contact us.

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## Appendix One: Indicative Timeline for the Specialist Dementia Unit Programme

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- Prework: Selection of the units, raising awareness
- Meeting the Boards
- Readiness for Change Assessment
- Action Planning
- Testing changes: PDSA
- Sustain and Spread