

NHS Lothian's Quality Management System

Tim Davison – Chief Executive

Simon Watson – Chief Quality Officer

- 1. Why we started on this path in 2015*
- 2. What we have done and how we have gone about it*
- 3. Next steps and next challenges*

Putting Quality at the Centre

Why?

We are a health system under apparently relentless and intense pressure

- Demand pressure
- Financial pressure
- Workforce availability pressure

L'ancien regime has lost its way

We need a new way of working and a new way of thinking to face the future with confidence and hope

“The engines cannae take it Cap’n!”
(Scotty to Captain James T)

Muir Gray twenty years ago.....

The eternal verities of:

- Demography
- Technology
- Expectation

Will mean that the growth in demand will exceed
the growth in resources

The old paradigm

The previous interventions relied upon to stimulate improvement:

- Massive additional Investment 1997 onwards
- Performance management of top down targets
- Inspection and regulation

- not likely to be sufficient to deliver the scale of change we need

So we need a new paradigm to deliver our vision

Organisational Strategy

- Overly focused on the configuration of sites and services
- Now needs to drive the organisational culture and behaviours we promote
- To develop a distributed leadership culture, engaging and authorising clinicians to lead change at the level of the multidisciplinary team
- Needs to focus on how we work together to improve quality while using resources sustainably

Learning from others

Lots of high reliability/high performing organisations led by a drive to improve quality and use resources sustainably:

- Mayo Clinic
- Virginia Mason
- Salford Royal
- Intermountain (Case studies used in Harvard programme in NHSL)

Some common themes



- Vision, values and culture deeply embedded and owned
- Strong visible leadership from Board to Ward
- Long term commitment – this is not quick fix
- High level of clinical engagement between the hierarchy and the network
- Focus on quality improvement at the multidisciplinary team level (micro system)
- Focus on describing the optimal processes/pathways of care and promoting standardisation where appropriate

Some common themes

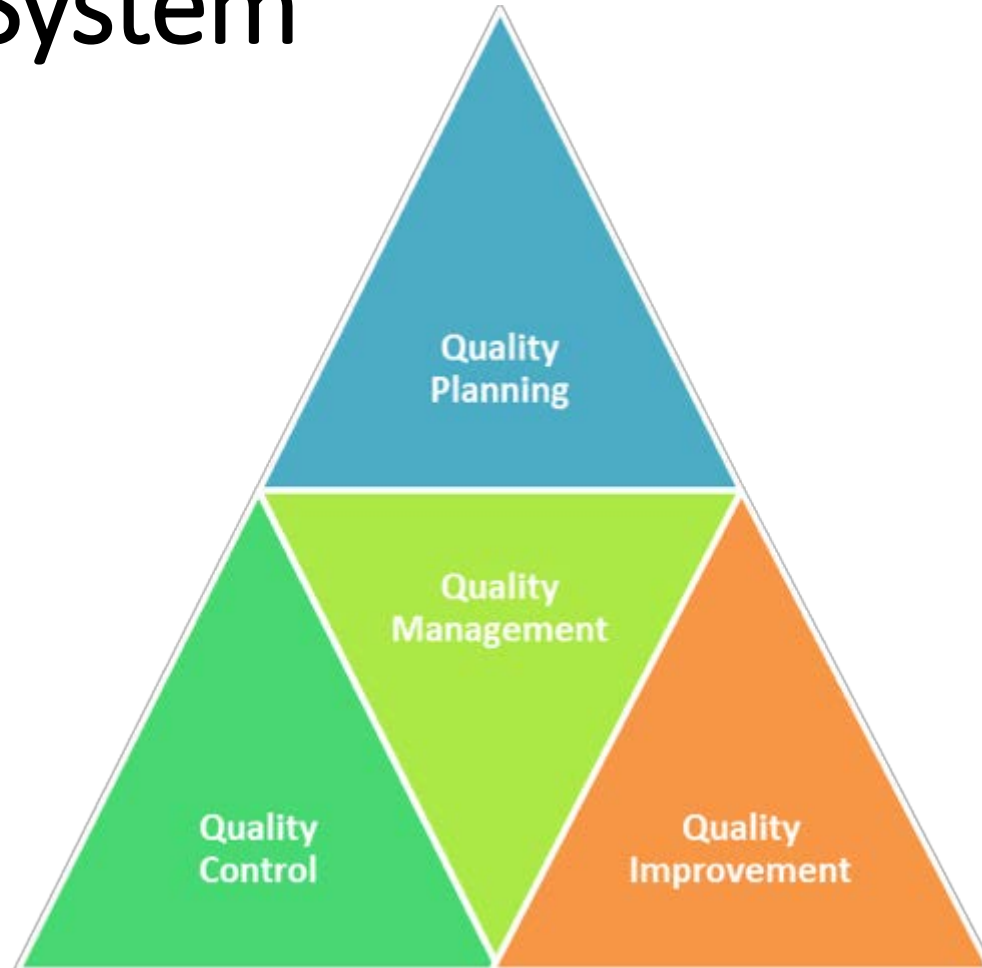
- Substantial investment in Quality Improvement infrastructure – capacity and capability
- Generating and reporting local data to identify variation and waste and measure improvement
- An acceptance that unwarranted variation and waste is denying resources to other areas of patient care and treatment (bad variation)

The Leadership Challenge

For Brian and me and the Board:

- To set the strategic direction and the tone;
- to create the conditions that allow this new organisational strategy to flourish;
- To resource it – we will need a seven figure investment for QI infrastructure and head room;
- To support middle and senior managers to embrace this approach as central to, not tangential to the core managerial agenda
- To pay due regard to the old order of targets and ‘doing the numbers’ while managing the transition to the new order – big danger of a confused message to Scotty from the bridge

Lothian's Quality Management System





Excellence in the meaningful things Everyone does Everyday

Capability building 1

LothianQuality
BETTER HEALTH, BETTER CARE, BETTER VALUE

NHS
Lothian

Academy



Capability building 2



Improvement Coaching

In the last 18 months



Group Coaching



Coached 341 staff
Through the Academy
1,398 hours



Academy Coaching



1:1 Coaching

86 staff attended
Coaching Clinics
172 hours



MODEL 1 - Clinical Pathway improvement

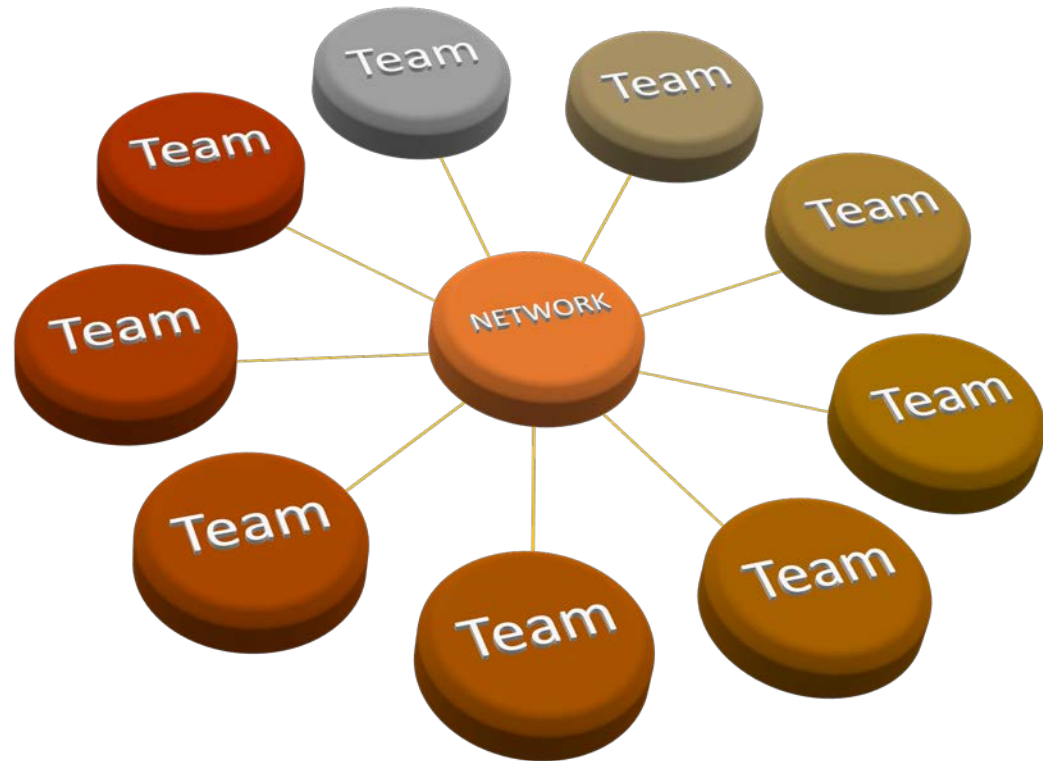


Fractured neck of femur
Outpatient chemotherapy
Acute stroke care
Outpatient endoscopy
Human Resources

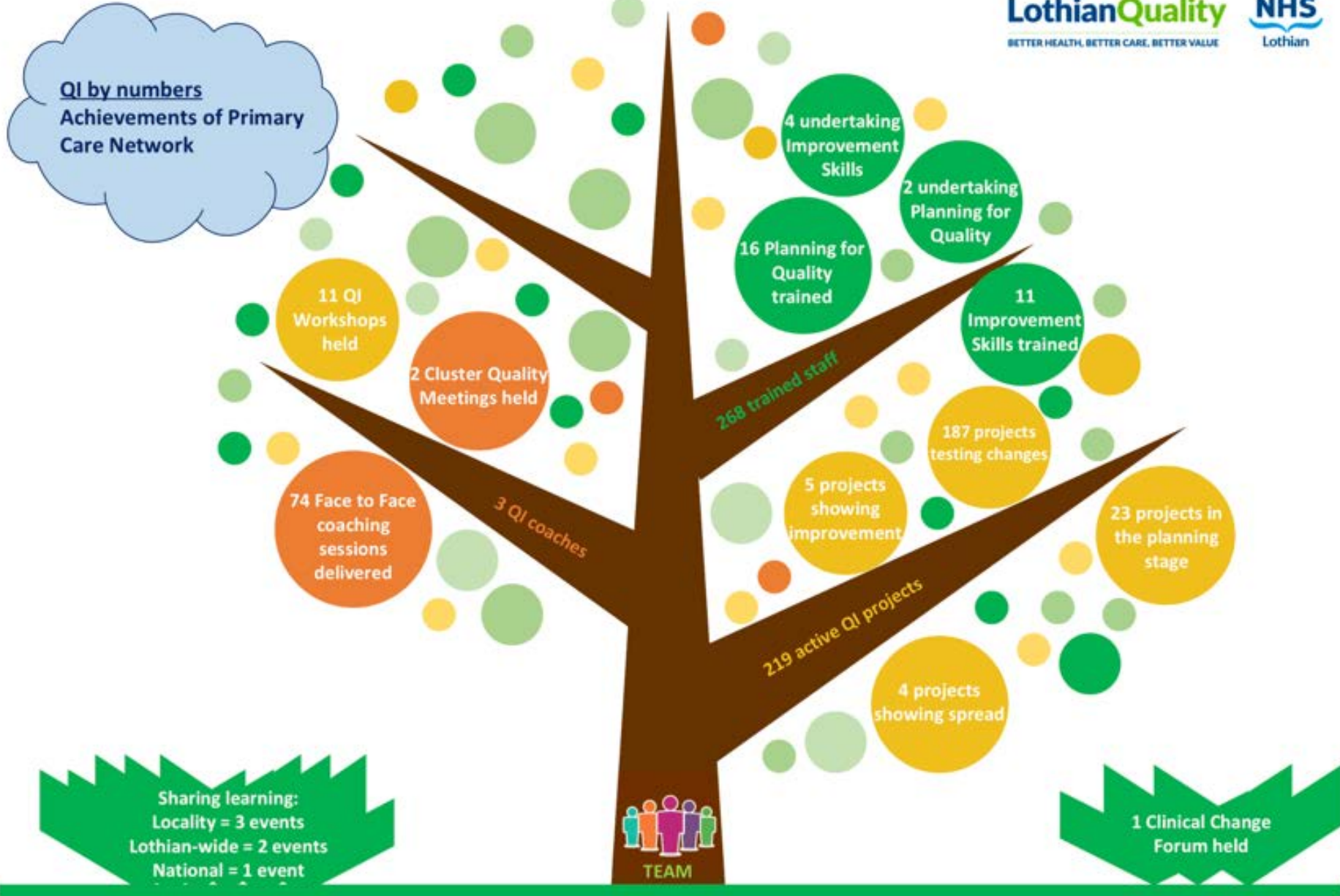
Patient level costing system & pathway improvement



MODEL 2 –Quality Network Model

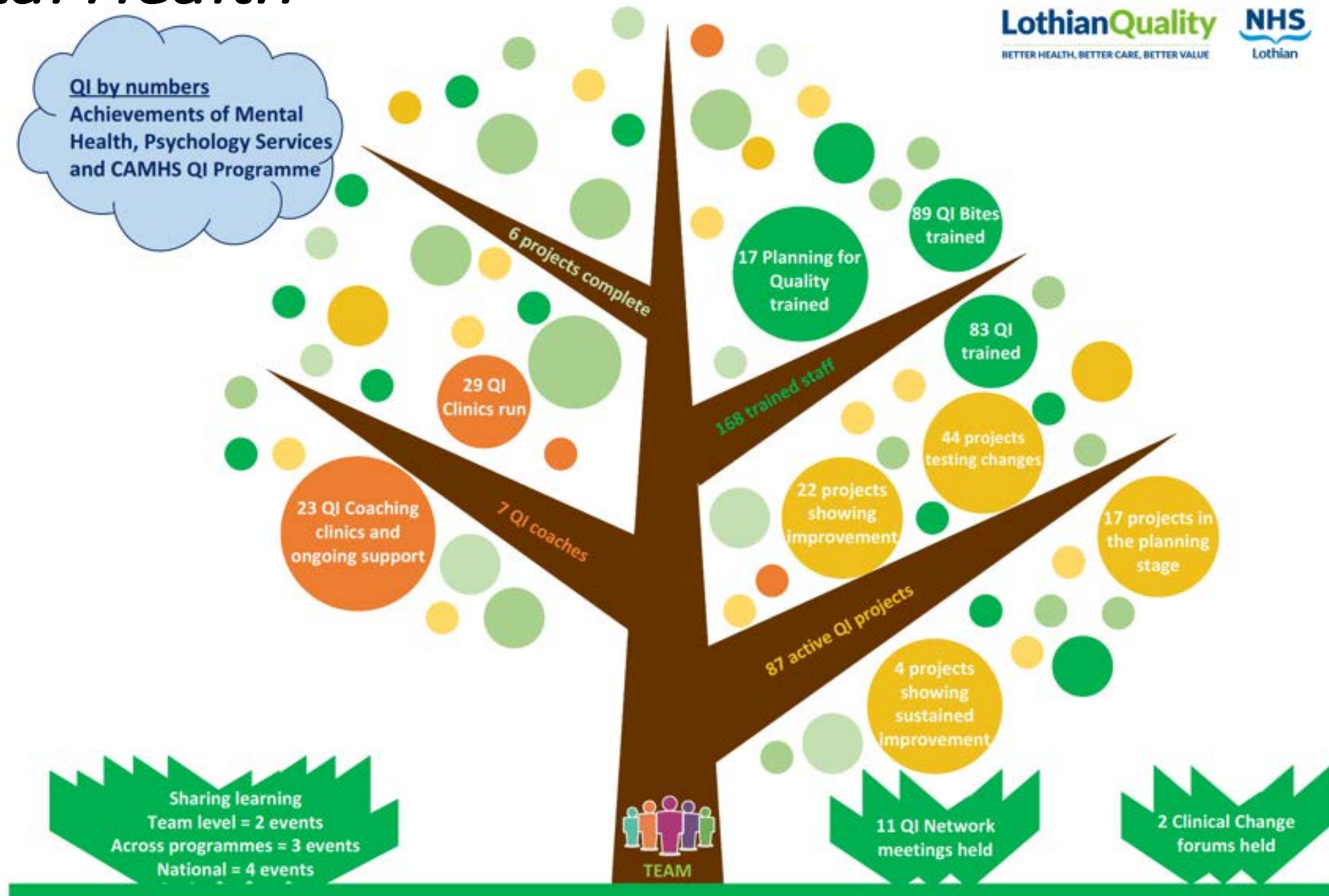


Primary Care



Mental Health

QI by numbers
Achievements of Mental Health, Psychology Services and CAMHS QI Programme




Evaluation & Learning

LothianQuality

BETTER HEALTH, BETTER CARE, BETTER VALUE





An Evaluation of the NHS Lothian Clinical Quality Programmes

Report of findings

19th September 2017

Prepared by Dr Vicky Tallentire


On behalf of Dr Simon Watson, Chief Quality Officer, NHS Lothian

1

My Organisation's Projects Start a New Project +

My Projects | My Organisation's Projects | My Region's Projects | All Projects | Project Library

Type here to search... Active 1 - 13 of 13 Sort: Title Up




Improving CAMHS clinical capacity by reducing DNA and CNA rates

To have a cross service format to documenting in inpatient progress notes to aid locating the inform...

Aim to improve use of clinical capacity in the Child and Adolescent Mental Health Service by reducin...

22	1	16
Measures	POSA Cycles	SPC Charts

Open




Structured Notes

To have a cross service format to documenting in inpatient progress notes to aid locating the inform...

2	1	2
Measures	POSA Cycles	SPC Charts

Open




Improving ASD Pathway North Edinburgh

To reduce the variation between steps and overall time for ASD assessments.

3	0	0
Measures	POSA Cycles	SPC Charts

Open



The Wheels of Change: An Evaluation of the NHS Lothian Quality Academy Planning for Quality Course

Evaluation of Cohort 2

30th January 2017

Prepared by Dr Vicky Tallentire

On behalf of Dr Simon Watson, Chief Quality Officer, NHS Lothian

For more information - <https://qilothian.scot.nhs.uk/>

Next steps, Next challenges

- How we go from this being a project to this being how we do business
- How we get to the critical mass tipping point
- How we tackle the return on investment conundrum
- How we address the cultural paradigms of a micro managed top down target-driven culture and a quality driven culture based on distributed leadership delivering improvement and innovation at the micro system level
- Three main options for the Board in April