

March 2016



Dr Amar Shah, Associate Medical Director for Quality Improvement & Consultant forensic psychiatrist at East London NHS Foundation Trust



Taking an organisational approach to quality improvement

How has our Board changed?

Over the last five years, as East London NHS Foundation Trust has commenced its quality improvement journey, we have supported a number of changes at Board level:

1. The way we look at data

Rather than have data being shown as static numbers or red/yellow/green, we now have a consistent set of whole system measures viewed as control charts, together with a short narrative report incorporating soft intelligence such as complaints and observations from executive walk rounds.

2. Our approach to problem-solving

Rather than spending time trying to solve complex problems at executive level, we invest more in understanding them, considering the system in which these problems arise, and allowing teams to test potential solutions. We rarely issue policies or memos now to tackle complex quality issues.

3. We have a more direct relationship with staff and service users

We start every Board meeting with a patient story and also incorporate a QI story in the course of every Board day. Through this story the Board members hear about how teams are using QI to tackle complex quality issues, and also learn about the method themselves.

4. We visit and learn from others

We arrange in a systematic way to visit and build relationships with other organisations on a similar improvement journey, to continually reflect and learn.

5. We take the long view

We have acknowledged that it will take many years to embed a culture of continuous improvement. We had to have a level of relative comfort with assurance, finances and contract performance in order to give our teams space and freedom to be creative and innovative through quality improvement.

Films

Dr Amar Shah has also kindly shared some further information on their organisational approach to quality improvement, framed around the following three questions.

To view these films please click on the links below.

- 1. What do you mean by QI and your Organisational approach to this?**
<https://www.youtube.com/watch?v=bJQ8xoDyHbc>
- 2. What three things would you love every Board member to understand?**
https://www.youtube.com/watch?v=uk-Zrv_8KtU
- 3. How are board members involved? What might they offer?**
<https://www.youtube.com/watch?v=92H2w3lyN0g>