Access QI

Improving planned care pathways

Access QI is a collaboration between Healthcare Improvement Scotland (HIS), NHS Education for Scotland (NES) and participating NHS boards. We work together to enable the application of quality improvement (QI) to sustainably and affordably improve waiting times.

Benefits of using QI to improving access

Using quality improvement to improve waiting times will:
- focus limited clinical and management time to implement changes with the greatest impact
- ensure local clinical engagement and buy-in to redesign services, and
- result in sustainable and affordable change without the need for additional staff or funding.

The learning from the first phase of Access QI has been used to develop the Access QI toolkit.

Benefits of joining Access QI

Planned care services that join Access QI will gain access to:
- a QI toolkit tailored for improving access
- a seven module training course to develop the skills to use the Access QI toolkit (appendix 1)
- project workshops to support the delivery of a QI project to improve waiting times in parallel to the training course (appendix 2)
- peer to peer learning from services in other NHS boards, and
- support to write up and share their improvement project, for example, in a case study supported with data.

In addition to support provided to planned care services, Access QI will also offer:
- QI coaches (such as ScIL alumni, SQSF alumni or Improvement Advisors) advanced QI training as a QI coach for improving access and the option of 1:1 coaching support to enable QI coaches to provide QI coaching to the planned care team (appendix 3), and
- analysts with advanced training on QI data for access improvement and the option of 1:1 coaching support to enable them to provide data support to the planned care team (appendix 4).

All training sessions and workshops will be delivered via Microsoft Teams.

Joining criteria

Joining the first cohort of Access QI is based on five criteria outlined in the table below.

Criteria 1 The service is a secondary planned care service.	This includes: • Elective care specialities • Planned Mental Health services • Diagnostics • Outpatients, or • Inpatients.	This does not include: • Primary or community care • Intermediate care • Unplanned Mental Health services • Unscheduled care • Transport services, or • Social care, third sector or housing.
Criteria 2 There is organisational support to use QI to improve waiting times.	A planned care services will need agreement to join from the NHS board's: • QI lead, and • lead for waiting times performance.	
Criteria 3 The NHS board identify an analyst and a local QI coach to support the planned care service.	The QI coach could be an alumni of a QI course such as ScIL or SQSF or be a local improvement advisor. They would need approximately 1 day per week to support the planned care service for the duration of the cohort. The analyst would need to be able to access data on service demand, activity and waiting lists. They would need approximately 1 day per week to support the planned care service for the duration of the cohort.	
Criteria 4 The planned care service has the capacity to deliver a QI project to improve waiting times while part of the cohort.	The training modules and project workshops are designed to enable teams to apply what they learn into an improvement project while part of the cohort. As part of delivering a project, the service would share their learning, progress and impact with other participants, HIS and NES. Planned care services already delivering improvement projects as part of other national programmes, such as the Bringing it Together programme from the Centre for Sustainable Delivery, are unlikely to have the capacity to commit to both programmes.	
Criteria 5 The planned care service would create a core project team.	The core team do not need previous experience using QI. They would include: • The clinical lead, • The service manager, and • Another member of the service with capacity to work on the improvement project.	

The five criteria were developed based on learning from the first phase of Access QI. Meeting the above criteria provides the planned care service with the best conditions to use QI to improve waiting times.

Elective care and planned mental health services are being prioritised for this cohort due to the impact COVID-19 has had on their waiting lists. Primary care and community services, such as GPs, cannot directly

join the current cohort, however, planned care services are likely to involve primary care and community services in the improvement project as part of whole pathway working.

Services that do not meet the five criteria for this cohort can participate in Access QI through the self-directed use of the Access QI toolkit and engage with the Access QI learning system to learn about other service's experience and share their own experience of using QI to improve waiting times.

Roles and responsibilities

The roles and responsibilities of each partner in Access QI are outlined in appendix 5.

Key dates

The closing date is **Friday 9 April 2021** and the outcome of who is joining the cohort will be confirmed by Wednesday 14 April 2021.

Individual dates for:
- Planned care teams training modules are in appendix 1 and project workshops in appendix 2,
- QI coaches training modules are in appendix 3, and
- Analysts training modules in appendix 4.

Join Access QI

Each planned care team who wish to join Access QI should complete this short form and email it to his.accessqi@nhs.scot by 16:00 on Friday 9 April 2021.

This current cohort can accommodate up to 25 planned care services. Each NHS board can submit more than one elective care or mental health service to join the cohort.

If the cohort is oversubscribed, each board will be guaranteed at least one planned care service in the cohort. The remaining places will be distributed to planned care services based on when the completed form was received. Unsuccessful planned care teams will be prioritised for joining the next cohort due to start later in the summer of 2021.

More information

More information about joining Access QI can be found on the ihub website.

If you have any questions about joining Access QI, please email us at his.accessqi@nhs.scot.

Appendix 1 – Planned care service training programme

The Planned care service training programme will support multidisciplinary care teams to develop the skills, confidence and knowledge to deliver successful and sustainable improvements to their clinical pathway using the Access QI toolkit.

Learning objectives for the programme are to:
- Understand and apply systems thinking to improve patient flow
- Understand and apply project management principles and tools to improvement projects
- Understand stages of the improvement journey and apply change methodology for transitioning through each phase
- Understand the phases of developing knowledge to develop, test, implement and spread change
- Understand the principles of data for improvement and apply to project metrics
- Understand theories and tools which support the development of high performing teams, and
- Understand and apply principles for effective visualisation and communication of data for improvement.

Module dates

The programme will be delivered across seven 2 hour modules on Microsoft Teams. The Clinical Lead, Service Manager and a third participant from the service will be invited to each module.

Date	Module	Time
Wednesday 2 June	Module 1: Course Overview &Project Management	13.30-15.30
Wednesday 30 June	Module 2: System Flow	13.30-15.30
Wednesday 18 August	Module 3: Systems thinking	13.30-15.30
Wednesday 8 September	Module 4: Developing aims and change theory	13.30-15.30
Wednesday 6 October	Module 5: Testing changes and implementation	13.30-15.30
Wednesday 3 November	Module 6: Spread and sustainability	13.30-15.30
Wednesday 1 December	Module 7: Visualising and communicating improvement	13.30-15.30

Appendix 2 – Project workshops

The project workshops will support planned care service to use their QI skills and knowledge to deliver successful and sustainable improvements to their clinical pathway using the Access QI toolkit.

The purpose of the project workshops is for planned care teams to:
- share their learning and progress as they use QI to improve waiting times
- discuss challenges, problem solve and gain peer support to problem solve in small groups
- learn from other planned care teams, and
- gain support to help make the improvement project a success.

Workshop dates

Participating teams will form groups of five planned care teams that will work together for the duration of the cohort in project workshops. The project workshops will be delivered across eight 90 minute sessions on Microsoft Teams. At least one member of the planned care team (Clinical Lead, Service Manager or a third participant) is asked to attend each project workshop. The supporting QI coach and analyst may also find it beneficial to join the workshops.

Drop-in clinics are similar to project workshops which participating teams can join as and when they feel they would benefit from additional support.

Dates and times for each group are detailed below.

Week starting	Activity	Group 1	Group 2	Group 3	Group 4	Group 5
14 June	Workshop	Tue 15 June 10:00-11:30	Tue 15 June 14:00-15:30	Wed 16 June 11:30-13:00	Thu 17 June 10:00-11:30	Thu 17 June 14:00-15:30
12 July	Workshop	Tue 13 July 10:00-11:30	Tue 13 July 14:00-15:30	Wed 14 July 11:30-13:00	Thu 15 July 10:00-11:30	Thu 15 July 14:00-15:30
2 August	Drop-in clinic	Tue 3 August 10:00-11:30	Tue 3 August 14:00-15:30	Wed 4 August 11:30-13:00	Thu 5 August 10:00-11:30	Thu 5 August 14:00-15:30
20 September	Workshop	Tue 21 Sept 10:00-11:30	Tue 21 Sept 14:00-15:30	Wed 22 Sept 11:30-13:00	Thu 23 Sept 10:00-11:30	Thu 23 Sept 14:00-15:30
18 October	Workshop	Tue 19 Oct 10:00-11:30	Tue 19 Oct 14:00-15:30	Wed 20 Oct 11:30-13:00	Thu 21 Oct 10:00-11:30	Thu 21 Oct 14:00-15:30
15 November	Workshop	Tue 16 Nov 10:00-11:30	Tue 16 Nov 14:00-15:30	Wed 17 Nov 11:30-13:00	Thu 18 Nov 10:00-11:30	Thu 18 Nov 14:00-15:30
17 January	Drop-in clinic	Tue 18 Jan 10:00-11:30	Tue 18 Jan 14:00-15:30	Wed 19 Jan 11:30-13:00	Thu 20 Jan 10:00-11:30	Thu 20 Jan 14:00-15:30
14 February	Poster submission	Friday 18 February 2022				
14 March	Workshop	Tue 15 March 10:00-11:30	Tue 15 March 14:00-15:30	Wed 16 March 11:30-13:00	Thu 17 March 10:00-11:30	Thu 17 March 14:00-15:30

It is anticipated that all planned care teams will:
- be represented on each of the project workshops within their group
- join project drop-in clinics as and when they feel they would benefit from additional support
- share their work to date via a poster by 18 February 2022, and
- work with Healthcare Improvement Scotland to develop case studies to demonstrate impact of using quality improvement to improve waiting times.

Appendix 3 – QI coach support programme

The QI coach support programme is to develop and deepen the skills, knowledge and confidence to provide Improvement Coaching to teams participating on the Planned care service training programme.

Learning objectives for the programme are to:
- Understand Patient Flow and Demand, Capacity, Activity and Queue analysis
- Understand how project management principles and tools support the delivery of improvement projects
- Understand and apply core skills, models and values necessary for individual Improvement Coaching,
- Understand and apply core skills, models and values necessary for team Improvement Coaching
- Analyse roadblocks to improvement coaching applying strategies to reduce impact of them, and
- Apply effective dialogue to manage team dynamics within improvement teams.

Module dates

The programme will be delivered across six 2 hour modules on Microsoft Teams. Participants can also request a 1:1 session from the teaching facility for additional support.

Date	Module	Time
Tuesday 11 May	Module 1: Project Management	10.00-12.00
Tuesday 1 June	Module 2: System Flow	10.00-12.00
Tuesday 22 June	Module 3: Individual improvement coaching models	10.00-12.00
Tuesday 7 September	Module 4: Team improvement coaching models	10.00-12.00
Tuesday 5 October	Module 5: Overcome coaching roadblocks	10.00-12.00
Tuesday 26 October	Module 6: Facilitating effective dialogue	10.00-12.00

Appendix 4 – Analyst support programme

The aim of the programme is to provide participating Analysts with tools, knowledge and understanding that will allow them to support teams participating on the Planned care service training programme.

Learning objectives for the programme are to:
- Understand the role of the Analyst in Access QI, to support teams with analytical requirements
- Understand the key concepts in Access, focussing on Demand, Capacity, Activity and Queue
- Understand ways to support Access QI teams through the improvement journey, in particular the production of a measurement plan, and
- Understand how funnel plots and run/SPC charts work, and are able to produce, interpret and communicate said charts from suitable datasets.

Module dates

The programme will be delivered across four 2 hour modules on Microsoft Teams. Participants can also request a 1:1 session from the teaching facility for additional support.

Date	Event	Time
Tuesday 11 May	Module 1: The role of analyst in Access QI	13.30-15.30
Tuesday 25 May	Module 2: System flow	13.30-15.30
Tuesday 8 June	Module 3: Supporting teams	13.30-15.30
Tuesday 22 June	Module 4: Principles of data for improvement	13.30-15.30

Appendix 5 – Roles and responsibilities

Access QI is a collaboration between Healthcare Improvement Scotland (HIS), NHS Education for Scotland (NES) and participating NHS boards. The roles of each partner in the collaboration is outlined below.

NHS board: Planned care service *This is everyone involved in the improvement project, including the clinical lead, service manager.*	• Use QI to deliver an improvement project to improve waiting times during the timescale of the cohort. • Share learning, progress and impact with other participants, HIS and NES. • Share learning and experience using QI to improve waiting times with other services in the board.
NHS board: Core team within planned care service *This is the clinical lead, service manager and the third participant*	• At least one member of the core team attends the learning modules outlined in appendix 1. • At least one member of the core team attends the project workshops outlined in appendix 2 and shares their progress, challenges and successes from their improvement project. • Shares a poster of their improvement project with the rest of the participants by Friday 18 February 2022.
NHS board: QI Coach	• Provide QI coaching support to the planned care service for approximately 1 day per week for the duration of the cohort. • Where possible, join the project workshops with the planned care service as outlined on appendix 2. • Attend learning modules for QI coach support. • When required, request a 1:1 coaching session from NES for additional support.
NHS board: Analyst	• Provide analytical support to the planned care service for approximately 1 day per week for the duration of the cohort. • When relevant, join the project workshops with the planned care service as outlined on appendix 2. • Attend learning modules for Analysts. • When required, request a 1:1 coaching session from HIS for additional support on DCAQ or data for improvement.
(NHS board: QI lead	• To approve the planned care service joining Access QI. • To co-ordinate allocation of a QI Coach to support the planned care service. • To be aware of the progress, challenges and issues faced by the planned care service while using QI to improve access.
NHS board: Lead for waiting times performance	• To approve the planned care service joining Access QI. • To support planned care service to remove blockages in the system to reduce waiting times.
Healthcare Improvement Scotland	• Manage recruitment process. • Facilitate knowledge exchange between participants. • Deliver project workshops. • Deliver coaching to analysts. • Support write-up and knowledge capture. • Liaise with Scottish Government and the Centre for Sustainable Delivery.
NHS Education for Scotland	• Deliver training programme to planned care teams. • Deliver training programme and coaching support to QI Coaches. • Deliver training programme to analysts.