HSCQI Annual Report 2021 Programmes-Partners-People





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Communication

The HSCQI Annual Report 2021 features our new HSCQI Strategy and is themed programmes, partners and people.

We hope the interactive multimedia format of the HSCQI Annual Report will give you an overview of the work of HSCQI from 1 January 2021-31 December 2021.



Dr Aideen Keaney, Director of HSCQI Network and Hub Welcome to the HSCQI Annual Report 2021.

Read the welcome message ()



Strategic Context

HSCQI was launched in response to Quality 2020, the Donaldson Report (The Right Time, The Right Place 2014), the Bengoa Report (Systems not Structures 2016) and NI Health and Social Care 10-year Strategy Health and Wellbeing 2026: Delivering Together.



Quality 2020 is a 10-year strategy launched in 2011 designed to protect and improve quality in health and social care in Northern Ireland.

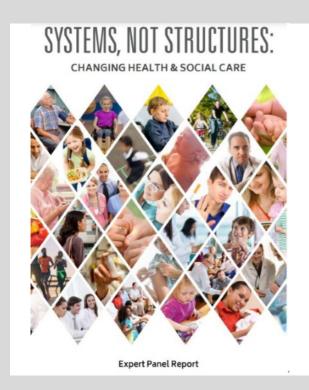
Find out more





The Donaldson Report (2014) was an expert examination of the application of health and social care governance arrangements for ensuring the quality of care provision in Northern Ireland.

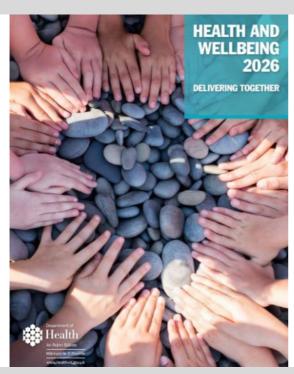




'Systems not Structures' (2016) is a report written by an expert panel who was tasked with considering the best configuration of health and social care services in Northern Ireland. The expert panel was led by Professor Bengoa.

Find out more





"Health and Wellbeing 2026: Delivering Together", launched in October 2016 is a ten year strategy to transforming health and social care in Northern Ireland.



HSC@I STRUCTURE



HSCQI Network

The HSCQI Network consists of the HSCQI Leadership Alliance, the HSCQI Hub, HSC QI Leads, HSCQI Alumni and works with a range of partners.



HSCQI Leadership Alliance

HSCQI programmes of work are overseen by a collective alliance of senior system leaders known as the HSCQI Leadership Alliance.

Find out more





HSCQI Hub

The HSCQI Hub is a Directorate within the Public Health Agency (PHA) of Northern Ireland.





HSCQI Leads

HSCQI Leads are a group of QI Leads who represent each of the six Trusts and primary care and also social care. It also has expert service user/carer involvement.

Find out more





HSCQI Alumni

HSCQI Alumni are staff from across HSC who have successfully completed Level 3 Quality Improvement training programmes aligned to the Quality 2020 NI Attributes Framework. Click here to read framework.

Find out more





QI Partners

HSCQI works in partnership with many key organisations locally, nationally and internationally.





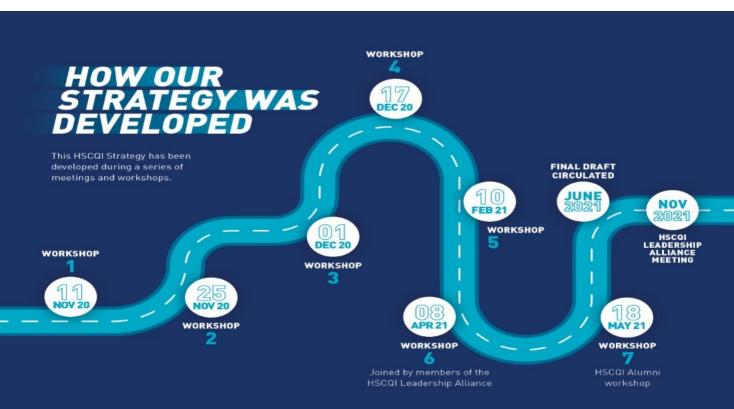
HSC STRATEGY

2022-2024



HSCQI Strategy Development Roadmap

Towards the end of 2021 after extensive engagement, the HSCQI Strategy was finalised. The compilation of the strategy represents a significant milestone in the ongoing development of HSCQI and the HSC transformation journey.





The publication of this first HSCQI Strategy has only been possible through the collective input and engagement of the HSCQI Hub, the HSCQI Leads Group, the HSCQI Leadership Alliance and the HSCQI Alumni.

Thank you all for your contributions.

Making our vision a reality

To support the implementation of our strategy, we developed a driver diagram to visualise our shared theory of change, which includes primary drivers to describe what we will do, and secondary drivers to describe how we will do it.



Our primary drivers - what we are going to do

We have identified four primary drivers that will be the building blocks to deliver the HSCQI Strategy.



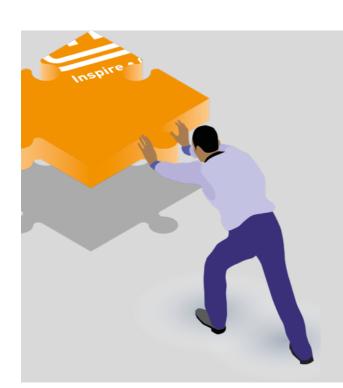
Build a HSCQI Learning System



Recommend appropriate

QI methodologies and

continue to build QI capability



Leadership for Improvement: enable a system with capability to continuously improve



Partnership working and co-production to create the conditions for improvement and innovation

Programmes

The HSCQI Network leads and supports a range of programmes that focus on applying a QI approach to improving patient safety and quality of care. Examples of this work are shared in this section.



COVID-19 HSCQI WORK

In 2020 the HSCQI Network adopted 'the Institute for Healthcare Improvement (IHI) 90 Day Learning Cycle Model' to begin the establishment of a HSCQI Learning System initially focused on learning from COVID-19. Three priority areas for focused learning were identified: virtual visiting, virtual consultations and staff psychological well-being.

Three HSCQI Learning System subgroups were established to share this learning, with a focus on data and evidence for improvement. Updates were reported to the Rebuild Management Board (RMB) and the Transformation Advisory Board (TAB). In Pages 20-29 we share some of this work that took place in the Trusts during 2021.

If you want to find out more information on the work featured, please click here to see HSCQI website with contacts for the relevant Trust OI Leads.

Staying in contact with family and friends



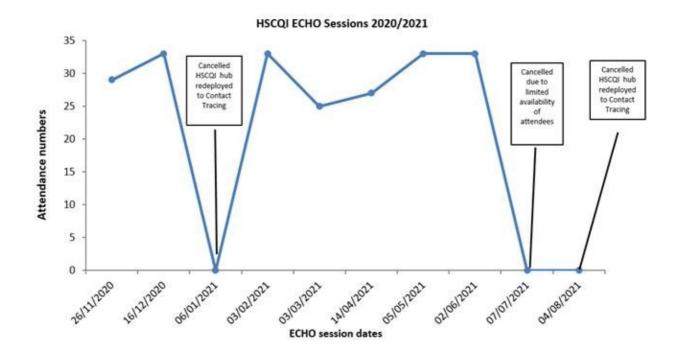






HSCQI Shared Learning

HSCQI worked in partnership with the Project ECHO Team (the Extension for Community Healthcare Outcomes) to facilitate the shared learning from **virtual visiting**, **virtual consultations** and staff psychological well-being. The popular monthly sessions were hosted by the HSCQI Hub team and despite the pressures of Covid-19 surges, the sessions maintained momentum, providing an opportunity for frontline teams to share and learn together. Feedback was very positive. See the programme evaluation on the following page.



Run chart showing participation in ECHO sessions.







HSCQI ECHO Network COVID-19 Evaluation Findings



Background & Aim: Establish a regional learning community with a focus on virtual visiting, virtual consultations & staff wellbeing.

To provide peer support to help QI teams in delivering QI work.

Implement new policies & procedures based on regional good practice.







20 Education Presentations

HSCQI ECHO

Programme Evaluation

ECHO completed an evaluation.

Evaluation summary



Benefits of participation



Key Feedback

- 95% rated the presentations as high/very high quality
- 98% said the sessions had increased their knowledge of service initiatives across other teams
- 78% agreed the programme provided peer support

Evaluation of the 90 Day Learning Cycle

HSCQI commissioned the Health and Social Care Leadership Centre to facilitate an evaluation of the HSCQI Network's approach and use of the 'Institute for Health Improvement's (IHI) 90 Day Learning Cycle Model'. The model was adopted during the early phase of the pandemic to capture organisational learning. (See Page 16)

This evaluation is reviewing the approach adopted by HSCQI to facilitate regional learning in response to the COVID-19 pandemic. The HM Treasury Magenta Book and the Better Evaluation Rainbow Framework will be used to inform the design and delivery of this evaluation. The final report is due to be completed in Spring 2022.

Review,
interview,
select angle,
and prototype

30 days

Test prototype, analyze results, iterate on design

30 days

Validate, write up, and hand off findings

30 days

Belfast Health and Social Care Trust

Following the first surge of COVID-19, the QI team within the Trust undertook a project to gather feedback from every Division in the Trust. This included a wide range of Service Users, Carers and from as many individual staff members as possible, to identify lessons to be learned and recommendations. This work helped to inform the development of the Trust's key priorities.



Learning from COVID-19

The key themes identified: teamwork, innovation, leadership, communication, inequity, recognition, safety and well-being, provided the focus for QI projects, training and events in 2021.



Virtual Visiting

By January 2021, the need for a dedicated Virtual Visiting service to improve patient care became clear.

At the peak of the pandemic, the service offered 70 virtual visits per week between 9am-7pm. QI methodology was utilised to maximise efficiency of virtual visits and share learning regionally.

Virtual Consultations

Virtual Consultations, both telephone and video, are a key component in the modernisation of outpatient services. COVID-19 accelerated a shift from face to face. Click here to see videos.

At the peak of the pandemic (June 2020) 50% of outpatient activity was virtual.

Find out more



Find out more





Feedback from families and patients



Staff involved in the virtual consultations

Northern Health and Social Care Trust

A QI approach was used to embed Virtual Consultations and Virtual Visiting in 2021 in response to the pandemic. Staff well-being was also prioritised with a number of initiatives.

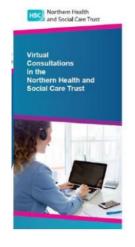


Virtual Visiting

In March 2020 a QI approach was used to test a range of approaches to virtual visiting.

Find out more





Virtual Consultations

Significant work undertaken in 2020 to develop virtual consultation processes and resources with service users' input.





Staff Psychological Wellbeing

In response to the onset of the COVID-19 pandemic, psychological support has been offered to staff, managers and the organisation in a number of ways.

Find out more





GREATix

NHSCT continues to embed GREATix as a tool in order to learn from Excellence. A celebration event was held in June 2021. Click here for more information.

See infographic



South Eastern Health and Social Care Trust

The Trust worked to capture key learning from the first phase of COVID-19 through the development of a learning framework. This learning is being used to further improve care for patients and service users.

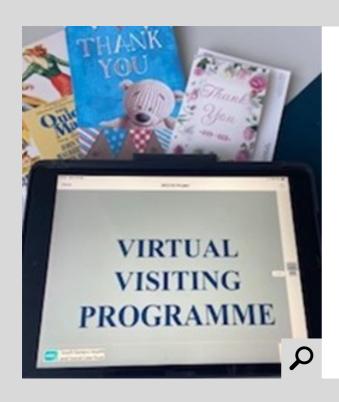
Click here to read the COVID-19 learning framework.



Virtual Consultations

In response to COVID-19, services across all disciplines within South Eastern Health and Social Care Trust developed remote service delivery using telephone and virtual consultations.





Virtual Visiting

The Trust continues to deliver the Virtual Visiting Programme which was launched in March 2021 to respond to COVID-19 visiting restrictions. It has been keeping inpatients and families connected.

Find out more



Staff Psychological Wellbeing

The COVID-19 pandemic created a very specific challenge to staff health and wellbeing within the South Eastern Health and Social Care Trust. New initiatives were developed.







Southern Health and Social Care Trust

We are proud to share below initiatives led by our clinicians and supported by our managerial teams which have positively impacted on patient safety, quality and experience.



Virtual Visiting

The Trust introduced a structured and centralised virtual visiting service.

Find out more







The Trust's dermatology pathway for urgent referrals and reviews, centred on a model of Virtual Consultations.





Staff Psychological Wellbeing

A range of initiatives were put in place to provide practical support and advice to staff.

Find out more





Celebrating QI making a difference

The 2021 Annual QI Event changed from a one day in person event to a five day virtual showcase of a range of quality improvements being led across the Trust.



Western Health and Social Care Trust

Despite the challenges endured by Trust staff over the pandemic, there was an increased appetite and enthusiasm to be involved in QI. There was a growth in interest and participation in QI training and a notable increase in QI projects being taken forward in many areas of work. This has allowed the Trust to be part of the wider QI network in the region, sharing opportunities and learning with other Trusts.

Many staff across the Trust came together using QI to improve services for patients, clients and their colleagues.



A growing QI community.

Find out more from the Trust's QI Lead.

Watch the video



Find out more about the Trust's QI initiatives in these areas by clicking on the links below.



Virtual Visiting

At Grangewood. Click to watch video.



Doctors' Hub

Supporting frontline doctors at Altnagelvin.

Click to find out more.



Virtual Consultations

Dietary support for children. **Click to see.**



Annual QI and Innovation Event

Photos and story.



Support for PHA during COVID-19

At the request of the PHA Chief Executive, members of the HSCQI Hub supported the implementation of a focused PHA Executive Team Huddle, using a QI approach.

The Huddle aimed to improve communication across Directorates, identify key actions for next the 24 hours and to progress shared learning and problem solving.

During 2021 members of the HSCQI Hub Team were redeployed to support the PHA Contact Tracing Service.





PHA Executive Team Huddle

What is a Huddle?



Team Huddles are short meetings where each team member shares their number one priority of the day and important updates. These meetings keep team members informed of important information, help hold people accountable, and allow for sharing of collective information.

Aim of the Huddle?

By 19th July 2021 an "Executive Huddle" will take place every day to improve communication and action planning in the latest wave of the PHA response to Covid-19 pandemic.



Measurement Plan:



A number of measures were agreed, including:

The duration of each huddle and if it started and finished on time:

- Start time 08:30
- Finish time 09:00
- Duration 30 minutes

 All five PHA Directorates to be represented at every Huddle

Previous huddle actions considered and reviewed

- Updates to be provided at every huddle across four areas:
- Covid-19 cases
- Covid-19 contacts
- Covid-19 Care Homes
- Covid-19 Communications

Benefits:

- Improve communication across
 Directorates
- Key actions for next 24 hours agreed at each Huddle
- Shared learning/problem solving



HSCQI Learning System

During 2021 HSCQI continued to build on developing a HSCQI Learning System focused initially on learning from COVID-19. Updates were given to the HSCQI Leadership Alliance, and when required, to the HSC Rebuild Management Board. Ensuing discussions highlighted the need for aggregated system data for improvement and the need to target QI resources to support ongoing sharing of this learning.

Following these discussions, and with a view to supporting further development of the HSCQI Learning System, the HSCQI Hub proposed the adoption of the 'IHI Framework for Going to Full Scale'. This framework was subsequently endorsed by the QI Leads and the HSCQI Leadership Alliance and plans are being made to use this framework to support the regional priority of "timely access".



Read more about the HSCQI Learning System.

HSCQI Mental Health Collaborative

Since 2008, the HSCQI Mental Health Collaborative has driven important improvement work regionally with QI projects including adherence to good practice in inpatient settings, crisis management and improving physical health care.

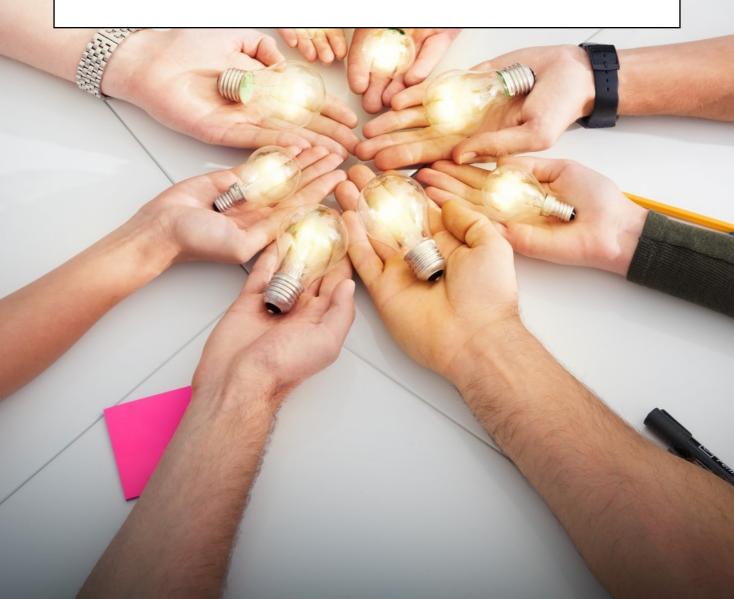
The current focus of the collaborative is supporting timely access to mental health services whilst maintaining strong links with the HSCQI Towards Zero Suicide Safety Planning project and regional mental health strategic groups. Dr Francess Doherty is the Chair of the HSCQI Mental Health Collaborative, supported by Mr Clifford Mitchell, HSCQI Senior Regional Improvement Advisor.



Click for information on the collaborative.

Partners

HSCQI works in partnership with many organisations locally, nationally and internationally. Our strength in partnership working is key to the HSCQI Network development. We highlight some of these partnerships in this next section.



Partnering for Improvement

Creating partnerships - developing expertise



Q is a connected community working together to improve health and care quality across the UK and Ireland. Q is led by the Health Foundation. In 2021 Q had 250 members in Northern Ireland.



The Health Service Executive's (HSE) National Quality and Patient Safety Directorate (NQPSD) works to improve patient safety and quality of care.



The HIAE is a coalition of Healthcare programme leaders who are united for change, driven by collaboration and focused on achieving health improvement.



The IHI use improvement science to advance and sustain better outcomes in health and healthcare across the world.

Partnering for Improvement

HSCQI works in collaboration with a number of partners. This list is indicative but not exhaustive.







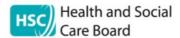


Click for more info



Click for more info

Click for more info



Click for more info



Click for more info

Health Foundation Q Exchange success for HSC

Funded by the Health Foundation and the NHS, Q Exchange aims to activate the knowledge of improvement experts across the UK; to create links between those leading work and those who can help champion, support, adopt these ideas; and to boost ideas that have the best potential to generate value for the health and care system.

HSC success in securing Q Exchange funding to date

- 2020 SEHSCT, SHSCT, NHSCT (Successful bids were announced in January 2021, the details of which can be read on Page 39)
- 2019 NHSCT and SEHSCT

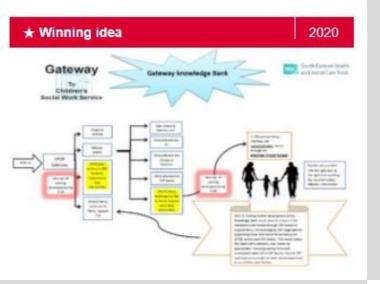
Find out more





Exchange

Activating ideas together through Q's funding programme.



SEHSCT

Developing an early help knowledge bank for child and family support. Click here for information.

NHSCT

Developing a clinical health psychology pathway for ICU trauma patients. Click here for information.



* Winning idea SHSCT Short Breaks Team Children's Disability Service

SHSCT

Support services for children with a disability and their families. Click here for information.

All Ireland QI Podcasts

HSCQI is collaborating with the Health Service Executive's (HSE) National Quality and Patient Safety Directorate (NQPSD), to co-produce the first ever All-Ireland QI focused health and social care podcast series.

Using co-production, the project team is multidisciplinary and includes service user representation. These podcasts will provide an insight into QI initiatives and learning that is happening across HSC and HSE, featuring hosts with lived experience in QI topic areas, such as empowering and engaging staff and patients to improve, and how to use information and data to cultivate and nurture QI.

The podcasts will be launched in Spring/Summer 2022.



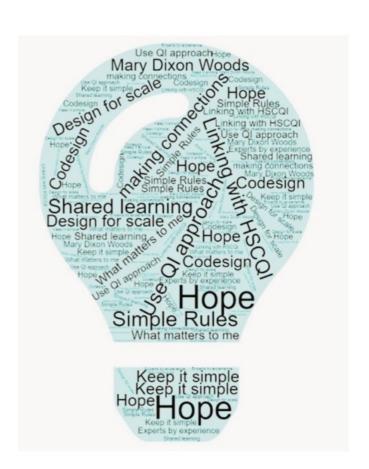
HSCQI at IHI International Forum

The HSCQI Hub Team and HSE NQPSD worked in partnership to organise and lead All-Ireland QI Country Huddles at the virtual IHI International Forum on 9 and 10 June 2021.

Over seventy people connected virtually, in a fun way to share experiences and learning from the Forum in these co-designed and co-delivered events.

The Huddles were open to QI enthusiasts attending the International Forum or others who could not make the Forum sessions but wanted to learn and share in the Huddle conversations.

Feedback on the huddles is shown opposite.



HSCQI at NICON21

The HSCQI Hub Team engaged with members of the HSCQI Network to design, host and deliver sessions at this conference. These sessions showcased person centred QI work that is making a difference to service users and carers. During the conference, Dr Aideen Keaney, Director HSCQI, shared a plenary platform with fellow internationally recognised QI leaders to set out their thoughts on how moving with kindness, compassion, rigor and inclusion can build an effective learning system.

The HSCQI Hub hosted a virtual exhibition space to showcase how HSCQI provides QI leadership and support across Northern Ireland and in addition, also launched the new HSCQI website at NICON21.



A platform to share QI Learning

HSCQI website launched at NICON21

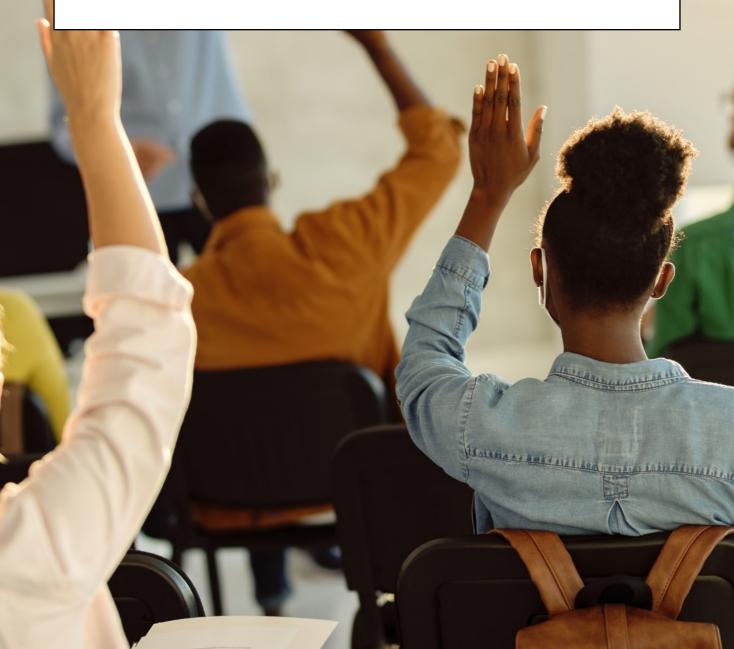


click here to see website

Click here to visit HSCQI website

People

The HSCQI Network supports people on their improvement journey. This section showcases some of this work undertaken in 2021.



World Quality Week

8 November marked the start of World Quality Week 2021. This annual week is dedicated to celebrating the contribution professionals have made in the field of health and social care and brings greater awareness to the importance of healthcare quality.

After a year of great challenges in healthcare, it was more important than ever, that in 2021 we celebrated the outstanding work of our colleagues and honoured their commitment to maintaining a culture that promotes QI.

Trust QI Teams planned learning and celebratory activities. Trusts launched their Annual Quality Reports during the week and also launched new quality strategies.

The HSCQI Hub supported colleagues by promoting these events on HSCQI's website and Twitter.





QI Training and Education

During 2021, the HSCQI Network continued to support initiatives to build capability in quality improvement knowledge and skills.

Great efforts were made across the HSCQI Network to support participants who were keen to develop their knowledge and skills in QI despite the challenges of the pandemic.

To support the sharing of learning a poster repository section was added to the HSCQI Website. This repository contains a wealth of learning from QI projects across the HSC system.

Click here to view.







QI Projects Posters

HSCQI ScIL

ScIL is a lead level quality improvement course designed by a number of Scottish Public Service Improvement Partners. ScIL aims to develop individuals to design, develop and lead improvement projects, generate support for change and provide expert improvement advice. It is aligned to a Level 3 QI qualification in the Quality 2020 NI Attributes Framework and Key Principles Document. It is open to HSC staff in clinical and non-clinical roles. To date two regional ScIL programmes have been commissioned by HSCQI.

Twenty-one representatives from HSC completed the latest ScIL cohort in March 2021.

Click here to see posters



Scottish Improvement Leaders Programme 2020 – 2021





The feedback below is from participants 12 months after completion of the programme.

Participants were asked to further reflect on their progress and the application of QI tools and approaches. From those who responded:



100% indicated that they were confident or very confident in applying improvement thinking tools and techniques

61% agreed or strongly agreed that they were sufficiently supported within their organisation. There was a comment that more support was required for QI in Primary Care.





100% stated that they were actively coaching, leading and supporting teams. This ranged from 1hr – 100hrs per month.

Improvement work being undertaken includes QI training for junior doctors, supporting the delivery of regional strategy, hosting QI clinics and mentoring others through their QI projects.



When asked what they considered their key achievement has been since completing SCiL, participants commented:

> "Having the confidence and knowledge to discuss QI with others who are not familiar with QI"

"I am now an advocate for QI within my division and use this to improve patient care"

> "I continued my project despite a pandemic, embedding a QI culture in Practice and making others curious to learn about QI"





The Belfast Health and Social Care Trust have worked with colleagues in NHS Education for Scotland to deliver a ScIL programme for staff working within the Trust.

This programme which is delivered by local faculty was delivered virtually in 2021 with 26 staff graduating.

See the posters

You can view the posters of cohorts from the last few years, including the posters of our HSC SQS Fellows.

Click here to see posters







This lead level QI and clinical leadership course is managed by NHS Education, working in partnership with Healthcare Improvement Scotland and NHS Scotland.

The Scottish Quality and Safety (SQS) Fellowship aims to develop and strengthen clinical leadership and improvement capability. It is aligned to a Level 3 QI qualification in keeping with the Quality 2020 NI Attributes Framework and Key Principles Document. In 2021, seven HSC participants graduated and a further five HSC participants started in 2021.

See SQS Posters

You can view the posters of cohorts from the last few years, including the posters of our HSC SQS Fellows.

Click here to see posters



Appreciative Inquiry (AI)

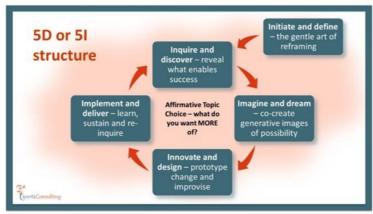
AI is the study of what gives life to human systems when they function at their best and focuses on identifying and doing more of what is already working in an organisation or team, rather than always looking for problems and trying to fix them.

During 2021 the HSCQI Hub Team undertook training in AI. This has been a blend of e-learning, virtual webinars and virtual action learning sessions which enabled the team to practice their AI skills in a safe environment.

AI can be a valuable technique for specific QI projects and the HSCQI Hub Team is aiming to use an AI approach in future projects.



THE 5D (OR 5I) STRUCTURE



Human Factors Masterclasses in 2021

The HSCQI Hub, in collaboration with the HSE and Cooperation and Working Together (CAWT) commissioned expert training on Human Factors, which was delivered by the Centre for Innovative Human Systems, Trinity College Dublin (TCD). 100 participants from HSC took part with HSE colleagues. This project was supported by the European Union's INTERREG VA Programme, managed by the Special EU Programmes Body (SEUPB).



Click here to to go to the TCD website for more information.

This Masterclass content / delivery was continuously evaluated and the findings used to shape future sessions in the programme.

Find out more



More on QI Training







Introduction to QI

Attributes Framework Level 1. Log onto HSC online learning portal.



HSCQI Awards

The annual HSCQI Awards are an opportunity to showcase improvements in health and social care through the use of a QI approach. The standard of the entries for this year was excellent and reflected the commitment and passion of teams striving to make a real difference to our service users and carers. The winners of these prestigious awards were announced at a virtual celebration event on 24 June 2021.

Prior to this event Dr Aideen Keaney, Director of HSCQI, visited each of the winning teams to congratulate them and present their awards.



30 Submissions
received from across the system
shortlisted within their organisations

4 Award Categories

Partnership Working/ Co-Production/ Innovation Transformation in Care/ Integrating Care Across Boundaries/ Building Reliable Care



16 Projects selected for virtual presentations and interview by regional panel

5 Winners

Plus a judges commendation





Building Reliable Care

WINNER: NHSCT Acute Medical Model

Click here to see the project

Integrating Care across Boundaries

WINNER: BHSCT Needs Extra Management Options (NEMO) Delayed Discharge Process

Click here to see the project





Partnership Working
/ Co-production

WINNER: SEHSCT Wellness

Recovery Network

Click here to see the project



Innovation / Transformation in care

JOINT WINNER: BHSCT Covid-19 ICU follow-up clinic

Click here to see the project

Innovation / Transformation in care

JOINT WINNER SEHSCT Ambulatory Services

Click here to see the project





NICON21

Some of the HSCQI Award winners presented their projects at NICON21, using the virtual conference platform to share their learning across the system.



Communication in 2021

HSCQI Communication and Engagement activities achieved significant milestones in 2021.



New website launched

The new HSCQI website went live in July 2021 and was officially launched at NICON21 in October. Google Analytics show a significant increase in visitors to the HSCQI website during NICON21.



CIPR Award Finalist

The HSCQI Annual Report 2020 was a finalist in the prestigious Northern Ireland 2021 Chartered Institute of Public Relations (CIPR) PRide Awards in the Best Publication Category.



Keeping connected in 2021

With face to face learning and sharing events moved to virtual settings in 2021, the HSCQI social media and online channels were important to maintain engagement across the HSCQI Network. All our channels (including Vimeo, YouTube, PageTiger, website and Twitter) work together as part of our communication strategy. We analyse and evaluate our performance on the HSCQI channels to identify how we can continuously improve our communication and engagement activity.

Find out more





Twitter @ HSCQI Web: hscqi.hscni.net