

Quality & Safety Strategy

2022-2026





Foreword

I am pleased to introduce you to our Quality & Safety Strategy which sets out our strategic direction for the next four years, and will support the delivery of our vision:

Together we will deliver the best quality and safest care to the communities we serve.

We will achieve this via our Continuous Improvement and Outstanding Care priorities, outlined in our Trust objectives.

This strategy outlines our journey to becoming an outstanding organisation. It is the result of extensive consultation with our staff, external partners across Wirral Place and the Integrated Care System and, most importantly, our patients. I wish to extend thanks to all who were involved in the development of this strategy, which provides clear understanding of where we are now, and insight into our priority areas for quality and safety over the next four years.

Dr Nikki Stevenson
Medical Director & Deputy CEO

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Introduction

Our journey to maximise our potential to improve and deliver best value, and to provide the best care and support

Our Quality & Safety Strategy forms one of eight enabling strategies, through which *Our 2021-2026 Strategy* will be delivered. Our Quality and Safety Strategy has been separated from, and will build upon the Patient Experience Vision which was launched in November 2021 to ensure that we set out clear intentions and that it is easy to follow, embed and measure out success.

A comprehensive Quality and Safety strategy is essential to build and embed a culture of improvement to continuously enhance the services and care we provide our population.

Our Quality and Safety Strategy comprises three pillars, aligned to Our 2021-2026 Strategy Continuous Improvement and Outstanding Care strategic objectives: Insight, Involvement and Improvement.

Our Quality & Safety Strategy has been developed through a series of engagement workshops with staff and external partners, in addition to staff questionnaires and an extensive desktop review of patient, carer and relative feedback, leading to engagement with over 230 patients, staff and external stakeholders. This approach has enabled us to gain a clear understanding of our current situation and our priorities over the next four years.

This document assesses where we are now, outlines where we want to be through the development of priorities for each component and details how we are going to get there within the 'next steps' section.

Quality & Safety at WUTH is central to practice across all areas of our organisation, supported by Divisional and Departmental Clinical Leadership, Divisional Clinical Governance Leadership Teams and central corporate teams focusing on elements of clinical governance, professional leadership and training and development.

At WUTH, Quality and Safety is led by our staff, and supported by our Governance Support Unit, which includes the following teams: Patient Safety and Risk, Clinical Effectiveness, Health and Safety, Complaints and Legal.

Within our organisation, Quality and Safety practices are supported by Corporate Nursing and Organisational Development, these teams will be key in the delivery of this strategy and importantly, in supporting our divisions to translate the priorities into their operational planning.

There are clear lines of accountability and escalation for all aspects of quality and safety with detailed oversight through the Non-Executive Director led Quality Committee, and Executive Director led Patient Safety and Quality Board. There are also robust processes and frameworks supporting quality and safety with an active and well used local incident management system, a detailed clinical audit programme and a dynamic risk register.

Quality and Safety Context

National Context

The NHS has highlighted the commitment to patient safety through the national Patient Safety Strategy and the commitment to achieve the vision; *to continuously improve patient safety*.

To do this, the NHS will build on two foundations: a patient safety culture and a patient safety system.

The national Patient Safety Strategy introduces three strategic aims that will support the development of both foundations:

- improving understanding of safety by drawing intelligence from multiple sources of patient safety information (***Insight***)
- equipping patients, staff and partners with the skills and opportunities to improve patient safety throughout the whole system (***Involvement***)
- designing and supporting programmes that deliver effective and sustainable change in the most important areas (***Improvement***).

In addition to the national focus on patient safety, the NHS has provided focus on quality through recent National Quality Board publications seeking system working to ensure collaboration and joint working to address quality challenges.

Local Context

The independent regulators for health and social care, Care Quality Commission (CQC) gave Wirral University Teaching Hospital (WUTH) a rating of 'Requires Improvement' in March 2020.

Throughout our journey towards outstanding care, we are delivering against an action plan formulated from previous findings, whilst also working towards a pro-active assurance process, focusing on newly published CQC quality statements and actively maintaining relationships with local CQC regulators.

We are working with our local Integrated Care Board (ICB) Place team, seeking to be an active partner in quality groups across Place and the wider health and social care system.

Background

Developing Our 2021 – 2026 Strategy

Our previous strategic focus was upon our top three priorities: patient flow, outpatients and peri-operative medicine. Our Clinical Divisions aligned their operational plans to support improvements in each of these three areas. However, clear strategic objectives for all to work towards, aimed to ultimately deliver our vision were not defined. Therefore, our Trust Board decided further work was needed to create a new, clear and meaningful strategic direction.

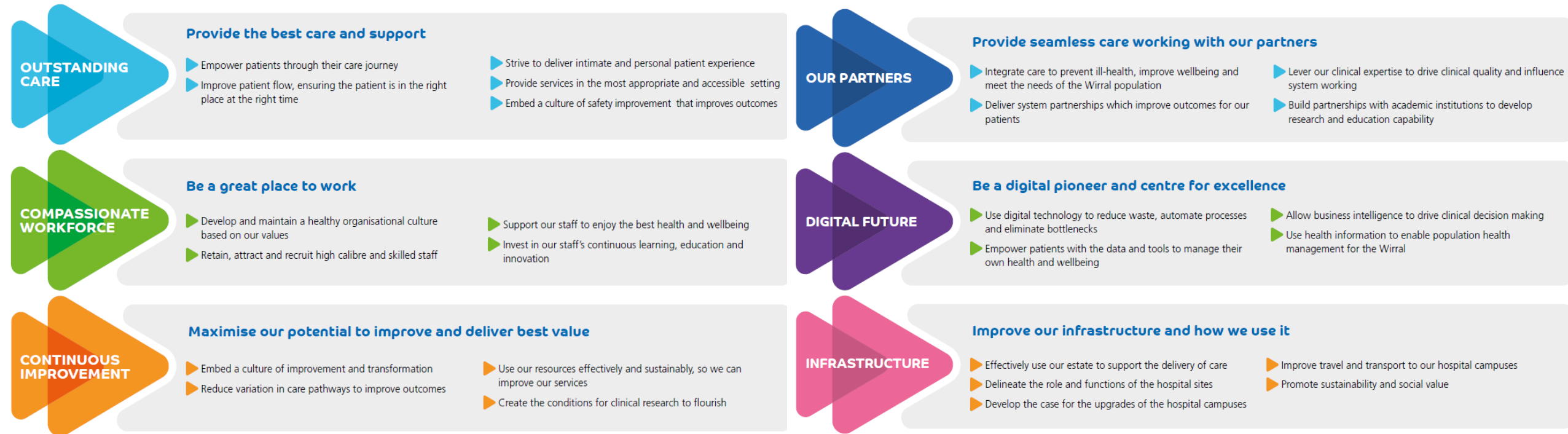
Our journey to develop our new strategic direction began early 2020, through a robust process of research and engagement as described.

Our 2021-2026 Strategy launched October 2020 outlining our intentions and setting out our specific strategic objectives to focus progress over the next five years.



Our 2021-2026 Objectives and Priorities

Our six strategic objectives and priorities demonstrate our intension to provide outstanding care across the Wirral through our hospital sites and units, as a lead provider within the Wirral system. We will be a Hospital Trust that patients, families and carers recommend and staff are proud to be part of.



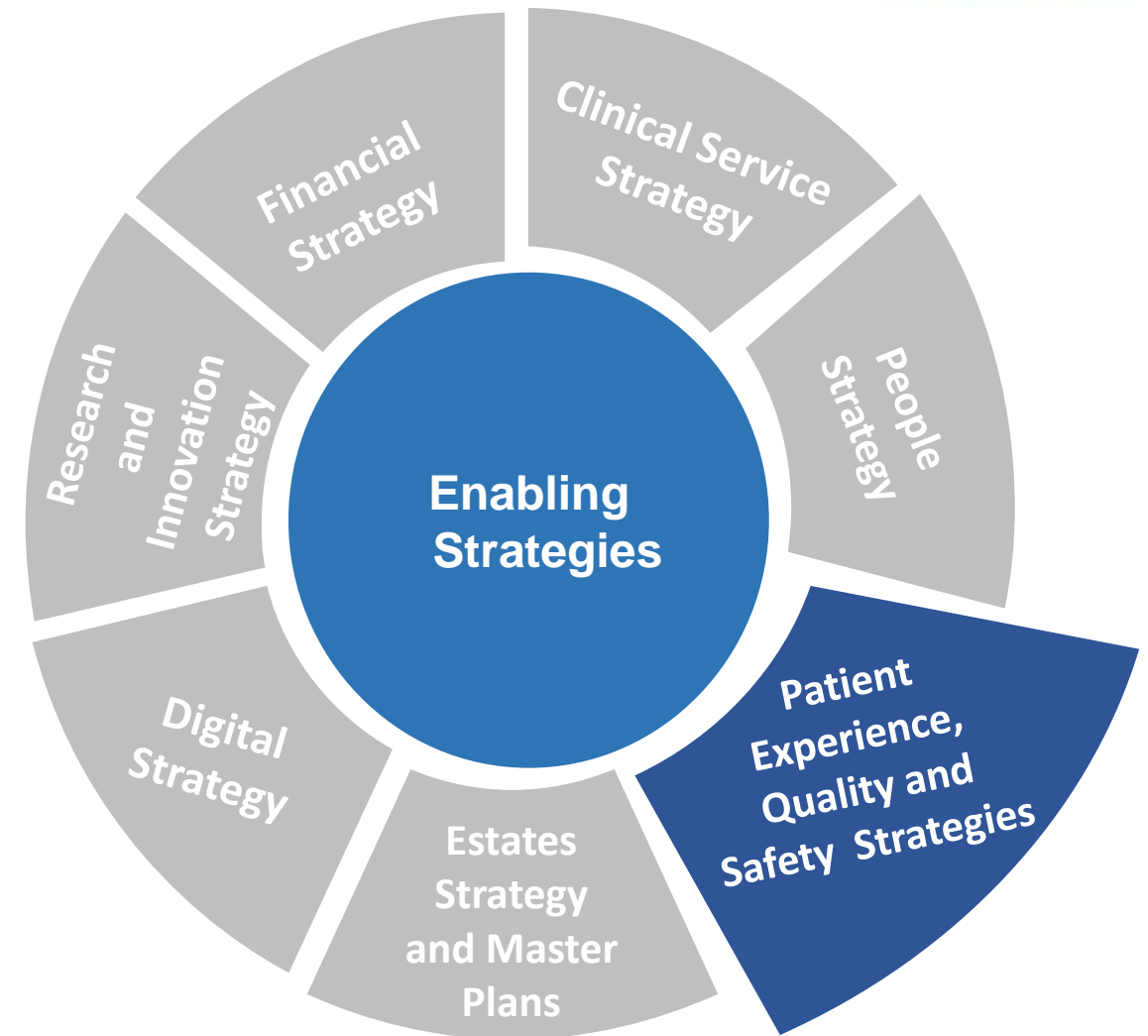
Strategic Framework

Our Enabling Strategies

Our 2021-2026 Strategy set out to be delivered through seven enabling strategies as shown. In order to ensure that we set out clear intentions and can measure success, our Quality and Safety Strategy has since been separated from, and will build upon our Patient Experience Vision which launched in November 2021.

Our Quality and Safety Strategy will describe our 'Journey to Outstanding' by 2026, and will put the needs of patients and service users, their families and carer's first. We will continue to expand the way we use data to drive quality and our Digital Strategy will be another key enabler to improving quality.

This strategy will set out our road map of quality and safety priorities for the next four years aligned to our Continuous Improvement and Outstanding Care objectives, to ensure we are all working towards the same goal in delivering *Our 2021-2026 Strategy*.



Developing our Quality and Safety Strategy

2022-2026





Our Quality and Safety Journey

Where we are now and where we want to be

The previous Quality and Safety Strategy was developed in 2019 and ended in 2022. Since the development of the previous strategy, the Trust has received a CQC rating of 'Requires Improvement' in March 2020, and has experienced the pressures of a global pandemic. Despite these pressures, during this time there has been a continued focus on outstanding care and a new, innovative focus on strategic development and direction.

This strategy outlines our journey to outstanding care. We need to firstly understand our starting point by reflecting upon our quality and safety journey over the past five years, recognising the key milestones achieved, and the challenges that remain.

This section of the document also introduces the three pillars of the strategy, which have been developed by reviewing arising themes from national strategies, and our previous strategic focus. The three pillars incorporate the three sections of the NHS Patient Safety Strategy, aligned with National Quality Board priority areas. These priorities encompass all required elements to enable us to progress from where we are now to where we want to be over the next four years, through alignment to our Continuous Improvement and Outstanding Care strategic objectives and our Clinical Service Strategy 2021-2026 priorities.

Key Quality and Safety Achievements Over the Past Five Years

Reflection to shape the development of our Quality and Safety Strategy 2022-2026

Despite the challenges of the past few years, there have still been continuous quality improvements including:

Deteriorating Patients

There has been a significant focus on early recognition, escalation and response to deteriorating patients, with improvement measured through compliance with National Early Warning Scores (NEWS2).

This has included a structured QI programme during 2021/22 and is continuing to roll out across the organisation.

Nutrition and Hydration

There has been improvement in identification and recognition of patients at risk of malnutrition. The completion of the Malnutrition Universal Screening Tool (MUST) within 24hrs of admission reached 98.4% and is repeated every seven days of admission in 96.3% of patient journeys at the end of August 2022.

Harm Reviews

The trust has continued to review patients waiting long periods for elective care following the pandemic to identify and learn from any incidents of harm. The rate of harm continues to be low and all patients with moderate or significant harm see their care fully reviewed through an open and honest learning approach.

Venous Thrombo-Embolic (VTE) Prevention

The Trust continues to observe good clinical risk assessment for VTE with 99% of patients assessed, and 96% within 12 hours of a decision to admit.

National Clinical Audits

There has been a continued focus on clinical audits throughout the pandemic with participation in 89% of national clinical audits and 100% of confidential enquiries during 2021/22, supporting a good understanding of our outcomes for patients and identifying improvement actions where required.

Ockenden Response

The Trust has progressed a rapid response following publication of the Ockenden Review independent report. The published report made 15 recommendations (IEAs) for all trusts in England. The Trust has identified 93 actions to address the 15 recommendations and by the end October 2022, 91 of those actions have been achieved with the remaining 2 actions to be addressed this year.

Continuous Improvement on Wards

The Ward accreditation programme has continued and progress has been seen with 15 wards now reaching level 3 accreditation and seeking progression to exemplar status.

Mortality Review Processes

The mortality review process is now well established with all inpatient deaths being reviewed by Medical Examiner and where escalation is required the patient care is thoroughly reviewed by the Mortality Review Group, chaired by Deputy Medical Director.

QUALITY & SAFETY STRATEGY

3 Pillars



INSIGHT

Improving understanding of quality and safety, and how they are defined, measured and assured by drawing intelligence from multiple sources



INVOLVEMENT

Equipping patients, families and carers, staff and partners with the skills and opportunities to improve quality and safety throughout the whole system



IMPROVEMENT

Designing and supporting programmes that deliver effective and sustainable change for quality and safety



INSIGHT

*The
Foundation
Pillar*

During the development stage of the strategy, a range of internal and external engagement was carried out to develop a clear understanding of what was important to our people for quality and safety over the next four years.

The Insight Pillar focuses on **improving understanding of quality and safety, and how they are defined, measured and assured by drawing intelligence from multiple sources**. Possibly the most important source for insight is patient experience, and to inform the priority areas for Insight, a vast review of patient feedback was carried out to identify priorities and key themes; detailed outputs can be viewed in appendix 7. Additionally, a staff questionnaire was circulated, followed by a workshop with attendance from 34 staff members across the five clinical divisions as well as corporate and Non-Executive Director representation. Detailed outputs from workshops can be viewed in appendices 1-6, and the staff questionnaire results can be viewed in appendix 9.

The aim for engagement for this pillar was to achieve definitions for both quality and safety, as a foundation for understanding how we can then measure and assure quality and safety across our organisation. These Definitions are introduced on page 20. In order to further understand how we can improve insight, we asked staff about what they view their main barriers to quality and safety to be when carrying out their work.

From our engagement with external partners, it became clear that assurance of quality was a priority for both our staff and our partners. Assurance will be key to this strategy for both developing our insight into our position and also in sustaining our improvements. In line with CQC key lines of enquiry, we also discussed the importance of clear leadership and governance in enhancing insight into quality and safety, and how this may support drawing intelligence from multiple sources, for example: understanding patient, carers and families stories and utilising staff feedback.



INVOLVEMENT

*The
Engagement
Pillar*

During the development stage of the strategy, a range of internal and external engagement was carried out to develop a clear understanding of what was important to our people for quality and safety over the next four years.

The Involvement pillar focuses on **equipping patients, families and carers, staff and partners with the skills and opportunities to improve quality and safety throughout the whole system**. In order to understand the quality areas for the Involvement pillar, we attended Quality Impact Assessment (QIA) Panel, reviewed patient feedback and carried out two external partner workshops in addition to our internal workshops with staff.

Throughout this engagement, we discussed developing models of care in partnership with service users, promoting person-centred approaches to decision-making and service developments, and defining and introducing Patient Safety Partners.

Consideration was given to how we currently align quality, activity and financial planning as an organisation, and how we might prioritise this in the future. Additionally, we discussed how we can develop our teams to learn, lead and continuously improve quality and safety at WUTH.

A further focus of engagement for this pillar was how we might strengthen our role in quality and safety, working with our partners at Place and across the system and utilising structures such as provider collaboratives through closer integration of services.



IMPROVEMENT

*The Outcomes
and Assurance
Pillar*

During the development stage of the strategy, a range of internal and external engagement was carried out to develop a clear understanding of what was important to our people for quality and safety over the next four years.

This Pillar focuses on Outcomes and Assurance, and builds upon all work that will be delivered through the Insight and Involvement Pillars. The Improvement pillar focuses on **designing and supporting programmes that deliver effective and sustainable change for quality and safety.**

For this pillar, two workshops were designed in addition to the wider engagement and patient feedback reviews in order to understand how we can focus on a culture of quality and safety, and a further focus on improving care pathways. Our priority areas were then shared with our external partners and opportunities for collaboration were discussed.

When considering culture, we discussed promoting improvement and transformation, and a culture of safety that improves outcomes to ensure care is progressively safer, clinically effective, and highly reliable.

Key to the success of this strategy will be the sustaining of improvements in quality and safety practices and continued engagement with our stakeholders, including patients, carers, staff, partners and regulators.

Engagement with our Patients, Partners and Staff

Our strategy is aligned to the NHS Patient Safety Strategy and National Quality Board. The strategy comprises three pillars: Insight, Involvement and Improvement.

A wealth of Patient feedback was reviewed and a thematic analysis was completed to identify themes of priority areas to patients that have been incorporated into the priorities for each of the three pillars.

Our Quality & Safety Strategy will shape operational and strategic plans over the next four years and guide our journey to maximise our potential to improve and deliver best value, and to provide the best care and support.



During the workshops a SWOT analysis was completed to assess our current position for the three pillars of the strategy. Our strategic foundation model of getting the basics right, better and best was then used to map out our priorities for the next four years.

We joined the Bridge Forum and held a bespoke workshop with external clinical partners, local authority and regulators.

**July
2022**

**October
2022**



Patient Feedback Summary

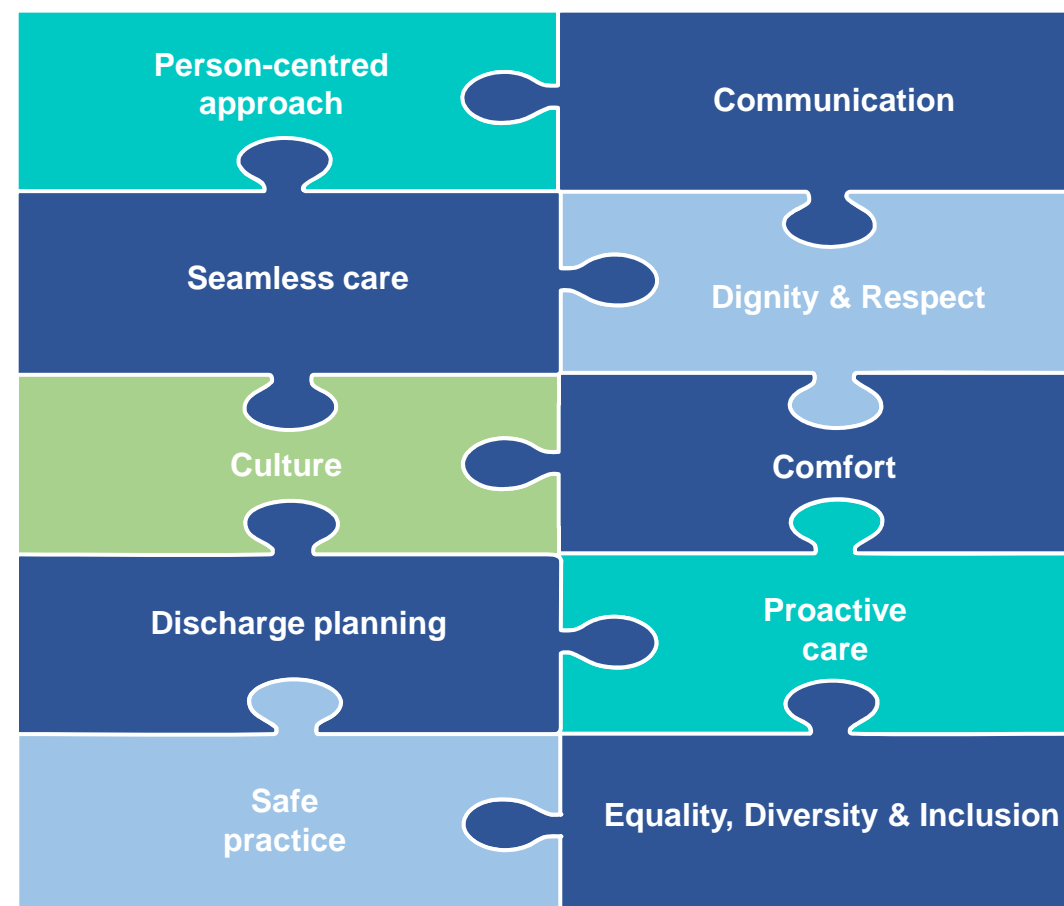
As this Quality and Safety Strategy is complimentary to, and builds upon our Patient Experience Vision, in order to gain the patient voice for developing the new strategy, we utilised the patient engagement channels that have been developed such as Patient Experience Vision promise groups:

- Welcome Promise Group
- Inclusive Promise Group
- Safe promise group
- Care Promise Group
- Supported Promise Group

In addition to joining the “Welcome” Promise Group meeting, we carried out an extensive desktop review of patient feedback aligned to the promise groups. Furthermore, we reviewed ward feedback, post discharge feedback via “Envoy”, complaints and the Friends and Family Test in order to identify priority areas and key themes of what is important to our patients relating to quality and safety. These themes were used to develop the priorities under each of the three pillars of our Quality and Safety Strategy.

The desktop review of patient feedback can be viewed in appendix 7.

WHAT MATTERS MOST TO OUR PATIENTS?





Staff and Partner Engagement Summaries

Building upon patient feedback, we carried out bespoke internal and external engagement with our staff and partners.

For internal staff, we led three workshops to discuss the insight and improvement pillars in addition to a questionnaire and an interactive vote open to the whole workforce which received over 140 votes in The Retreat. In total, over 230 staff engaged in the development of our strategy, and their input has been used to develop our priorities and will further inform our delivery plans.

We joined our external partners at Bridge Forum, and held a bespoke workshop for external partners opening up to further partners utilising Google Jamboards in order to share our priorities, understand their priorities and identify opportunities for collaboration.

Detailed outputs from all engagement can be seen in appendices 1-9. All of the main themes that arose throughout engagement have been used to directly inform our priorities under each of the three pillars.

WHAT ARE THE BARRIERS TO CLINICAL GOVERNANCE?

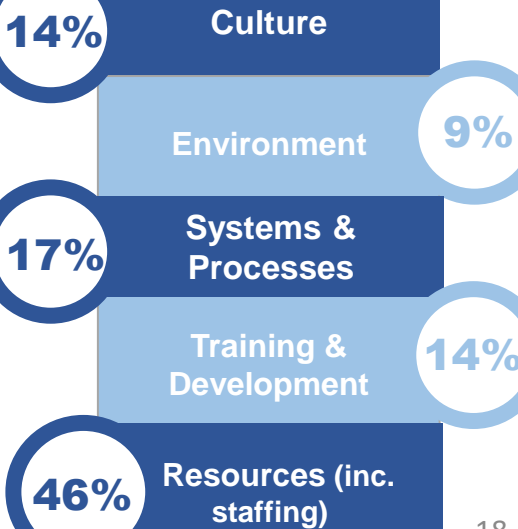
- Reporting process varies across divisions
- Focusing on targets rather than patient feedback
- Lack of integrated working
- Lack of staff impacts effectiveness and efficiency
- Difference in perceptions of assurance
- Duplication of reporting
- Job vacancies
- Lack of visibility of outcome measures
- Lack of resources

STAFF FEEDBACK ON ESCALATION LINES

- Staff felt well supported
- Don't work as well when accountability is unclear
- Offer opportunity for lessons to be learned across divisions
- Leaders have competing priorities

“Thank you for this engagement opportunity... It's refreshing and strengthens my perception that the Trust is heading in the right direction”

STAFF VOTES FOR BARRIERS TO QUALITY & SAFETY



Quality and Safety Strategy Key Priorities

2022-2026



QUALITY & SAFETY AT WUTH



Quality is...

Delivery of services that maintain patient safety, are delivered in line with research-based best practice and ensure that patient wishes are at the heart of all decision making.



Safety is...

Care that is delivered without physical or psychological harm.



Key Priorities

Where we want to be: The 3 Pillars of the Quality & Safety Strategy

The priorities detailed within this section of the document reveal where we want to be in the next four years to achieve maximum benefits across our organisation, to benefit our patients, staff and the population of Wirral.

The priorities are broken down into the three pillars of the Quality and Safety Strategy which are aligned to deliver our Continuous Improvement and Outstanding Care strategic objectives.

The detailed outputs from each of the strategy development workshops which include a SWOT analysis to assess our current position, and a comprehensive list of priorities put forward from a wide range of stakeholders can be found in Appendices 1-8. Staff questionnaire results which have also informed the priorities for each of the three pillars can be found in Appendix 9.

To deliver the best quality and safest care to the communities we serve:



INSIGHT

*The
Foundation
Pillar*

- Improve our shared understanding of quality and safety and how integral they are to all that we do at WUTH by introducing clear definitions of both concepts
- Enhance process efficiency for monitoring quality and safety across the organisation to reduce the impact on resources
- Prioritise and support learning opportunities through clear leadership and governance frameworks, assuring the triangulation of insight sources with patient lived experience to drive transformation and improvement of care
- Optimise from the benefits of working collaboratively and identify health inequalities by working with partners to develop better insight of quality and safety across Wirral Place and the wider system
- Improve the visibility of outcome measures, clinical audit findings, and our quality improvement programmes to identify priority areas for improvement through our Clinical Outcomes Group

To deliver the best quality and safest care to the communities we serve:



INVOLVEMENT

*The
Engagement
Pillar*

- Embed a culture of engagement across the full workforce to support everyone to understand their role in patient safety and quality of care
- Introduce the role of Patient Safety Partners to strengthen the involvement of patients, carers and families in leading quality and safety and co-production at WUTH
- Drive a 'just culture' through organisational frameworks and wellbeing processes that promote psychological safety of our people so that we may prioritise learning and improvement in our journey to outstanding care
- Align quality with annual activity and financial planning to ensure the delivery of safe and effective care to our patients
- Work in collaboration with our partners at Place and the wider health and social care system to align our quality and safety practices

To deliver the best quality and safest care to the communities we serve:



IMPROVEMENT

*The Outcomes
and Assurance
Pillar*

- Deliver care that reflects national best practice
- Fully implement the Patient Safety Incident Response Framework
- Set annual quality priorities based on Trust areas for improvement co-produced with clinicians and service users
- Celebrate our successes in improving quality and safety
- Ensure the sustainability of quality and safety through robust measurement, improvement and assurance processes
- Embed a lessons learnt forum that will gain assurance on improving clinical outcomes for priority areas

Next Steps

How we Get to Where we Want to Be: Implementation, Monitoring and Review



Our staff are the enablers to wider organisational transformation, and will be supported by the Governance Support Unit to translate the strategic priorities for quality and safety into operational plans for each year of the strategy.

Staff across the organisation will incorporate quality and safety strategic priorities into their annual operational and strategic priorities, supported by the Governance Support Unit, Corporate Nursing, and Organisational Development teams. Progress in delivering this strategy across the organisation will be monitored through Patient Safety and Quality Board.

Key to the success of this strategy is the continued involvement of our patients, staff and partners to ensure it meets the changing needs of the population of the Wirral.

Delivery of the Quality and Safety strategic priorities will be driven and monitored through existing comprehensive governance structures, annual planning and annual prioritisation, providing organisational transparency whilst ensuring the delivery of transformation within agreed time scales and constraints.

Appendices

Glossary of Terms
Strategic Alignment of our Three Pillars
Appendices 1-6: Workshop Output
Appendices 7 & 8: Patient Feedback
Review & Stakeholder Mapping
Appendix 9: Staff Questionnaire Results





Glossary of Terms

CQC – Care Quality Commission

CQC is the independent regulator of health and adult social care in England.

Cheshire and Merseyside Integrated Care System (ICS)

An Integrated Care System (ICS) brings together the NHS organisations, councils and wider partners in a defined geographical area to deliver more joined up approaches to improving health and care outcomes. Cheshire and Merseyside is one of the largest ICSs in England. Within each ICS there is an Integrated Care Partnership and an Integrated Care Board.

Culture

That complex whole comprising of what we know, our beliefs and our behaviours. All of which are learnt. Because culture is acquired and not fixed, it can change.

Improvement (As a pillar of this strategy)

Designing and supporting programmes that deliver effective and sustainable change for quality and safety in the most important areas.

Insight (As a pillar of this strategy)

Improving understanding of quality and safety, and how they are defined, measured and assured by drawing intelligence from multiple sources.

Involvement (As a pillar of this strategy)

Equipping patients, families and carers, staff and partners with the skills and opportunities to improve quality and safety throughout the whole system.

Safety

Care that is delivered without physical, or psychological harm.

Strategy

A plan of action that provides clear direction for all to work towards.

Quality

Delivery of services that maintain patient safety, are delivered in line with research based best practice and ensure that patient wishes are at the heart of all decision making.

Wirral Place

Local health and social care partners working together across Wirral to improve health and care outcomes and reduce inequality for our population. Wirral Place is one of nine borough 'Places' in the region of the Cheshire and Wirral ICS.

WUTH

Wirral University Teaching Hospital NHS Foundation Trust.

Strategic Alignment of Our Three Pillars

The Quality & Safety Strategy components are aligned to delivering the Continuous Improvement and Outstanding Care priorities specifically, but it will also support the delivery of all trust strategic objectives.

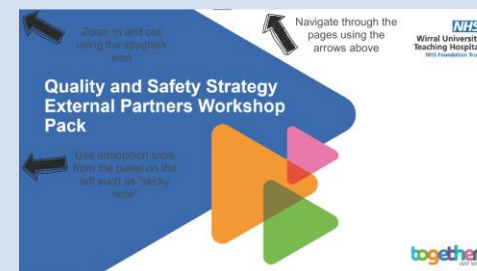
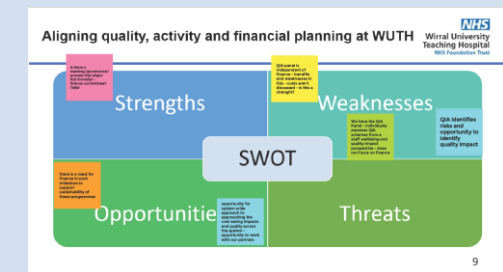
	Continuous Improvement Priorities		Outstanding Care Priorities
Alignment to Our Strategy 2021-2026	Embed a culture of improvement and transformation	Reduce variation in care pathways to improve outcomes	Embed a culture of safety improvement that improves outcomes
Insight		✓	
Involvement	✓		✓
Improvement	✓	✓	✓



Alignment to Patient Experience Vision	Being made to feel at ease and reassured	Listening to me and respecting me as an individual	Feeling safe and having trust in the staff	Designing my care with me and for me	Working together to plan my aftercare
Insight	✓		✓	✓	
Involvement	✓	✓	✓	✓	✓
Improvement		✓	✓		✓

Patient feedback results have been used to inform priorities within the Quality and Safety Strategy to support the delivery of the Patient Experience Strategy promises.

Appendices 1 - 6: Workshop Outputs



Appendices 7 & 8: Patient Feedback Review and Stakeholder Mapping



Patient Feedback



Stakeholder
Mapping

Appendix 9: Staff Questionnaire Results



Questionnaire
Results