HSCQI

Inspire • Connect • Improve

HSCQI

ANNUAL REPORT

2022-2023

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FOREWORD

DR AIDEEN KEANEY
DIRECTOR HSCQI

It gives me great pleasure to introduce the 2022/23 HSCQI Annual Report.

During 2022/23 the HSCQI Network achieved several key milestones, one of which was the launch of the HSCQI three-year strategy "Moving Forward, Shaping the Journey", by the Minister for Health in October 2022.

This Strategy is underpinned by four key drivers, each of which have helped to form the structure of this report. These drivers are "Developing Leadership for Improvement", "Building a Learning System", "Quality Improvement (QI) Methodologies and Building QI Capability" and "Partnership Working and Co-production". I hope that you will enjoy reading each of these sections.

The scope of work articulated in this report is remarkable given the fact that everyone working across Health and Social Care (HSC) during 2022/23 had to address challenges in relation to increasing demand, increasing pressure, increasing uncertainty and increasing complexity on a daily basis

Recognising the work of many of these staff through the HSCQI Annual Awards process was an enormous privilege for the HSCQI Network and for many working across the wider HSCQI Community. Celebrating these awards at an in-person event at NICON 2022 and via a HSCQI communications plan, gave HSCQI an opportunity to share this work across the HSC system and beyond.

This report also highlights the work the HSCQI Network has been doing in relation to the co-design and delivery of a new, collaboration-based approach to supporting system-wide scale and spread of improvement.

During 2022/23, the HSCQI Leadership Alliance mandated the HSCQI Network to focus this collaboration-based approach on the ministerial priority of improving Timely Access to Safe Care. This approach (known as TASC) has at its core, a focus on evaluation and learning and has become a blueprint to support system-wide improvement efforts focused on system priorities. During the early part of 2023, the HSCQI Leadership Alliance mandated the HSCQI Network to co-design a second regional scale and spread programme, focused on the over arching theme of Delivering Value (DV).

Like many within the HSCQI Network, I am looking forward to the launch of the second stage of "TASC" and the first stage of "Delivering Value" in the autumn of 2023.

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In addition to these scale-up programmes, HSCQI has began to co-design of a new Medication Safety Collaborative which will also be launched in the Autumn of 2023.

During 2022/23 HSCQI, in partnership with NHS Education for Scotland (NES), delivered a third HSCQI Scottish Improvement Leaders Programme (ScIL). We look forward to celebrating their graduation in the Summer of 2023. Completing this Programme will bring HSCQI one step closer to establishing a Northern Ireland (NI) ScIL Faculty.

Throughout 2022/23 HSCQI has continued to strengthen connections locally, nationally and internationally. These connections ensure that HSCQI continues to expand its reach, has access to national and international QI expertise and opportunities to share learning from NI with national and international audiences.

Finally, I would like to take this opportunity to acknowledge the ongoing commitment of all of the members of the HSCQI Network. None of the work described in this report would be possible without the collective effort of all of them.

I am proud of all the work the Network has achieved over the last 12 months and I am excited about the work we are planning to do next year.

I hope you enjoy reading this 2022/23 HSCQI Annual Report and that like me, you will be left with an enormous sense of pride in the work achieved so far and be filled with a renewed sense of hope and possibility for the future.
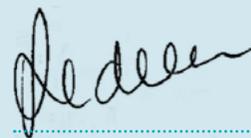
Dr Aideen Keaney
Director HSCQI

MESSAGE

DR CATHY JACK CHAIR
HSCQI LEADERSHIP ALLIANCE

I am delighted to present the HSCQI Annual Report for 2022-23.

As Chair of the HSCQI Leadership Alliance I am immensely proud of the work outlined in this report. This report enables us to reflect on the past year's many successes and our commitment, as a system, to learn and improve. Whilst this report is only a synopsis of the extensive work delivered across the HSCQI Network over the last 12 months, I am confident that this report demonstrates how adopting a Quality Improvement approach to ways of working can and does create the conditions for system-wide change and improvement, change and improvement that will result in improved patient outcomes and staff experience.

During 2022/23, a key priority within the HSCQI Network workplan was the establishment of a regional scale and spread programme focused on the strategic priority of improving Timely Access to Safe Care. This programme was established as a 2-Stage programme, Stage 1 beginning in 2022 and scheduled to complete by the end of June 2023. I wish to commend all project teams participating in Stage 1 for leading on these initiatives while simultaneously striving every day to improve care safely, effectively, and with compassion.

An evaluation process has been integrated into the improving Timely Access to Safe Care programme so that learning from Stage 1 can be applied to Stage 2 and all future HSCQI regional scale and spread programmes.

As Chair of the HSCQI Leadership Alliance, I look forward to receiving this learning and wish to re-confirm our on-going commitment to ensuring the delivery of the annual HSCQI workplan and to all those who work within the HSCQI Hub and HSCQI Leads Group.

As a group of senior system leaders, we are very much looking forward to seeing the system-wide scale and spread of a number of projects identified during Stage 1 of the improving Timely Access to Safe Care programme and we are very much looking forward to the possibility of establishing additional scale and spread programmes aligned with other strategic priorities in the near future

Finally, I wish to thank all staff in HSCQI and across the wider HSC system for their on-going commitment to the delivery for safe effective quality care.
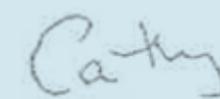
Dr Cathy Jack
Chair HSCQI Leadership Alliance

1 INTRODUCTION

Health and Social Care Quality Improvement, otherwise known as HSCQI, has its origins in the 2014 Donaldson Report, *The Right Time, The Right Place* and was committed to in the 10-year Health and Social Care Transformation Strategy *Health and Wellbeing 2026: Delivering Together.*

After a two-year design and development phase, the Department of Health launched HSCQI as a Hub and Spoke Network. The Network Hub was established as a Directorate within the Public Health Agency (PHA) and QI Leads working across the Northern Ireland Healthcare System (though mainly in Trusts) became the Network Spokes.

The workplan for HSCQI is set and overseen by the HSCQI Leadership Alliance who are a collective group of senior system leaders. The Alliance is currently chaired by Dr Cathy Jack, Chief Executive Officer (CEO) of the Belfast Health and Social Care Trust.

This report highlights the range of work undertaken by the HSCQI Network during 2022/23 (January 2022 – March 2023). It is divided into four main sections, each section being aligned to one of the four key drivers stated within the HSCQI Strategy "Moving Forward, Shaping the Journey 2022 – 2024". These four sections are:

- Developing Leadership for Improvement
- Building a HSCQI Learning System
- Quality Improvement (QI) Methodologies and Building QI Capability
- Partnership and Co-production.

2 DEVELOPING LEADERSHIP FOR IMPROVEMENT

2.1 Launch of HSCQI Strategy "Moving Forward, Shaping the Journey"

In October 2022, the Minister for Health officially launched the HSCQI Strategy "Moving Forward, Shaping the Journey 2022 - 2024". This strategy was developed through a series of stakeholder workshops.

This strategy is a "roadmap" which will enable the HSCQI Network to continue to work together to shape a shared vision for system- wide Quality Improvement.

During his address the Minister commented that "The publication of this strategy represents a significant milestone in the ongoing development of HSCQI and the Health and Social Care transformation journey".

The Minister also took time for a photo opportunity to support the Strategy launch, pictured here with Dr Aideen Keaney, Director HSCQI and Aidan Dawson, CEO, PHA.

2.2 HSCQI Leadership Direction

During 2022/23 the Alliance endorsed three regional programmes of work, each aligned with key system priorities. These include:

- A HSCQI Regional Scale and Spread Programme of work focused on improving Timely Access to Safe Care – 2022/23
- A HSCQI Regional Scale and Spread Programme of work focused on Delivering Value – 2023/24
- A HSCQI Collaborative focused on Medication Safety – 2023/24.

Further details on each of these programmes can be found in the Learning System section of this report (See Section 3.0)

2.3 HSCQI Network

During 2022/23 the HSCQI Network continued to meet on a monthly basis to coordinate and support QI and innovation across all parts, and at all levels, of the NI HSC system. The chart below shows the ongoing commitment of Network members to these meetings. The Network has been central to the co-design of all HSCQI programmes of work.

Doing so has enabled the HSC system to identify areas of best practice, to scale and spread improvement at pace and to do so in line with the recommendations in the Bengoa Report *Systems not Structures (2016)* and the 10-year Health and Social Care Transformation Strategy *Health and Wellbeing 2026: Delivering Together (2016).*

This Network reports to the HSCQI Leadership Alliance through the Director of HSCQI.

For information on HSCQI Leads

HSCQI Network organisation representation

Legend: BHSCT, NHSCT, NIAS, SEHSCT, WHSCT, SHSCT, Service User/Carer, Primary Care, HSCQI Hub, Social Care
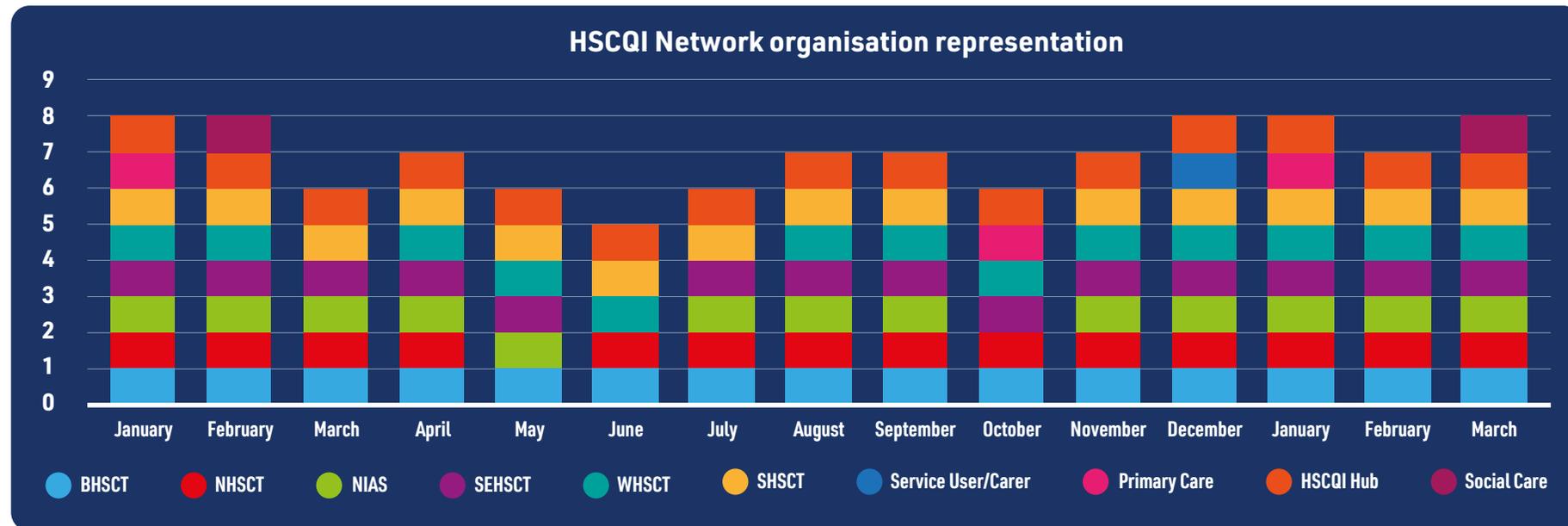
2 DEVELOPING LEADERSHIP FOR IMPROVEMENT

2.4 HSCQI Awards 2022

The 2022 HSCQI Awards recognised the innovative and excellent Quality Improvement work undertaken across health and social care in Northern Ireland. These awards were an opportunity to celebrate and share examples of best practice with a focus on evidence and data for improvement. In 2022, there were eight category winners:

Sharing Learning
Learning from all of these projects was shared at the HSCQI Awards ceremony in October 2022, across Trusts and service specialty areas via Trust QI Leads and also at two HSCQI Award Winners Alumni events.

CATEGORY
Patient Safety

PROJECT TITLE
Arterial line safety project

ORGANISATION
Belfast Health and Social Care Trust

The aim of this project was to ensure adult arterial lines were compliant with the necessary steps for safe set up.

CATEGORY
Transformation

PROJECT TITLE
Evaluation of a multidisciplinary enhanced care response team for residents of care homes

ORGANISATION
Northern Health and Social Care Trust

The project team's vision was to develop a new collaborative approach to transform how services would reach into care homes.

2 DEVELOPING LEADERSHIP FOR IMPROVEMENT

CATEGORY
Staff Wellbeing

PROJECT TITLE
Covid recovery and staff wellbeing

ORGANISATION
South Eastern Health and Social Care Trust

The aim of this project was to provide a bespoke programme of activities that would support the health and wellbeing of teams in respiratory wards.

CATEGORY
Improving Timely Access

PROJECT TITLE
Specialty rapid access hubs

ORGANISATION
South Eastern Health and Social Care Trust

The aim of this project was to expand and develop specialty specific rapid access hubs in Gastroenterology, Respiratory, Paediatrics, Cardiology, Acute Medicine, Diabetes, Palliative Care and Neurovascular services.

CATEGORY
Delivering Reliable Care

PROJECT TITLE
Intrathecal opioid: driving surgical change and improving outcomes in a surgical population

ORGANISATION
Northern Health and Social Care Trust

The aim of this project was to improve patient outcomes including a reduced length of stay following a surgical procedure.

2 DEVELOPING LEADERSHIP FOR IMPROVEMENT

CATEGORY
Improving Outcomes for Patients with Covid-19

PROJECT TITLE
Nightingale nutrition and hydration matters – improving nutrition & hydration to support getting the most from inpatient rehabilitation during Covid-19

ORGANISATION
Northern Health and Social Care Trust

The Northern Trust Nightingale Multidisciplinary team worked in partnership with patients and their families, using QI methodology, to develop strategies to improve nutrition and hydration.

CATEGORY
Care Homes

PROJECT TITLE
Management of falls in care homes

ORGANISATION
Public Health Agency

This project aimed to develop a co-designed, regionalised approach to the management of falls in care homes in NI through safer mobility, immediate management and follow up of falls.

CATEGORY
Using A QI Approach to Reduce Health and Social Care Inequalities

PROJECT TITLE
Reducing 'unallocated cases' within Ards child and family teams

ORGANISATION
South Eastern Health and Social Care Trust

The aim of this QI project was to reduce unallocated cases and provide earlier support to families referred in the Ards sector through a weekly 'Unallocated Collaborative Progress' meeting.

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3 BUILDING A LEARNING SYSTEM

3.1 HSCQI Regional Scale and Spread Programme: Timely Access to Safe Care (TASC)

The improving Timely Access to Safe Care scale and spread programme was co-designed by the Network during 2022. The first TASC Learning Set occurred in November 2022. The TASC programme is a novel, collaboration-based approach to QI.

The programme has involved 21 QI projects, from all six Trusts, who have engaged through six workstreams, namely Mental Health, Learning Disability, Scheduled Inpatients, Scheduled Outpatients, Social Care and Unscheduled Care.

During the timeframe of this report, TASC participants were invited to five action learning sets, summarised in the table below. On average, 50 participants attended each session.
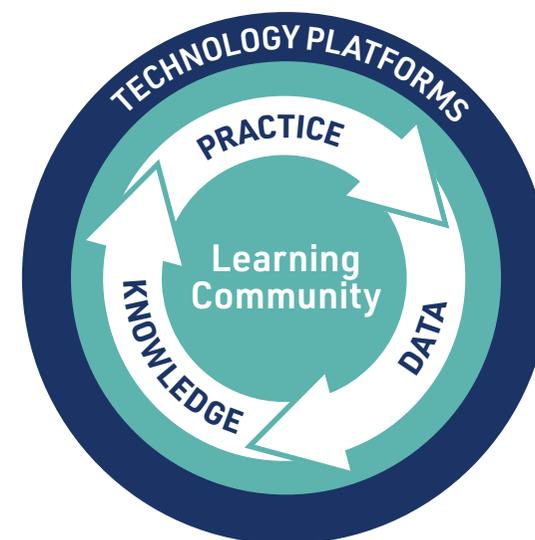
| DATE	FORMAT	EXECUTIVE SPONSORSHIP	SPEAKER	TOPIC
4th Nov 2022	Face to face	Chair, HSCQI Leadership Alliance	Thomas Monaghan, Health Improvement Scotland	Using QI to sustainably improve access to care
15th Dec 2022	Virtual	N/A	NES, Scotland	Demand, capacity, activity, queue (DCAQ)
12th Jan 2023	Face to face	Chief Exec, PHA	Dr Tom Foley, Learning Systems thought leader	Realising the potential of Learning Health Systems
7th Feb 2023	Virtual	N/A	HSCQI Network	• Understanding the challenge of scale and spread • Programme theory in improvement work • Eco-mapping
8th Mar 2023	Face to face	Deputy Chief Exec, Northern Health and Social Care Trust	HSCQI Network Visit from Permanent Secretary for Health, DoH	Identifying enablers and barriers to improvement work and the potential regional spread of TASC projects

3 BUILDING A LEARNING SYSTEM

Project teams were supported by Trust QI teams and shared their data and progress regionally via a bespoke shared data platform – the TASC SharePoint.

An Evaluation Advisory Group (EAG) was established to ensure that a robust evaluation process was integrated into the TASC programme and all subsequent HSCQI Programmes of work. Members of the EAG include colleagues representing various organisations across the HSC (Trusts, PHA, RQIA); academia (THIS Institute and Ulster University); and the National Quality and Patient Safety Directorate (NQPSD) in the Republic of Ireland.

Learning identified through the evaluation process to date includes:

- the importance of engagement across the HSC system to identify QI projects that are aligned to regional priorities
- the value of regional collaboration in face-to-face learning events to support shared learning.

TASC Learning set attendance over time

Number of attendees (y-axis: 0, 20, 40, 60, 80)

Action Learning Set (x-axis): LS1 Nov 22, LS2 Dec 22, LS3 Jan 23, LS4 Feb 23, LS5 Mar 23
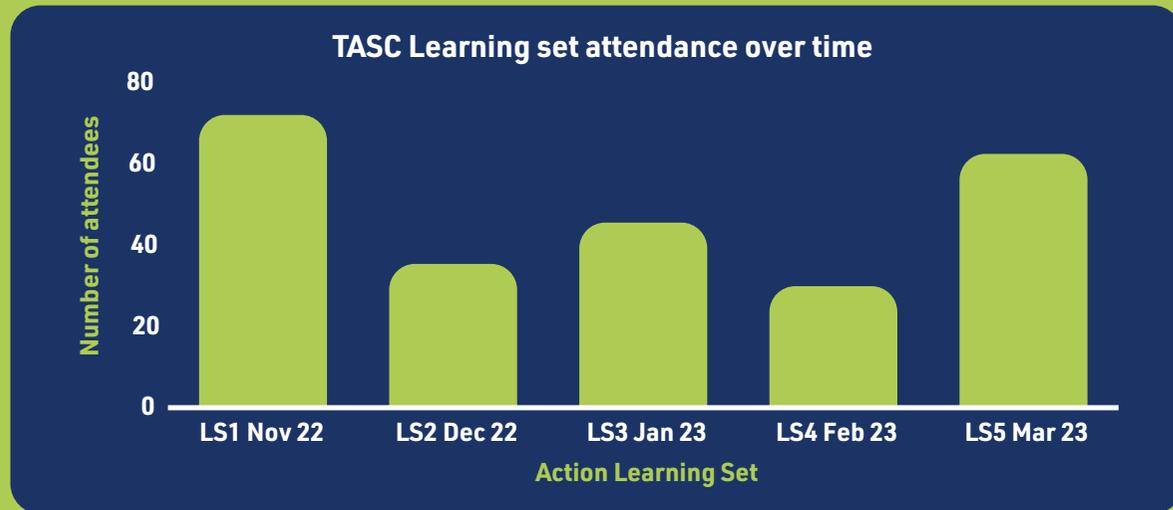
The brilliant buzz in the room. I was so fired up and energised on leaving!

leadership for change common themes
together is better
need whole system transformation
Keep going!
engagement Evidence
Communication All facing the same challenges
time for reflection
shared learning

Regional collaboration in shared learning has been long overdue.

3 BUILDING A LEARNING SYSTEM

3.2 HSCQI Scale and Spread Programme: Delivering Value

In February 2023, the HSCQI Leadership Alliance agreed that the model for scaling and spreading improvement developed through the Timely Access to Safe Care (TASC) Programme should evolve into a rolling programme. It was agreed that the theme for the second programme, to commence in September 2023, should be Delivering Value.

The HSCQI Scale and Spread Programme for Delivering Value will take a similar, collaboration-based approach to that applied in TASC. Based on direction from the HSCQI Alliance, the programme will address 2 regionally-agreed priority areas within the overarching theme of Delivering Value.

The programme will involve project teams coming together in action learning sets, the detail of which will be co-designed by the HSCQI Network and HSCQI Leads by September 2023.

3.3 HSCQI Mental Health Collaborative

The HSCQI Mental Health (MH) Collaborative, originally established by the HSC Safety Forum in 2008, has sought to bring a QI focus to emerging issues in the delivery of safe MH services, aligned to regional strategies, policies and priorities. The work of the collaborative during the timeframe of this report, has continued to be supported by a Collaborative Advisory Group comprising MH staff from across the HSC system.

In 2022, the MH Advisory Group decided that the MH Collaborative should focus on Improving Staff Wellbeing through increasing 'Joy in Work', grounded in the Institute for Healthcare Improvement's (IHI) Framework for Improving Joy in Work, which can be accessed here: **IHI Framework for Improving Joy in Work | IHI – Institute for Healthcare Improvement**

3 BUILDING A LEARNING SYSTEM

Between June 2022 and March 2023, the MH Collaborative has:

- Established a regional database for MH staff to register QI projects that aim to support Joy in Work
- Collected regional data on Joy in Work via monthly surveys
- Developed guidelines for staff carrying out Joy in Work QI projects
- Facilitated project surgeries to support Joy in Work QI projects
- Linked with the Q community Joy in Work Special Interest Group and presented at their virtual training programme in February 2023
- Facilitated five virtual action learning sets.

A review of the MH Collaborative commenced in March 2023 to ensure that QI work in MH settings is aligned closely to regional strategy and priorities.

3.4 HSCQI Medication Safety Collaborative 23/24

In response to the World Health Organisation's Third Global Patient Safety Challenge 'Medication Without Harm', the Transforming Medication Safety for Northern Ireland (TMSNI) Strategy was launched on 17th Sept 2020. A key element of this response was the establishment of a TMSNI Programme Team. On 22nd February 2023, the HSCQI Alliance endorsed the establishment of a HSCQI Medication Safety Collaborative workplan and support for staff from HSC organisations to participate in the work of the Collaborative.

The "TMSNI" Programme Team requested that the HSCQI Medication Safety Collaborative workplan for 23/24 is focused on supporting improvements in the area of high dose opioid prescribing for the management of chronic non-malignant pain in Primary Care and initiation of opioid prescribing in Secondary Care acute care settings (for example post operatively).

HSCQI plans to host a regional stakeholder engagement workshop later in 2023 with the HSCQI Medication Safety Collaborative 23/24 starting in October 2023.

3.5 HSCQI Alumni Events

The HSCQI Alumni is comprised of those individuals who have completed quality improvement courses aligned with level 3 (lead level) of the NI Attributes Framework and Key Principles documents.

The HSCQI Hub provides ongoing support to these graduates in the form of education/workshop sessions to enable shared learning across the HSC system.

Between January 2022 and March 2023, 14 HSCQI Alumni sessions were facilitated by the HSCQI Hub, with over 650 participants taking part, as detailed on the run chart below.

The number of participants attending HSCQI Alumni Events January 2022 - March 2023
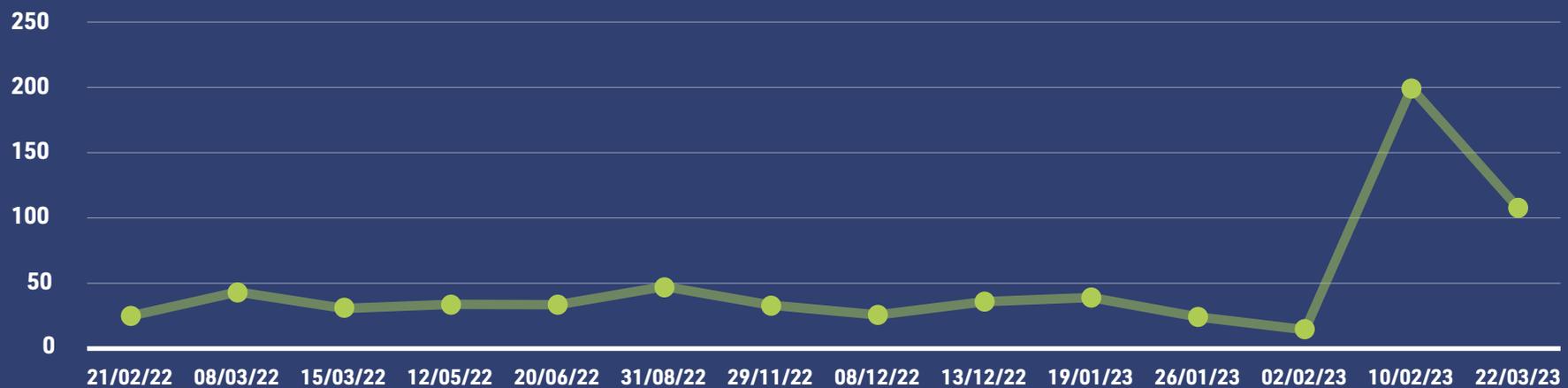
The events areas of focus were:

FEB 22 — Learning from Excellence

MAR 22 — Two workshops on the Art of Communication

MAY 22 — Learning from NI Q Exchange Projects

JUN 22 — Workshop on Appreciative Inquiry

AUG 22 — Learning from the IHI International Forum in Gothenburg

NOV 22 — Engaging junior HSC staff in QI

DEC 22 — Learning from HSCQI Award winners

JAN 23 — Two workshops on the Art of Communication

FEB 23 — Learning from HSCQI Award winners

FEB 23 — Hybrid workshop on Creating Energy for Change.

See next page for information on this workhop.

MAR 23 — Making data count

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Creating Energy for Change

On the 10/02/23 HSCQI hosted a hybrid HSC QI Alumni workshop in partnership with the Western Health and Social Care Trust QI team. This workshop,'Creating Energy for Change', was delivered by Professor Helen Bevan, OBE and attracted more than 200 participants. During this interactive workshop Helen discussed how energy, more than any other factor, makes the difference between improvement activities that are enacted and sustained and those that fizzle out. Participants were challenged to think about the different types of energy they bring to improvement work and to their teams. During breakout sessions, participants explored the five energies of high performing teams: intellectual, physical, spiritual, social and psychological.

Details and resources aligned to these Alumni events can be found **HSCQI Alumni Evaluations and Resources - HSCQI (hscni.net)**

Helen is pictured here with Louise O'Dalaigh, Western Health and Social Care Trust and Dr Aideen Keaney, Director HSCQI

CREATING ENERGY FOR CHANGE EVALUATION
WITH PROFESSOR HELEN BEVAN, OBE

VENUE:
Western Health and Social Care Trust HQ and online

GUEST SPEAKER:
Helen Bevan, OBE

TOPIC:
Building energy for change

295
PEOPLE REGISTERED TO ATTEND

Over 200
PEOPLE ATTENDED 30 IN PERSON AND OVER 170 ONLINE

55 (27%)
COMPLETED EVALUATION

98%
RATED GUEST SPEAKER AS GOOD OR VERY GOOD

ONE WORD TO DESCRIBE HOW TODAY MADE YOU FEEL

regarding
enlightening
overwhelmed
change
reflective
positive
considered
excellent
slightly
energised
validated
inspired
valued
energising
thoughtful
energetic
motivated
connected
recharged

4 QUALITY IMPROVEMENT METHODOLOGIES AND BUILDING QI CAPABILITY

4.1 QI Training review

A key driver within the HSCQI Vision and Strategy 2022-2024 is that HSCQI is to recommend appropriate QI methodologies and continue to build QI capability in order to mobilise the agency of QI-trained staff across the region. Recognising that there is variation in QI training, capacity and capability across HSC, HSCQI embarked upon a review of QI training across the region.

In December 2022, a HSCQI QI Training Review Sub Group was established. Membership of the sub-group includes representatives of the QI teams in all of the HSC Trusts. The sub-group has commenced work to:

- Map the type and amount of QI training provided to date for HSC staff across NI at each of the levels of the

Quality 2020 NI Attributes Framework and Key Principles document

- Explore how we can support the transfer of learning from QI training into practice and leverage the capacity of QI-trained staff
- Recommend future QI training approaches that maximise resources and deliver value to the HSC system.

4.2 HSCQI Scottish Improvement Leaders Programme (ScIL) Cohort 38

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 Q2020: Key principles for the design, content and delivery of learning and development programmes relating to the Q2020 Attributes Framework for Health and Social Care.

In June 2022, members of staff from across HSC commenced Cohort 38 of the HSCQI ScIL programme.

The course was hosted virtually and jointly facilitated by faculty from NHS Education for Scotland (NES) and the HSCQI Network.

As part of the programme, each participant is required to undertake a QI project to apply their learning.

For Cohort 38, these projects were aligned to the regional focus of Timely Access to Safe Care.

This Cohort is due to graduate in June 2023 at a combined event with the TASC projects to maximise learning opportunities.

4.3 Scottish Quality and Safety Fellowship (SQSF)

The Scottish Quality and Safety Fellowship Programme (SQSF) is a quality improvement and clinical leadership course. It is managed by a number of Scottish Public Service Improvement partners and is aligned to a Level 3 QI qualification Q2020: Key principles for the design, content and delivery of learning and development programmes relating to the Q2020 Attributes Framework for Health and Social Care.

SQSF aims to develop and strengthen clinical leadership and improvement capability. The programme is aimed at healthcare staff who currently undertake clinical practice and have a direct influence on improving the delivery of safe patient care, as well as staff in clinical professions (e.g. medical, nursing, pharmacy, AHP, healthcare scientists, ambulance) who do not currently deliver hands-on care but do have a role in improving patient care or safety.

Participants are expected to undertake their own improvement project throughout the duration of the programme. In addition to the taught programme there are opportunities for local, national and international networking.

Five members of staff from Northern Ireland commenced Cohort 13 of the programme in October 2021-September 2022 and six members of staff commenced Cohort 14 in October 2022. Recruitment for Cohort 15 commenced in February 2023 and will be completed in June 2023.

> Learning from SQSF participants is shared locally in Trusts and regionally through HSCQI events.

SQS Fellowship

4.4 Medical Students Selected Study Component in Patient Safety and Quality Improvement

First year medical students at Queen's University Belfast are offered a choice of Student Selected Component in Semester 2. This is an opportunity to study a topic in depth, accounting for one quarter of the work for that semester over a 10-week period from January to April. In 2022 and 2023, HSCQI coordinated a module on Patient Safety and Quality Improvement. The module consisted of seminars, taught sessions, web-based learning and completion of a quality improvement project in small groups. Assessment consisted of a written assignment and presentation of a group quality improvement project. Thirteen students completed the module in April 2022 and another thirteen students aim to complete the module in April 2023.

Feedback from the module has been positive with participants reporting that it was engaging, interactive and relevant. The group project provided an opportunity for students to learn how to structure a QI project, put their learning into practice and achieve real results.

4.5 Spreading the QI story

In addition to formal teaching programmes the HSCQI Network has, in response to requests, provided advice and delivered bespoke QI sessions across the HSC to enhance QI knowledge and share the learning from regional QI work.

In 2022/23 these included:

- Evaluation of the PHA *"Board Buddy"* pilot following a request from PHA CEO
- Engagement with the PHA Health Protection team
- Engagement with and provision of teaching resources for Primary Care
- Delivery of a QI "Lunch and Learn" session for BSO teams
- Delivery of a HSCQI session at the Northern Ireland Medical and Dental Training Authority (NIMDTA) ADEPT programme and acting as judge on the NIMDTA ENGAGE programme assessment panel
- Delivery of QI teaching at a District Nursing programme at the Ulster University
- Engagement with the NI Hospice
- Delivery of a HSCQI Strategy presentation at a "QI Talk time" session for colleagues in the Republic of Ireland
- Speaking at Trust QI celebration and recognition events.

A summary of the ad hoc requests received by HSCQI Hub (January 2022 – end March 2023) is displayed below in a Pareto chart.

Requests into HSCQI Hub by Organisation
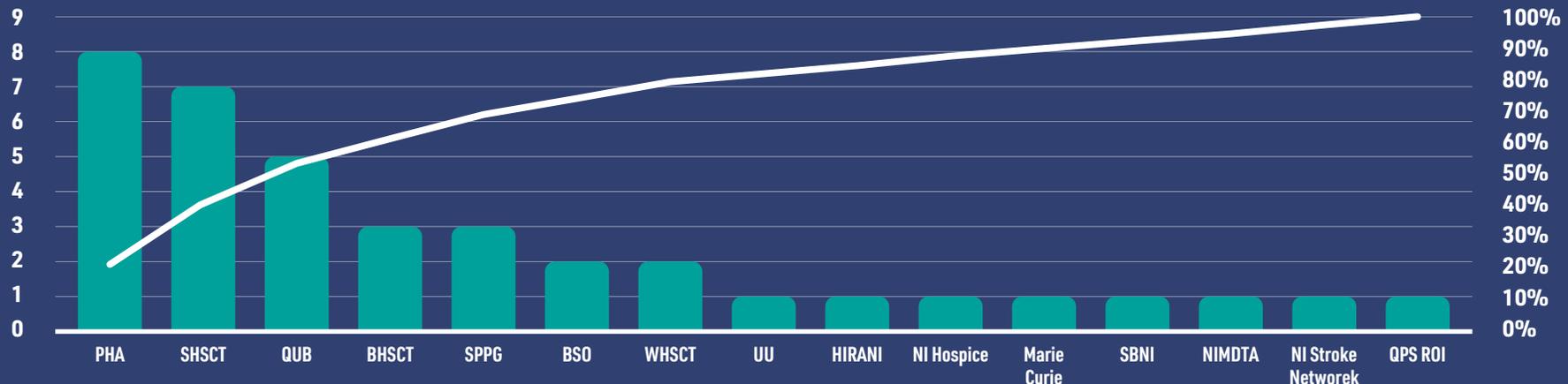
5 PARTNERSHIP AND CO-PRODUCTION

5.1 Walk and Talk Improvement Podcasts with the National Quality and Patient Safety Directorate (NQPSD) in the Republic of Ireland

The All-Ireland Podcast "Walk and Talk Improvement" was a collaboration between HSCQI and the NQPSD in the Republic of Ireland.

The aim of the podcast was to improve patient care by capturing the personal stories of people who work in and use health services, and make these conversations available through an easily accessible communication platform: podcasting. The podcast was co-designed with patient partners, HSCQI and the NQPSD.

The podcast series was launched on 13th Sept 2022 for World Patient Safety Day. Six episodes have been released thus far. Since its launch, there have been over 1300-episode downloads within the timeframe of this report.

The first six episodes are:
1. The importance of patient partners
2. Stories, insights and learning from healthcare colleagues
3. Reducing Harm in Healthcare: Recognising the deteriorating patient
4. Using Data to Improve: "No data without stories, no stories without data"
5. Human Factors: designing for people
6. Leaders on Leadership: Travelling their paths on quality and safety.

Episodes can be accessed here

5.2 Q Exchange Programme

Q is led by the Health Foundation and supported by partners across the UK and Ireland

The Health Foundation Q Community has members from across the UK and Ireland who utilise opportunities to collaborate to improve the safety and quality of health and care. In Northern Ireland there are approximately 250 HSCQI Q members. Part of the Q Community is "Q Exchange" which offers Q members the opportunity to develop project ideas and submit bids for funding.

In 2022, 20 project ideas from across the UK and Ireland were funded on the theme 'Bringing together the worlds and methods of improvement and digital, to enable better outcomes and faster, more sustainable change'. Three QI projects from the Southern Health and Social Care Trust (SHSCT) were successful in securing this funding.

See next page for details:

ProJect B+: Reducing blood testing related distress in children.

This project aims to improve the experience of blood tests and reduce distressing experiences for children, parent/caregivers and healthcare staff through the use of Virtual Reality, further staff training and environmental improvements in the hospital setting. Initial experiences for children, their families and carers have been positive.

Competence, Confidence and Complex Needs Children project.

This project aims to ensure just-in-time training required for the safe care of children with nursing needs at home, school and community settings is engaging, easily accessible and expedites integration.

Getting kids hands on for their heart project.

This project aims to improve patient safety regarding initiation and monitoring of prescribed medication and adherence to NICE and other clinical guidance through improved clinical monitoring of the heart via digital innovations.

Project B+ Video 1

Project B+ Video 2

Competence, Confidence and Complex Needs Children

5.3 NICON22

Following the success of HSCQI's contribution to the NICON21 virtual conference and discussions at the HSCQI Leadership Alliance, it was agreed that the HSCQI Hub should engage with the NICON team to input into the 2022 conference programme. This two-day in-person event provided HSCQI with a platform to raise awareness of QI and to showcase some of the important, person-centered QI work making a difference to service users and carers across the region.

The HSCQI Hub engaged with members of the HSCQI Network to design, host and deliver three sessions at the conference which included the presentation of the HSCQI 2022 Awards.

HSCQI SESSIONS AT NICON 22

Shaping the road to recovery – supporting honest conversations

In this session, colleagues were invited to join with members of the HSCQI Hub team and guest speaker David Buggie (Lacerta Consulting) to explore the use of an Appreciative Inquiry (AI) approach to:

- build a culture of openness
- listen to what matters to our staff, service users and carers
- build trust, inspire and encourage new opportunities to co-design the transformation of Health and Social Care.

DESTINY create what will be

DESIGN determine & develop what should be

APPRECIATIVE INQUIRY (AI)

DISCOVERY explore & appreciate what is

DREAM imagine & debate what might be
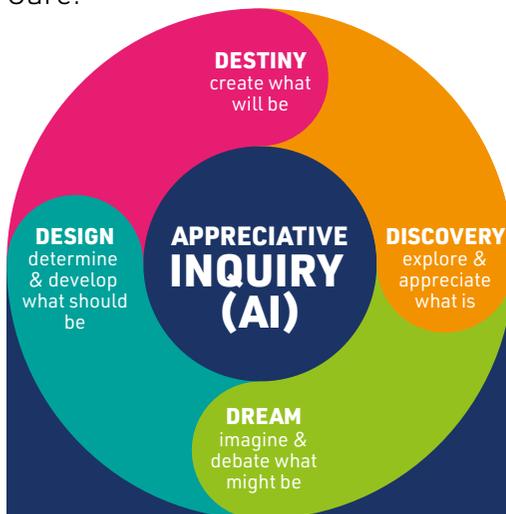
Annual HSCQI Awards Celebration and Showcase

Chaired by Dr Aideen Keaney, Director HSCQI. Master of Ceremony – Mark Carruthers, Broadcaster

The HSCQI Awards recognised the use of QI approaches to transform services. At this session the eight winners of the HSCQI 2022 Awards were announced and teams were able to share, in conversation with Mark Carruthers, how their winning projects were able to drive change and improvement in health and social care services. Details of award winners can be found in the Leadership section of this report. (add link once the design is complete)

Jackie pictured above with Sarah Rutherford

Making Quality Improvement Accessible

Chaired by Dr Jackie McCall, Clinical Lead, HSCQI Hub.

Session presenters: Sarah Rutherford, medical student QUB. Carol Lutton, Associate Improvement Advisor, South Eastern Health Social Care Trust and Gerard Enright, Improvement Facilitator, Southern Health Social Care Trust Trust.

At this session, participants were invited to join with colleagues to find out more information on how QI teams are working together to make QI more accessible to students during their placements, staff via digital platforms and traditionally underrepresented groups. The session was designed partly in response to a question raised by a participant at NICON21 who asked how could we better engage students in QI work.

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5.4 Health Improvement Alliance Europe (HIAE)

The HIAE is a coalition of leaders united for change, driven by collaboration, and focused on achieving health and health care results. The coalition aims to create new delivery models relevant to European health systems, and achieve the best health and best care at an affordable cost in the face of changing demographics, increasing chronic illness, and economic challenges.

As members of HIAE, HSCQI has access to three in-person multi-day meetings across Europe, a series of All-Alliance Webinar meetings and collaborative workgroups. Members also have access to HIAE/IHI community platforms, enabling connections and networking with European QI partners.

An evaluation of HIAE membership was conducted by the HSCQI Hub in March 2023. Respondents (representing the nine HSC organisations who are currently HIAE members), identified benefits for continued membership including the opportunities to connect and network beyond regional/national boundaries through this shared platform to learn from a Europe-wide QI community. HSC staff value the learning shared by other countries, where QI approaches have been used to address common challenges that apply to the HSC system.

Institute *for* Healthcare Improvement

5.5 International Forum on Quality & Safety in Healthcare

In June 2022, 21 delegates from Northern Ireland, representing the HSC QI Community attended the International Forum on Quality & Safety in Healthcare. The purpose of the International Forum on Quality and Safety in Healthcare is to bring together the Quality Improvement community in a festival of learning that will give delegates the tools and inspiration to create meaningful change. During the three days of the conference, leaders at the forefront of the healthcare improvement movement provided inspiration and guidance on ways to achieve better outcomes for patients and communities.

The key topics addressed were:

- How can we create fairer systems to tackle the inequalities in health?
- How can we build more integrated health and care systems that focus on giving the right care at the right place at the right time?
- How do we work in partnership with patients, carers and service users?
- What do we do about the backlog of non-COVID care, and the emerging consequences of the pandemic?
- How can human factors, appreciative inquiry and learning from error help us build stronger cultures of safety?
- What does sustainability mean for health and care, and how can we unite to tackle the climate emergency?

During the conference, HSCQI Network delegates connected for "regional face to face huddles" which enabled NI HSC staff to connect, share experiences and reflect on session content together.

Following the conference, delegates shared their learning locally within their own organisations and regionally through a HSCQI regional learning session in August 2022.

5 PARTNERSHIP AND CO-PRODUCTION

5.6 HSCQI Strategy highlighted during World Quality Week

During World Quality Week (WQW) 7th-11th November 2022, the HSCQI Network promoted the HSCQI Strategy *Moving Forward, Shaping the Journey*, by featuring its launch at WQW events. The regional HSCQI messaging focused on the strategy as 'a significant enabler in the HSC transformation journey'. There was engagement on the HSCQI Twitter channel to support WQW activity and Trusts also used their internal communications channels and social media channels to reinforce the messaging.

Trusts hosting WQW events highlighted and celebrated improvement projects underway and raised awareness of QI resources and training opportunities. On World Quality Day Trusts also launched their Annual Quality Reports.

Click on images to read reports.
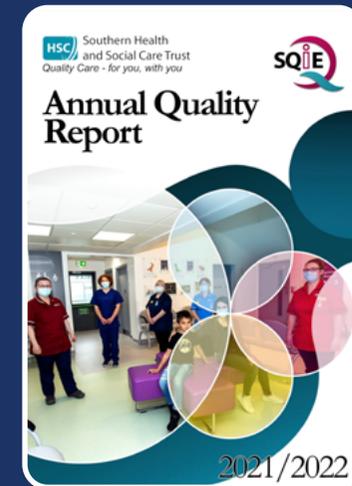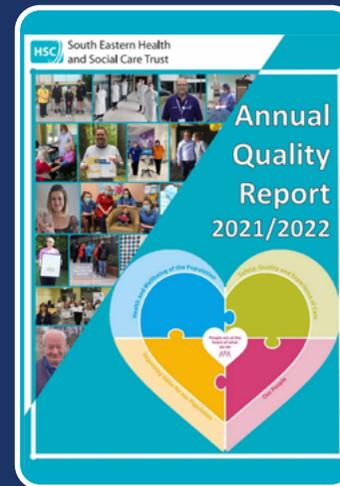
5 PARTNERSHIP AND CO-PRODUCTION

5.7 Communications Strategy

During 2022/23 the HSCQI Network developed the HSCQI Communication and Engagement Strategy to ensure that HSCQI communications activity strategically supports the implementation of the HSCQI Strategy "Moving Forward, Shaping the Journey 2022 - 2024".

The objectives of the Communication and Engagement Strategy are to:

- Develop communications plans to support the implementation of key programmes within the HSCQI Strategy
- Integrate communications into all HSCQI planning processes and enable opportunities to share learning and improvement stories system-wide
- Build greater system-wide understanding of the role of HSCQI
- Build the HSCQI brand across the HSC system, nationally and internationally

The HSCQI Communications Ambassadors Group was established in September 2022 to enhance joint communications working and engagement across HSC.

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HSCQI Strategy 2022-2024: Moving Forward Shaping the Journey (2022)
Available **HSCQI Strategy 2022-24 - HSCQI (hscni.net)**

GLOSSARY

ADEPT	Achieve Develop Explore Programme for Trainees - Clinical Leadership Fellow Programme
BHSCT	Belfast Health and Social Care Trust
BSO	Business Services Organistion
CDO	Chief Dental Officer
CEO	Chief Executive Officer
CMO	Chief Medical Officer
CNO	Chief Nursing Officer
CPO	Chief Pharmaceutical Officer
CSWO	Chief Social Work Officer
Driver Diagram	A driver diagram is a visual display of a team's theory of what "drives," or contributes to, the achievement of a project aim. It is plan on a page
DV	Delivering Value
Health Foundation	Independent charitable organisation working to build a healthier UK
HIAE	The Institute for Healthcare Improvement (IHI) Health Improvement Alliance Europe is a coalition of leaders united for change, driven by collaboration, and focused on achieving health and health care results
HSC	The Health and Social Care system for Northern Ireland

GLOSSARY

HSCQI Alumni	Staff and Service Users/Carers across the region who have completed Level 3 QI training
HSCQI Hub Team	The HSCQI Hub team is a Directorate within the PHA
HSCQI Leadership Alliance	The overarching HSCQI Leadership Alliance includes all Trust CEOs, CEOs from the PHA, HSCB and BSO and Departmental Chief Professional Officers and a Service User/Carer
HSE	The Health Service Executive provides health and social services to everyone living in the Republic of Ireland
IHI	Institute for Healthcare Improvement
Learning System	A Learning System can be described as a system in which outcomes and experience are continually improved by applying science, informatics, incentives and culture to generate and use knowledge in the delivery of care
NHSCT	Northern Health and Social Care Trust
NIAS	Northern Ireland Ambulance Service
NIMDTA	Northern Ireland Medical and Dental Training Agency
NQPSD	National Patient Quality and Patient Safety Directorate
PHA	Public Health Agency
Q Community	A connected community working together to improve health and social care quality across the UK and Ireland
Q Exchange	Q Exchange is Q Community's funding programme funded by the Health Foundation and NHS England and NHS Improvement

GLOSSARY

QI	Quality Improvement
QI leads	A regional group of QI experts known as the HSCQI Leads Group
Quality 2020	A ten year strategy to protect and improve quality in health and social care in Northern Ireland
RCGP	Royal College of General Practitioners
RQIA	Regulation and Quality Improvement Authority
ScIL	Scottish Improvement Leaders
SEHSCT	South Eastern Health and Social Care Trust
SHSCT	Southern Health and Social Care Trust
SPPG	Strategic Planning and Performance Group of the Department of Health
SQSF	Scottish Quality and Safety Fellowship Programme
TASC	Timely Access to Safe Care
THIS Institute	The Healthcare Improvement Studies Institute
TMSNI	Transforming Medication Safety Northern Ireland
WHSCT	Western Health and Social Care Trust
WQW	World Quality Week

Any request for the document in another format or language will be considered.

HSCQI
Inspire • Connect • Improve

HSC Public Health Agency

September 2023