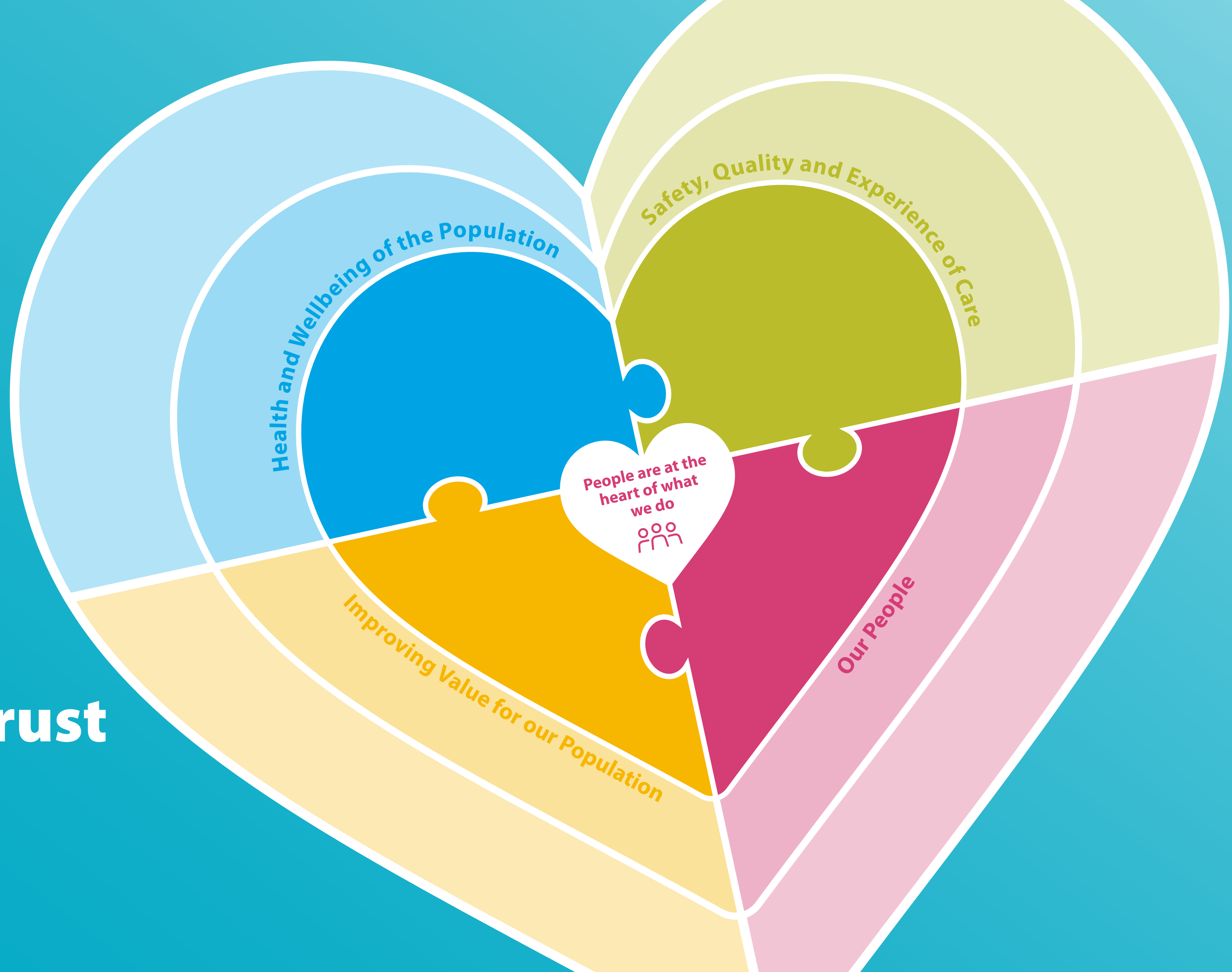




South Eastern Health and Social Care Trust

Quality 4 All

South Eastern HSC Trust Quality Strategy 2021-2026



A great place to **Live**

A great place to **Work**

A great place for **Care & Support**

Introduction



The South Eastern HSC Trust is committed to providing our service users and staff with a great place to live, a great place to work and a great place for care and support. Our quality strategy *Quality 4 All* outlines the vision, aim and approach we will take to deliver the best care and continuously focus on improving our services.

Over the past ten years improving Safety, Quality and Experience has been a top priority for the Trust. During this time we have focused on creating the conditions, developing our staff and demonstrating improved outcomes through the use of evidence based improvement approaches.

Our sustained focus on quality improvement and innovation enabled us to respond to the challenges of the Covid pandemic. We have learnt that our investment in quality improvement and innovation ensured we had a workforce who could change, improve and respond to the significant pressure and demands.

It is now time to accelerate our approach to a system wide level. *Quality 4 All* builds on the successes of the past 10 years and sets out the next steps on our journey to delivering the highest quality Health and Social Care for all.

This is centred on improving the health and wellbeing of the population; delivering safe, high quality care with the best service user experience; improving value; and attracting, retaining and developing our staff. *Quality 4 All* reflects this 'Quadruple aim'.

What Quality means to us

Our starting point for *Quality 4 All* was to listen and engage with our service users, staff and our other stakeholders; they shared key messages which have shaped the foundation of this strategy.

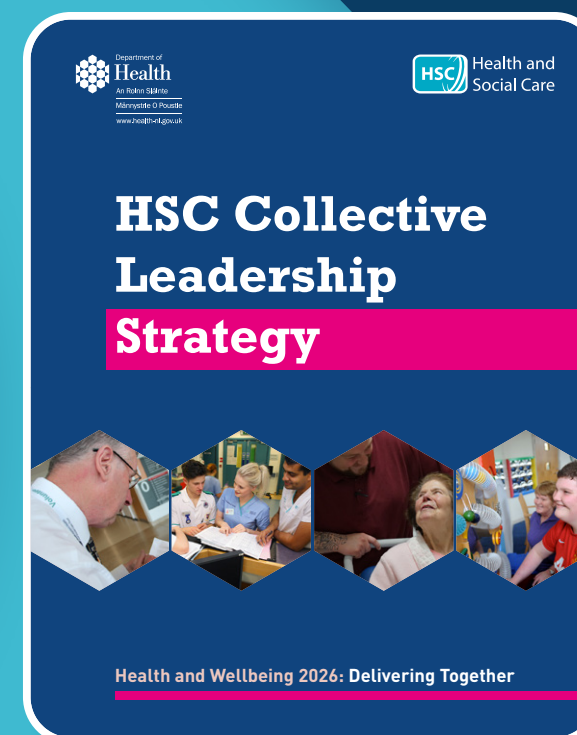
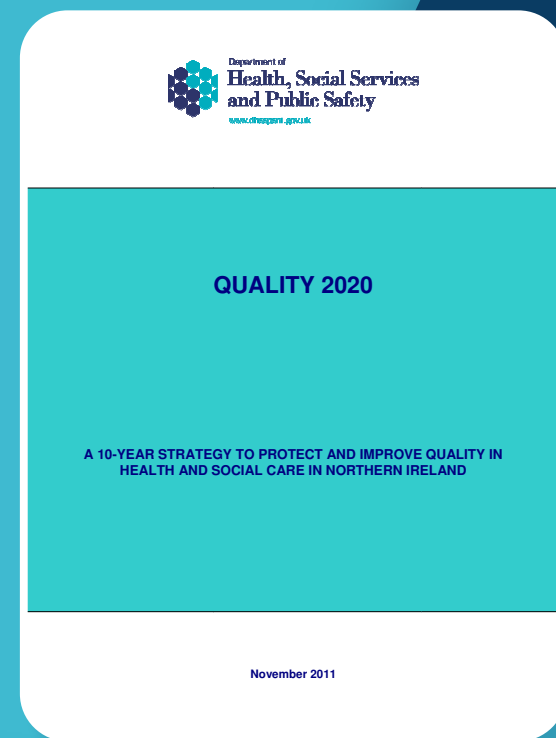


Based on what we have heard we have developed our Trust definition of Quality as:

How well our Health and Social Care Services meet the needs of our population; placing people at the heart of everything we do.

Quality 4 All

was influenced by local and regional plans and strategies including:



Our Vision

Our *Quality 4 All* vision is to deliver the highest quality services for our population. We have set out our ambitions for quality in a way that is designed to be meaningful to our service users, staff, carers, commissioners and other stakeholders.

Our strategy objectives are to:

Deliver safe, high quality and compassionate care for those we serve

Plan for the future with those who use our services

Support our staff and promote a culture of listening and learning

Adopt an evidence based approach in everything we do

Work in partnership to improve people's health and wellbeing

OUR
Quality 4 All
AIM

The aim of *Quality 4 All* is:

South Eastern HSC Trust is recognised as a high performing, learning organisation that delivers the highest quality Health & Social Care by:

Improving the Health and Wellbeing of our population

Improving the Safety, Quality and Experience of Care

Focusing on Our People

Delivering Value for our population

Our *Quality 4 All* aim places a focus on people and quality at the heart of everything we do. It ensures that as an organisation we judge the standard of our care across these 4 key areas, which are aligned to the IHI* Quadruple aim.

* Institute for Healthcare Improvement (IHI) is a recognized innovator, convener, and generous leader and a trustworthy partner. IHI provide expertise, help, and encouragement for anyone, anywhere who wants to profoundly change health and health care for the better.

How we will achieve our *Quality 4 All* aim

TO ACHIEVE THIS AIM...

WE NEED TO ENSURE THAT...

WHICH REQUIRES US TO...

**South Eastern
HSC Trust is
recognised as a
high performing,
learning organisation
that delivers the
highest quality
Health and
Social Care**

**We improve the health and
wellbeing of the population**



- Work in partnership to provide early help to improve people's wellbeing
- Take actions to measurably reduce health inequalities
- Support people to lead healthier lives, particularly those at risk of ill health

**We improve the safety,
quality and experience
of care**



- Strive to ensure the right care in the right place at the right time, every time
- Listen and learn from those who receive our care
- Improve service user experience and reduce harm
- Learn from when things go well and when things go wrong
- Promote opportunities to create and improve
- Use high quality evidence and analysis to continuously improve practice

**We deliver value
for our population**



- Make the best use of all resources
- Provide timely access to all services
- Increase the use of technology
- Continue to develop sustainable services
- Encourage staff to innovate and transform

**We focus on
our people**



- Understand what really matters to our people, be the best that we can be
- Continually develop ourselves and our teams
- Recognise ourselves and our teams for the job that they do
- Embed a culture where we all feel valued
- Encourage leadership at all levels
- Ensure service user and staff voices are central to our approach

How we will embed *Quality 4 All* across the organisation

Quality 4 All

is based on best practice for high performing organisations, which can be referred to as a **Quality Management System**, pulling together key corporate approaches such as **planning, control/assurance and improvement.**



Implementing a Quality Management System approach

To be truly effective at putting quality at the heart of what we do we are taking a coordinated approach to managing the quality of our services. The table below sets out how we will apply a system-wide approach to adopt Quality across all areas of our organisation.

Who is involved	Quality Planning	Quality Control	Quality Improvement
Patients, Families and Communities	Offer input to inform strategy	Offer feedback on quality experience to inform performance	Engage as co-producers in Quality
Our Staff	Inform plans and requirements to meet the needs locally	Identify and solve problems as they arise and escalate as necessary	Lead and engage in local Quality activity and identify areas for improvement
Team Leaders	Translate strategy into a plan for the team and outline requirements for execution	Monitor performance and direct solutions, escalate problems as necessary	Lead Quality programmes and capture ideas for potential work
Senior Managers	Work with Executives and Team Leaders to articulate how to execute the strategy	Identify cross-cutting problems and trends, close feedback loops	Sponsor Quality programmes, lead cross-cutting Quality efforts
Executive Leaders	Identify priorities and develop strategy	Mobilise resources to address emergent and cross-cutting problems	Sponsor and commission prioritised projects
Trust Board	Ensure strategy is quality centric	Review quality performance regularly	Review performance of major Quality Initiatives regularly

Adopting a Quality Management System in Health and Social Care requires long-term commitment and a shared determination to succeed in achieving our vision. This approach will support the development of a shared understanding of the organisational priorities and how to address them.

Adapted from Sampath B, Rakover J, Baldoza K, Mate K, Lenoci-Edwards J, Barker P. Whole System Quality: A Unified Approach to Building Responsive, Resilient Health Care Systems. IHI White Paper. Boston: Institute for Healthcare Improvement; 2021. (Available at www.ihl.org)

How we are going to implement *Quality 4 All* approach

To deliver the highest quality Health and Social Care services in our Trust we will:



Connect with our people

- ▶ Engage service users as our partners
- ▶ Support and enable staff to improve and innovate practice
- ▶ Provide access to information
- ▶ Ensure visible leadership for quality



Deliver on outcomes

- ▶ Understand the experience of our service as a first priority
- ▶ Adopt new ideas
- ▶ Manage scale-up of best practice
- ▶ Support the approach with appropriate resource such as data and analytics



Foster creativity and learning

- ▶ Support people to lead on innovative solutions
- ▶ Share learning within the Trust and wider
- ▶ Focus on promoting networks
- ▶ Shape our organisational culture to continue to listen and learn



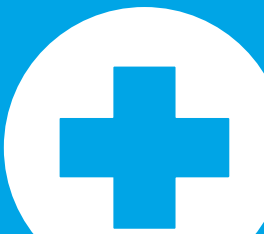
Focus on continuous improvement

- ▶ Develop capability based on organisational need
- ▶ Ensure transparent use of continuous data
- ▶ Provide appropriate tools and knowledge to analyse data
- ▶ Use tools to understand how systems connect

How we will know if we succeed

We will use a range of approaches to hold ourselves to account, to challenge ourselves to continually improve, and to let others evaluate our performance on core dimensions of quality across all settings of care. Over the next five years we will strive to:

Health and Wellbeing of Population



- ▶ Reduce health inequalities
- ▶ Improve prevention of physical and mental ill health
- ▶ Support people to lead healthier lives

Improving Value for our Population



- ▶ Modernise our services to improve service user experiences, outcomes and value for money
- ▶ Take action to ensure timely access to our services
- ▶ Ensure that sustainability is embedded in activities and partnerships

Safety, Quality and Experience of Care



- ▶ Ensure the safety of all those who use and deliver our services
- ▶ Improve the quality of care by measuring key indicators for the service user and those delivering our care
- ▶ Increase the number of service users sharing their experience of care and actively engaged in co-design, improvement and service change

Our People



- ▶ Increase learning opportunities and staff confidence in leading innovative change and improvement
- ▶ Achieve recognition as a quality employer through evidence based accreditation approaches
- ▶ Celebrate our achievements with our staff and continue to be an employer of choice