

Improvement Strategy 2022-25

1st year Report Out for LTHT
Board

30th November 2023



Dr. Magnus Harrison

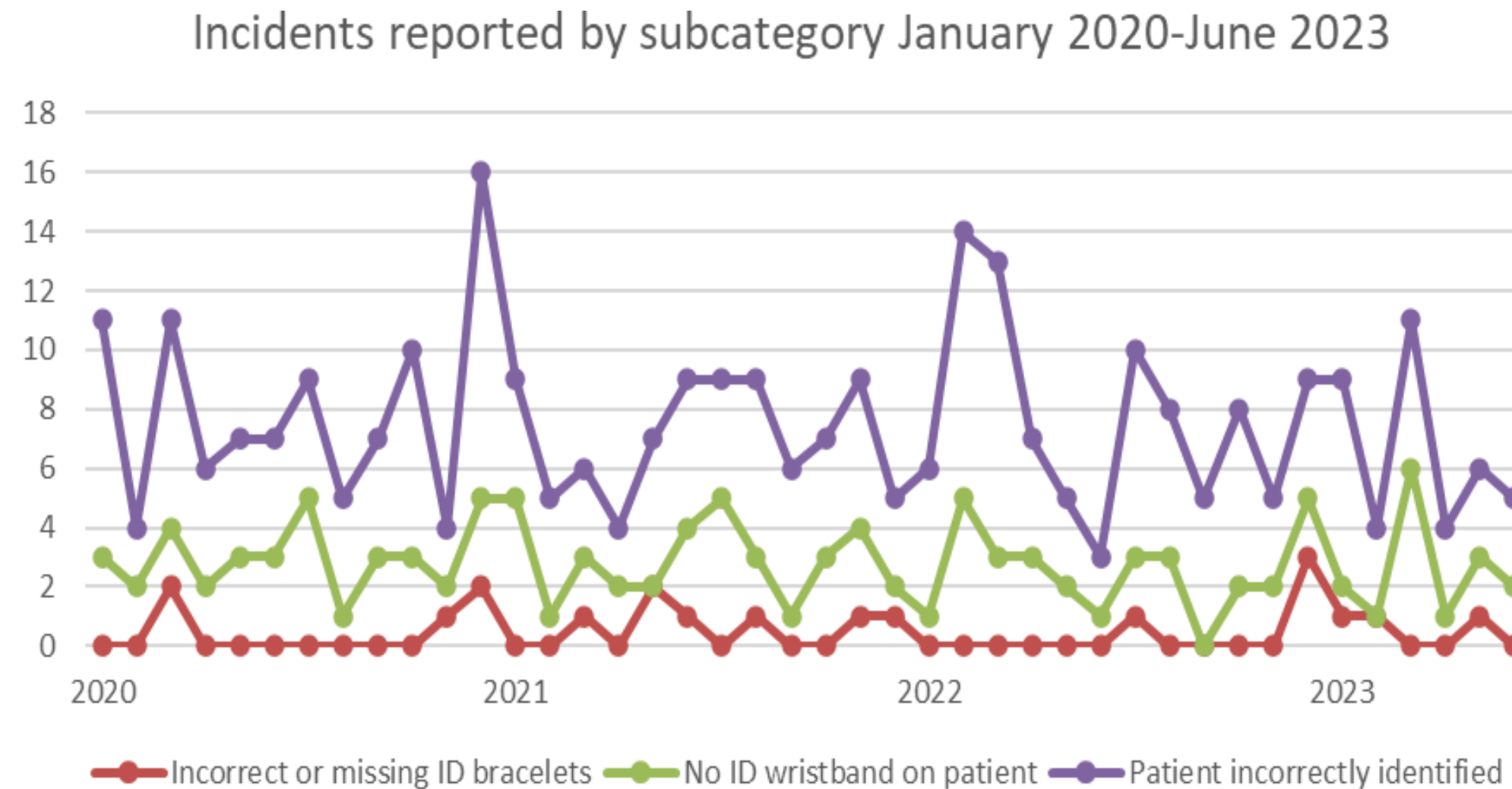
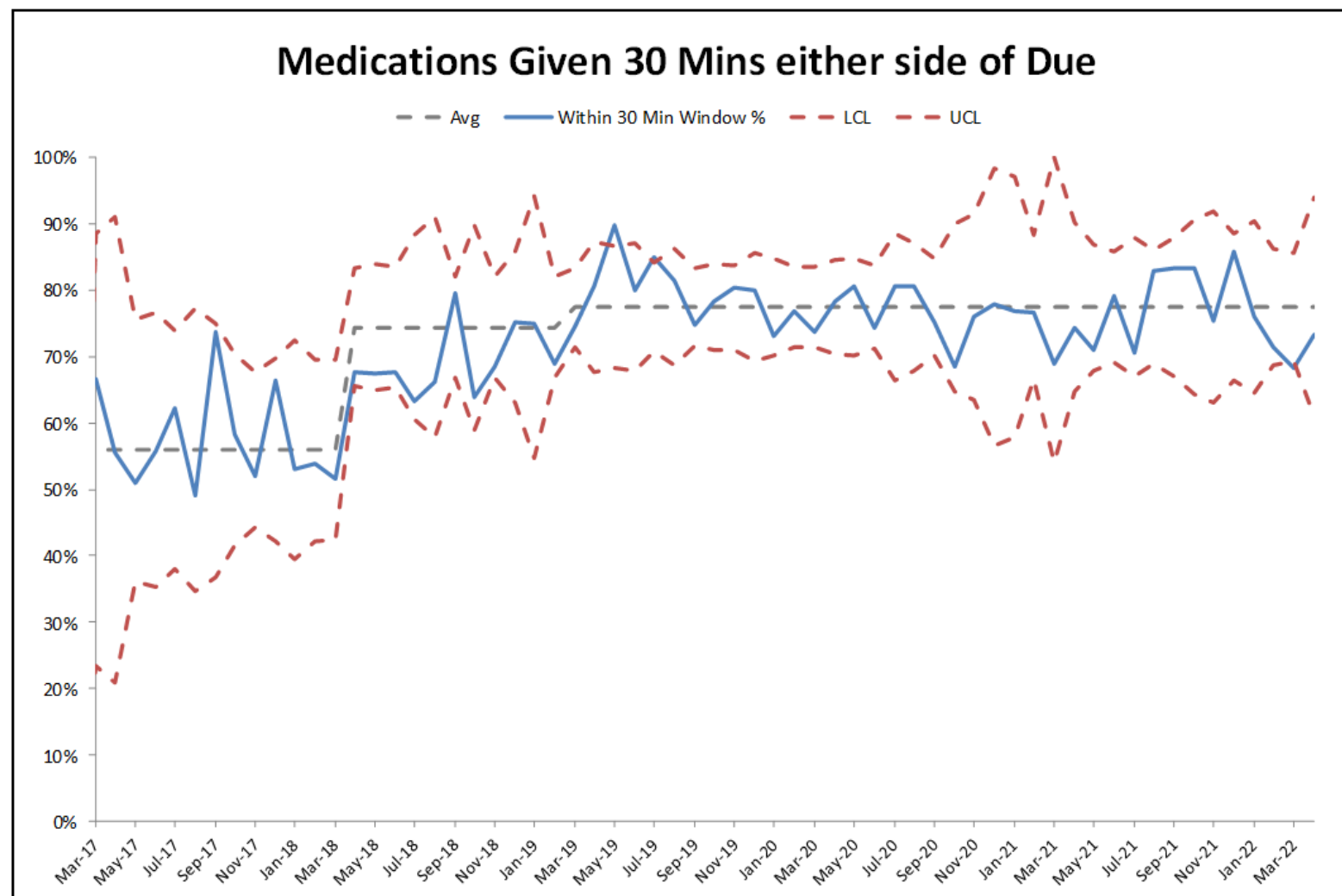
LTHT Improvement Strategy

Our 7 goals and ambitions to continually improve quality of care and services.



Goal 1: Improvement priorities driven by organisational intelligence and data

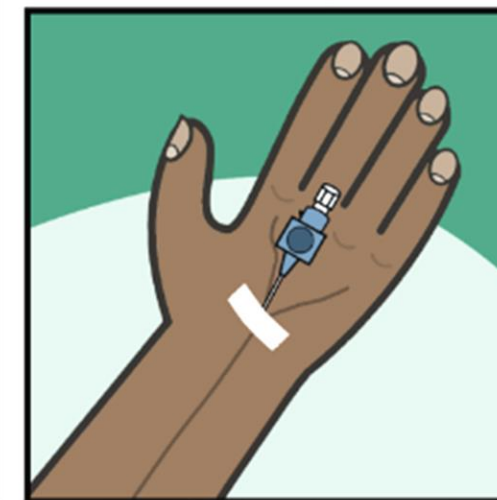
- QiSG provides accountability and senior leadership for the Improvement Strategy and programmes of work.
- This group considers the national agenda and reviews organisational data, PSIRF themes, harm data and improvement work to determine our key priorities and focus for improvement activity.
- For example, in 2023 we have stepped down 'meds on time' collaborative (improvements sustained) to enable focus on new areas such as patient positive identification, where PSIRF theme analysis suggests ongoing adverse events across the Trust.



Goal 2: Patients as equal partners

- Quality partners are trained alongside staff in Improvement methodology.
- They participate in a wide range of work including membership on QI collaboratives, Improvement Events, and developing training. One partner on HCAI collab has designed patient led intervention- “can my cannula come out?”
- A quality partner is a core member of QISG and this learning has helped us progress towards partners being integrated into other quality committees.
- We presented with one of our partners at the 2022 Patient Safety Congress about our Quality Partner programme.
- We have recently recruited a new cohort of partners to support our ambition that they become integral all our decisions and activities related to improvement.

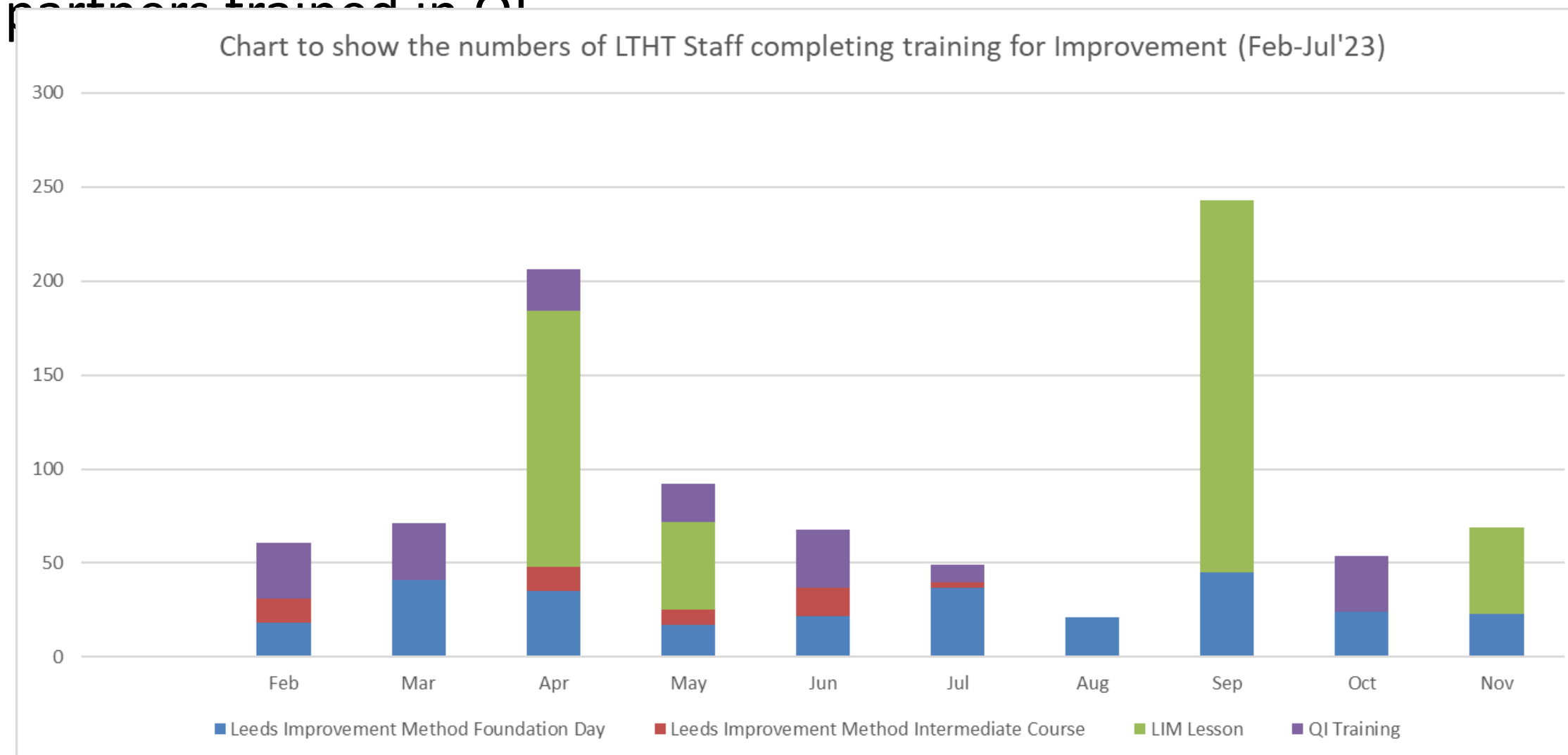
We know devices can be uncomfortable, so we encourage you to ask this question to your nurses and doctors during your treatment.



My cannula feels uncomfortable !!
Please can you check my cannula plan
Thank you

Goal 3: Developing our workforce improvement skills & capability

- **620** staff members have now completed LIM Foundation training (1-day) and this includes patient partners
- **1214** colleagues in Nursing and Administration roles have training in LIM and QI through the 'Excellence In ...' programmes.
- ~**300** people per year receive QI teaching with a high proportion of these being medical trainees and clinical staff. With **1715 current** staff and partners trained in QI
- Over 97% of participants are likely or very likely to recommend LIM training.
- Training offers use varied formats and platforms to suit different job roles and learning styles.
- All include signposting for colleagues to optional short learning modules around complementary tools and concepts.



Goal 4: Strengthening relationships in a supportive culture



The Leeds Teaching Hospitals NHS Trust

Search site...

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Home > Departments > Improvement at LTHT

Improvement at LTHT

The Leeds Improvement Method allows us to be more efficient with all of our resources and provide an improved experience and better outcomes for our patients. This is underpinned by The Leeds Way, our values, behaviours and culture.

Our approach to improvement at LTHT is delivered by the KPO (Kaizen Promotion Office) team and the QI (Quality Improvement) team to support improvement of services and eliminate waste across the trust.

Resources >	The KPO Team >	About the Leeds Improvement Method (LIM) >
Leeds Improvement Method Training >	Improvement Community >	The QI Team >
Our 7cs >	Leading the Leeds Way Management Fundamentals Toolkit >	

AQUIRE event

<https://www.eventbrite.co.uk/e/aquire-event-tickets-698397284077?aff=oddtcreator>

Audit, Quality Improvement, Innovation, Research and Evaluation

Launch
October 4th
3pm-5pm
R&I Centre SJUH



NHS
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Leading the Leeds Way Management Fundamentals Toolkit

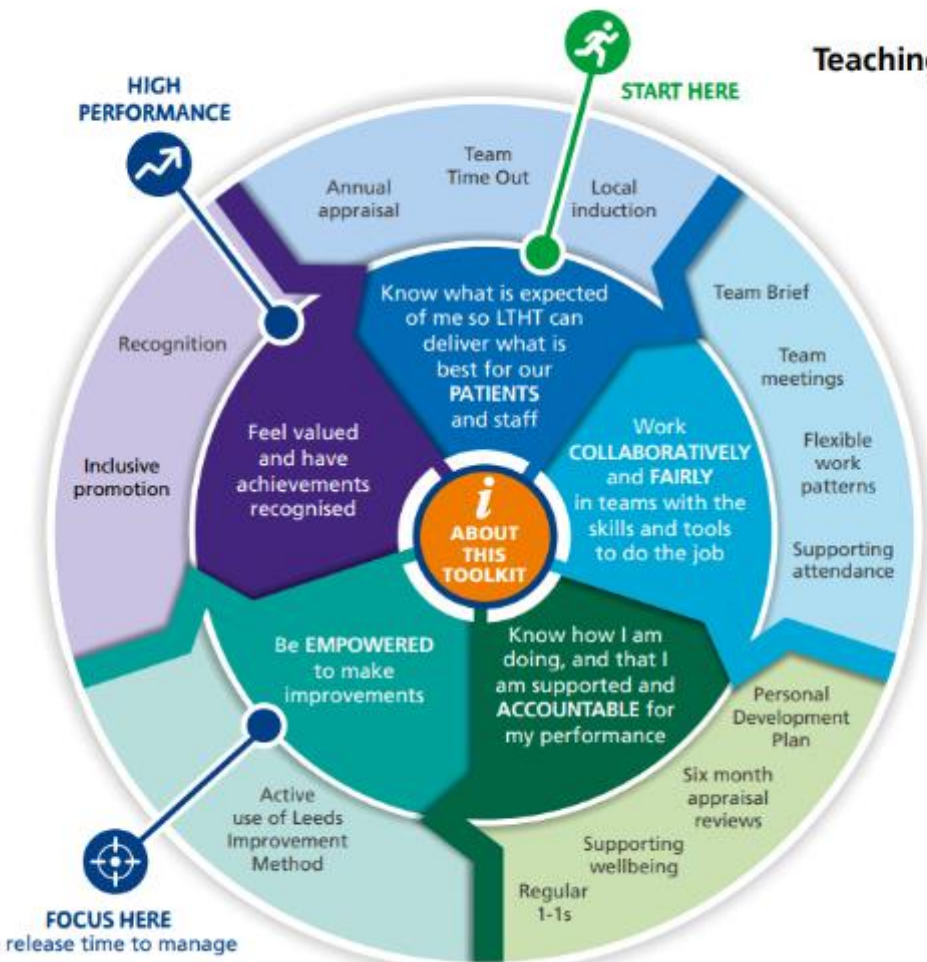
Sets expectations for good people management and brings together the tools to help

Using this tool

Click on the outer sections of the wheel for further information on that topic.

Click on the inner sections of the wheel to access the relevant tools.

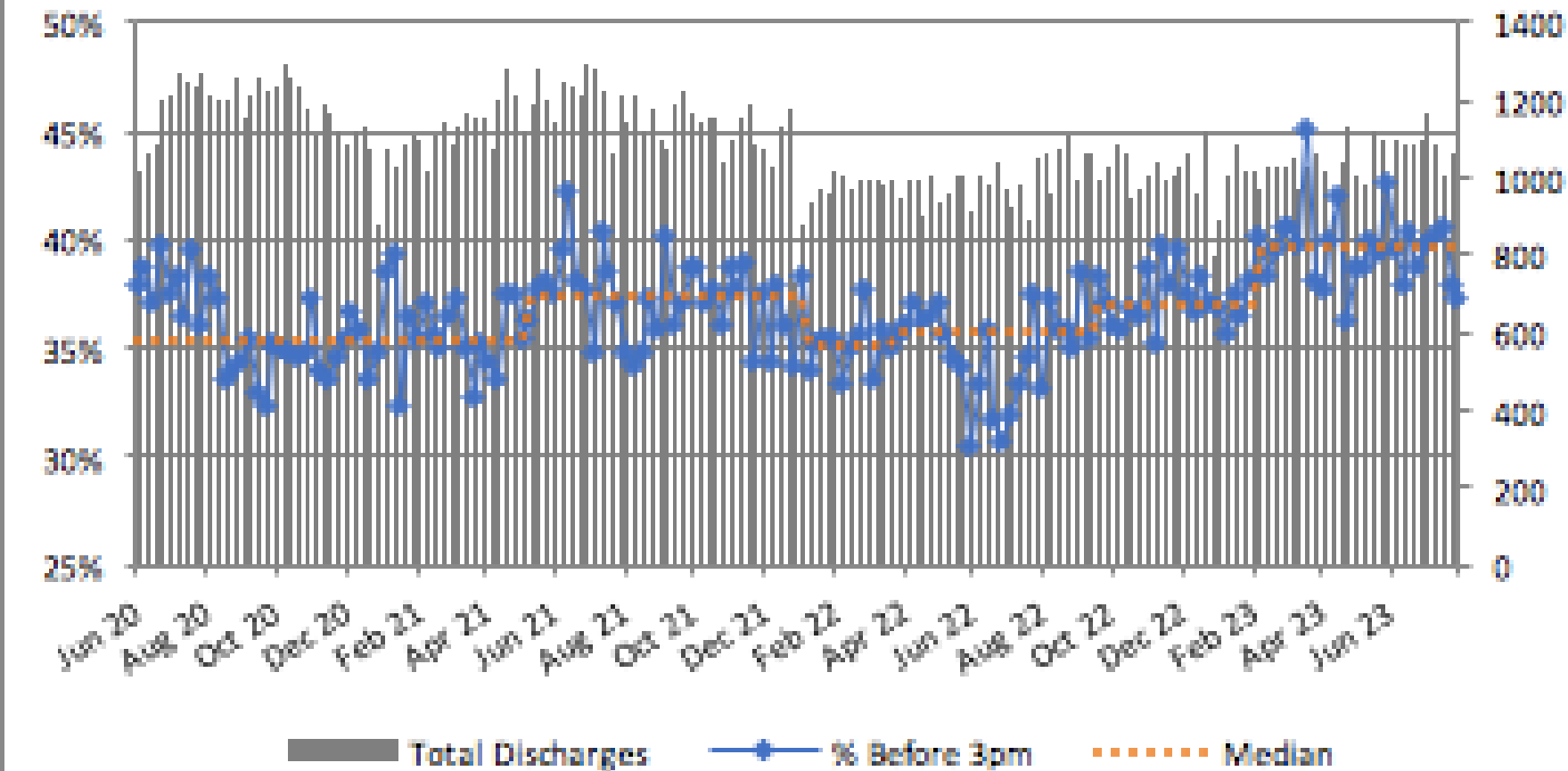
Please use Microsoft Edge or Google Chrome to open the external links contained within this toolkit.



The Leeds Teaching Hospitals NHS Trust

Goal 5: Recognition for measurement excellent

Trust Wide Discharges Before 3pm



Meaningful Metrics

5 domains:

- Quality ($x/y = z\%$)
- Delivery (Time)

Never underestimate the power of a good story.

John P. Kotter



- Service (Them)
- Morale (Us)
- Sustainability (£ / WTE)

Time of Discharge

Week Commencing 31st July 2023

			0%	0%	0%	0%	0%	1%	1%	1%	2%	3%	7%	13%	19%	26%	37%	51%	63%	75%	85%	92%	96%	98%	99%	100%
			12 AM	1 AM	2 AM	3 AM	4 AM	5 AM	6 AM	7 AM	8 AM	9 AM	10 AM	11 AM	12 PM	1 PM	2 PM	3 PM	4 PM	5 PM	6 PM	7 PM	8 PM	9 PM	10 PM	11 PM
Total:	1091	37%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%	4%	6%	8%	7%	11%	14%	12%	12%	11%	6%	4%	2%	1%	1%
Abdominal Medicine and Surgery	226	38%	0%	0%	0%	0%	0%	0%	0%	0%	1%	2%	4%	6%	3%	8%	12%	12%	11%	10%	14%	8%	3%	2%	3%	0%
Cardio-Respiratory	158	27%	1%	1%	0%	0%	0%	0%	0%	0%	1%	2%	1%	5%	4%	4%	8%	11%	14%	10%	17%	9%	7%	1%	1%	2%
Centre for Neurosciences	85	29%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%	4%	2%	7%	4%	11%	14%	15%	18%	12%	4%	5%	4%	0%	0%
Chapel Allerton Hospital	39	74%	0%	0%	0%	0%	0%	0%	3%	0%	0%	0%	8%	10%	5%	8%	41%	13%	0%	8%	5%	0%	0%	0%	0%	0%
Childrens	114	50%	0%	0%	0%	0%	0%	0%	1%	0%	0%	4%	6%	12%	11%	6%	10%	11%	13%	10%	6%	4%	3%	2%	0%	1%
Head & Neck	22	59%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	14%	27%	14%	18%	14%	5%	5%	0%	0%	0%	0%	0%
Institute of Oncology	130	35%	0%	0%	1%	0%	0%	0%	0%	2%	0%	2%	6%	6%	5%	5%	7%	17%	11%	12%	10%	7%	6%	0%	1%	1%
Speciality & Integrated Medicine	149	38%	0%	0%	0%	0%	0%	0%	0%	1%	0%	1%	4%	7%	7%	8%	10%	15%	15%	12%	7%	5%	3%	2%	3%	0%
Trauma and Related Services	74	26%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%	3%	3%	8%	8%	16%	14%	10%	9%	7%	7%	3%	0%	3%
Urgent Care	59	29%	0%	0%	0%	0%	0%	2%	0%	0%	0%	2%	3%	0%	7%	8%	7%	12%	8%	17%	8%	10%	3%	7%	5%	0%
Womens	35	49%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	9%	6%	29%	20%	6%	14%	3%	3%	3%	3%	0%	0%

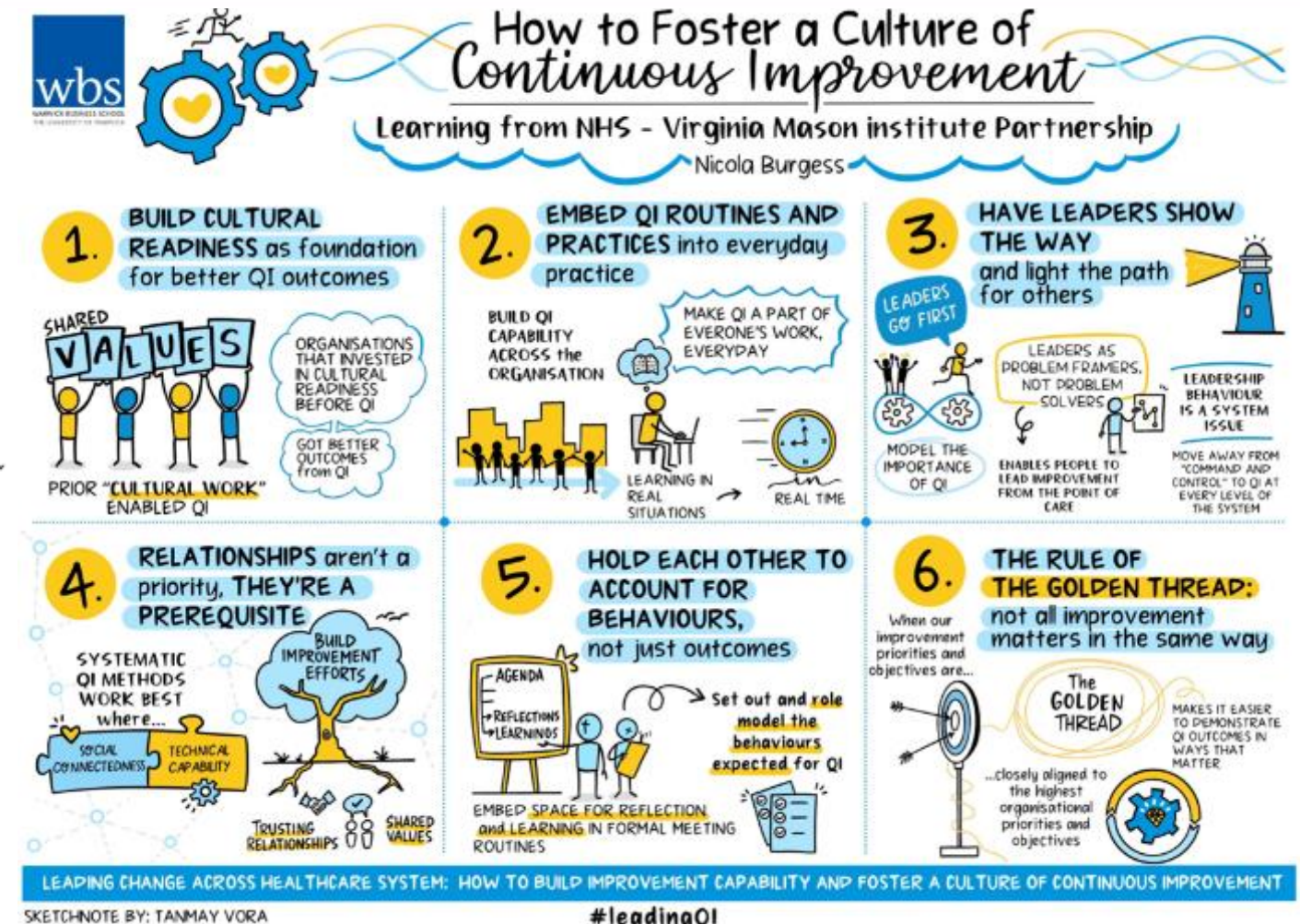
Goal 6: Celebration and spread of improvement

- We have held 2 open days sharing our learning related to Continuous improvement across the system and due to huge interest will be running a further virtual event in 2024 with Health foundation
- The Trust is exploring the opportunity to become a preferred partner with the Virginia Mason Institute, co-delivering structured support to other organisations
- LTHT has contributed research by Warwick Business School that has heavily influenced the new NHS Impact (**Improving Patient Care Together**) agenda.
- The QI Collaborative for Discharge has presented at national and international conferences including winning a national prize
- The QI Falls Collaborative have seen a statistically significant reduction in falls per 1000 bed days and shared their learning at a number of national conferences



The NHS improvement approach

NHS England will set an expectation that all NHS providers, working in partnership through integrated care systems, will embed a quality improvement method aligned with the NHS improvement approach. This will inform our ways of working across services at every level of place: primary care networks, local care networks, provider collaboratives and integrated care systems. It will require a commitment from NHS England itself to work differently, in line with the new NHS operating framework.



Community

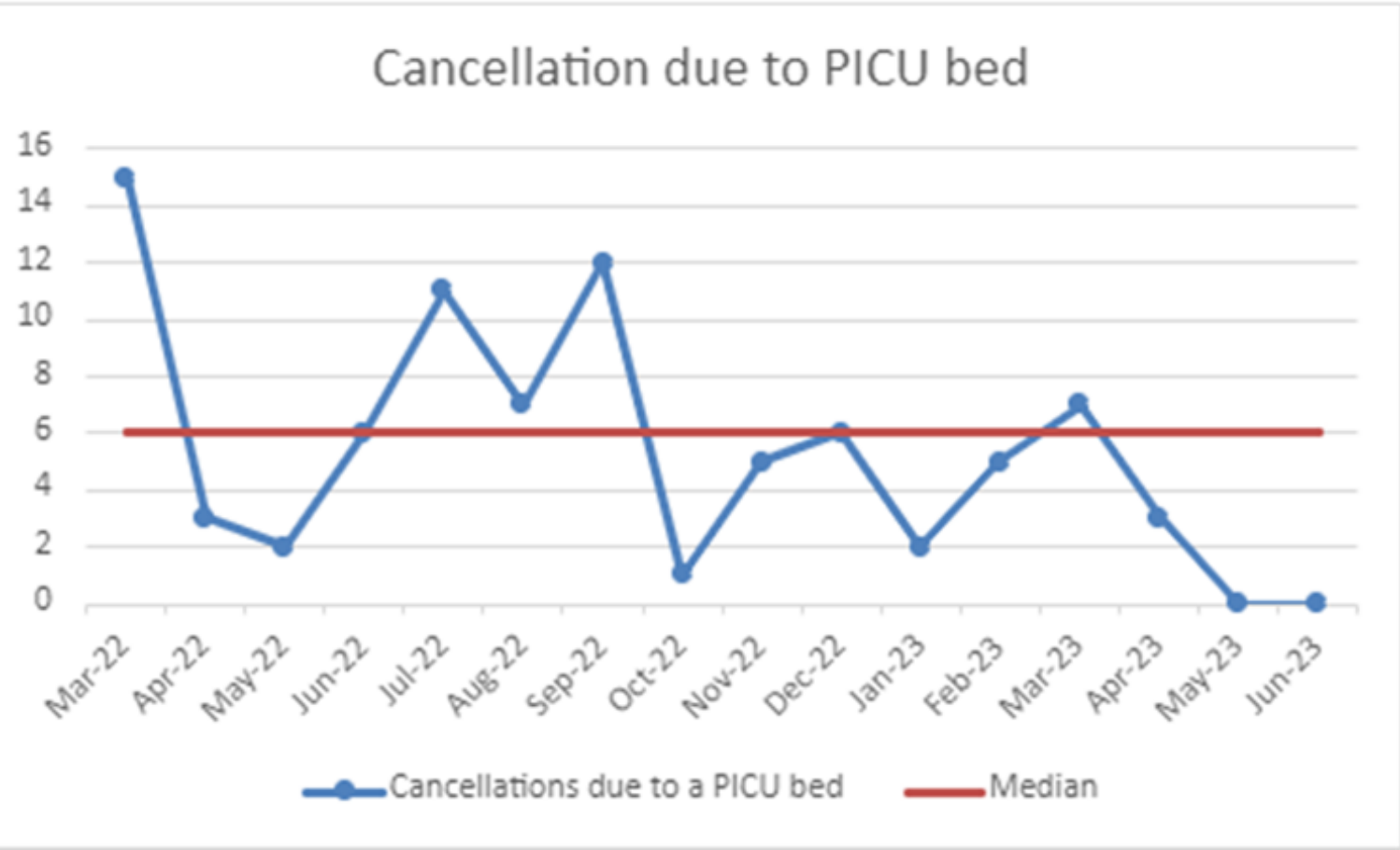
 Get Involved

 News & Blogs

In-person Visit to Leeds Teaching Hospital and Virginia Mason Institute

Join us to learn about 'daily management' and how Leeds Teaching Hospital are embedding QI into all aspects of their organisation.

Goal 7: Excellence in reducing waste



Waste Improvement in falls documentation

Journey in identifying the waste in falls documentation, update of the information required, drawing more quality information, consuming less time

This presentation aims to demonstrate how the use of Quality Improvement project tools can make a real difference in supporting change. The next slides will consider the following points:

- The Problem
- The Plan
- The Journey

Luca Marinannio

LEWIS, Jenny (LEE...)

MCLURE, Hamish ...

PARVIN, Jimmy (L...)

ALI, R... YOUN...

LOUK... KELLY...

MARI... KELLE...

ME +14

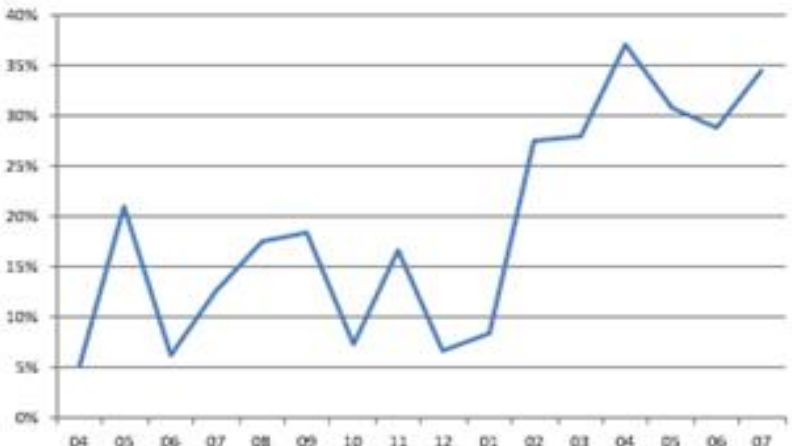
Foundation learning burst

Lean to Green

NHS
The Leeds Teaching Hospitals NHS Trust

Outcome

- 5s under way and expanding areas covered



- Number of spares reduced
- Aiming to implement new team structures
- Improved TAT on skin punch biopsies

Summary

So 1 year into our Improvement Strategy...

- Qi and Lean are fully integrated into the philosophy of LIM and this is the *Leeds approach to Improvement*
- The goals and ambitions are becoming embedded across LTHT
- And we continue to be seen as a national exemplar for continuous improvement

Thank you !

