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Advancing Quality Alliance

NHS

The Opportunities and Challenges of Improvement and Change in Urgent and Emergency Care

Elizabeth Bradbury, Director

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About AQuA

Established in 2010 as a NHS health and care quality improvement organisation. Based in North West England

Members: 60 commissioner and provider organisations

Customers: UK-wide

Hosted by Salford Royal Foundation Trust and accountable to

- AQuA's Board
- AQuA members through membership agreements

https://www.aquanw.nhs.uk

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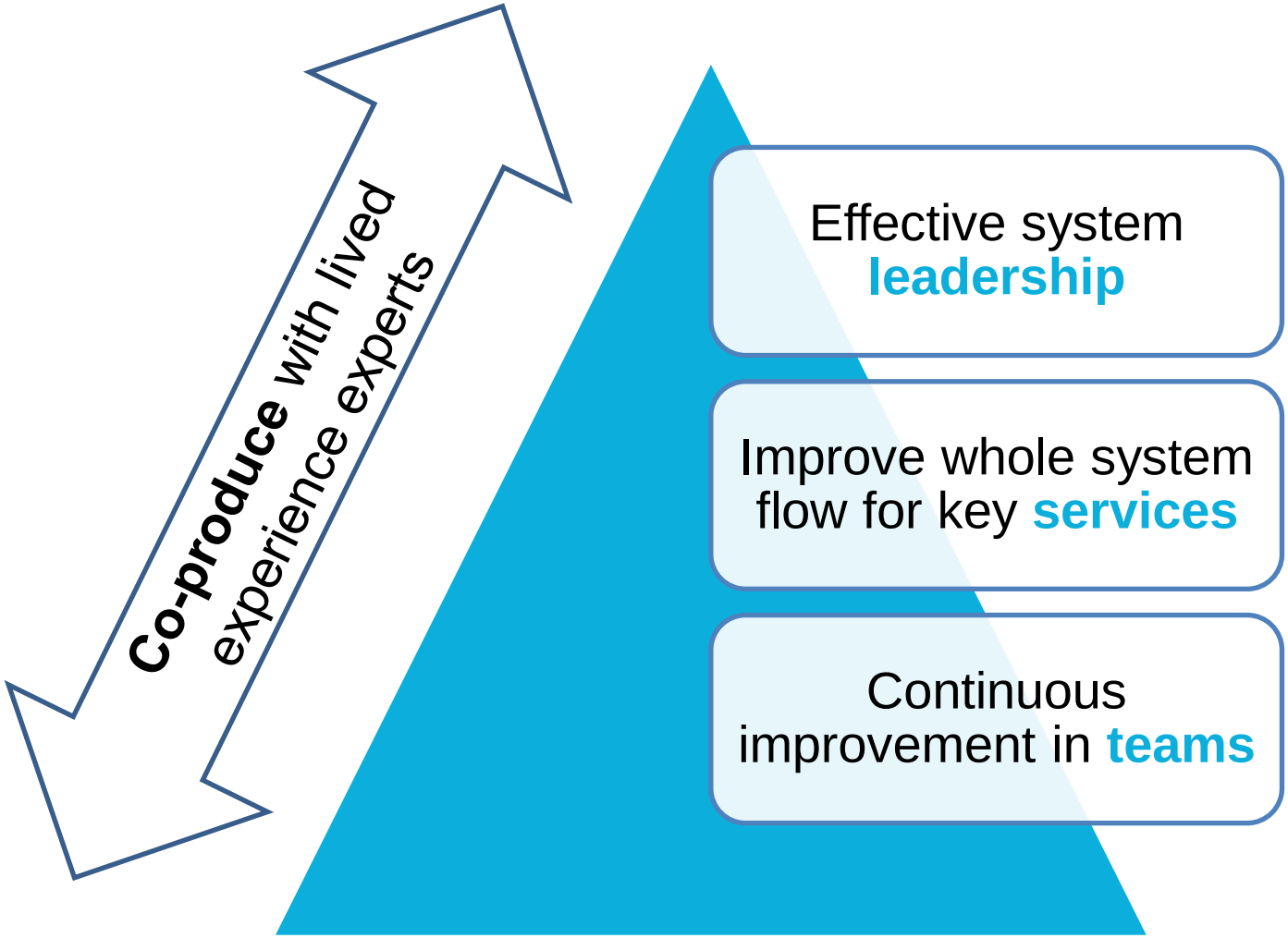
System approach to improving U&EC



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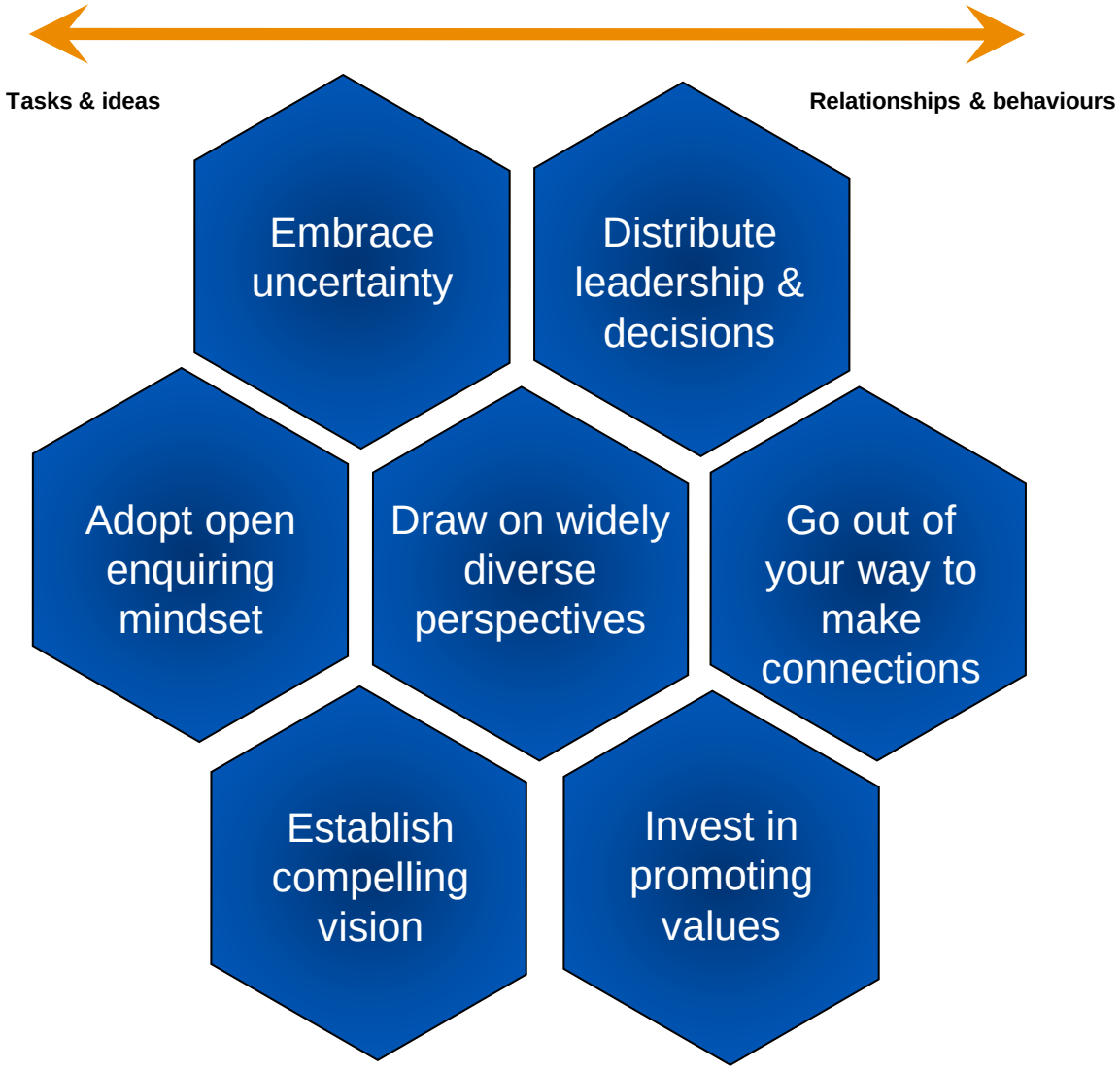
System leadership

"The collaborative leadership of a network of people in different places and at different levels in the system creating a shared endeavor and cooperating to make a significant change"

Source: Systems Leadership, Virtual Staff College

Effective leadership behaviours



Be Courageous

Be Curious

Be Clear

Source: Welbourn & Fathers (2012)

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Clarify governance requirements

North Cumbria and North East UEC Network

- Standardised agenda across the transformation and locality boards
- Support the development and implementation of regional policy and process
- Agree regional schemes to support winter and support the regional surge management team

Tier	Pop size	Purpose
Neighbourhoods	50K	• Strengthen primary care and network practices • Proactive & integrated models for defined population • Continuous improvement
Places	250-500K	• Typically borough/council level • Integrate hospital, council & primary care teams / services • Hold GP networks to account • Co-ordinate multiple improvement initiatives
System	1+m	• System strategy & planning • Hold places to account • Manage performance and £ • Implement strategic change and agree collective improvement priorities

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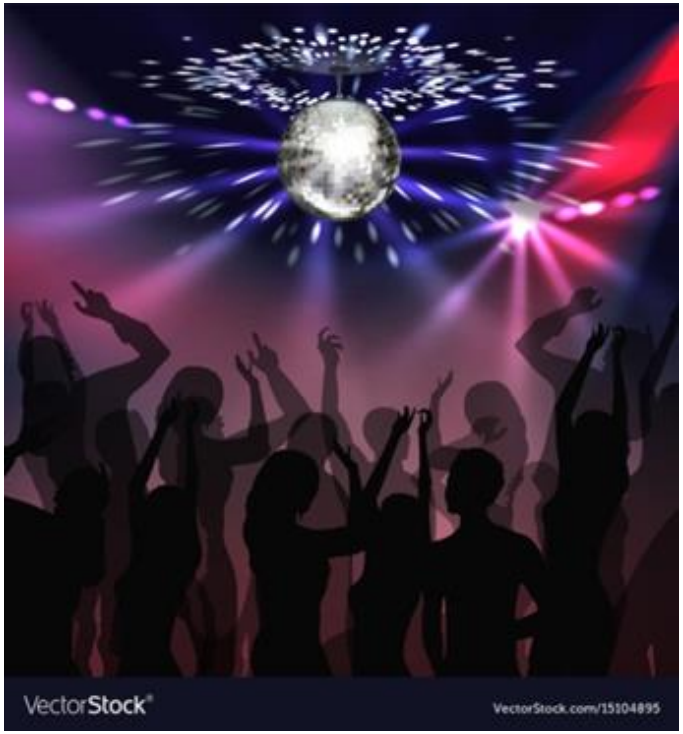
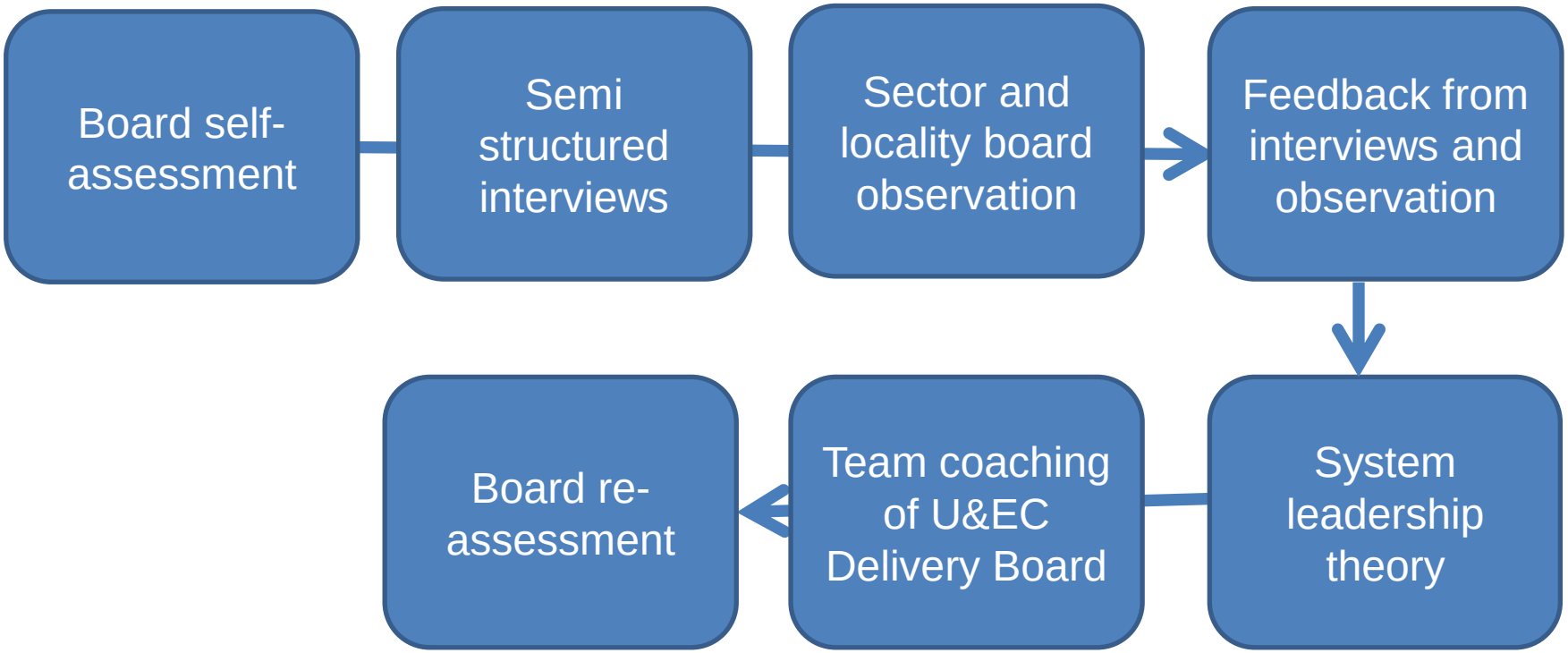


Source: Google images

U&EC Sector Board



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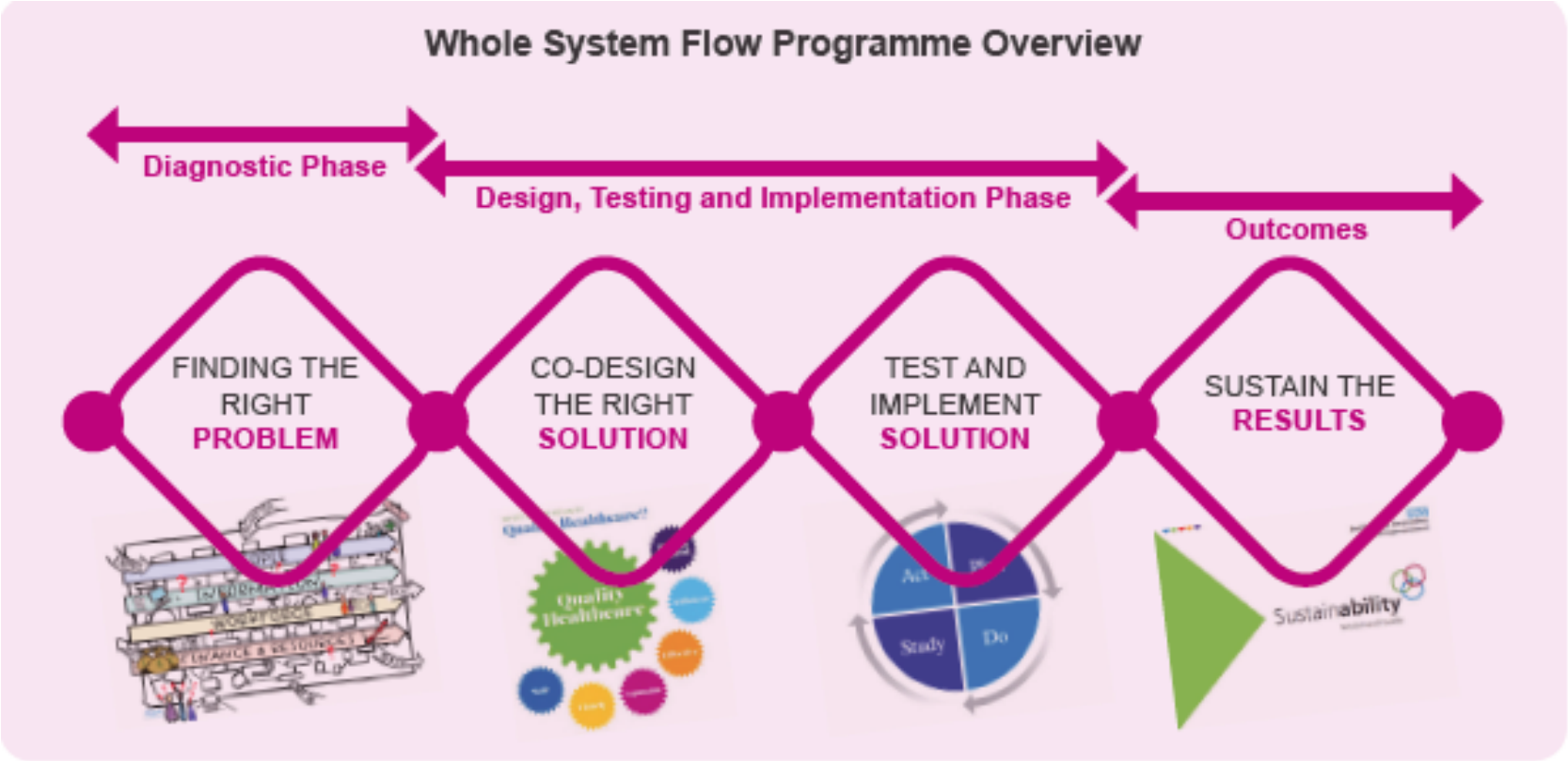
Whole System Flow



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Bolton Intermediate Tier Service	
Length of stay reduced by 5.3 days/16%	Average time away from home reduced by 9 days/16% since November 2017
Increased number of admissions/month by 9.3/28%	Increase in average daily IMC@Home caseload from 117 – 142 with no extra capacity required

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Leading Integrated Teams Programme

Blog – why integrated teams need positive and collaborative leaders

"The programme helped me as a leader"

Helen Ashton,
Pennine Care UC Lead

"The programme improved the way my team works together"

Vinita Mishra,
Royal Liverpool Integrated Planning Lead

"The programme impacted my system"

Lica Marchant, Wigan Council Locality Manager

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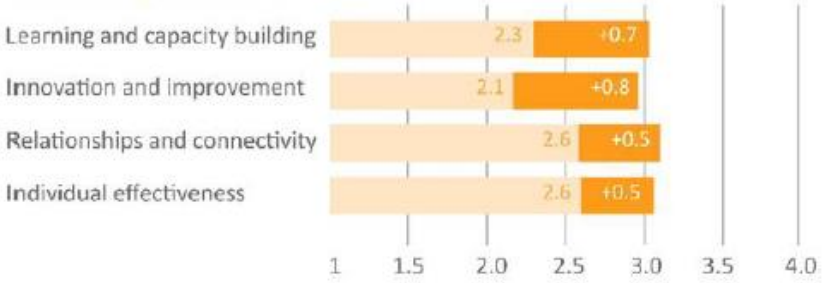
Leading Integrated Teams Cohort 3

Participant Self-assessment Scores

pre- and post-programme



Participants were asked to self-assess against four behavioural indicators drawn from *National Leadership Academy - Developing Systems Leadership* and using a Likert scale 1-4

Overall Participant Self-assessment

learning modules

Results:

In the last 18 months 39 leaders have completed the programme from 17 organisations across the North-West. Evaluation data indicates an overwhelmingly positive response to the programme:

- "I'm much less afraid of awkward conversations and silences."
- "A whole new way of thinking. Very interactive and inclusive."
- "There is value in all that has been offered during this programme."
- "We learned a lot and, while we were doing it, forged a community."
- "Excellent facilitators – particularly in the way they engage and show very clear leadership."
- "This has been the most useful course I have been on and delivers theory and practical application."
- "I absolutely loved it!"
- "Evidence-based programme - use it, it works!"

100% Participant Recommendation

100% OF COURSE PARTICIPANTS STRONGLY AGREE THAT THEY WOULD RECOMMEND THE PROGRAMME TO OTHERS

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North West
Ambulance Service
NHS Trust

Sepsis screening

Results:

- Successfully implemented a sepsis screening tool across NWAS footprint that reflects national recommendation and supports standardised assessment of patients.
- 72% of patients with confirmed sepsis survived until discharge.
- Increase from 11- 66% in standbys for patients with suspected sepsis.
- Training template used in sepsis education adopted by Learning & Development.
- In the first phase of the adult project 93% of staff were trained.
- Awarded special commendation by the Chairman at the NWAS Star Awards.

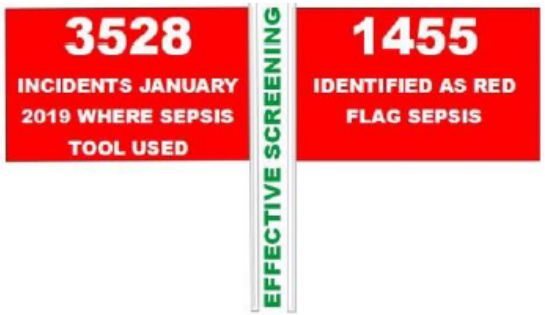

Figure 1 shows that in January 2019, of the 3528 incidents where use of the sepsis tool was recorded, 1455 were identified as red flag sepsis.

https://www.aquanw.nhs.uk/resources/advancing-quality/case-studies/NWAS-case-study.pdf

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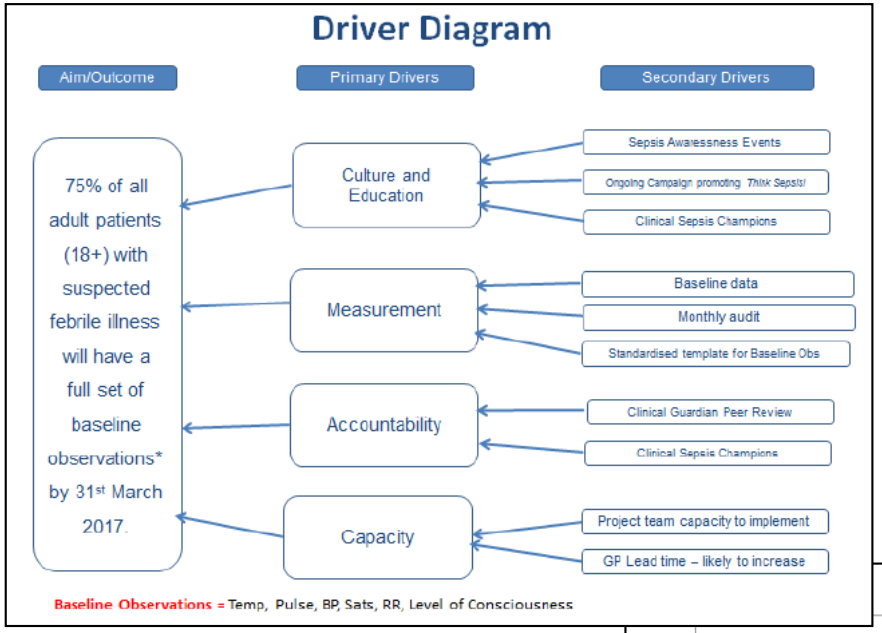
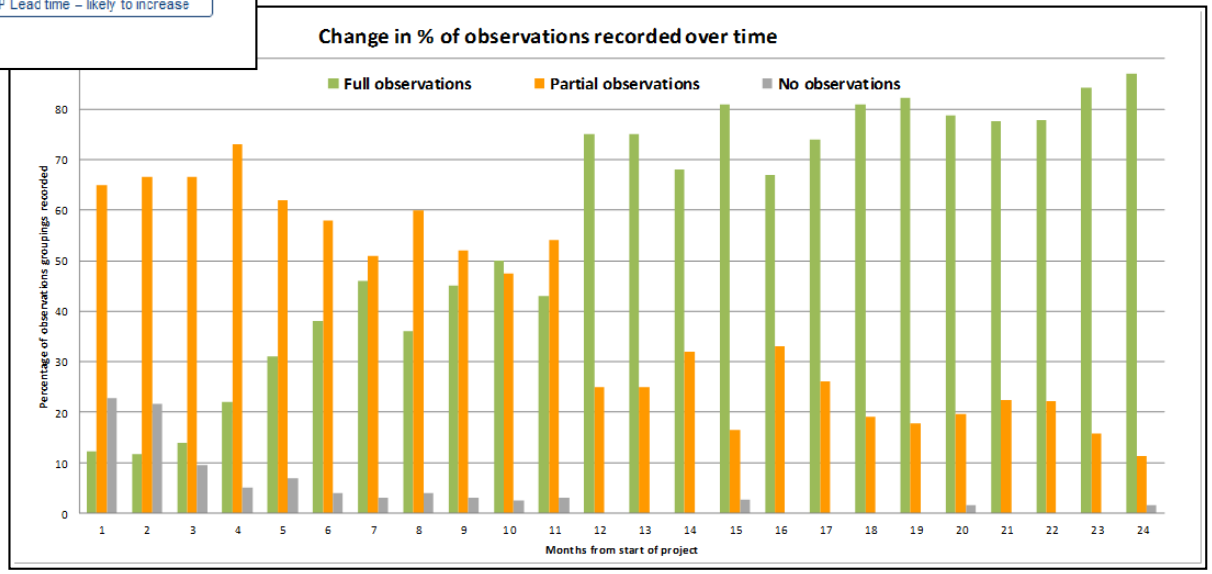
Early sepsis assessment in out of hours primary care



PrimaryCare:24



https://www.aquanw.nhs.uk/resources/advancing-quality/case-studies/PC24-Case-study.pdf

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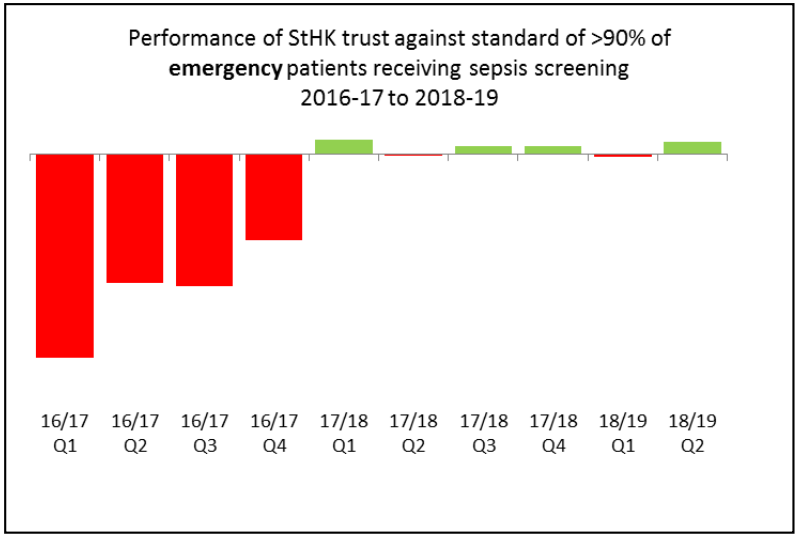
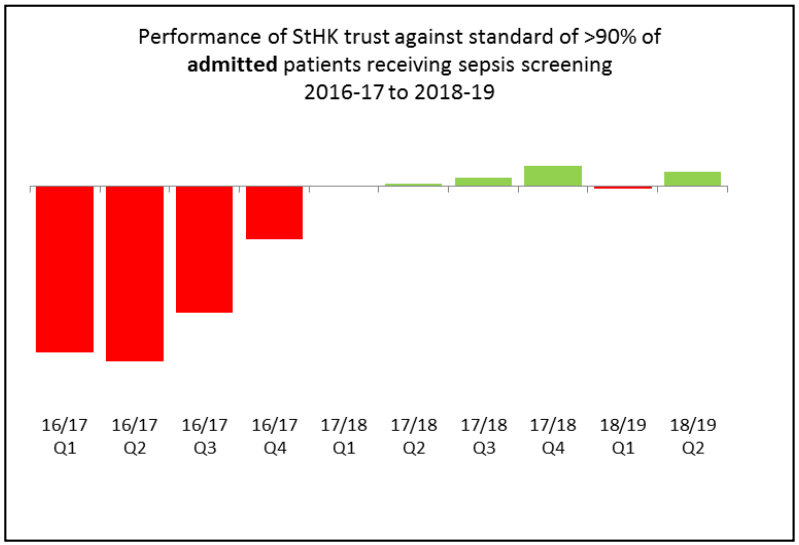
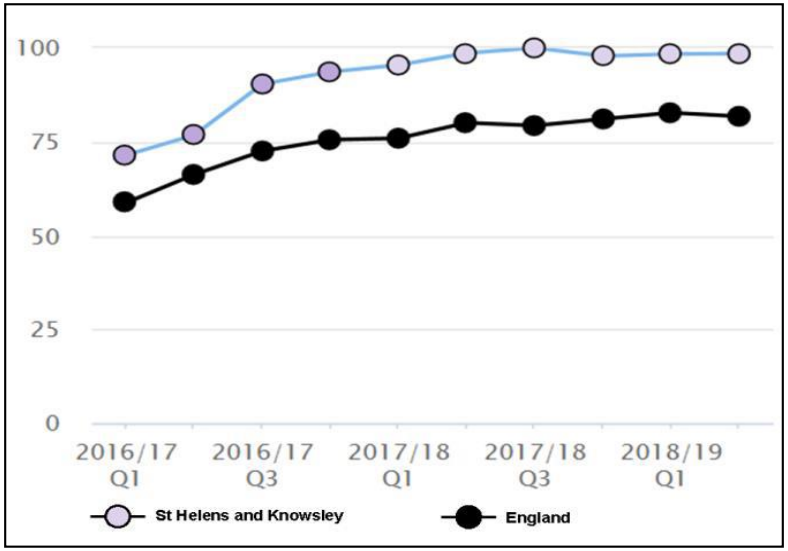
St Helens and Knowsley Teaching Hospitals
NHS Trust

Sepsis detect and treat







Quarterly proportion (%) patients admitted to inpatient depts who received antibiotics within 1hour of recognition of deterioration

Of patients diagnosed with sepsis…

https://www.aquanw.nhs.uk/resources/advancing-quality/case-studies/StHK-Case-Study.pdf

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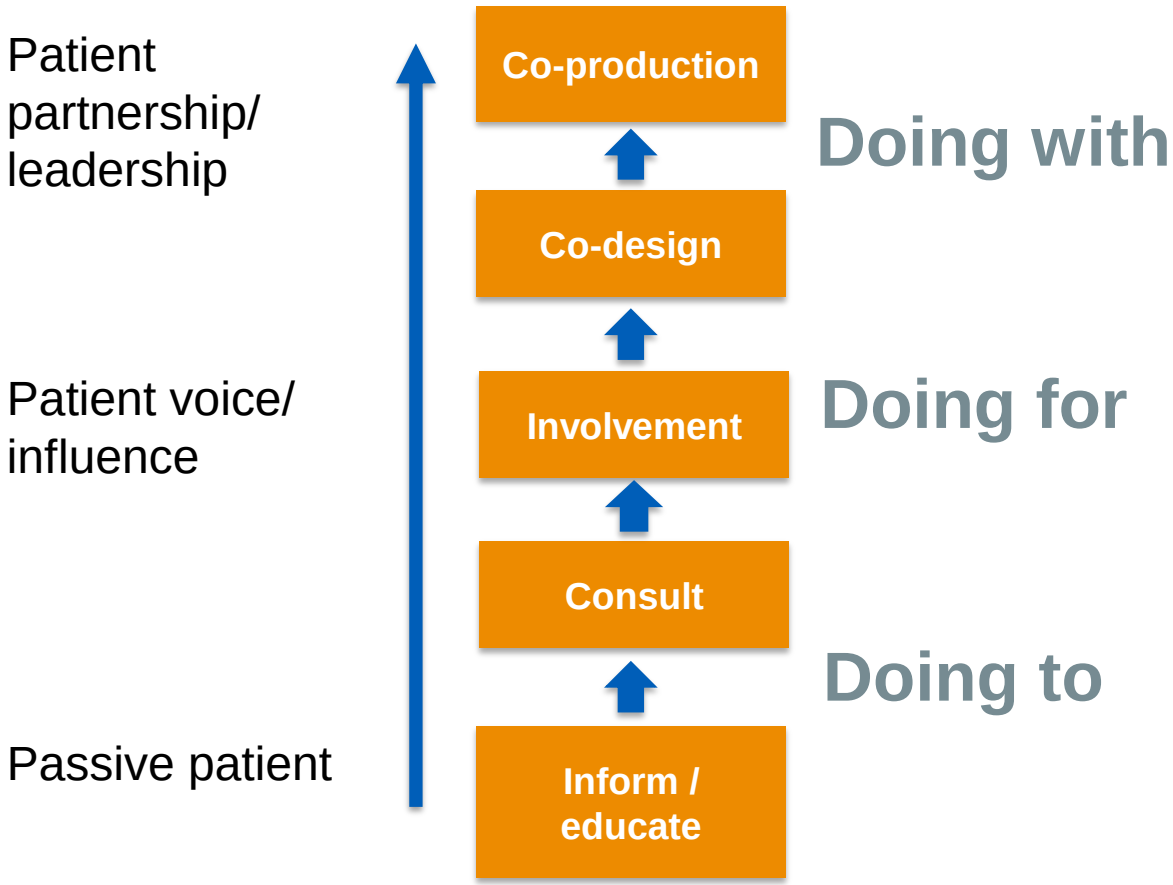
Co-production



Source: Adapted from Arnstein, Sherry R.(1969) 'A Ladder Of Citizen Participation', Journal of the American Planning Association, 35: 4, 216 — 224

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Lived Experience Panel and Pool

To develop a lived experience panel within Bolton FT to underpin co-production in all improvement work

AQuA Lived Experience Affiliates help Trust to recruit their own Lived Experience experts and establish a Lived Experience Panel and pool

Bolton Lived Experience experts buddied by member of Bolton professional team . AQuA Lived Experience experts provide coaching for 6 months

Optional QI training for Bolton Lived Experience Panel

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Thank you

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