Building capacity & leadership in healthcare

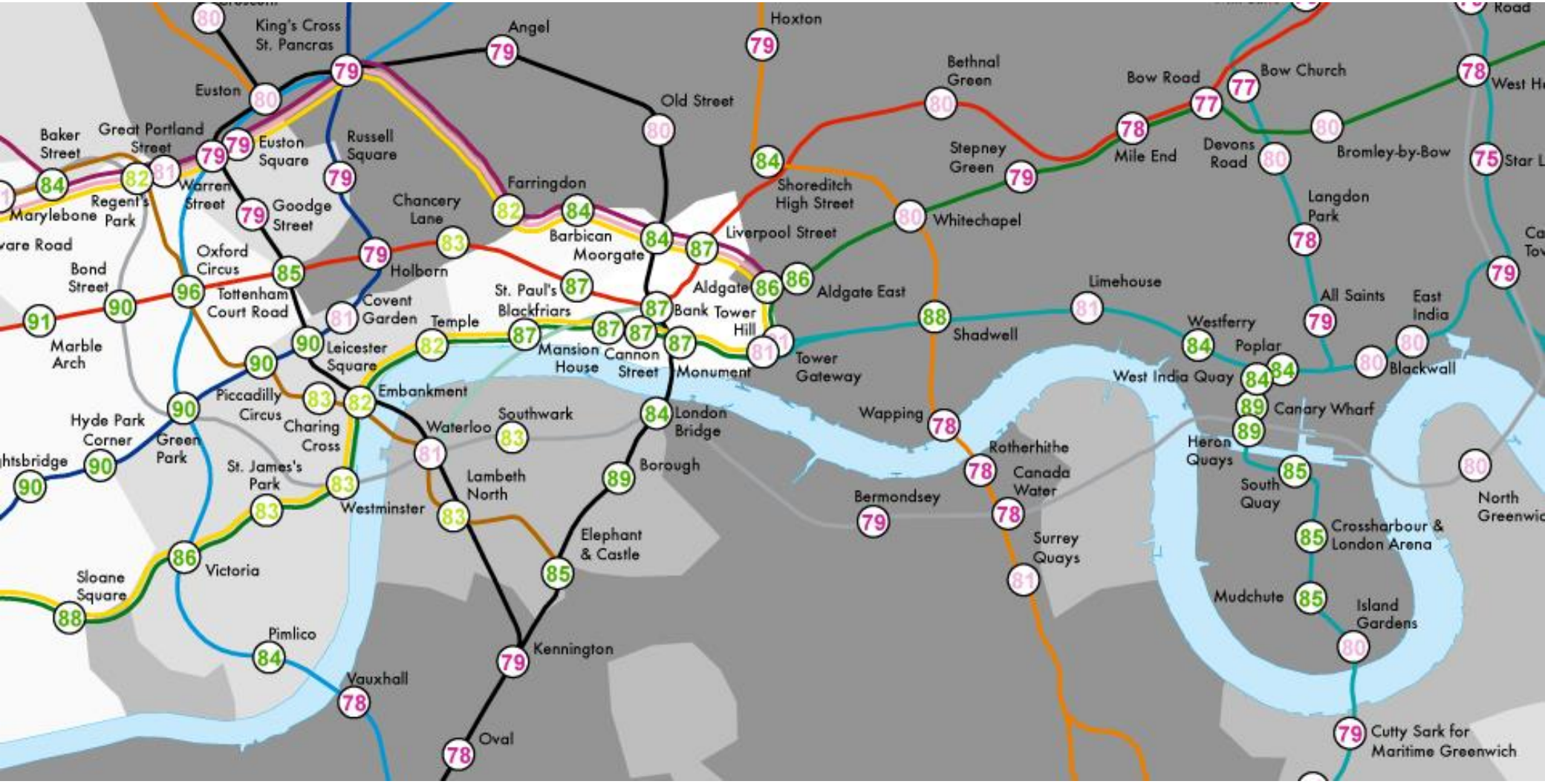
Bob Klaber & Carina Crawford-Khan

Quality Improvement Hub

Imperial College Healthcare NHS Trust

Things we want to share:

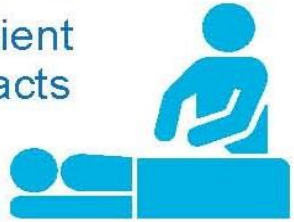
1. Our challenges
2. Our approach to QI
3. Our experiment
4. Our learning
5. What next?


King's Cross St. Pancras
Angel
Hoxton
Euston
Old Street
Bethnal Green
Bow Road
Bow Church
Baker Street
Great Portland Street
Euston Square
Russell Square
Stepney Green
Mile End
Devons Road
Bromley-by-Bow
Regent's Park
Warren Street
Goodge Street
Farringdon
Shoreditch High Street
Chancery Lane
Barbican
Moorgate
Liverpool Street
Whitechapel
Langdon Park
Marylebone
Oxford Circus
Holborn
Bond Street
Tottenham Court Road
Covent Garden
St. Paul's Blackfriars
Aldgate
Aldgate East
Limehouse
All Saints
East India
Temple
Bank
Tower Hill
Shadwell
Westferry
Poplar
Marble Arch
Leicester Square
Mansion House
Cannon Street
Monument
Tower Gateway
Blackwall
Piccadilly Circus
Embankment
West India Quay
Canary Wharf
Hyde Park Corner
Charing Cross
Waterloo
Southwark
London Bridge
Wapping
Heron Quays
Green Park
St. James's Park
Lambeth North
Borough
Rotherhithe
Canada Water
South Quay
Bermondsey
Westminster
Elephant & Castle
Surrey Quays
Crossharbour & London Arena
Sloane Square
Victoria
Mudchute
Island Gardens
Pimlico
Kennington
Vauxhall
Oval
Cutty Sark for Maritime Greenwich

Our care

over **one million** outpatient contacts

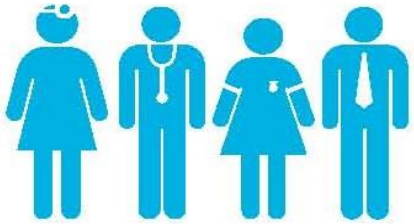
196,000 inpatient contacts



280,000 A&E attendees

9,200 babies born

Our staff



10,500 staff, including

2,300 doctors

4,300 nurses & midwives

600 allied health professionals

1,000 scientists & technicians

120 pharmacists

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Our organisational approach to improvement at Imperial College Healthcare NHS Trust

Encourage & Enable

- Make quality improvement accessible to all staff
- Develop an improvement culture within our teams
- Connect staff ideas with organisational strategic priorities
- Involve patients & citizens at the heart of improvement work

Build Skills & Capability

- Use the IHI's Model for Improvement to guide small tests of change
- Build staff & patient skills in co-design based on experiences
- Learn how to measure for improvement & widen access to analytics
- Share ideas, stories, insights & learning

Organisational Commitment

- Base our improvement culture on our values & behaviours
- Embed consistent & rigorous improvement methods into all work
- Leaders and managers coaching & leading for improvement
- Focus unrelentingly on being a learning organisation

Four Primary Drivers:

Aim of the QI Programme:

To create an organisational culture of continuous improvement

Engage with staff and patients to ensure everyone knows about QI and feels empowered and energised to see improving care as a key part of their role.

Build improvement capability through a programme of QI education to enable staff to lead, champion & coach QI activities and initiatives within their teams.

Support teams to deliver focused **QI projects and programmes** which are co-designed with patients, service-users and the public.

Embed consistent and rigorous improvement methods when addressing all practical problems and strategic opportunities within the organisation

Imperial College Healthcare NHS
NHS Trust

Our framework to support patient, public & citizen engagement & involvement

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Our experiment:

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Our learning:

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What next?

1. How can our Trust play an active role in the neighbourhood?
2. How can these relationships lead to effective strategy and vision for healthcare in our region?
3. Might this lead to NHS Trusts working in a more prevention focused way and tackling the social determents of health?
4. How does one find the cover to do this sort of work, when the financial pressures are so great?

QI.hub@imperial.nhs.uk