



**Wirral Community
Health and Care**
NHS Foundation Trust

Quality Strategy

2022 - 2027

SHAPING
OUR
FUTURE

Care beyond boundaries

We are extremely proud of our strong track record of delivering high quality, safe services. This consistent commitment to safety has never been so apparent than during the past two years as we have played our part in keeping people safe across our communities throughout the Covid-19 pandemic.

Our teams have gone the extra mile time and again to provide exceptional, safe care in the most challenging of circumstance with our Standards Assurance Framework for Excellence (SAFE) system continuing to evidence a strong system of quality assurance. Our resulting success has been recognised locally, regionally, and nationally.

We have provided significant expertise through our specialist community teams to the local pandemic response and have been instrumental in supporting people to remain safely at home and return home swiftly with the personalised care they require.

Regionally we have been successful in extending our health and wellbeing offer to young people across Cheshire and Merseyside. Our innovative approach to maintaining the safety of our most vulnerable residents also received national acclaim when our Specialist Community Infection Prevention and Control team was awarded Team of the Year 2021 by the Infection Prevention Society.



Understanding the needs of the people we serve has always been central to our philosophy and our understanding of the needs of people has extended during the pandemic. We have worked with communities to address issues such as vaccine hesitancy and our Integrated Children's Therapy team have been recognised for their engagement work with children and families to facilitate easy access of care via video consultation. This initiative was shortlisted for an HSJ Patient Safety Award, a recognition of the value of collaboration and co-design.



In addition, we have further embedded our focus on innovation during this period. Our Community Cardiology Service, for example, have been invited to present their innovations at national events to inspire leaders in other areas. They have demonstrated that exceptional preventative care is possible even in the most challenging of contexts. Our Occupational Therapists meanwhile have published research on therapy outcome measures which assess what really matters to people.



As we come out of the pandemic and having reflected on all that we have learned throughout that period, this quality strategy is more ambitious than ever before. Over the next 5 years, we will stretch ourselves by not only maintaining a focus on quality and safety, but by taking a population health approach and striving every day to create more equitable outcomes for the people we serve. In addition, we will ensure that we use our limited resources efficiently and sustainably. We will shift from a traditional approach to improving quality to one of assertive, proactive action with people and communities inspiring and guiding care developments.

It holds at its heart **three Quality Ambitions** underpinned by our organisational values, **Trust Open, Compassion** and continues to build a culture of collective responsibility for the delivery of safe and reliable care. It will move our care beyond current boundaries and aims to enhance the experience of our staff and improve quality of life for the people we serve.

As Chief Nurse and Director of Infection Prevention and Control, and Executive Medical Director we commend this Strategy to you.



Quality Strategy Model

Supporting our populations to thrive by optimising wellbeing and independence.



Care Beyond Boundaries - Three Ambitions, Nine Principles

Underpinned by a Population Health Focus

Coalition of safety and improvement across system - leading the way in keeping people safe and well.

Building back fairer - focus on inclusion and tackling inequalities at an organisational and system level.

Appropriate access to care and support - expanding the benefits of digital inclusion.



What we've achieved so far...



Safe



- Strong track record of safety across our services supported by local ownership of quality and governance via our established SAFE system
- Excellent training and development of our specialist community workforce
- Psychological safety of all staff prioritised to enable delivery of the safest care and support

Engaged



- 6000 public members supporting us by sharing their experience and inspiring improvement
- Established service user groups including Involve, Your Voice and our Inclusion Forum
- Level 1 Always Events accreditation focussing on what good looks like and replicating this every time

Effective



- Consistent focus on continuous improvement with staff champions trained in Quality Improvement methodology
- Delivery of a wide-ranging audit programme leading to improvements in care and support
- Numerous examples of innovative care delivery, responding to the changing needs of people and the environment we work in

Quality Ambitions

Our Quality Ambitions are...

Safe Care and Support Every Time

We will nurture a positive safety culture across the system, promoting safety, wellbeing and psychological safety.

People and Communities Guiding Care

We will hear from all voices, involving people as active partners in their wellbeing and safety, promoting independence and choice.

Ground-breaking Innovation and Research

We will nurture an improvement culture focused on empowering people to stop, understand, ideate, test and transform at scale.

Our Quality Ambitions are underpinned by nine principles

1. Safety and wellbeing at the core

We will understand and act on our highest areas of clinical risk and take a preventative approach to minimising harm by supporting people to keep active and independent.

2. System wide learning

We will enhance opportunities to learn together across care pathways and involve people in creating improvement ideas.

3. Positive safety culture

We will nurture our positive safety culture by promoting psychological safety and further embedding a Just Culture approach aligned to organisational values.



4. Listen and act

We will ensure that all voices, including under-represented groups can be heard and encouraged to influence change.

5. Collaborate and co-design

Collaboration with community partners and co-design will be central to identifying and delivering improvement priorities.

6. Equality of outcomes

We will take a population health approach, striving to create equality of outcomes across the populations we serve.

7. Understand and improve

We will ensure that we utilise a range of sources to understand and guide continuous quality improvement and innovation.

8. Inspire the future

We will create a virtual and physical space for innovation, encouraging the generation of new creative ideas and solutions.

9. Celebrate success and failure

We will share our improvements, celebrating, and recognising achievements and using this as a springboard for further improvement and innovation.



Quality Cycle

Our Quality Cycle provides a clear and systematic process for connecting our three ambitions and providing a framework for continuous improvement by:

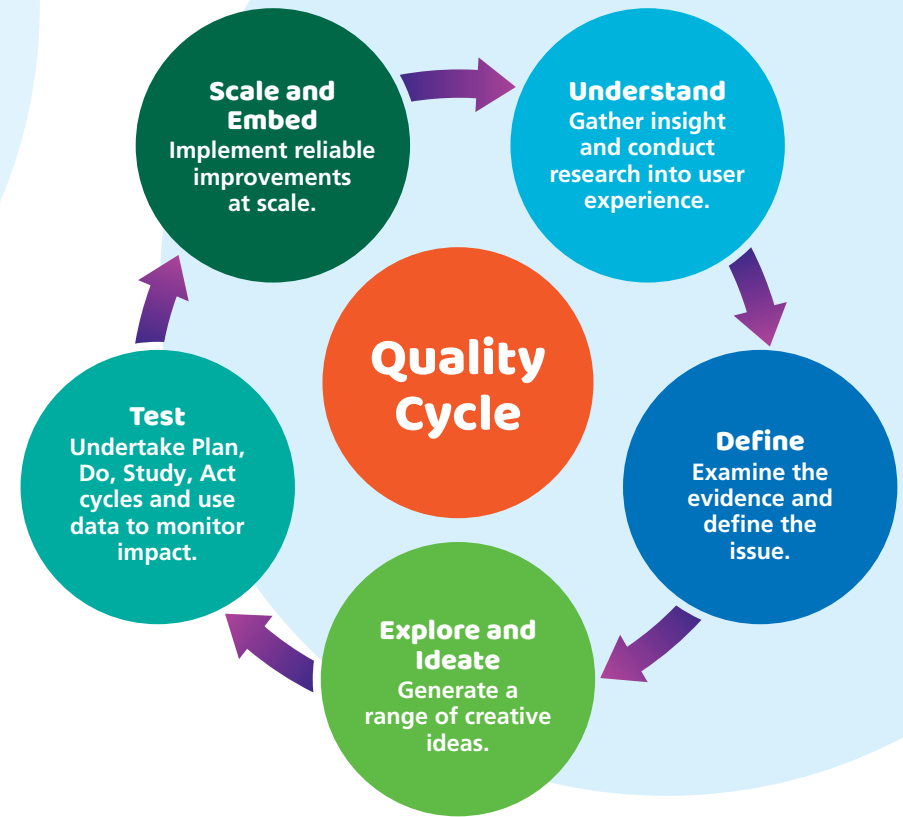
- understanding experience
- defining the issue
- generating ideas
- testing solutions
- implementing improvements at scale

Our quality cycle underpins our approach to understanding, monitoring, assessing, and improving quality.

It continues to drive all we do as we move forward to tackle new and emerging challenges.

During the next five years, we want to place greater emphasis on:

- A multi-professional approach to quality
- How our cycle drives a culture of continuous quality improvement
- How our interventions and actions are timely and focussed on prevention rather than remediation
- How the cycle of activities sets and clarifies expectations to empower quality control and self-regulation at a local level



Safe care and support every time

Our five year aspirations...

We will nurture a positive safety culture across the system, promoting safety, wellbeing and psychological safety.

Goal

To create an open environment where safe care is guaranteed, highly skilled staff are empowered and trusted, and safety incidents are managed with compassion.

We will achieve this by

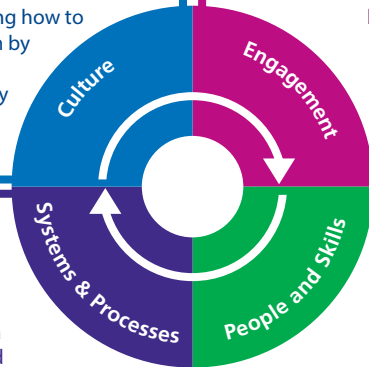
Embedding a Just and Learning culture.

Supporting people to share stories of learning.

Understanding how to prevent harm by encouraging people to stay active.

Ensuring people and families are involved in developing learning from harm incidents.

Communicating learning from errors to enhance broad learning.



Embedding a strengthened SAFE system.

Building a dynamic, interactive learning hub.

Embedding high quality patient safety training as standard.

Ensuring safe staffing levels are planned, monitored, and maintained.





We will measure success by evidencing that...

We understand and act on our highest areas of clinical risk and take a preventative approach to minimising harm by supporting people to keep active and independent.

Measure 1: Year on year improvements against identified clinical risk priorities.

Measure 2: 20% of eligible staff trained in national patient safety curriculum per annum.

We enhance opportunities to learn together across care pathways and involving people in creating improvement ideas.

Measure 3: 100% of harm reviews will invite people, their families or carers to be involved in the review.

Measure 4: An annual evaluation of the impact of our learning hub will evidence exceptional care because of purposeful learning from incidents and complaints.

We nurture our positive safety culture by promoting psychological safety and further embedding a Just culture approach aligned to organisational values.

Measure 5: 90% compliance with clinical and professional supervision will be maintained.

Measure 6: We will participate in 4 system wide Schwartz rounds (or equivalent) per year.

During the next five years

- We will achieve an 'outstanding' rating from CQC
- People who receive our care will not come to harm and will be actively involved in safety reviews
- Staff will consistently feel safe because of an embedded positive safety culture which has kindness, civility and fairness at its core
- Patient safety expertise and skills will be embedded across all services
- A mature system of data driven analysis will be embedded, demonstrating improved outcomes
- We will have a flourishing learning hub which enables people across the organisation to share stories of exceptional care as well as learning from incidents and complaints
- We will have created strong links and partnerships with local, regional and national organisations and stakeholders and will be viewed as a centre of excellence for the delivery of the safe, integrated community care
- In collaboration with community partners, we will have an extensive programme of preventative initiatives aimed at supporting active, independent lives in our areas of highest social deprivation

People and Communities Guiding Care

Our five year aspirations...

We will hear from all voices, involving people as active partners in their wellbeing and safety, promoting independence and choice.

Goal

To create an environment where people and communities are empowered to lead, are actively heard and drive improvements in population health.

We will achieve this by

Embedding a culture of appreciative enquiry across services.

Supporting people to share stories of experience and impact of care.

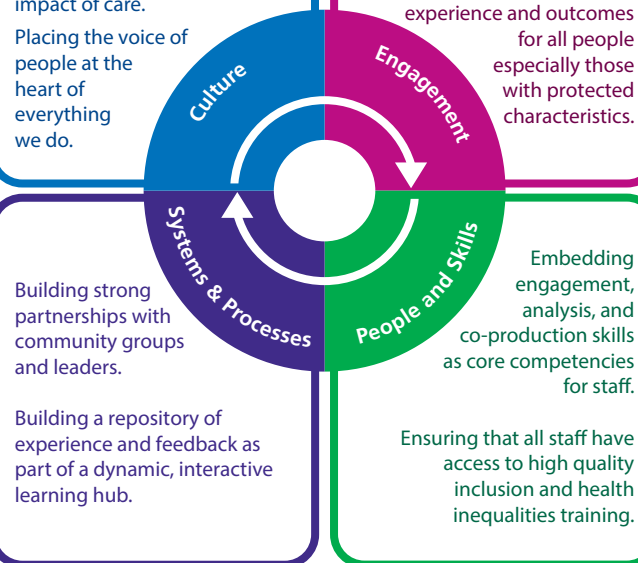
Placing the voice of people at the heart of everything we do.

Ensuring people and communities are involved in the review of care pathways and direct future delivery.

Understanding barriers to access, and reasons for poor experience and outcomes for all people especially those with protected characteristics.

Embedding engagement, analysis, and co-production skills as core competencies for staff.

Ensuring that all staff have access to high quality inclusion and health inequalities training.



yourvoice
listening • supporting • shaping





We will measure success by evidencing that...

We ensure that all voices, including under-represented groups can be heard and encouraged to influence change.

Measure 7: 20% of eligible staff trained in inclusion and health inequalities curriculum per annum.

Measure 8: Representation of all user groups will include under-represented groups.

Collaboration with community partners and co-design is central to identifying and delivering improvement priorities.

Measure 9: A minimum of 4 pathways of care will be co-designed with people and community partners annually.

Measure 10: 2 sharing events will be hosted per annum to ensure community groups and WCHC services are well connected.

We take a population health approach, striving to create equality of outcomes across the populations we serve.

Measure 11: A formula for the distribution of services will be developed and applied, ensuring that the needs of people who live in the 20% most deprived populations and those from specific inclusion groups are understood and met.

Measure 12: Key clinical areas of health inequality will be understood, and brief interventions offered to create greater equity of outcomes.

During the next five years

- Services will be addressing health inequalities by hearing from those with poorer health outcomes, learning and understanding the context of people's lives and what the barriers to better health might be
- We will have impactful relationships with community partners ensuring all voices are heard and care designed around individual needs
- We will have embedded processes for systematically hearing from people and communities, building a more comprehensive picture of people's lives, what matters to them, how they think services should be delivered and their experiences of care
- Patient Reported Outcome Measures (PROMS) and Therapy Reported Outcome Measures (TOMS) will be central to our evaluation of care, with personalised outcome measures incorporated into all assessments
- We will continuously learn from experience data collected from people and communities at a local and national level
- Engagement and co-production capacity and capability will be exceptional across the organisation, with engagement leaders present in all services

Ground-breaking innovation and research

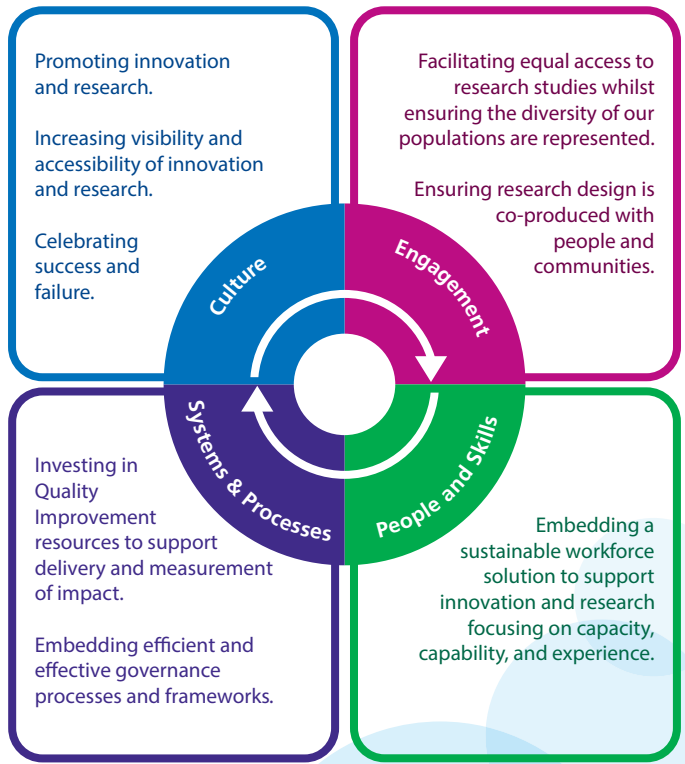
Our five year aspirations...

We will nurture an improvement culture focused on empowering people to stop, understand, ideate, test and transform at scale.

Goal

To create an environment where innovation and research flourishes through collaborative partnerships and investing in workforce and education.

We will achieve this by





We will measure success by evidencing that...

We ensure that we utilise a range of sources to understand and guide continuous quality improvement and innovation.

Measure 13: 20% of eligible staff trained in Quality Improvement curriculum per annum.

Measure 14: Year on year growth in research and innovation activity.

We create a virtual and physical space for innovation, encouraging the generation of new creative ideas and solutions.

Measure 15: Development and establishment of innovation hub within the first three years of the strategy.

Measure 16: An annual evaluation of the impact of our innovation hub across our innovation partnership.

We share our improvements, celebrating, and recognising achievements and using this as a springboard for further improvement and innovation.

Measure 17: Delivery of twice-yearly celebration and innovation events, celebrating success and failure.

Measure 18: Publication of ground-breaking community health and care research.

During the next five years

- Continuous improvement will be embedded throughout our organisation and central to the way we improve the outcomes all of our services (clinical or non-clinical)
- The capacity and capability of improvement, innovation and research will be exceptional, with research specific roles existing and embedded within clinical practice
- We will have a flourishing Faculty of QI, Innovation and Engagement, with a dedicated hub in addition to a robust virtual offer to provide accessible resources and support irrespective of where we deliver services
- Failure will be acknowledged and celebrated as a key part of the journey to success and innovation
- We will have created strong links and partnerships with local, regional and national organisations and stakeholders, such that the portfolio of active research and innovation, has enhanced the Trusts reputation within this space
- In collaboration with education institutions, we will provide a unique model of supporting innovation and research which is focused within the heart of our communities and populations
- We will have an established innovation and research associated income stream to deliver sustainability and expansion
- We will be delivering a more digitally enabled offer

Governance, Leadership and Regulation

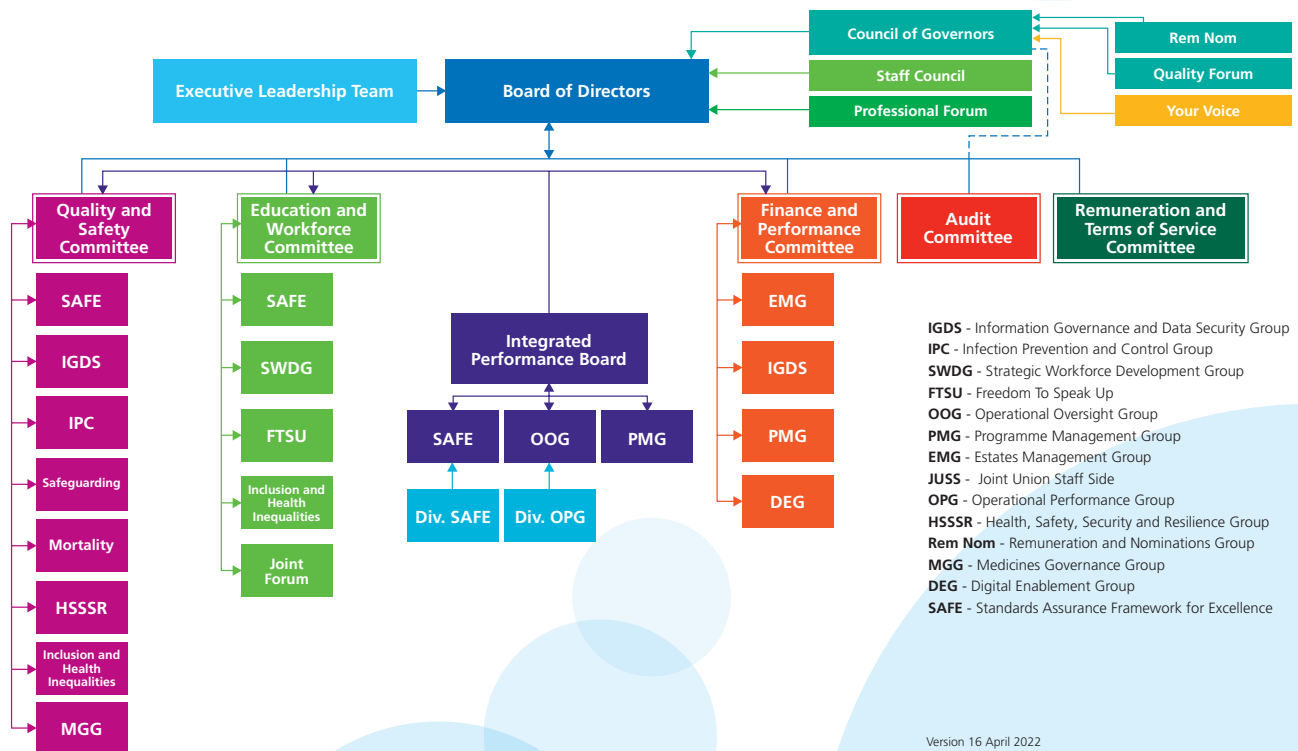
We will embed a strong system of clinical and professional governance including accountability, authority and responsibility for quality, safety and experience at individual, team, service, and organisational levels.

Executive leadership functions

Chief Nurse: Director of Infection Prevent and Control, Executive Lead for Quality Governance and Regulatory Compliance, Executive Safeguarding Lead, Health Inequalities Lead.

Medical Director: Controlled Drugs Accountable Officer, Named Safeguarding Doctor, Caldicott Guardian, Innovation and Research Lead.

Governance Infrastructure



Version 16 April 2022

Quality Governance Framework



✓ Quality Control

Systematic processes for ensuring all staff, clinical and non-clinical, are aware of their accountability in supporting the delivery of high quality, safe care:

- Professional accountability and compliance with professional codes
- Clear clinical and professional standards
- Timely response to risk at all levels

✓ Quality Assurance

Evidence that the highest standards of care are being consistently delivered:

- Standards Assurance for Excellence (SAFE)
- Audit programme
- CQC regulatory and legislative compliance

✓ Quality Improvement

Aspiration and action to continually improve and do better:

- Access, experience, and outcomes focussed
- Data driving improvement
- Focus on effectiveness, innovation and research to design best possible outcomes for people

Relationship to other strategies

In the context of the Trust's five year strategy and other enabling strategies, high quality health and care does not sit in isolation. To realise our quality ambitions, this strategy must be aligned to the following strategies.

We will work together to ensure all priorities within supporting strategies are aligned to achieve best outcomes for the people we serve.



Clinical and Professional Strategy

- Clinical and professional forum informing innovation and care delivery
- Professional specific workforce priorities
- Clinical risks and transformation opportunities



Inclusion and Health Inequalities Strategy

- Removing barriers to access
- Focussing on experience of care
- Improving outcomes for everyone



Digital Strategy

- Systems and processes
- Data and cyber security






People Strategy

- Culture
- Skills and competencies
- Workforce wellbeing

Public Health Annual Report - Embracing Optimism. Living with Covid-19

- Recommendation 4
Strengthen action to address differences in health outcomes and prevention

Five year Quality Strategy Roadmap

	2022/23	2023/24	2024/25	2025/26	2026/27
 <p>Safe care and support everytime</p>	Embed framework for system wide learning				
			Data driving improvement as standard		
			Facilitate community based initiatives promoting wellbeing and independence		
 <p>People and communities guiding care</p>	Embed inequalities data collection as standard to facilitate better understanding of need				
			Establish processes for systematically hearing from people and communities		
			Co-production of care pathways at system level		
 <p>Groundbreaking research and innovation</p>	Sustainable workforce to lead innovation and research				
			Establish and embed an innovation hub		
			Build a strong innovation and research portfolio		