

Developing Board and Organisational Approaches to Quality Improvement

‘A promise to learn a commitment to act, Improving patient safety in England, 2013’ states the need to ‘give the people of the NHS – top to bottom – career long help to learn, master and apply modern methods for quality control, quality improvement and quality planning’. This is the essence of what the AQuA aims to do.

We work with organisations to develop and implement strategies which identify their quality aims and describe how they plan to change the nature of their organisation to deliver them, building capacity and capability. We tailor this work to individual organisation’s needs using evidence and best practice, and by working with national and international leaders in quality improvement.

AQuA Board and Senior Leader Programmes

AQuA’s Board development offer includes whole Board development sessions and tailored executive and senior leader support for strategy development and implementation

AQuA’s Board Development Programme is based on our original ‘Boards on Board’ Programme, developed with the Institute for Healthcare Improvement (IHI), and delivered to 31 Boards across the North West of England.

Following a modular format, it works through AQuA’s six principles of high performing Trusts and aims to build the following capabilities in Board members:

- Focus their time and attention on quality and safety
- Set ambitious, but measurable goals
- Use data and intelligence to identify problems and measure progress
- Deeply engage patients and their families
- Work effectively together as a Board
- Engage everyone in the organisation to build a quality improvement culture

Board Quality and Safety Development Programme – Leadership for Safety: ‘The Role of the Board’

Whilst this Programme provides the building blocks of learning needed for all provider boards, there has been increasing interest in a focus on the emerging evidence about how Boards understand and address patient safety. AQuA has now designed and successfully delivered several innovative Programmes which take the essential elements of the original ‘Boards on Board’ Programme and combine with a deeper dive into the role of the board around patient safety, using the ‘Measurement And Monitoring for Safety Framework’ (Charles Vincent et al). The refreshed Programme is designed to help Boards:

- understand the Board's role in leadership for quality and safety
- consider how Boards can best adopt the measurement and Monitoring Framework for Safety
- support each Board to develop its own strategy and action plan for improvement

AQuA's Safety expertise comes through its close relationship with experts in the IHI and most recently through delivering the 'Making Safety Visible' programme in partnership with Haelo¹ and our role as a Health Foundation Macro Integrator Site for testing the Measuring and Monitoring Safety Framework with two of our members.

Programme Delivery

Programmes are delivered by expert faculty to cohorts of up to five Boards and run over 1.5 days with a residential element. Each Board is asked to bring as many of their members as possible and typically this can be up to ten individuals and should include the Chair, CEO, Finance Director, Medical Director, Director of Nursing and two to three Non-Executive Directors.

Faculty works alongside participants to tailor the Programme to meet local needs, paying attention to context, established partnerships/relationships as well as Board and senior leadership development programmes which individual organisations may have already undertaken.

Participating organisations are asked to provide a copy of their Quality and Safety Strategy (should one exist), and a copy of the latest Quality Reports received by the board and/or its Quality & Safety Committee. AQuA faculty conduct telephone interviews with selected individuals from the participating Boards, e.g. CEO, MD or Chair to establish early engagement and to build a view of previous board development work undertaken, objectives for attending the programme including alignment to the quality and safety strategy as well as understanding the Board itself.

The proposed AQuA Faculty (Appendix I) have extensive experience of working at a Board level and delivering the Board Programmes, coaching teams and working alongside international faculty. The core faculty is:

- David Fillingham - Chief Executive of AQuA
- Lesley Massey, Director AQuA

AQuA has a number of senior experienced staff who have worked with executive teams and lead significant improvement programmes both nationally and regionally. AQuA is able to draw upon this pool of expertise dependent upon requirements. Therefore, alongside the core AQuA faculty, an 'Affiliate' pool includes Stephen Ramsden, AQuA Affiliate.

¹ Haelo is the innovation and improvement centre, created through a joint venture between Salford Royal NHS Foundation Trust, Salford Clinical Commissioning Group and Salford City Council.



AQuA also provides an experienced Project Manager to liaise with the local team and provide advice and support around suitability of venues, recruitment, resource preparation and pre-work.

The Programme has an emphasis on action planning with at least 25% of the time devoted to group work. Resources are provided to support learning and action planning. AQuA uses the Kirkpatrick Model of evaluation for its programmes.

Optional support

AQuA can provide additional tailored consultancy to support executive teams and senior leaders to review and develop their quality improvement strategy and support implementation.

Costs

As an indicative assessment of cost, it is anticipated that the 1.5 day Board Quality and Safety Development Programme will fall within the range of **£22k to £25k** (plus VAT as appropriate) per cohort. The range allows for adjustments to the level of project management support and for any content re-design.

(Please note the proposal covers training only, and does not cover recruitment, venue, catering etc.)

Contact

If you would like to discuss the Programmes further, please contact Liz Twelves, Programme Lead, AQuA Academy, in the first instance:

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Appendix I - Biographies

David Fillingham, Chief Executive of AQuA

David Fillingham was appointed as the first Chief Executive of AQuA (Advancing Quality Alliance) in April 2010. AQuA is a membership funded improvement organisation based in the North West of England. Its mission is to support its members to improve health and the quality of healthcare.

David joined the NHS in 1989 from a career in manufacturing. He went on to take a number of Chief Executive posts including Wirral FHSA, St Helens and Knowsley Health Authority, North Staffordshire Hospitals NHS Trust, and Royal Bolton Hospital NHS FT.

From 2001 to 2004 David was Director of the NHS Modernisation Agency developing new ways of working and promoting leadership development across the NHS as a whole. He was awarded the CBE for this work.

David is also a Visiting Senior Fellow at The King's Fund, and a Non-Executive Director and Deputy Chair at Aintree Hospital NHS Foundation Trust.

Lesley Massey, Director, AQuA

Before, joining AQuA as a Director and founding member of the management team in 2010, Lesley had been Associate Director with the North West Improvement Alliance and had undertaken a regional review of quality improvement capability and capacity within NHS care systems.

Lesley has worked in the NHS since qualifying as an Occupational Therapist in 1985. She has an MA in Health Care Management and has undertaken a number of senior leadership positions in acute hospital care settings. Lesley has a passion and commitment to making improvements in care quality and patient safety and as a senior improvement advisor, has lead several large scale/collaborative regional and national improvement programmes particularly in reducing hospital mortality rates, zero tolerance to patient harm and shared decision making/self-management support. Lesley has considerable experience of working in complex systems using stakeholder engagement, partnership alliances and influencing the culture for innovation and improvement in order to drive tangible results.

Lesley established and now leads the AQuA Academy, overseeing the strategic development and delivery of quality improvement training and development, providing the tools and methodologies for building capability and capacity from Board to front line. Lesley is a leading member of the AQuA expert faculty for the design and direct delivery of executive team /board development programmes for quality and safety as well as offering coaching support to both teams and individuals.

Lesley's AQuA Director portfolio also hosts the leadership for the patient 'Shared Decision Making/Self-Management Support' programme, including a previous national programme commissioned by the 'Right Care' work stream. Lesley has responsibility for the strategic



planning of the AQuA regional patient safety portfolio including an advisory and delivery partnership with Academic Health Science Networks across the North West.

Stephen Ramsden, AQuA Affiliate

Former Chief Executive, Luton & Dunstable Hospital NHS Foundation Trust 1998.- 2010. Previously Chief Executive of Mount Vernon Hospital NHS Trust (1991-94) and Mount Vernon & Watford Hospitals NHS Trust (1994-98).

Stephen had a 34 year career in Health Services Management, always in acute hospitals, with the last 20 years being as CEO.

He is interested in transformational change, quality & service improvement and Patient Safety; Member of the National Patient Safety Forum since its inception in 2007 to 2010. Stephen was awarded an honorary MBA by the University of Luton, August 2004, for services to the towns of Luton and Dunstable. He was awarded OBE in January 2008 for Services to Healthcare. Appointed part time Patient Safety First Campaign Director, March 2008 and chaired the Campaign Team throughout its 2 year life.

He became an independent consultant in April, 2010 aiming to continue to help improve patient safety throughout the NHS. Clients include NHS Quest (a network of 14 Trusts who want to go further and faster on patient safety and quality) 2011-14; independent investigations – Cardiac Surgery at Morriston hospital, Swansea 2013 and cancer waits at West Hertfordshire Hospitals NHS Trust 2014; patient safety strategies, governance reviews and mortality reduction work at numerous NHS Trusts