

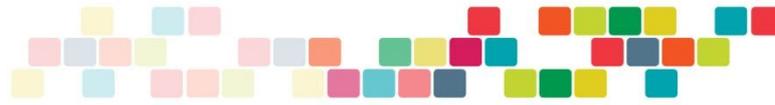
## Together for Quality | Every Patient, Every Time

A summary of our plan to improve quality across the Trust



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Happier | **Healthier** | Hopeful



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## Introduction

This plan signals our commitment to the whole trust working in partnership towards improving quality – from staff working on the frontline delivering care to patients, to corporate services and support staff who have a vital role to play in enabling and supporting our frontline teams.

During 2013/14, improving quality has been firmly on the agenda as one of the main priorities of the organisation alongside safety. Improving quality is central to the organisation's mission where improving quality of life is our main aim as an organisation:

Our Mission: Improving quality of life through effective, sustainable and compassionate health and care service.

The plan describes the model we want staff to use to deliver quality care at the frontline and how we will get there. Central to the model is to truly hear the voice of the patient. To make this happen we need to create the right environment, culture and training for our staff to work.

We know that improving quality is a continuous process and that we have an added challenge of doing so when demand is increasing and money is increasingly tight. It will take time, ambition and persistence and will only be achieved by working in partnership together.

## About our plan

This plan builds on work undertaken during 2013/14, including our case for change to how we govern quality, organisational development workshops and feedback from listening into action staff engagement events. It has been considered in conjunction with national and international best practice on quality improvement.

Our staff have described the future they desire:

- CPFT best place to work in the Country
- Boundaries between health and social care swept away
- Excellent patient experience and care
- Lowest SUI's in the country
- Reputation for success and innovation
- Great partnerships
- First Class facilities – award winning estate
- Great business model – perfect planning
- Governance flag ship
- Excellent, visible leadership
- Consistently 5 star service





- Look forward to coming to work, it's fun
- Respect and value all opinions
- Attract great staff – 'yes we can'
- Freedom to experiment and take risks

*(OD Workshops February 2014)*

How do we get there?

A Model for Quality Care at the Frontline: Every Patient Every Time

To truly deliver quality care to every patient every time, we need a model that all of our staff can follow at each contact with people using our service.

At the heart of our simple model is staff understanding what is important for patients and their families.



In enabling our staff to use this model we must focus on hearing the voice of the patient, developing the skills we need to support quality and develop the right culture to allow quality to flourish.

Hearing the voice of the patient

We need to place a much greater emphasis on hearing the voice of those who use our services and using this to change our processes. We need to focus on much more than patient satisfaction, complaint and incidents but also look at the everyday experience our patients in ways that are accessible and sensitive. We must also ensure that we look at the whole care pathway that the patient will experience, not just the part that sits with our services and use this information to help us redesign how our services operate.





NICE has recently published comprehensive guidance on a broader view of patient experience that we can use to help guide this work.

### Developing the skills we need to support quality

The Cumbria Learning and Improvement Collaborative (CLIC) is setting up the first steps of shared training to help us develop the skills we need to put quality at the heart of everything we do. This will focus on:

- Understanding the patient and carer experience
- Having the skills to understand and improve our processes
- Listening to staff at the frontline where the improvement will be experienced
- Listening to staff who support the frontline delivering high quality services
- Having the leadership at every level to focus, prioritise and deliver
- Having the connections with other car provides to work together for quality across the entire care pathway.

### Developing a Culture that Supports Quality

In order to place quality at the heart of each and every contact with those who use our services, we need to create the right environment by ensuring that we have the right leadership, culture and infrastructure that supports the frontline delivering care.

We are focussing on six themes to develop a culture that supports quality. These are:

- Having a clear vision and shared values that support our decisions, actions and behaviours
- Clearly aligned goals that are understood at every level of the organisation.
- Engaging and involving staff in improving quality and listening to the voice of our staff
- Learning, innovation and improvement | supporting staff with the skills to both do their job and improve their job and create a safe learning environments
- Teamwork, cooperation and integration | develop strong relationships and team working based on shared understanding and information on how they are doing

Collective values based leadership –developing leadership at all levels with a focus on quality and a style based on values and empowering our staff





## How do we know if our plan is working?

There are two clear ways we will need to track the outcomes of this plan:

- How successful we have been in doing the things we have said we would do
- How successful the purpose of the plan has been continuously improving quality and the impact on how we engage with our staff

We will use the NHS framework to measure patient outcomes for quality and safety and will also use a range of measurements, staff survey, continuation of Listening into Action (LiA) and monitoring of a range of human resources information such as sickness and use of agency staff.

## What will be different in the future?

Over the next three years:

Patients will experience more personalised care and have greater involvement in their care planning, including designing Trust services

Staff will see less duplication and red tape and have more time to care for patients. They will be better supported and will have more clarity on Trust priorities and their personal objectives. They will feel enabled to deliver significant improvements in the safety and quality of direct patient care with clear routes for escalating concerns

Our partners will find a trust eager to work with other across boundaries to improve services, looking to learn lessons from best practice and to improve

## Where we are now

The new Trust structure aligns clinical expertise in the new care groups with strong leadership teams consisting of clinicians, operational managers and quality governance leads.

We know that our current culture does not enable staff or support them well enough in delivering continuously improving, high quality, compassionate care. A large number of staff have been engaged in 'Listening into Action' which is developing a true sense of optimism that change is a possibility and that all staff can contribute to this - and are being listened to.





## How we will change; the priorities for year one

### Hearing the voice of the patient

- Making patient experience central to improvement
- Measurement for quality | continue to develop the dashboard from ward and team level to care group to executive and board level to provide robust presentation of quality outcomes and safety data. Develop a wider range of data reflecting patient experience

### Culture

- Engage with our staff around the vision and shared values
- Staff engagement and empowerment for improvement | continue LiA
- Leadership for quality | supporting, coaching and developing our leaders with specific focus initially on the care groups, team leaders and the clinical governance leadership structures
- Aligning basic management processes to the vision by good person management and a professional infrastructure alongside our professional leads

### Skills

- Learning for the job | developing staff to ensure they have the right skills for their job
- Building resource to sustain a network to support improvement at the frontline | an improvement promotion function
- Reduce waste in our processes to make time for improvement

## More information

For a copy of the full strategy please contact:

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