

9 July 2021

Our Ref: RFI 38476

Dear

Freedom of Information Act 2000

I am writing to confirm that the South Eastern Health & Social Care Trust (the Trust) has now completed its search for information relating to Quality Improvement which you requested on 5 April 2021.

Please accept my apologies for the delay in responding to your correspondence as the Information Governance Department is dealing with a large number of requests for information, including a backlog of requests as a result of the Covid-19 pandemic which had a major impact across services.

A response to each of the questions raised has been provided by the Nursing, Older People and Primary Care Directorate and is attached in Appendix A.

If you are unhappy as to how this request has been handled, you have the right to seek a review within the Trust in the first instance. You should write to the Information Governance Department, Lough House, Ards Community Hospital (informationgovernance@setrust.hscni.net) within two months of the date of this response and your complaint will be considered and a response provided, within 20 working days of receipt.

If, after receiving a response, you remain unhappy, you can refer your complaint to the Information Commissioner at The Information Commissioner's Office –Northern Ireland, 3rd Floor, 14 Cromac Place, Belfast, BT7 2JB. It is important to note that if you refer any matter to the Information Commissioner, you will need to show evidence of having gone through the Trust's internal review procedure to try to resolve the matter with the Trust in the first instance.

If you have any queries about this letter, please do not hesitate to contact me. Please remember to quote the reference number above in any future communications.

Yours sincerely

Cathryn Hedley
Acting Information Governance Manager

Q1. What the name of the department(s) is that provides improvement, service improvement, quality improvement, continuous improvement or internal consultancy services to your organisation?

A1. The Quality Improvement Team sits as part of the Safe and Effective Care Team within the Trust.

Q2. The job title(s) for the manager or executive responsible for quality improvement work in your organisation.

A2. The senior manager's job title is Senior Lead Nurse for Patient Safety and Quality Improvement.

Q3. The name(s) of any formal improvement methodology or approach (eg Kaizen, Lean, Model for Improvement, Virginia Mason etc) that your organisation uses for quality improvement, continuous improvement, service improvement or internal consultancy projects. If it has been internally developed, please share any external approaches it has been based on.

A3. The Model for Improvement is the formal methodology we teach and support across the Trust.

Q4. The details of any awards or external recognition that your organisation has received for quality improvement projects / work in the last 3 years.

A4. Please see Appendix One.

Q5. The approximate staff Full Time Equivalent (FTE) inside the team(s) identified in the answer to question 1 and the job titles of staff within those teams.

A5. The QI team consists of 13 staff:

- Improvement Advisor – 0.4WTE
- Clinical Lead – 0.2WTE
- Associate Improvement Advisors – 2.3WTE
- Audit Manager – 0.8WTE
- Training Admin Support – 1.0WTE
- Audiovisual Technician – 1.0WTE
- Audit Facilitators – 1.6WTE
- Clerical Officer – 1.0WTE

This includes the Senior Manager as above

Q6. The approximate staff Full Time Equivalent (FTE) outside of the team(s) identified in the answer to question 1 but with a proportion of their time formally allocated to service improvement, quality improvement, continuous improvement or internal consultancy, and the name of the department(s) or teams which these staff work in.

A6. The Trust is unable to quantify as staff support and mentor participants in their own time therefore do not have it formally in their roles.

Q7. The approximate total budget that your organisation has allocated to quality improvement in each of the last 3 years (financial or calendar years - whichever is easiest).

A7. The Quality Improvement Team sit as part of a much wider Safe and Effective Care Team therefore a breakdown of the budget for each of the past 3 years is a challenge. We have also undertaken a Management of Change process and restructured from within the wider team to create a QI Team that also includes the Audit agenda. An estimated figure of current staffing costs is around £400k. We also have a separate Goods and Services budget of approx. £30k and we income generate through training and room hire within the Quality Improvement and Innovation Centre which we re-invest again to the service.

Q8. The approximate number of staff trained in quality improvement in each of the last 3 years (financial or calendar years - whichever is easiest).

A8. The total number of staff trained across the organisation in the last three years is over 7000.

Appendix One

Awards & Successes

Winning Projects 2017/18
(June 2018)

- Make it Count
- Parents in Partnership
- Poster Prize – Keep it Clean

Patient Safety Forum Awards (Feb 18)

- Winning project under category 'Innovation and Transformation Category' - Using Education and Simulation to Improve Identification of the Deteriorating Patient

Poster Prize Winner at NISHFN

- Using Education and Simulation to Improve Identification of the Deteriorating Patient

QI Showcase Event – Poster Prize (Nov 18)

- Using Education and Simulation to Improve Identification of the Deteriorating Patient

International Forum (April 2018) - Poster Presentations

- Using Education and Simulation to Improve Identification of the Deteriorating Patient
- Supporting Parents of Looked after Children
- The Consensus

Educational Excellence Day – NIMDTA – Recognition of National Award (June 17)

- Pill Burden

Royal college of Physicians, London (July 16). Poster Prize Winner posters

- Pill Burden

Awards & Successes

- | | |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Winning Projects
2018/19
(June 2019) | <ul style="list-style-type: none">• Hard to Swallow Swallow –• Bronchiolitis ... When less is more- Alison• Poster Prize – Implementation of a Virtual Spinal Clinic – Claire Murray, Advanced Practitioner Physiotherapist |
| wRCN Learning
Disability Nurse of the
Year | <ul style="list-style-type: none">• Brady – Category winners for ‘Choose to Lose’ – a pilot group to help address the health of Adults with Learning Disability by getting more active and helping reduce BMI. |
| Patient Safety Forum
Awards (Feb 19) | <ul style="list-style-type: none">• Winning project under category ‘Building Reliable Care’ - Improving the Care of Patients on AIRVO™ |
| Patient Safety Awards
2019 (Manchester) | <ul style="list-style-type: none">• Shortlisted under category ‘Patient Safety Education and Training’ - Improving the Care of Patients on AIRVO™• Shortlisted under category ‘Deteriorating Patient and Rapid Response System’ - Using Education and Simulation to Improve Identification of the Deteriorating Patient |
| Chairman’s
Recognition Awards
(Oct 18) | <ul style="list-style-type: none">• Winning project under category Ensure Safety, Improve Quality and Test Experience - Improving the Care of Patients on AIRVO™ |
| International Forum
(April 2019) – Poster
Presentations | <ul style="list-style-type: none">• Improving the Care of Patients on AIRVO™ -• Quality Improvement in the Committal Process in HMP Maghaberry |

Awards & Successes

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| All Ireland Public Health
Conference (Dec 2019)
Smoking Cessation and
Health Conference,
Birmingham (Feb 20)
International Forum on
Quality and Safety in
Healthcare 2020 (Poster
2020) | <ul style="list-style-type: none">• Integrated Tobacco Addiction Treatment Pathway for Head and Neck Clients |
| Regional Forum (HIAE,
Feb 2020) – Adding
Value/Reducing Waste
Workshop | <ul style="list-style-type: none">• Reducing Potentially Harmful Incidents in CSSD – |
| Royal College of
Obstetricians and
Gynaecologists (Oct
2019) – Improving
Quality of Women’s
Healthcare
(Presentation)
International Forum on
Quality and Safety in
Healthcare 2020 (Poster
Presentation) | Safe Handover, Safe Patient: Improving quality of clinical handover culture at Ulster Maternity Unit |
| Chairman’s Recognition
Awards 2019 | <ul style="list-style-type: none">• Scanxiety: Can we reduce anxiety in primigravda patients attending for fetal anomaly scan? |

- Ulster Medical Journal (May 18) Publication
National Junior Doctors Presentation Day, Bristol (2016)
(Retrospective Entry for awards/successes)
- A sonographer's experience exploring 'scanxiety and the fetal anomaly scan'
- QI Showcase Poster Award (Nov 19)
Best oral presentation at the Ulster Paediatric Conference 2019
Pending publication in a medical journal (2020)
HSC QI Innovation and Transformation Award 2019 (Mar 2020)
NICE project publication (2020)
- Ensure Safety, Improve Quality & Test Experience Category Winner –Team for their project 'Healing Hearts'
- Regional BDA CDSG Conference (Poster Award)
National Oral Health Award Winner
- Discharge Letter Quality: How to help both junior doctors and GPs?
- 'Health without Barriers' 2nd European Conference on Prison Health 2019 (Poster Presentation)
- Bronchiolitis, when less is more... -
 - Keep it Clean – Oral Health in Nursing Homes –
- International Forum on Quality and Safety in Healthcare 2020 (Poster Presentation)
- Health Engagement Work in NI Prisons –, Health Development Worker for Prisons
 - Health Engagement Work in NI Prisons –Health Development Worker for Prisons