

QI in CITY & HACKNEY FACTSHEET 8: Progression of QI projects – Jen Taylor-Watt, Improvement Advisor

Your Improvement Advisor will give your project a score, based on how far you've got with your project, using the system and definitions shown below. This can be split into 3 key stages of projects:

Formation/Pre-testing (1.0 – 2.0)

This covers when you are getting your team together and refining your understanding of your problem and the issue you are focusing on. You will also need to be fully defining your measures during this stage and capturing baseline data.

1.0	Charter and Team Established A charter has been completed and reviewed. Individuals or teams have been assigned, but no work has been accomplished.
1.5	Planning for the Project has begun Organisation of project structure has begun (such as: what resources or other support will likely be needed, where will focus first, tools/materials need gathered, meeting schedule developed).
2.0	Planning for the Project has begun Initial cycles for team learning have begun (project planning, measurement, data collection, obtaining baseline data, study of processes, surveys etc.).

Testing (2.5)

This is when you have starting testing ideas for change, using PDSA. You will also need to be gathering your data and charting over time to be able to know if your changes result in improvement

2.5	Activity, but no changes Initial cycles for testing changes have begun. Most project goals have a measure established to track progress. Measures are graphically displayed with targets included.
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Achieving & sustaining improvement and taking implementation steps (3.0 – 5.0)

From 3.0 onwards, you are seeing and sustaining improvement and making changes, which have made a difference, 'business as usual' within the day to day operations of your team. This is what we mean in QI when we talk about "implementation". To do this, a number of specific steps are needed, as shown in the CHAMHRAS Waiting Times example in box 1. It's very important that these are undertaken systematically and comprehensively to ensure that gains are held for the long term.

Taking implementation steps will be one thing the Improvement Advisor is looking for to increase your project score from 3.0 up to 5.0. The other will be seeing improvement in your outcome measure sustained over time.

3.0	Modest Improvement Successful test of changes have been completed for some components of the change package related to the team's charter. Some small scale implementation has been done. Anecdotal evidence of improvement exists. Expected results are 20% complete.
3.5	Improvement Testing and implementation continues and additional improvement in project measures towards goals is seen.
4.0	Significant Improvement Expected results achieved for major subsystems. Implementation (training, communication etc.) has begun for the project. Project goals are 50% or more complete.
4.5	Sustainable Improvement Data on key measures begin to indicate sustainability of impact of changes implemented in system.
5.0	Outstanding Sustainable Results Implementation cycles have been completed and all project goals and expected results have accomplished. Organisational changes have been made to accommodate improvements and to make the project changes permanent.

Box 1: Example Project: Improving Access in City and Hackney Adult Mental Health, led by City and Hackney Mental Health Referral and Assessment Service (CHAMHRAS) – Part 2 (Implementation Planning)

Box 6 above described the CHAMHRAS waiting times project. This project was closed in July 2017, having achieved improvement AND satisfying the C&H QI Forum that the project was sufficiently integrated into business as usual, with a clear plan for outstanding implementation steps. Key details from the implementation plan are included below, along with the prompt questions for each area of focus:

1. Standardisation & Documentation:

- *To what extent have you standardised the new ways of working, developed through your project?*
- *Where are these new ways of working written down & saved?*
- *Have relevant policies been updated?*
- *What is your process for keeping new ways of working fresh and reflective of new knowledge?*

Update Operational Policy to include:

- Standardized booking and tracking system
- Reminder emails out
- Weekly referral meetings

Provide guidance on how to access breaches and key charts on Reporting Services / screen shots

2. Staff education/ training / induction / support processes

- *How are new ways of working integrated into HR processes noted above (think about current team members and new team members, including whole MDT)*

Quarterly Training for Admin – delivered B5 in CHAMHRAS

- Escalation procedure if identify appointment is outside 28 days
- Smooth transfer of patients into PCL, resulting in coding problems – protocol written
- Booking and tracking system

3. Measurement & Quality Control:

- *What is your system for knowing whether level of performance is maintained? This may be ongoing measurement over time (e.g. using Quality and Performance Dashboards), oversight of team data or periodic audit*
- *Where will you discuss this data if there is deterioration?*

Data & Visual Management

- Review data on Reporting Services – daily report & Quality & Performance Dashboards
- Nixon's responsibility for looking at Dashboard on daily basis
- Discussed in ongoing biweekly QI meeting for CHAMHRAS DNA project. Following closure, will be discussed in Andrew's monthly management meeting
- Also discussed by Andrew individually with CHAMHRAS manager Maria
- Monitored by DMT

4. Are there any ongoing resource implications associated with the new ways of working you have developed through this project (e.g. do you need funding for any resources?)

- *If so, have you established how these will be met and agreed with senior managers if necessary?*
- None – integrated into business as usual, although we need a waiting list module in the long-term to reduce burden of manual systems

5. Maintaining engagement across your team

- *What actions have you taken to support the engagement and leadership of this work across the whole team?*
- *What forums have you used to build engagement in the project? What forums could you use to keep an eye on the issue, as a whole team?*
- *How would you re-engage the team in the issue if performance deteriorated and staff started to go back to old ways of working?*
- Admin Business Meeting, team level meetings, DMT meetings, Weekly referral meeting, Data visibility: standard emails