National Healthcare Communication Programme

Quality Improvement Plan Template

Action	Lead person	Time frame (start and end date)	Budget (if applicable)	Progress (include review and completion dates)
STEP 1 - PREPARE				
Access the NHCP implementation toolkit on the NHCP website or in the NHCP App. *System Change*				
Identify a NHCP coordinator for the implementation of the NHCP and a deputy coordinator. *System Change*				
Identify/establish a team/committee to support the NHCP coordinator. *System Change*				
Establish regular meetings to feedback and revise the quality improvement plan accordingly (an already-established committee may be chosen as the vehicle to address communication skills improvement). *System Change*				
Identify any prior initiatives or plans on communication skills improvement within your facility. *System Change*				
Analyse the current structures and resources. *System Change*				
Review existing information available (to direct the communication skills improvement programme), on the views of the people who use your services and those close to them submitted through thank you letters, complements, complaints, surveys and audits and in inquiries and review findings. *System Change*				

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Establish a plan to achieve the implementation of the NHCP in your facility. *System Change*				
Contact the CEO/General Manager and senior managers of the healthcare facility to advocate for the NHCP/discuss actions and activities to be implemented in line with the NHCP at facility level. *System Change*				
Agree on the scope and extent of the activities to be acted on. *System Change*				
Match required activity to available resources (human resources/finance). *System Change*				
If required, explore with CEO/General Manager/senior managers the possibility of further funding assistance to support short, medium and long term plans for implementation of the NHCP. *System Change*				
Design a training/education timetable based on NHCP training tools. *Training/Education*				
Identify NHCP facilitators (at least two per facility). *System Change*				
Identify staff in charge of making data entry and analysis (admin support). *Evaluation/Feedback*				
Secure time, with support from senior managers, for facilitators to be trained and to perform in their allocated roles, e.g. written agreement. *Training/Education*				
Organise NHCP training of facilitators (book on www.hseland.ie) *Training/Education*				
Set the plan, including timeframe, for initiating, carrying out and evaluating training for healthcare workers. *Training/Education*				

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Prepare and send letter to senior managers to encourage them to invest in communication skills improvement. *System Change*				
Communicate the time commitment required for training of healthcare workers to all managers and staff. *Training/Education*				
Prepare a plan to publicise communication skills activities across the facility – where available use internal communications expertise. *Creating a climate for excellence*				
Review existing involvement of patients/patient organisations in healthcare improvement activities and consider timeframe for initiating on-going discussions/ collaborations with patient organisations. *Creating a climate for excellence*				
Utilise the HSE guidance on engaging patients and patient organisations in communication skills initiatives (HSE Better Together Roadmap Patient Engagement Roadmap). *Creating a climate for excellence*				
STEP 2 - EVALUATE BASELINE				
Establish requirements for healthcare worker training based on local numbers, needs and feedback received (NCEP Survey results/Your Service, Your Say/Incident and Audit reports). *Training/Education*				
Set the plan, including timeframe, for initiation of evaluation and feedback activities. *Evaluation/Feedback*				
Consider designing/undertaking internal patient surveys. *Creating a climate for excellence*				

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STEP 3 - IMPLEMENT				
Hold a well-publicised official event launching the programme activities and involving endorsement and/or symbolic signatures. *Training/Education*				
Access and download posters/illustrations/leaflets/skills cards on the NHCP website and investigate costs of reproduction. Allocate budget to this service if necessary. *Reminders in the workplace*				
Ensure posters/illustrations are in a good condition and clearly displayed in suitable places, e.g. at the point of care. *Reminders in the workplace*				
Identify a range of staff in healthcare settings who will take ownership of refreshing posters/reminders and ensuring they are in good condition. *Reminders in the workplace*				
Distribute leaflets/skills cards to all healthcare workers during training and display in all relevant settings. *Reminders in the workplace*				
Plan to produce supplementary or refreshed reminders on an on-going basis, including innovative ideas other than posters/illustrations and leaflets/skills cards. *Reminders in the workplace*				
Incorporate the training programme into the overall healthcare facility financial plan. *Training/Education*				
Establish a system for updating training and competence checks of facilitators, e.g. annually. *Training/Education*				
Establish a system for updating training and competence checks of all healthcare workers, e.g. annually. *Training/Education*				
Present results of evaluations each quarter or to an agreed schedule to senior management. *Evaluation/Feedback*				

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Set annual targets for improvement in communication skills based on agreement from all key staff. *Evaluation/Feedback*				
Initiate patient advocacy activities (e.g. provide communication skills information leaflets to patients and plan for education sessions). *Creating a climate for excellence*				
Establish a system for reporting on training sessions to senior managers including an action plan for addressing poor or non-attendance. *Training/Education*				
STEP 4 - EVALUATE IMPACT				
Establish an overall system for reporting on evaluation results to senior managers including an action plan for addressing poor compliance. *Evaluation/Feedback*				
Incorporate the evaluation and feedback activities into the overall facility financial plan. *Evaluation/Feedback*				
Identify areas that need further improvement as well as lessons learned in order to feed this information into future quality improvement plans. *Evaluation/Feedback*				
Prepare a plan for regular, preferably monthly, monitoring of communication skills either in target areas or in all areas of the healthcare facility. *Evaluation/Feedback*				
Establish measurement of monthly patient feedback trends (if a system is not already in place). *Evaluation/Feedback*				
Review National Care Experience Programme Surveys annually and identify areas of good practice and areas for improvement. *Evaluation/Feedback*				
Set regular meetings for review of available evaluation data in order to revise and target training workshops. *Evaluation/Feedback*				

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Gather information on ways to present data and discuss these with healthcare staff to ensure the best method is used and understood in different healthcare settings. *Evaluation/Feedback*				
Engage input from external partners such as patients/patient organisations to evaluate the programme and to help support development of new and innovative learning and development tools. *Evaluation/Feedback*				
STEP 5 - CONTINUOUS IMPROVEMENT				
Establish communication skills on the list of indicators for assessment of quality of health delivered at the facility by preparing a report featuring background information on the necessity for communication skills improvement, the programme plans, evaluation data results and the potential benefits of having communication skills as a quality indicator. *Creating a climate for excellence*				
Establish a system for setting and reviewing annual goals for communication skills improvement at the facility, department and clinical setting/ward level and include patients/patient organisation opinion in this process. This should also include how and where evaluation data results will be posted. *Creating a climate for excellence*				
Prepare a schedule of presentations and/or initiatives (e.g. stands, promotions, rewards, etc) on communication skills improvement and the reasons for successes, including patients/patient organisations where possible. Ensure these presentations are given to all groups within the facility to build on their understanding of NHCP implementation is important for ensuring a climate for excellence in communication skills. *Creating a climate for excellence*				

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Gather quotes and messages from a range of staff within the facility on an on-going basis to demonstrate the commitment and motivation of everyone to ensuring a climate for excellence by improving communication skills and the care experience. *Creating a climate for excellence*				
If possible, prepare a business case (local evaluation of cost-effectiveness of communication skills promotion) and present to senior managers to secure continued investment in communication skills. *Creating a climate for excellence*				
Establish key staff in all areas that can be updated and continue to publicise news of communication skills activities on an on-going basis. *Creating a climate for excellence*				
Clarify that all other actions for ensuring system change, training/education, evaluation and feedback and reminders in the workplace are taking place. *Creating a climate for excellence*				
Identify and secure on-going support from key senior managers and facility managers. *Creating a climate for excellence*				
Consider preparing a case study of improvements in communication skills at the facility for publication locally, regionally or nationally and on the NHCP website. *Evaluation/Feedback*				
Consider publishing data on communication skills improvement at the facility in a peer-reviewed journal or internal newsletter. *Evaluation/Feedback*				
Consider implementing initiatives to reward or acknowledge excellence in communication skills by specific healthcare workers, wards or departments. *Creating a climate for excellence*				
Embed communication skills within facility indicators and annual goals. *Creating a climate for excellence*				

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Plan to produce supplementary training materials or organise additional activities to maintain momentum and motivation (e.g. organise lunchtime debates on communication skills issues for healthcare workers; establish a buddy system to educate new starters on communication skills learning materials). *Creating a climate for excellence*				
Plan to organise additional activities to maintain momentum and motivation (e.g. organise lunchtime meetings on communication skills issues for healthcare workers) in the longer term. *Creating a climate for excellence*				
Identify key staff and plan to work with those from any discipline who present themselves as role models in order to use their motivation to lead and encourage others. *Creating a climate for excellence*				
Identify those who will help publicise the programme's successes and answer enquiries about the programme from external sources, e.g. the media, for example, and local/facility communications experts. *Creating a climate for excellence*				
Establish a system for identifying new facilitators, for example ask senior clinicians/ managers to communicate the names of healthcare workers who are motivated and who will act as good role models.				
Prepare and send letter to communicate communication skills initiatives to managers. *Creating a climate for excellence*				