



An Stiúrtóireacht um Ardchaighdeán  
agus Sábháilteacht Othar  
Oifig an Phríomhoifigigh Cliniciúil

National Quality and  
Patient Safety Directorate  
Office of the Chief Clinical Officer

## QPS TALKTIME



A community of quality and patient safety improvers

13<sup>th</sup> December 2022

# *“Moving Forward, Shaping the Future”*

Health and Social Care Quality Improvement (HSCQI) Northern Ireland  
Strategy 2022 – 2024

CONNECTING PEOPLE INTERESTED IN QUALITY AND PATIENT SAFETY

<https://www.hse.ie/eng/about/who/nqpsd/>

@QPSTalktime

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# How we are running today's session



- You will be muted but the chat is open throughout - please post any questions or comments there and we will address them after the presentation.



- If your tech fails, don't worry – we're recording it so you can watch video and access the slides at your convenience. Audio is available via your PC or dial in:

Telephone no: Irish: 01-5260058 / UK: +44-20-7660-8149

Event number: 2733 751 7240#



- Please feel free to continue the discussion on Twitter:

@mapflynn @QPSTalktime /@NationalQPS/ #QIreland #patientsafety



- Please help us to improve our QPS Talktime Webinars by completing a short feedback form (pop up window before you log out)



- You will receive an email from QPS Talktime confirming your attendance

- **To get started ... we invite you to**

Share using the chat box

- Your name, work and where you are joining us from ...
- Finish this statement:

***“Leadership is important to QI because...”***

# Today's Speaker's



**Levette Lamb**

Regional Senior Improvement  
Advisor with the HSCQI Hub



**Clifford Mitchell**

Regional Senior Improvement  
Advisor with the HSCQI Hub



**Róisín Egenton**

Programme Manager (Strategy),  
QPS Improvement, NQPSD



**Veronica Hanlon**

Educationalist  
QPS Education, NQPSD

In conversation with



**Dr. Maureen Flynn**, Director of  
Nursing, QPS Connect Lead  
with the National Quality and  
Patient Safety Directorate

**Juanita Guidera**, Quality  
Improvement Facilitator with the  
National Quality and Patient  
Safety Directorate.



**Levette Lamb**

Regional Senior Improvement  
Advisor with the HSCQI Hub



**Clifford Mitchell**

Regional Senior Improvement  
Advisor with the HSCQI Hub

# Moving Forward, Shaping the Journey

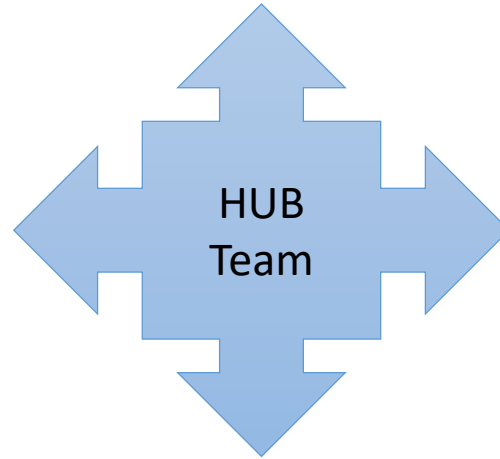
Levette Lamb and Clifford Mitchell



# HSCQI:

A QI Infrastructure for  
the Northern Ireland Health  
and Social Care System





HSCQI ALUMNI





# HSCQI

## STRATEGY

### 2022-2024

**MOVING  
FORWARD  
SHAPING THE  
JOURNEY**



# HOW OUR STRATEGY WAS DEVELOPED

This HSCQI Strategy has been developed during a series of meetings and workshops.

## WORKSHOP 1

11  
NOV 20

## WORKSHOP 2

25  
NOV 20

## WORKSHOP 3

01  
DEC 20

## WORKSHOP 6

Joined by members of the HSCQI Leadership Alliance

08  
APR 21

## WORKSHOP 4

17  
DEC 20

## WORKSHOP 5

10  
FEB 21

## HSCQI LEADERSHIP ALLIANCE MEETING

11  
NOV 21

## FINAL DRAFT CIRCULATED

JUNE  
2021

## HSCQI LEADERSHIP ALLIANCE MEETING

01  
APR 22

## WORKSHOP 7 HSCQI Alumni workshop

18  
MAY 21



“To inspire and influence Northern Ireland’s Health and Social Care Community to become a global leader in Quality Improvement and Innovation by working together and focusing on person-centred care.”

# OUR VISION

# OUR STRATEGY

WHAT WE  
NEED TO DO



Partnership working  
and co-production to  
create the conditions  
for improvement and  
innovation

Leadership for  
Improvement: enable a  
system with capability  
to continuously improve.

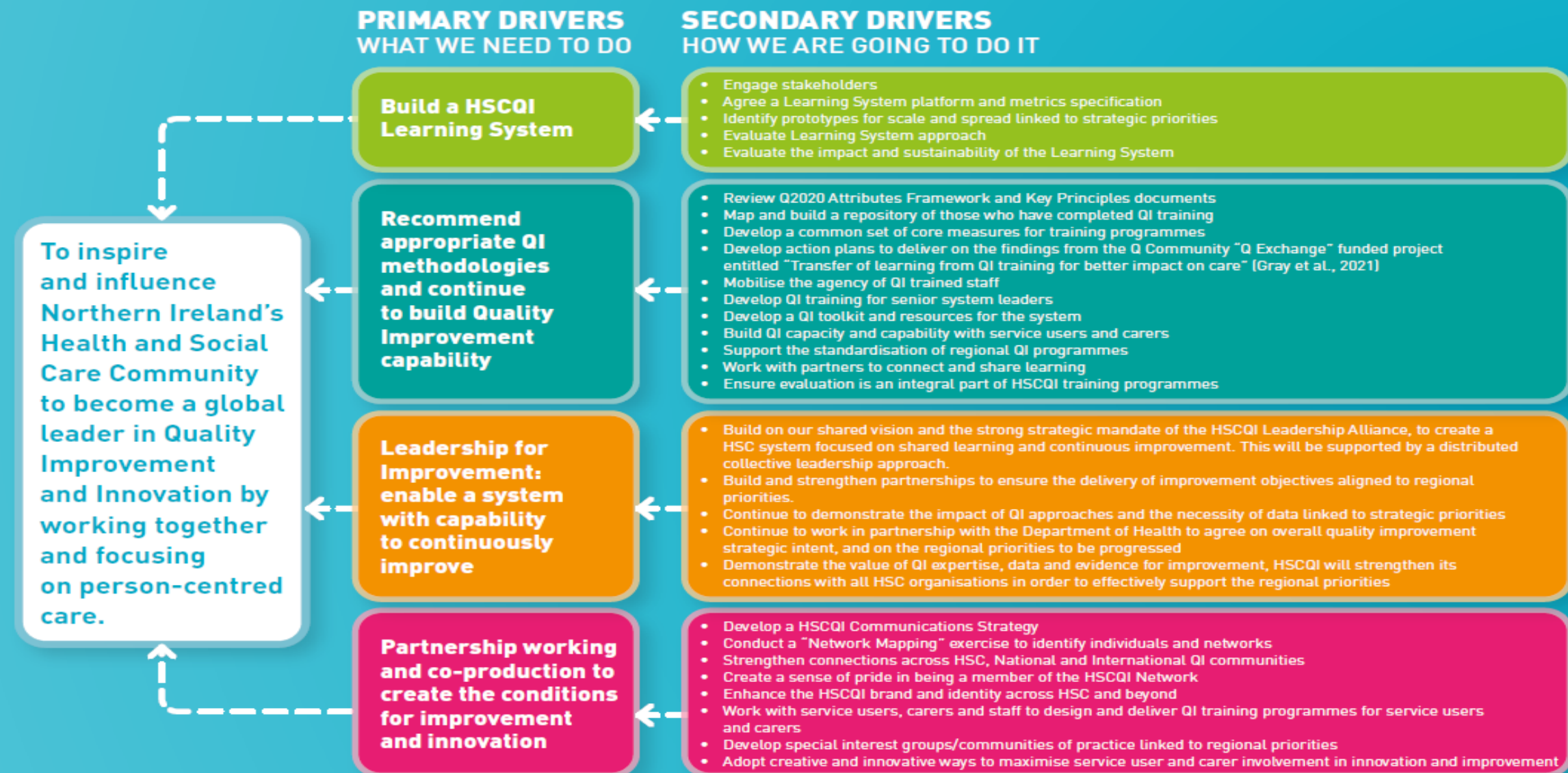
Build a HSCQI  
Learning System

Recommend  
appropriate QI  
methodologies  
and continue  
to build QI  
capability.





# HSCQI STRATEGY DRIVER DIAGRAM



# Building QI Capability



## SHORT TERM 3-6 MONTHS

- We will review the Q2020 Attributes Framework and Key Principles documents
- We will map and build a repository of those who have completed QI training
- We will develop a common set of core measures across all HSCQI training programmes
- We will develop action plans to deliver on the findings from the Q Community “Q Exchange” funded project entitled “Transfer of learning from QI training for better impact on care” (Gray et al., 2021)

## MEDIUM TERM 6-12 MONTHS

- We will act as a system to mobilise the agency of those who have completed Level 2 and Level 3 QI training programmes
- We will develop QI training for senior system leaders
- We will develop a QI toolkit and resources for the system
- We will continue to build QI capacity and capability with service users and carers

### Examples of Progress

Regional Scottish Leadership Programme underway  
Group being established to review all aspects of QI training – Meeting in December 2022  
Database held of level 3 trained staff  
Alignment of level 3 staff with TASC projects  
Scoping of pilot programme for level 4 training in PHA

# LEADERSHIP FOR IMPROVEMENT

## SHORT TERM 3-6 MONTHS

- We will build on our shared vision and the strong strategic mandate of the HSCQI Leadership Alliance, to create a HSC system focused on shared learning and continuous improvement. This will be supported by a distributed collective leadership approach
- We will build and strengthen partnerships to ensure the delivery of improvement objectives aligned to regional priorities

## MEDIUM TERM 6-12 MONTHS

- We will continue to demonstrate the impact of QI approaches and the necessity of data linked to strategic priorities
- We will continue to work in partnership with the Department of Health to agree on overall quality improvement strategic intent, and on the regional priorities to be progressed

### Examples of Progress

- New Chair elected for HSCQI Leadership Alliance
- Terms of reference reviewed and agreed for Leadership Alliance. Membership refreshed and meeting dates agreed
- Strategic alignment of HSCQI workplan with regional priorities
- Strengthening partnerships across UK , ROI and beyond





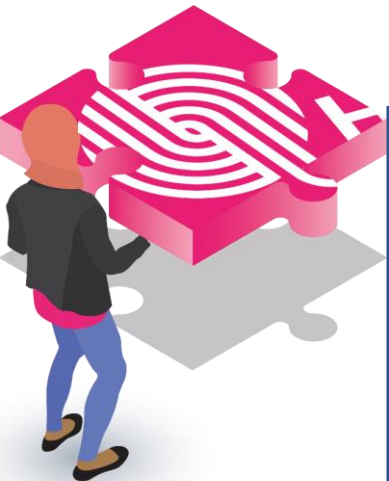
# PARTNERSHIP WORKING AND CO-PRODUCTION

## SHORT TERM 3-6 MONTHS

- We will develop a HSCQI Communications Strategy to support the work of the HSCQI Leadership Alliance and Network
- We will conduct a “Network Mapping” exercise to identify individuals and networks
- We will strengthen connections across HSC, national and international QI communities

## MEDIUM TERM 6-12 MONTHS

- We will create a sense of pride in being a member of the HSCQI Network and the wider Northern Ireland QI community
- We will enhance HSCQI brand identity across the HSC and beyond



### Examples of Progress

HSCQI Communications ambassador group established  
HSCQI Communication Strategy under development including branding and “on boarding” sections  
Linking with Health Foundation to test Network mapping  
HSCQI Q Board membership



# Building a HSCQI Learning System

## **SHORT TERM 3-6 MONTHS**

- We will identify stakeholders at all levels and engage the right people to build the HSCQI Learning System
- We will agree a specification of metrics and a platform for the HSCQI Learning System, to support a system-wide Quality Management approach
- We will develop an evidence-based evaluation plan for the HSCQI Learning System

## **MEDIUM TERM 6-12 MONTHS**

- We will identify proven and assessed prototypes
- We will work as a system to link scale and spread prototypes with agreed regional priorities
- We will establish workstreams to drive the scale and spread of agreed prototypes

## Examples of Progress

- Following engagement with a wide range of stakeholders the Timely Access to Safe Care programme has been established
- SharePoint site in place to share data/information
- Evaluation group being established
- Regional Alumni sharing and learning events underway

# Timely Access to Safe Care (TASC) Programme



## HSCQI

### STRATEGY

2022-2024

**MOVING  
FORWARD  
SHAPING THE  
JOURNEY**



“ To inspire and influence Northern Ireland’s Health and Social Care Community to become a global Leader in Quality Improvement and Innovation by working together and focusing on person-centred care. ”

# OUR VISION

# What is a Learning Health System?

A learning health system (LHS) is a way of describing a team, provider or group of providers in the health and care system that, working with a **community of stakeholders**, has developed the **ability to learn** from its own delivery of routine care and **improve as a result**. At its most fundamental, an LHS comprises a set of activities and assets that enable **continuous learning and improvement of services**.

(Hardie et al., 2022) <https://doi.org/10.37829/HF-2022-106>

# Key questions to ask when developing a learning health system *(Foley and Vale, 2022)*

- 1. What is our rationale?**
- 2. What sources of complexities exist at system and local level?**
- 3. What strategic approaches to change do we need to consider?**
- 4. What technical building blocks will we need?**

# What is our rationale?

- **Improve patient outcomes and experience Identify and reduce unwanted variation and inequity**
- **Generate knowledge and optimise the application of knowledge (using data)**
- **Use knowledge to support scale and spread**
- **To test a new way of working**



# What is our aim?

## **AIM:**

**By the end of June 2023, the HSCQI Timely Access to Safe Care programme will have tested a number of improvement projects that seek to improve timely access to safe care and are suitable for regional scale and spread at pace**



# What sources of complexity exists at a system and local level?

- 1. Continuous and increasing pressures on patient flow and waiting times**
- 2. Variation – data systems, analytics expertise, processes and capability**
- 3. Projects at differing stages of maturity**

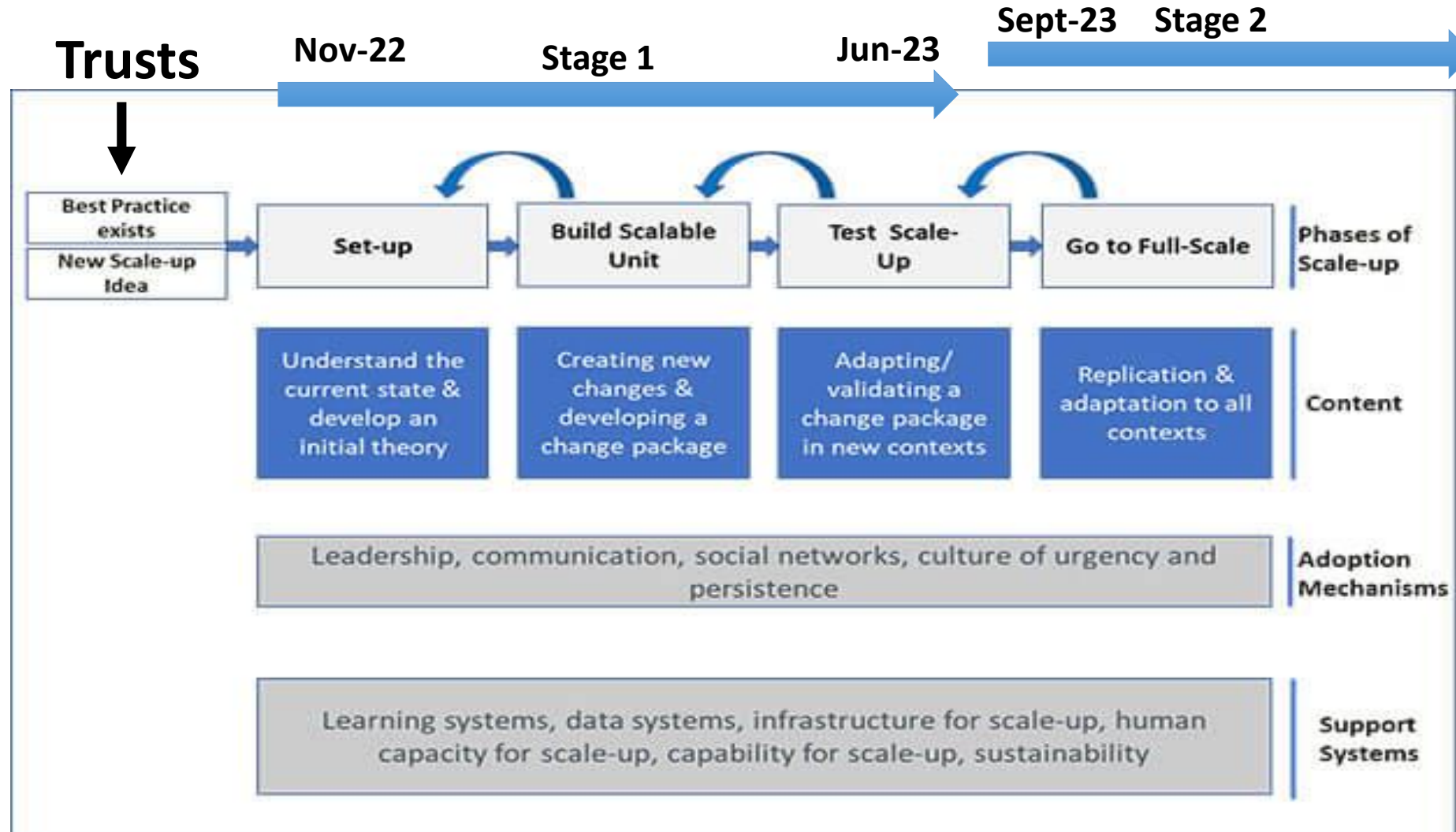
# Programme Workstreams

- 1. Scheduled Care: Outpatients**
- 2. Scheduled Care: Inpatients**
- 3. Unscheduled Care**
- 4. Social Care**
- 5. Mental Health**
- 6. Learning Disability/Intellectual Disability**

# What strategic approaches to change do we need to consider?

- A new co-designed regional Learning System approach to identifying, scaling and spreading improvement
- Use of the IHI framework for scale and spread to inform system-wide transformation
- The development and use of an agreed platform and processes for sharing regional data
- The use of a standardised reporting structure and timetable to monitor and support learning
- Evaluation Framework

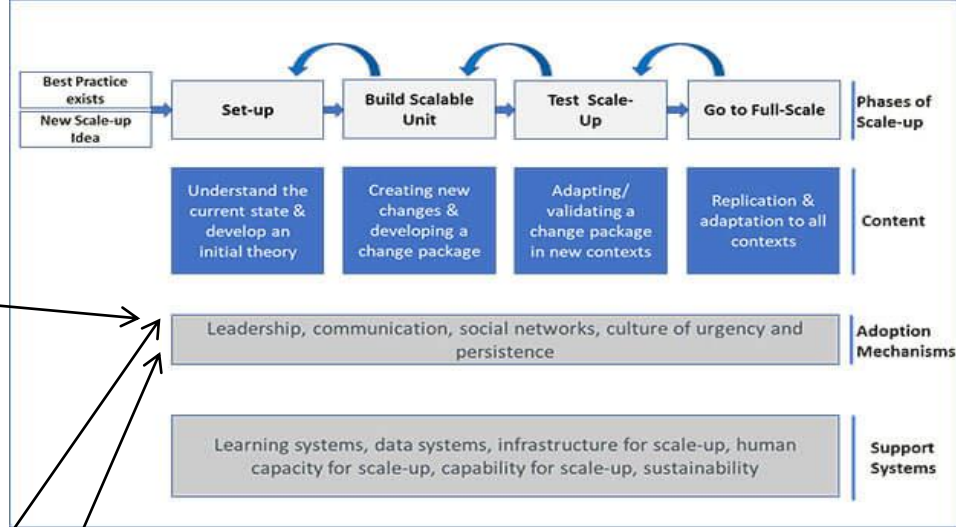
# IHI Framework for Going to Full Scale



# What technical building blocks do we need?



*(Foley, Horwitz, Zahran, 2021)*



(Foley, Horwitz, Zahran, 2021)

# Linking it all together!



# TASC Evaluation: Overview

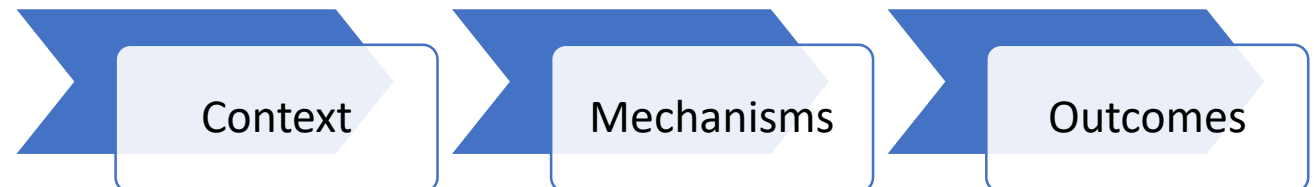


Supported by Advisory Group representing

- QI teams in Trusts
- Academia (UU, THIS Institute)
- Quality and Patient Safety (QPS) Education team in the National QPS Directorate within the Health Service Executive, ROI
- Research and Development Division, PHA
- RQIA



- Approach informed by Quality Improvement and Implementation Science literature
- Underpinned by a realist approach, recognising that the programme's outcomes are dependent on causal mechanisms that are influenced by context

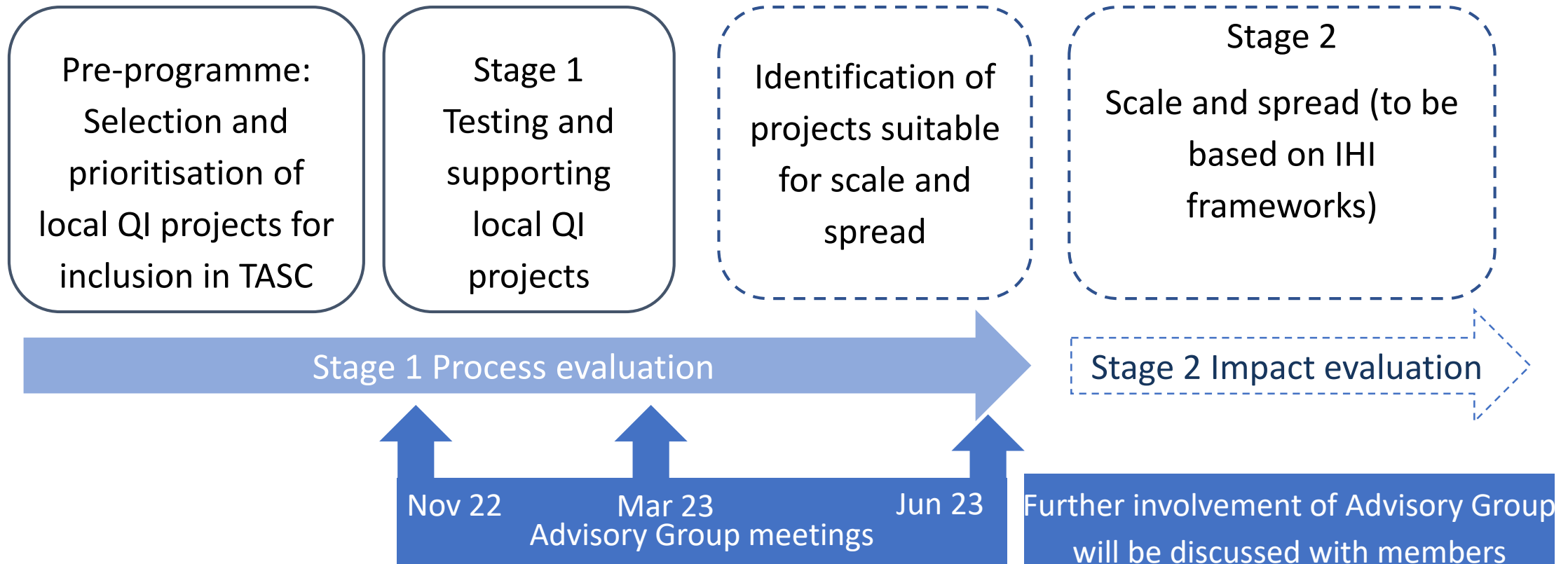




# TASC Evaluation: Focus and Scope



Overall aim: To evaluate the effectiveness of the new co-designed regional approach to identifying, scaling and spreading improvement



*Key: Dotted line indicates activities that have not commenced at the time of writing*

# References

Foley T, Horwitz L, Zahran R, Realising the potential of Learning Health Systems, 2021, The Health Foundation

Foley T, Vale L. *A framework for understanding, designing, developing and evaluating learning health systems*, 2022, Learn Health Sys. 2022;e10315. doi:10.1002/lrh2.10315

Hardie et al., *Developing learning health systems in the UK: Priorities for action*, 2022  
<https://doi.org/10.37829/HF-2022-I06>

[hscqi.hscni.net/about-hscqi/strategy-2022-24](https://hscqi.hscni.net/about-hscqi/strategy-2022-24)

<http://www.ihl.org/communities/blogs/evolving-the-ihl-scale-up-framework>



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# Veronica Hanlon

Educationalist

QPS Education, NQPSD



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## Róisín Egenton

Programme Manager (Strategy),  
QPS Improvement, NQPSD

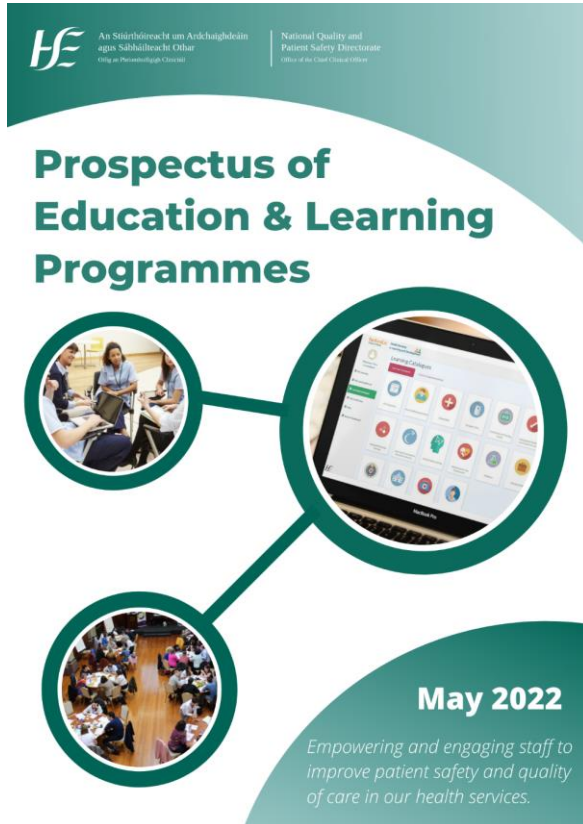


# HEARING YOUR THOUGHTS AND COMMENTS





# QPS Prospectus 2023



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COMING SOON

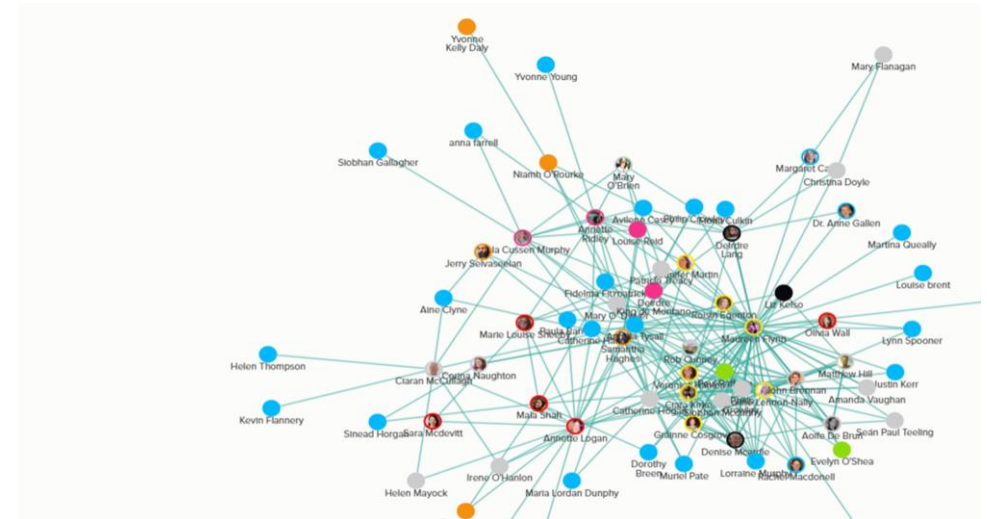
2023

<https://www.hse.ie/eng/about/who/nqpsd/qps-education/prospectus-of-education-and-learning-programmes.html>

# The QPS Ireland Network Map

To help visualise connections between people interested in quality, safety and improvement across Ireland: <https://www.hse.ie/eng/about/who/nqpsd/qps-connect/network-map/>

- How to join the map?
  - Visit the HSE website (see link in the chat)
  - Get sent your unique link to the map
  - Enter information about you, your professional characteristics and your interests
  - Log your connections
- How to use the map?
  - Filter the map by role, organisation, interests
  - View individual profiles
  - Connect and collaborate with others



# Apply to become a member of Q Community



- All you need to know about applying can be found on the Q website
- You will be invited to complete an online application using the Q online portal
- If you have queries or require support, please contact our colleague via email

[Caroline.Lennonally@hse.ie](mailto:Caroline.Lennonally@hse.ie)

# Upcoming Webinars: Dates for your diary ....

**Next series of QPS TalkTime starts:**

**17<sup>th</sup> January 2023 at 1pm**

Follow us on Twitter to stay up to date on QPS TalkTime:  @QPSTalktime

Missed a webinar – Don't worry you can watch recorded webinars on HSE QPS Talktime page:  
<https://www.hse.ie/eng/about/who/nqpsd/qps-connect/qps-talktime/qps-talktime.html>

# Let us know how we did today ....

**Reminder:** Short questions (pop up) as you sign off, please help us to improve our QPS Talktime Webinars by sharing your feedback



We really appreciate your time, thank you

To be included on our mailing list to receive QPS Talktime invitations please contact **Kris.kavanagh@hse.ie**

*Thank  
you*





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## QPS TALKTIME



Building an Irish Network of Quality improvers



# *Happy Christmas!*

*From all of us at QPS TalkTime*