

NHS North Cumbria CCG Governing Body	Agenda Item
5 December 2018	10

**Cumbria Learning and Improvement Collaborative Six Month Report,
April – September 2018**

Purpose of the Report							
<p>The following report is the CLIC’s Six Month Report (April – September 2018), and provides the Governing Body with assurance on the progress made by CLIC within this period.</p> <p>The report describes our Learning and Improvement Collaborative’s activities and progress during this period, and highlights what health and social care staff have accomplished with our support.</p>							
Outcome Required:	Approve		Ratify		For Discussion		For Information
							X
Assurance Framework Reference:							
As per the strategic objectives below.							

Recommendation(s):
The Governing Body is asked to receive this report.

Executive Summary:
<p>Key Issues:</p> <p>Activity remains high and as the improvement work matures, return on investment is more apparent. Key development work has focussed on the ICCs and on patient flow in the hospital.</p> <p>Key Risks:</p> <p>Expectations and demand for support exceeds capacity – this could have reputation risks but is also a positive sign (and is strategically important to avoid the perception that CLIC ‘does things for us’ rather than facilitating things being done by teams themselves). Recent sickness and promotions have depleted the CLIC core team.</p>

<p>Implications/Actions for Public and Patient Engagement:</p> <p>In line with CLIC’s purpose and strategy, engagement with practitioners and members of the public/patients will be ongoing.</p> <p>Financial Impact on the CCG:</p> <p>The estimated cost can be met from within the existing budget. External funding has been sought and provided for additional, ad-hoc activity that in turn benefits the system.</p>

Strategic Objective(s) supported by this paper:	Please select (X)
Support continuous quality improvement within existing services including General Practice	X
Commission a range of health services, including an increasing range of integrated services, appropriate to our population’s needs	
Develop our system leadership role (in the context of an integrated health and care system) and our effectiveness as a partner	X
Continuously improve our organisation and support our staff to excel	X

Impact assessment: (Including Health, Equality, Diversity and Human Rights)	Not required
---	--------------

Conflicts of Interest Describe any possible Conflicts of interest associated with this paper, and how they will be managed	None
--	------

Lead Director	Stephen Singleton
Presented By	Stephen Singleton
Contact Details	stephen.singleton@northcumbriaccg.nhs.uk
Date Report Written	31 October 2018

Cumbria Learning and Improvement Collaborative

Six Month Report April – September 2018

Introduction

Our Learning and Improvement Collaborative exists to develop a positive transformation in health and social care across Cumbria by leading and embedding a culture of collaboration for learning, continuous quality Improvement, and living within our means.

A deliberate focus for 2018-19 has been two-fold: the development and establishment of ICCs and improving flow into, within and out of the hospital setting.

The first six months of the year have seen the next waves of 'Engagement for Improvement' commence, further RPIWs carried out or planned, and many more training courses and team development sessions. Progress with our objectives is on track.

Professor Stephen Singleton

Director of our Learning and Improvement Collaborative

April – September 2018 at a glance...

- **£25,000** in additional income generated
- **570** attendances at **114** Clinical Skills events
- **48** attendances at **5** improvement training sessions and workshops
- **374** attendances at **45** leadership training sessions and workshops
- **30** attendees at AQUA Human Factors training organised and supported by CLIC
- **21** North Cumbria University Hospitals NHS Trust (NCUHT) attendees at Influencing and Implementing Improvement*
- **1,081** attendances at **59** bespoke training sessions and workshops
- **115** hours of one-to-one coaching undertaken
- **10** Engaging for Improvement (Efi) schemes completed
- **1** Rapid Process Improvement Workshop (RPIW) undertaken
- **4,419** registered website users

- **1,270** Twitter followers @CLIC_Cumbria
- **68,638** website page views
- **2,124** total attendances at **225** training sessions and workshops
- **92%** of people would recommend the session they attended to a colleague

I have an idea! CLIC can help you grow your improvement ideas: www.theclic.org.uk/clic/contact-us

*Formerly Cumbria Production System (CPS) Awareness and Making an Impact

Education and Learning Strategy Update

Following our success at the Healthcare People Management Association (HPMA) Awards in 2017 (winning the 'University of Bradford Award for Cross-Sector Working'), we have continued to progress in the development of the Clinical Skills programme. Since January 2018, the Integrated Clinical Skills Team has developed a programme which delivers training for staff in both North Cumbria University Hospitals NHS Trust (NCUHT) and Cumbria Partnership NHS Foundation Trust (CPFT). The new training has focused initially on priority areas to meet the immediate risks of both organisations, addressing common training needs to enable patients to receive the right care, at the right time by competent staff. Training currently includes: Peripheral Cannulation & IV Therapy; Venepuncture; NG Tube Management and Insertion; Verification of Expected Death; Physiological Observations; Male/Female & Supra Pubic Catheterisation; and SAGE & THYME Communication Skills training.

Achievements in the last six months are that a total of **570** staff have attended face-to-face workshops (**892** staff since this Phase 3 of the programme began), with an average of **69%** attendance recorded. A competency framework and policy has been consulted on and agreed for all current clinical skills. The team has also supported the delivery of clinical skills on the Care Certificate programme, Preceptorship programme and the new Nursing Associate Apprenticeship.

Find out more about what we do on our website: www.theclic.org.uk/what-we-do

Cumbria Production System (CPS) Strategy Update

Over the last six months, we have further developed the Engaging for Improvement vehicle for improvement across the system, successfully supporting Wave 7 and Wave 8 process owners with their improvement work through a dedicated Improvement Coach model working with teams from within CPFT, NCUHT, and NHS North Cumbria CCG. We have led a Rapid Process Improvement Workshop (RPIW) within Ophthalmology at the Cumberland Infirmary, and we continue to work with previous RPIW leads to further sustain their improvement work, including Clozapine and Ward 4 (with the Clozapine team winning a HSI Patient Safety Award 2018 for 'Improving Safety in Medicines Management').

Work is ongoing with 3P's Rapid Workforce Planning, and this will be piloted later in the year. The Cumbria

Production System three-day programme has been further developed, updated and re-launched under the new name of 'Building Capability for Improvement: The Cumbria Production System', with 1 cohort successfully delivered. The improvement element of Leading Sustainable Change has been developed and successfully delivered to 2 cohorts, with a schedule in place for the remainder of the year. Work is underway to develop and pilot a bitesize workshop on Capacity and Demand, which will be launched later in the year.

Sign-up to our website to keep up-to-date with our latest News and Events: www.thecllic.org.uk/sign-up

Developing People and Teams Strategy Update

The first six months of this year have seen the launch of our refreshed leadership development programme, titled 'Leading Sustainable Change'. This 5 day programme, which runs over four months, builds on the previous programmes to use continuous improvement methodology and leadership theory to enable leaders to lead. This programme also incorporates new material that is important for our aspiration to work differently with the communities we serve. We are developing a programme for medical leaders which we will be launching in the next six months, and will bring together medical leaders from across our system to learn together. This is in conjunction with primary care and medical engagement colleagues.

We completed our project with the Health Foundation in Relational Coordination (RC) and are embedding our learning and this framework into our team development programmes. RC is communicating and relating for the purpose of task integration. Where tasks are interdependent, time constrained and uncertain in outcome then the Relational Coordination is needed more. The seven elements of RC being sharing goals, sharing knowledge, respect, communication that is frequent enough, timely adequate and problem solving in focus. The King's Fund's recent report on learning from the first wave of Integrated Care Systems has highlighted the importance of good working relationship in transforming our systems. RC can help our teams to be successful through the changes they are being asked to make.



Relational Coordination Analytics Inc., 2018

Our programme to support teams to improve their team working, Great Teams Great Care, has extended to NCUHT. Teams work alongside other teams to develop their improvement idea and are given development to aid their understanding of key theories that underpin great team working. They work with the support of a CLIC coach to deliver their idea in their workplace.

Need help or support? Let us know: www.thecllic.org.uk/contact-us

Closing Statement

Looking to the second half of the year, we are keen to ensure the development work in ICCs is further embedded.

The strategy of developing an 'Integrated Care System' as the principle 'how' we will deliver better health and wellbeing, better services, and reduce the unit cost of services is gathering momentum and becomes the focus of a lot of system structural development. CLIC is continuing to support teams on the ground to deliver their work more effectively and more efficiently. CLIC itself needs to continue to develop and the core team has successfully merged with the CPFT CSI and OD team to unify our system-wide offer.

I am always heartened to hear front-line staff describing the ways in which they have successfully implemented their ideas for better patient experience and happier staff working. We have seen it in general practice, in community services, in the hospital sites, in specialist services, in partnership groups like the Adult Safeguarding Board and in our partners in the private and voluntary sector.

Thank you to those staff for getting so involved in developing and improving their services – and also a particular thank you to the patients, carers and other volunteers who have helped us see things through their eyes and contributed some of the very best ideas we ever implement.

Professor Stephen Singleton

Director of our Learning and Improvement Collaborative