

# Quality Priority Update

- **2023/2024 delivery**
- **Priority setting for 2024/25**

Ramona Duguid – Chief Operating Officer

Sarah Rushbrooke – Executive Director of Nursing, Therapies & Quality Assurance

## What were our Quality Priorities during 2023-24, how do they fit with our Quality Domains and how did we do?



# Quality Priority 1: Reducing restrictive practice

## What we set out to achieve?

- Reduce the use of restrictive interventions.
- Reduce the use of Prone Restraint.
- Reduce the use of Long-Term Segregation.
- Improve training and education of all relevant staff around
  - Trauma Informed Care
  - Human Rights
  - HOPEs Clinical Model.

## Progress

- The Trust has reduced its segregation by on average 50- 75 % in the last 2 years.
- Prone restraint has reduced during 23/24.
- Training has been delivered across the Trust including:
  - Human rights train the trainer sessions
  - HOPEs Clinical Model – train the trainer (5 days – 24), barriers to change (2 days- 182) and awareness sessions (3 hours- 792)
- Trauma informed care lead appointed. Launch event held with Trust leaders and managers during March 24.

## Quality Priority 2: Therapeutic Engagement and Observation

### What we set out to achieve

- Improve training and education for all relevant staff who undertake engagement and observation.
- Improve the quality of therapeutic engagement.
- Review approach to engagement and observations.

### Progress

- Engagement and observation policy reviewed and updated.
- New training package launched for all staff – on target to achieve 95%.
- Audit tool and techniques improved and compliance arrangements in place across all CBUs where improvements are required.
- Engagement and observation discussed as part of clinical supervision.

## Quality Priority 3: Reduce waiting times in our Children's and Young People's Services (Mental Health and Neuro developmental)

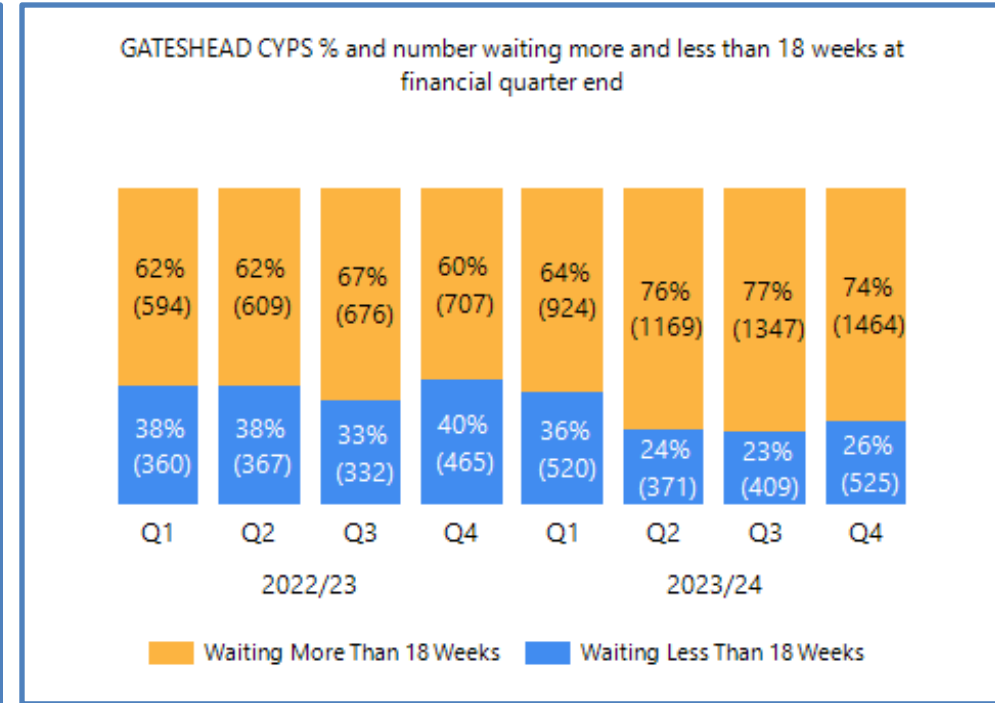
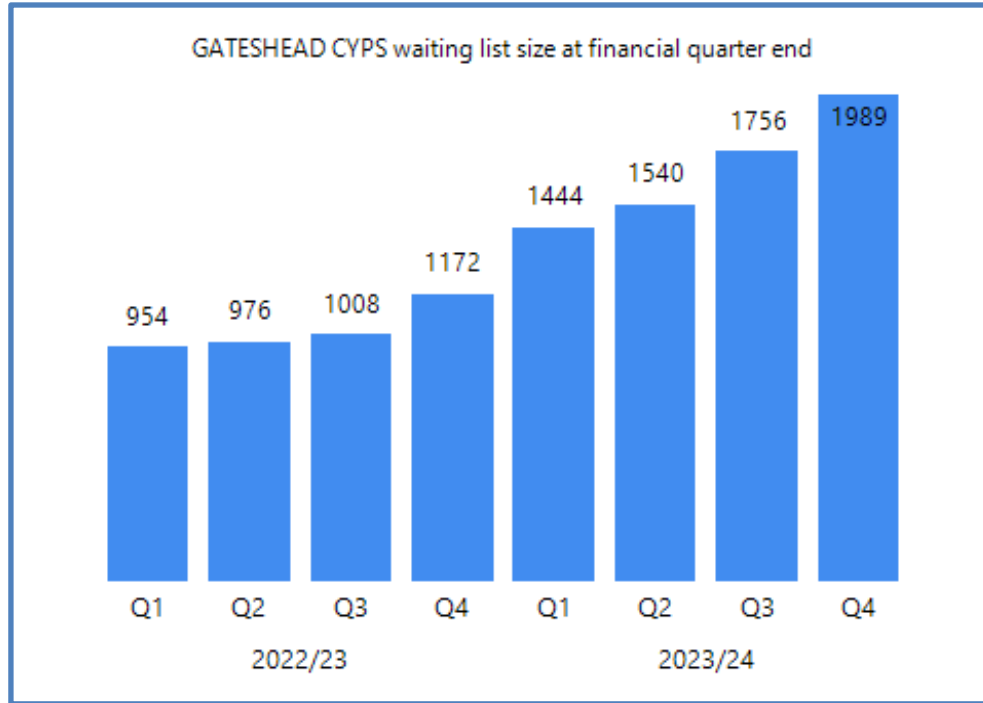
### What we set out to achieve

- Develop Neurodevelopmental Pathway waiting times improvement proposals.
- Neurodevelopmental Pathway waiting times proposals review / sign off.
- ICB Neurodevelopmental waiting time Proposals to reduce longest waiters.
- Developing referral form based on need not diagnosis with clear criteria of moderate to severe to avoid inappropriate admissions.

### Progress

- Pathway redesign complete and endorsed by Executive Management Group. This will be implemented with partners during 2024/25 to ensure a standardised approach for CNTW.
- Ongoing investment secured to support third sector and support for improvement access and waiting times.
- In Progress, agreeing across pathways and linking with Place based commissioners and partners.

# Waiting times within CYPS



# Quality Priority 4 – Implement Patient Safety Incident Response Framework (PSIRF)

## What we set out to achieve

Implement the new PSIRF in accordance with national timeframes.

- Compassionate engagement and involvement of those affected by patient safety incidents
- Application of a range of system-based approaches to learning from patient safety incidents
- Considered and proportionate responses to patient safety incidents
- Supportive oversight focussed on strengthening response system functioning and improvement

## Progress

- Core team & 6 workstreams established
- Staff, service user and carer workshops / engagement events held
- PSIRF Plan & Policy approved Nov 23 (Board/ICB)
- Go Live 22<sup>nd</sup> January 2024.
- 600+ staff trained in new approaches to investigation

## Quality Priority 5 – Closed Cultures

### What we set out to achieve

- Establish a 'live' process to look at early warning triggers across inpatient services.
- Increase visibility and leadership visits out of hours and at weekends.
- Establish the healthcare assistant development programme.
- Review the response to the Edenfield recommendations to ensure they are embedded.

### Progress

- Open culture dashboard developed and soft launch for testing before full roll out in 24/25.
- Leadership visit programme in place, this will continue to focus on out of hours and weekends.
- Healthcare assistant programme developed and will be launched Q1 24/25.
- Full response to Edenfield learning produced.
- Follow up on areas identified for improvement covering four domains of leadership, patient carer voice, values and behaviours in clinical practice and intelligent data progress completed March 2024.



## Quality Priority 6 – Implement Governance Review

### What we set out to achieve

- Embedding of whole scale governance review implemented June 2023.
- Internal well-led assessment against the CQC Well-led domain undertaken by Board – November 2023

### Progress

- New Governance structure refreshed and implemented. Further amendments to terms of reference has resulted in further clarity. Ongoing discussions undertaken via Trust Leadership Forum in December 2023, January and February 2024.
- Internal Audit advisory review on the implementation of the new governance framework will be reporting early 2024, but we received substantial assurance regarding our risk management process which underpins our governance – outcomes to be reported to Audit Committee and Board during Q1 2024-25.
- Outcomes incorporated into a review of Board, Board Committee and Council of Governors governance.

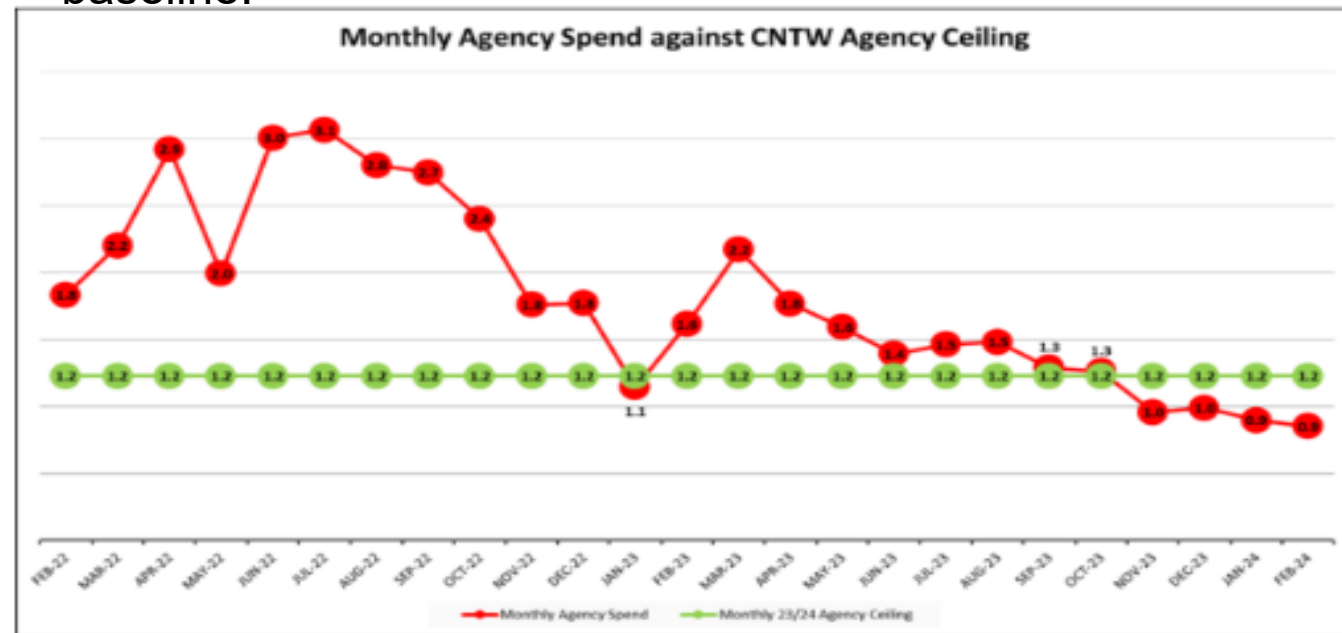
# Quality Priority 7 – Reduce Reliance on Unregistered Agency Staff

## What we set out to achieve

- Achieve national agency cap standard (£1.2m per month) as a minimum.
- Delivery a revised bank staffing system.
- Deliver revised inpatient staffing baseline.

## Progress

- Agency trajectory delivered.
- Improvements to bank system achieved but will remain a focus for 24-25 as part of the financial plan for the Trust along with delivering the inpatient staffing baseline.

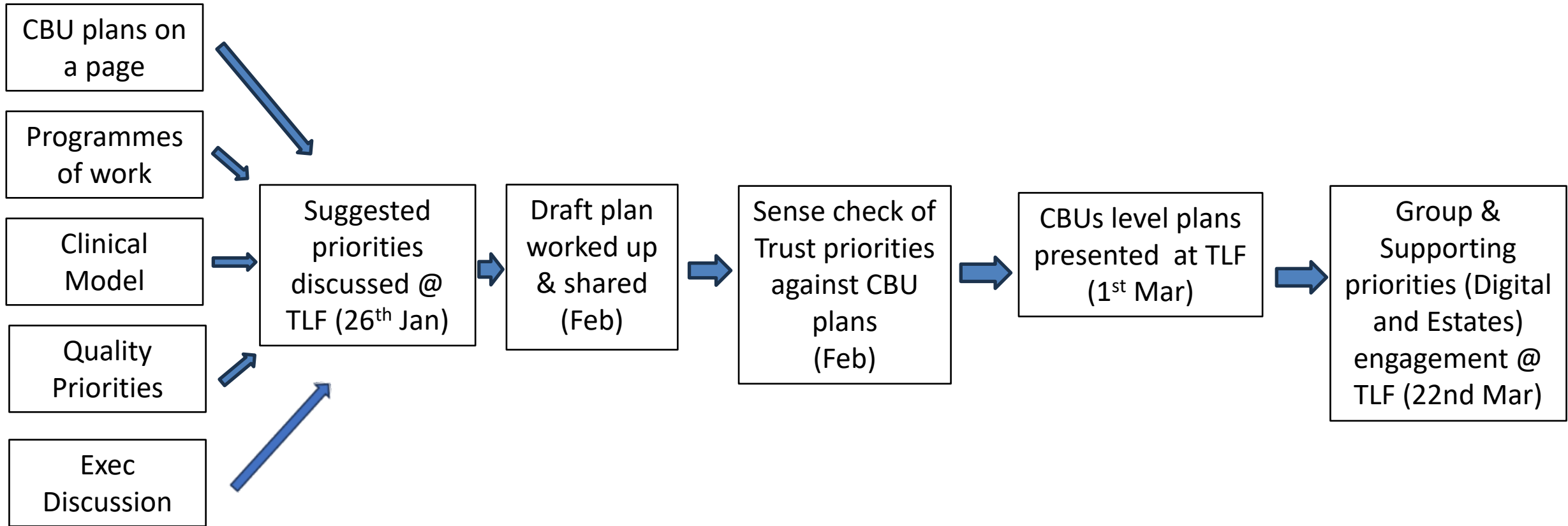


# What are our Quality Priorities for 2024-25?

# Quality Priorities for 2024-25

- We have developed the Quality Priorities as an integral part of the Annual Planning process underpinning delivery of the Trust Strategy - With YOU in mind.
- The trust strategy sets out our 5 Strategic Ambitions:
  - Quality care, every day
  - Person-led care, when and where it is needed
  - A great place to work
  - Sustainable for the long term, innovating every day
  - Working with and for our communities
- Ambition 1 – Quality of Care Every Day, includes the Quality Priorities for 2024-25
- The development of the deliverables and measures will be developed through Q1.

# Trust Planning



# Ambition 1 | Quality of Care Every Day

## Quality Priorities

Implement PSIRF (Patient Safety Incident Response Framework) – ongoing from 2023-24

Delivering on the key learning from key safety improvement themes;

- Reduce violence
- Improve Physical Healthcare
- Reduction in Suicides
- Reduce restrictive practice

Ensure that the six principles of the Triangle of Care are fully embedded throughout the organisation.

Embed learning through research and informing improvements in care delivery.

Embed a culture of Trauma Informed Care and its approaches across the organisation.

ANY  
QUESTIONS?