



**Wirral Community
Health and Care**
NHS Foundation Trust

Quality Strategy

2017 - 2020



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Applies to:	All Trust employees
Committee for Approval	Quality and Safety Committee
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Review and Amendment Log

Version Number	Type of Change	Date	Description of Change
1	New	April 2012	Developed to outline the trust's priorities in relation to the Trust's commitment to delivering high quality safe clinical services ensuring patients are free from harm
2	Annual Review	April 2013	Updated with quality goals for 2013/14
3	Annual Review	April 2014	Updated with quality goals for 2014/15
4	Annual Review	April 2015	Updated with quality goals for 2015/16
5	Annual Review	June 2016	Updated with quality goals for 2016/17
6	Annual Review	June 2017	Updated with quality goals for 2017/18
7	Annual Review	June 2018	Annual review, updated with quality goals for 2018/19
8	Annual Review	March 2019	Annual review – updated with quality goals for 2019/20

Table of Contents

Review and Amendment Log	2
1 Introduction	5
2 Context	7
2.1 National context	7
2.2 Local context	7
3 Progress	8
4. Key areas of focus	9
4.1 Priority 1: Person Centred Care	9
4.2 Priority 2: Outstanding, Safe Care Every Time	10
4.3 Priority 3: Effective Care Every Time	11
5 Enablers and related strategies	12
5.1 Improving services through integration and better coordination	12
5.2 Clinical engagement and leadership	12
5.3 Quality improvement infrastructure	14
5.4 Quality impact analysis (QIA) panel	14
5.5 Leadership for All	14
5.7 Aligned strategies	15
6 Board Assurance	16
Clinical Governance Framework	16
Quality Account	16
External Regulation – CQC	16
Contract Management	17
CQUIN Framework and Quality Indicators	17
7 Equality Impact Assessments	18
Appendix A: Quality Ambitions and Goals 2019/20.....	19
Appendix B: Quality Strategy Equality Impact Assessment.....	20

Foreword

Our task as a NHS Foundation Trust is to deliver outstanding high quality safe care, eliminating unwarranted variation across all services areas, while also making the transformation that is needed to ensure long-term sustainability. This strategy supports this objective.

As the main provider of community health and adult social care across Wirral, we are committed to ensuring continuous improvements to the quality of services we provide. Quality is at the heart of our agenda with our vision being to be the outstanding provider of high quality, integrated care to the communities we serve. Quality and efficiency are two sides of the same coin; high quality care means we get it right the first time; it means using the full talents of all professionals, and it means working with service users, patients and carers as partners in their own care. This document describes how we will achieve this.

Implementation of the Quality Strategy builds on the confidence and pride in Wirral Community Health and Care NHS Foundation Trust with people who access our services knowing that they are amongst the best and are safe, effective and responsive to their needs, every time and all of the time.

These are challenging times for the health service. While the NHS budget will rise each year, unless we reform the way we work, there will be a widening gap between the resources we have and the demands placed upon services. There is an imperative to change the way we work to keep up with what is demanded of us. The Quality Strategy ensures we maintain annual CQC registration and builds on a strong history of delivering against contractual quality standards including the Commission for Quality and Innovation (CQUIN) framework.

Sustaining the pride, enthusiasm and commitment of our staff, is achieved by sharing and owning the organisational vision and values, which underpins quality health and care in effective organisations and enables the culture of quality to thrive. For many, the values of care and compassion are what motivate them to work in health and care services, and are completely aligned with their professional values and aspirations.

There is a clear link between staff experience and staff wellness with experience and outcomes for our service users and patients. It is important that during these financially challenging times, we balance our drive for quality, productivity and efficiency, with the support and development for staff to feel engaged, valued and empowered in leading and driving quality across the organisation.

By establishing a shared understanding of quality and a commitment to place it at the heart of everything we do, this Quality Strategy represents a unique and important opportunity for us to work together to ensure Wirral Community Health and Care NHS Foundation Trust is the outstanding provider of high quality, integrated care to the communities we serve.

Karen Howell Chief Executive

1 Introduction

We are ambitious to achieve an **outstanding CQC rating**, and have strengthened our governance process to support us to achieve this goal. Our quality improvement governance system is a **robust framework** aligned to the **three pillars of quality** and the CQC key lines of enquiry, underpinned by a strong commitment to **effective engagement with staff and local people**.

We have a strong and committed Executive Team and Board, ensuring that the Trust is well-led by establishing clear vision and strategy.

We have reviewed our governance structure and have introduced enhanced performance rigour through the introduction of four key groups:

- Oversight and Management Board
- Programme Management Board
- Standards Assurance Framework for Excellence (SAFE) Steering Group
- Strategic Workforce Development Group

Strategic objectives and goals

The foreseeable future will continue to feature system-wide financial restraint, increased demand for high quality services, on-going contractual competition and increased integration.

This will require emphases on adaptation and system influence whilst improving service quality and organisational efficiency.

Our strategic objectives and goals recognise this. These are reviewed by Board annually to ensure relevance and a shared understanding of our trust's priorities.

Theme	Objective	Goal
Our Populations	An outstanding trust, we reliably provide the highest levels of safe and person-centred care through integration and collaboration with partners and patients	<ul style="list-style-type: none">• Outstanding, safe care every time• More person-centred care• Improving services through integration and better coordination
Our People	We attract, enable, value and involve skilled and caring staff, liberated to innovate and improve services, releasing time to care	<ul style="list-style-type: none">• Improving staff engagement• Advancing staff wellbeing• Enhancing staff development
Our Performance	We maintain financial sustainability and support our local system through efficiency, safe growth and a reputation for delivering outstanding services	<ul style="list-style-type: none">• Growing community services across Wirral, Cheshire & Merseyside• Increasing efficiency of all our services• Delivering against contracts and financial requirements

The purpose of this strategy is to: ensure we deliver the ambition of the NHS Plan and placed-based care. We will reshape health and care delivery, remove unwarranted variation and become more responsive to the changing needs of the populations we serve.

Our measures of success will be:

- Achieving a minimum rating of **'good'** across all CQC key lines of enquiry, working towards an **'outstanding'** CQC inspection rating
- Demonstrable reductions in **variations in care**
- Further improvements in **patient safety outcomes**
- More effective **engagement** with staff and local people

2 Context

2.1 National context

The **NHS Long Term Plan**¹ (2019) sets out national priorities to address staffing pressures and making best use of NHS funding, whilst accelerating the redesign of patient care to make the NHS more resilient and able to face future challenges.

Accompanying the Long Term Plan, the **GP Contract Framework**² describes a new service model in which patients get joined-up care in the most appropriate care setting. In this, GP practices – typically covering 30-50,000 people – will be contractually funded to work together and cooperate with other community-based providers to create integrated teams of GPs, community health and social care staff.

Sustainability & Transformation Partnerships are expected to evolve into **Integrated Care Systems** (ICSs) everywhere in England by April 2021. ICSs bring together local organisations to deliver the ‘triple integration’ of primary and specialist care, physical and mental health services, and health with social care. They will have a key role in working with Local Authorities at ‘place’ level.

2.2 Local context

National context is reflected in Wirral and the other health economies in which WCHC operates.

Wirral’s **Joint Strategic Needs Assessment** identifies a likely increase in the number of people living with long term conditions and persistent health inequalities. We continue to face the challenge of reconfiguring services to meet projected increases in demand within available resources.

WCHC is a key partner within Wirral’s health and care system and the **Healthy Wirral** programme. Wirral and Cheshire East both sit within the **Health & Care Partnership for Cheshire & Merseyside** (i.e. the local Sustainability & Transformation Partnership.)

The three priorities for Cheshire & Merseyside are:

- Delivering care more efficiently
- Improving the quality of care
- Improving the health and care of the population

The Trust’s organisational strategy continues to address national and local priorities by focussing on:

- The development of integrated neighbourhood teams providing more personalised, efficient and joined up care
- Integrated pathways and services, informed by proactive identification of individual and population level needs and effective risk stratification
- Focus on promoting health and wellbeing, supporting physical and mental wellness with consideration of social as well as clinical needs

¹ www.longtermplan.nhs.uk

² www.england.nhs.uk/gp/gpfpv/investment/gp-contract

3 Progress

Wirral Community Health and Care NHS Foundation Trust is committed to providing the best possible standards of clinical care. We listen to patients, service users, staff and partners and work with them to deliver services that meet the needs and expectation of the people who use them.

As an integrated provider of health and social care services, the Trust is passionate about the delivery of high quality care, delivering the NHS Plan and leading place base care with partners across the local system.

During 2018/19 there were many examples of where we continued to provide excellent standards of clinical care, including a number of national publications and the introduction of initiatives which were co-produced with people. In addition, we successfully delivered a number of quality priorities and were recognised as one of the top-performing community trusts achieving 77.5% in staff flu vaccination uptake.

We continue to strive towards being an outstanding organisation recognised for the consistent delivery of high quality care across all services, maximising patient safety and experience.

Our staff continue to develop innovations that are transforming community health services, ensuring their sustainability. We are determined to maintain our financial stability and see 'quality' as both a clinical and business priority. We have been changing the way we deliver services, making sure we deliver care efficiently and working with our staff to embed technological solutions that give us more time to provide care to patients.

We are proud of the progress made but are not complacent, recognising that we need to transform at speed to meet the challenges of the evolving system. Our high level Quality Strategy Delivery Plan (see Appendix A) outlines some of the ways we intent to do this.

4. Key areas of focus

4.1 Priority 1: Person Centred Care

At Wirral Community Health and Care NHS Foundation Trust we care deeply about the quality of the care that people who use our services receive from us. We are committed to delivering high quality and efficient services which provides patients, service users and their carers with the best possible experience.

Central to our ambition for leading neighbourhood development and placed-based care is the requirement to have different and more meaningful conversations with local people and communities, co-producing the system built around what matters to people. We are aware that certain groups that may be less likely to access services. Our approach aims to address this by ensuring that individuals from diverse groups are proactively engaged in the process of reviewing the quality of care pathways.

Our Person Centred priorities for 2019/20 are:

Quality Ambition: Mutually beneficial partnerships between people, their families and those delivering health and care services which respect individual needs and values and which demonstrate compassion, continuity, clear communication and shared decision-making.
Quality Goal
We will carry out 12 shadowing events, to look and listen to what happens along a person's care pathway, to see what is working well and what needs to improve
The organisation will maximise the Trust's Your Voice Group to embed a consistent approach to service user engagement and feedback across all services
We will undertake four co-produced Always Events with patients/service users to learn from person-centered perspectives

The improvement interventions that will enable us to reach our ambitions are:

- Embed standard requirements for clinical/professional quality leads within health and care services, including leadership for service user engagement and co-design
- Develop our Standards Assurance Framework for Excellence (SAFE) reporting to support monitoring of progress against person centred care goals
- Introduce a series of Patient Reported Outcome Measures (PROMS)

4.2 Priority 2: Outstanding, Safe Care Every Time

The Institute for Health Improvement (IHI) white paper 'Safe & Reliable Healthcare' outlines a framework for safe, reliable and effective care. The model highlights the importance of culture and learning, both of which are central to our approach. We continue to be committed to delivering high quality clinical care free from avoidable harm, ensuring patient safety and, as such, our patient safety priorities are aligned to the national Sign up to Safety campaign which aims to ensure provision of safer community services for patients.

We recognise that incident reporting is more likely to take place in an organisation where there is a well-developed safety culture and strong leadership. We are therefore committed to nurturing a strong safety culture underpinned by the promotion of incident reporting supported by robust investigation which is focussed on learning and improving. In addition we will ensure that feedback on findings and action are shared promptly with the people who raised them.

To further embed this culture of continuous improvement we will comply fully with our duty of candour, involving patients, carers and families in the investigatory process and informing them of learning and subsequent improvements.

Our Safety priorities for 2019/20 are:

Quality Ambition: There will be no avoidable injury or harm to people from the health and care they receive, and an appropriate, clean and safe environment will be provided for the delivery of healthcare services at all times.
Quality Goal
We will reduce avoidable pressure ulcers by one third based on 2018/19 performance, with an ambition to achieve zero
We will improve our response times for social care assessments across all neighbourhood teams
We will increase reported incidents by 10% or more above the 2018/19 levels

The improvement interventions that will enable to reach our ambitions are:

- The continued implementation of a workable pressure ulcer prevention action plan
- Develop robust mechanisms in our Standards Assurance Framework for Excellence (SAFE) to monitor compliance with our social care improvement goal
- Develop incident reporting dashboards in the Trust's Information Gateway with a clear focus on quality and timely feedback to staff who report incidents enhancing ownership at team level and improving staff experience

4.3 Priority 3: Effective Care Every Time

Clinical effectiveness is an umbrella term to describe an important range of inter-related and inter-linked initiatives undertaken by health care professionals as a way of improving health gain from available resources. Throughout this strategy the priorities for clinical effectiveness will encompass evidence based practice, clinical audit and continuous quality improvements leading to increased effectiveness:-

- evidence-based practice (including NICE evidence-based guidelines; policies and protocols)
- clinical audit (patient-centred pathways of care; service evaluations and reviews; benchmarking and clinical outcome measurements)
- continuous quality improvements to improve the clinical effectiveness of care or treatment and to support the development of services

Our Clinical Effectiveness priorities for 2019/20 are:

Quality Ambition: The most appropriate treatments, interventions, support and services will be provided at the right time close to home and wasteful or harmful variation will be eradicated.
Quality Goal
We will develop a QI network to evaluate impact of quality improvements undertaken across the Trust
We will implement a consistent framework for clinical, professional and managerial supervision across the Trust, strengthening support mechanisms for staff
We will implement a validated Patient Reported Outcome Measure for Palliative patients to improve the quality of their end of life care

The improvement interventions that will enable to reach our ambitions are:

- Embed a Quality Improvement network across the Trust
- Develop clinical and professional leadership forums
- Develop a consistent clinical and managerial supervision framework for staff

5 Enablers and related strategies

5.1 Improving services through integration and better coordination

During 2019/20 the Trust, in partnership with Healthy Wirral Partners, will continue to develop place-based care, which means health and social care being provided by a functionally integrated primary-community care team.

The importance of this work has been reinforced by the publication of the national NHS Long Term Plan and the new GP Contract Framework (January 2019). These describe a clear expectation that these teams – working within Primary Care Networks (currently known locally as Neighbourhoods) - covering populations of 30-50,000 people.

WCHC staff are already members of Wirral's 9 Neighbourhood Leadership Teams, formed in July 2018 to take forward the development of their Neighbourhoods. During 2019/20, WCHC will lead the introduction of new models of multidisciplinary working across Wirral, working closely with individual Neighbourhoods to identify best practice that can be shared across the borough.

WCHC will increase its focus on long term conditions management and proactive identification of people at risk, working with general practice as part of integrated Neighbourhood teams. This is likely to reduce the trend in unplanned admissions to hospital.

Developing a plan for a primary-community workforce that increases the numbers of people skilled in holistic care planning, frailty and long term conditions management, alongside increasing numbers of other staff (e.g. first line physiotherapists) in neighbourhoods is a key target for 2019/20.

Also key to effective place-based care, WCHC is playing a lead role in the further development of Wirral's Single Point of Access, which is delivered by the Trust, and is a partner in the on-going development of the peninsula's urgent care system, particularly given its provision of GP Out of Hours, Walk In Centres and Rapid Community Response teams.

5.2 Clinical engagement and leadership

A highly skilled, motivated and healthy workforce, deployed in the right place and at the right time, will continue to be the driving force in delivering high quality, innovative, patient-centred care. But if we are to transform, move to new care models and close the finance and efficiency gap, we have to enable those staff to deliver even greater value. Our workforce will need to change in order to meet changing patient needs and deliver new care models to facilitate the implementation of the NHS Long Term Plan and the development of Primary Care Networks.

These challenges will demand effective team working within and across traditional organisational and sector boundaries supported by compassionate and collaborative leadership. At Board level, our Trusts Director of Nursing and Executive Medical Director, alongside nominated non-executive leads champion the clinical leadership agenda. The Trusts senior clinical leadership cadre will adopt a visible role in both enabling and assuring the delivery of high quality care, both within the Trust and in any new system architecture. A particular focus of ours is to increase the number of staff with clinical or care backgrounds to become involved in system and strategic

leadership. Active examples include roles with Healthy Wirral Partnership, NHS Improvement, professional and national NHS bodies, Royal College of Nursing and NHS Leadership Academy.

To support and facilitate clinical engagement we will continue to build on the work done in 2018/19 where a Professional Network Group was established across all professional groups within the organisation to ensure that the clinical voice is driving change and supporting implementation of our Organisational strategy. Good practice is shared alongside reporting of progress already made with regarding to service transformation, for example.

Our strategy aligns with that of NHS Improvements Clinical Leadership – a framework for action which essentially describes 5 themes to provoke new thinking and action. These also link to our Quality Strategy, People Strategy and Organisational Strategy.

https://improvement.nhs.uk/documents/3702/Clinical_leadership_-_framework_Jan2019.pdf

A summary of the overarching model is illustrated below:



In 2019/2020, it is our ambition to further expand to team-based leadership to all areas of the organisation, creating a flexible, supportive and trusting culture, empowering everyone to take an active role in improving their working environment, peer relationships and quality improvement with our financial restraints.

There is also growing evidence of a strong correlation between organisational performance and staff engagement. Therefore, our Quality Strategy will support the ambitions of our People Strategy, ensuring that we foster a culture in which staff feel valued and engaged; where bullying and harassment are not tolerated; and where staff health and wellbeing are paramount. Providers have a leading role in improving

the health and wellbeing of their staff, and in reducing the impact of ill health or disability for staff in work. This goes hand in hand with creating the culture of learning and improvement that underpins this strategy.

5.3 Quality improvement infrastructure

The continued challenge for the NHS is to deliver high quality services to our citizens with increasing morbidity within a reduced financial envelope. This delivery of high quality care for less can cause conflict for staff who often see the reduced funding envelope as an attempt to drive down standards and is seen as a threat to ratings provided by our regulators.

In order to eliminate the dichotomy of maintaining a culture of quality and safety during financial pressures, it is vital that the Trust develops a framework that supports staff to implement service improvement initiatives within their area that provide safe and effective care whilst delivering against the Trust's Cost Improvement Programme.

It is our ambition to build on the strong foundation of quality improvement established since 2017 and to further embed a quality improvement structure throughout the organisation. By developing our close working relationships with Advancing Quality Alliance (AQuA), we have already developed a cohort of staff, trained in Quality Improvement (QI) techniques. Strategically, we will continue to grow this cadre and empower them to become ambassadors for transformation, the underlying principle of which is to improve the quality of the system within which staff work and achieve excellent outcomes for patients through staff and patient engagement/involvement.

As a result of the investment in their QI training, our staff will be able to reflect that they have the capabilities and the capacity to deliver improved services from an individual but also a wider team perspective. This will require the development of their own personal technical skills in QI which in turn will support them in changing the nature of their relationships with their patients, by delivery of QI projects collaboratively.

In order to facilitate successful changes within the Trust's services, a Trust-wide QI forum will be established, sponsored by our Clinical Executive Directors, providing a focus on the creation and development of QI projects along with an arena to disseminate good practice. Services will benchmark and audit against excellence ensuring that improvement is clinically led and reviewed regularly within teams.

5.4 Quality impact analysis (QIA) panel

A key element of our quality governance structure is the QIA panel. This group scrutinises all quality impact assessments relating to all transformation, CIP and organisational change plans. The process provides assurance to the board that potential impacts on quality are managed and associated quality metrics tracked.

5.5 Leadership for All

Leadership for all represents a cornerstone of our infrastructure for culture. The programme describes a number of leadership behaviours that apply to all staff. The philosophy being that we are all leaders and contribute to delivering the objectives of the organisation.

Talent conversations are embedded with appraisals and we adopt a proactive approach to succession planning to ensure that we are nurturing skills to maintain

high quality service delivery into the future.

5.7 Aligned strategies

A number of strategies are aligned to the ambitions outlined in this strategy. The Quality, Performance and HR strategies should be considered together as they collectively represent the underpinning infrastructure that will enable full implementation of the organisations operating strategy.

Other enabling strategies include:

- Digital Strategy
- Estates strategy
- Communication and marketing strategy
- Organisational Strategy
- People Strategy
- Equality and Diversity Strategy

6 Board Assurance

Clinical Governance Framework

A key element of our **clinical governance improvement system** is the establishment of our back to the floor and service shadowing programme. There will be on average one visit conducted per week, providing valuable insight into the experience, expertise and challenge faced by our frontline practitioners on a daily basis.

In addition, our Quality and Safety Matrons and Quality Divisional Leads will be undertaking **service quality visits**, to evaluate the impact of improvement activity on patient and service user experience, as well as monitoring progress to achieving an outstanding CQC rating.

The trust regularly undertakes systematic exploration of **quantitative and qualitative intelligence** and encourages the orderly triangulation of information to **evidence the impact of the investment in quality improvement** within the organisation or wider system.

We have four clearly articulated quality commitments which are aligned to strategic priorities and underpinned by quality **metrics** and parameters of good practice. We strive to ensure that the causes of unwarranted variations in clinical performance are understood and eliminated. We will **triangulate feedback** and opinions from **our patients, our staff and our partners** with incident reports and performance data to enable us to keep track of our quality ambitions.

Our revised governance structure provides an assurance framework to monitor the progress of quality improvement priorities, providing a clear framework for escalation to Trust Board.

Quality Account

Our continuous achievement of quality goals is well documented within the organisations Quality Account 2011/12 – 2018/19. It is the intention of the Trust to continue meeting our challenging quality goals by placing quality at the centre of our Trust vision and by creating a culture of pride and enthusiasm across all services.

External Regulation – CQC

To support our transition to an outstanding CQC rating, we have developed an enhanced Standards Assurance Framework for Excellence (SAFE). This system enables staff to undertake a comprehensive self-assessment against the CQC Fundamental Standards, identifying areas for improvement and providing a mechanism to track progress towards outstanding.

A SAFE Steering group has been established reporting directly to both the Trust's Oversight and Management Board (OMB) and the Quality and Safety Committee. The committee receives a bi-monthly report of patient safety and experience intelligence, which triangulates patient and staff feedback. It summarises key associations within our patient safety dashboard (including fill rates, patient safety indicators and complaints data). This enables early warning signals to be identified and facilitates pre-emptive analysis allowing support to be deployed before patient safety is compromised.

The trust has clear **risk management processes and governance**. Operational risks are held on the organisational risk register and escalated via the Performance Framework, as per our Risk Strategy. Board's Integrated Performance Report summarises risks to strategic objectives and aligns operational risks with principal risks listed on the **Board Assurance Framework**.

Contract Management

A key element of contractual management is the development of a monthly quality report and submission of a compliance report against the quality schedule within the contract. Both sit as part of a suite of information designed to assure commissioners that Wirral Community Health and Care NHS Foundation Trust consistently adheres to contractual agreements.

CQUIN Framework and Quality Indicators

External reward and incentive systems, such as the Commissioning Quality and Innovation (CQUIN) framework, are important to improving quality of care. The organisation has complemented and extended this approach by developing and setting internal quality improvement goals based on continuous quality improvement with full staff engagement.

7 Equality Impact Assessments

In order to demonstrate 'due regard' for the General Duties of the Equality Act 2010, the trust has developed a robust and consistent approach of undertaking Equality Analysis. The general equality duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The functions of a public authority include all of their powers and duties. This means everything that we are required to do as well as everything that we are allowed to do. Examples include: policy decisions, budgetary decisions, public appointments, service provision, statutory discretion, individual decisions, employing staff and procurement of goods or services.

WCHC recognises that its strategies set direction that result in further developments (e.g. policies and plans) that require Equality Impact Assessment. Equality Impact Assessment should be completed in accordance with trust policy for actions required to deliver this strategy, where relevant.

The Quality Strategy Equality Impact Assessment can be seen in Appendix B.

Appendix A: Quality Ambitions and Goals 2019/20

Patient Safety	Patient Experience	Clinical Effectiveness
<p>We will reduce avoidable pressure ulcers by one third based on 2018/19 performance, with an ambition to achieve zero</p>	<p>We will carry out 12 shadowing events, to look and listen to what happens along a person's care pathway, to see what is working well and what needs to improve</p>	<p>We will develop a QI network to evaluate impact of quality improvement undertaken across the Trust</p>
<p>We will improve our response times for social care assessments across all neighbourhood teams</p>	<p>The organisation will maximise the Trust's Your Voice Group to embed a consistent approach to service user engagement and feedback across all services</p>	<p>We will implement a consistent framework for clinical, professional and managerial supervision across the Trust, strengthening support mechanisms to staff</p>
<p>We will increase reported incidents by 10% or more above the 2018/19 levels</p>	<p>We will undertake four co-produced Always Events with patients/service users to learn from person-centered perspectives</p>	<p>We will implement a validated Patient Reported Outcome Measure for Palliative patients to improve the quality of their end of life care</p>

Appendix B: Quality Strategy Equality Impact Assessment

Title	Quality Strategy			
Department	Quality and Governance			
What is being considered?	<p>The Quality Strategy supports the delivery of high quality safe care, eliminating unwarranted variation across all services areas, while transforming care to assure long-term sustainability. All individuals accessing WCHC services are treated fairly and equitably with services being delivered with compassion and care.</p> <p>Staff working for the Trust have opportunities to engage with our Quality Improvement programme.</p>			
Who may be affected?	Patients [x]	Staff [x]	Public [x]	Partner agencies [x]
<u>Is there potential for an adverse impact against the protected groups below?</u>			<p>Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion and Belief, Sex (gender), Sexual Orientation or the Human Rights articles</p> <p>Yes [] No [x]</p> <p>Please see comments below</p>	
On what basis was this decision made? (Please complete for both 'yes' and 'no').				
<p>The Trust is committed to providing high quality, safe services to patients and service users, supporting staff in their role. These principles are conducted fairly and equitable for all individuals.</p>				
<p><i>If 'No' equality relevance, sign off document below and submit this page when submitting your policy document for approval. If 'Yes' Please complete pages 2-3.</i></p> <p>With regard to the general duty of the Equality Act 2010, the above function is deemed to have no equality relevance.</p> <p>Equality relevance decision by: Claire Wedge Title: Deputy Director of Nursing Date: 20 March 2019</p>				