

Our Ref: 468/2021
April 2021

Re: Your request made under the Freedom of Information Act 2000

We believe that there is no current comprehensive mapping available of quality improvement capability across the NHS. This request is to enable us to create this and fill this 'gap' in our collective knowledge and the output will be made freely available.

We would like to know, please:

- 1) What the name of the department(s) is that provides improvement, service improvement, quality improvement, continuous improvement or internal consultancy services to your organisation? –

Strategy & Improvement Directorate

- 2) The job title(s) for the manager or executive responsible for quality improvement work in your organisation. –

a) Director of Strategy & Improvement. b) Head of Quality Improvement

- 3) The name(s) of any formal improvement methodology or approach (eg Kaizen, Lean, Model for Improvement, Virginia Mason etc) that your organisation uses for quality improvement, continuous improvement, service improvement or internal consultancy projects. If it has been internally developed, please share any external approaches it has been based on.

Vital Signs (NHSE/I) – 3 year Lean support programme

- 4) The details of any awards or external recognition that your organisation has received for quality improvement projects / work in the last 3 years.

- **2019 AHP award - Adult Speech and Language Therapies Team won the 'Quality Improvement Award'**
- **2019 Healthcare People Management Awards - 'Workforce Contribution in Health & Social Care Systems' – co developed with social partner organisation**

- 5) The approximate staff Full Time Equivalent (FTE) inside the team(s) identified in the answer to question 1 and the job titles of staff within those teams.

- **5.8 FTE**
 - o **Head of Quality Improvement**
 - o **Quality Improvement Clinical Lead**
 - o **Quality Improvement Coach & PM**
 - o **Project Support (0.8)**
 - o **2 FTE QI practitioners (secondments)**
- **Plus Director of Strategy & Improvement – input variable dependant on projects / planning required**

- 6) The approximate staff Full Time Equivalent (FTE) outside of the team(s) identified in the answer to question 1 but with a proportion of their time formally allocated to service improvement, quality improvement, continuous improvement or internal consultancy, and the name of the department(s) or teams which these staff work in.

- **3 FTE project managers within the Strategy directorate who have a dedicated proportion to service improvement.**
- **Further breakdown not easily obtained - all employees have a section on Quality Improvement within their annual development appraisal.**

- 7) The approximate total budget that your organisation has allocated to quality improvement in each of the last 3 years (financial or calendar years - whichever is easiest).

- **Pay costs (QI support costs)- Budget for QI – last 3 financial years**
 - o **2018 /19 - £191,606**
 - o **2019 /20 - £200,853**

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- **2020/ 21 - £194,443**
 - **Non pay costs – Vital signs costs, plus other costs that are not easily obtained as dependant on the type of event and programme and the number of people & grades of those involved with each unique event.**
- 8) The approximate number of staff trained in quality improvement in each of the last 3 years (financial or calendar years - whichever is easiest).
- **Three main types of training (Total numbers)**
 - **QI project working (4 – 8 hour training) – Total people trained to March 2021 = 555**
 - **QI level 2 – QI coach (3 days over 3 months) – Total people trained to March 2021 = 51**
 - **Awareness – included in induction & part of Statutory refresher training for the Trust**
 - **Newly qualified and preceptorship training awareness (approx.. 200 per year)**