Improving health & healthcare through Quality, Innovation, Productivity & Prevention (QIPP)

Dr Helen Moss
Associate Director of Nursing
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THE WHAT

QUALITY

INNOVATION

PRODUCTIVITY

PREVENTION
The What

We must:

– Deliver our strategic priorities &
– Improve health and healthcare by
  • Improving quality
  • Improving productivity
  • … through innovation, and prevention

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• The NHS has enjoyed a decade of growth and expansion
• Our strategic vision was based on a stable financial environment
• The economic downturn means public spending is going to be much tighter
• The NHS and social care will need to adjust to the new environment
“The quality, innovation, productivity and prevention (QIPP) challenge is our opportunity to prepare the NHS to defend and promote high quality care in a tighter economic climate. We know we have one more year of guaranteed growth in 2010/11, but the NHS needs to be making efficiency savings of £15-£20 billion per year by 2013/14.

Frontline NHS staff will play a crucial role in this work because they have first-hand experience and knowledge of the areas where QIPP will start to make a difference.”

Department of Health: The NHS quality, innovation, productivity and prevention challenge: an introduction for clinicians, March 2010

The NHS and social care will need to adjust to the new environment

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The scale of the challenge

£ Billions

- £1.3 bn challenge

Flat cash scenario

Year

The How

• We will focus on doing a small number of things well to deliver the greatest gains.

• We will:
  – Monitor progress
  – Measure the impact
  – Focus on quality as well as efficiency
  – Use the Pathways / Efficiencies grid to ensure full coverage

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The How

We must:

• Develop the right culture and mindsets
• Build our capacity and capability to lead large scale change
• Communicate and engage with all stakeholders
The How

• One third of the £1.1bn can be found by achieving identified improvements in Better Care, Better Value and other indicators

• Two thirds will need to be found from major changes:
  – Reducing waste
  – Eliminating duplication
  – Clinical pathway changes
  – System changes

This will require courage and leadership

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Strategic Outline

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Developing an East Midlands approach

- QIPP is not a new vision or strategy
- It is how we will achieve our strategic aims in the new financial climate
- We have emphasised our Towards Excellence strategy
- This will create the financial headroom to achieve our strategic priorities
- We are following the NSR principles
- Our focus is on health communities working together

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Prioritising Solutions

Degree of Difficulty

Low Impact

Easy to Achieve

High Impact

Low Impact

Difficult to Achieve

High Impact

Difficult to Achieve
<table>
<thead>
<tr>
<th>Number</th>
<th>Priority</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Transformation of the Urgent Care System</td>
<td>£45 - 85m</td>
</tr>
<tr>
<td>2</td>
<td>Delivery of upper quartile performance in planned care</td>
<td>£7 – 17m</td>
</tr>
<tr>
<td>3</td>
<td>VTE prevention</td>
<td>£3 - 6m</td>
</tr>
<tr>
<td>4</td>
<td>Long term conditions management - best practice pathways</td>
<td>£67 - 68m</td>
</tr>
<tr>
<td>5</td>
<td>End of Life care – best practice</td>
<td>£10 - 26m</td>
</tr>
<tr>
<td>6</td>
<td>Large scale prevention programmes</td>
<td>£25 - 62m</td>
</tr>
<tr>
<td>7</td>
<td>Reduction in caesarean section rates</td>
<td>£1 – 4m</td>
</tr>
<tr>
<td>8</td>
<td>Reducing out-of-area placements for people with learning disabilities</td>
<td>£1 - 21m</td>
</tr>
<tr>
<td>9</td>
<td>Significant reduction in prescribing and drug procurement costs</td>
<td>£31m</td>
</tr>
</tbody>
</table>

Potential opportunity

£189 – 321m
The Nursing Roadmap for Quality

To support quality measurement for improvement, this roadmap has been designed to help nurses and their teams understand the elements of the National Quality Framework in relation to nursing practice. It outlines the associated tools and resources which support positive improvements in care outcomes and experience.

Resources

1. Bring clarity to quality
   - NHS Ambitions
   - National Institute for Health and Clinical Excellence (NICE) Clinical Guidelines
   - Royal College of Nursing Clinical Guidelines
   - Continual learning
   - help improve actions for nursing and midwifery
   - CpD: Collaborate - high impact interventions
   - Standards for staff development
   - NHS National Patient Safety Agency
   - National Evidence Based Guidelines
   - National Institute for Health and Clinical Excellence (NICE)

2. Measure quality
   - State of Care
   - NHS staff communications
   - NHS Choices
   - NICE Quality Standards
   - NICE Quality Indicators
   - NICE Quality Indicators
   - NICE Quality Indicators
   - NICE Quality Indicators
   - NICE Quality Indicators
   - NICE Quality Indicators

3. Publish quality performance
   - NHS Choices
   - NICE Quality Standards

4. Recognise and reward quality
   - Commissioning for Quality and Innovation (CQI)
   - Diversity and inclusion framework

5. Leadership for quality
   - National Institute for Health and Clinical Excellence (NICE)
   - NHS National Patient Safety Agency
   - National Patient Safety Agency
   - National Institute for Health and Clinical Excellence
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6. Safeguard quality
   - Care Quality Commission
   - NHS National Patient Safety Agency
   - Patient Safety
   - Patient Safety
   - Patient Safety
   - Patient Safety
   - Patient Safety
   - Patient Safety
   - Patient Safety

Supporting nurses to deliver quality

Resources supporting workforce development such as:
- The National Patient Safety Agency
- The National Institute for Health and Clinical Excellence
- The National Institute for Health and Clinical Excellence
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www.dh.gov.uk/nursingquality

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The Productive Care Pathway
Derbyshire Mental Health Services
A unique roll-out of Releasing Time to Care focusing on the patient pathway.

Improved discharge/ Reduced delays
United Lincolnshire Hospitals
‘Admissions and Discharge Module’ has resulted the number of patients discharged without delays from 33% to 71%.

Productivity of Handover
NHS Leicestershire County and Rutland
Handover reduced by 5 hours and 48 minutes over a period of one week in one area with an additional increase in quality.
High Impact Actions

1. YOUR SKIN MATTERS
2. STAYING SAFE - PREVENTING FALLS
3. KEEPING NOURISHED - GETTING BETTER
4. FIT AND WELL TO CARE
5. READY TO GO - NO DELAYS
6. PROTECTION FROM INFECTION
7. PROMOTING NORMAL BIRTH
8. IMPORTANT CHOICES - WHERE TO DIE WHEN THE TIME COMES

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Clinical priorities and High Impact Actions

<table>
<thead>
<tr>
<th>Clinical Priority</th>
<th>High Impact Actions</th>
</tr>
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<tbody>
<tr>
<td>Transformation of the urgent care system</td>
<td></td>
</tr>
<tr>
<td>Delivery of upper quartile performance in planned care</td>
<td>Ready to go – no delays</td>
</tr>
<tr>
<td>VTE prevention</td>
<td></td>
</tr>
<tr>
<td>Best practice in management of long term conditions</td>
<td>Keeping nourished – getting better</td>
</tr>
<tr>
<td>Best practice in end of life care</td>
<td>Important Choices – where to die when the time comes</td>
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<td>Large scale prevention programmes</td>
<td>Your skin Matters; Staying safe - Preventing falls;</td>
</tr>
<tr>
<td>Reduction in caesarean section rates</td>
<td>Promoting Normal Birth; Protection from Infection (UTI)</td>
</tr>
<tr>
<td>Reduction in out-of-area placements for people with learning disabilities</td>
<td></td>
</tr>
<tr>
<td>Significant reduction in prescribing, drug procurement costs and medicines waste</td>
<td></td>
</tr>
<tr>
<td>Workforce Productivity</td>
<td>Fit and well to care</td>
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Next Steps

• National and Local HIA implementation plan
• Identified leads in organisations
• Maintain alignment with national quality and innovation work
• Adopt and implement toolkits as they are developed
• Continue to learn from best practice and innovate
• Ensure nursing contribution is measured
• Keep the blog up to date

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To Succeed We Need

- The ability to learn
- The willingness to change
- Be prepared to accept uncertainty

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