

2023 - 2024



King's College Hospital
NHS Foundation Trust



Become a Quality Improver at King's



Learn new skills, connect with others and improve experiences of care across #teamkings, using Quality Improvement (QI).

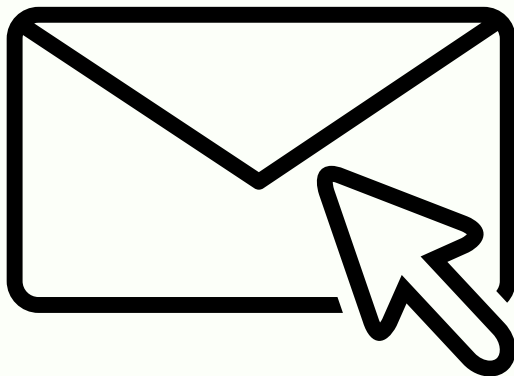
"Quality Improvement is simply about working with the skill and insight of people closest to problems to design and deliver meaningful improvements to our services. It is about empowering people to make change where they see fit, using data and a clear methodology to give the best possible chance of success.



At King's you will be supported to share and develop your ideas to improve services. This helpful booklet outlines the practical next steps you can take to get started."

John Lodge, Director of Quality Improvement

Go straight to page 16 if you want to read about the King's support on offer for you to become a quality improver.



Click to sign up to the QI newsletter & get stories of improvement, training updates and support offers straight to your inbox

**"Great quality care needs
great leadership at all
levels. Quality of care...is
directly affected by the
improvement cultures
leaders create."¹²³**

Help shape our quality improvement culture to make
experiences of care better for everyone involved.
Become a quality improver at #teamkings.

1 West, M., Topakas, A. & Dawson, J. (2014) Climate and culture for health care performance. *The Oxford handbook of organizational climate and culture*. 335-359. Available from: <https://doi.org/10.1093/oxfordhb/9780199860715.013.0018>

2 Care Quality Commission (2017) *Driving improvement: Case studies from eight trusts*. Available from: https://www.cqc.org.uk/sites/default/files/20170614_drivingimprovement.pdf

3 Faculty of Medical Leadership and Management, Centre for Creative Leadership & The King's Fund (2015) *Leadership and leadership development in healthcare: The evidence base*. Available from: https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/leadership-leadershipdevelopment-health-care-feb-2015.pdf

Why does Quality Improvement matter?

For every process or pathway that works well, there is another that can cause delays and waste time and effort. This has a huge impact, leading to frustration and in some cases, harm.

Quality Improvement gives people closest to the problems that affect care the time, permission, skills and resources to tackle them. It supports tangible improvements that can be demonstrated, shared and spread.



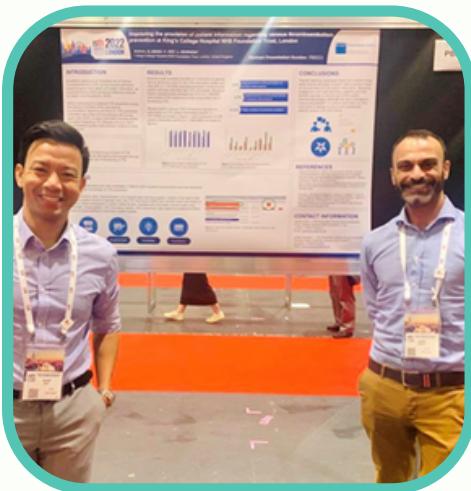
Staff involved in the improvement of patient property management QI project, 2022

Quality Improvement stories:



Improving communication and care for transspenoidal inpatients, 2023

Nadia Gordon, Matron in Diabetic Foot and Endocrinology ran a QI project to improve communication with and care for transspenoidal inpatients, with a view to reducing hospital stay.



Improving Provision of Venous Thromboembolism (VTE) Information, 2022

Loizos Georgiou, Deep Vein Thrombosis Clinical Nurse Specialist and Gerard Giron, Nursing, Midwifery and AHP Information Officer, ran a QI project to increase patients' awareness and access to Venous Thromboembolism (VTE) information.

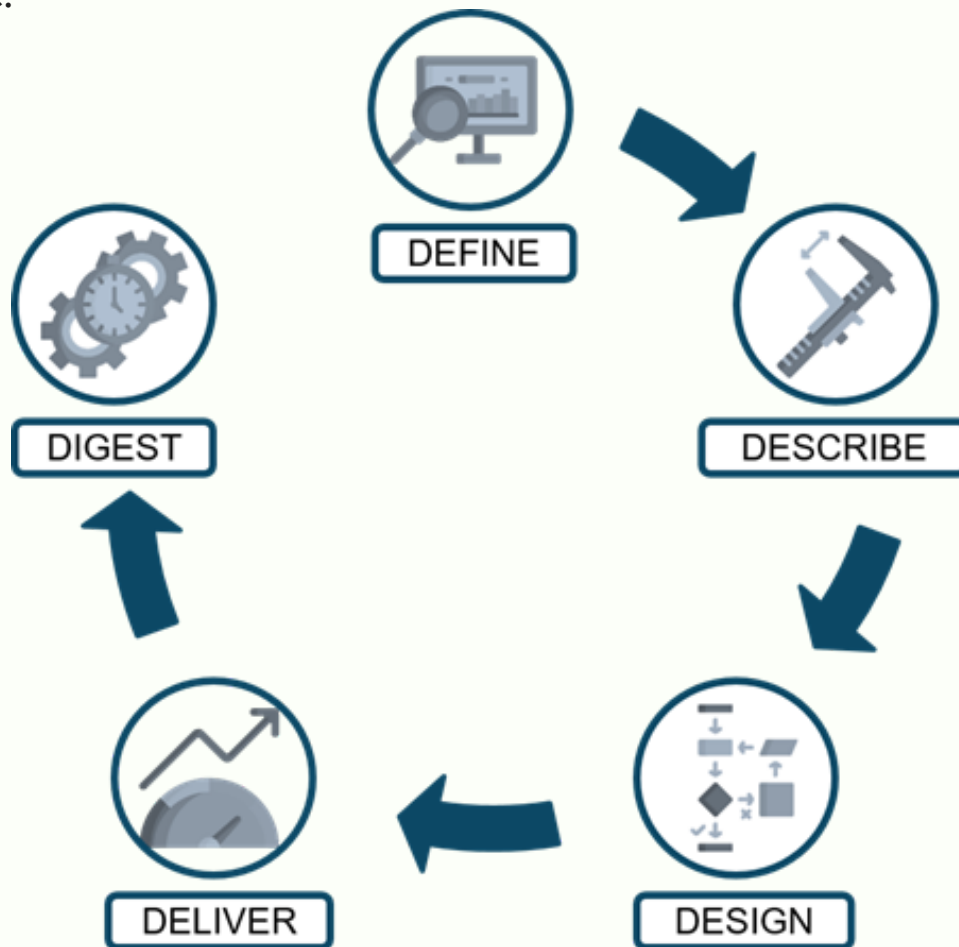


Increasing early, proactive referrals to iMobile to reduce deterioration risk, 2023

Anjela Billat Lead Matron for iMobile at the PRUH ran a QI project to increase referrals of high risk emergency laparotomy patients to iMobile at the PRUH. This work, helped these patients receive the right care for their needs, increasing referrals from 52% to 93%.

How does Quality Improvement work?

At King's we use a 5-step method to apply to problems. The methodology is known as D-5 because it takes a team through 5 stages, from defining a problem, to describing how it manifests using data and team input, designing ideas to tackle it, delivering these through testing cycles and then digesting the learning and embedding the improvements. Data is used to understand if changes are improvements and evidence the real impact being made.



An illustration of the D-5 process we use at King's to improve

Quality Improvement...

Uses a proven approach



Improves care



Involves patients and their families



Progresses careers



Fosters teamwork



The principles of QI are fundamental to the delivery of our **King's BOLD strategy** and the NHS national agenda, with QI key to delivering the **Long Term Plan**.



The Care Quality Commission, the independent regulator of health and social care in England recognises and champions the use of QI in healthcare. It is a key element in their approach to assessing how an organisation is able to listen, learn and improve care for all.

[To find out more, read the CQC article here](#)

Using QI can help secure grants and get improvements in care recognised...



"Winning the Healthier Futures Grant gave our QI project team the freedom to get started testing ideas quickly to reduce waste of nitrous oxide at King's, which is a hugely damaging greenhouse gas. QI was core to our application and as competition was tight, I am confident that the QI methods we used strengthened it, making it memorable and successful."

Laura Stevenson, Associate Chief Pharmacist, Aseptic Services and Nitrous Oxide waste reduction QI project lead, 2023

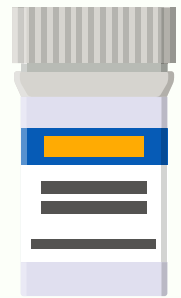


"We are delighted to have won the Royal Society of Medicine's prize for Quality Improvement for our work on helping older patients and their families plan for the future. Advance care planning is about ensuring patients understand their current health condition and giving them the opportunity to make choices about their future care and treatment"

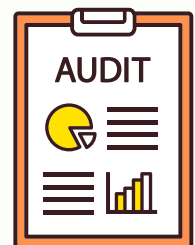
Dr Sharmeen Hasan, Consultant Physician and Trust Lead for End of Life Care, 2022

What's the difference between Quality Assurance, Quality Improvement and Quality Control?

Quality Control - A visual management process to monitor service quality and performance. It tells us when something might need attention for improvement work. *For example, when dispensing medication a pharmacist will check that the right drug is for the right patient and labelled correctly against the prescription.*



Quality Assurance - A process that helps us to understand whether we are delivering the standards we expect. We use it to identify gaps and the tasks required to immediately fix them, or to contribute data to work that requires more consideration, such as QI. *For example, at the Pharmacy they periodically perform audits to check the number of errors occurring, using data from the incident reporting system.*



Quality Improvement - A process that involves people closest to the problem to use data and a clear methodology to improve services iteratively. *If the pharmacy team is unsatisfied with their current level of performance, they could start an improvement project to explore how to reduce the number of checking errors.*





**"Quality is
everyone's
responsibility."**

*W.E Deming, Engineer and Quality
Improvement Pioneer*



What makes a quality improver?

In this booklet you will find all the types of support you need to be a quality improver.

This involves taking **steps to do QI** or **empowering or enabling others** to. If you have a leadership role, being a quality improver can mean supporting others to do QI, **unlocking time, space and resources** for them. It also includes being trained and **doing QI projects**, or **celebrating and sharing QI** that is happening.

If you're brand new to QI, consider yourself an expert, or somewhere in between, we (the QI team), exist to support you in becoming a quality improver.

Who can be a quality improver?

Everyone!



Staff generating ideas to tackle root causes to problems in Applying QI, a training course for anyone at King's

Why should I be a quality improver?



It will help you develop skills, and gain the knowledge and confidence to implement improvement for your areas and to your personal life as well.

Loizos Georgiou, Deep Vein Thrombosis Clinical Nurse Specialist



It's challenging to deliver a project but it fostered collaboration, developed education and team working - supporting strong working relationships!

Nadia Gordon, Matron in Diabetic Foot and Endocrinology



Equipping yourselves with sufficient knowledge and skills in Quality Improvement will give you the edge and would massively contribute to success.

Gerard Giron, Nursing, Midwifery and AHP Information Officer

Watch this short video to hear from more quality improvers:



How to be a quality improver...

Learn QI skills and develop knowledge



Run or support QI work to improve care

Spread information about QI support on offer



Connect people together to collaborate on QI

Celebrate and share QI work you see



How can the QI team help?

The QI team is part of #teamkings and exists to help and support everyone to improve experiences of care.

The team is based on the 1st floor of Unit 2, in the King's Business Park at Denmark Hill. Feel free to drop by to speak to the team or borrow a book from the QI library.

Email: kch-tr.qi@nhs.net

Telephone: 02032991272 or Ext. 31272

All the support we offer is flexible to suit your needs, availability and environment. We regularly attend Princess Royal University Hospital and the South Sites and can meet you where you are based. All QI work is eligible for continuous professional development credits (CPD).





Support for teams and individuals

		Face to Face	Online	For teams	Solo
QI at King's course	An interactive e-learning that lasts minutes to help anyone understand how QI works.				
Introducing QI course	A fun, 1.5 hour session to learn the basics of QI, delivered face to face or virtually.				
Applying QI course	A 2-day course offering practical training and resources to run a QI project, with ongoing support.				
QI tools and templates	Online, printable tools & templates to help do QI.				
Bitesize QI sessions	A 1 hour session on a QI tool you want to learn how to use. We can help advise!				
QI Coaching	Running QI work in your service? We provide 1:1 coaching to help you best use QI tools and methods.				
NHS Elect support	Free, online training run by NHS Elect on QI methods and best-practices.				
Innovation Coaching	A dedicated coach will support you to turn your good idea into reality!				
Facilitation of QI tools and methods	Help to facilitate in-person or online sessions to help you use QI in your service, e.g analysing root causes to a problem or running a creative session to generate new ideas to tackle it.				
Quality Management for senior leaders	A bespoke session for your leadership team. Understand how to build and operate a quality management system for your service.				
Share best practice	We use proven 'Collaborative' methodology and assign you a QI coach to support your best practice at an organisational level.				
Horizon Scanning	Tackling a problem? Ask us to check if other teams are also doing it or there are solutions in the system.				
QI Apprenticeships	Choice of the following recognised qualifications: Quality Practitioner, Improvement Technician, Improvement Practitioner, Improvement Specialist, Improvement Leader				



for any inquiries...
kch-tr.qi@nhs.net

Join the QI community

QI Newsletter

A monthly email sharing stories of improvement, successes, learning and QI initiatives including funding and grant opportunities for projects.

[Sign up here](#)



King's Improvement Network

A social network and time-banking platform for health and social care colleagues to connect, help each other with requests for support, and get their time credited back. All for free.

[Sign up here](#)



QI Liaison service

We are connected to QI teams and organisations throughout the NHS and further. If you think our network can support you, get in touch.

Awards, Publications and Conferences

A calendar of upcoming awards and conferences with deadlines and requirements can be seen here. We can help you publish your QI work in journals or other publications, submit for a QI award or attend a relevant conference.

QI case studies

If you're thinking about doing a QI project contact us so we can see what else is out there to help you.



for any inquiries...

kch-tr.qi@nhs.net

Financial Support

Live grant scanning

We keep on top of the latest grant funding cycles and promote these in our newsletter for anyone looking to bid for their improvement work.

Grant application support

The team have experience winning bids and can support your application, providing advice, hints and tips.

Innovation Business coaching

If you think your idea or project has commercial potential, we can provide the advice and connections to make it happen.



Experienced improvers

Delivering coaching or training

If you are trained in QI and have experience running improvement work anywhere, join our faculty to deliver training or be a QI coach.



What's in it for you:

- Retain and grow your skills
- Access to further QI qualifications
- Train and guide teams to use QI methods and tools
- Support strategically-aligned work
- Build and influence QI processes and infrastructure
- Network with internal quality coaches
- Get the hours you contribute credited, so you can trade them for support you need



for any inquiries...

kch-tr.qi@nhs.net

Your next steps

1 Get in touch with us if you see a problem or have an idea to improve

2 Sign up to an Introduction to QI training

3 Request for us to deliver training to your team


4 Sign up to receive the QI newsletter

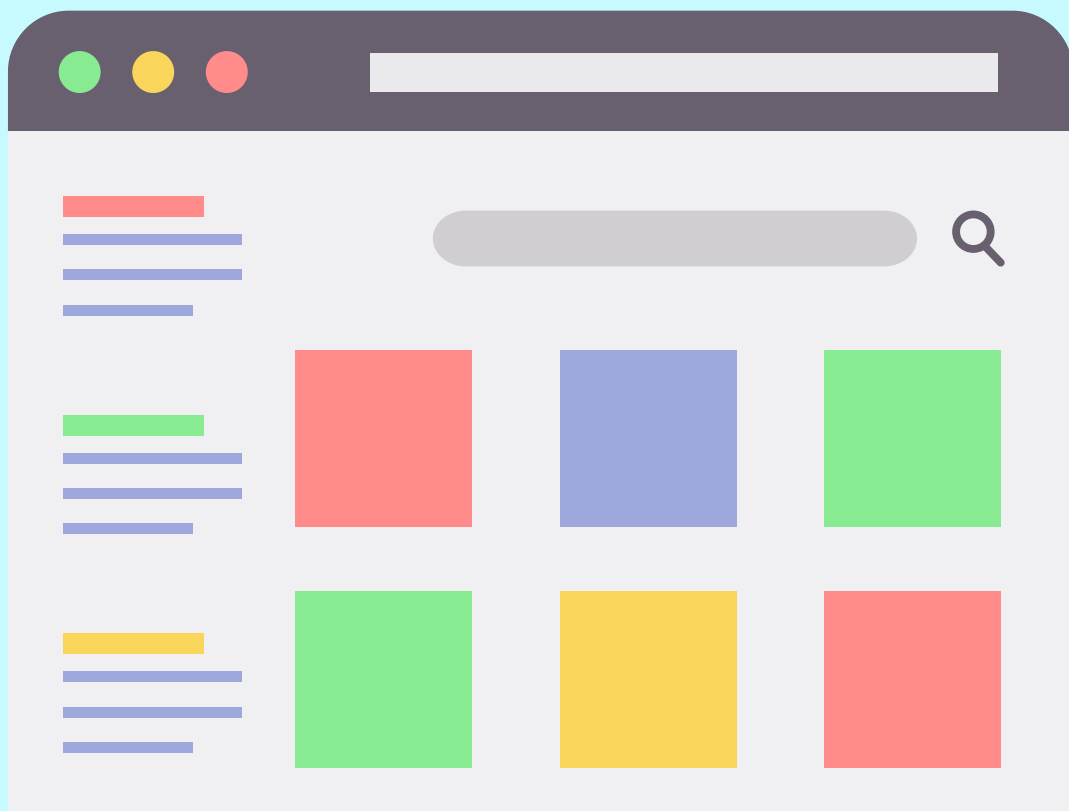
The QI team is based on the 1st floor of Unit 2, in the King's Business Park at Denmark Hill. Feel free to drop by to speak to the team or borrow a book from the QI library.

Email: kch-tr.qi@nhs.net

Telephone: 02032991272 or **Ext.** 31272

We're always adapting
our support offer to
make it **better**.

[Check here for the latest support offer in case we have added anything new since this was printed.](#) 



Other Improvement Teams

There are lots of teams at King's who support different types of improvement.

We want to make things simple for you

If you see a problem and you want to make it better, or you have an idea to improve things, or you're unsure if using QI is the right approach just get in touch.

If you need a different team to help, we will connect you



kch-tr.qi@nhs.net

Other improvement teams

Quality Improvement	Support anyone at King's who wants to learn more about QI or run a QI project to tackle a problem they see in a service.	kch-tr.qi@nhs.net
Quality Assurance	Support ward teams to understand whether they are delivering to the standards expected and help identify the tasks required to do so.	kch-tr.qualityassurance@nhs.net
Quality Governance	Support teams to have effective quality and clinical governance (which ensures safe, effective care leading to excellent outcomes and experience for patients).	kch-tr.qualitygovernance@nhs.net
Patient Experience and Public Engagement	Responsible for managing patient feedback and engaging patients and the general public in planning, monitoring and developing services.	kch-tr.kingsppi@nhs.net
Patient Outcomes	Collaborate with clinical and non-clinical colleagues to measure outcomes that matter most to patients and identify areas for improvement.	kch-tr.patientoutcomes@nhs.net
Patient Safety	Gather insights into system safety from everyday work, learning from excellence and patient safety incidents. Guide and support patients and staff involved in patient safety.	Denmark Hill: kch-tr.patientsafetydh@nhs.net PRUH: kch-tr.patientsafetypruh@nhs.net
King's Charity	Fundraisers, finance and administrative staff dedicated to supporting life-changing care for patients at King's.	info@supportkings.org.uk
Business Intelligence Unit	Develop performance scorecards, reports and data-driven dashboards to support analysis and insights.	kch-tr.performance-team@nhs.net

Other improvement teams

Research and Development	Offer advice and provide key tools, templates and other resources to assist researchers in the funding and delivery of their research projects.	<u>kch-tr.research@nhs.net</u>
Transformation (service redesign)	Support frontline clinical services to achieve improvements in operational productivity and efficiency.	<u>kch-tr.transformation-team@nhs.net</u>
Learning and Organisational Development	Support teams and individuals with the skills, capabilities and behaviors to deliver on our BOLD strategy.	<u>kch-tr.organisationaldevelopment@nhs.net</u>
Equality, Diversity and Inclusion	Own policies, procedures, reports and support opportunities to help staff put diversity, equality and inclusion at the heart of everything we do.	<u>kch-tr.edi@nhs.net</u>
Sustainability	Responsible for project managing key parts of the King's 5 year plan to reduce carbon emissions and increase green practices in the delivery of care.	<u>Amy.ButterworthFernandes@gstt.nhs.uk</u>
Library	King's staff have access to the Library Services, with journals, books, computers and other resources.	Weston Education Centre: <u>Library@kcl.ac.uk</u> Princess Royal Education Centre: <u>Librarykch-tr.br-library@nhs.net</u>

Other improvement teams

Chaplaincy	Full and part-time chaplains representing the Church of England, Roman Catholic, Free Churches and Muslim Faith. With representatives of major world faiths also available.	kch-tr.chaplains@nhs.net
Volunteering	Support individuals looking to volunteer their skills and passion across King's sites to improve the experiences of patients and staff.	kch-tr.volunteers@nhs.net
Strategy	Responsible for the development and activation of the BOLD strategy. They gather insights from staff, patients and other members of our community to find out what is important and what we should focus on in the future.	kch-tr.strategy@nhs.net
Wellbeing	Offer information and access to resources focusing on maintaining the wellbeing of staff.	kch-tr.teamwellbeing@nhs.net
King's Health Partners (KHP) Ventures	An arm of King's Health Partners that invests in early-stage healthcare technologies to help accelerate their impact and growth.	Use the contact form at www.khpventures.com
King's Improvement Science	A research programme which aims to improve the quality of health and social care for people across south London and beyond.	kis-team@kcl.ac.uk
King's Financial Management (KFM)	Provide all required clinical supplies and equipment along with maintenance, training and technical support. KFM also runs a procurement and contract management service for all departments.	kch-tr.ask-kfm@nhs.net

Calendar of QI events



Click here to access



**"Continuous
improvement
is better than
delayed
perfection"**

Mark Twain