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Request for Information Reference: 04.21.02

Email: cdda-tr.cddftfoi@nhs.net

Email only

5 May 2021

Freedom of Information Act 2000 – Request for Information

Thank you for submitting a request for information which we received on 6 April 2021 in relation to County Durham and Darlington NHS Foundation Trust (the Trust). Your request has been processed under the provisions of the Freedom of Information Act 2000 and I am now able to provide you with a response.

Your request was in relation to quality improvement capability and I am providing the following information in response to your specific questions:

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?

The current Quality Improvement coordination is undertaken through the Programme Management Office (PMO), Darlington Memorial Hospital, Memorial Hall; Hollyhurst Road, Darlington, DL3 6HX.

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

The PMO reports directly to the Executive Director of Operations. However, responsibility for quality improvement resides across all our Executive Directors (all of whom have received training on the Trust IMP (Improvement Matters Programme) Quality Improvement Approach); In addition, at the management level, we have within the PMO - Craig Holden (Head of Strategic Planning and Improvement), Karen Brentley (Senior Manager –Quality Improvement), and Nerys Scown (Quality Improvement Facilitator).

3. The name(s) of any formal improvement methodology or approach (e.g. 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?

The Trust approach is the “IMP” approach (developed internally to meet our needs) – primarily based on the use of lean based tools and techniques, elements of Six Sigma, alongside human factors, Bridges and other OD support arrangements; The tools are also present across many of the other offers available e.g. VMPS, NETS, QSIR etc.

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

The Trust does not currently keep a centralised record of awards or external recognition received for quality improvement projects or works, though work is being planned to rectify this. As such at this time the Trust is only able to provide an example such as being a finalist in the HSJ Value awards in 2020 for partnership working with primary care to establish a Tele-skin Service or the Quality Improvement Projects.

Please note that quality improvement activity can take many forms. From a medical perspective, the General Medical Council require that all doctors with a licence to practice must undertake quality improvement once within a 5 year cycle. This includes, for example; review of local benchmarking data, audit, teaching and evaluating the impact and effectiveness of health policy or management practice. As such, all doctors with a licence to practice contribute to Quality Improvement Activity. In parallel to this the Trust now include IMP training as part of the new Consultant induction programme to support the wider quality improvement agenda.

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?

Approximately two FTE, names and roles as identified within response to Q2.

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?

The approach we are embedding across the Trust is to encourage quality improvement to become part of everyone’s day job – not a bolt on – more a way of thinking. There is therefore no formal allocation of staff towards specific quality improvement activity – although there will always be staff working on quality improvement initiatives.

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)?

Based on equivalent of 2 FTE approximate £90-£100k per annum.

8. The approximate number of staff trained in quality improvement in each of the last 3 years (financial or calendar years - whichever is easiest)?

The training provided over the last 12/18 month period has been very much restricted due to the Covid-19 restrictions and impact – it should also be noted that the training offered extends across all levels and positions within the organisation and to date the following show the numbers of staff trained in the 1 day Quality Improvement overview (Novice) sessions and the 3 day Practitioner training:

IMP Novice Training:

2018 = 30 (November to December)
2019 = 383 (January to December)
2020 = 86 (February to October)
2021 = 16 (March to April)

Total = 515 to date

IMP Practitioner Training:

2018 = No training provided
2019 = 24
2020 = Started but stopped due to Covid – in process of being completed – final figures not known yet

As of March 2021 training has recommenced with reduced attendance per session due to retaining socially distancing rules.

In line with the Information Commissioner's directive on the disclosure of information under the Freedom of Information Act 2000 your request will form part of our disclosure log on the Trust's website. However please be assured that we anonymise all responses prior to adding them to the disclosure log.

I hope that this response has provided you with the information you had requested. If you have any queries or wish to discuss the information supplied, please do not hesitate to contact me by telephone or in writing. If however, you are dissatisfied with the way in which your request has been handled and would like an internal review, you will need to contact me in writing at the above address or via cdda-tr.cddftfoi@nhs.

If you remain dissatisfied with our response following an internal review you have the right to appeal to The Information Commissioner at Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. More information is available on their website; www.ico.gov.uk.

Yours sincerely

Joanna Tyrrell
Freedom of Information Officer