

CQC Continuous Quality Improvement Plan 2019-20

V:9.0 June 2020

For review and action through Quality Assurance Working Group - [all meeting updates by exception](#)



Ref	CQC Findings	Action	Executive Lead	QAWG lead	Due date	KLOE	Status
Trust Wide							
TW1	The Trust should improve diversity at board level, in senior roles and within the wider organisation	Continue targeted approach to increasing the diversity of the workforce	Director of Workforce and Organisational Development	Head of Equality & Diversity	30/06/2020	Well-led	Open
TW2	To ensure robust security arrangements are in place across the Trust	Complete Trust wide risk assessment of security of YAS Estate, making recommendations to TMG and TEG	Exec Dir of Operations/ Exec Dir of Quality, Governance and Performance Assurance	LSMS	Ongoing	Safe	Open
		Actively promote good practice in station security via staff communications and line management processes	Exec Dir of Operations/ Exec Dir of Quality, Governance and Performance Assurance	LSMS	Ongoing	Safe	Open
TW3	The service should improve sharing lessons learned from incidents in the wider service and with partner organisations	Work to understand current gaps in sharing lessons learned from incidents	Exec Dir of Quality, Governance and Performance Assurance	Head of Investigations/ Head of Safety	Q1 20-21	Safe	Open
		Develop a number of options for sharing lessons learnt both internally and externally with system partners	Exec Dir of Quality, Governance and Performance Assurance	Head of Investigations	Q1 20-21	Safe	Open
		Share learning consistently from incidents and ensure changes made to practice based on learning from incidents is understood by staff involved	Exec Dir of Quality, Governance and Performance Assurance	Head of Investigations/ Heads of Service	31/01/2020	Safe	Open
		Involve families in setting the terms of reference for SI investigations where possible	Exec Dir of Quality, Governance and Performance Assurance	Head of Investigations	31/01/2020	Safe	Open
		Develop department/ organisational wide comms piece for sharing learning across services	Exec Dir of Quality, Governance and Performance Assurance	Internal Communications Manager	ongoing quarterly	Safe	Open
TW4	Make improvements in the safety culture score recorded via the annual Staff Survey	Campaign to increase the uptake of staff survey to increase the number of staff taking part	Director of Workforce and Organisational Development	Head of OD	complete	Safe	Complete
		Continue to promote a Just Culture across the whole organisation	Exec Dir of Quality, Governance and Performance Assurance	Head of Investigations & Learning	30/06/2020	Safe	Open
		Launch the Datix IQ Cloud system to ensure all staff have the ability to report incidents	Exec Dir of Quality, Governance and Performance Assurance	Head of Safety	30/06/2020	Safe	Open
		Support continued training in human factors for all staff groups so staff feel supported to report incidents and that the investigations focus is on learning about the supporting systems and	Exec Dir of Quality, Governance and Performance Assurance	Deputy Director of Quality and Nursing	31/03/2021	Safe	Open

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TW5	To move towards 'outstanding'	To review other 'outstanding' organisations to identify areas for improvement	Exec Dir of Quality, Governance and Performance Assurance	Head of Quality Improvement	Q2 2020/21	Well-led	Open
		Visit sites that are 'outstanding' to bring back learning to our organisation	Exec Dir of Quality, Governance and Performance Assurance	Head of Quality Improvement	Q2 2020/21	Well-led	Open
		Work closely with CQC relationship manager to understand their process for assessing KLOE's	Exec Dir of Quality, Governance and Performance Assurance	Deputy Director of Quality and Nursing	31/03/2020	Well-led	Open
TW6	To improve staff communication, engagement and appraisal rate	Continue to promote the expectation of visible leadership in all Executive and management roles	Director of Workforce and Organisational Development	Head of OD	ongoing	Well-led	Open
		Improve the use of YAS TV	Associate Director of Corporate Affairs/Exec Director of Finance	Internal Communications Manager/Quality and Safety Coordinator	30/12/2020	Effective	Open
		Continue to embed the behavioural framework and establish a robust staff engagement process	Director of Workforce and Organisational Development	Head of OD	ongoing	Effective	Open
		Improve the overall Trust engagement score	Director of Workforce and Organisational Development	Head of OD	31/03/2020	Effective	Complete
		Reduce the sickness rate across the organisation in line with ambulance sector average/ trust target of 5%	Director of Workforce and Organisational Development	Head of HR	31/03/2021	Safe	Open
		Ensure at least 90% of staff receive an annual appraisal in accordance with Trust target	Director of Workforce and Organisational Development	Head of OD	ongoing	Effective	Open
		Ensure continuous improvement in the quality of the appraisals staff receive	Director of Workforce and Organisational Development	Head of OD	ongoing	Effective	Open
TW7	The Trust should become compliant with the accessible information standard and legislation, as it applies to ambulance providers	Improve public, patient and local organisation engagement	Associate Director of Corporate Affairs	Senior Engagement Lead (Community/ Schools)	ongoing	Effective	Open
		Review actions of all service lines against the agreed standards using a audit process	Exec Dir of Quality, Governance and Performance Assurance	Quality Improvement Manager	31/03/2020	Well-led	Open
		Develop service specific actions to ensure compliance with AIS across all areas	Exec Dir of Quality, Governance and Performance Assurance	Quality Improvement Manager/ Heads of Service	31/03/2020	Well-led	Open
		Continue to develop effective and efficient systems and processes that include patients with different accessibility needs	Exec Dir of Quality, Governance and Performance Assurance	Quality Improvement Manager	31/06/2020	Well-led	Open
Emergency Operations Centre							

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EOC1	The service should always ensure there are sufficient numbers of suitably skilled, qualified and experienced staff in the mental health nursing team	Implement EOC recruitment and training plan for mental health nursing team	Exec Dir of Operations	Head of Service Central Delivery	TBA	Safe	Complete
EOC2	The service should ensure that it reviews and addresses gaps in staff knowledge and confidence to deal with people in mental health crisis	Agree training materials for mental health awareness	Exec Dir of Operations	Head of Training Academy/ Head of Service Central Delivery/Lead Nurse - Urgent Care	ongoing	Caring	Complete
		Agree time allocated for staff abstraction within training plan	Exec Dir of Operations	Head of Training Academy/ Head of Service Central Delivery	ongoing	Responsive	Complete
		Promote completion of mental health awareness training within EOC	Exec Dir of Operations	Head of Service Central Delivery	TBA	Effective	Open
EOC3	Review process for safeguarding referrals in EOC hub	Structured review of safeguarding referrals and creation of action plan to mitigate identified areas for improvement	Exec Dir of Operations/ Exec Dir of Quality, Governance and Performance Assurance	Head of Safeguarding	01/08/2020	Effective	Open
EOC4	The service should ensure visibility of Reap scores and status and its relationship to DMP	Ensure staff, where appropriate, understand REAP scores and its relationship to DMP	Exec Dir of Operations	Head of Service Central Delivery	TBA	Responsive	Open
EOC5	Improving relationship between staff in EOC and A&E Operations and visibility of senior staff within EOC	EOC and A&E staff familiarisation days	Exec Dir of Operations	Deputy Director of Operations	TBA	Responsive	Open
		Implement #hellomynameis for EOC dispatchers and road staff	Exec Dir of Operations	Head of Service Central Delivery	TBA	Well-led	Open
		Relationship building between staff and senior management	Exec Dir of Operations	Head of Service Central Delivery	TBA	Well-led	Open
EOC6	There was limited awareness of organisation risk at middle manager level beyond day to day operational issues	Undertake focussed risk management session with middle and senior management staff in EOC	Exec Dir of Operations/ Exec Dir of Quality, Governance and Performance Assurance	Head of Risk/ Head of Service Central Delivery	TBA	Well-led	Complete
		Ensure effective use of the risk management module within EOC setting, linking risks to learning from incidents	Exec Dir of Operations/ Exec Dir of Quality, Governance and Performance Assurance	Head of Risk/ Head of Service Central Delivery	Complete	Well-led	Complete
EOC7	The service should improve shared learning from complaints and concerns within the wider organisation	Identify lessons learned from complaints and concerns and communicate across the Trust	Exec Dir of Quality, Governance and Performance Assurance	Deputy Director of Quality and Nursing	31/03/2020	Effective	Open

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Patient Transport Service							
PTS1	The service should ensure staff are confident in reporting and escalating safeguarding concerns	Ensure all staff undertake their level 1 and level 2 safeguarding training	Director of Urgent and Integrated Care/ Exec Dir of Quality, Governance and Performance Assurance	Head of PTS Service & Standards/ Head of Safeguarding	rolling/ ongoing	Safe	Open
		Work with PTS staff to understand the barriers to making a SG referral	Director of Urgent and Integrated Care/ Exec Dir of Quality, Governance and Performance Assurance	Head of PTS Service & Standards/ Head of Safeguarding	31/05/2020	Safe	Open
		Support staff to undertake safeguarding referral via phone to the Health Desk	Director of Urgent and Integrated Care/ Exec Dir of Quality, Governance and Performance Assurance	Head of PTS Service & Standards/ Head of Safeguarding	31/05/2020	Well-led	Open
		Offer feedback to staff as required to ensure on-going learning of the process	Director of Urgent and Integrated Care/ Exec Dir of Quality, Governance and Performance Assurance	Head of PTS Service & Standards/ Head of Safeguarding	Ongoing	Well-led	Open
PTS2	The service should ensure staff are supported appropriately in completing mandatory training, including e-learning	Implement and monitor compliance with the PTS training plan 2019-20 and into 2020-21	Director of Urgent and Integrated Care/ Director of Workforce and Organisational Development	Head of PTS Service & Standards/ Head of Training Academy	31/03/2021	Effective	Open
		Use effective and innovative methods to access education and training	Director of Urgent and Integrated Care/ Director of Workforce and Organisational Development	Head of PTS Service & Standards/ Head of Training Academy	ongoing	Effective	Open
PTS3	Improve staff engagement and participation in QI	Continue to support an environment where QI and staff engagement can flourish	Director of Urgent and Integrated Care/ Exec Dir of Quality, Governance and Performance Assurance	PTS Quality Lead/ Head of Quality Improvement	30/03/2020	Safe	Open
PTS4	The service's achievement for patients picked up at short notice remained below the trusts own planned achievement level.	Review of gaps in service	Director of Urgent and Integrated Care	Head of PTS Service & Standards	31/03/2021	Responsive	Open
A&E Operations							
A&E1	Ensure that at all time there are sufficient numbers of suitably skilled, qualified and experienced staff who receive adequate and effective clinical supervision	Implement refreshed training and recruitment plan	Exec Dir of Operations/ Director of Workforce and Organisational Development	Head of HR/Head of OD	01/04/2020	Safe	Open
		Embed clinical supervision arrangements and evaluate staff perceptions of supervision	Exec Dir of Operations	Deputy Director of Operations/ Associate Director of Paramedic Practice	TBA		Open
		Define career progression pathway	Exec Dir of Operations/ Director of Workforce and Organisational Development	Head of HR/Head of OD	Complete	Safe	Complete
A&E2	Review arrangements or start of shift vehicle check - staff should have sufficient time to complete checks	Review and reinforce arrangements to ensure that they are implemented consistently across the Trust	Exec Dir of Operations/ Exec Dir of Quality, Governance and Performance Assurance	Head of Performance	31/03/2020	Responsive	Open

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A&E3	Consistency of audit procedures for controlled drugs and Prescription Only Medicines (POMs)	Review audit procedures for reviewing the recording of all medicines and present recommendations to CGG	Exec Medical Director	Trust Pharmacist	28/02/2020	Safe	Open
A&E4	Consistency in clinical waste and sharps disposal in stations and vehicles	Continue to promote best practice through education and associated communications	Exec Dir of Quality, Governance and Performance Assurance	Head of Safety	Ongoing	Safe	Open
		Reinforce consistent implementation through Clinical Supervision, IPC Nurse site visits and Inspection for Improvement process, with targets interventions where necessary	Exec Dir of Quality, Governance and Performance Assurance	Head of Safety	Ongoing	Safe	Open
A&E5	Consistent availability of specialised equipment for bariatric patients	Conduct Moving Patient Safely Breakthrough Series Collaborative to improve moving and handling of bariatric patients	Exec Dir of Quality, Governance and Performance Assurance	Head of Safety	Ongoing	Responsive	Open
		Roll out new bariatric equipment as part of the introduction of new A&E vehicles	Exec Dir of Quality, Governance and Performance Assurance	Head of Safety	Ongoing	Responsive	Open
		Ensure full awareness of the new SOP for access to support and equipment for bariatric patients	Exec Dir of Quality, Governance and Performance Assurance	Head of Safety	Ongoing	Responsive	Open
A&E6	Improve compliance with infection prevention procedures	ensure all damaged furniture replacements are made from wipeable material.	Exec Dir of Finance	Head of Facilities Management	TBA	Safe	Open
		Improve general tidiness of the estate	Exec Dir of Finance/ Exec Dir of Operations	GSMs	ongoing	Safe	Open
A&E7	Relaunch the refreshed PIC process in line with Datix IQ cloud system refresh	work with staff groups to develop a robust process	Director of Workforce and Organisational Development/ Exec Dir of Quality, Governance and Performance Assurance	Head of Health & Wellbeing/ Head of Safety	31/03/2020	Safe	Open