Clinical Quality Strategy Forum

2nd & 3rd April 2019

Research Report
Total Delegate Group: **100**

This report is based on survey findings of the delegates for the Clinical Quality Strategy Forum on the 2nd and 3rd April 2019, comprising of 100 Clinical Directors, Chief Nurses and other clinical leaders in the NHS.

To deepen our insights, we interviewed the highest decision makers in face-to-face and telephone interviews to discuss trends and issues being tackled in their organisations.

29 Medical/Clinical Directors

22 C-suite

25 Directors

16 Heads of Department

8 Management

MAIN FINDINGS OF THE REPORT

QUALITY IMPROVEMENT

The strategic plan for the majority of senior clinicians centres around enhancing quality across clinical processes and improving patient outcomes.

END-TO-END INFORMATION

There is an ongoing drive for patient information to be more readily available throughout the patient journey and across health and social care.

CLINICAL TALENT

Clinical Directors are prioritising efforts to ensure the top clinical talent is recruited, retained and developed.

PATIENT SAFETY

Maximising patient safety stood out as the most significant focus area for the group.

The key issues being tackled by the Clinical Director for Children's Services at one of the biggest providers of specialised services in England:
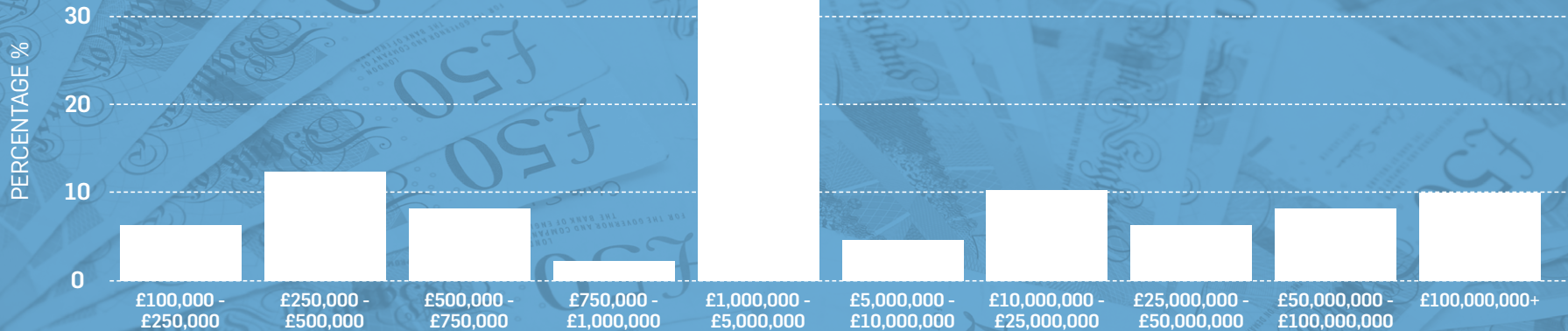
- Theatre flow and theatre direct discharge
- Staff shortages: thinking of creative ways to recruit and retain staff or to look at roles and responsibilities in new and innovative ways.
- Patient engagement

The challenges being prioritised by the Clinical Director at Solent NHS Trust:

- Technological advances: the use of technology to find efficiencies, to improve access to the service and to make the life of the staff easier
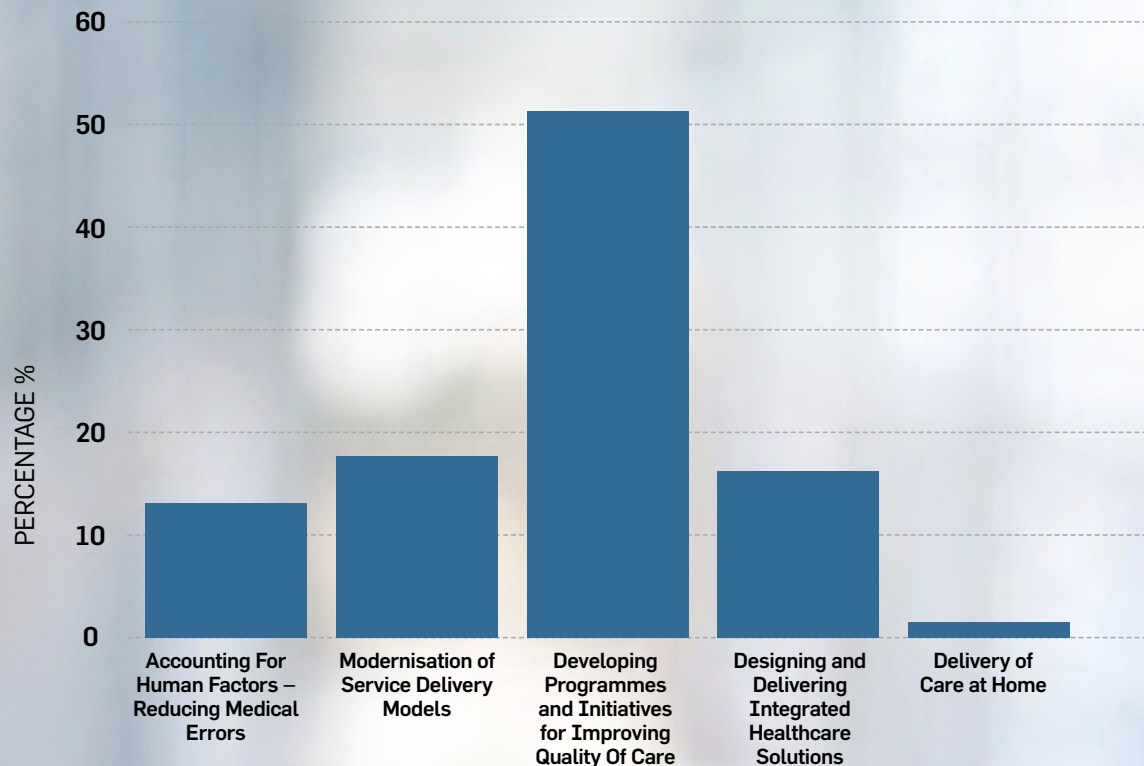- Workforce development and career progression for staff

COMBINED SPENDING POWER OF GROUP

£1.5 Billion+

PERCENTAGE %

30
20
10
0

£100,000 - £250,000
£250,000 - £500,000
£500,000 - £750,000
£750,000 - £1,000,000
£1,000,000 - £5,000,000
£5,000,000 - £10,000,000
£10,000,000 - £25,000,000
£25,000,000 - £50,000,000
£50,000,000 - £100,000,000
£100,000,000+

BUDGET RESPONSIBILITY PER PERSON

TOP STRATEGIC PRIORITY

Quality Improvement has become the mantra for numerous NHS trusts looking to improve services and processes within their organisation.

As such, developing programmes and initiatives for improving quality was highlighted as the key strategic priority for the group.

TOP TECHNOLOGY PRIORITY

Providing End-to-End Patient Information Systems

New Methods of Achieving Maximum Efficiency Patient Flow

Utilising the Latest Technologies to Revolutionise the Patient Experience

Using Data to Fill Knowledge Gaps Relating to Clinical Performance

AI as an Enabler - Relieving Pressure on Clinical Teams

Combining Data to Make it Analysis Ready

38%

24%

14%

6%

15%

4%
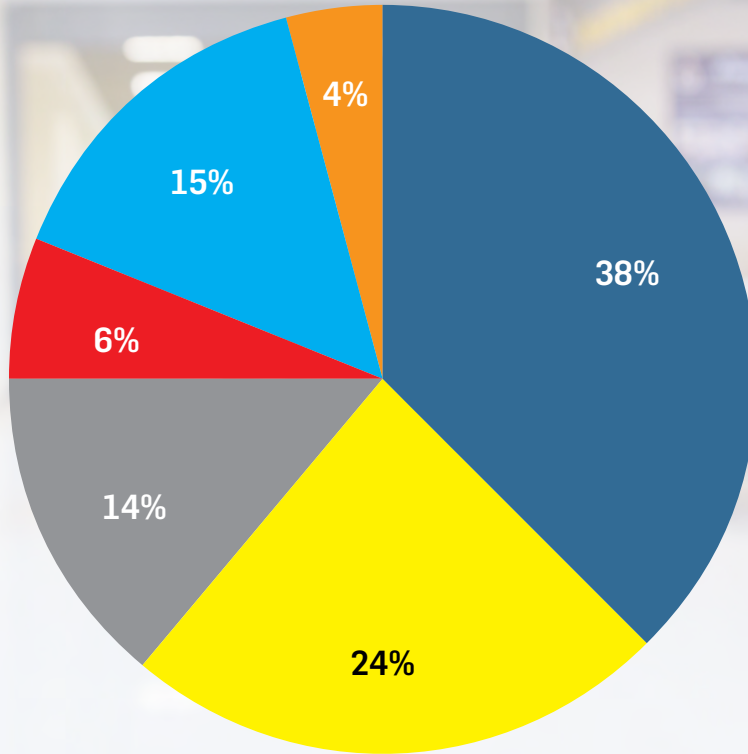
Clinical Directors are taking advantage of real time information to support decision-making and service redesign through rapid improvement agendas.

IT systems across health and social care need to be interoperable with each other and there is increasing pressure on end-to-end patient information to be digitally available.

ORGANISATIONAL AREAS OF IMPROVEMENT

- **Improving Prescribing Confidence, Competence and Performance Towards Safe Prescribing**
- **Recruiting and Retaining Top Clinical Talent**
- **Harnessing Technology and Innovation Using a 'Digital Hospital' Approach**
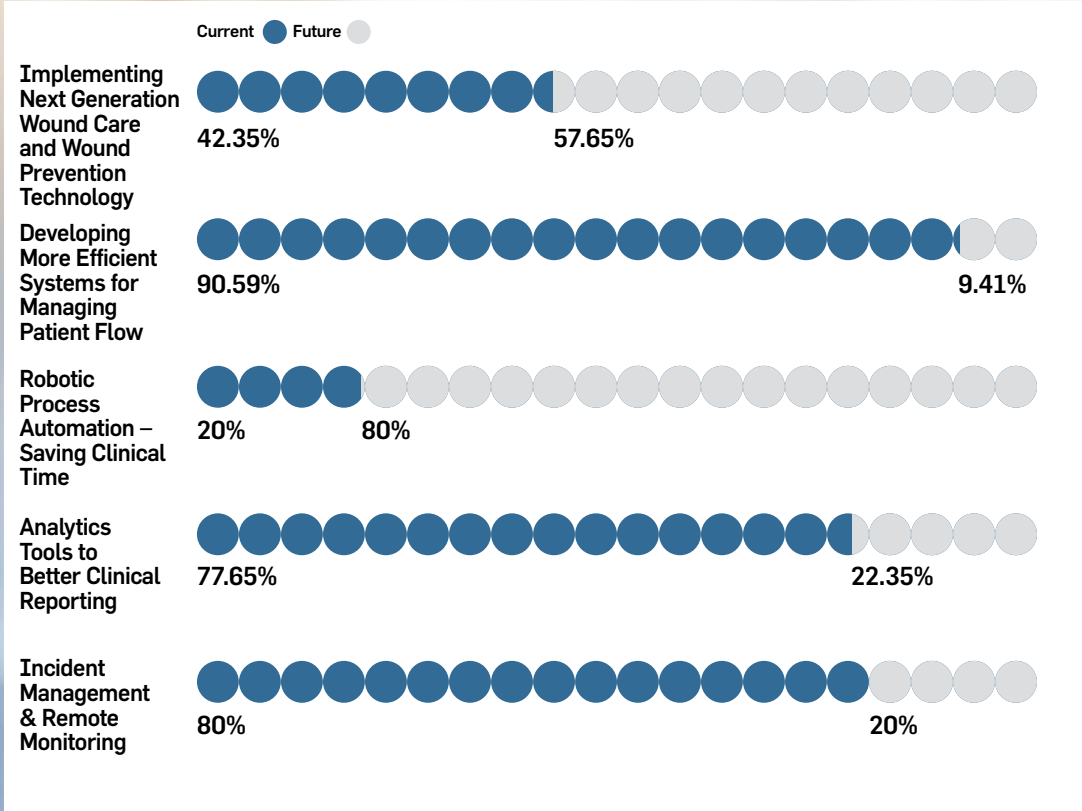- **Implementing Preventative Measures Across the Hospital to Drive Efficiency Savings**
- **Harnessing Cutting Edge Technologies Such as Robotics in a Clinical Setting**

Pie chart values:
- 5%
- 9%
- 36%
- 27%
- 25%
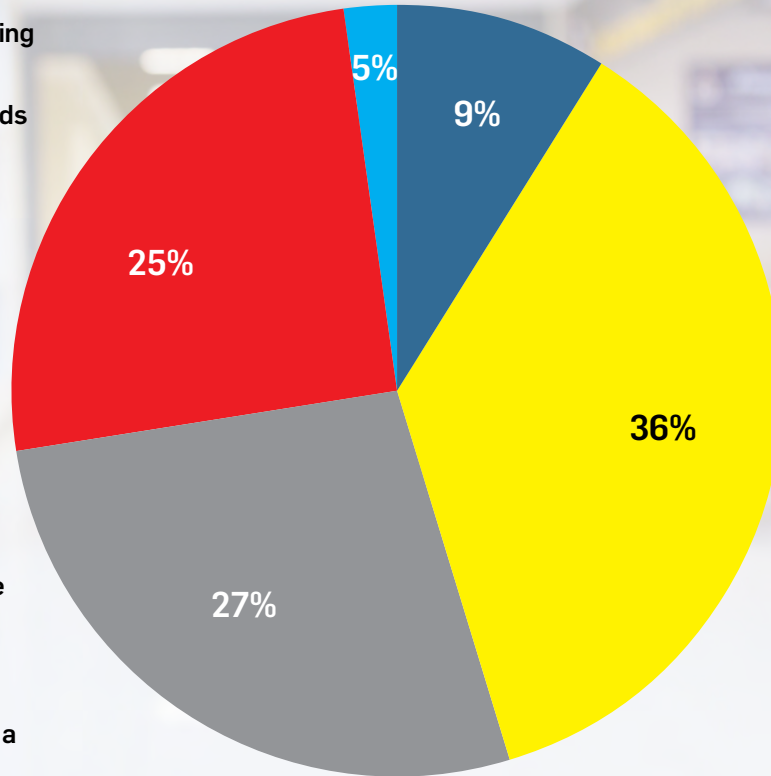
Senior clinicians are struggling to ensure their top clinical talent is managed effectively, with improvements needed in recruiting and retaining these individuals.

Respondents also highlighted their need to use a digital approach in their strategy and harness new technology and innovation.
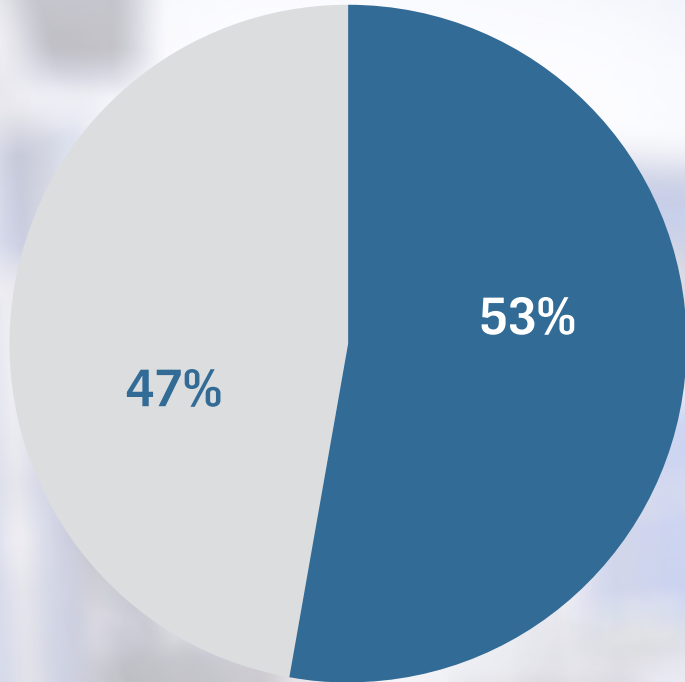
CURRENT OR FUTURE PRIORITIES

Current ● Future ○

Implementing Next Generation Wound Care and Wound Prevention Technology
42.35% 57.65%

Developing More Efficient Systems for Managing Patient Flow
90.59% 9.41%

Robotic Process Automation – Saving Clinical Time
20% 80%

Analytics Tools to Better Clinical Reporting
77.65% 22.35%

Incident Management & Remote Monitoring
80% 20%

Some priorities are considered primarily a future focus for the group, such as implementing next generation wound care and wound prevention technology.
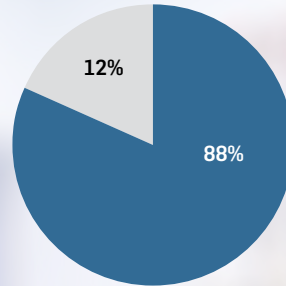
However, nearly all the group specified that developing more efficient systems for managing patient flow was a significant issue that needs to be tackled urgently.
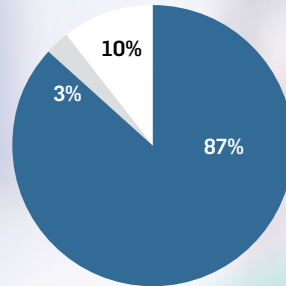
IT PURCHASING 'DECISION MAKER' OR 'INFLUENCER'

AS A DECISION MAKER, ICT SPEND WILL LIKELY

12%

88%

● Increase ● Decrease ○ Stay the same

AS AN INFLUENCER, ICT SPEND WILL IDEALLY

10%

3%

87%

● Increase ● Decrease ○ Stay the same

53%

47%

● Influencer ● Decision maker

IT spend is planned to increase in the future, and the overwhelming majority of respondents wish for even higher adoption of new technologies.

The major influencers of the group who do not hold IT budgets but directly influence solution purchasing decisions understand that their IT spend needs to increase to meet wider departmental initiatives.
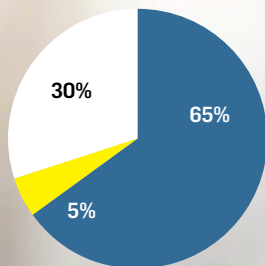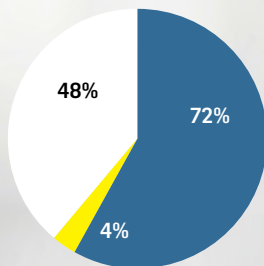
SPEND MAPPING

PATIENT FLOW SOLUTIONS
- 13% Stay the same
- 87% Increase
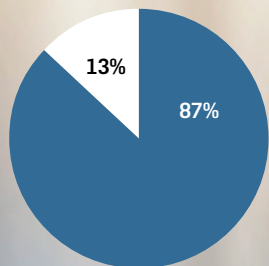
Increase • Decrease
Stay the same

CLINICAL GOVERNANCE SOLUTIONS
- 30% Stay the same
- 65% Increase
- 5% Decrease

Increase • Decrease
Stay the same

CHANGE MANAGEMENT AND LEADERSHIP TOOLKITS
- 48% Stay the same
- 72% Increase
- 4% Decrease

Increase • Decrease
Stay the same

WORKFORCE MANAGEMENT SOLUTIONS
- 24% Stay the same
- 74% Increase
- 2% Decrease
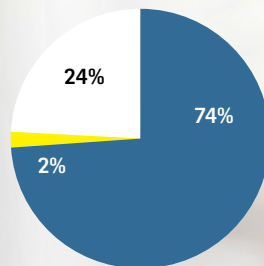
Increase • Decrease
Stay the same

BIG DATA AND PREDICTIVE ANALYTICS
- 29% Stay the same
- 71% Increase
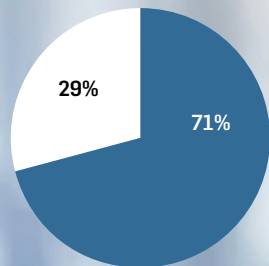
Increase • Decrease
Stay the same

CLINICAL & PATIENT PORTALS
- 19% Stay the same
- 80% Increase
- 1% Decrease
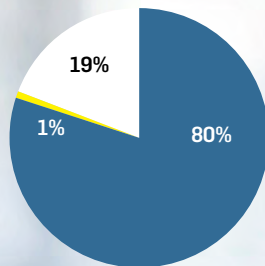
Increase • Decrease
Stay the same

PATIENT SAFETY SOLUTIONS
- 12% Stay the same
- 88% Increase
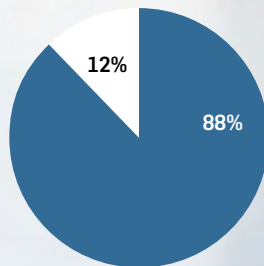
Increase • Decrease
Stay the same

PREVENTATIVE CARE AND MEDICINES
- 25% Stay the same
- 75% Increase
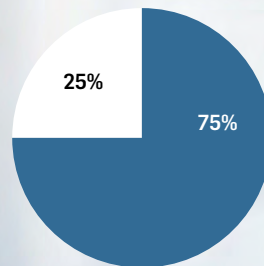
Increase • Decrease
Stay the same
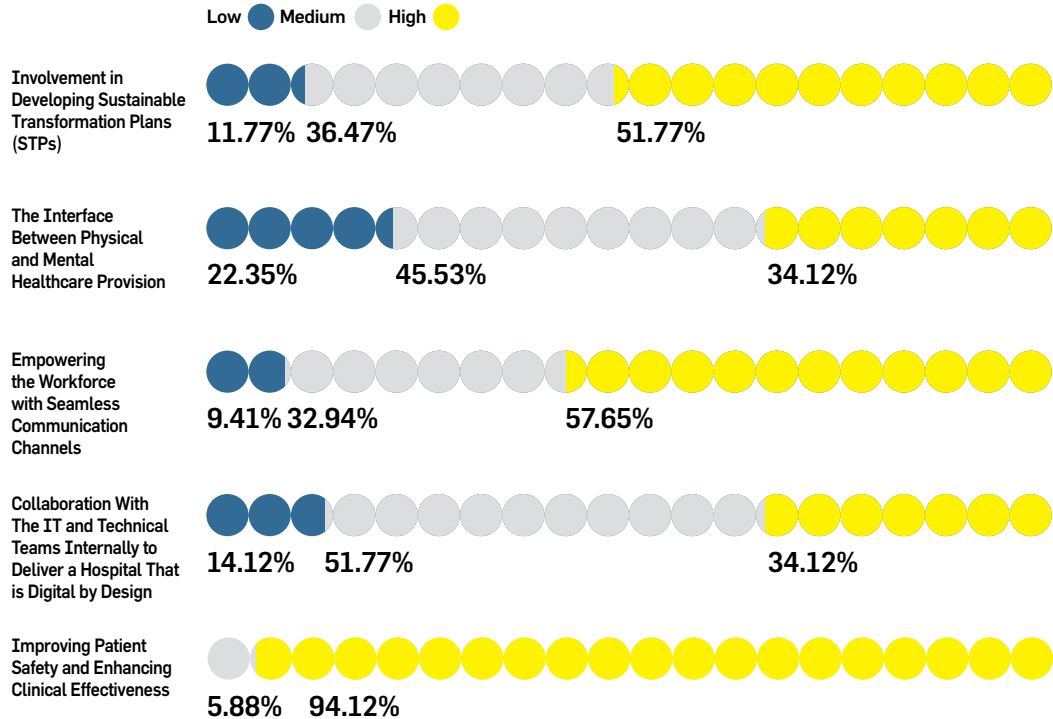
Technologies incorporating patient flow and patient safety solutions are very much at the forefront of our group's budget plans.

Digital alternatives are replacing manual processes which are improving patient experience, helping frontline staff make informed decisions and giving NHS Trusts greater visibility over the patient journey.

CLINICAL QUALITY STRATEGY FORUM/RESEARCH REPORT 2019

LOW, MEDIUM OR HIGH PRIORITY AREAS

Low ● **Medium** ● **High** ●

Involvement in Developing Sustainable Transformation Plans (STPs)
11.77% 36.47% 51.77%

The Interface Between Physical and Mental Healthcare Provision
22.35% 45.53% 34.12%

Empowering the Workforce with Seamless Communication Channels
9.41% 32.94% 57.65%

Collaboration With The IT and Technical Teams Internally to Deliver a Hospital That is Digital by Design
14.12% 51.77% 34.12%

Improving Patient Safety and Enhancing Clinical Effectiveness
5.88% 94.12%

Although many issues are deemed to be of high importance by legal and compliance leaders, over 94% of those surveyed stressed that improving patient safety and enhancing clinical effectiveness is a major priority area.

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