QUALITY STRATEGY

manx care
Kiarail Vannin

let us know on the go...

At Manx Care your views matter. We would like to learn from your experience of care. We value your opinion and want to hear from you! It's as easy as scanning the code and sharing your feedback with us. Your insights can help us make our services even better for you and others like you. Your experience matters, and we're committed to making sure our services meet your needs. Don't worry if you're not tech-savvy - our team is here to assist you every step of the way. Please go ahead, give it a try, and let's work together to make a difference.

Scan the code, share your thoughts, and let's make a positive impact!

foreword by the chief executive officer and chair

It gives us great pleasure to outline our Quality Strategy for Manx Care. We recognise that every day all our colleagues, no matter where or how they contribute within the organisation, demonstrate their commitment to patient-focussed care and strive for excellence in often very difficult circumstances. It is with great pride that we are part of this journey with you as 'one talented team'. Together we have the potential to transform the quality for all service users and, in doing so, become a leader in small-country healthcare in the eyes of those who use our services, those who work in them and those who inspect them.

Manx Care is committed to providing high-quality health and care services to the residents of the Isle of Man. By 2025 we aspire to be rated good overall for quality by the Care Quality Commission (CQC). We understand this represents an ever-increasing challenge as we learn to balance rising demand for care alongside intensifying financial, quality and workforce risks. This Quality Strategy reflects our ambition for sustainable, high-value, high-quality services delivered in partnership with other agencies and tertiary providers across Cheshire & Merseyside. As we move forward we will witness a much closer alignment between quality, activity and financial planning to boost our combined efforts to deliver safe, effective and financially sustainable services in the longer term. The challenges that lie ahead are demanding and will require creative adaptation within Manx Care and across the wider health and care system in order to meet them. The driving force behind our new approach to quality is partnership: (i) united by shared quality goals - a partnership which brings about much closer integration across the health and care system to deliver better health, better care and better value for money; (ii) a partnership with service users which seeks to put them more in control of their own care – promoting self-management and involving them in service developments and decisions about their care; and (iii) through our workforce strategy a partnership with colleagues that fosters an open, inquisitive, responsive and learning culture. This represents an opportunity to deliver care that is not just great, but the best care that can be provided for people of the Isle of Man.

We believe that we can demonstrate excellent care and be a leading provider within a small country context. This Quality Strategy gives us the road map to get there.

This Quality Strategy outlines the strategic priorities and goals for Manx Care for the period 2023 to 2025. This is a high-level strategic response to the outcome of CQC inspections in 2021/22. We are focusing on nine primary areas of importance: medicines management, end of life care, quality governance, workforce, estates and facilities management, person-centred care, safeguarding vulnerable people, records management, and leadership and culture. This strategy aims to progress the delivery of the recommendations of the Sir Jonathan Michael Review of Isle of Man Health & Social Care System, align the priorities of the Department of Health & Social Care via the Mandate, enable CQC compliance and resilience, promote a culture of continuous improvement, enhance safety, and ensure the delivery of safe, effective, and person-centred care across all services provided by Manx Care.

Teresa Cope
CEO, Manx Care

Sarah Pinch
Interim Chair, Manx Care

improvement programmes and objectives

Medicines Management

- Ensure safe and effective use of medicines through robust medicines management processes

- Implement evidence-based prescribing practices to optimise medication use and minimise medication-related harm

- Improve medication reconciliation processes during care transitions to prevent medication errors

- Provide education and training for staff on safe medication practices, including medication administration and monitoring

- Regularly audit and monitor medication management processes to identify and address any deficiencies or risks

End of Life Care

- Build and deliver a comprehensive strategy and effective pathways for End of Life Care

- Provide responsive and compassionate end of life care without boundaries for patients and their families, in line with national and local guidelines

- Demonstrably improve access to palliative care services, including pain management, symptom control, and emotional support

- Enhance communication and coordination among care teams, patients, and families to ensure informed decision-making and advance care planning

- Provide education and training for staff on end of life care principles and practices, including communication skills and emotional support

- Regularly evaluate and improve end of life care processes based on feedback from people, families, and staff

Quality Governance

- Build on the work started in 2021 to embed effective governance structures and processes, with a greater emphasis on driving accountability for clinical practices, transparency, and oversight of quality improvement initiatives

- Achieve higher rates of reliability and statistical process control over those quality metrics and indicators of importance to the Board

- Continue to build maturity in risk management processes

- Promote a culture of continuous learning and improvement through regular audit, review, challenge and feedback mechanisms

- Engage patients, families, and colleagues in quality improvement initiatives and encourage their active participation in shaping the quality agenda

Workforce

- Build and maintain workforce models for all areas, ensuring these are kept up to date and modified in accordance with acuity & dependency analyses and projected demand for care

- Ensure an adequately staffed and skilled frontline workforce to deliver high-quality care, including education, training, and development opportunities

- Manifestly shift the emphasis towards substantive recruitment, reducing or eliminating Manx Care's dependency on high-cost agency staff where safe to do so

- Fix mandatory and role-specific training to the extent both address Manx Care's primary clinical risks, and assurance confirms completion rates align to the Board's requirements

- Provide ongoing education and training for staff to enhance their knowledge and skills, critical thinking, and problem-solving abilities

- Promote a positive and supportive work environment that fosters collaboration, teamwork, creativity, innovation and mutual respect among all members of the workforce

- Implement mechanisms for staff engagement, recognition, and feedback to promote staff retention, satisfaction, and well-being

Estates and Facilities Management

- Ensure that all care facilities are safe, clean, maintain privacy and dignity, and are maintained to support high-quality care delivery

- Appoint a competent Health & Safety Officer to drive improvements in the Safety Management System

- Undertake a full-scale hazard analysis to demonstrate the primary health & safety risks arising from Manx Care's undertakings, setting out for each hazard how it is kept under prudent control

- Introduce a mechanism for triannual independent Health & Safety audit as would be standard practice in any highly-regulated safety-critical industry

- Build and maintain a comprehensive clinical/medical device asset register and assure those devices are maintained in accordance with manufacturers' specifications

- Evaluate and report to Board (or a Committee of the Board) a lifecycle replacement programme for equipment required for the purposes of providing clinical care. Ensure the Board has a plan to address lifecycle replacement and risks are understood and documented

- Evaluate and report to Board (or a Committee of the Board) the scale of backlog maintenance required to maintain clinical estate in accordance with regulations, standards or requirements for healthcare premises

Person-Centred Care

- Embed outcome-focussed person-centred care as a core principle across all services provided by Manx Care, ensuring that care is planned, delivered, and evaluated in partnership with patients, families, and carers, and respects their values, preferences, and choices.

- Transition to an approach to care which manifestly positions service users to function as 'active participants' in their care, fully informed and engaged in the process of their care (where able to do so) and able to make choices to meet their needs

- Focus on consent. Review and where indicated improve the provision of accessible and understandable information to service users, to ensure that care is tailored to their individual needs and goals. Use as a leading indicator information downloads as a means to evaluate involvement and engagement in care

- Promote effective communication and engagement with patients, families, and carers, through clear and timely communication, active listening, and empathy, to build trust, establish therapeutic relationships, and enhance user satisfaction

- Focus on end-user satisfaction by building on the Friends and Family Test, undertaking service user surveys and taking action where improvement can and should be made

- Initiate a series of 'In your Shoes' events with services to truly understand the experience of care and to capture and address patient feedback and continuously improve the quality of care

- Make the case for a Dementia/Delirium Lead Nurse to advance clinical practices and build a dementia-friendly clinical area better equipped to meet the needs of those with dementia or related conditions.

Safeguarding vulnerable people

- Develop and implement robust policies, procedures, and processes for safeguarding vulnerable people, including children, young people, adults at risk, and vulnerable groups, to prevent harm, abuse, and neglect

- Implement the requirements for Mental Capacity Assessment and Deprivation of Liberty safeguards to be introduced on the Isle of Man in 2023

- Ensure that all staff receive appropriate education and training on safeguarding, including recognition, reporting, and management of safeguarding concerns, to promote the safety and well-being of vulnerable people

- Implement effective mechanisms for identifying, assessing, and managing risks to vulnerable people, including robust risk assessments, care planning, and multi-agency collaboration, to ensure that their care and support needs are met in a safe and effective manner

- Make an effective contribution to the work of the Multi-Agency Safeguarding Hub on the Isle of Man through collaboration with relevant stakeholders, including social services, schools, police, and regulatory agencies, to ensure that safeguarding concerns are promptly and effectively addressed, and appropriate actions are taken to protect vulnerable people from harm

- Monitor and report on safeguarding outcomes, including the number and nature of safeguarding incidents, investigations, and actions taken to improve safeguarding practices, to ensure transparency and accountability, and identify areas for improvement in safeguarding vulnerable people.

Records Management

- Establish a focussed programme to integrate record management systems (EPR/Manx Care Record/Transformation) to improve data capture, reporting, auditing and oversight of service user care records

- Develop a focussed work stream to simplify and rationalise clinical record systems/databases to ensure all systems are supported by Manx Care's technology capabilities, systems up to date and secure from penetrating cyber-attack, systems are maintained and regularly updated to ensure software is current, and systems operated by Manx Care seamlessly integrate to enable an integrated user record.

Leadership and Culture

- Foster a culture of quality, safety, and continuous improvement across Manx Care, with leadership at all levels promoting a shared vision, values, and expectations for high-quality care

- Develop and implement leadership development programs for managers and leaders at all levels, including access to education, training, mentoring, and coaching, to enhance their leadership skills, capabilities, and competencies

- Encourage and support innovation and creativity among colleagues, to identify and implement new approaches and solutions that can improve the quality and safety of care, streamline processes, and enhance user outcomes

- Promote and emulate a culture of accountability and responsibility, where colleagues feel empowered to speak up about concerns, report incidents, and participate in quality improvement initiatives without fear of retribution, and where there are clear mechanisms for learning from mistakes and addressing issues in a transparent and constructive manner.

- Foster collaborative and effective multi-disciplinary teamwork, communication, and engagement among all members of the workforce, to promote a positive and supportive work environment, and ensure that all staff contribute to the delivery of high-quality care.

Conclusion

In summary, Manx Care's Quality Strategy for 2023-2025 aims to promote a culture of quality, safety, and continuous improvement across all areas of focus, including medicines management, end of life care, quality governance, workforce, estates and facilities management, person-centred care, safeguarding vulnerable people, records management, and leadership and culture. Through robust goals and outcomes in each area, Manx Care will strive to provide safe, effective, person-centred, and high-quality care to the population of the Isle of Man, while continuously monitoring and evaluating performance and implementing evidence-based practices to achieve the best possible outcomes for people, their families, and communities.

Appendix 1: potential risks and mitigations

Scheme	Impact
Potential lack of resources required for strategy implementation	• Ensure that Manx Care has adequate financial and human resources allocated to support the implementation of the Quality Strategy. • Conduct regular resource assessments and identify any gaps or limitations in resources needed to achieve the quality goals, and take appropriate actions to address them, such as securing additional funding, staffing, or equipment. • Prioritise resource allocation based on the identified needs and outcomes of the Quality Strategy, and ensure that resources are utilised efficiently and effectively to achieve the desired results. • Engage in strategic partnerships and collaborations with other organisations or stakeholders to leverage additional resources and expertise for implementing the Quality Strategy.
Resistance to change or improvement	• Develop a comprehensive change management plan that includes strategies to address resistance to change, such as stakeholder engagement, communication, and education. • Provide clear and transparent communication about the rationale, benefits, and goals of the Quality Strategy to all relevant stakeholders, including staff, patients, families, and other partners, to create buy-in and support for the changes. • Involve key stakeholders in the planning, development, and implementation of the Quality Strategy to ensure their input and ownership, and to address any concerns or resistance early in the process. • Provide training and education to staff on the new processes, practices, or technologies introduced as part of the Quality Strategy, and offer ongoing support and reinforcement to facilitate their adoption and integration into routine practice.
Actual or perceived lack of data and measurement for improvement	• Establish a robust data collection and measurement system that aligns with the goals and outcomes of the Quality Strategy, and ensure that data is collected consistently, accurately, and in a timely manner. • Invest in appropriate technologies or tools for data collection, management, and analysis, and provide training and support to staff on their use. • Develop clear protocols and standard operating procedures for data collection and measurement, and regularly review and update them to ensure accuracy and reliability of data. • Establish performance metrics and targets that are aligned with the Quality Strategy, and regularly monitor and report on progress towards these targets to identify any gaps or areas for improvement.

Actual or perceived lack of stakeholder commitment and engagement	• Develop a comprehensive stakeholder engagement plan that includes strategies to involve all relevant stakeholders, including staff, patients, families, communities, and other partners, in the implementation of the Quality Strategy. • Foster a culture of inclusiveness and collaboration that encourages active participation and feedback from stakeholders, and creates a sense of ownership and accountability towards the Quality Strategy. • Provide regular opportunities for stakeholder engagement, such as forums, focus groups, surveys, or feedback mechanisms, to gather input, insights, and perspectives on the progress and impact of the Quality Strategy, and use this feedback to inform decision-making and improvements. • Communicate the outcomes and results of the Quality Strategy to stakeholders in a transparent and timely manner, and acknowledge and recognise their contributions and feedback to reinforce their engagement and commitment.
Other potential external factors	• Identify and assess external factors that may impact the implementation of the Quality Strategy, such as changes in regulations, policies, or funding, or external events that may affect operations or reputation. • Stay updated with the external environment through regular monitoring and analysis of relevant factors, and develop contingency plans to address any potential risks or challenges. • Build strong relationships with external stakeholders, such as government agencies, regulatory bodies, or funding, to ensure open communication and collaboration, and to mitigate any potential risks or challenges. • Remain flexible and adaptable in response to changing external factors, and be prepared to revise and adjust the Quality Strategy as needed to align with the evolving external environment.

Appendix 2: governance

Care Group & Corporate Team Delivery → Quality & Safety Team Oversight of Delivery → Monitored by OCQG → Assured by QSE → Board of Directors

accountability

Action Owners → Accountable Executive Directors → Executive Director of Nursing & Governance → Executive Director of Nursing & Governance → Chair of QSE

manx care

Kiarail Vannin