2. **Introduction: Greater Manchester AHSN Patient Safety Collaborative**

Greater Manchester Academic Health Science Network (GM AHSN) has been working in partnership with the Advancing Quality Alliance (AQuA) in the delivery of aspects of their Patient Safety Collaborative programme. This programme of events was provided to member organisations from the NHS and wider public sector within the GM AHSN footprint, running between October 2014 and March 2016.

**Why does this matter?**

Launched in October 2014 by NHS Improving Quality, the national patient safety collaborative programme, aims to improve the quality and safety of the NHS for patients. Led by the 15 AHSNs across England, the collaboratives ambitions are to improve the way care is provided at a local level, enabling front line teams to involve patients and their families in making healthcare safe.

Our local GM collaborative has offered opportunities to our member organisations to develop their capacity for delivering care in a safe, efficient and patient-centred environment. GM AHSN and AQuA have supported member organisations by:

- Enhancing the quality improvement capabilities of staff.
- Supporting staff to deliver services in a safe manner.
- Enabling staff to spot potential errors in the system, thus reducing harm for patients
- Creating and promoting a culture of continuous improvement across Greater Manchester

**What is GM AHSN?**

GM AHSN is one of 15 AHSNs across England and are contracted by NHS England with a mandate to create a system for:

- Delivering and spreading innovation
- Improving health
- Generating economic growth

Their delivery programmes focus on:

- Implementation of health improvement work that delivers both improved patient outcomes and cost effectiveness
- Wealth creation and innovation

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**Acronyms and Abbreviations**

- AHSN: Academic Health Science Network
- AQuA: Advancing Quality Alliance
- ATTP4S: Advanced Team Training Programme for Safety
- CCG: Clinical Commissioning Group
- FT: Foundation Trust
- GM: Greater Manchester
- NHS: National Health Service
- QI: Quality Improvement
- SUTS: Sign Up to Safety

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Safety is everyone’s responsibility whatever their role. Ensuring safer care and reducing mortality have been the main drivers behind improving standards in the NHS over the past few years. However, people are still being harmed within health and social care settings.

Through intelligence, evidenced-based interventions and by giving staff the support they need, GM AHSN and AQuA believe all organisations can improve safety and reduce harm. The Patient Safety Collaborative programme supports our member organisations in this goal, and is underpinned by four key drivers:

- Support members to provide high quality evidence based care
- Ensure they have effective safety leaders at all levels
- Provide robust intelligence and evidence
- Create reliable services and organisations

Patient Safety Collaborative Programme

Over the course of this 18-month programme, GM AHSN members were offered access to training courses to support staff to deliver safe, effective and patient-centred care. These sessions focused on the underpinning elements of safety, whereby staff were supported in developing an awareness of cultural challenges, understanding errors, raising concerns, identifying and mitigating risks, and leading safety within their organisation.

Included in the programme were:

- The establishment of a Patient Safety Learning Network. Themes discussed at these sessions included:
  - How to build and sustain a safety culture
  - An organisational approach to co-ordinating capability building
  - The challenge of embedding patient experience
  - Making links to the national Sign Up to Safety (SUTS) initiative
- One cohort of Advanced Team Training Programme for Safety (ATTP4S):
  - 7 teams, comprising 3-7 individual members
  - Teams: 4 x Acute, 2 x CCG, 1 x Ambulance Trust
  - 5 days delivery; virtual support; coaching
- Eight Improvement Practitioner modules designed to enhance quality improvement skills for patient safety leads in member organisations. The specific topics for each of these modules were decided in conjunction with GM AHSN and member requirements.
  - Modules included Human Factors (twice), Culture (twice), Measurement for Improvement, Spread and Sustainability, Appreciative Inquiry and Resilience
Engagement By Organisation

This graphic illustrates the level of engagement by members accessing the programme.

The majority of GM members now have staff members with enhanced improvement capabilities, with member organisations likely benefiting from their staffs improved confidence in delivering safer care for patients.

Who attended?

Attendance at a programme event can only be considered as one measure of success. For this programme, the relevance of attendees was also an important measure.

AQuA and GM AHSN enacted a comprehensive communication and marketing strategy to ensure our programme was targeted at the most appropriate people. It was crucial to get people in the room who led on patient safety and quality improvement within their organisation. Having individuals who can influence strategy, promote a safety culture and deliver improvements was fundamental to the success of this programme.

Hence, the programme was specifically targeted at Directors, Deputy/Associate Directors, Clinical Leads and middle managers all of whom have aspects of patient safety and quality improvement within their job roles.

The proportion of attendees split by job role was as follows:

- 9% Director
- 25% Deputy Director / Senior Manager
- 43% Middle Manager
- 23% Senior Clinician / Clinical Lead

Examples of job roles:

**Director**
- Executive Nurse
- Director of Quality & Safety

**Deputy Director / Senior manager**
- Associate Director of Quality & Safety
- Head of Patient Safety

**Middle Manager**
- Quality & Performance Lead
- Patient Safety Officer / Facilitator

**Senior Clinician / Clinical Lead**
- Consultant & Patient Safety Lead
- Specialist Nurse

Ensuring the right people attended the events has supported GM AHSN’s ambition to maximise opportunities for sustained development of culture and people within member organisations.
4. How did the programme evaluate?

**Highlights**

- All Improvement Practitioner capability building modules and network sessions evaluated at aggregated scores of >80% on Kirkpatrick Levels 1 and 2
  - Average % Level 1 = 87.3%
  - Average % Level 2 = 87.5%
- Successful development and establishment of a patient safety network was illustrated by the number of individuals and organisations who attended the entire series of events
- Pre and post-course Skills Assessments demonstrated an increase in confidence and competence around Quality Improvement techniques and skills from participants
- Every team that completed ATTP4S was able to demonstrate an improvement in their project’s maturity, as rated using the IHI maturity matrix

**Kirkpatrick Evaluation**

The Kirkpatrick New World Model is a 4-level training evaluation methodology which provides a quantifiable evaluation of learning (Levels 1 and 2), its transferability into practice (Level 3) and contribution to organisational goals (Level 4).

This programme sought to achieve improvements in Levels 1 and 2:

**Level 1**

To what degree participants react favourably to the learning event.

**Level 2**

To what degree participants acquire the intended knowledge, skills and attitudes based on their participation in the learning event.

**Kirkpatrick Results**

Improvement Practitioner Modules:

The eight capability building sessions all evaluated at an aggregated score of >80% on Kirkpatrick Levels 1 and 2.

**Advanced Team Training Programme For Safety (ATTP4S)**

The five-day programme has been evaluated at an aggregated score for:

- Kirkpatrick Level 1: Attendee engagement, relevant content and positive experience.
- Kirkpatrick Level 2: Achieved objectives, new learning (tool, knowledge, skill), positive attendee attitude, confidence in applying new learning and commitment to apply into practice.

These graphs provide an aggregated Kirkpatrick score. This data can be interrogated and analysed at individual module and/or day-level, if required.
In 2016/17 we aim to support members in attaining Level 3 (Behaviour). This involves evaluating the degree to which participants apply learning back in their workplace.

**Skills Assessments**

Programme-wide results have been aggregated to demonstrate attainment and identify skills gaps. This provides GM AHSN with a good indication of the current skill levels and confidence of delegates who have completed AQuA’s programmes. It also provides a pointer towards capability gaps and the types of educational input required to meet these challenges in the future.

![Diagram of Core Quality Improvement Skills Group Average](image)

**Word Cloud**

A Word Cloud was created to visually represent, to scale, the final evaluation responses to the question ‘sum up the ATTP4S programme in 5 words’.

**Social Media**

Twitter was actively encouraged using the hashtag #GMSaferNHS created for the purpose of grouping together all Tweets relating to GM AHSN’s Patient Safety Collaborative. For example:

![Social Media Images](image)
The table below illustrates the current position of GM AHSN member organisations in terms of whether they have pledged to support the national Sign Up to Safety (SUTS) campaign. AQuA are actively engaging with as many member organisations as possible, offering support in terms of site visits, phone conversations and exploring emergent themes from their safety plans.

The majority of Greater Manchester organisations have signed up, which is a testament to the commitment and desire to improve safety across the region. The table below highlights the status of members, correct as of May 2016.

<table>
<thead>
<tr>
<th>Organisation</th>
<th>AQuA Member Status</th>
<th>SUTS?</th>
<th>Date Signed Up</th>
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Above: The North West Ambulance Service NHS Trust team, receiving their Patient Safety Collaborative certificates.
Over the last 18 months, GM AHSN, in partnership with AQuA has delivered a comprehensive Patient Safety Collaborative training programme to its member organisations.

We are hopeful that we have increased the numbers of individuals and teams from across GM who are able to be champions for patient safety within their organisations. This has been achieved through clinical professionals attending one or more of the PSC workshops and training courses and also through the Advanced Team Training for Patient Safety Programme, within which teams endeavoured to delivery their own service and setting specific quality improvement projects. This is evidenced by the relevance of course participants attracted to events and our course evaluations.

GM AHSN would like to sincerely thank its member organisations for your participation in our Patient Safety Collaborative programme delivered through our partner organisation, AQuA and your continued commitment to facilitate further improvements in patient safety across our Greater Manchester region.

We recognise there is still significant work to do within the field of patient safety and therefore reaffirm our commitment to working collaboratively with all partners to align our existing AQuA Safety and Academy programmes in this regard.

Jane Macdonald, Director of Nursing and Improvement, GM AHSN

Mike Burrows, Managing Director, GM AHSN

Above: Peter Weller, Director of Governance & Quality, Tameside Hospital speaking at the GM Celebration Event.
GM AHSN is one of 15 Academic Health Science Networks across England: spreading innovation, improving health, generating economic growth.

As the only bodies that connect NHS and academic organisations, local authorities, the third sector and industry, we are catalysts that create the right conditions to facilitate change across whole health and social care economies, with a clear focus on improving outcomes for patients. Greater Manchester AHSN brings together 34 members comprising NHS providers, commissioners and universities across Greater Manchester, East Lancashire Trust and East Cheshire. Our ambition is to deliver a step change in health outcomes and to support Greater Manchester’s strategy for growth through enabling £1bn of wealth creation over five years, supporting SMEs and helping to create a healthier population.

AQuA
Advancing Quality Alliance

The Advancing Quality Alliance (AQuA) was established in 2010 to improve health and care quality in the North West.

We have over 70 member organisations who we work on a long term basis. We help member organisations to build improvement capability at all levels of their workforce, to develop and implement quality strategies and to address their quality priorities through our extensive range of annual membership offers. Much of our work is tailored to localities or individual member needs.

In addition to our work with members, we also undertake consultancy work all across the UK. We uniquely combine five techniques which improve outcomes for our members and customers:

- Analysis - Provide meaningful comparative information about quality and safety priorities
- Improvement - Use programmes to target local quality improvement priorities
- Training - Build workforce capability in quality improvement skills
- Collaboration - Learn and share with peers through networks and partnerships
- Innovation - Access to national and international expertise