

We offer a market leading approach to sustainable continuous quality improvement, proven globally and in 18 UK trusts

Your Requirement

The evidence of the benefits and value of embedding a consistent approach to Continuous Improvement is now well established and is a fundamental element of any high performing organisation. KPMG and Catalysis are proud to have already supported 18 NHS trusts on this journey over the last 6 years, starting at Western Sussex which became the first non specialist acute trust to achieve Outstanding in every CQC domain.



Why KPMG and Catalysis?

KPMG and Catalysis have worked in partnership with 18 trusts in the UK and a further 9 in North America, to embed a successful continuous quality improvement approach, based on:



A **shared vision and purpose**, universally shared, understood and lived throughout the organisation.



A Golden Thread from **Floor to Board**, where your vision and strategic priorities connect directly to frontline improvement.



A **leading management system** that enables improvement by embedding the behaviours, routines and tools at every level to make this 'the way we work'.



A **leadership development approach** that draws on the expertise of internationally acclaimed improvement coaches.

Through these principles:

We build an organisation of problem solvers, equipped to deal with the difficulties that the NHS often faces. This is not a training programme or a time-limited project - it is the new way of doing things that delivers better outcomes for patients, frees up time to care and engages staff.



Hiring KPMG (to support our CQI journey – Patient First) was one of the best decisions I've made 🗨️

Dame Marianne Griffiths

Chief Executive at Western Sussex NHS Foundation Trust



It was great to work alongside KPMG. Their deep understanding and broad experience in the UK and Internationally really helped to guide us to develop a quality improvement system that uniquely fits Alder Hey and our mission to deliver continuous improvement for children and young people 🗨️

Louise Shepherd CBE

Chief Executive, Alder Hey Children's NHS Foundation Trust



I personally believe that this is the way that hospitals in the UK will be run going forward 🗨️

Mike Viggers MBE

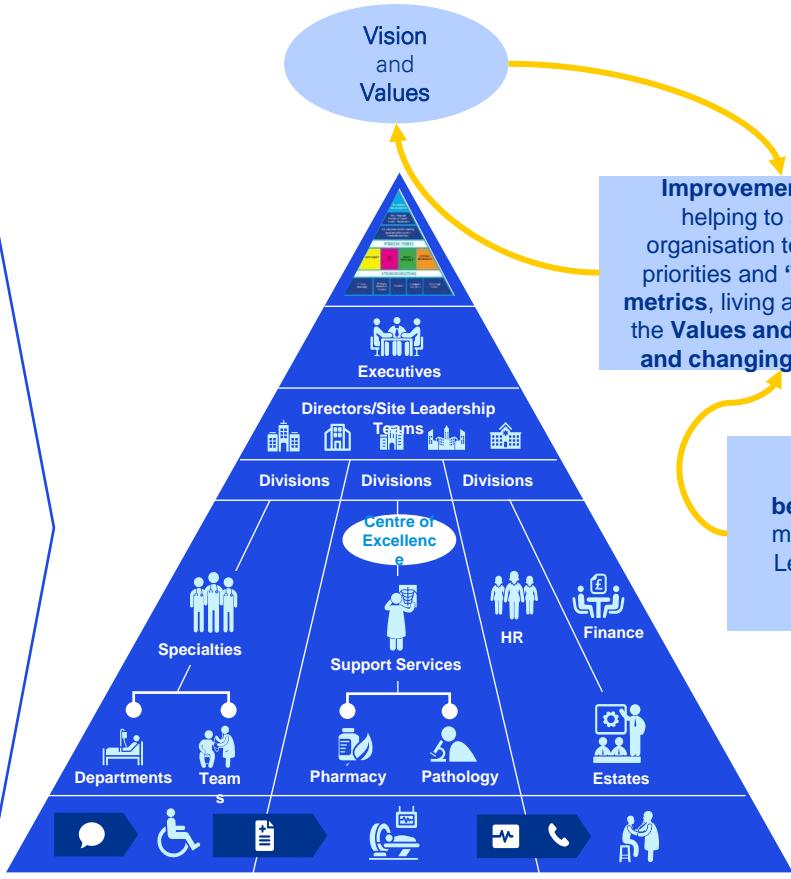
Western Sussex Hospital Chairman

How do we help to deliver a culture of Continuous Improvement?

We recognise each and every organisation is unique and needs a bespoke approach. There are some common principles and lessons that we have learned about creating a culture of continuous improvement. Our approach has been developed over a number of years working alongside healthcare organisations to deliver outstanding outcomes. This is about making improvement part of the day job from CEO to frontline with the aim of improving care for patients and being a better place to work.

Help and Support through your Management System and Leadership behaviours

- ✓ **Embedding** continuous improvement within your management systems and processes
- ✓ **Patient and Staff experience** driving decisions
- ✓ **Psychological safety** through transparent measurement of progress on priorities with support to fix rather than blame
- ✓ **Building improvement capability** and capacity within everyone's day job



Improvement leaders helping to align the organisation to the critical priorities and 'True North' metrics, living and supporting the Values and Behaviours and changing the culture

With clear routines, behaviours and priorities, managers are supported by Leadership to **enable front line teams** to improve

Front Line making improvements as part of their daily routine.
"Removing the rocks from their shoes"

Clear alignment from Board to Ward through Strategy into Action...

- ✓ Teams across the Trust are less overburdened through **focus** on the most important priorities making rapid and transformational improvement
- ✓ **Evidence based** cascade focussed on fixing causes not symptoms
- ✓ **Learning and improving** how we do things everyday from Frontline up to Board

"This isn't just a series of tools and projects, it's more about leadership behaviours. Embedding a management system to deliver this takes time and executive commitment"

Dr George Findlay CEO, University Hospitals Sussex NHS Foundation Trust

"Staff were able to talk about their priorities, challenges, and what they were doing to address them and the CQC found this correlated with their expectations"

Trust Feedback to the Frontline after a CQC Inspection

The benefits delivered

Supported Trusts with a patient reach of

9 million

This is across the 18 Trusts that the KPMG and Catalysis Continuous Quality Improvement (CQI) methodology has been deployed in.



Successfully upskilled

3500+

NHS staff in CQI techniques from Board to Ward



CQC Success

53% improvement

53% of CQC domains in Trusts working with KPMG and Catalysis and inspected, improved from 'requires improvement' or 'good', to 'outstanding', with all inspected Trusts showing improvement.



Patient Experience



Improvement in **patient experience** in the **Emergency Department (ED)** of a large children's hospital.



Reduction in the use of **prone restraints** in **adult acute and children settings** of a mental health Trust.

Clinical Quality



30% - 60%

Reduction in falls across 3 Trusts

20%

Reduction in **pressure ulcers** seen in one Trust.

>20%

Reduction in **harm** through administration and prescribing errors in another Trust.

Performance



Increase in **Same Day Emergency Care (SDEC)** activity and a reduction of the time in ED for SDEC patients



Reduction in the number of elective **52 week waits** over a period of 7 months in one Trust

People



An Acute Trust in the **Top 20%**

of all Trusts for its **NHS Staff Survey Engagement** score with **+7%** recommending it for care and as a good place to work.

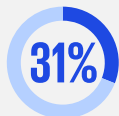
Up to 100%

Reduction of **vacancy rates** in high pressure areas, **with a 100%** reduction seen in a **Medical Assessment Unit**.

59% Reduction (40 days) in **HR time-to-hire** in 1 Trust

50% Reduction in **staff assaults**

Operational Delivery



Increase in **accelerated discharges** with increased **discharge lounge usage** of up to 130%



Increase in **surgery cases per list** in another.

Finance



+£32m

Improvement in a Trust's **financial position** from £-7m to £25m.

£800k

Saving from **theatre efficiencies**.



Reduction in **agency spend**.

£200k

Saving in **nursing overspend** in 3 months.

Leadership and Development



More than 100

Executives and Board members trained and coached in **leadership behaviours and coaching for improvement techniques**.



Increase in **Executive confidence** to deliver Continuous Quality Improvement across one Trust

A selection of our Operational Excellence Clients include:



“There was a comprehensive roll out programme for the improvement training and coaching...we saw examples of how the trust used rapid improvement workshops to engage with staff and quickly implement change at the ward level.”
CQC Regular Inspection Report, 2022

“The trust had championed quality improvement at all levels of the organisation. By training staff in standardised quality improvement tools and methods, staff were empowered to continuously improve the quality of care and outcomes for patients.”
CQC Regular Inspection Report, 2021

Making a Difference to NHS Staff

“ (CQI coaching) has helped me to understand that quality improvement is not a destination but a continuous process, both when trying to improve systems and processes in the hospital where I work but also with myself and my leadership behaviours ”

**Mental Health Inpatients
Clinical Director**



“ The partnership with KPMG really helped us design our improvement system. With experience from other organisations we were able to shape our brilliant basics programme and localise this to Alder Hey. The KPMG team were enthusiastic and adaptable which helped drive us forward at pace ”

**Nathan Askew,
Executive Director of Nursing,
Alder Hey Children’s hospital**



“ I have found that the past few months working with KPMG have been very enlightening. Within our specialty, we knew what improvements we could make that would have an impact on patient care, we just lacked a joined up structure to wrap around our ideas. The support and direction provided by KPMG gave us the mechanism to analyse and develop these improvements around a proven methodology which encompasses all members of staff, not just those in management positions. The help and guidance given by the KPMG team has been excellent and delivered in a supportive and progressive manner and in a way that everyone can understand. ”

**Head of Service,
Great Western Hospital**



“ (CQI coaching) gave me an opportunity to see that small changes could bring in huge gains and developed a 'can do' attitude within my team including myself. ”

**Consultant
Psychiatrist
Older Peoples
Mental Health**



“ The Patient First Programme brings a team approach to improving patient outcomes and care. I can see how we have progressed from a traditional NHS approach of “worrying problem / immediate solution” mode to using data, finding the root causes and then deciding on the countermeasures (solutions) that are going to make the most difference. We are now making progress on the actions that will make a sustainable difference to improving patient outcomes and care by tackling problems that previously would have been viewed as too difficult to solve or wouldn't have been thought of a problem that needed to be solved. As an ophthalmologist by background, I feel our improvement energy now has a clear focus and visibility!” ”

**Alison Davis,
Chief Medical Officer, Medway NHS FT**



“ CQI training) gave us a shared language and goal as a team to look into the issues we face, prioritise and try to address them. Support from the coaches helped us feel empowered and involved in providing best possible care within a specific financial envelope and look after each other. ”

**Local Head of Mental
Health Urgent Care**





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