What can Quality Improvement Methods do for you?

Leigh Jolly, Service Manager, Aberdeenshire Council
Diana Beveridge, Scottish Government
Carol Wassell, CELCIS

Predictability of outcomes - Why security is important

Low levels of educational engagement and achievement feed into high levels of poverty, homelessness and poor mental health.

Rates of suicide and self-harm are higher than that of the general population.

In 2013 a third of young offenders had been in care at some point in their childhood.

Children's Social Work Statistics, Edinburgh; Furnivall, J (July 2013)

Understanding suicide and self-harm amongst children in care and care leavers, IRISS Insights No. 21,Glasgow; Broderick. R, McCoard. S & Carnie. J (January 2014)

Prisoners who have been in care as 'looked after children' 2013: 14th Survey Bulletin, Scottish Prison Service, p.5

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‘Strong evidence for an innovation is necessary but not sufficient to result in its adoption.’

Mark Freeman, 2012, The International Journal of Management Education

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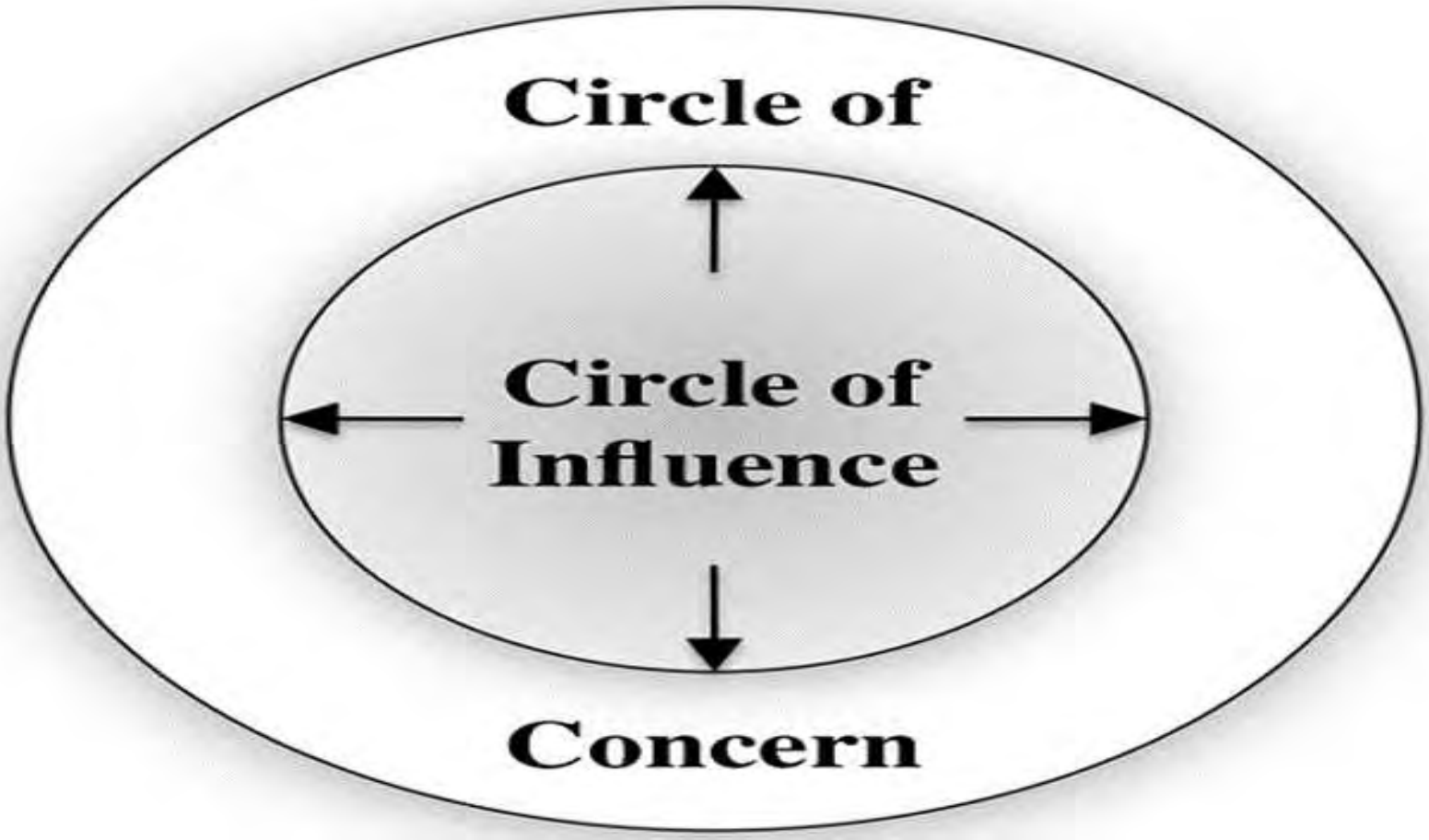

I CHANGED ALL MY PASSWORDS TO INCORRECT
SO WHENEVER I FORGET, IT WILL TELL ME 'YOUR PASSWORD IS INCORRECT.'

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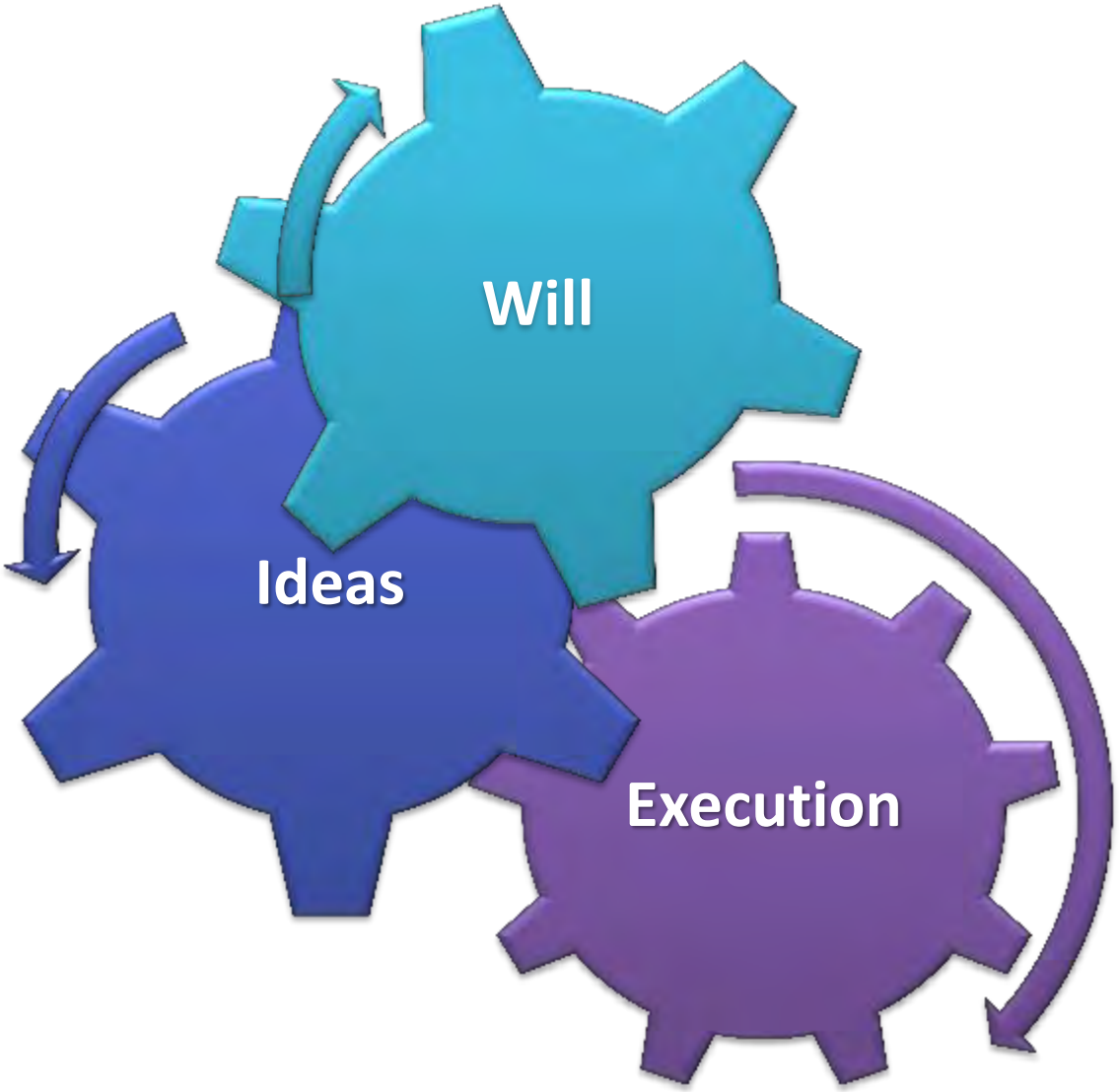
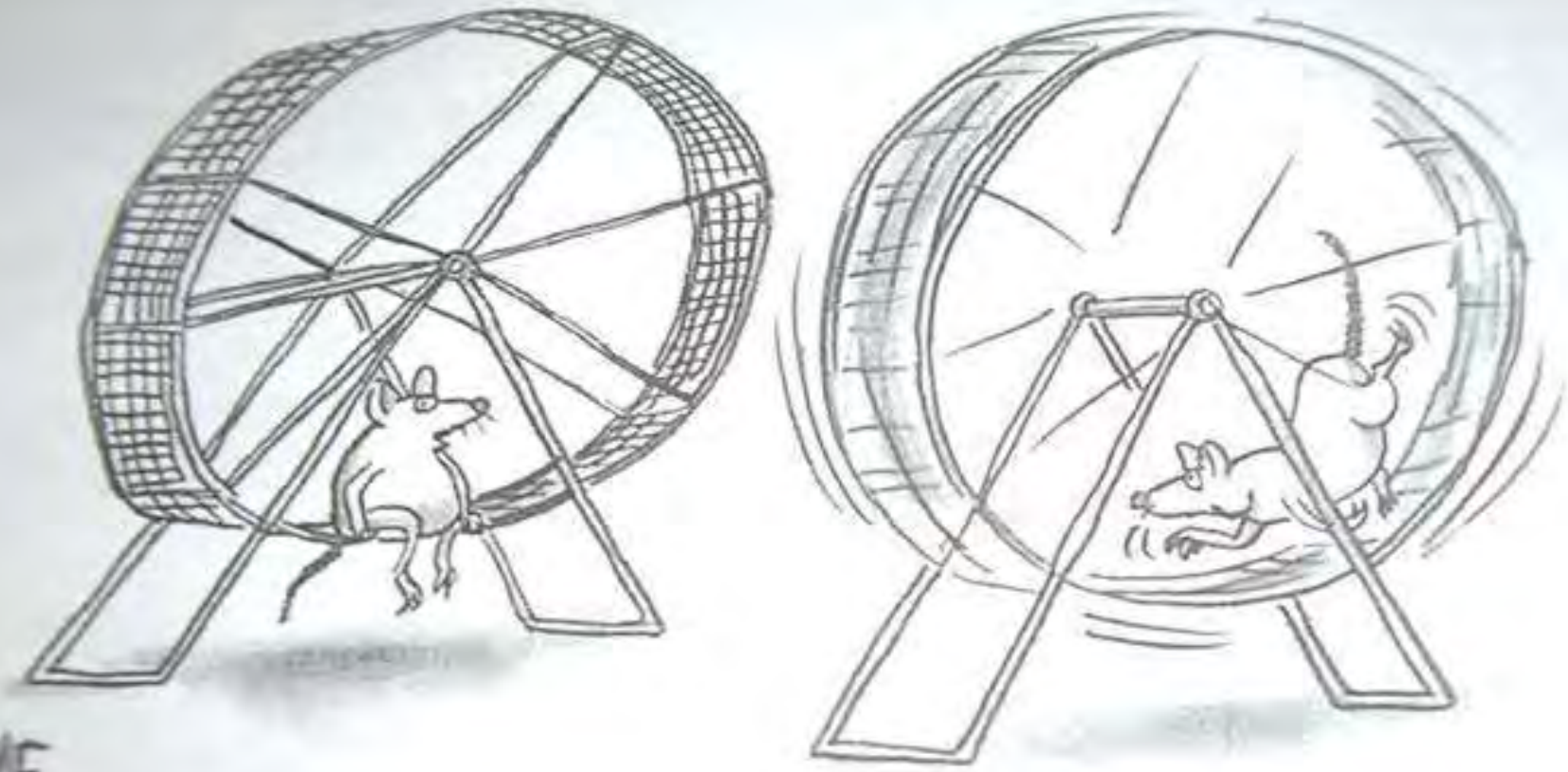
The Scottish Government
Riaghaltas na h-Alba

Introduction to Improvement

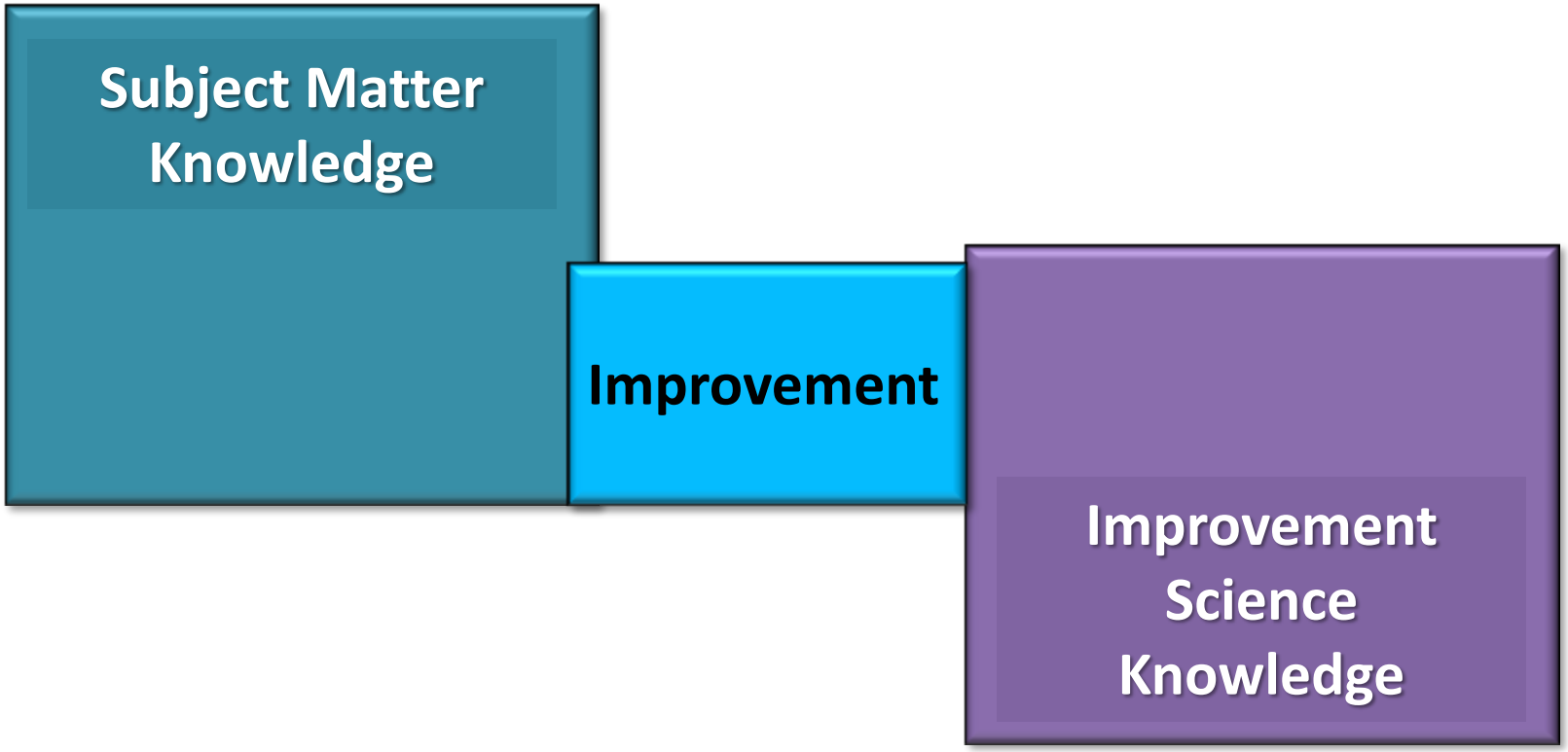
Diana Beveridge

Leading Improvement Team
Scottish Government


Will
Ideas
Execution



"I had an epiphany."


Subject Matter Knowledge
Improvement
Improvement Science Knowledge

The Typical Approach…

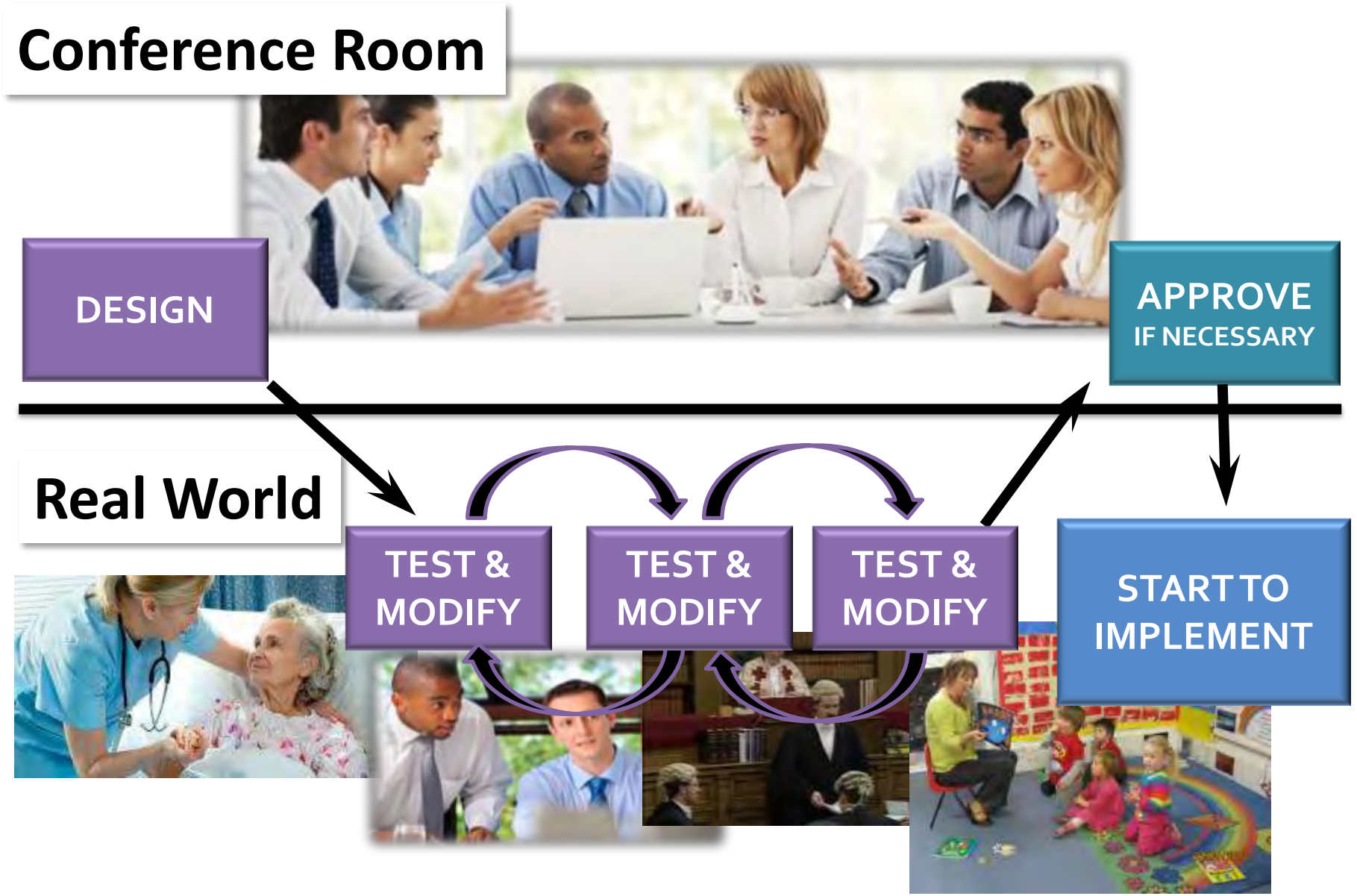
Conference Room

DESIGN → DESIGN → DESIGN → DESIGN → APPROVE

Real World

IMPLEMENT

The Improvement Framework Approach



The Model for Improvement

'This model is not magic, but it is probably the most useful single framework I have encountered in twenty years of my own work on quality improvement'

Dr Donald M. Berwick
Former Administrator of the Centres for Medicare & Medicaid Services
Professor of Paediatrics and Health Care Policy at the Harvard Medical School

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

Aim

Measures

Changes

Testing

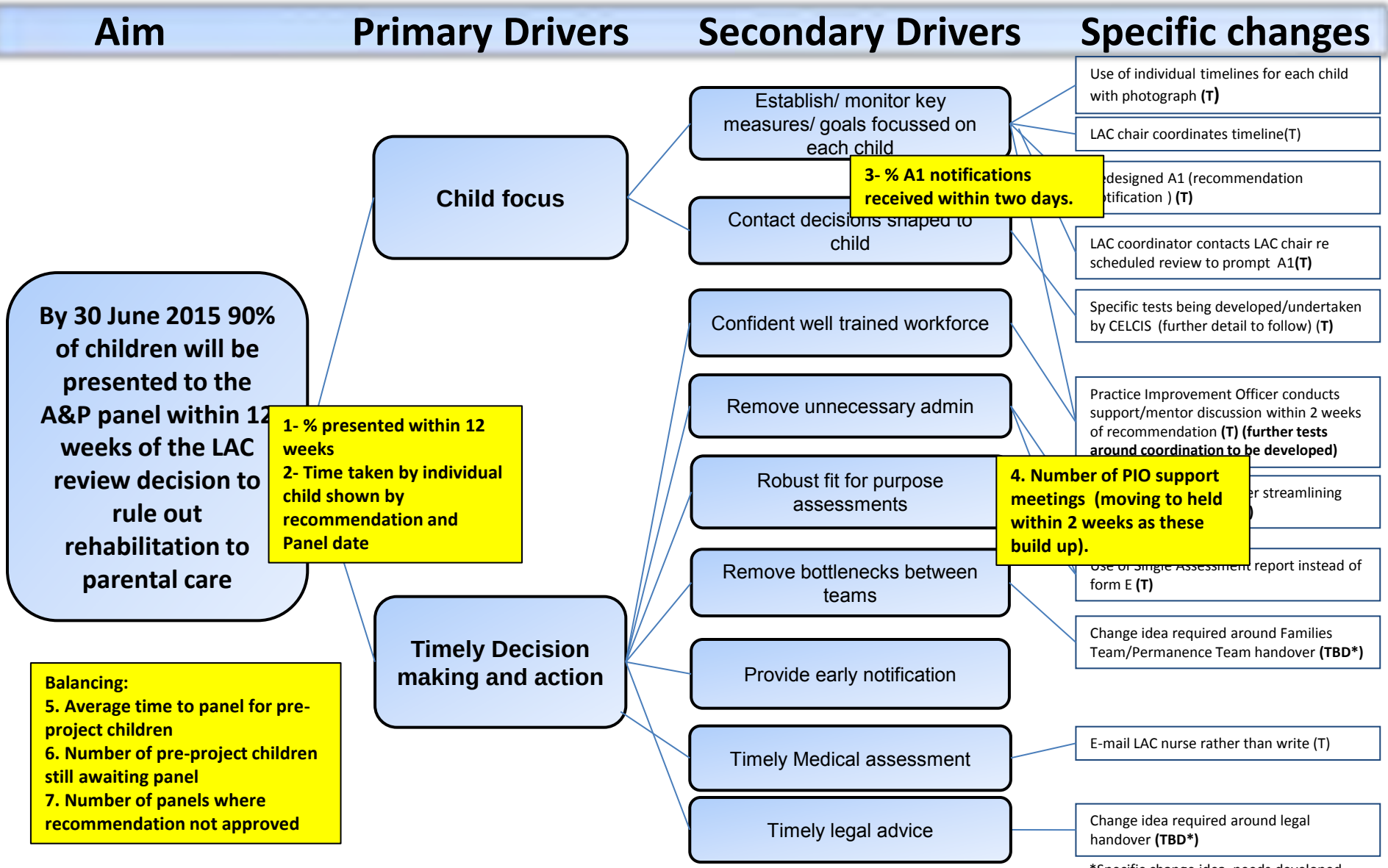
Implementation

Aim 1

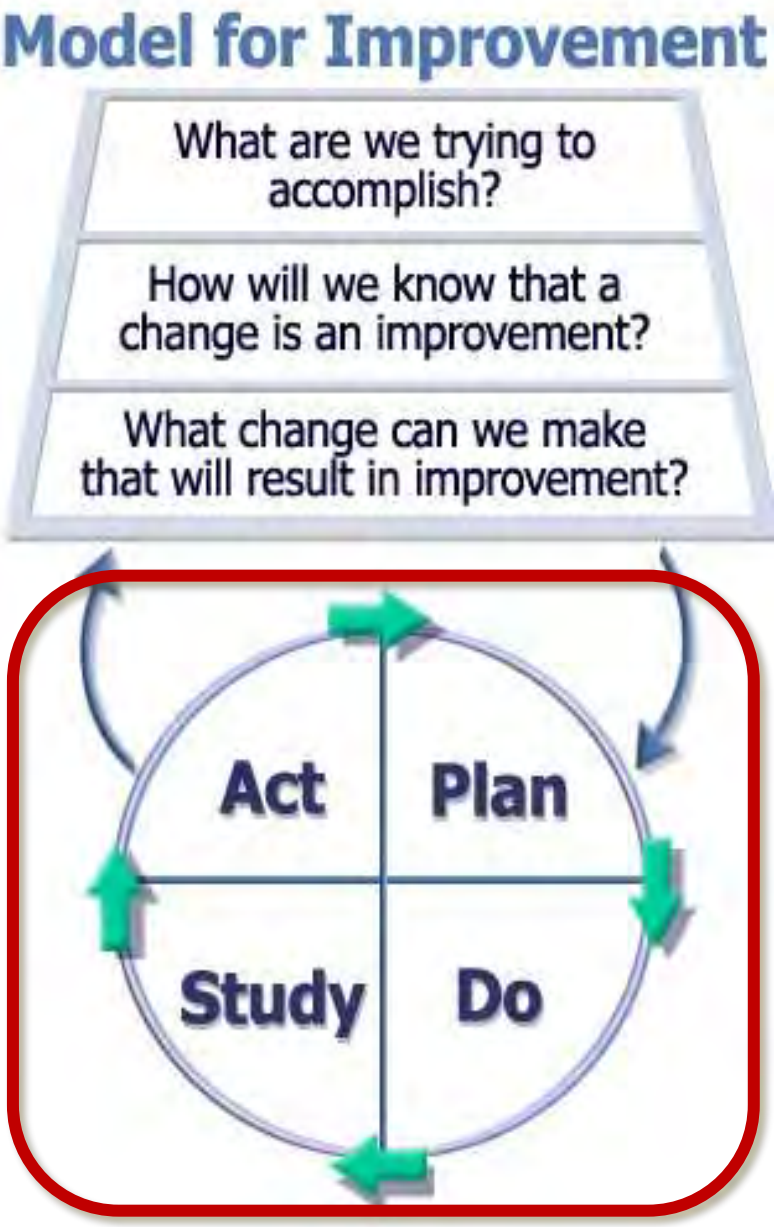
By 30/6/15 90% of children will be presented to the Adoption and Permanence Panel within 12 weeks of the LAC review recommendation to rule out rehabilitation to parental care

Permanence and Care Excellence : draft driver diagram to reduce time taken from decision to child's final placement (Aim 1)

Draft Vision - Every child is settled and happy (Version 0.6) 14/8/14



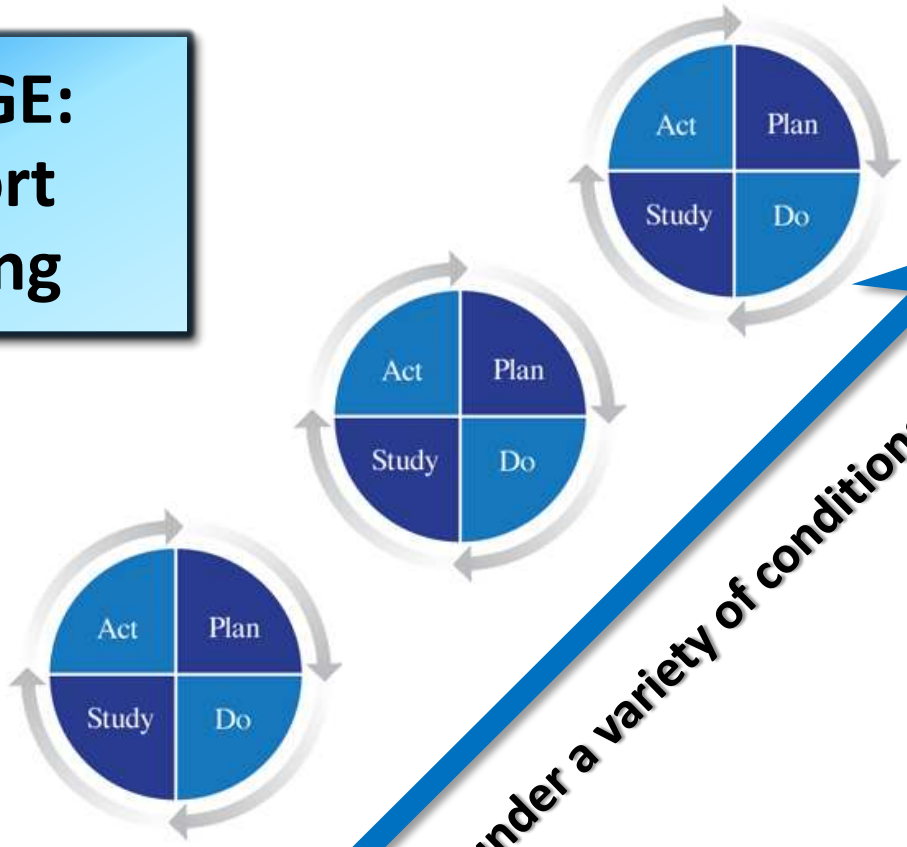
*Specific change idea needs developed



The Improvement Guide, API

From ideas to action

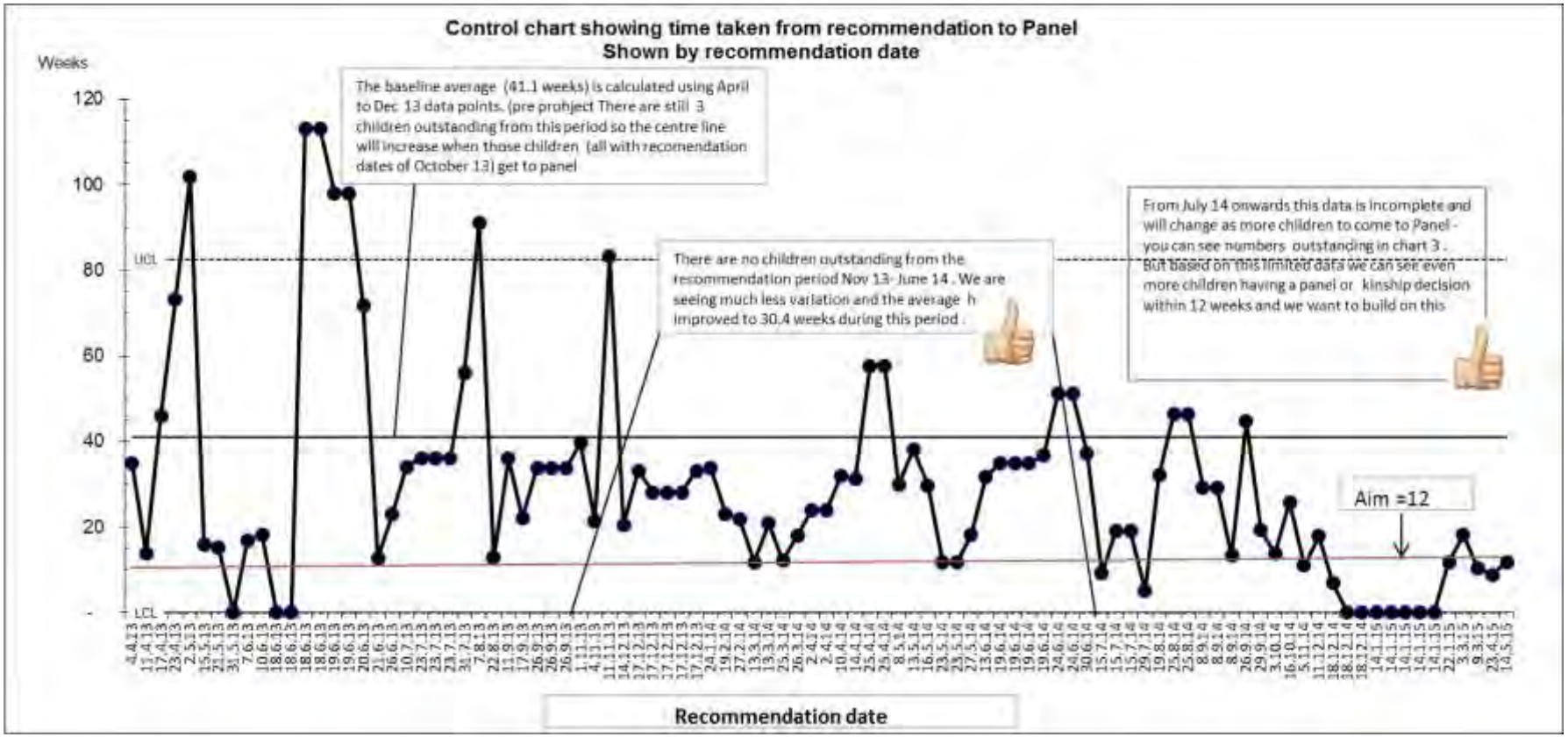
CHANGE: Support Meeting



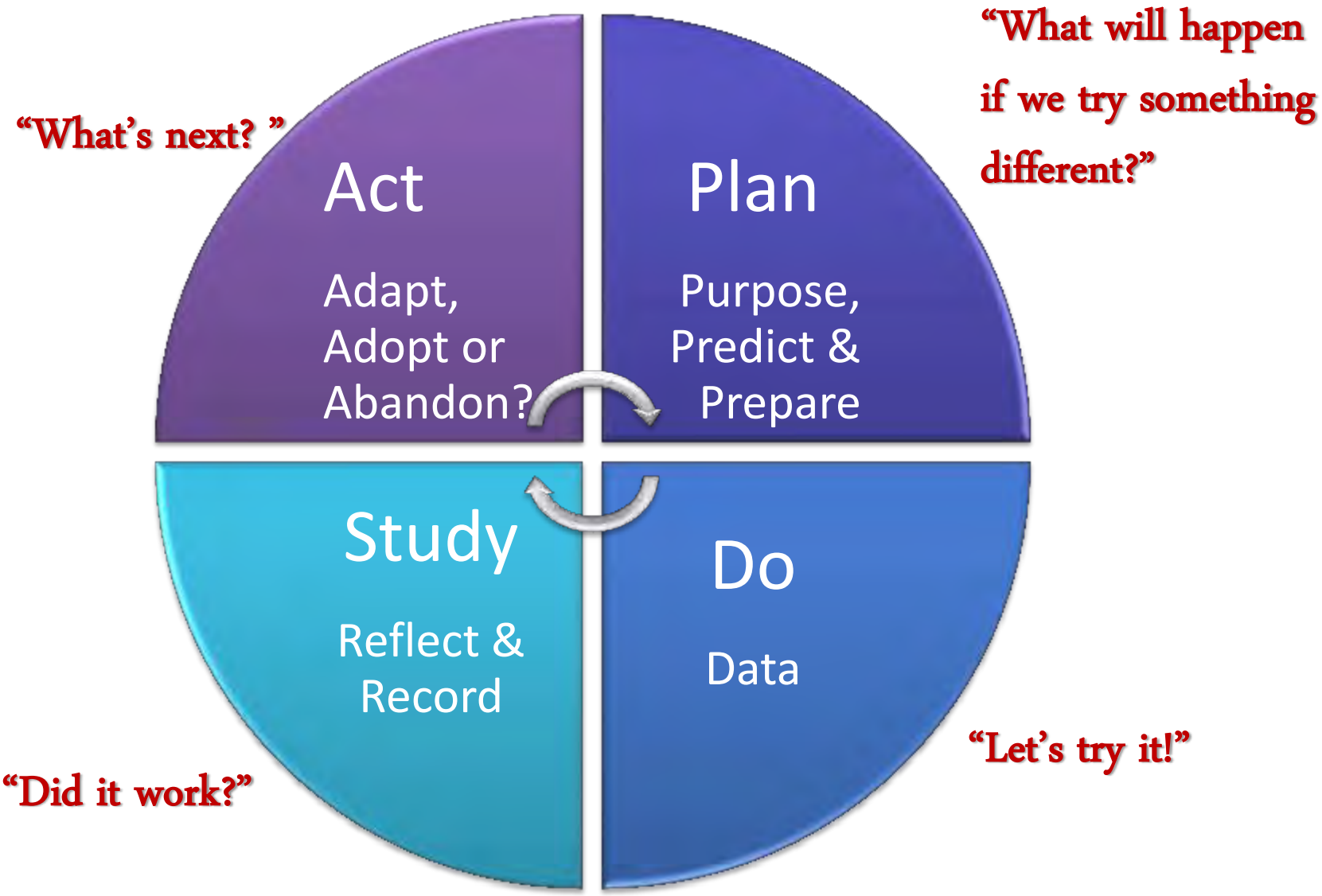
60+ PIO meetings – planning for implementation

1 Baby

What does the data tell us?



→ Do → Study → Act → Plan → Do → Study → Act

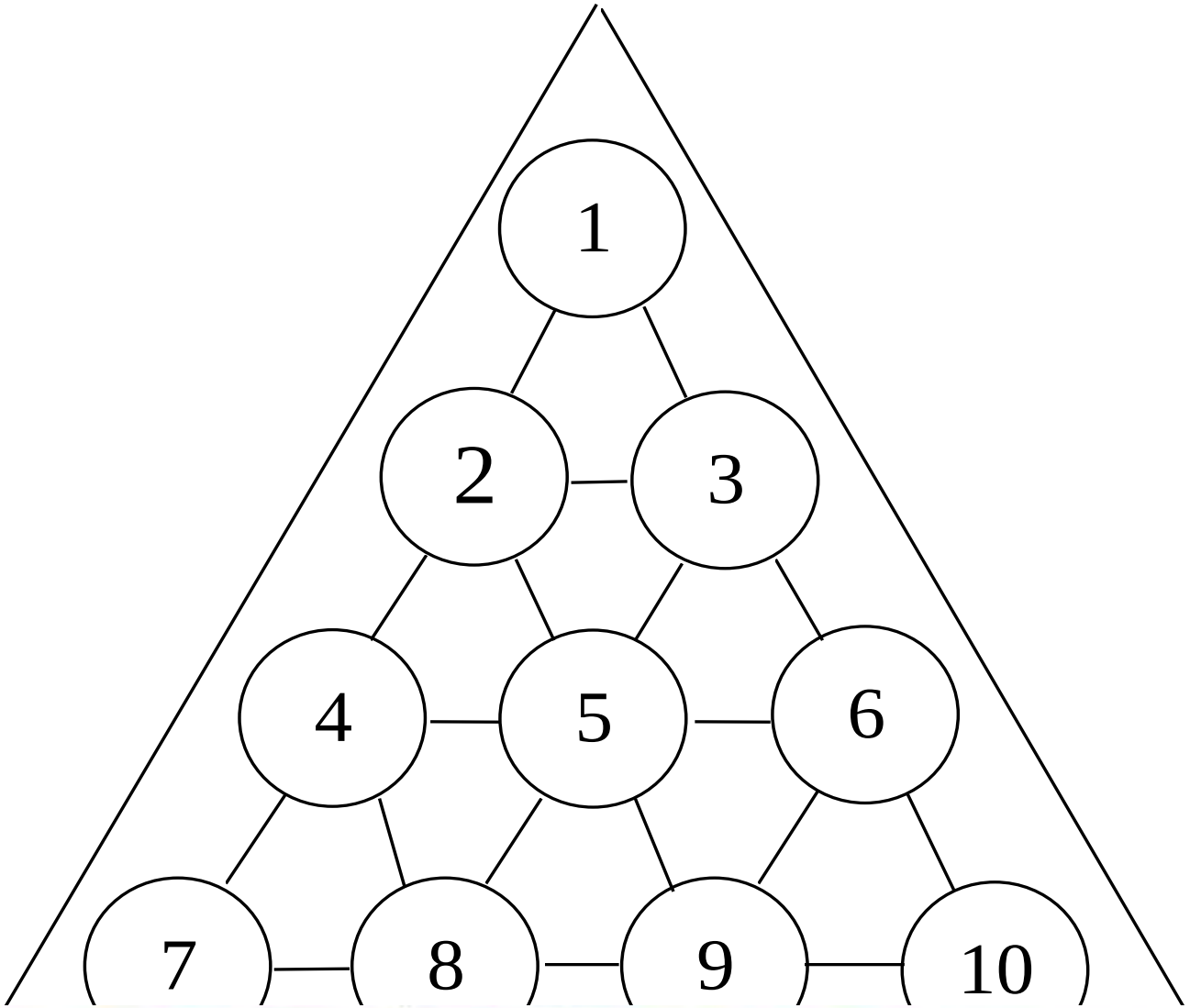


The Skittle Challenge

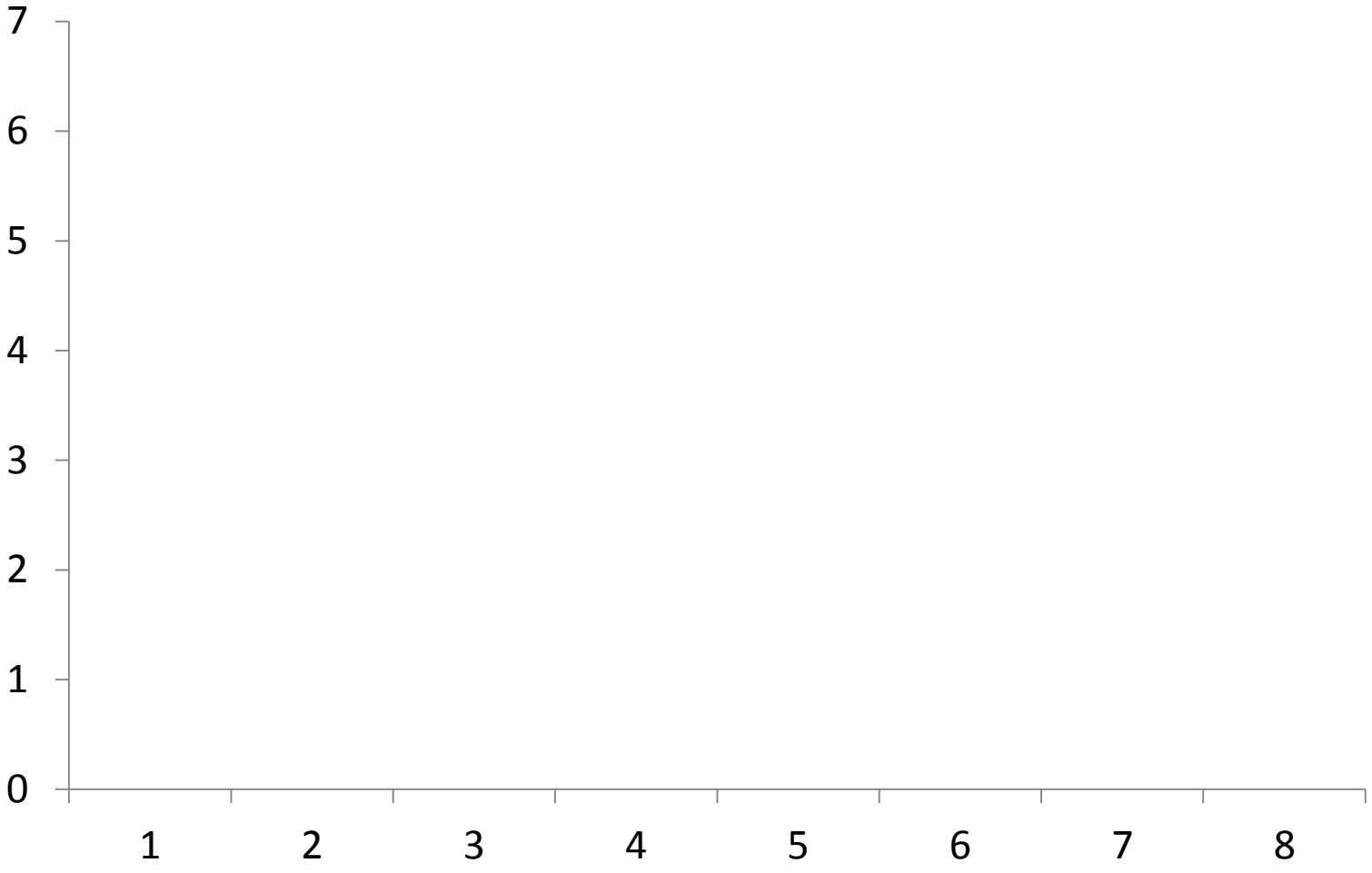
The Skittle Challenge

- **Aim** – to be left with one Skittle at the end
- **Measure** – number of Skittles left (outcome)
- **Changes** – which one to remove first?
  – what order to remove them in?
  – how you work as a team?
- **Execution**
  - Put a Skittle on each circle
  - Remove one to start
  - Jump over one at a time and remove it
  - Keep going until you can't jump over any more
  - How many are left?
  - Each round lasts four minutes
  - Think about how it went and what you could improve next round
  - DO NOT EAT the Skittles

PDSA #	Plan – what do you think will happen?	Do – what actually happened?	Study – were your predictions right?	Act – what should we do differently next time?
1				
2				
3				
4				
5				
6				


1
2
3
4
5
6
7
8
9
10

Number of skittles left



A solution….

$6 \rightarrow 1,\ 4 \rightarrow 6,\ 1 \rightarrow 4,$

$7 \rightarrow 2,\ 13 \rightarrow 4,\ 2 \rightarrow 7,$

$11 \rightarrow 4,\ 14 \rightarrow 5,\ 10 \rightarrow 3,$

$3 \rightarrow 8,\ 4 \rightarrow 13,$

$12 \rightarrow 14,\ 15 \rightarrow 13$

PDSAs – KEY POINTS

- Cannot be too small
- One PDSA will almost always lead to another
- Help you to be thorough & systematic
- Help you learn from your work
- Can produce rapid results

What change idea will you test?

ALBERT M. GREENFIELD
ELEMENTARY SCHOOL
We Made Adequate Yearly Progress in 2004

The power of data

Permanence and Care Excellence

A whole system approach to improvement

Leigh Jolly
Social Work Manager
Aberdeenshire Council

April 2011 – child accommodated on a CPO - Age 9 months

Permanence Panel approves plan July 2013 - Aged 2 years

November 2013 – placed with Adoptive family (3 years 4 months)

Why is Early Permanence important?

- **Evidence shows…early stability and permanence…for children…can aid development of secure attachment and leads to improved life chances.**

- MORE than good practice, it's about improving children's lives.

Permanence Cases - Dec 14

POAA- Permanence Order with Authority to Adopt

14 live (25 children)
Date accommodated to Date Permanence Plan made at LACR

Average – 11.5 months
Longest – 26 months
Shortest – 3 months

PO- Permanence Order

19 cases live (21 children)
Date accommodated to Date Permanence Plan made at LACR

Average – 15 months
Longest – 38 months
Shortest – 5 months

Permanence Cases – Dec 14

Permanence Order – Kinship Care

5 live cases (10 children)

Date accommodate to Date Permanence Plan made at LACR

Average 25 months

Longest - 41 months

Shortest - 14 months

PACE leads in Aberdeenshire

Contributors

Social Work – Child & Families, Fostering, Adoption & Permanence
Children's Hearing Members – Convenor & Depute Convenor
SCRA – Principal Reporter
Education – Service Development Officer & Ed Psychologist
Health – LAC Nurse
Data Person
CELCIS
Scottish Government Improvement Team.

PACE **Aim 1 : To reduce the time taken from child being accommodated to the options appraisal meeting (OAM)**

Aim

Vision – each child lives in a stable, safe, secure and happy home, where they know they will stay until independent and where they can make lifelong connections.

90% of children accommodated before their 12 birthday will have a permanence plan within 9 months by the end of January 2016(milestones may also be required)*

* Clock starts when child accommodated and stops when a Permanence Plan is agreed at the Options Appraisal (OA).

Primary Drivers

- **System wide culture that puts the child at the centre**
- **Assessment and timely decision making**
- **People**

Secondary Drivers

- Clear child history (multi agency)
- Clear measurable MAPM plans- ID of type of assessment
- Tracking/monitoring process of children's journeys including early identification of entry into the system
- Early planning (timescales) which is communicated to parents
- Workload management
- Streamline reports and reduce duplication (BAAF, CAPR, parallel working)
- Partners communicate, share urgency, and understand roles and responsibilities
- Robust, evidence based assessment
- Confident/competent workforce who support new or inexperienced staff
- Continuity of workers and decision makers
- Staff Development (especially for less experienced staff)

Specific change ideas

In development for test

- Written contracts with timescales for parents to include early identification of kinship carers
- Reduce dead time waiting for legal advice prior to OA LACR by introducing a booking system with 7 day turn around.
- Permanence memo to be sent to LAC nurse after 3 month review with estimated date of Permanence Panel.
- Child and Young person's Single Assessment as the document that includes all relevant information and replaces a Form E.
- Supervision template – all LAC children discussed at supervision
- Information passed to reporter pre-birth for grounds to prepared at birth and hearing within 2-3 weeks
- Hold child's plan review meetings between LACR's
- Data spreadsheet of timescales for LAC sent to teams monthly to highlight drift and delay
- 1st LACR minute will record actions for parents to notify SW within 6 week of Solicitor details
- Identification of early assessment that informs child becoming accommodated.
- Early warning scorecard/template (e.g older children, children with disabilities and carefirst warning flags
- Joint consultation with SCRA, CHS, SW & L&G around guidance on assessing contact.
- Questionnaire to adopters/foster carers about education experiences to inform change ideas
- Parental Consent template for Sect 11s following OA.
- Early identification of vulnerable babies pre birth.
- Family meeting held by 6 week review
- **Questionnaire to gauge staff confidence and training needs in permanence planning. Joint training with SCRA**

PACE **Driver Diagram 2 : Reduce time taken from the child's Permanence Plan being agreed at the Options Appraisal Meeting to the Panel ratifying the recommendation**

Aim	Primary Drivers	Secondary Drivers	Tertiary drivers	Specific change ideas

Vision – each child lives in a stable, safe, secure and happy home, where they know they will stay until independent and where they can make lifelong connections.

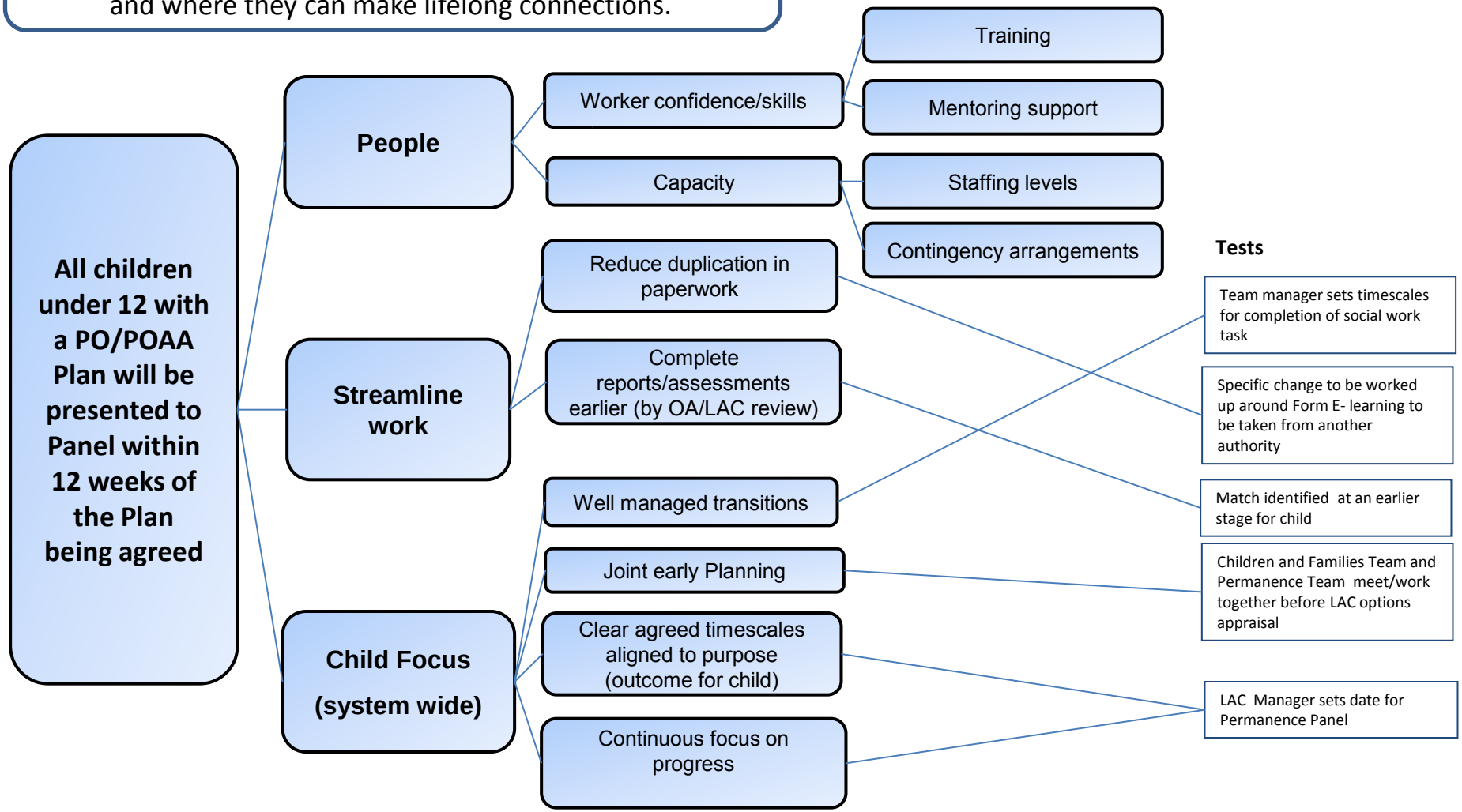
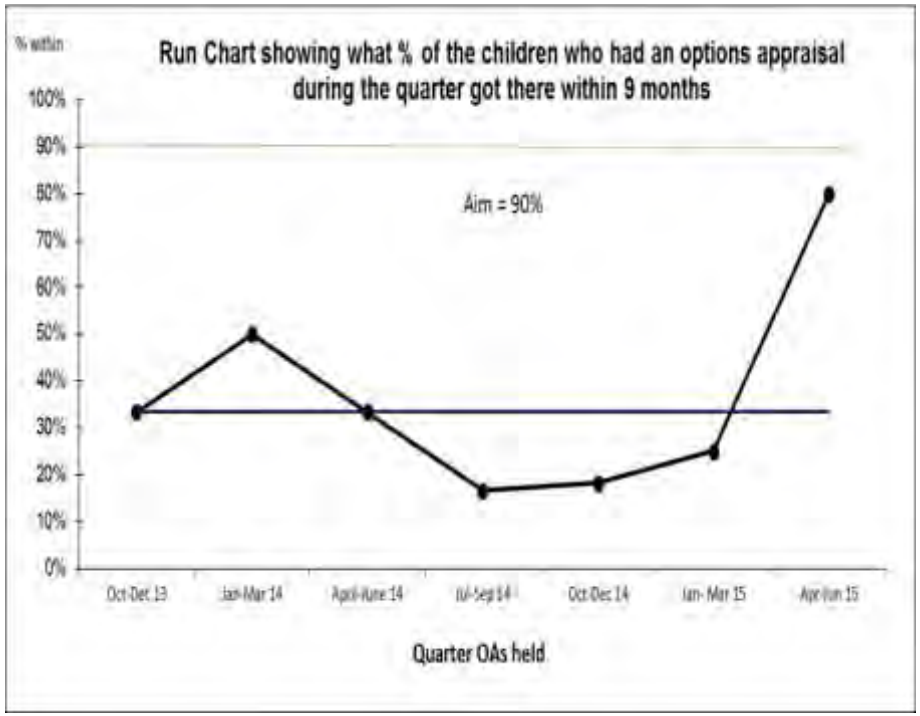


Chart – outcome measure % of children who had an OA within the quarter that got there within 9 months



Quarter	No. at OA	Within	Outwith	% in time
Oct-Dec 13	15	5	10	33%
Jan-Mar 14	4	2	2	50%
April-June 14	6	2	4	33%
Jul-Sep 14	12	2	10	17%
Oct-Dec 14	11	2	7	18%
Jan- Mar 15	8	2	6	25%
Apr-Jun 15	5	4	1	80%

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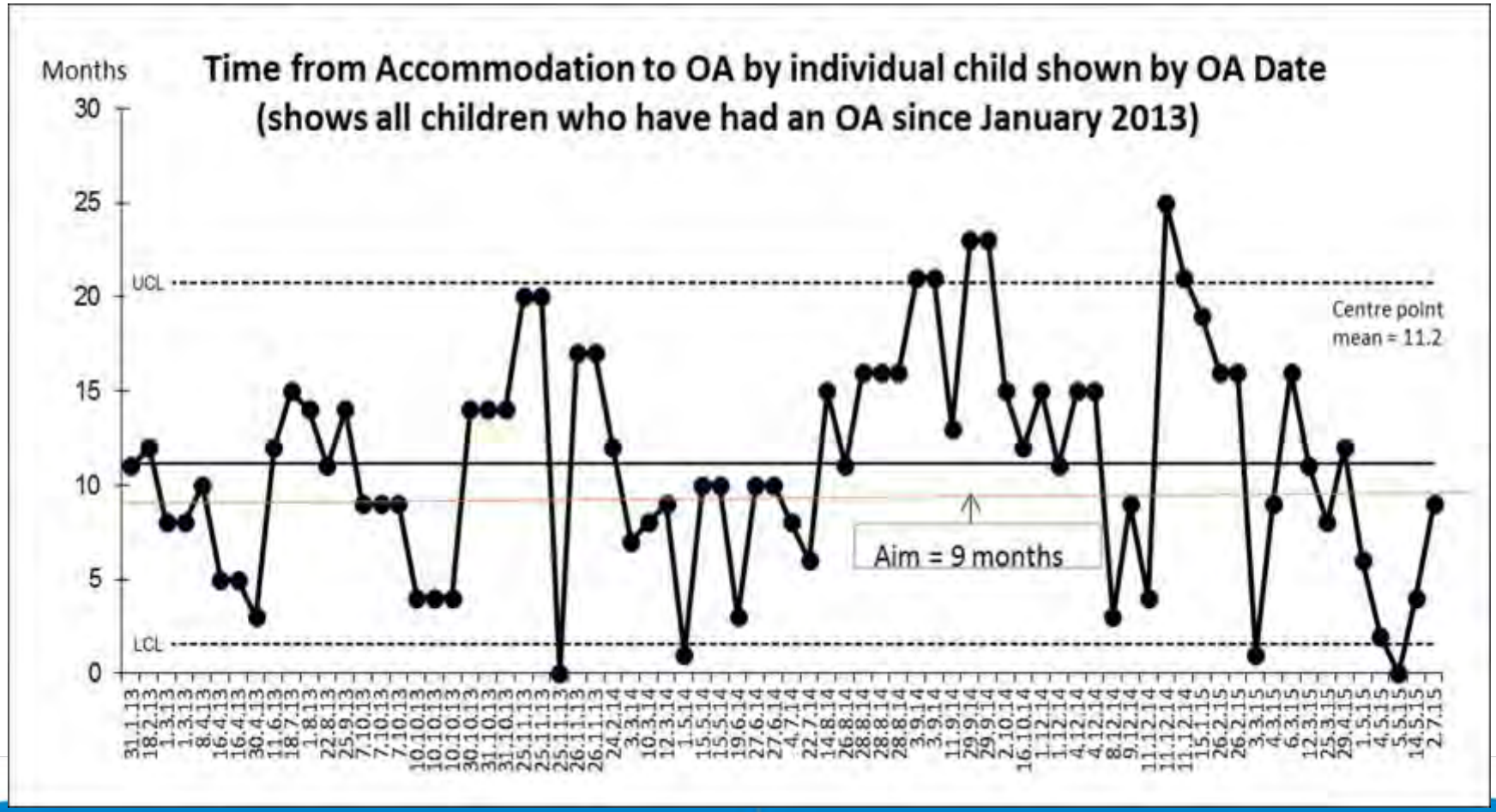
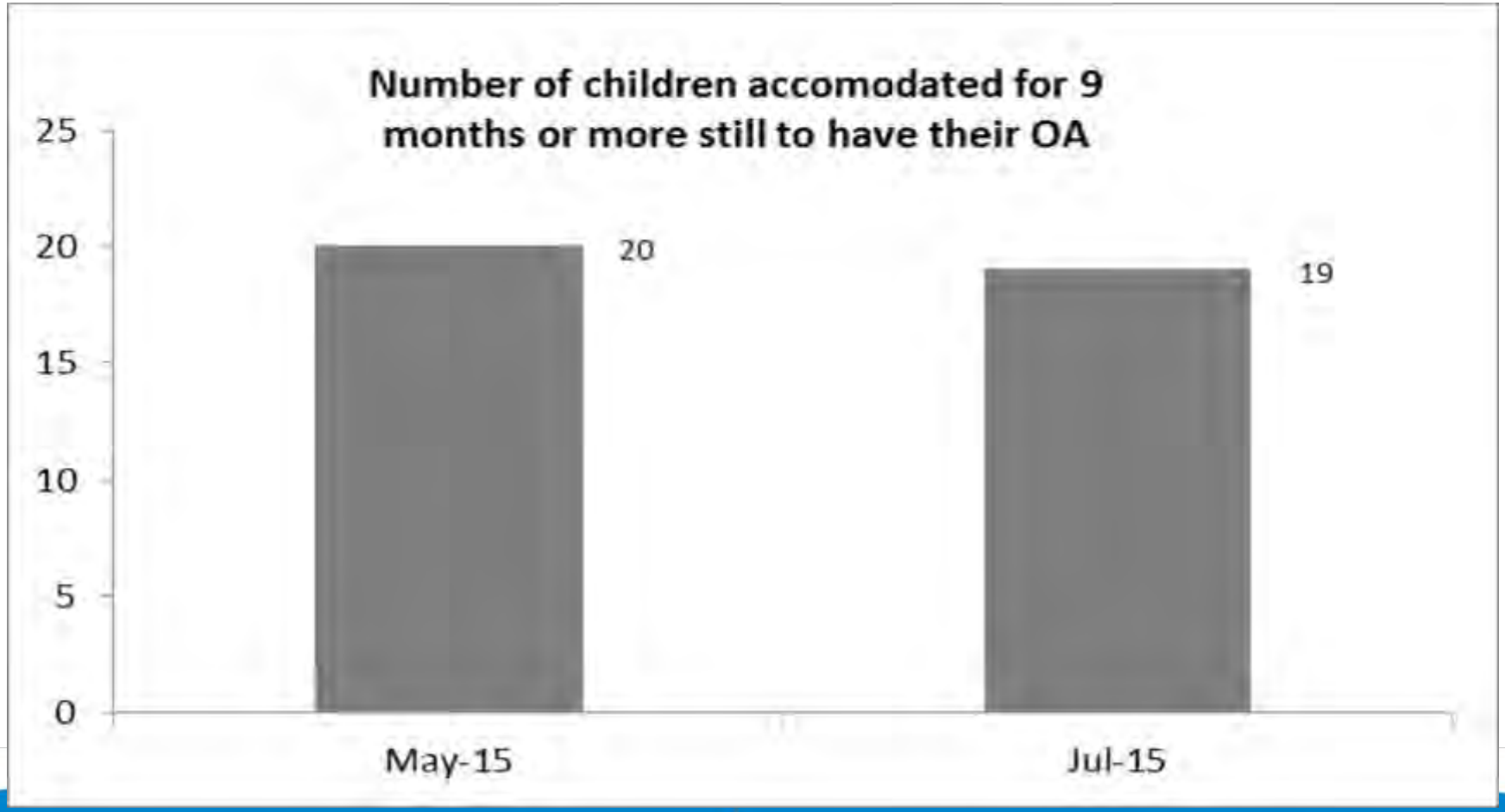
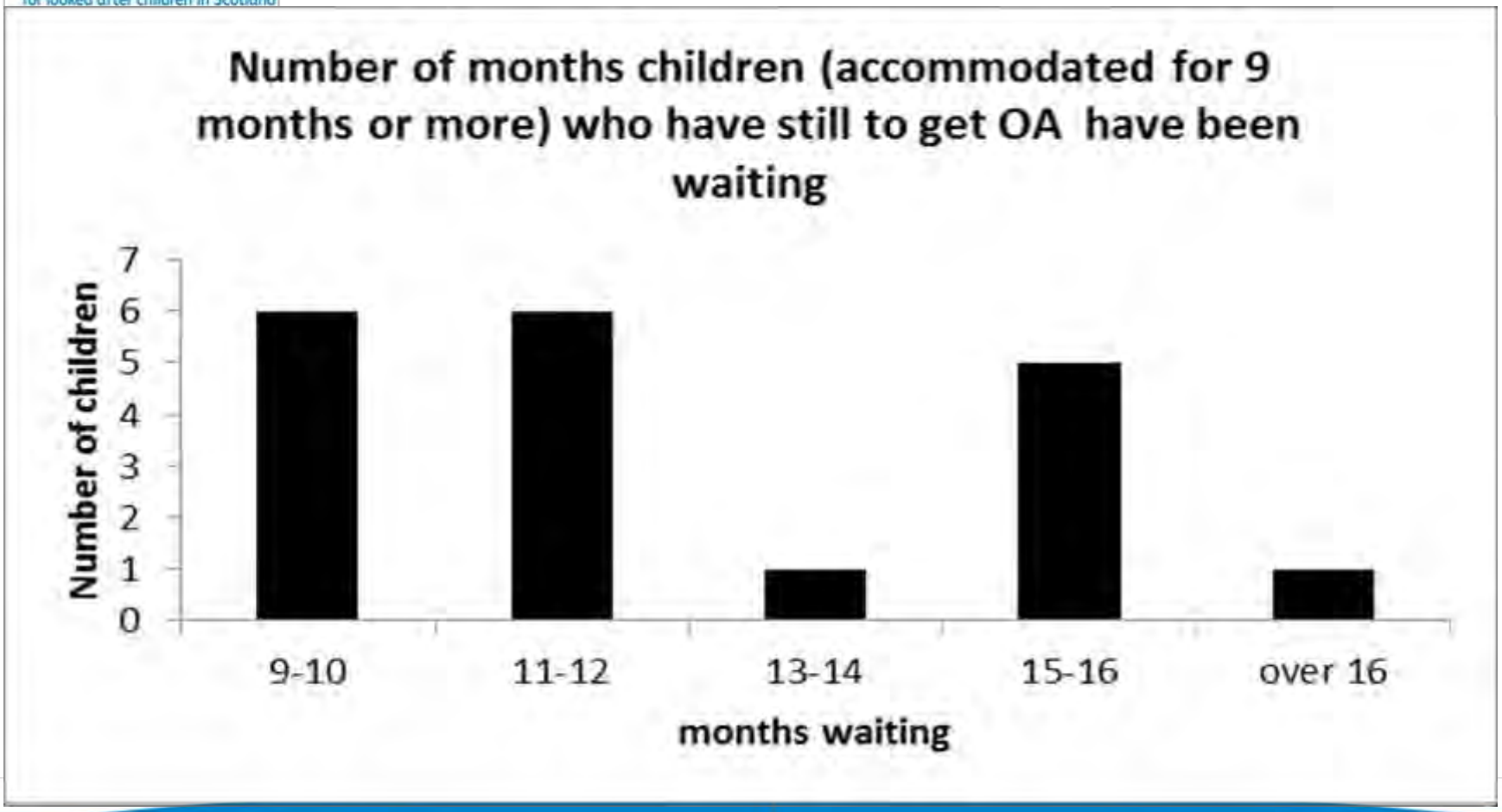
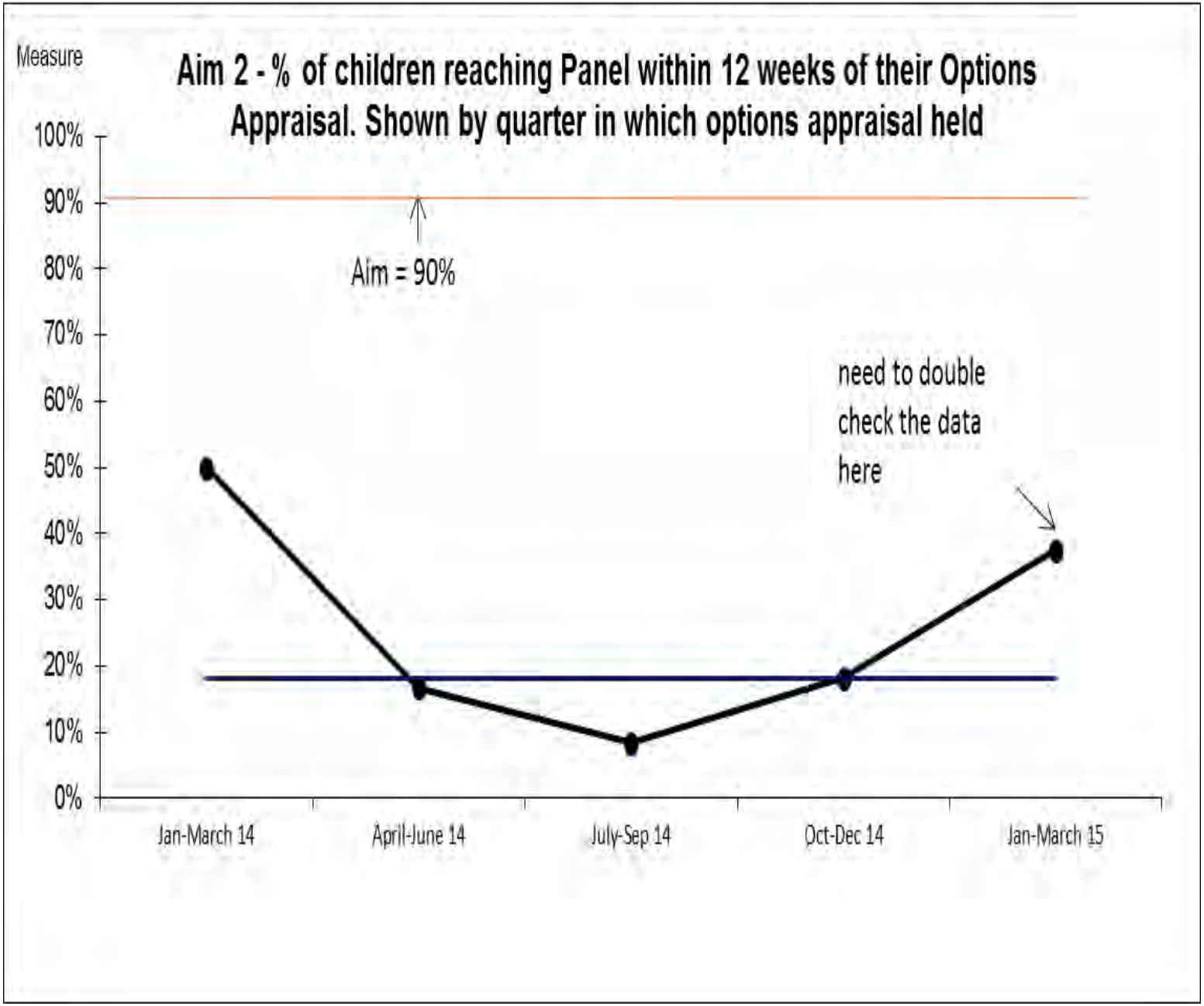



Number of children accomodated for 9 months or more still to have their OA
25
20
15
10
5
0
20
19
May-15
Jul-15


Number of months children (accommodated for 9 months or more) who have still to get OA have been waiting
Number of children
0
1
2
3
4
5
6
7
9-10
11-12
13-14
15-16
over 16
months waiting


Measure
Aim 2 - % of children reaching Panel within 12 weeks of their Options Appraisal. Shown by quarter in which options appraisal held
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Aim = 90%
need to double check the data here
Jan-March 14
April-June 14
July-Sep 14
Oct-Dec 14
Jan-March 15

What have we learnt…

- You can’t solve a problem if you don’t know what the problem is.
- Data and ‘an understanding of data is really important’
- Testing change allows for tinkering or scrapping of ideas
- Change ideas come from the heart of the workforce
- Keep only what works
- Measuring improvement is a must
- Multi agency buy in is key!
- Change doesn’t happen overnight ☹
- But change does happen…☺