



University Hospitals  
of North Midlands  
NHS Trust

Royal Stoke University Hospital  
Data, Security and Protection  
Newcastle Road  
Stoke-on-Trent  
Staffordshire  
ST4 6QG

Ref: FOIA Reference 2021/22-002

Date: 24<sup>th</sup> June 2021

Email [foi@uhnm.nhs.uk](mailto:foi@uhnm.nhs.uk)

Dear

I am writing in response to your email dated 5th April ( received into our office 6th April) 2021 requesting information under the Freedom of Information Act (2000) regarding Evidence 4 Quality Improvement 'Q Exchange'.

***The University Hospitals of North Midlands Trust is committed to the Freedom of Information Act 2000.***

***However, the NHS is facing unprecedented challenges relating to the coronavirus (COVID-19) pandemic at the current time. Understandably, our resources have been diverted to support our front-line colleagues who are working tremendously hard to provide care for our patients, and to those in need of our services.***

***We strive to be transparent and to work with an open culture. But at this time, whilst care of our patients and the safety of our staff takes precedent, it is likely that responses to some requests for information will be delayed. We apologise for this position in advance, and will endeavour to provide you with as much information as we can, as soon as we are able.***

***The Information Commissioners Office has recognised the current situation in the NHS***

As of 1<sup>st</sup> November 2014 University Hospitals of North Midlands NHS Trust (UHNM) manages two hospital sites – Royal Stoke University Hospital, and County Hospital (Stafford). Therefore the response below is for the two sites combined from that date where appropriate.

**Q1** I am the lead for the national Evidence 4 Quality Improvement 'Q Exchange' project (see <https://q.health.org.uk/idea/2019/evidencebasedqi-putting-our-heads-together/>).

**We believe that there is no current comprehensive mapping available of quality improvement capability across the NHS. This request is to enable us to create this and fill this 'gap' in our collective knowledge and the output will be made freely available.**

**We would like to know, please:**

**1. What the name of the department(s) is that provides improvement, service improvement, quality improvement, continuous improvement or internal consultancy services to your organisation?**



- A1 At UHNM we have recently (1/3/21) established a Quality Improvement Academy to act as an internal capacity for delivering the Trust's quality improvement (QI) strategy
- Prior to this point this work was delivered ad hoc depending on resource and training opportunities with the support of the Transformation team
- Q2 The job title(s) for the manager or executive responsible for quality improvement work in your organisation.**
- A2 The executive lead for the programme is the Chief Nurse.
- The QI academy is led by the Assistant Director for Quality Improvement (this post is held by a registered professional with a background in transformation and academic research qualification)
- Q3 The name(s) of any formal improvement methodology or approach (eg Kaizen, Lean, Model for Improvement, Virginia Mason etc) that your organisation uses for quality improvement, continuous improvement, service improvement or internal consultancy projects. If it has been internally developed, please share any external approaches it has been based on.**
- A3 At UHNM the chosen methodology is Lean, using a programme from KPMG called Operational Excellence
- Q4 The details of any awards or external recognition that your organisation has received for quality improvement projects / work in the last 3 years.**
- A4 There has been none Trust wide.
- Q5 The approximate staff Full Time Equivalent (FTE) inside the team(s) identified in the answer to question 1 and the job titles of staff within those teams.**
- A5 See below:
- Assistant director for quality improvement – 1.0FTE
  - Senior Quality Improvement practitioner – 1.0FTE
  - Quality Improvement practitioner- 2.0 FTE
  - Senior Staff Nurse Quality Improvement Academy – 1.0FTE
  - Administrator 0.5wte
  - Consultant clinical lead for QI Academy 2 x 0.25 FTE
- Q6 The approximate staff Full Time Equivalent (FTE) outside of the team(s) identified in the answer to question 1 but with a proportion of their time formally allocated to service improvement, quality improvement, continuous improvement or internal consultancy, and the name of the department(s) or teams which these staff work in.**
- A6 Transformation, 8.8 WTE currently
- Q7 The approximate total budget that your organisation has allocated to quality improvement in each of the last 3 years (financial or calendar years - whichever is easiest).**

- A7 £0 all costs covered through internal resource up to April 2020 – from April 2020.
- Q8 The approximate number of staff trained in quality improvement in each of the last 3 years (financial or calendar years - whichever is easiest).**
- A8 129 attended improvement training between 1st April 2018 to 31st March 2021

\*Please note that any individuals identified do not give consent for their personal data to be processed for the purposes of direct marketing.

***UHNM NHS Trust is a public sector body and governed by EU law. FOI requestors should note that any new Trust requirements over the EU threshold will be subject to these regulations and will be advertised for open competition accordingly.***

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An anonymised copy of this request can be found on the Trust's disclosure log, please note that all requests can be found at the following link: <http://www.uhnm.nhs.uk/aboutus/Statutory-Policies-and-Procedures/Pages/Freedom-of-Information-Disclosure-Log.aspx>

This letter confirms the completion of this request. A log of this request and a copy of this letter will be held by the Trust.

If you have any queries related to the response provided please in the first instance contact my office.

Should you have a complaint about the response or the handling of your request, please also contact my office to request a review of this. If having exhausted the Trust's FOIA complaints process you are still not satisfied, you are entitled to approach the Information Commissioner's Office (ICO) and request an assessment of the manner in which the Trust has managed your request.

The Information Commissioner may be contacted at:

Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire SK9 5AF or via [www.ico.org.uk](http://www.ico.org.uk).

If following review of the responses I can be of any further assistance please contact my secretary on 01782 671612.

Yours,



University Hospitals  
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NHS Trust

Jean Lehnert  
Data, Security & Protection Manager

