WIIN: WAST Improvement and Innovation Network Portal

Jacqui Jones, Senior Project Manager, Andeep Chohan, Service Improvement Officer and Jonathan Turnbull Ross, Quality Improvement Lead

Welsh Ambulance Services NHS Trust

Background

Following collaborative working across the Welsh Ambulance Services NHS Trust (WAST) through the WAST Improvement and Innovation Network (WIIN) Steering Group, it was agreed that a digital portal needed to be developed for staff to submit their ideas and project proposals. The WIIN Portal launched 25th March 2019 and has been accessible to all staff via the WAST intranet.
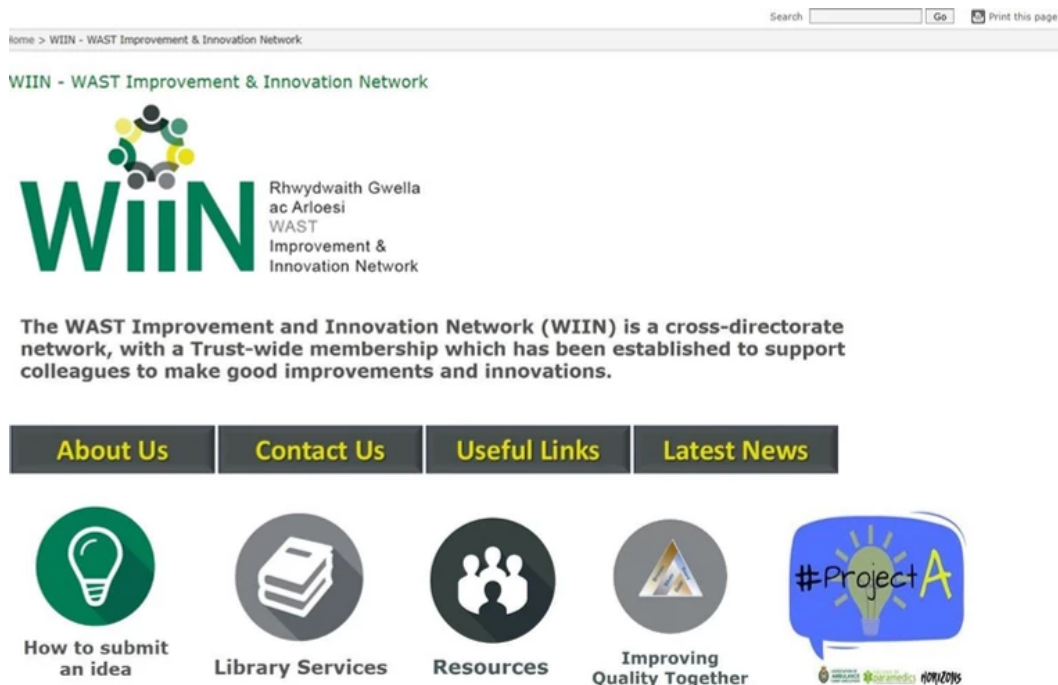

Figure 1

WIIN – WAST Improvement and Innovation Network

The WAST Improvement and Innovation Network (WIIN) is a cross-directorate network, with a Trust-wide membership which has been established to support colleagues to make good improvements and innovations.

End of description.

The WIIN Portal was developed based on feedback from engagement with staff and provides an accessible, user-friendly and consistent process for staff to submit suggestions and ideas for improvement proposals.
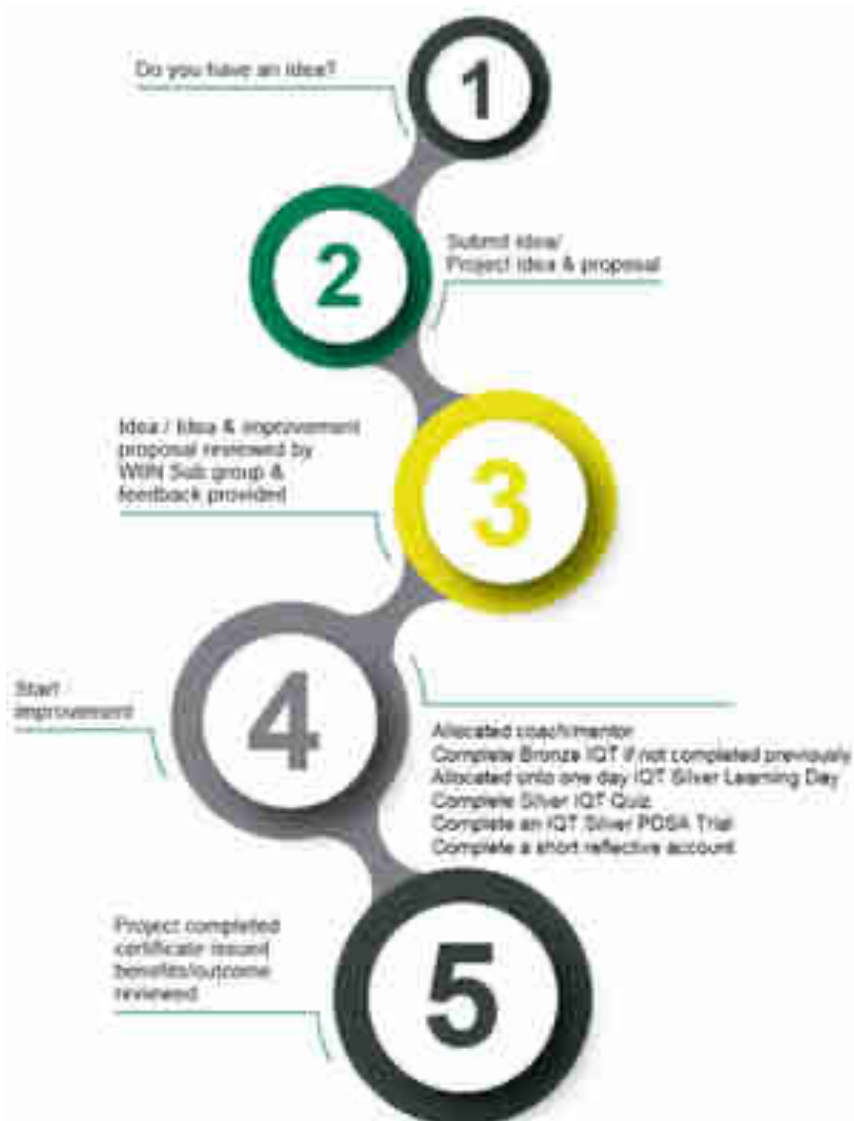

Figure 2

A diagram depicting the stages of a process:

- 1: Do you have an idea?
- 2: Submit idea/project idea and proposal
- 3: Idea/idea and improvement proposed reviewed by WIIN Sub group and feedback provided
- 4: Start improvement
- 4: Allocated coach/mentor. Complete Bronze IQT if not completed previously. Allocated onto one day IQT Silver Learning Day. Complete Silver IQT Quiz. Complete an IQT Silver PDSA Quiz. Complete a short reflective account.
- 5: Project completed, certificate issued, benefits/outcome reviewed.

End of description.

When ideas are submitted, the WIIN Business Group, a multi-disciplinary team, convene to undergo a formal process of reviewing the ideas. The WIIN Business Group is a cross directorate team involving people with specialist experience and knowledge in improvement including two Improvement Advisors. A consistent method for sorting is utilised in the form of a scoring matrix.

A second review of those ideas deemed as clinical and appropriate is undertaken by the Clinical Improvement Team and the ideas are placed into their most appropriate categories (Research, Audit or Clinical Improvement).

Image: The WIIN Process

Project Aims

The overall aim of the WIIN platform was to implement a front facing ideas portal for all staff to access with their ideas to improve operational function and patient care.

This would include a framework and practical platform that would provide tools, guidance and support to all staff wanting to embark on an improvement or innovative project, promote opportunities for training and education, particularly IQT Bronze, and Silver level training, promote and encourage patient

centered care and improvements directed at organisational issues & priorities and promote improvement and innovative thinking through empowerment and permission to deliver projects and initiatives.

Figure 3

Improvement and innovation leadership:

- Exploring opportunities and challenges
- Spread and scale improvements
- Improvement tools and techniques
- Motivate, empower, and mobilise the workforce
- Project performance management
- Measuring performance and outcomes
- Appreciation of the healthcare system

End of description.

Historically, WAST staff have been duplicating ideas and projects, often implementing new ways of working in isolation

from other areas of the Trust. This is because the Trust did not have a central focus on projects taking place and no one place to submit ideas. This has resulted in variation of processes across the Trust and repetition of work, often without any co-production. Therefore the aim was also to encourage co-production with all projects across and outside of the Trust, to reduce inappropriate variation and focus on patient/organisational priorities.

Challenges

Lessons learned from challenges during this project was a fundamental part of the process. The project spanned 3 Directorates, therefore initially reporting to 3 Senior Responsible Officers (SROs). Although working cross-directorate was extremely advantageous and necessary, it proved more useful, in relation to quick decision making, to report to one SRO.

Following the launch of the WIIN ideas portal momentum tended to wane, however it helped to have a full communications strategy that was implemented at the start of the project. In addition the WAST Communications Lead was extremely supportive throughout the programme.
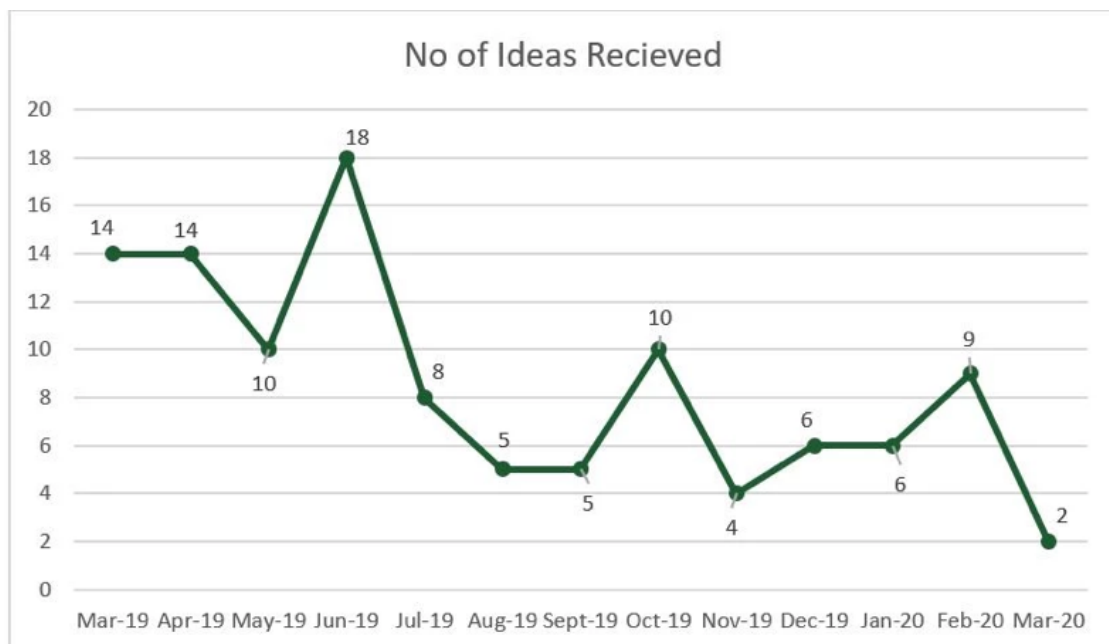

Figure 4

A line graph titled 'Number of ideas received'. The vertical axis depicts number of ideas and the horizontal axis depicts the date. The data reads:

- March 2019: 14
- April 2019: 14
- May 2019: 10
- June 2019: 18
- July 2019: 8
- August 2019: 5
- September 2019: 5
- October 2019: 10
- November 2019: 4
- December 2019: 6
- January 2020: 6
- February 2020: 9
- March 2020: 2

End of description.

The WIIN website was built using the 'NHS Howis' system, Cascade. This system was difficult to navigate and limited in its applications. The intranet website ideally should be upgraded, utilising an expert source, if it is to reach its full potential. To keep the website as up to date as possible, one person is responsible for updates, which take place on a regular basis. In addition the system has now updated to Share Point.

Key Outcomes

A benefits/measures plan was developed as part of the WIIN platform project charter, containing the expected benefits of the project and illustrating how these would be measured and assessed.

Project-level benefits and measures were defined as:

- Number of Ideas added to Ideas Warehouse
- Number of Ideas Signposted (e.g. Clinical Audit, Research, Formal project)

- Number of Silver IQT projects completed
- Number of Small scale projects completed (tests for change)
- Number of Projects requiring further information
- Number of Just Do It projects
- Number of Audit projects completed
- Number of Formal (Prince2 style) projects completed
- Number of IHI projects completed
- Number of page hits
- Number of submissions received

Key themes, origin of submission and Bronze and Silver IQT training completions are also recorded and measured.

Next Steps

Moving forward, WAST have now updated their intranet site from Cascade to Sharepoint. This has allowed us to create a more user friendly WIIN web page. Clinical staff now have access to tablets and the majority of non-operational staff have the equipment to work from home, due to the pandemic, so this will allow staff to access the portal remotely until we can persue the development of an app.

The next steps will be to develop a WIIN digital dashboard on Qlik Sense which will collate the data responses for us, allowing Trust leads to access the information in real time and determine trends and themes.

Our Exemplar Experience

Our experience with the Bevan Commission has been extremely positive. We attended a number of their workshops and picked up new tools and skills that we could apply ourselves and share with our organisation, we also linked in with like-minded people working on their own projects. Throughout the pandemic we felt supported by the Bevan Commission team who helped us to keep the momentum going with our projects.

Contact

jacqui.jones@wales.nhs.uk

andeep.chohan@wales.nhs.uk

jonathan.turnbull-ross@wales.nhs.uk