

Board of Directors (in Public)

Item 3.3

Subject: Update to the Board of Directors on the new Improvement Framework
Date of meeting: Tuesday 24th September 2019
Prepared by: Mike Filek, Head of Transformation and Improvement
Jane O'Neill, Interim Improvement Lead
Presented by: Hayley Kendall, Chief Operating Officer

BAF Reference	Impact on BAF
2.0	No impact

1. Executive Summary

This paper provides the Board of Directors with an update and supporting information on the proposed Improvement Framework for the Trust. This follows a review into the current improvement offering within the organisation by an external specialist in improvement and transformation.

The Trust has recently been rated as outstanding for the second time by the CQC. To achieve and maintain this, the Trust must strive to continuously improve its offer for patients, families and staff. To support this, the Trust must build a culture for improvement and ensure that improvement methodologies are optimised and robust monitoring in place to quantify what is being delivered.

It is evident that there are strong foundations with the current methodology in place within the organisation to build on namely A3 reporting, Bitesize training, Local Improvement Team LITE Boards but a step change is required to focus efforts and ensure that as much value as possible is realised. There has been a significant investment in time spent with staff to provide hands on support within the service delivery areas and the new framework will harness this as the new framework is embedded. The Improvement Framework will provide the vehicle through which to join up thinking and efforts to “be the best”.

2. Context

The benefits of using improvement methodology in NHS organisations have been well documented. However, it has only recently become part of the regulatory framework e.g. CQC Well Led, NHS Long Term Plan, NHS Improvement. There are also many organisations and publications describing the ‘how’ of using improvement successfully e.g. East London Foundation Trust, AQuA, Health Foundation, IHI, Virginia Mason Institute, Kings Fund etc. It would be very unusual for any NHS organisation not to have some form of improvement methodology or expertise at its disposal.

LHCH is no exception. It has its own challenges and priorities but the use of improvement methodology as an enabler for achieving its vision will be key. Traditionally Quality Improvement has aligned mostly with the quality and safety priorities of the organisation. To truly add value, improvement effort must be seen as a key enabler to the achievement of all performance and CIP priorities as well.

LHCH follows the principles of the Institute for Healthcare Improvement Model for Improvement which has a simple step approach to improvement. This model works in concert with robust tools such as Lean and Six Sigma and is an easy to understand model for staff that are new to the improvement agenda.

It is evident that there are several well established work streams focussing on improvement across the organisation. The new Improvement Framework will bring all of these efforts together to form a holistic approach to improvement, productivity and benchmarking illustrated in figure 2 below:

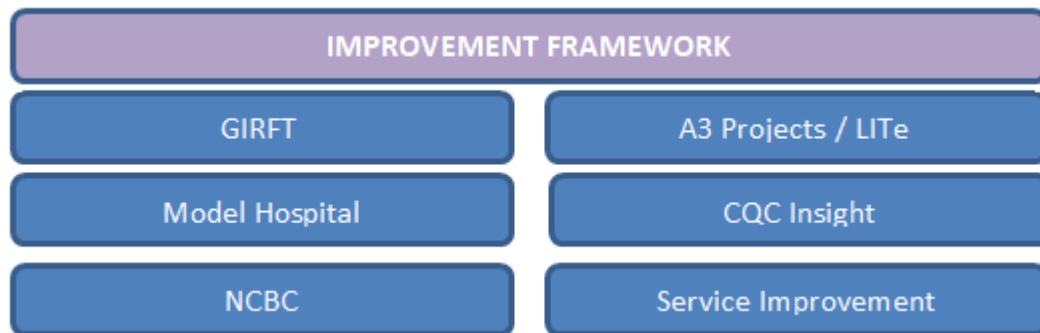


Figure 1: Bringing together the current improvement workstreams

3. Aim of Improvement

3.1 Aim Statement

The overarching aim of improvement must always be to add value to the patients, the staff and the organisation. Starting from this premise a number of key themes have been identified for the Improvement and Transformation Team to achieve over the next 12 months.

3.2 Drivers for Improvement

The main drivers that will deliver improvement across the organisation are illustrated below in figure 2 and then explained under each section:

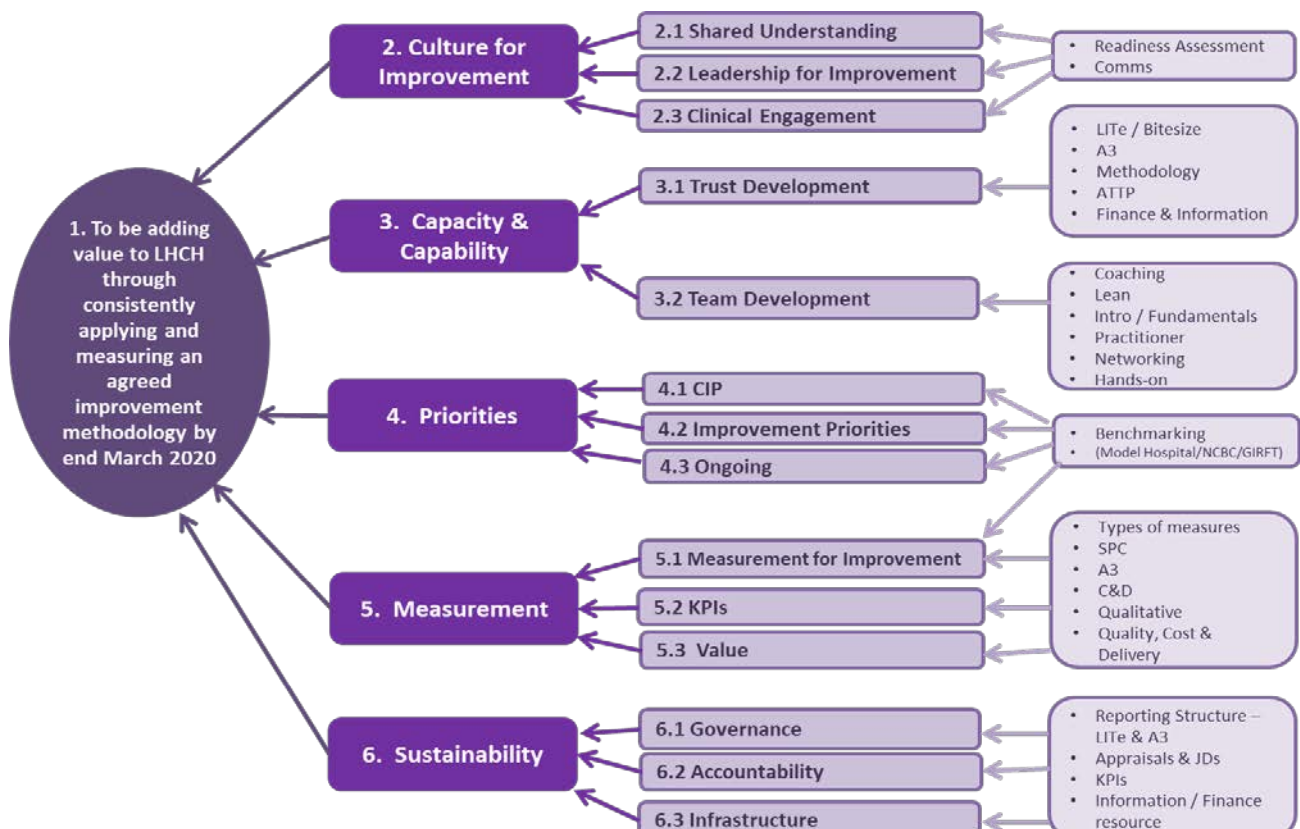


Figure 2: Improvement Vision and Drivers

- Culture for Improvement**
 Improvement needs to be led from the top. Therefore senior leaders (including Executives) will have a shared vision for the use of improvement in the Trust and must be able to set the key priorities for improvement for the rest of the organisation. This adds value by focusing improvement effort into a small number of key areas. Leading for Improvement training is central to the Improvement Framework to ensure all levels of leaders within the organisation are asking the right improvement questions. This process commenced on the 4th September 2019 with a brainstorming session with the Executive Team whereby a number of transformational schemes were identified for prioritisation.
- Capacity and Capability**
 Co-ordination of the effort will be done by the Improvement Team using training, coaching and hands-on support. Using coaching methodology has been proven to sustain knowledge transfer and build expertise. Building capability in these skills within the Improvement Team is a priority. The actual delivery of the improvements will be done by the staff on the ground delivering services. These are the people that know what needs doing and where. All training will be 'applied' rather than theoretical which will add most value to those that use it.
- Setting priorities**
 At the moment there are many staff across the organisation undertaking small improvements and this needs to harness the value of this effort by focusing it on a few key priorities. Everyone can do improvement, but the Improvement Teams resources need to be focused on those areas that will realise the most value for the organisation. Smaller local improvements will continue to be supported through existing mechanisms with a renewed focus on delivering transformational trust wide schemes; this is illustrated below in figure 3 demonstrating how improvement schemes will be classified across the Trust and resources allocated accordingly:

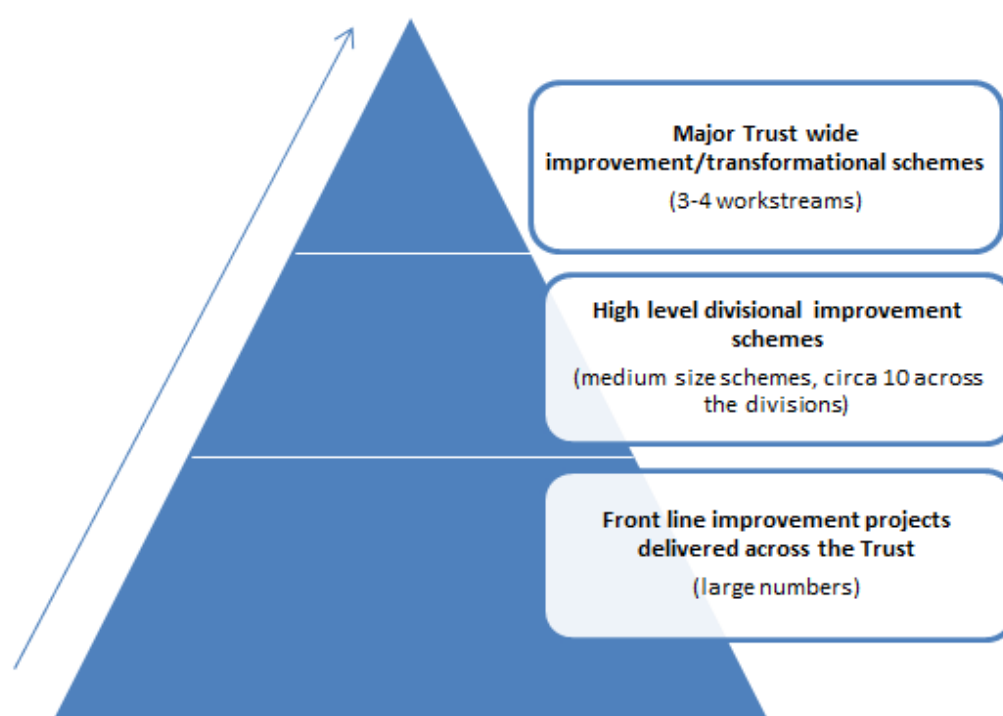


Figure 3: Improvement scheme classification

There is a significant amount of information available to the Trust via benchmarking tools and publications that assist the Trust in identifying areas for improvement. These benchmarking tools have been the focus of attention through the current financial year in helping divisions identify areas of opportunity and will be utilised to prioritise the large improvement schemes for the coming financial years.

- **Measurement**
All improvement work needs to be measurable. Unless the impact of using improvement methodology is measured the Trust will not know how much value it is adding to the organisation. Value will be measured as Quality, Cost and Delivery (Care) and robust measurement will be required throughout the cascade of value (i.e. joining up the small improvements into bigger ones). To facilitate this the Improvement Team will need improvement friendly information analysts and finance people engaged in the process.
- **Sustainability**
In order to maintain and continuously improve there will be mechanisms in place to ensure that the system does not go back to the old way of doing things. Improvement needs a robust reporting and accountability structure and infrastructure that will be developed under the current reporting structures into the Operational Board.

4. Framework for Improvement

The Improvement Framework will link all the improvement effort through a cascade whilst also providing the assurance through a governance and reporting structure illustrated in figure 4 and then detailed in each section after that:

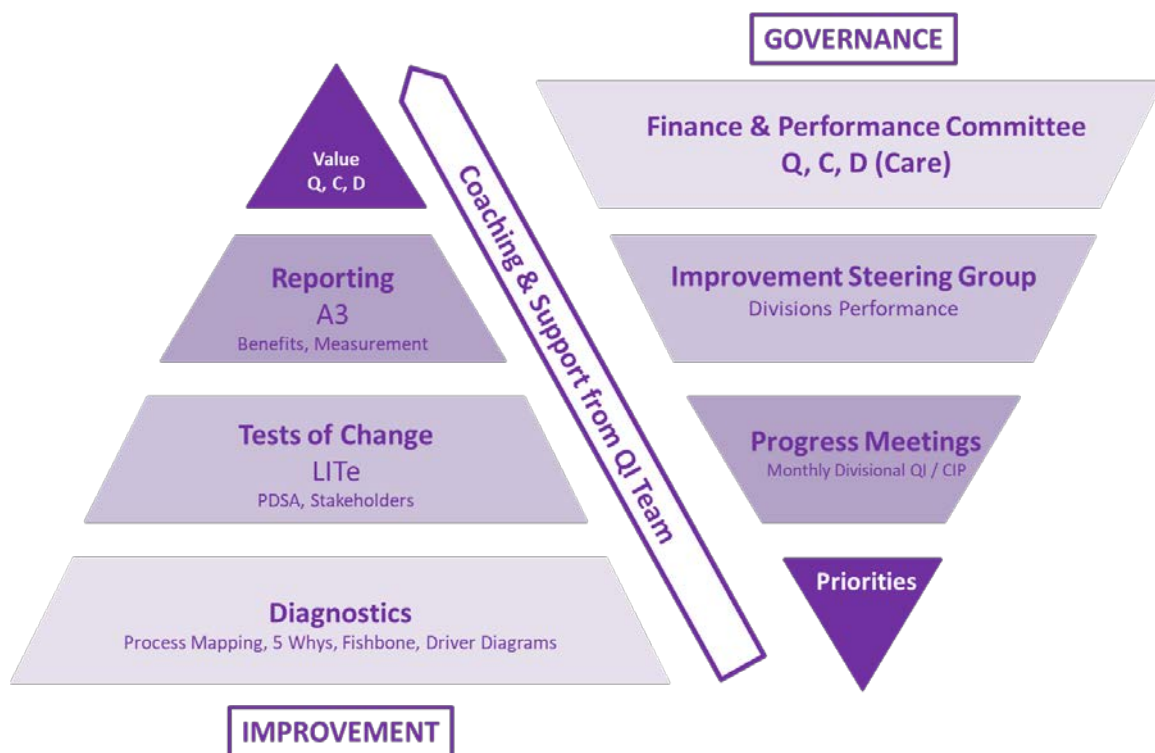


Figure 4: Improvement Framework Governance

- **The improvement cascade**
The Improvement Team will provide support and coaching to local teams initially to diagnose issues properly and provide training through Bitesize Sessions on relevant improvement tool; these will be accessible to all individuals. Local Teams will be encouraged to make improvements in their own area using the Local Improvement Team Boards (LITe) where they will be able to apply improvement tools themselves. Using A3 Reporting teams and individuals will be able to demonstrate use of the improvement methodology and also to measure benefits. The value from the improvements will then be measured as Quality, Cost or Delivery (Care).

- **The governance cascade**
To ensure sustainability and provide assurance the governance cascade maps out the direct links between each level of the organisation. Once priorities are set and local teams are making improvements relating to these priority themes assurance can be provided through monthly progress meetings, The Improvement Steering Group (ISG) and ultimately to the Finance and Performance Committee. Reporting on benefits and outcomes in terms of Quality, Cost and Delivery (Q,C,D) will ultimately lead to a better understanding of the things that work and also the value of using improvement methodology.
- **First steps**
The first steps that need to be taken are as follows:
 - Gaining a shared understanding of what improvement is at LHCH
 - Putting in place some Leadership for Improvement sessions for senior leaders
 - Setting the priorities (this has already started at the Executive Team Away Day in September)
 - Creating the Delivery Plan
 - Development of the Improvement Team (coaching skills , Lean etc)
 - Measurement infrastructure

5. Conclusions

The Improvement Framework will facilitate measurable transformational change for LHCH using an evidence-based methodology. It will harness the improvement capability of every member of staff in the organisation, rather than relying on a small team to deliver this. This refocused Improvement Framework will build on the robust foundations that have already been instilled within the organisation but take the Trust to the next level of delivering transformational programmes.

6. Recommendation

The Board of Directors are asked to note the approach to implementing the new Improvement Framework across the organisation and receive updates at key times of the new framework implementation.