

Board of Directors (In Public)

Item 3.8

Subject: Organisational Learning: An Update on Arrangements
Date of Meeting: 3rd July 2018
Prepared by: Dr Mark Jackson, Director of Research & Innovation
Presented by: Dr Mark Jackson, Director of Research & Innovation
Purpose of Report: Approval

BAF Ref	Impact on BAF
1.1	Assurance around revised arrangements for cascade of organizational learning

1. Executive Summary

The Corporate Governance Manual contains the Organisational Learning Policy.

This has been updated to reflect the current focus on learning from deaths.

Changes are proposed to the agenda of Operational Board and Team Brief to accommodate the cross-fertilisation and dissemination of learning.

2. Background

The Board of Directors approved the Organisational Learning Policy in July 2015.

Since then, the scrutiny on organisational learning, particularly from deaths has intensified, culminating in the publication of the National Guidance on Learning from Deaths by the National Quality Board in March 2017ⁱ.

Our Trust has responded effectively to this requirement, publishing its action plan against the guidance together with rates of avoidable mortality and learning as part of the Medical Directors quarterly mortality report to the Board of Directors.

Given the focus on learning from deaths and associated accountability, we are changing our organisational learning arrangements to accommodate (see updated policy as part of the Corporate Governance Manual).

3. Proposed Changes in Organisational Learning

A monthly agenda item has been created at Operational Board to receive the presentation of proposed improvements and assurances arising from mortality reviews of deaths occurring within the clinical Divisions. This presentation will cycle through all three clinical Divisions over a quarter, and be led by the Associate Medical Director.

The presentation will be made in accord with the template proposed in the Organisational

Learning Policy, which is based upon the reporting requirements of the local Clinical Commissioning Group.

This presentation will provide an opportunity for the organisation to identify learning that can be adopted and adapted in other areas, thereby ensuring we are getting the full benefit from the learning.

These presentations will provide the substrate for the learning section of the Medical Directors quarterly report.

By Q3 of 2018/19, the Trust will have developed an enterprise wide database that makes the collection and presentation of this information much more straightforward.

Naturally, organisational learning from other experiences continues to occur. A dedicated agenda item has been created at Team Brief that will include the presentation of learning arising from complaints, claims, clinical audit, safety huddle, patient & family experience etc. in addition to mortality. Each month, a topic is selected for presentation from the Learning Hub meetings which are chaired by the Director of Nursing & Quality. This proposal was trialed at the May Team Brief and was received very well by staff.

4. Conclusion

LHCH is ahead of most Trusts in having developed an Organisational Learning Policy.

We have chosen to give more time and attention to learning from deaths at Operational Board given its prominence as part of the national quality agenda.

We have ensured all staff receive updates on organisational learning through its inclusion in the monthly Team Brief.

5. Recommendations

The Board of Directors are asked to note the revised version of the Organisational Learning Policy which is part of the Corporate Governance Manual.

Reference

i National Guidance on Learning from Deaths. National Quality Board, March 2017.
<https://www.england.nhs.uk/wp-content/uploads/2017/03/nqb-national-guidance-learning-from-deaths.pdf>