

Board of Directors (Public) Item 2.6

Subject: Organisational Learning Policy Update
Date of meeting: 26th July 2016
Prepared by: Dr Mark Jackson, Director of Research & Informatics
Presented by: Dr Mark Jackson, Director of Research & Informatics

BAF Ref	Impact on BAF
1.4	For discussion

1. Executive Summary

The purpose of this paper is to present an overview on the implementation of the Organisational Learning policy approved by the Board in July 2015.

When originally presented, the covering paper to the policy presented two risks:

Replacing the integrated incidents claims and complaints (IICC) report with an organisational learning report. This has not yet been actioned. It was prudent to allow the CQC inspection to pass before evidentially important documents such as the IICC were replaced.

Engagement with the Divisions. This has been variable, remains the area of greatest focus going forward, and is the principal focus of this update.

2. Background

The Board of Directors approved the Organisational Learning Policy in July 2015. This policy relied upon Heads of Service synthesizing feedback to Divisions and presenting it back for its potential for organisational learning. After the first implementation cycle it became evident that this approach was not working. Heads of Service could not prioritise effectively, so messages back to Divisions were not sufficiently focused. A new approach was needed.

The policy was updated to use the natural feedback on service delivery (e.g. IICC issues together with audits, patient experience etc.) discussed at Divisional Governance meetings as the substrate for organisational learning. This approach was presented at the December 2015 meeting of the Operational Board and accepted.

3. Issues

Operational Board has been extended by 30 minutes to accommodate a session on organisational learning on 3 occasions since the approach was accepted. Engagement by the three Divisions has been variable. However, given the importance of the topic, the Operational Board recognise that more time needs to be given to this important work.

In addition to activity at Operational Board, we have created an “Organisational Learning Grand Round”. This event runs in the lecture theatre, and the idea is the Divisions presenting at Operational Board present to a wider audience invited from the entire Trust. This provides the opportunity for lessons learned at Operational Board to be cascaded to (potentially) all staff. We also extend an open house invitation to all, encouraging staff to attend to present learning from their experiences. A template to support their presentation is available (appendix 1).

To date, the grand round has occurred on two occasions.

The grand round is complimented by a newsletter that summarises the presentations and lessons learned for cascade right throughout the Trust. This was launched at the end of June 2016 (appendix 2).

Our experience to date has been positive, but there is more to do. The following improvements are proposed:

Action	Responsible Officer	By When
Provide additional coaching to all three Divisions to help them select more relevant subject matter, and use the template in the policy to support their presentation to Operational Board. The template guides thinking about dissemination and cross organisational learning.	Mark Jackson / Helen Martin	July 2016
Schedule an organisational learning session for every Operational Board, inviting each Division to present on a three monthly cycle.	Mark Jackson / Helen Martin	July 2016
Move the Organisational learning session to earlier in the Operational Board agenda.	Jane Tomkinson	July 2016
Change the name of the Organisational Learning Grand Round to the Sharing & Learning meeting. This continues the theme established by the CQC visit preparatory work and gives the meeting a more multidisciplinary feel.	Mark Jackson	July 2016
Director of Nursing to communicate the Sharing and Learning meeting to previous attendees of a similar meeting when the Trust was preparing for CQC. Staff enjoyed these meetings and were well engaged.	Sue Pemberton	July 2016
Change the day of the Sharing and Learning meeting to a Friday to encourage better attendance from	Mark Jackson	July 2016

Management.		
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4. **Conclusions**

- Progress with process has been good. It has been revised (for the better) once, and the senior leadership team have embraced the need to improve our approach to organisational learning. Mechanisms for wider dissemination now exist.
- There is a spectrum of engagement across the three Divisions. Reducing the variation in this engagement is the principal challenge.
- The Trust needs to use the success of the CQC preparation to stimulate the wider workforce to make their contribution to organisational learning.

5. **Recommendations**

The Board of Directors is asked to:

1. Receive this update.
2. Note that the recommendations will be made to the Operational Board for implementation.

Appendix 1. Organisational Learning Template (Headings):

Background

Please insert one sentence summary of the situation that led to the learning. This can be positive or not so positive.

What has been learned?

Please insert the key take home message for the service I deliver.

What is the organisational learning?

Please insert how other services could implement or adapt what has been learned to make their services even better.

Liverpool Heart and Chest Hospital **NHS**
NHS Foundation Trust

Sharing & Learning

Bimonthly Newsletter

June 2016

Welcome! This newsletter provides an overview of the most recent LHCH Sharing & Learning Meeting (previously called the Organisational Learning Grand Round). June's theme: *Safety*

It provides an opportunity for the Trust to come together to share successes and lessons learned from our experiences in delivering our services. Each Learning & Sharing Meeting will be themed around one of the five key lines of enquiry (*safe, effective, caring, responsive, well-led*). For more information contact Helen Martin Helen.Martin@lhch.nhs.uk

Impact Audit Publications Planner

Standards.

BACKGROUND
The *Impact Audit Publications Planner* is a new tool available on the NICE website.
<https://www.nice.org.uk/about/what-we-do/into-practice/measuring-the-uptake-of-nice-guidance>

WHAT HAS BEEN LEARNED?
It details current and future national audit publications and links these to related NICE guidelines and Quality

WHAT IS THE ORGANISATIONAL LEARNING?
The tool cuts down on duplication of effort for LHCH staff collating such information. Implementation of this tool in the organisation will enable divisions to better manage the audit & effectiveness agenda.
Presented by Janet Deane, Clinical Audit & Effectiveness Manager

Therapies Balanced Scorecard

BACKGROUND
The CQC visit highlighted gaps in providing evidence for excellent care. Julie has since developed a scorecard which looks at metrics and targets (local and national). The metrics and targets were decided by her and her team, and are discussed at their staff meetings. EPR team being supportive and helping extract the relevant information from the system.

WHAT HAS BEEN LEARNED?
Score cards are good at spotting pre-failure and if balance is right then

patients are safe and trust meets it's targets. Scorecards not a finished article– need to continually update. Important to involve staff when developing metrics.

WHAT IS THE ORGANISATIONAL LEARNING?
Importance of staff involvement at all levels to develop a culture of shared leadership. The scorecard is a transferable framework and can be used in other departments ("Horizontal Learning").
Presented by Steven Colfar, Head of Nursing Quality– Clinical Services and Julie Wilkins, Therapy Manager

Reflection on Organisational Change Policy

BACKGROUND
Great work done by staff such as Julie Wilkins (Therapies Department), which is cross divisional so impacts on other services.

WHAT HAS BEEN LEARNED?
Need to think more comprehensively about all stakeholders (formal and informal) which would then result in a smoother process and more comprehensive policies.

WHAT IS THE ORGANISATIONAL LEARNING?
Maximise opportunities to communicate with clinical colleagues to understand the full range of perspectives and views in preparation for planning organisational change.


Zero – tolerance on Aggressive Behaviour

BACKGROUND
Incidents of aggressive behaviour from patients and their carers towards other patients/ carers. Separated during ward stays, however met in different locations i.e. whilst attending clinics.

WHAT HAS BEEN LEARNED?
Need to ensure care is co-ordinated across the whole organisation and the informal process could be improved. Policy focused on patients but should also include carers and relatives.

WHAT IS THE ORGANISATIONAL LEARNING?
Policy should be revised and shown to patients/ care-givers/ relatives when they are exhibiting this behaviour. Staff need to employ revised policy consistently across the trust.
Both presented by Robin Wiggs, Divisional Head of Operations—Medicine

Next Learning & Sharing Meeting (Theme-Safety):
Friday 26th August 2016, 12.30-1.30pm, Lecture Theatre.
All staff welcome to attend the drop in meeting



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