

## Board of Directors (Public)

### Item 3.6

**Subject:** Organisational Learning Policy  
**Date of meeting:** 28<sup>th</sup> July 2015  
**Prepared by:** Dr Mark Jackson, Director of Research & Informatics  
**Presented by:** Dr Mark Jackson, Director of Research & Informatics

**board  
report**

Data Quality Rating	BAF Ref	Impact on BAF Risk Rating
Bronze	3	Reduce likelihood risk score from 5 to 4: Overall risk score 12

#### 1. Executive Summary

The purpose of this paper is to present a framework for gathering together, integrating and communicating the lessons from a number of our key information sources for the benefit of organisational learning.

#### 2. Background

The Board of Directors recently undertook a self-assessment exercise against the well led framework. One of the areas that emerged as requiring further development was the Trusts approach to organisational learning.

#### 3. Issues

At present, the only integrated learning report the Trust produces is the integrated incidents, complaints and claims (IICC) report. The authors of this report cite difficulties with obtaining information from the Divisions to evidence learning, and when challenged, concede that they are not confident of the extent to which the learning takes place. Evidencing learning from our experiences is also a key issue examined by the Carte Quality Commission as part of their inspection.

This policy (appendix) requires the management staff with responsibility for the following functions to come together to identify the key learning opportunities from the experiences of the previous quarter.

- Risk Management
- Patient & Family Experience
- Clinical Audit
- Patient & Family Support
- Mortality Review
- Safety Huddle

These themes are then shared with the three Divisions who will meet together for the specific purpose of discussing organisational learning. Themes will be prioritised and action planned, with reports on progress being given as part of the routine reports at Operations Board.

### Risks

In order to create capacity to engage in this new initiative, it is proposed that the integrated incidents, claims and complaints (IICC) report is eventually replaced by this report. This may leave us exposed as the IICC report is used as evidence of learning in a number of external submissions. However, the new report should be a better substitute once the process is up and running.

There is a risk of failure to engage the Divisions in the process. However, the policy has been reviewed by the Operations Board, and approved. Moreover, a thirty minute extension to Operations Board has been agreed within which the organisational learning meeting will take place.

### Benefits

The learning is integrated across a wider footprint than presently, including, audit, mortality, patient experience and a wider scope with respect to safety.

It affords the opportunity to engage directly with the clinical function of the Trust, and asks all three Divisions to consider the learning opportunity simultaneously, affording true integration across the whole clinical service.

The results will prompt improvement work that will lead to better quality of care for patients.

## **4. Conclusion**

Organisational learning is a recognised area requiring development.

This policy provides a suitable infrastructure for improvement.

## **5. Recommendations**

The Board of Directors is asked to approve this policy for implementation.