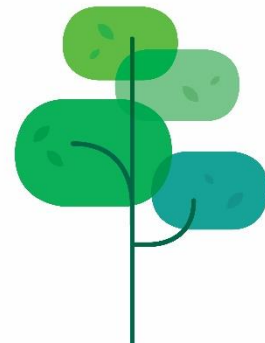




Sherwood Forest Hospitals  
NHS Foundation Trust

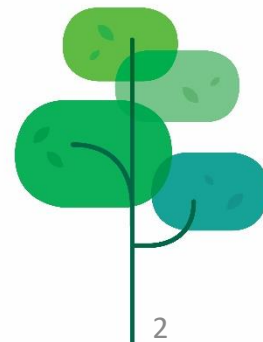
# Sherwood Forest Hospitals NHS Foundation Trust

## **Welcome to the Improvement Faculty**



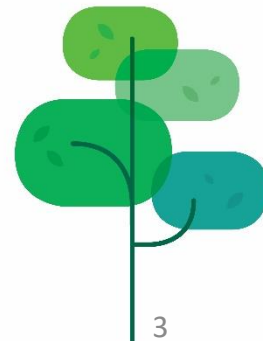
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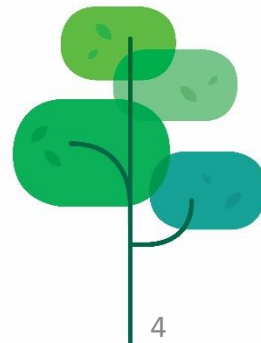
## 1. Overview and Guiding Principles

*An overview of the aims and objectives of the Faculty and the principles which will underpin delivery.*



‘Everything we do has to hold our patients experience and outcomes central to our design, alongside our desire for our people to feel valued and motivated.’

David Ainsworth, Executive Director of Strategy and Partnerships



## Welcome to the Improvement Faculty – Overview and Guiding Principles (2)

The Improvement Faculty is a centrally located, single point of contact for all colleagues and teams seeking help and advice on any aspect of improvement, change management and transformation. Our overarching aims are to:

- a. Improve the quality of patient care and the experience of those who use our services;
- b. Improve clinical outcomes;
- c. Improve the working lives of our colleagues; and
- d. Help us to make best use of our resources.

We offer help, advice, training and, where required, coordinated support. We will provide an evidence based improvement offer that will help the Trust to embrace the cultural aspects of improvement, address the immediate priorities and help us plan for longer-term challenges. The faculty brings together a number of existing teams, including the Improvement Team and Transformation Team, to create a centre of excellence.

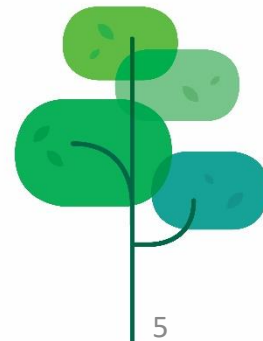
Our work will be underpinned by the following guiding principles:

**Principle 1** - Everything we do will be grounded in evidence, both in terms of what we're hoping to achieve but also the way in which we will achieve it. Our priority will be to improve the quality of patient care and improve patient safety (including application of the Patient Safety Incident Response Framework).

**Principle 2** - We will offer a responsive service that provides the right level of support alongside the right level of expertise.

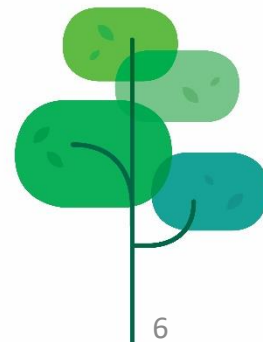
**Principle 3** - The faculty will help to embed the principle of quality improvement being the driver for change. Get the quality right and financial improvement will follow.

**Principle 4** - The Faculty will evolve in line with organisational needs. We will actively encourage feedback, comments and suggestions from all areas of the Trust and we will continuously seek examples of best practice.



## 2. Pillars of Support

*An overview of the four pillars of support we will provide through from Improving Capability, Engagement and Culture (pillar 1) through to Programme Monitoring, Evaluation and Assurance (pillar 4).*



## **Pillar 1 - Improving Capability, Engagement and Culture – Building ‘The Sherwood Way’**

1. We will develop and deliver a structured training programme, accessible by all colleagues across the Trust which will include:
  - QSIR Fundamentals and QSIR Practitioner
  - QI Module - Clinical Leadership Development
  - QI Module - Team Leader Development
  - Joint QI/Project Management Training
  - Human Factor training
  - Clinical Audit training
  - Creativity in Improvement Sessions
2. We will coordinate Alumni activity, including the development of local QI networks, the provision of refresher sessions, online sources of support and coaching/support sessions.
3. We will introduce the QI Coach role; aimed at further embedding improvement activity and culture across the Trust. This role will help establish a systematic approach to tackling complex problems by focusing on outcomes and by encouraging everyone to contribute to the way in which we improve and redesign the way that care is provided.
4. We will develop and continuously review online sources of help and support; including self-help documentation.
5. We will continue to ensure that Improvement Activity at all levels is communicated across the Trust and that successes are celebrated and that lessons are learnt from less successful projects.

## **Pillar 2 - Evaluating New Ideas and Providing Solutions**

1. We will provide and host an ‘open-access’ Improvement Hub, where colleagues from across the Trust can seek advice, share ideas and discuss any aspect of Improvement activity.
2. We will coordinate a fortnightly multi-professional forum whose role it will be to assess, evaluate and determine the viability of improvement ideas and propositions. This will be undertaken utilising data, intelligence and decision support tools.
3. Depending on the outcome of the evaluation; a package of support will be offered ranging from a fully ‘coordinated’ offer through to online sources of help and support.
4. We will offer expert advice (and support) in relation to a wide range of improvement tools including (but not limited to):
  - Problem identification
  - Stakeholder management
  - Process mapping
  - Measurement for improvement
  - Demand and capacity management
  - Creative thinking
  - Supporting people through change
5. We will provide benchmarking information, comparative data and costing information as required.

### **Pillar 3 - Programme and Project Delivery**

1. We will where required provide programme, project, service improvement and change management expertise and support. We will also offer advice where 'coordinated' support is not needed.

2. We will coordinate the involvement of all 'partner services' including (but not limited to) Digital, OD, Research and Innovation, Library and Knowledge Services and Patient Safety and Governance.

3. For 'coordinated' support we will develop a milestone plan, coordinate structured progress reviews and initiate corrective action (where required). We will also monitor and help manage risks, issues and dependencies.

4. We will help to develop a benefits realisation plan which will improve the delivery of intended benefits and also ensure that resources are allocated correctly and most effectively.

5. We will develop a 'responsibility charting' tool, to ensure everyone involved in delivery is clear about their roles and responsibilities.

### **Pillar 4 - Programme Monitoring, Evaluation and Assurance**

1. We will provide expert advice and assistance with regards:

- The development of a balanced scorecard
- Modelling and simulation
- Performance management (tools and techniques)
- The delivery of PDSA cycles and the model for improvement
- Statistical Process Control (SPC)
- Identifying and managing variation

2. We will provide expert advice and where required 'hands on' support in relation to assessing the quality impact of projects and programmes.

3. For those programmes that require 'coordinated' support, we will assist with the production of 'Flash Reports' and ensure that they are presented to the appropriate committee.

4. We will provide expert assistance in the monitoring of and evaluation of benefits realisation. For programmes that require 'coordinated' support we will undertake a full programme closure evaluation.

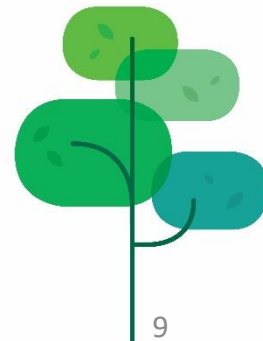
5. We will ensure that patients are involved in every aspect of the Faculties work, including the evaluation of benefits.

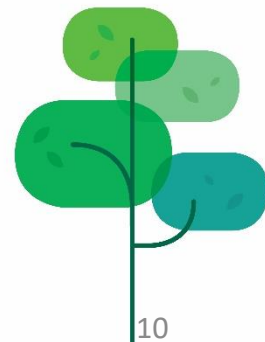
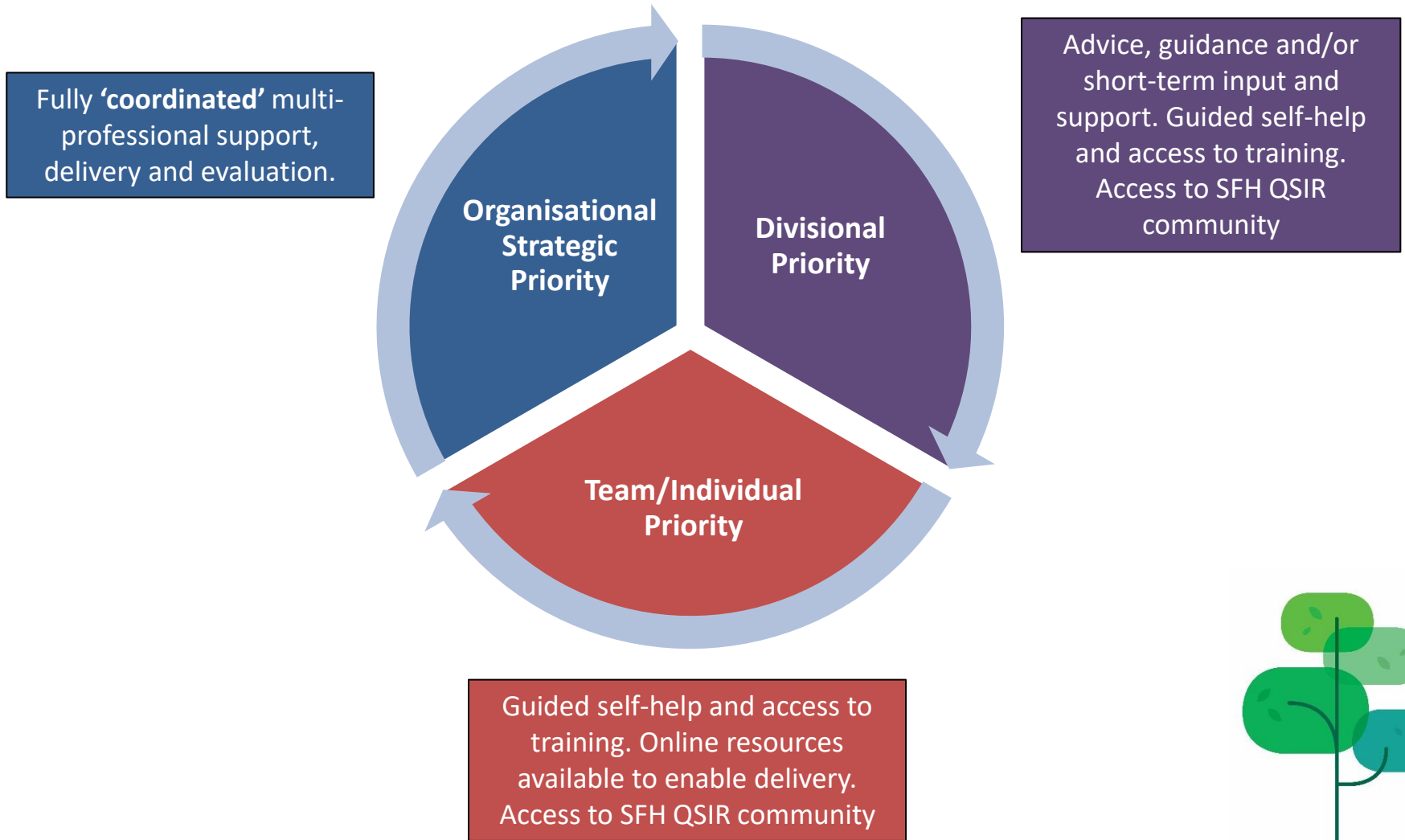
6. We will ensure that we share learning and celebrate success.



### 3. Programme Delivery Support

*A summary of the different levels of support that will be provided in terms of Programme Delivery.*

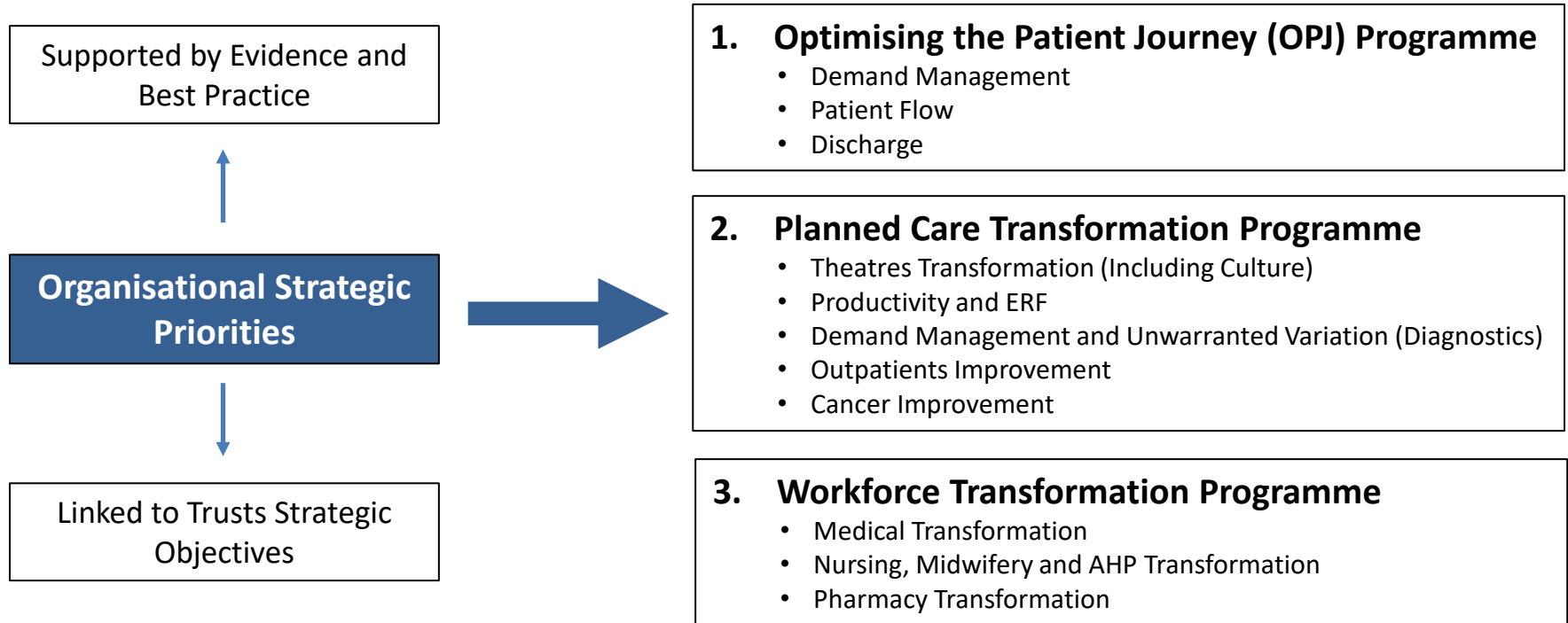




#### 4. Organisational Strategic Priorities

*An overview of the organisational strategic priorities that will form the basis of the 2023/24 Transformation and Efficiency Programme.*





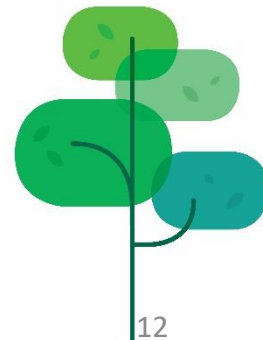
### Other Programme Areas

#### 4. Capital Projects

- CDC
- Newark TIF
- Static MRI

#### 5. Running Cost Reduction Programme

- Corporate Services
- Corporate Budgetary Financial Improvement
- Divisional Financial Improvement



## 5. Contact Us



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