

Service Improvement Strategy 2019-2024

This is the overarching strategy for delivery of Service Improvement, Audit and Safety Culture Commitments.

| Element | Service Improvement Commitment |
|---|--|
| Strategic Objective 1 Provide outstanding care to all patients | To support 'shared power' with service users and our community, in order to have meaningful engagement and co-design of services. To promote a just culture at SFH that links to improved patient outcomes and quality |

| | KPI | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---------------------------------|--|--|--|---|---|------------------------------------|
| Provide outstanding care | Evidence of visible and meaningful service user and community co-design in improvement | Baseline information on current user engagement obtained from services | Number of 'non SFH staff' trained in the 'Sherwood Six Steps' QI approach, in order to promote understanding and confidence in improvement | User engagement in improvement is 'business as usual' across the organisation | Continue the process to quantify and capture learning from user engagement in improvement | Review the user engagement process |
| | To promote a just culture at SFH in response to errors, as this has been linked with improved quality (specifically mortality rates) as evidenced by moving services closer to the industry mean PASCAL score for 'response to errors' by 2023 | Develop a Human Factors strategy for SFH to focus on training and investigation of incidents | Number of staff trained in Human Factor principles Re-visit Safety Culture programme on 29 wards | Evidence of Human Factor and 'Safety II' principles at service level Re-visit Safety Culture programme on 29 wards | Human Factor and Safety II principles embedded across the organisation Re-visit Safety Culture programme in Theatres | |

| Element | Service Improvement Commitment |
|---|---|
| Strategic Objective 2 Promote and Support Health and Wellbeing | To listen to our staff, in order to understand and act on conditions that help and hinder improvement |

| Element | KPI | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---|--|--|--|---|---|---------|
| Promote and Support Health and Wellbeing | Safe, staff focused forums are in place to share experiences of working in healthcare; Schwartz Rounds are a nationally evidenced approach to promoting staff well-being | 6 Schwartz Rounds held at KMH, in order to test the process, with full evaluation of outputs | Rounds to continue at KMH, and additional Rounds held at Newark Hospital and MCH. Potential to expand Rounds to include community partners | Rounds fully embedded across the organisation/? community | | |
| | Deliver PASCAL Safety Culture Programme within agreed areas, in order to build on the understanding of the organisation's safety climate | Continue to support the Safety Culture work in Theatres Re-visit Safety Culture programme on the 29 SFH wards | Re-visit Safety Culture programme on 29 wards | Review Safety Culture programme outputs, publish outputs, respond to future organisational needs in terms of rolling out PASCAL further | Re-visit Safety Culture programme in Theatres | |

| Element | Service Improvement Commitment |
|--|--|
| Strategic Objective 3 Maximise the Potential of our Workforce | In line with national recommendations, to ensure that all SFH staff understand the principles of Service Improvement and how this relates to their work, and recognising that everyone doesn't need to be an expert, to provide the right level of improvement skills and training, at the right level |

| Element | KPI | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|--|--|--|--|--|---|---|
| Maximising the potential of our workforce | In line with the SFH QI Capability Model, all SFH staff to have Service Improvement training as part of an inclusive approach, in order to promote knowledge, understanding and confidence in taking forward improvement | 50% of staff have received 'bronze level' Service Improvement training, in line with the SFH Capability Model 25% of staff have received 'silver level' Service Improvement training, in line with the SFH Capability Model | 100% of staff have received 'bronze level' Service Improvement training, in line with the SFH Capability Model 100% of staff have received 'silver level' Service Improvement training, in line with the SFH Capability Model 'An Introduction to Improvement' course developed and tested | 20% of all staff have received the 'Introduction to Improvement' training (n. = 900) | 50% of all staff have received the 'Introduction to Improvement' training (n. = 2250) | 100 % of all staff have received the 'Introduction to Improvement' training (n. = circa 4500) |
| | To promote the 'organic' development of 'improvement hubs' led by frontline staff, in order to equip and empower staff to lead improvement | To support 4 trial 'improvement hubs' in order to test and learn from the model | Promote the model, and provide further opportunities and support for additional hubs to evolve | Number of improvement hubs across the organisation | | |

| Element | Service Improvement Commitment |
|---|--|
| Strategic Objective 4 Continuously Learn and Improve | To listen to staff, and to promote the conditions, culture and learning for staff, in any role and at any level of the organisation, to lead improvement |

| Element | KPI | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---------------------------------------|--|---|--|---|---|---|
| Continuously learn and improve | To have an Improvement Knowledge Management system in place to optimise staff experience and knowledge, and to capture improvement activities across the organisation in order to learn from successes and failures, and to recognise staff efforts. | <p>To source and launch a suitable platform that is user friendly, accessible and fit for purpose</p> <p>To continue to promote improvement networks e.g. the Human Factors Community of Practice, both within and outside of SFH</p> | <p>To develop ‘improvement sharing’ events and networks across SFH, and across the ICS.</p> <p>Deliver 2 x ‘improvement awards’ to recognise staff achievements</p> <p>Number of improvement projects on knowledge management system</p> | <p>To publish and to promote improvements within and outside of the organisation, at both local, regional and national level</p> <p>Number of improvement projects on knowledge management system</p> | <p>To continue to recognise staff for leading improvement.</p> <p>To publish and to promote improvements within and outside of the organisation, at both local, regional and national level</p> <p>Increased staff scores for the ‘improvement’ domains in NHS staff survey</p> | <p>To continue to recognise staff for leading improvement.</p> <p>To publish and to promote improvements within and outside of the organisation, at both local, regional and national level</p> <p>Increased staff scores for the ‘improvement’ domains in NHS staff survey</p> |
| | To evidence increased collaborative working with the Audit Team, Governance Support Unit, Programme Management Office and Learning and Development in order to maximise resources to deliver improvement | Number of staff from each function that have attended the ‘Sherwood Six Step QI Approach’ training | Evidence of joint work packages to deliver Trust quality objectives – delivering a just culture, improvement training, achieving value and using current knowledge to drive future quality outcomes | | | |

| | |
|---|---|
| Element | Service Improvement Commitment |
| Strategic Objective 5 Achieve Better Value | By focussing on promoting Service Improvement knowledge, skills, tools and an empowering and just culture at a level that it is locally owned and led, this will promote sustainable improvement that will drive value for the organisation |

| Element | KPI | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-----------------------------|---|---|--|--|--|--|
| Achieve Better Value | The combination of locally owned, locally led improvement and the knowledge management database will support the quantification of value in improvement activities across the organisation, that is currently not sighted | <p>To source and launch a suitable knowledge management platform that is user friendly, accessible and fit for purpose</p> <p>To support 4 trial 'improvement hubs' in order to test and learn from the model</p> | To continue to identify opportunities to increase value for the organisation in all improvement activities | To continue to identify opportunities to increase value for the organisation in all improvement activities | To continue to identify opportunities to increase value for the organisation in all improvement activities | To continue to identify opportunities to increase value for the organisation in all improvement activities |