

Improvement Faculty Update

Council of Governors Meeting

12th November 2024

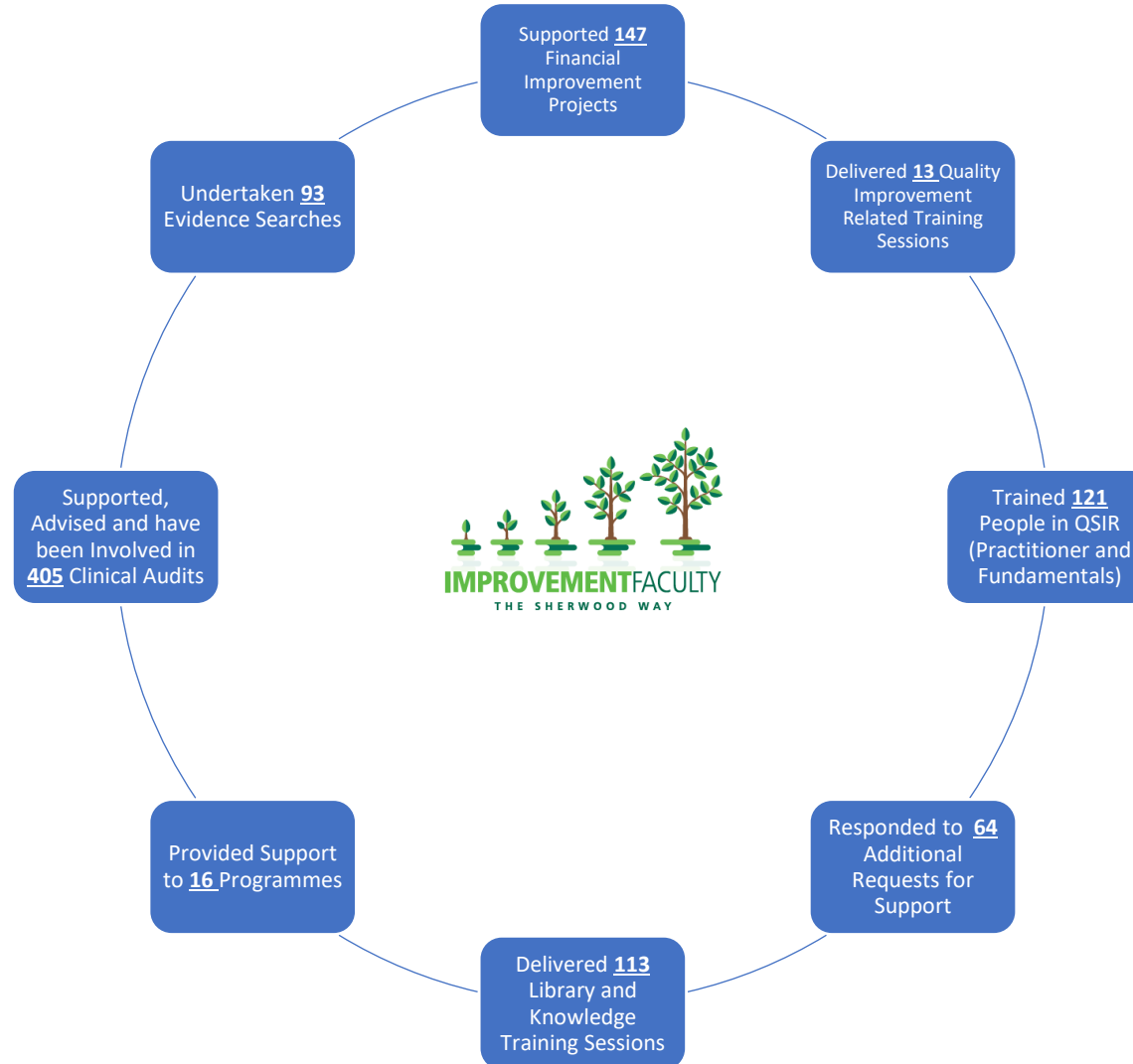


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1. Improvement Faculty Update – Improvement Faculty 'In Numbers'

In the last 6 Months we have.....



2. Improvement Faculty Update – Financial Improvement

- Although the role and remit of the Improvement Faculty continues to be focused on:
 - Improving the quality of patient care and the experience of those who use our services;
 - Improving clinical outcomes;
 - Improving the working lives of our colleagues; and
 - Helping us to make best use of our resources.

The financial efficiency challenge has dominated a large proportion of Improvement Faculty resource and time.

- The Improvement Faculty team have helped to identify, scope and develop a **£41.5m Financial Efficiency Programme**. The target is £38.5m. The team support every aspect of the programme, working closely with clinical and operational teams and corporate support services.
- Whilst previously the delivery of the financial efficiency programme was formally reported monthly; the Improvement Faculty team currently provide:
 - A weekly update on all aspects of the programme to the Executive Director Team;
 - A weekly granular overview of all projects, which provides the basis of the financial efficiency meetings;
 - A weekly submission to the ICB as part of system oversight;
 - A monthly update to the Financial Recovery Cabinet (previously the Improvement Cabinet); and
 - A monthly update to the Finance Committee.

Although automated processes have been developed and implemented (where possible), **the reporting element of the Faculty's work has required significant resource input.**

- By applying rigour, good governance and the principles of good project and programme management however has resulted in good progress being made. The unweighted plan (£41.6m) (which is the value with no risk adjustment) is currently greater than the target (£38.45m), and the weighted forecast (£30.9m) (which is the value that takes into account an adjustment based on multiple risk factors) is increasing every week. **Confidence levels are therefore improving.**

3. Improvement Faculty Update – Quality Improvement (1)

- Despite the financial challenges that the Improvement Faculty are helping to support, **we remain committed to upholding the core principles of quality improvement and cultural development** (as detailed within the NHS IMPACT (Improving Patient Care Together) framework) (<https://www.england.nhs.uk/nhsimpact/>):
 - We are continuing to develop and deliver a structured training programme, accessible by all colleagues across the Trust which will include:
 - QSIR Fundamentals and QSIR Practitioner;
 - Joint QI/Project Management Training
 - Human Factor training
 - Clinical Audit training
 - Creativity in Improvement Sessions
 - We are developing and coordinating ‘alumni activity’ including the development of local QI networks, the provision of refresher sessions, online sources of support and coaching/support sessions.
 - We have supported a number of significant qualitative projects and programmes, including:
 - The Surgical Same-Day-Emergency-Care (SDEC) Service.
 - The Frailty Service.
 - The Discharge Lounge.
 - The development of Paediatric High Dependency Beds.
 - ‘Getting the Basics Right’ (a project aimed at improving patient experience and patient flow).
 - The Mansfield Community Diagnostic Centre (CDC).

3. Improvement Faculty Update – Quality Improvement (2)

- We provide expert coaching and support to every ward who are part of the ward accreditation process, in terms of their respective Improvement Projects. This includes all inpatient wards, the Emergency Department (ED) and maternity.
- We have ‘relaunched’ the Improvement Faculty Intranet pages (<https://sfhnet.notts.nhs.uk/improvementfaculty/>), which now include online sources of help and support, including self-help documentation.
- We are continuing 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.
- **We successfully hosted ‘Improvement Week’**, a virtual conference which consisted of a series of online and pre-recorded sessions combined with some in-person events. We opted for a virtual conference approach, to ensure all colleagues had the opportunity to get involved, even if this was after the event via the online content. The materials from the event have been uploaded onto our intranet page.

4. Improvement Faculty Update – Patient Safety

- The Improvement Faculty have started to work closer with the Governance Support Unit, in particular the Clinical Director for Patient Safety. The significance of this is two-fold:
 - We have been able to utilise our expertise by way of helping teams to identify potential patient safety issues. For example, We recently led a Patient Safety Incident Investigation (in Cardiology), which involved coordinating a large-scale process mapping exercise. This identified issues with the way in which diagnostics are ordered.
 - Patient safety incidents are also increasingly being used (alongside other sources of data and intelligence) as potential opportunities for further exploratory work.

5. Improvement Faculty Update – System Collaboration

- Whilst managing and supporting the financial position has been challenging, the fact the challenges are system-wide, has been a major catalyst for system collaboration. A number of programmes that the Improvement Faculty are supporting now have a collaborative element, particularly in terms of sharing good practice, exploiting economies of scale and taking a ‘doing things once and doing them well’ approach.
- The sharing of good practice is particularly important, particularly given there is often a degree of similarity between respective programmes. We are therefore meeting regularly with our Improvement Colleagues in other organisations and are about to undertake some collaborative improvement work with NUH. This will involve the joint delivery of a series of ‘*Working to Achieve Value and Excellence*’ (WAVE) rapid improvement exercises. This is a well-established nationally recognised process which has been commended by the HFMA (<https://www.hfma.org.uk/articles/crest-wave>).

6. Improvement Faculty Update – Contact Details



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