

Board of Directors Meeting in Public - Cover Sheet

Subject:	NHS Impact		Date:	1 st August 2024	
Prepared By:	Claire Hinchley, Acting Director of Strategy and Partnerships				
Approved By:	Claire Hinchley, Acting Director of Strategy and Partnerships				
Presented By:	Claire Hinchley, Acting Director of Strategy and Partnerships				
Purpose					
To provide an introduction to NHS Impact and share initial plans for developing an improvement culture across SFH.			Approval		
			Assurance		
			Update	Y	
			Consider		
Strategic Objectives					
Provide outstanding care in the best place at the right time	Empower and support our people to be the best they can be	Improve health and wellbeing within our communities	Continuously learn and improve	Sustainable use of resources and estates	Work collaboratively with partners in the community
			Y		
Principal Risk					
PR1	Significant deterioration in standards of safety and care				
PR2	Demand that overwhelms capacity				
PR3	Critical shortage of workforce capacity and capability				
PR4	Failure to achieve the Trust's financial strategy				
PR5	Inability to initiate and implement evidence-based Improvement and innovation				
PR6	Working more closely with local health and care partners does not fully deliver the required benefits				
PR7	Major disruptive incident				
PR8	Failure to deliver sustainable reductions in the Trust's impact on climate change				
Committees/groups where this item has been presented before					
N/A					
Acronyms					
CQIS – Continuous Quality Improvement Strategy NHS IMPACT – Improving Patient Care Together QSIR – Quality Service Improvement and Redesign SFH – Sherwood Forest Hospitals NHS Trust					
Executive Summary					
NHS Impact					
NHS IMPACT (Improving Patient Care Together) is the new, single, shared NHS improvement approach. By creating the right conditions for continuous improvement and high performance, systems and organisations can respond to today's challenges, deliver better care for patients and give better outcomes for communities.					
NHS Impact is a whole NHS offer to create an improvement culture. The last attempt at mass-improvement was undertaken by the Modernisation Agency in the early 2000's. This earlier approach trained patient facing colleagues in improvement but it was found that when they returned to their work, their organisations were not culturally ready for the improvement journey and development to continue, and the skill set was lost.					

NHS Impact has taken this learning and seeks instead to focus on leadership behaviours especially at Board level related to improvement. They believe this approach will support the development of an improvement culture across the NHS. They recognise that many Board members now did not gain experience of the Modernisation Agency and improvement skill sets have diminished.

Improvement culture is both a mindset and a methodology. It is leadership behaviours, skills & capability and sharing of knowledge.

NHS Impact self-assessment

All Trusts were asked to complete an NHS Impact self-assessment tool to baseline current performance against 5 domains and 22 statements. It is also a requirement of the 2024/25 planning round.

5 domains:

- Building a shared purpose and vision
- Investing in people and culture
- Developing leadership behaviours
- Building improvement capability and capacity
- Embedding into management systems and processes

The Trust completed the assessment with a group of multi-professional colleagues through the Improvement Advisory Group late last year, the outcomes of which are included in the appendix. The scoring indicates the Trust as being in a 'starting' or 'developing' position across the domains which benchmarks similarly across Nottinghamshire's other healthcare providers.

Outcomes of the self-assessment

Development and engagement of a Continuous Quality Improvement Strategy (CQIS) which uses the domains of the self-assessment to create a plan has been the focus of delivery since the initial assessment. It is due to be finalised over the summer and has received positive engagement and feedback.

A further focus on the resource required to deliver improvement has required a rethink of skill set and capacity of colleagues. The improvement faculty provides facilitated improvement expertise to challenging programmes of work, however there are numerous requests for improvement support across the organisation that are currently not resourced.

Over 200 colleagues working within SFH services have received Quality Improvement and Service Redesign (QSIR) training through our training partners across the Nottinghamshire ICS. Plans are in place to develop this cohort of people into a network to provide support to less complex improvement projects and ensure improvement becomes everybody's business. There are pockets of positive engagement of QSIR trained colleagues into local improvement pieces of work that we can learn from and develop a consistent approach across the Trust.

A delivery plan against each of the domains is in development with the intention of nurturing an improvement culture that improves the lives of our patients and our people.

Recommendations:

The Board are asked to:

- NOTE the self-assessment process and current starting point
- NOTE the development of a strategy and resource delivery plan