

Report to:	Trust Board (Public)	Agenda item:	24
Date of Meeting:	4 th April 2019		

Report Title:	An outstanding experience for every patient: our strategy for improvement 2019-2021		
Status:			
Prepared by:	Esther Provins, Director of Transformation		
Executive Sponsor (presenting):	Esther Provins – Director of Transformation		
Appendices (list if applicable):	n/a		

Recommendation:
The Board is asked to approve this strategy.

Executive Summary:
<p>Adopting a continuous improvement approach has been shown to deliver better patient outcomes alongside improvement in operational, organisational and financial performance.</p> <p>To meet our full potential, we need to make ‘making change’ an intrinsic part of everyone’s job, every day, in every part of the organisation. Our success relies on a step change in three distinct areas; our culture, our capability and our capacity.</p> <p>The purpose of this strategy is to set out what we mean by ‘improvement’, how we will make sustainable improvement, roles and responsibilities, actions we plan to take and how we will measure our success.</p> <p>Delivery of this strategy will be overseen jointly by the Clinical Governance and Workforce committees, and will be reported to the Board on a 6 monthly basis.</p>

Board Assurance Framework – Strategic Priorities	Select as applicable
Local Services - We will meet the needs of the local population by developing new ways of working which always put patients at the centre of all that we do	
Specialist Services - We will provide innovative, high quality specialist care delivering outstanding outcomes for a wider population	

CLASSIFICATION: UNRESTRICTED

Innovation - We will promote new and better ways of working, always looking to achieve excellence and sustainability in how our services are delivered	
Care - We will treat our patients, and their families, with care, kindness and compassion and keep them safe from avoidable harm	
People - We will make SFT a place to work where staff feel valued and are able to develop as individuals and as teams	
Resources - We will make best use of our resources to achieve a financially sustainable future, securing the best outcomes within the available resources	

An outstanding experience for every patient: our strategy for improvement 2019-2021

Introduction and background

Salisbury NHS Foundation Trust is operating under challenging circumstances. Workforce shortages across health and care in our local area are common, and this, along with financial challenges and a rising demand for our services means we are operating under significant pressure.

Notwithstanding the above the Trust has a clear vision:

- Each and every member of staff is encouraged to keep an open mind, and to adopt a questioning approach of 'appreciate enquiry'. This means listening to, and being open to consider opposing opinions, and being open to trying something new.
- We shift from an 'organisation as a machine to an organisation as an organism'³. This means a shift away from a top-down hierarchy to an environment where leaders set direction and empower staff on the ground to take action. A culture of 'no more heroes'⁴ where the role of a leader is about 'creating bridges, holding the space in the middle and facilitating change'⁵.
- We co-produce change and improvement with our patients and carers and partners, harnessing the power of our community and using the collective wisdom of our lived experience.
- We continue to learn, where staff are encouraged to try new things in safe environments and not worry if something doesn't work out as expected. A culture where we evaluate the changes we make and we build on lessons learned to improve further.
- Teams celebrate success together and support and challenge each other.
- We involve all stakeholders and their representatives in transformation, rather than imposing top down change.

Capability describes our ability or power to do something. In the context of improvement, capability refers to our 'understanding, readiness and commitment to improvement and its skilled resources to achieve transformation'⁶. It not only describes the knowledge of how to do something, but the ability to do it well. Building our capability for improvement means:

- We have the right people, in the right number, with the right skills in the right place at the right time. This particularly relates to both clinical and non-clinical staff leading and supporting change programmes.
- All members of staff know where to go to access easy to use tools and resources to support them with improvement projects.
- Training in quality improvement, planning, project management and evaluation is available to all staff.
- We focus on building capacity in others by adopting a coaching approach.
- We build our competencies by doing, practicing and experiencing, whilst safely managing any associated risk.
- We provide supportive leadership that promotes taking time for improvement.

³ (Wouter Aghina, 2018)

⁴ (The Kings Fund, 2011)

⁵ (Timmins, 2015)

⁶ (Hamer, 2012)

- We encourage everyone to be empowered and take ownership for things within their control, reducing reliance on power from 'above'.

Capacity , in this context, refers to an individuals, team or organisations ability to absorb change effectively⁷.

7. We will build on our talent management strategy , increasing our improvement capability and capacity by matching available skills and ability to opportunities. This will commence in 19/20, as part of our People Strategy.
8. We will ensure that all major transformation schemes are co- produced and have patient representation included in project board membership. This will be reviewed and during 2019/20.
9. We will continue to improve our programme management approach, resulting improved governance and oversight of our transformation and improvement programmes. We will do this in 2019/20.
10. We will review the business support available to clinical services