

<b>Meeting Title</b>	Board of Directors		
<b>Date</b>	15 <sup>th</sup> November 2023	<b>Agenda item</b>	Bo.11.23.16

## Improvement Strategy Our Journey of Continuous Learning & Improvement 2023-2028

<b>Presented by</b>	Judith Connor Associate Director of Quality		
<b>Author</b>	Judith Connor Associate Director of Quality		
<b>Lead Director</b>	Ray Smith Chief Medical Officer Karen Dawber Chief Nurse		
<b>Purpose of the paper</b>	This paper presents the Board of Directors with the Trusts Improvement Strategy for approval.		
<b>Key control</b>	NA		
<b>Action required</b>	For approval		
<b>Previously discussed at/ informed by</b>	NA		
<b>Previously approved at:</b>	NA	<b>Date</b>	

### Key Options, Issues and Risks

In 2019 the NHS Long Term Plan set the bar high for NHS trusts in England to implement improvement approaches and methods to effectively support service improvement and transformation not only within their own organisations but across systems. In April 2023 NHS England published its new Impact approach to improvement following the recent Eden review. The NHS Impact approach to improvement is an important and well-conceived set of actions and goals. Not only does it reinforce the importance of the key characteristics and facilitators of effective organisation and system-wide improvement, it offers a pathway to ensuring these are evident in trusts improvement strategies and plans. This strategy therefore is aligned to the NHS Impact approach and outlines how we at Bradford Teaching Hospitals view quality and improvement and how we will achieve our ambition to be an 'Outstanding' organisation. Without this roadmap there is a risk that our resources will not be deployed effectively or efficiently hampering our progress to this end.

### Analysis

The Trust currently has significant resources to support improvement both large scale transformation and small scale improvement programmes. By aligning these resources with a common aim and vision we will be able to deploy the most appropriate improvement methods and tools, supported by the most appropriate team to ensure success in our endeavours.

This strategy sets out the Trusts ambitions over the next 5 years to embed our approach to Quality and Improvement. Our approach to quality is underpinned by the National Quality Board's shared single view of quality, the NHS Patient Safety Strategy, and the newly published NHS Impact approach to improvement. It is our intention that by taking an aligned and integrated approach to improvement delivery and building improvement capability across the organisation and the wider system, investing in our people, and working with our local communities, we will create a culture of safety, where people can freely speak about quality of care, value diversity, and embody compassionate leadership. Realising the opportunities in our People Promise we will retain our highly skilled workforce and continue to develop our culture of learning and continuous improvement, putting patients at the centre of all that we do.

### Recommendation

The Trust Board of Directors approves the Improvement Strategy document along with the strategy on a page which summarises our approach to continuous improvement.

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Risk assessment						
Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for our patients, delivered with kindness				g		
To deliver our financial plan and key performance targets				g		
To be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion					g	
To be a continually learning organisation and recognised as leaders in research, education and innovation				g		
To collaborate effectively with local and regional partners, to reduce health inequalities and achieve shared goals					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors						
Agreed General risk appetite (G)						

<b>Benchmarking implications (see section 4 for details)</b>	Yes	No	N/A
Is there Model Hospital data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Risk Implications (see section 5 for details)</b>	Yes	No
High Level Risk Register and / or Board Assurance Framework Amendments	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal/regulatory implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Equality Diversity and Inclusion implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Performance Implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Regulation, Legislation and Compliance relevance</b>
<b>NHS England: (please tick those that are relevant)</b>
<input type="checkbox"/> Risk Assessment Framework <input checked="" type="checkbox"/> Quality Governance Framework <input type="checkbox"/> Code of Governance <input type="checkbox"/> Annual Reporting Manual
<b>Care Quality Commission Domain: Well Led</b>
<b>Care Quality Commission Fundamental Standard: Good Governance</b>
<b>NHS England Effective Use of Resources:</b> Choose an item.
<b>Other (please state):</b>

Relevance to other Board of Director's academies: (please select all that apply)			
People	Quality & Patient Safety	Finance & Performance	Other (please state)

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<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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<b>1</b>	<b>PURPOSE/ AIM</b>
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NA

<b>2</b>	<b>BACKGROUND/CONTEXT</b>
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NA

<b>3</b>	<b>PROPOSAL</b>
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NA

<b>4</b>	<b>BENCHMARKING IMPLICATIONS</b>
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NA

<b>5</b>	<b>RISK ASSESSMENT</b>
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NA

<b>6</b>	<b>RECOMMENDATIONS</b>
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To approve the Strategy document and strategy on a page.

<b>7</b>	<b>Appendices</b>
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Appendix 1 Strategy on a Page 'Our Journey of Continuous Learning and Improvement'.