

BOARD MEETING

Title	NHS IMPACT – Building Continuous Improvement		
Paper Date:	05 January 2024	Board Meeting Date:	16 January 2024
Purpose:	Discussion	Agenda Item:	07
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Executive Summary			
<p>NHS IMPACT (Improving Patient Care Together) is a new single, shared NHS improvement approach. Evidence suggests that 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.</p> <p>The Integrated Care Board (ICB) is committed to creating the conditions for continuous improvement to flourish across the ICB and into the Integrated Care System (ICS), role modelling the leadership behaviours required for success. Recognising the maturity across the system in our providers and partner organisations there is a good platform on which to build.</p> <p>This paper outlines the key principles of the NHS IMPACT framework and the resources available in which to build continuous improvement across the ICB and ICS.</p>			
Action Required			
The Board members are asked to discuss and note the contents of the Paper.			
Conflicts of Interest:		No conflict of Interest identified.	
Date/Name of Committee/ Meeting, Where Last Reviewed:		N/A	

NHS IMPACT – Building Continuous Improvement Across the NHS

Introduction to NHS IMPACT

1. NHS IMPACT (Improving Patient Care Together) is a new single, shared NHS improvement approach. Evidence suggests that 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.
2. The NHS IMPACT National Improvement Board has been established and the ICB Chief Executive Officer (CEO) is a member of the Board.
3. There are a number of improvement methods, or principles, used by systems and organisations that are all underpinned by a systematic approach to continuous improvement. There are five fundamental components that underpin a systematic approach to continuous improvement, that when used consistently by organisations and across systems, will achieve an ambition where systems and organisations have the leadership, with the leadership behaviours, the capacity and capability, that will enable staff to solve the problems and issues that matter to them, their patients and their populations, share working with partners to deliver better life chances and better outcomes for those patients.
4. The five components of the NHS IMPACT framework are:
 - i. Building a shared purpose and vision
 - ii. Investing in people and culture
 - iii. Developing leadership behaviours
 - iv. Building improvement capability and capacity
 - v. Embedding improvement into management systems and processes
5. The ICB and ICS must *co-design a shared purpose and vision for the whole ICS* which articulates how system partners will align behind the vision to deliver the local priorities that utilises an improvement approach will need to be developed and agreed and build on what is in place across the system already.
6. The use of the staff survey will measure team engagement and development (at a team level rather than organisational level) to ensure deeper staff engagement that will *improve organisational culture and performance*.
7. The ICB and ICS will agree *leadership behaviours* such as CEO and leaders hosting regular conversations about the improvement priorities, the support in place for colleagues to improve their services, engagement in board development and senior leaders engaging in huddles.
8. In order to *build improvement capability and capacity* across the ICS, the ICB will work with partners to develop a bespoke training programme, agree the 'dosing formula' for those that need to be trained.
9. The ICB will ensure that improvement efforts are aligned with the strategic vision, goals and purpose, *embedding improvement into management systems and processes*.

Current baseline for Continuous Improvement

10. The ICB completed a baseline self-assessment designed to stimulate discussion and debate. The rating scale was starting, developing, progressing, spreading, and improving/sustaining. We rated ourselves between starting and developing against each of the domains highlighted in paragraph 4. This has provided a starting point that will enable an action plan to be developed that embeds the principles of the components of the NHS IMPACT framework.
11. Across the NHS footprint in Buckinghamshire, Oxfordshire and Berkshire West there are quality improvement forums in existence. The NHS facilitated a QI festival in November 2023. Many staff and partners attended the multiple forums that were held across the week building momentum, excitement and a commitment to grow improvement capability across the system.
12. There is good partnership in place with the Health Innovation Oxford and Thames Valley, allowing a good platform for us to build further capability and capacity across the System.
13. Partners across local government and the voluntary sector use continuous improvement as a method for driving change and transformation. Work will continue with partners to build and maximise on resources.

Further information and resources

14. Our providers have all completed their own baseline assessment against the NHS IMPACT framework and the ICB will be working with Partners to develop improvement capacity and capability.
15. There are useful resources available including good practice pathways and guidance documents as well as well-established national cross-cutting workstreams that underpin improvement. This includes use of Getting it Right First Time (GIRFT), intensive support, FutureNHS Platform, Leadership for Improvement, Making Data Count, National Clinical Audit.
16. NHS confederation have published articles exploring the fundamentals of improvement, the factors needed for it to flourish and why building a strong community of improvement practice is key to making continuous stick. In the episode linked here, Sam Allen, CEO of Northeast & North Cumbria ICB, and Penny Pereira, Managing Director of Quality at the Health Foundation talk about how to develop improvement at a system level, the systems role in large-scale change and propelling transformation. [Sam Allen on system-level improvement](#). Sam has been invited to join our Board Development session on 21 May 2024.

Asks of the Board or of members present

17. The Board members are asked to discuss and note the contents of the Paper.

Next Steps

18. An action plan is in development that reflects the self-assessment, and this will be monitored through the EMC. There will be a Board Development session on 21 May 2024 where this will be discussed and debated further.