

**1. Put safety first.** Commit to reduce avoidable harm in the NHS by half and make public our goals and plans developed locally

**We will**

- Increase staff education and training around Never Events and ensure systems and process are in place to reduce the risk of occurrence
- Improve controls assurance by implementing robust, effective, sustainable systems for safe and secure handling of medicines
- Reduce the incidence of omissions in patient documentation so as to achieve complete and accurate records of care

*These have been published as Trust Objectives for 2014/15 in the Trust Quality Report (Quality Account), developed in consultation with our stakeholders.*

- Commit to reducing our liability claims in maternity services by reviewing our services using NICE Quality Standards
- Commit to reducing our liability claims around delay/failure of diagnosis/treatment by working towards seven day services in key areas.

**2. Continually learn.** Make our organisation more resilient to risks, by acting on the feedback from patients and by constantly measuring and monitoring how safe our services are.

**We will**

- Standardise governance approach at Divisional level to coordinate the management and learning from complaints
- Enhance our mortality review process, specifically focusing on cases where it is identified that there has been a failure to rescue, failure to plan, and/or failure to care
- Reduce the risk of human factors by standardising and simplifying systems taking into account LEAN methodology
- Review all of the published NICE Quality Standards and identify those which will have the greatest positive impact for our local population and implement them fully
- Enhance our patient experience and engagement programme ensuring collation of all patient feedback, linking to any themes related to patient safety and clinical effectiveness.

**3. Honesty.** Be transparent with people about our process to tackle patient safety issues and support staff to be candid with patients and their families if something goes wrong.

**We will**

- Carry out a complete review and development of the strategy for how we seek and review patient experience information
- Improve communications with patients, relatives and carers especially concerning end of life care, admission, discharge
- Shape our responses to complainants to meet their specific needs, including earlier meetings at times and places convenient to them, involvement of complainants in developing improvement plans and audits to ensure changes have been embedded
- Regularly survey those who have had cause to use our complaints service in order to continue to develop it and tailor it more to individuals' needs
- Develop a Patient and Carer Engagement and Experience Strategy to support delivery of the Quality Strategy. This will include using information from all sources of experience feedback alongside information we have in relation to safety and effectiveness. This will allow us to understand and hence can better respond to any issues
- Remain fully committed to delivering the 'Being Open' policy and have developed a process for identifying incidents which are required to be communicated to patients in a different way under the new Duty of Candour definitions.

**4. Collaborate.** Take a leading role in supporting local collaborative learning, so that improvements are made across all of the local services that patients use.

**We will**

- Work with our community, primary care and other partners to develop and implement joined up services for our patients, with an emphasis on moving hospital care to a community setting, enhancing our role in directly providing services and working more closely with our GP colleagues
- Continue to build strategic partnerships, focusing on the further development of clinical and community networks to improve the care for our patients and the support and development of our staff.

**5. Support.** Help people understand why things go wrong and how to put them right. Give staff the time and support to improve and celebrate the progress.

***We will***

- Develop the capabilities and capacity of our staff, including junior medical staff, to deliver the requirements of the Quality Strategy. This will be achieved through development of a Quality Academy.
- Provide an environment which supports learning from internal and external adverse events
- Educate our staff in all aspects of patient safety, experience and clinical effectiveness improvement.