**What we see in the future…..**

Everyone’s work is about supporting the delivery of great care for patients and families and, as staff, they know how much they matter. Everyone sees how important the Trust is as a part of the community and how it works with communities particularly with local partners and community groups to ensure that people’s health and wellbeing is the best it can be. Staff and local people see practical examples of how the Trust is working towards equity and environmental sustainability. They know that the Trust is using public money well.

Teams who delivering care work really well together. They know how others in the organisation are supporting them to deliver and improve care. Teamwork is inclusive and participative[[1]](#footnote-1). People are developing greater cultural competence. They take part in work routines that help them do their work and improve – agreeing and reviewing protocol-driven care processes, huddles, reflection and planning time. There is access to support to help everyone maintain and develop their skills, and for their health and wellbeing. They have visual data that helps them see how they are doing over time on the measures they have agreed are most important. Some of this data is real-time to support care and service delivery. They have supportive contact with senior leaders who visit their work area to see how they are doing and coach them around improving their work.

Patients and families are always at the centre of how care is delivered and designed, and they feel confident that their care is safe, effective and personalised. At times when that doesn’t happen, there is an honest reflection and exploration of what is needed and how to prevent them happening again.

Staff have opportunities to share their learning about their work and improvements they are making both within their team and across the organisation. There is regular time to reflect on how things are going, generating ideas for improvements. Patients and families are part of this. Changes are managed like experiments, using data to track what happens. Problems are approached reflectively.

Methods and tools are used to explore problems and generate creative solutions. There is time for people to look outwards, be part of wider networks within the organisation and more widely.

Services, pathways and business processes are clearly described through protocols, processes, policies and models. They are built on the evidence about effectiveness and have appropriate resources that are used well. People have time to learn about these and understand how they work. Managers have the data they need to see how their part of the system is doing, and work as part of a team to continuously improve performance across the range of their most important measures. They feel confident in in managing staff and leading teams, and use coaching approaches. People feel psychologically safe, and they find it easy to access support from their wider team.

At the level of the whole organisation, support is coordinated to ensure operations can work effectively and independently. People who work in support functions understand how they are contributing to care as well as understanding their direct customers’ needs and what quality looks like for them. The support function includes people who can support teams to review performance and track improvement, particularly to ensure that excellent care remains a focus. As well as supporting corporate understanding of performance and progress, they help teams embed standard work and the conditions that assure quality.

The support function also includes people who understand how to design and implement change (at all different scales and complexity) and how to create good conditions for people to work in. They facilitate teams and functions to review and improve, and transfer their knowledge and skills while they are doing so. The whole workforce has relevant skills for working in, managing and improving systems. The workforce has clear signposts of where to go for improvement methodology advice and support. Small scale improvements are trialled and celebrated.

An ongoing cycle of tracking operational and corporate performance against measures identifies where there are problems and ensures they are being addressed in the most appropriate place. Data over time supports understanding of system and process performance. Larger-scale improvement activities are thoughtfully scoped out and well-designed to deliver targeted and necessary change with available resource. A feedback loop is in place to ensure that they are making progress and have the support and senior sponsorship they need. This system also provides the external accountability on the identification of problems and assurance on progress.

There is a network of groups that looks at elements of performance and progress. These groups have processes and standard work supporting them, and there is connectivity across the groups ensuring people understand what is going on elsewhere and are taking this into account. Meeting cultures and behaviours are inclusive and participative and support challenge.

The corporate body coordinates business processes for the whole organisation to establish a clear framework for people internally and externally to work within. It describes the shared purpose, values and behaviours and sets priorities. Priorities are driven by achieving excellence in care and take account of other important aspects. Wellbeing of the workforce is also a critical part of this. The priorities include some specific, ambitious goals that clearly show our ambitions for excellence and include the workforce. They are created through a process of listening to patients, staff and the wide range of stakeholders as well as understanding how performance needs to be improved.

There are standardised and agreed business processes that support both operations and improvement. Processes and policies have the organisation’s values and behaviours running through them. The Executive ensures that the organisation allows people time to do their work and improve their work. Opportunities are routinely created for people to network across functions and roles, both within teams and more informally, supported by facilitation and participative processes.

The Board, Executive and senior leadership understand the ethos and practical application of the improvement methodology in use, and know what it means for their daily work including behaviours they demonstrate. This includes understanding variation, systems thinking, human behaviour in organisations and how learning is best supported. The improvement methodology is useful to all staff and learning opportunities are provided that help them apply it in their area of work.

One key element of Board’s routines is to regularly see what is happening in areas of care delivery, and to coach improvement. Senior formal leaders are continually developing their understanding of what it excellence in operations means and how to lead in complexity and uncertainty. They are skilful in how and when to use coaching approaches and support a balance between the drive of urgency in operations and the need to support reflection and create space for improvement and innovation.

1. Participative ways of working focus on the micro interactions in teams. They arise from better interaction through discussion and dialogue, facilitation of meeting processes and use of participative tools such as [Liberating Structures](http://www.liberatingstructures.com/) [↑](#footnote-ref-1)