Agenda item 11

NHS
The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

Recovery Support Programme – An Introduction

EXCELLENCE STARTS HERE

Board of Directors (in Public)
4 May 2021

Moving away from Special Measures

The new NHS System Oversight Framework (SOF), published for consultation on 25 March, proposes a new segmentation of systems and organisations, and introduces the new Recovery Support Programme (RSP). The proposed approach aligns with the vision set out for Integrated Care Systems (ICS). Information relating to this is limited, the information in these slides provides an introduction to this new framework only.

The details of the RSP are being worked through and not yet available, but essentially replaces the special measures programmes for quality and finance and will provide a national mandated support programme for those in SOF segment 4. SOF Segment 4 is for the most challenged systems and organisations.

There is a recognition that:

- Special Measures has been successful for NHS providers, with the lowest number now in QSM and the numbers in FSM reducing.
- separate programmes no longer fit with the much more integrated system approach to healthcare. Problems can't be dealt with in isolation but require a system approach
- the system needs to take a more supportive approach to drive improvements and sustain change
- the RSP is aligned with the System, strengthening the system to be able to use all its levers to address complex, deep-seated problems in the individual parts of the system, providing lasting solutions on finance and quality.

How RSP will be different to Special Measures.

The new RSP will:

- be system oriented, whilst still providing focused, intensive support to individual organisations;
- focus on the underlying drivers of the problems that need to be addressed and which parts of the system hold the key to improvement;
- be nationally led by a credible, experienced System Improvement Director (SID) jointly appointed by the system, region and national intensive support team;
- involve team-based support via an expert multi-disciplinary team co-ordinated by the SID;
- be time limited with clear exit criteria
- focus on system resilience with knowledge and skills transfer, providing sustainable capability within the system following exit.

Support packages from the Intensive Support Team

There is a range of intensive improvement support available to systems in RSP

- **Governance** – Board Development, Governance Reviews and Well-Led Reviews
- **Workforce** – intensive support for workforce efficiency including evidence-based approaches to optimising ESR and Allocate software
- **PMO** – how to set up a PMO and run programmes and projects
- **Finance** – Drivers of Deficit reviews, monitoring of CIP programmes, reviews of Financial Governance
- **CQC** – how to respond to CQC inspection concerns and how to prepare for future inspections
- **Better Tomorrow** – clinical support to develop Structured Judgment Reviews and comprehensive processes for learning from deaths
- **Medical Director support programme**
- **Making Data Count** – helping Boards use SPC charts to transform the impact of performance reporting so as to better focus on the right areas for improvement