“DARE TO DO DIFFERENTLY”

PROPOSAL FOR TRUST BOARD APPROVAL

“There is nothing so wasteful as doing with great efficiency that which doesn’t have to be done at all” (Anon)

“There's a way to do it better—find it” (Thomas Edison)

“Creative thinking is not a talent, it is a skill that can be learnt. It empowers people by adding strength to their natural abilities which improves teamwork, productivity and where appropriate profits.” (Edward de Bono)

“Providing safe, high quality care; Being a great place to work & valuing our people; Making best use of resources” (SHSCT Priorities extract)

At the heart of the Trust’s priorities is a focus on safety and quality. It is increasingly clear from evidence that inefficient use of resources not only wastes money, but has a direct bearing on quality. To deliver on our priorities of safe, high quality and efficient care it is increasingly apparent that we need to engage all of our staff and to emphasise the message that every member of staff can make a difference – we can do things differently and better.

Decisions about how we can improve safety and quality and achieve efficiencies cannot solely be top-down. The ‘Best Care Best Value’ (BCBV) initiative focuses on encouraging ideas from teams and individuals across the Trust. The Trust Excellence awards created interest from a broad range of staff and fostered a healthy degree of competition. The Trust’s embedding of Continuous Improvement and LEAN methodology through the training and capacity building of staff acting as change agents across the Trust and the introduction of BCBV Project Managers in each operational Directorate also provides a support structure for improvement, efficiency and delivery of CSR savings targets.

While the BCBV process engenders much discussion at Directorate and Team level and continues to produce many good proposals and schemes, the Trust must continue to motivate and encourage individuals and teams at the front line of care and service to bring forward their ideas for improved quality, efficiency, elimination of waste and reduction of variation.

Learning from our experience, the Senior Management Team has endorsed a proposal to create a stimulus for new ideas through the creation of a “Dare to Do Differently” fund of £50,000. This fund would be used to stimulate thinking and activity among individuals or teams that lead to the development and implementation of new ways of doing things in their own service area, by providing short term funding and support to deliver the ideas for change.
The suggested criteria are that each proposal

- Has the potential to improve one or more of the following areas for existing services;
  - safety
  - quality
  - efficiency

- Can demonstrate what is new and different about the proposed approach – how will this “do things differently” and deliver improvement in care.

- Sets out what short term support is needed from the fund and/or from the Continuous Improvement support resources within the Trust and what this support will enable/deliver.

Examples of the types of proposals that could be supported would include specific changes to how we deliver aspects of a service; accessing learning/input from other providers nationally/internationally that then informs a change.

- This proposal has been agreed with staffside and a staffside representative has been nominated to be involved in the selection process should Trust Board endorse this plan. A draft communications plan has been developed that would support awareness of this opportunity across every member of staff. This is attached in Appendix 1. If approved by Trust Board the process would be as follows:

  - The £50,000 annual fund will be identified from the Chief Executive’s office budget, provided on a rolling basis year on year.
  - Proposals sought from 1st October with no defined closing date – if ideas appear to have sufficient merit to secure support then the annual fund will be expended as viable ideas are approved.
  - The potential cost-effectiveness of increasing the fund could also be considered in the context of an “invest to save” model when the impact of ‘Dare to Do Differently’ is assessed.
  - Proposals will be assessed by the BCBV Programme Board with input from a staffside representative and applicants may be asked to present their proposals to this selection panel.

**Trust Board are asked to consider this proposal for approval.**
APPENDIX 1 - Dare to Do Differently – DRAFT Communications Plan

Subject to Trust Board approval a ‘Dare to Do Differently’ annual fund of £50,000 will be made available to create a stimulus for new ideas from staff.

The fund aims to encourage staff to come up with creative ways of doing things in their own service area with an emphasis on improving safety, quality and efficiency.

The following communications strategy has been developed to raise awareness of the fund and generate applications from staff.

Communications Objectives:

- To raise awareness of the £50,000 Dare to Differently Fund.
- To advise staff how to apply for the fund and encourage applications to the Fund.
- To raise awareness of innovative projects that have made a difference to the Trust.

Key Messages:

- The Trust is committed to engaging staff to develop new ideas for improving care.
- The Trust is committed to developing and improving services.
- The Trust is committed to safety and quality.
- The Trust wants to find more efficient and effective ways of doing things, eliminating waste and variation in care.

Key Audiences:

- SHSCT staff
- Directorate staff
- Divisional staff groups
- General public

Evaluation:

The success of the communications strategy will be measured by the numbers of applications to the fund and the effectiveness of projects initiated.
**Action Plan**

The following is a working document to be developed as uptake to the fund is monitored.

<table>
<thead>
<tr>
<th>Action</th>
<th>Audience</th>
<th>Lead</th>
<th>Date</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>Submit Dare to Do Differently Proposal to Trust Board</td>
<td>Trust Board</td>
<td>C Ex</td>
<td>30.9.10</td>
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<tr>
<td>Develop a Dare to Do Differently application form and flyer for staff intranet</td>
<td>SHSCT Staff</td>
<td>Comms Team</td>
<td>By 30.9.10</td>
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<td>Launch Dare to Do Differently</td>
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<td>Memo to Directors from CEX and raise at SMT</td>
<td>Directors</td>
<td>CEX</td>
<td>Immediately Following Trust Board Approval</td>
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<td>Eb brief message from CEX</td>
<td>SHSCT Comms Team</td>
<td></td>
<td>From 1.10.10 and ongoing</td>
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<td>Directors to raise at senior team meetings</td>
<td>Assistant Directors</td>
<td>SMT</td>
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<td>Assistant Directors to raise at Divisional meetings</td>
<td>Heads of Service</td>
<td>SMT</td>
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<tr>
<td>Up2date article and photo</td>
<td>SHSCT Comms Team</td>
<td></td>
<td>During October '10 and ongoing</td>
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<tr>
<td>Eb brief Reminder – how many applications to date – how much funding is left.</td>
<td>SHSCT Comms Team</td>
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<td>From December 2010 and ongoing</td>
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<td>Desktop message to all users</td>
<td>SHSCT Comms Team</td>
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<td>January 2011</td>
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<td>Ongoing internal publicity through Eb brief and Up2date to publicise successes through the scheme</td>
<td>SHSCT Comms Team</td>
<td></td>
<td>From December 2010 and ongoing</td>
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<td>Press release – advising public of scheme and any new developments that have been generated</td>
<td>Public Comms Team</td>
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Do you ‘Dare to Do things Differently’ in your workplace?

“There’s a way to do it better – find it” (Thomas Edison)

Staff delivering services every day may recognise that there are better ways of doing things.

To help staff to share and realise their ideas, the Trust has set up a £50,000 ‘Dare to Do Differently’ fund to provide short term support for projects that will improve safety, quality or make the best use of resources by eliminating waste or improving efficiency.

Any staff member or team in any front line service or support function is eligible to apply for a proportion of the fund.

All applications will be considered by the Best Care Best Value Programme Board. Those who meet the criteria will be considered for approval in order of date of submission.

Proposals that may be supported could include specific changes to how we deliver aspects of a service or accessing learning from other providers that will inform changes to improve services.

Applicants may be invited to discuss ideas further with members of the Programme Board.

For further information contact
Tel: 028 3861 3945 Email: Sharon.radcliffe@southerntrust.hscni.net

Approved by Board of Directors 30th September 2010
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<th>Name:</th>
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**Title of proposal:**

Give a brief outline of your proposal in no more than 250 words:

Demonstrate how your proposal has the potential to improve one or more of the following areas for your service area; safety, quality, elimination of waste or improved efficiency:
Demonstrate what is new and different about your proposed approach:

Set out the total amount of short term funding you will need to support the development and implementation of your proposal and detail how this will be spent:

Please consider if you need other short term support from the Trust, such as training in Continuous Improvement and LEAN methodology, mentoring to help you manage the project, planning or reform expertise, etc:

What do you intend this project will deliver for patients, clients, the efficiency and effectiveness of your service and for staff?

Please return to:
Sharon Radcliffe, Trust Headquarters, College of Nursing, Craigavon Area Hospital, 68 Lurgan Road, Portadown, BT63 5QQ Email: Sharon.radcliffe@southerntrust.hscni.net

Approved by Board of Directors 30th September 2010