

Advise, resolve and learn

Our strategy to 2025

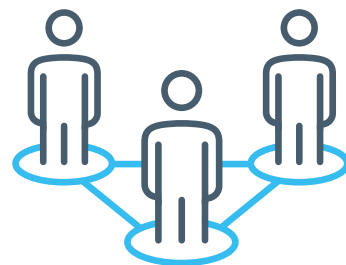
Contents



Our strategy on a page	3	How will we work?	9
Foreword	4	Our priorities in depth	10
Who we are and what we do	6	Strategic priority 1:	10
Our purpose	6	Deliver fair resolution	
Our strategic priorities for 2022 to 2025	7	Strategic priority 2:	13
Our focus to 2025 is on four priorities	7	Share data and insights as a catalyst for improvement	
What will the benefits be for the public, patients and NHS staff?	8	Strategic priority 3:	15
How will we know if we have succeeded?	8	Collaborate to improve maternity outcomes	
		Strategic priority 4:	17
		Invest in our people and systems to transform our business	
		How to get involved	20

Our strategy on a page

Strategic priorities:



Priority 1.

Deliver fair resolution.



All of our services will focus on achieving fair and timely resolution, wherever possible keeping patients and healthcare staff out of formal processes to minimise distress and cost.

Priority 2.

Share data and insights as a catalyst for improvement.



Ensuring that our unique datasets help derive usable insights that benefit patients and the healthcare and justice systems.

Priority 3.

Collaborate to improve maternity outcomes.



Bringing together key parties to determine what further improvements can be made within our areas of expertise to support the government's maternity safety ambition.

Priority 4.

Invest in our people and systems to transform our business.



Develop our people, systems and services so that we can continue to deliver best value for public funds.



We believe that successful delivery of our strategy will see us contribute to:

A **reduction in harm** to patients.

A **reduction in distress** caused to both patients and healthcare staff involved when a claim or concern arises.

A **reduction in the cost** required to deliver fair resolution, thereby releasing public funds for other priorities, including healthcare.

Ensuring indemnity arrangements are a **driver for positive change** across the healthcare system.



Foreword

In March 2022 we reached the end of our five-year strategy, *Delivering Fair Resolution and Learning from Harm*. This had been refreshed in 2019 to take into account a rapidly changing environment and an extended remit for the organisation into general practice.

The world is shifting yet again. The Covid-19 pandemic continues to have an impact on all of us and, in particular, the healthcare system. There are also planned reforms to the NHS to deliver more integrated health and care. Despite these changes, we remain confident that our strategic focus should be to continue to deepen and improve the work we have been doing since 2017: working upstream to achieve fair resolution without the need for formal processes, and using our data and insights to reduce risk while building up capacity and capability internally and across the healthcare system, such as the way in which concerns are handled locally.

The pressures on NHS staff and our health service partners continue to be immense. Our primary aim is to ensure all that we do supports the delivery of safe healthcare to patients. As it did for many organisations, the Covid-19 pandemic slowed some things down for NHS Resolution but accelerated others. Inevitably, clinical time to investigate and learn from claims has been limited while NHS staff have been engaged in the pandemic response; activity in the courts has also slowed. However, this generated a more collaborative approach to claims resolution, innovation in the legal market and a drop in the number of claims going to court. This shift is directly aligned to our objectives and something we are committed to accelerating in the next three years. It is our strong belief that delivering fair resolution across all of our service areas need not be adversarial or distressing, and that the best outcomes are obtained by stepping away from formal processes.

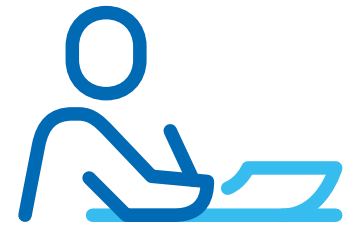
Covid-19 also brought to the fore the tremendous value of state backed indemnity arrangements. When the pandemic struck in 2020, we were one year into our new scheme for general practice. The seamless indemnity that this created between general practice and secondary care proved to be invaluable as new healthcare arrangements were put in place to respond to the pandemic. This formed the template for the rapid launch of further schemes to address gaps in cover, removing indemnity as a barrier to the provision of services. The strong and constructive partnerships we have built with our sponsoring government department and others over the years, coupled with the expertise of our staff, have enabled us to extend the benefit of our indemnity services to meet the system's needs. The same can be said for our Practitioner Performance Advice (Advice) service, which dealt sensitively and effectively with a myriad of complex, pandemic-related issues including supporting the return of much needed healthcare professionals to the frontline.



Mike Pinkerton,
Interim Chair



Helen Vernon,
Chief Executive



Foreword (continued)

Our previous corporate strategy was built on having an impact earlier in the chain of events that leads to a matter coming to us. We are confident that we can do even more in this space, helping to both prevent harm and to stop incidents and concerns from escalating unnecessarily. This will be better for patients and healthcare staff and ultimately may reduce the call on public funds. We want to focus on the areas where we can have the biggest impact. This is why our work in connection with maternity services will, for the first time, be a standalone strategic priority for us. Our **Early Notification Scheme** and **Maternity Incentive Scheme**, both centrepieces of our last strategy, are delivering early, positive results such as significantly reducing the reporting time for a serious maternity incident with the potential to become a claim. We will work closely with and through others in the maternity space to ensure that both schemes continue to develop and deliver to their full potential.

To be fully effective with this approach, we need to do more, both to highlight and share good practice where we find it but also to challenge others to take greater responsibility to put things right outside of the claims, advice and appeals processes. We will work with healthcare providers to ensure that they have regard to information we publish in order to reduce claims risk. Our Primary Care Appeals (Appeals) service will engage with NHS England and NHS Improvement to improve the local decision making around primary care contracting. We will offer interested parties external training and/or access to resources to support early resolution of contracting disputes.

Our analysis across all specialties and service areas will become more rigorous, supported by better tools and greater analytical capability. With the advent of Integrated Care Systems, all of our services will work with systems as well as providers. We will also continue to contribute our data, knowledge and expertise to government across a range of policy areas including any possible changes to the wider legal framework. We will have a greater focus on impact, ensuring that everything we share adds value. This extends to areas where previously we have not looked to collect or analyse data, such as health inequalities.

Successful delivery of this strategy will require significant operational transformation and investment in our people to support them through the changes and make the very most of their expertise. We have two significant change programmes underway. The first is a complete replacement of our core technology systems and the surrounding systems architecture, and the second a change to our claims operating model. Both of these programmes represent a significant undertaking spanning the next three years but will improve our services and will help ensure we continue to deliver best value for money.

There is much to be done in the next three years but, as we approach our 25th birthday, we are well placed to deliver with exceptional, committed staff and close partnerships to call on to help achieve our shared ambitions.



Who we are and what we do



We are an arm’s length body of the Department of Health and Social Care (DHSC), tasked with:

- Providing indemnity to the NHS for the risks involved in delivering healthcare services by:
 - Handling compensation claims, keeping patients and healthcare staff out of court wherever possible;
 - Ensuring compensation is both fair and timely while combating exaggeration or fraud; and
 - Delivering indemnity schemes that meet the continually evolving needs of the healthcare system.
- Delivering expert advice and support on the management of concerns about the performance of doctors, dentists and pharmacists;
- Resolving contracting disputes between primary care contractors and commissioners of primary care, operating independently and transparently to reduce the need for such disputes to be managed via the courts; and
- Using our unique perspective across the causes of claims, performance concerns and contracting disputes to provide insights back to the NHS to help to improve safety and manage risk.

New strategic priorities

Deliver fair resolution

Share data and insights as a catalyst for improvement

Collaborate to improve maternity outcomes

Invest in our people and systems to transform our business.

Our services

Claims Management

Delivers expertise in handling both clinical and non-clinical claims through our indemnity schemes.

Primary Care Appeals

Offers an impartial resolution service for the fair handling of primary care contracting disputes.

Practitioner Performance Advice

Delivering expert advice, support and interventions on the fair management of concerns about the performance of doctors, dentists and pharmacists.

Safety and Learning

Supports the NHS, our members and beneficiaries to better understand their claims risk profiles, to target their safety activity while sharing learning across the system to improve patient care.

Enabled by

Finance and Corporate Planning

Digital, Data and Technology

Membership and Stakeholder Engagement

Policy, Strategy and Transformation

Our values

Professional: we are dedicated to providing a professional, high quality service.

Expert: we bring unique skills, knowledge and expertise to everything we do.

Ethical: we are committed to acting with honesty, integrity and fairness.

Respectful: we treat people with consideration and respect and encourage supportive, collaborative and inclusive team working.

Our Strategic priorities for 2022 to 2025

Our focus to 2025 is on four priorities:



1. Deliver fair resolution.



All of our services will focus on achieving fair and timely resolution, wherever possible keeping patients and healthcare staff out of formal processes to minimise distress and cost.

2. Share data and insights as a catalyst for improvement.



Ensuring that our unique datasets help derive usable insights that benefit patients and the healthcare and justice systems.

3. Collaborate to improve maternity outcomes.



We will build on our reputation as a trusted partner in the maternity healthcare system, bringing together key parties to see what more can be done to support the government’s **maternity safety ambition** to halve rates of stillbirth, neonatal and maternal death and brain injuries that occur during or shortly after birth by 2025.

4. Invest in our people and systems to transform our business.



The NHS is undergoing major restructuring while continuing to respond to and recover from the pandemic. We will develop our services to support this and have initiated two major change programmes to invest in our people, systems and services to continue delivering best value for public funds.

In developing this strategy we have paid close attention to our external environment and how it is likely to change over the next few years. We have chosen to pursue a three-year strategic period as we envisage our programmes will have an impact within this timeframe, and in recognition of the fast-changing environment we work in. We will continue to review the external environment and are confident that we will be able to respond to unexpected change given our organisational resilience, particularly through our wider supply chain partners.

Our strategy is presented on the assumption that we are able to deliver our priorities alongside meeting the ongoing challenges caused by the global pandemic.

Our Strategic priorities for 2022 to 2025



What will the benefits be for the public, patients and NHS staff?

We want to improve the experience for everyone involved in the processes we manage so that patients and healthcare staff suffer less distress when a claim is brought or a performance concern is raised. Resolution does not have to involve formal processes or an adversarial approach. By working with others, our aim is to achieve resolution which delivers a fair result for all while sharing our insights to deliver improvement.

If we are successful in delivering against each of our strategic priorities, we will have contributed to the following outcomes:

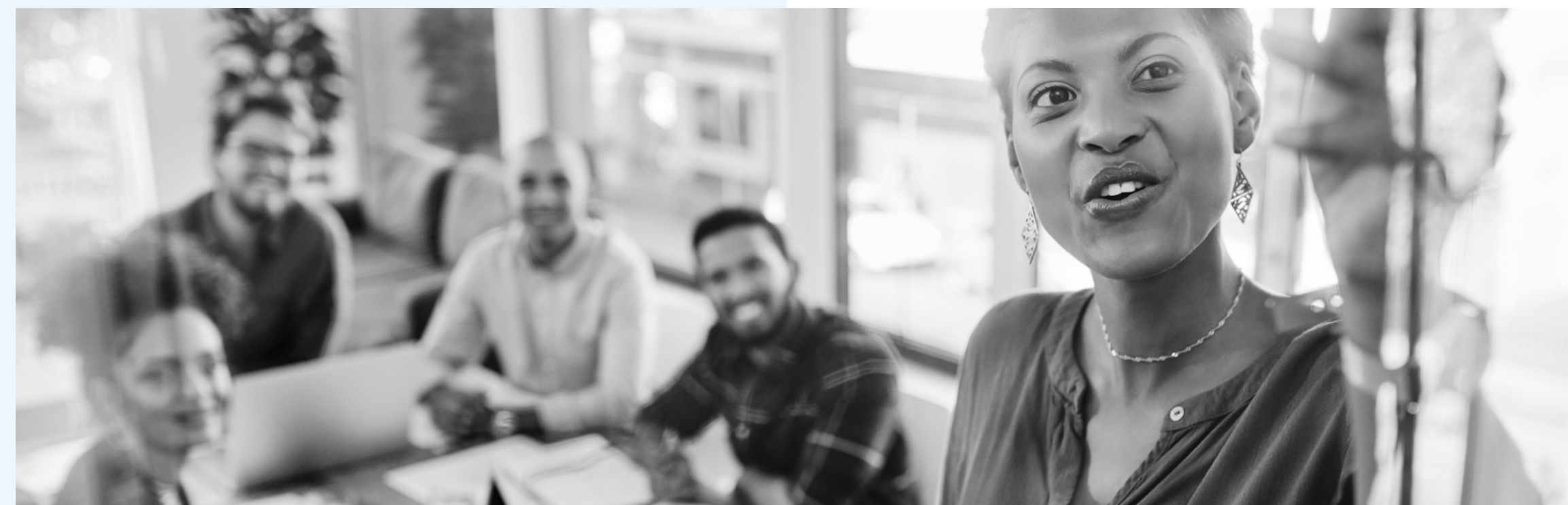
1. A **reduction in harm** to patients;
2. A **reduction in distress** caused to both patients and healthcare staff involved when a claim or concern arises; and
3. A **reduction in the cost** required to deliver fair resolution, thereby releasing public funds for other priorities, including healthcare.
4. Ensuring indemnity arrangements are a **driver for positive change** across the healthcare system.

How will we know if we have succeeded?

We have set out the outcomes we are seeking to achieve through this strategy. However, demonstrating our impact will be challenging given that we often work in partnership with others and that certain outcomes will be time lagged (given the time from an incident to a claim) and influenced by drivers beyond our control (such as changes in the legal market).

Despite this, we commit to:

1. Using a range of methodologies and approaches to assess the impact of what we do – for example, commissioning independent evaluations, qualitative feedback and tracking indicators in the areas in which we want to deliver the change.
2. Setting relevant key performance indicators through our annual business planning process which will be tracked in-year and formally reported through our annual reporting cycle and our accountability arrangements with DHSC.
3. Ensuring that we use our new core systems and data analytics capabilities to further measure progress and impact over the course of the strategy and beyond.



How will we work?



At NHS Resolution we aim to create a culture where staff are valued and supported. We will continue to focus on staff well-being and development from 2022, using the Investors in People standards framework to measure our performance. The following commitments will underpin how we work:

- We will continue to embed our **Just and Learning Culture Charter and guidance**, a tool to support healthcare providers to take a consistent approach towards staff in relation to incidents and errors.
- Equality, diversity and inclusion will be integral to the delivery of our services, both in our work with and across the healthcare system and as an employer. Our **Equality, Diversity and Inclusion Strategy** will continue to guide our work in this area, and extend to the work we will do in the healthcare system. This includes contributing to data and insights on health-related inequalities.
- We will take a **collaborative approach**, sharing what we know and working with and through others. This will help to reduce duplication for those delivering healthcare and ensure we deliver value beyond our organisational reach.
- We will build on our work to date to ensure that the **patient perspective** informs the delivery of our services in line with the principles of NHS England's Framework for involving patients in patient safety. We will take learning from our Early Notification **Maternity Voices Advisory Group** and consider similar approaches in other areas.
- We will continue to take the necessary steps to comply with the requirements of **Managing Public Money** and **Government Functional Standards** as part of the continuous improvement of our internal governance framework.
- We support the wider **DHSC strategy on data** and will work with DHSC and others to ensure that we deliver our ambitions detailed in the Insights priority in line with the relevant legal framework(s).
- We are committed to supporting the NHS ambition of achieving a **Net Zero NHS** by reviewing the emissions we have direct control over and those that we are able to influence. We will also support the local communities around both our London and Leeds offices, reflecting our **corporate social responsibility** to these areas.

Our priorities in depth

Strategic priority 1: Deliver fair resolution



Our vision is to be at the vanguard of innovation in dispute resolution. We will share our expertise to reduce the number of disputes that come to us in the first place. Where disputes do come to us, our ambition is to keep patients and healthcare staff out of formal processes and to avoid unnecessary pain, distress and cost in every case. We will seek to ensure that when litigation is required it is by choice and not by default.

In all of our services, whether Advice, Appeals or Claims, we aim to achieve a fair resolution of the issues in a timely way. Fair resolution involves a careful weighing up of the facts, often involving differing interests, views, conflicting accounts and competing priorities. We have unmatched expertise and experience in navigating these issues on behalf of the NHS and want to go further, drawing on our significant progress in areas such as mediating healthcare disputes while taking every opportunity to innovate further.

Our aims

We will develop a closer and more supportive relationship with staff responsible for responding to incidents, concerns, complaints and claims to help them to respond more effectively when things go wrong. We will do this by:

- Continuing to promote the principles of a just and learning culture as the optimum environment in which resolution and learning can occur, based on **Being Fair**.
- Enabling healthcare organisations to gain new insights on their approach to identifying, managing and resolving matters fairly and effectively – both to reinforce and disseminate best practice as well as assist organisations whose approach requires improvement.
- Using our expertise and partnerships to set standards/protocols in respect of incident, complaints and claims handling.
- Sharing best practice and training in local resolution techniques while exploring the potential for incentives to further influence improvement.
- Taking action where we identify issues of concern, escalating matters to our system partners where necessary.



Our priorities in depth

Strategic priority 1: Deliver fair resolution (Continued)



We will review our resolution services to improve the experience for both patients and healthcare staff by:

- Considering how all of our resolution processes can be improved through working with patient groups, healthcare staff and others such as the royal colleges to deliver a better experience.
 - Continuing to resolve claims fairly, undertaking a thorough investigation and assessment of the evidence which considers each party's perspective. We will reach decisions in a timely way without compromising the rigour of our assessment. Where necessary, we will take cases to court to challenge excessive or unmeritorious claims or to determine points of law. However, this will be litigation by choice rather than by default.
 - Building on the success of the Covid-19 claims handling protocol, we will work even more collaboratively with patients' lawyers, formalising the best elements of the protocol so this becomes 'business as usual' for how we work together.
 - Innovating further in the area of claims dispute resolution, extending the use of early neutral evaluation, resolution summits, case stock-takes and remote mediations.
- Deterring fraudulent claimants by working with NHS Counter Fraud Authority and, where necessary, pursuing custodial sentences in order to protect public funds.
 - Addressing issues concerning healthcare practitioner performance at the earliest possible stage, providing empathetic, respectful and expert assistance to navigate complex issues.
 - Acting as an independent advisor to all parties involved in complex practitioner performance concerns, whether they are healthcare organisations, teams or individual doctors, dentists or pharmacists.
 - Being transparent, robust and impartial in our Appeals service decision making and responsive to the implications of case law and judicial review outcomes. As an impartial adjudicator, our Appeals service has a different approach to resolution to other service areas. However, it shares the aim of setting out clearly what good local dispute resolution looks like, so as to prevent primary care contracting disputes being escalated to it.

Our priorities in depth

Strategic priority 1: Deliver fair resolution (Continued)



What will success look like?

- Best practice in the management of healthcare complaints, concerns, incidents and claims is freely available, regularly accessed and implemented by local organisations, improving consistency across the NHS.
- There is a reduction in claims that could have been avoided through improved handling in the post-incident/ pre-claim period.
- Compensation claims only enter litigation after all other avenues to work collaboratively and constructively to resolve the dispute have been exhausted.
- Interventions previously regarded as ‘alternative’ methods of dispute resolution, i.e. other than formal court processes, are considered mainstream.
- Fair resolution is delivered at a reduced cost while appreciating that other measures, such as the patient and staff experience, are also important. For example, the right outcome for a patient may not involve financial compensation alone, but rather having the opportunity to be heard.
- Patients and healthcare staff have greater input into our resolution approaches so that their unique perspectives help us to continually improve our processes.
- There is a reduction in formal performance management processes across the NHS (such as instigating exclusion) as a result of issues being addressed at an earlier stage through more effective preliminary analysis. In addition, practitioners report processes as ‘fair’ at evaluation.
- Our Appeals service engages with NHS England and NHS Improvement to improve the local decision making around primary care contracting. Interested parties are provided with external training and/or access to resources to support early resolution of contracting disputes.
- Timely publication of all **Appeals service decisions** which clearly articulate outcomes, new approaches or policy based on case law and judicial guidance.

Year	Anticipated claims focus
2022	We will align ourselves to the new regional Integrated Care System Model. Our members and stakeholders will benefit from our expertise and the continued development of new processes and systems.
2023	We will continue to meet the Government challenge of keeping the NHS financially sustainable by providing cost effect resolution through efficient administration and by handling more pre-litigation work in-house.
2024	We will integrate and embed new schemes into our claims service at both operational and system levels, aligned to the regional Integrated Care System Model.

Our priorities in depth

Strategic priority 2: Share data and insights as a catalyst for improvement



Our vision is to be at the forefront of healthcare claims analysis. We hold one of the largest databases of healthcare-related compensation claims in the world, complemented by data on practitioner performance concerns and the causes of contracting disputes in primary care. This is over 25 years' worth of data on concerns raised about NHS care. We have a duty to use this information responsibly to drive positive change for patients and staff.

In addition to this, we will use our data more effectively to improve service delivery. We will adopt a more data-driven approach to ensure that we continually deliver best value for public funds.

All of this activity will be delivered within the boundaries of the relevant legislation.

Our aims

We will do more to share our specialist knowledge and technical expertise across the health and justice systems by:

- Systematically gathering, analysing and acting on quantitative and qualitative data that enables us to support healthcare organisations and our system partners to identify and resolve concerns about individual, team or system performance as early as possible.
- Proactively explaining the data we hold while promoting more shared analysis across national bodies, clinical colleagues, academics and other researchers in a consistent way that helps others to combine our data and insights.
- Reviewing where we can align our datasets with others. Publishing and supporting research and associated insights which draw and build on the unique data we hold to share learning across the healthcare landscape.
- Collaborating with others to develop a deeper, system-wide understanding of those areas within our unique expertise.
- Looking at causes and solutions that focus beyond individuals and take into account the human and systems factors as well as the context in which healthcare is delivered.
- Providing comprehensive and practical learning programmes that continue to build local capacity and capability, drawing on the unique insights from our casework data and what we know works.
- Increasing our influence so that healthcare providers have greater regard to our insights, reviewing opportunities to develop levers through our scheme pricing or our statutory framework to achieve this.



Our priorities in depth

Strategic priority 2: Share data and insights as a catalyst for improvement (Continued)



In order to succeed, we will need to build up our analytical capacity, capability and processes so we are better placed to use our data effectively while operating a more efficient business. We will do this by:

- Using analytical tools that are relevant, flexible and adaptable to the full range of our service users' needs, including those in general practice, secondary care and integrated care systems as well as other national partners.
- Capturing data that enables us to highlight opportunities to address health inequalities and/or improve equality in experience for healthcare staff.
- Calling on clinical expertise and working with key stakeholders such as the royal colleges to ensure our insights are clinically credible and relevant to those on the frontline.

- Consulting patients and their representative bodies to inform our approach to using patient data for claims learning while better understanding their experience to improve our outputs.
- Evaluating our services to ensure they are delivering the required impact and are continually improving.
- Using data to drive internal improvements with management information available on a self-service basis to oversee smooth operations and identify opportunities for improvement.
- Working with DHSC and others to determine how the relevant legal framework can support/enable us to deliver our ambitions.
- Reviewing our internal knowledge management systems and processes and ensuring staff are equipped to make any required changes.

What will success look like?

- Key stakeholders understand the unique value that we bring to the health and justice systems and we are sought out for our expertise and insight.
- We are able to demonstrate how our work adds value.
- Insights from our Safety and Learning service help healthcare leaders to deploy focused, insight-driven interventions that reduce the risks associated with our casework.
- Insights from our Advice service help to improve the capability to deliver local resolution of performance concerns, aiding staff to make safe decisions.
- Insights from our Appeals service increase understanding of the provision, scope and application of relevant regulations and associated frameworks which improves local decision making around primary care contracting. Primary care commissioners and contractors have access to relevant guidance and online access to all of our decisions to support learning. This includes insights on our approach to decision making and identifying where the system is not working to help pre-empt and address issues earlier in the process.
- We meaningfully contribute to the vital work to promote equality, diversity and inclusion and reduce healthcare-related inequalities.
- We routinely use data to inform our decision making and ensure we are operating in the most efficient way and our embedded knowledge management system ensures that we retain expertise within our organisation.

Our priorities in depth

Strategic priority 3: Collaborate to improve maternity outcomes



Maternity care in the NHS is generally very safe, but every year NHS Resolution resolves a small number of compensation claims that arise from avoidable intrapartum brain injuries. These incidents are devastating for the child, their family and those who care for them, involve lifelong care needs and can result in multi-million pound compensation payments from NHS funds. Preventing just one of these cases would save untold anguish to families and the healthcare staff involved, some of whom go on to leave the profession. It would also result in millions of pounds in savings to public funds.

We have made significant progress in building strong and collaborative links in maternity, establishing NHS Resolution as a trusted system partner. We have deployed innovative approaches to incident investigation in our Early Notification Scheme as well as incentivising safety improvements through our Maternity Incentive Scheme in key areas such as maternity workforce planning and multidisciplinary training. However, we want to do more in collaboration with others to improve maternity outcomes. We will adopt a dual approach, improving the process for compensation claims in maternity (in terms both of determining eligibility for compensation and of the approach to delivering compensation and support), as well as collaborating across the clinical maternity system to reduce preventable harm and share best practice.

While we will continue to devote resources to other specialities, maternity will be a strategic priority for the next three years.

Our aims

We will improve the processes for families to access compensation by:

- Supporting the planned improvements to deliver independent, standardised and family-focused maternity incident investigations that provide learning to the health system at local, regional and national level and help build local capacity and capability to respond to such incidents.
- Evaluating the effectiveness of our Early Notification Scheme, considering the financial aspects as well as seeking to better understand the scheme's impact on families and healthcare staff.
- Improving the process and pathway for families who are entitled to access compensation for serious maternity harm, through a better understanding of the outcomes they would like to achieve.
- Increasing the involvement of families and their legal advisors to co-develop approaches to compensation that ensure the child's needs remain central as well as providing security for life, while reducing any unnecessary costs associated with the conventional model.
- Working with all parties including claimant lawyers to explore novel and innovative approaches within the existing legal framework, including early engagement across the health, social care and education systems.
- Reviewing our in-house expertise to ensure we are able both to access and work with the foremost experts across all specialties involved in childbirth, including neonatal care.
- Continuing to work with other indemnifier/insurer organisations in the UK, Ireland and internationally to share innovations and developments for shared objectives.

Our priorities in depth

Strategic priority 3: Collaborate to improve maternity outcomes (Continued)



NHS Resolution has built good foundations within the maternity system, overseeing two innovative maternity initiatives which are delivering some early benefit. We will focus on how else we can support a reduction in the human, workforce and financial costs of preventable harm in maternity care, and support the national maternity safety ambition by:

- Working with NHS trusts and others to improve the response to harm so that families and healthcare staff are appropriately supported and a just and learning culture is promoted.
- Continuing to contribute Early Notification data and intelligence to the National Maternity Safety and Concerns Group.
- Exploring options for developing a neutral and early restorative intervention, based on the principles of Being Fair, to help preserve trust and open communication between families and their healthcare providers following an incident of serious maternity harm.

- Evaluating our Maternity Incentive Scheme to build a shared understanding of the value it adds. This will allow us to do more of what we know delivers positive improvement.
- Continuing to enhance the governance for the Maternity Incentive Scheme, providing greater clarity to NHS trusts on what we want them to achieve to reduce the burden on maternity units.
- Collaborating with current NHS maternity data initiatives and experts to make the best use of the unique data we hold in order to improve the care provided to mothers and their babies.
- Contributing data to current system initiatives to investigate the social determinants of care, including inequalities and unwarranted variation in outcomes.
- Collaborating with clinical maternity teams to develop maternity training modules, including the Avoiding Brain injuries in Childbirth (ABC) programme, to provide access to innovative, effective and clinically-credible learning materials.

- Developing our Maternity Voices Advisory Group to build consensus and co-develop our strategy and outputs.
- Continuing to work with our valued and trusted partners in pursuit of these aims, including: NHS provider organisations; the national maternity safety champions; our arm's length body partners; and other key stakeholders.
- Exploring and strengthening Advice services to maternity teams.

What will success look like?

- We have a better understanding of the impact that making a claim following a serious maternity incident has on families and the healthcare staff involved so that we can deliver support that helps preserve a relationship of trust and open communication.

- We have a better understanding of why families pursue compensation, enabling us to respond more effectively. We are able to deliver compensation in real-time, meeting lifelong care needs in a way that reduces distress to the family, the costs of inflation and associated legal costs.
- We are in a position to make continuous improvements to both our Early Notification and Maternity Incentive Schemes, focusing on doing more of what we know has a positive impact.
- Our research adds value. This could include identifying areas for others to undertake further research; informing the development of quality training materials; and working with others to co-create safety actions that could be incorporated into future Maternity Incentive Scheme years.

Our priorities in depth

Strategic priority 4: Invest in our people and systems to transform our business



The NHS is about to embark on the most significant restructuring in a decade while continuing to respond to the global pandemic. The changes will see healthcare being delivered through a more integrated, place-based model, with staff being assisted by improvements in data and technology. We will transform our business alongside the rest of the NHS to ensure we continue to meet changing structures and needs. We have initiated two major change programmes, investing both in our people and our systems to continue delivering best value. We will also build on the significant progress made in developing our indemnity schemes to ensure these remain fit for purpose.

Our strength lies in our people – in their expertise, commitment to public service and passion for what we do. This has allowed us to respond to a range of recent challenges including delivering new indemnity schemes for general practice and pandemic-related indemnity solutions. As we grow to accommodate these new responsibilities, we will continue to invest in our people, providing them with the right systems, technology, data and workspaces while creating opportunities for them to specialise, collaborate and innovate.

Our aims

We will support our staff by:

- Investing in their development, using the nine indicators of the Investors in People framework to monitor and improve our performance.
- Developing a People Strategy which takes into account the priorities set out within the **NHS People Plan** and supports the delivery of our planned transformational change programmes.
- Continuing to provide our staff with health and well-being support given the ongoing impact of the pandemic and throughout a period of planned change.
- Driving equality, diversity and inclusion across the organisation, ensuring that fair treatment and inclusion are at the heart of everything we do.
- Creating a People Committee to oversee and ensure progress against this activity.



Our priorities in depth

Strategic priority 4: Invest in our people and systems to transform our business (Continued)



We will improve our operational delivery by:

- Launching a new operating model, including through our Claims Evolution Programme. This will fully integrate our new indemnity schemes while aligning our Claims, Advice and Safety and Learning services with the new integrated care systems to help gain the best value from the unique perspective we have across all of our services.
- In-sourcing work that can be undertaken more cost effectively by our highly skilled staff.
- Reviewing the scope of our indemnity schemes, ensuring they enable the NHS to deliver more integrated healthcare services, using the latest technology and working in partnership with the independent sector.

- Reviewing our scheme pricing methodology to account for changes to how NHS services will be funded as part of the reforms set out in the Health and Care Bill and the move towards integrated care systems.
- Ensuring that existing and potential users of our services are kept aware of how we can support them and have input into the development of what we deliver.
- Ensuring that our Appeals service responds quickly and effectively to changes in the primary care commissioning landscape, including by providing training to integrated care systems.
- Reviewing our response to the Covid-19 pandemic, including our business continuity arrangements and how we can normalise the positive aspects of our revised ways of working into all of our services.

We will improve the technology we use by:

- Delivering a range of technological improvements through our Core Systems Programme through the delivery of flexible, configurable tooling that can respond to changes rapidly and easily. This will provide service users with easy, intuitive and secure access to our systems, aligned with NHS standards allowing for a more 'frictionless' experience.
- Delivering better value through streamlined, system-driven processes and other enhanced functionality, and further supporting our drive to deliver flexible, hybrid ways of working so that we are able to recruit and retain the best talent from across the country.

Our priorities in depth

Strategic priority 4: Invest in our people and systems to transform our business (Continued)



What will success look like?

- We have an engaged, developed and representative workforce at all levels of our organisation, capable of embracing change and supported by an effective talent management and succession planning framework. This is monitored and evidenced by an internal yearly review and formal re-accreditation in February 2023 through the Investors in People standards.
- Continued improvement in staff survey results, particularly in relation to equality, diversity and inclusion themes, dignity at work and staff well-being.
- Attracting, recruiting and retaining a workforce that reflects the diversity of the London and Leeds populations as our principal employment markets. This includes growing our Leeds presence in line with the Levelling Up agenda.
- Improvement in our gender pay gap and performance against specific programmes/accreditations such as the Race at Work Charter and the Disability Confident Scheme.
- The effective use of available national tools to inform change such as the Workforce Race Equality Standard and Workforce Disability Equality Standard.
- Our people are conversant with the range of digital transformations happening across the health and justice sectors and are able to provide our services in that context.
- Our people are able to work collaboratively across the health system, using open channels of communication, modern equipment and effective workplaces – whether at home, on the move or in one of our Government hub offices.
- Our Claims Evolution Programme delivers measurable financial benefit through more efficient resolution and management of claims.
- We deliver more effective and efficient services in a way that makes our service users’ lives easier.
- Our service users are aware of our support and understand the value we add to the system.
- Our Core Systems Programme delivers measurable benefit across all of our services and a reduced risk of reliance on legacy systems.
- Our modernised systems allow us to continually improve our effectiveness and efficiency and keep pace with future developments in areas such as robotic process automation and Artificial Intelligence.

Year	Anticipated digital focus
2022	We will develop seamless collaboration with the wider NHS and enable the development of new service processes, enabling easier communication with key stakeholders.
2023	External users will experience enhanced access to our services in a unified and consistent way. Key partners will experience consistent and easy access to our data.
2024	Our knowledge and data help the NHS to improve supporting greater understanding of the causes of incidents and feedback to the system.

How to get involved

We welcome feedback on how we can best achieve our strategic aims. If you would like to provide us with any feedback on our work, please contact nhsr.communications@nhs.net

There are different ways you can either get involved in our work or find out more about the work we are doing to progress delivery against this plan:

- Visit our website at www.resolution.nhs.uk
- Follow us on Twitter [@NHSResolution](https://twitter.com/NHSResolution)
- Sign up to receive Resolution Matters by entering your details at the bottom of the page at: <https://resolution.nhs.uk/>
- Attend one of our upcoming learning events: <https://resolution.nhs.uk/events/>
- Find out more about the resources we provide: <https://resolution.nhs.uk/resources>

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