

SCHOOL OF MEDICINE – COMMITTEE TERMS OF REFERENCE

CONTINUOUS IMPROVEMENT GROUP

1. Remit

To support the School in becoming an organisation that learns from its experiences and from others', using the successes and failures to improve our work environment and performance month-on-month and year-on-year.

2. Membership

The Continuous Improvement Group is comprised of a representative from each professional services team and a minimum of one academic member of staff.

a. Roles within the Group

CI Manager - Every member of the group is responsible for driving and promoting CI within their team. Supports CI Lead whilst implementing new ideas.

CI Idea Lead – Executes the idea, taking ownership through the processing stages.

CI Meeting Facilitator (currently held on a rotational basis) – Leads CI meetings and agenda. Liaises with Leads between meetings for updates.

CI Meeting Scribe (currently held on a rotational basis) – Reflects CI meeting decisions on relevant idea cards.

3. Meetings and Records of Meetings

- Meetings will be held at least once a week to review submitted ideas for approval and allocation to appropriate staff.
- A review of the progress of existing ideas will also be undertaken.
- A note of the actions agreed will be taken and held on a centrally shared space.
- A progress report will be provided to the School Ops Group every 6 months. The group will also liaise with other committees where appropriate.

4. Objectives

- To make incremental improvements to services through ideas generated, shared and implemented by all staff, which are linked to one (or more) of the School Core Values.
- To make better use of our own and others' expertise.
- To create an environment in which continuous improvement is a significant influence on our work, so that over time it becomes an integral and indispensable part of it.
- Strengthen managers' commitment to improve what we do and how we do it.
- Help staff to feel empowered to suggest and pursue potential improvements.
- To capture evidence of learning, building on the experience of systems already operating in some parts of the organisation
- To issue and review the CI staff survey approx. every 6 months to assess how well the organisational redesign project has been received by School staff and whether the core values have been embedded.

School of Medicine - Core Values

We are a community that;

Listens & Cares

Encourages
& Values
Contribution

Communicates
Openly &
Respectfully

Trusts & Helps
Each Other

Supports &
Encourages
Development

Implementing the Core Values

How we embed them into the culture of the School

1. Inform **all decision making and action**. E.g. The terms of reference of committees ensures the behaviours are considered prior to decision making
2. All staff in a leadership role use each of the core values in turn as a lens to support weekly discussions with their team to **inform** and **role model** commitment.
3. We put the core values up in **visible** places where all staff work.
4. We recognise **individuals and teams** that have used the core values to shape the desired future.
5. Everything related to core values is stated **positively**.
6. Exhibiting positive core values has a positive influence on morale and I always consider HOW I do things as much as WHAT I do

Checking how we are doing?

The best way to ensure things are embedded into the culture of the Medical School is to keep them on the agenda of the team and for every individual to reflect on them regularly. To help this process it is recommended that:

1. It's a regular topic in Medical School team meetings, where we highlight positive actions and alignment at team and individual level.
2. That we have a 'spot' medical School survey. We agreed the best way to do this would be to survey the whole of the Medical School population at six- and twelve-month intervals for the foreseeable future.

Suggested survey questions;

- a) Staff in the Medical School treat each other with respect
- b) I am confident I can express my views in any setting within the Medical School
- c) I believe that positive behaviour(s) are recognised in the Medical School
- d) I am confident I can challenge any behaviour that does not meet the ethos of the school.
- e) I know who to speak to if my concerns relating to the core values are not listened to
- f) I feel confident that my concerns are acted on/followed up where appropriate

Answer Scale;

1. Strongly Agree 2. Agree 3. Somewhat Agree 4. Somewhat Disagree
5. Disagree 6. Strongly Disagree 7. Prefer Not to Answer