

What is Learning from Excellence (LfE)?

Safety in healthcare has traditionally focused on avoiding harm by learning from error, however this approach may miss opportunities to learn from excellent practice. Excellence is witnessed in healthcare on a daily basis, but often goes unrecognized. Excellence can be viewed as something to gratefully accept, rather than something to study and understand. At Heart of England NHS Foundation Trust (HEFT) we believe that studying excellence can create new opportunities for learning and improving resilience and staff morale.

Why introduce LfE in maternity?

HEFT provides maternity services across 3 sites and has a birth rate of approx. 10500 births per year. Following the Care Quality Commission's inspection in 2014 the Head of Midwifery commissioned an Internal Quality Review. Reviewers identified that there was an issue with low staff morale and motivation, it was also noted that retention of staff and high sickness levels were adding to the low staff morale. Following the reported success of LfE at Birmingham Children's hospital a team of senior midwives at HEFT decided to implement LfE within maternity.



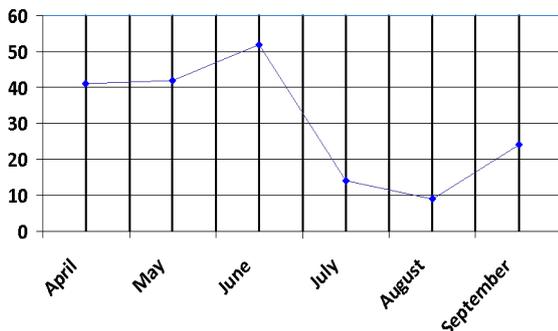
DEFINITION  
DISCOVERY  
DREAM  
DESIGN  
DESTINY



How:

- \* Buy-in from senior leadership team and governance team
- \* Appreciative Inquiry (AI) training for staff
- \* Paper reporting system
- \* Well publicised launch via e-mail, social media, posters
- \* LfE notice boards in clinical areas, AI conversations to commence
- \* Thematic analysis, and trends for report to maternity governance team
- \* Learning from reports to be forwarded to practice development team and clinical leads

**Number of staff nominated for excellence in maternity.**



**Feedback from staff:**

I have just opened this e-mail...and I can feel a tear in my eye!!  
The fact that somebody would go to the trouble to do this for me is very touching indeed. I am humbled. I am so privileged to work with a truly, fabulous team in Heartlands maternity, all of whom make my job seem such a pleasure.

What a nice surprise, thank you very much for letting me know. This definitely made my day!

Bless you: That's lovely, glad to know I am doing my job well.

Next steps:

- \* Trust Governance to take the project forward and expand across all areas of the trust.
- \* Development of an online reporting system, that can generate emails to the reporters automatically and notify the team when a report is submitted .
- \* For each clinical area to have a named member of staff as LfE lead, which will be trained in Appreciative Inquiry( AI) who can hold regular AI conversations to discuss the reports submitted.