



11 June 2018

Information Rights & Compliance Team  
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Our Ref: FOI 2936

Thank you for your request concerning rework.

Your request has been considered and processed in accordance with the requirements of the Freedom of Information (FOI) Act 2000.

**1. Does your senior management team receive systematic reports of 'rework' from your organisation?**

No, please see below explanation.

Although the explicit terminology of rework is not actively used within the organisation, we are very aware of the concepts and the costs associated with any errors and remedial work. We are focussed on reducing these and other activities that are inefficient or ineffective.

We are clear on the beneficial aspects of reducing variation, standardisation and balancing this with the provision of personalised care and support offers. We use a variety of methods to improve quality (safety, timeliness, effectiveness, efficiency etc. etc.) through local quality improvement work we will capture. We use the data and information as a way of helping us to understand our current operating situation and to measure the improvements that we bring about through our change ideas. Such use of data would at times include information about rework and we believe that we are clear on the benefits of collecting such information to use to address quality issues and do so in a tactical manner.

Our intent is to create a culture of continuous improvement whereby the understanding and problem solving is held at the lowest possible level, close to where the work occurs. We are improving the knowledge of our workforce around a range of concepts that can help them to understand the work they do and to improve it. It is unclear that capture and reporting centrally of any and all types of error and associated rework (as outlined in your accompanying information) would add value to understanding of the specific processes generating the errors (which we believe are best understood locally) but would be an additional overhead.

Should you require further clarification, please do not hesitate to contact me.

Please find enclosed an information sheet regarding copyright protection and the Trust's complaints procedure in the event that you are not satisfied with the response.

Yours sincerely

*Sue Smith*

**Sue Smith**  
**Information Rights Officer**

Enc: Copyright Protection and Complaints Procedure Information Leaflet.

If you would like to complete a short survey in relation to your Freedom of Information request please scan the QR code below or click [here](#).

