

Safe and compassionate Progress report: October 2015



Alwen Williams, Chief Executive

At Barts Health we are on a journey to ensure that all our patients receive safe and compassionate care as a matter of course.

We responded immediately to the urgent issues raised by the Care Quality Commission inspections at Whipps Cross, Newham and The Royal London hospitals earlier this year. The CQC findings highlighted that we were letting our patients down too many times. We are sorry for this and our new quality improvement plan, Safe and Compassionate, sets out how we will improve patient and staff experience across a range of areas.

I would like to thank everyone involved in the development of our plan for their honesty, insight and commitment. The path ahead will not always be easy, but I know that by working together we can achieve the improvements for patients and staff that we all want to see. Each month we will publish an update on our progress, and I would welcome your feedback on how we are doing.

Among the latest highlights we have now reorganised the way our hospitals are run, with site-based leadership teams in place so staff know who to go to in order to get things done. This is also giving our clinical leaders the space to focus on how we make sure our services continue to improve over the next five years and beyond. Our new Chair, John Bacon, joined us in August and we started recruiting to other senior leadership roles. Most importantly, we are recruiting more front-line clinical staff to care for our patients.

I would like to pay tribute to all of our staff who are continuing to prioritise caring for patients every day and night, at a time of great demand on our services. I would also like to thank our patients and our partners locally and nationally who are supporting us to make these improvements.

I am immensely proud to have been appointed as the substantive Chief Executive for Barts Health. I know that we have improvements to make, and I'm determined that our Safe and Compassionate improvement plan will make Barts Health a safer place to be treated and a better place to work.

Alwen Williams, Chief Executive



Highlights so far: October 2015

Responding to the CQC's warning notices

We acted to address the four warning notices that the CQC issued at Whipps Cross, and started to implement a range of further improvements across all our sites, as highlighted overleaf.

Signing up to safety

We launched a campaign to put safety at the heart of everything we do. We are training safety champions to be our local leaders and experts, alongside sharing vital safety information and best practice across Barts Health.

We are recruiting more than 500 extra nurses and midwives because staffing is key to delivering safe care to our patients.

Changing the way our hospitals are run

We appointed Managing Directors to run each of our hospital sites, supported by a local management team including a senior doctor and a senior nurse. This allows us to resolve issues raised by patients and staff more quickly.

Some of our next steps

Listening to our staff

We are adopting *Listening into Action*, an approach tried and tested elsewhere in the NHS to making improvements led by front-line clinical teams. Staff at all levels will be participating in a series of Big Conversations during November to identify the changes that will make the greatest difference to our patients.

Reducing pressure ulcers

We are launching a programme across all our wards to focus on reducing pressure ulcers with the aim of reaching a landmark of 100 days free from hospital acquired pressure ulcers.

Handling complaints better

We are implementing a revised complaints process which has a much greater focus on early, local resolution of issues when they occur. We will also be ensuring that we learn and share the lessons more effectively from complaints and feedback.



Progress in our key priority areas



Safe and effective care

Making safety an absolute priority at all times

- Putting 'safety huddles' in place at each hospital every day
- Implementing extended training on the Mental Capacity Act
- Developing a new safety performance dashboard
- Hosting safety learning events in October to share best practice and publishing the first of a monthly safety bulletin
- Partnering with other trusts to develop our safety strategy
- Showcasing vital safety information during an innovative safety week at Newham
- Focusing on reducing the risk of infection after surgery at The Royal London
- Reducing the number of patients suffering cardiac arrests on wards at Whipps Cross through weekly reviews and a focus on escalation processes.



Compassionate care and patient experience

Making sure patients are always treated with dignity and respect

- Reviewed safe staffing levels and increased funded nursing establishment by 532 posts
- Patients at Whipps Cross are now able to immediately identify the senior nurse on their ward following the launch of our 'Nurse in Charge' badges
- Freed up ward managers to manage wards and focus on fundamentals of care
- Streamlined and simplified nursing documentation
- Ward staff undertaking regular comfort rounds, audited by Matrons
- Revised complaints process with a focus on local resolution and sharing the learning – reducing open complaints at Newham by 25% in the past year.



End of life care

Making sure there are appropriate care plans for those patients nearing their end of life

- Introduced compassionate care documentation to support patients nearing the end of their lives
- Revising End of Life pathway in the North East London Network
- Refurbishing the Margaret Centre palliative care unit at Whipps Cross.





Workforce

Making sure we have the right number and mix of staff across services at all times

- Appointed over 1,000 staff since April 2015
- Increased temporary hires through the Staff Bank rather than using expensive agencies
- Strengthened temporary staff induction arrangements.



Emergency pathway and patient flow

Emergency pathway and patient flow: making sure patients get care and treatment in a timely way

- Seeing up to 40 patients a day in a new ambulatory care unit at Whipps Cross, reducing the burden on A&E
- Recruiting new consultants for Whipps Cross and The Royal London who specialise in treating patients with acute medical problems
- Improving flow through The Royal London A&E department – 23% fewer breaches of the 4-hour waiting time standard since May
- Established an elderly care floor at The Royal London as first phase of a clinical reconfiguration.



Outpatients and medical records

Making our systems more reliable so they support staff to do their jobs and patients get the care they need

- Improved availability of patient records in clinics at Whipps Cross – up from 75–80% in November 2014 to 96% in September 2015
- Answering more calls within 60 seconds – up from 35% at the start of the year to 77% now
- Operating troubleshooting phone line for GP enquiries
- Introduced staff forums for all outpatients and medical records staff.



Leadership and organisational development

Strengthening the way the Trust is run and making sure staff have all the support they need

- Designed and implemented a new leadership operating model
- New Chair recruiting to substantive Executive posts
- Appointed Alwen Williams as substantive Chief Executive
- Launched Listening into Action staff engagement approach with 40 early clinical improvement priorities identified by staff across all sites
- Established Clinical Director development programme
- Commenced career progression programmes for 40 staff from BME groups since July.

We are keen to hear your views and we will be providing opportunities for staff, patients, members of the public and our healthcare partners to engage with our improvement work as it progresses.

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 Barts Health NHS Trust

www.bartshealth.nhs.uk/improvement

