

Safe and compassionate

Progress report: November 2015



Alwen Williams, Chief Executive

We are determined to improve our services and ensure we offer safe and compassionate care as a matter of course. *Safe and Compassionate* is not only about ensuring patients are safe and cared for, but that our staff are treated with compassion, dignity and respect too.

We need to make a fundamental shift in the way we work to bring about improvements in patient and staff experience, and our staff know our services better than anyone. That's why we're putting them at the heart of the changes we're making.

This month, we launched our Big Conversations as part of an approach called Listening into Action. These conversations are the start of a journey that encourages our staff to share their expertise, knowledge and energy on improving the quality and safety of care for every one of our patients. It has been incredibly exciting to be part of these conversations over the past few weeks and I look forward to sharing the outcomes of our conversations in future updates.

We have continued to make positive progress in all areas of our plan. I am particularly pleased to share with you how our commitment to safety is being embedded across the Trust. This month we launched our campaign to reduce pressure ulcers, and our first cohort of safety champions are showing leadership by planning a range of projects to improve safety in their local areas.

We have also started seeing some improvements in staff recruitment and retention – critical to ensuring that the changes we are making as a Trust are sustainable for the future.

As ever, thank you to the 16,000 staff that care for our 6,000 patients every day and night. Thank you also to our patients and partners who are supporting us to make these improvements.

Alwen Williams, Chief Executive



Highlights so far: November 2015

Small changes make big improvements for our patients' experience

We are working with patients to book follow-up appointments for dermatology and orthopaedic clinics before they leave Whipps Cross Hospital. This means appointments are made for the most convenient times which is better for patients and increases efficiency.

Listening to our staff

We held Listening into Action Big Conversations so that staff across sites could share what gets in their way and what changes would make the biggest difference. Feedback showed staff felt 'inspired, positive, connected and empowered'.

Involving our patients

We held a large event with Healthwatch and patient representative groups to help shape the Trust's patient experience strategy and make sure that patients' voices are heard and acted upon at every level of the organisation as we implement *Safe and Compassionate*.

Some of our next steps

Safety champions take the lead

Following training in quality improvement techniques, our Safety Champions will be launching projects on their wards. These include improving care for patients that are deteriorating and improving the care of patients with sepsis (infections spread via the bloodstream) in the emergency department.

Continuing to recruit more staff

We are continuing to recruit more permanent staff to fill our vacancies. This will improve safety and reduce costs. Following 475 new job offers in October and a successful nursing recruitment event at Whipps Cross, we will introduce new approaches to UK and overseas recruitment.

Improving patient feedback

We will implement the 'I Want Great Care' system which will enable us to receive real-time feedback from our patients and their families and act on it quickly at a local level.



Progress in our key priority areas



Safe and effective care

Making safety an absolute priority at all times

- We trained the first 40 safety champions to be our local safety leaders and experts. We aim to have 100 champions to help drive improvement and share best practice.
- Newham held sessions to share learning from incidents and ensure awareness of best practice in placement of naso gastric tubes.
- We undertook additional training and risk assessment at all our hospitals on the National Early Warning Score – a system that indicates when a patient’s condition is deteriorating and that their care needs to be stepped up.
- We’re learning from our peers, working for example with Salford Royal Infirmary to benefit from their experience and implement good practice for our patients.
- We’ve launched a campaign to reduce hospital acquired pressure ulcers across our hospitals and raised awareness of the Mental Capacity Act through a Trust-wide campaign.



Compassionate care and patient experience

Making sure patients are always treated with dignity and respect

- We held an event with patient groups to help develop a new approach to ensuring we listen to and act on patients’ views and feedback at every level of our organisation.
- We are starting to implement a proven system called ‘I Want Great Care’ which enables patients to provide real-time feedback, helping us to make improvements and share what is going well.



End of life care

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

- We launched a survey asking our staff to share their skills, knowledge and expertise to improve end of life care.
- We have appointed link nurses for all our wards to develop stronger partnerships with our Palliative Care Team, and to provide support for patients, families and carers.
- We held a workshop with our partners in the community to ensure that patients at the end of their lives have an appropriate choice about where to die.





Workforce

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

- We are continuing to recruit more permanent staff to reduce our reliance on temporary staffing. In October, we successfully made 475 new job offers.
- We held a Nursing Recruitment Day at Whipps Cross on 14 November where nurses were assessed, interviewed and given an offer of employment if they were successful – all on the same day.
- We recruited 77 people last month from our local London boroughs, more than double the number of local staff we appointed in July. This is part of our commitment to ensuring our workforce reflects the people who use our services.
- We are improving our retention of valued employees, reducing our turnover from 14.3% to 14.0% in October.



Emergency pathway and patient flow

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

- We have reduced waiting times for patients by simplifying the booking process for ophthalmology appointments at Whipps Cross.
- We are improving our follow up appointments process for dermatology and orthopaedics patients at Whipps Cross to ensure that they have received an appointment before they leave the hospital.
- We have launched a pilot scheme to obtain consent at the time of making a decision to admit patients to our gynaecology services to improve patient experience.
- We are improving the way we review referrals to our oral and maxillo-facial services to minimise unnecessary appointments for patients.
- We have introduced a new way of working at The Royal London to provide emergency care patients with improved access to senior doctors 7 days a week on the Acute Assessment Unit.





Outpatients and medical records

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

- We are tackling the causes of data entry errors in our Outpatients departments through use of weekly 'hot topics' to focus training and improve accuracy.
- We have introduced floor walkers, identified by red shirts, to provide extra training and support to our staff in using the electronic health record system.



Leadership and organisational development

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

- We appointed two new Non Executive Directors – Tracey Fletcher and Karen West – both of whom live and work locally to strengthen our Trust Board.
- Jacqueline Totterdell joined us as our Chief Operating Officer to strengthen leadership on improving operational performance.
- We launched a series of Big Conversations at each hospital, hosted jointly by our Chief Executive and the hospital's managing director to identify the things that most frustrate our staff and to support staff in making improvements for patients.
- We have commenced a leadership development programme for our bands 6, 7 and 8 nurses.
- We launched a new programme to support newly-appointed leaders.
- We completed the first phase of a career development programme for women and staff from black and minority ethnic backgrounds. This has already led to two participants being awarded a secondment and four participants being promoted to a higher band.

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

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