

# Safe and compassionate Progress report: December 2015



Alwen Williams, Chief Executive

Each month we're sharing the progress we're making across Barts Health. It's all part of our drive to improve care for patients and make sure our services are consistently safe and compassionate.

Last month I wrote about the Big Conversations we planned as part of Listening into Action. All staff were invited to get involved and share their expertise so that together we can fix the things that will make the biggest difference.

I'm delighted that this has already led to some really positive improvements. For example, our staff highlighted that pharmacists weren't always involved in hospital 'board rounds' where doctors and nurses review when patients should be discharged, and what medicines they need to take home. Involving pharmacists reduces the likelihood of delays as they can prepare medication in advance, and treated patients leave hospital promptly.

Below you can find out about our smile campaign at Whipps Cross and how model 'kindness trees' have grown at Newham to highlight acts of compassion and spread good practice across our teams. At The Royal London, a new coffee cart in the canteen means patients and staff can get hot drinks quickly without having to queue for as long.

These are just a few of the brilliant ideas that have already come out of our Big Conversations. It shows that by listening to the experts on the ground – our own staff – we can make real improvements for patients quickly. This is just the start of the journey; watch this space for more improvements and read more about our progress below.

**Alwen Williams**, Chief Executive



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## Highlights so far: December 2015

### Big conversations lead to big improvements

Last month we invited our staff to share their ideas for changes that would make the biggest difference and it's already led to improvements for staff and patients, including:

#### Reducing delays for patients

Pharmacists are joining more 'board rounds' to make sure treated patients promptly receive the medication they need before being discharged.

#### A smile goes a long way

Staff at Whipps Cross said they wanted to see more smiles at the hospital, so they've started a campaign – 'smile to care' – to celebrate the contribution of staff and encourage more smiles.

#### Valuing kindness

Two model 'kindness trees' are growing on wards in Newham, where staff post comments praising the work of their colleagues, and patients say how kind the staff have been to them. Other sites are already planning to start their own trees.

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## Some of our next steps

### Working together to improve end of life care

We will set up a system-wide steering group for End of Life Care with an independent chair. This will ensure all partners are able to contribute to this important workstream.

### Empowering staff to make changes they want to see

We will continue to take action to implement changes suggested by staff at our Big Conversation events, putting our staff at the forefront of making improvements for patients.

### Supporting nurses and midwives with professional development

Supporting staff to keep up to date with essential training and to develop their skills is crucial in providing safe and compassionate care. We're providing nurses and midwives with a unique new package to help them do this



## Progress in our key priority areas



### Safe and effective care

*Making safety an absolute priority at all times*

- We published our second safety bulletin which introduced staff to a new quality and safety dashboard. This shows how we are performing on a ward-by-ward basis against key quality and safety metrics, so that staff know how we're doing and where we need to improve
- Grade 2, 3 and 4 pressure ulcers at Newham have reduced by 66% since September thanks to the hard work of our clinicians and following our awareness campaign
- We published our plan to 'sign up to safety' which will support wards to reduce harm through implementing care bundles across the Trust.



### Compassionate care and patient experience

*Making sure patients are always treated with dignity and respect*

- We trained over 100 staff in how to deal more effectively with written complaints, because it's vital that we respond in the right way when things don't go as well as they should
- Staff planted two model 'kindness trees' in wards at Newham Hospital where they could post comments praising the work of colleagues, and allow patients the chance to say how kind the staff have been to them
- We held drop in sessions to help staff know how to access our advocacy service, which provides language and interpreting support for patients
- We brought back the patient trolley service at Newham. It includes free newspapers and means patients can buy drinks and snacks more easily. This received great feedback and has improved the day-to-day experience for our patients.



### End of life care

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

- At Whipps Cross Hospital we have strengthened our guidelines that help make sure that where possible, patients can be discharged from hospital so that they can die in the place of their choosing.





## Workforce

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

- We made 421 job offers and grew our permanent staffing by 127 in just one month.
- We doubled recruitment in to entry level roles this month
- We've increased the number of clinical staff undertaking local inductions by 13% - so they are properly supported when they join the Trust and know how things work in our hospitals
- Five full time additional practice development nurses have been agreed to help our newly qualified nurses in their Preceptorship Programme
- We have agreed to extend the Guardian Service for staff across all our sites so there are more opportunities to raise concerns confidentially and to an independent representative.



## Emergency pathway and patient flow

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

- At Newham, pharmacists now join the daily 'board round' where doctors and nurses review when patients should be discharged, and what medicines they needed to take home. This simple change gives the pharmacists more time to prepare blister packs of medication, and reduces the likelihood of delays in patients leaving hospital.
- We've changed working patterns at The Royal London Hospital so patients get the care they need as quickly as possible. By increasing the size of the acute physician consultant team, we ensured senior doctors are on hand to make decisions for patients seven days a week, reducing the number of patients staying overnight. If they do need to stay in hospital, their length of stay is reduced. We also now have GPs in the urgent care centre until 2am, where previously it was until 10pm.



### **Outpatients and medical records**

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

- At Whipps Cross Hospital we've improved the working environment for the staff that manage appointments, so they can provide the best possible service for patients.



### **Leadership and organisational development**

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

- We held a celebration event for women and staff from BME backgrounds who completed our career development programme. Barts Health was described as a 'role model' for other NHS organisations for leading this work.
- We held 21 Big Conversations to get input from over 1,000 staff across all our sites on what changes would make the biggest difference to their working lives and for our patients' experience. 41 clinically-led projects have been launched to deliver further improvements and we have also commenced enabling projects on improving IT, transport, recruitment and retention, and communications.

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.

To find out more please visit  
[www.bartshealth.nhs.uk/improvement](http://www.bartshealth.nhs.uk/improvement)

To share your views please tweet us  
 [@NHSBartsHealth](https://twitter.com/NHSBartsHealth)

