

Safe and compassionate Progress report: January 2016



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.

This month we've taken a significant step forward in ensuring we have a permanent leadership team to bring stability, direction and drive through improvements for patients and staff. We've made some key permanent appointments and you can read about these later in this report.

I've been delighted to meet some of our hard working teams who are focused every day on reducing harm for our patients. Our campaign to reduce pressure ulcers acquired in hospital is working. Our wards are all striving to achieve 100 days free from hospital acquired pressure ulcers and 69 wards have already reached the first landmark of 30 days.

I would also like to pay tribute to all of our dedicated staff who helped keep our services running over the festive period. Winter is always a busy time for the NHS and I am proud of how our teams have pulled together to continue to provide safe and compassionate care for our patients. Initiatives like increasing the space where we look after children at Newham Hospital have helped us to maintain the right level of service during this busy time.

We've also been working hard to make sure our staff remain at the forefront of improvement through the Listening into Action approach. Extensive work is being undertaken at each of our hospitals through site-based teams and our achievements so far, many of which were highlighted in last month's progress report, have been shared through a Trust-wide newsletter.

We made an excellent start to delivering our improvement programme last year and this momentum has continued into the new year. I am excited by what 2016 has in store for Barts Health. To find out more about my priorities for the year ahead, you can watch a video which sets out my vision for 2016 – <https://youtu.be/Bm79PR1lo3w>

Alwen Williams, Chief Executive



Highlights so far: January 2016

We've further strengthened our leadership

This month we confirmed some permanent appointments to our senior team. Find out who is joining us on our improvement journey overleaf.

Diaries are helping to improve experience for patients after they've been in intensive care

The intensive care unit at Whipps Cross has started keeping diaries to help patients fill in the gaps during what can be a distressing time in their life. It aids recovery and patient experience.

Our pressure ulcer campaign continues to drive improvement

Eighteen wards at Newham, 11 at Whipps Cross, 26 at The Royal London and 14 at St Bartholomew's achieved 30 days free of hospital acquired pressure ulcers.

Some of our next steps

Working with patients to make further improvements

We are developing valuable patient forums on each of our hospital sites. Patients should be at the heart of all our decisions, so we will be working more closely with them on specific areas where they can help us improve our services.

Sharing learning from safety huddles

Now that our safety huddles are a core part of our day, we will be sharing the best ideas from each site across all our hospitals to make sure learning is spread.

Making sure we continuously improve

We are proud of the improvements we've already made, but want to be known for continually building on what has worked. Therefore we're investing in training our staff in tried and tested improvement techniques.



Progress in our key priority areas



Safe and effective care

Making safety an absolute priority at all times

- We've trained more staff in Deprivation of Liberty Safeguarding. This helps make sure we comply with the Mental Capacity Act and that we deliver care without restricting people's personal freedoms wherever possible. We now have 22 champions at Newham, with 85 staff receiving face-to-face training in the hospital.
- Our pressure ulcer campaign continues to drive improvement. 18 wards at Newham, 11 at Whipps Cross, 26 at The Royal London and 14 at St Bartholomew's have achieved 30 days free of hospital acquired pressure ulcers.
- We've commenced the second cohort of safety champion training, which provides staff with training in quality improvement methodology and supports them in undertaking improvements within their teams.



Compassionate care and patient experience

Making sure patients are always treated with dignity and respect

- Our work to ensure all patient documentation is streamlined and consistent at all of our hospitals continues. A full review has been completed at Whipps Cross, with the improved documentation now being adopted by Newham.
- We have responded to all outstanding complaints at Newham, meaning the team can now focus on providing a high quality, swift responses to any new complaints received. At The Royal London, overdue complaints have reduced by over 70% since August.
- There has been a significant increase in the number of patients completing the friends and family test at Whipps Cross. Syringa, Sycamore and Nightingale wards achieved 100% response rate in the last month. This is more than just a number - this feedback is hugely important to us to understand where we are doing well, and where we need to improve.
- At Whipps Cross, the intensive care unit has started keeping patient diaries to help patients fill in the gaps during what can be a distressing time in their life. Since August, the team have created 150 patient diaries that are updated daily. The team note down any procedures, as well as information on whether the patient was agitated or distressed. Families and patients can also contribute to the diary to share their feelings and experiences.





End of life care

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

- We have introduced a new process on our clinical IT system that makes sure there are better links with our palliative care teams and all of our wards. This will help us make sure we are able to respond to patients' wishes more seamlessly going forward.



Workforce

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

- We launched a national recruitment campaign to help us employ more permanent staff and reduce our reliance on agency staff.
- As a Trust, 131 fewer people have left the organisation this year than expected based on previous trends, showing our work to encourage people to stay in permanent roles at Barts Health is working.
- We have also continued to increase local recruitment, helping us to be an employer of choice locally while sustaining high bank fill rates to ensure we do not have to rely so much on agency staff.
- We are producing a nursing training and development handbook to support our staff.
- We have concluded our work on an online system that enables staff to book their own bank shifts online directly. This will help further reduce reliance on agency staff.



Emergency pathway and patient flow

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

- We've recruited more emergency nurse practitioners at The Royal London to help speed up how quickly patients are treated. These are nurses who have undertaken specialist training to gain the knowledge and skills to assess, diagnose and decide on the appropriate course of treatment for patients who arrive at an emergency department.
- At Newham we have moved the paediatric ward to a bigger space to ensure we continue to have the right capacity to assess and treat young people. This has made better use of space in the hospital, helping to maintain safe and compassionate care throughout the busy winter period.
- We have stepped up our work with the national Emergency Care Improvement Programme to improve our performance and make sure national best practice is adopted in all of our emergency departments.





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 St Bartholomew's we have established an outpatients 'planning huddle' to improve communication across teams. Clinic room numbers and diagnostic room numbers are established based on staffing numbers and equipment availability and any potential issues are evident first thing in the morning. The teams can then work to resolve the issues before they arise.
- At St Bartholomew's we've also established a dedicated ICT support for outpatients twice a day to ensure any issues are dealt with promptly. This has led to a great improvement in clinic start times (less disruption to clinics and happier staff members).
- At Whipps Cross all vacancies in our medical records team have now been filled.

Leadership and organisational development

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

- We continue to make permanent appointments to our senior team, helping to provide stability and leadership to drive through improvements for patients and staff. This month we have appointed:
 - Dr Tim Peachey as deputy chief executive
 - Caroline Alexander as chief nursing officer
 - Chrisha Alagaratnam as chief financial officer
 - Prof. Alistair Chesser as chief medical officer
 - Ralph Coulbeck as director of strategy
 - Sarah Jensen as chief information officer
 - A number of permanent appointments to our hospital leadership teams (see overleaf)

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

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



A snapshot of progress at your local hospital



The Royal London Hospital, Mile End Hospital and Tower Hamlets Community Health Services

- Jackie Sullivan has been appointed as managing director and Dr Simon Harrod has been appointed as medical director.
- We recruited more emergency nurse practitioners.
- Overdue complaints have reduced by over 70% since August.
- 26 wards reached the first landmark of 30 days free from hospital acquired pressure ulcers.



Newham Hospital

- We moved the paediatric ward to a bigger space to ensure we continue to have the right capacity to assess and treat young people.
- We responded to all outstanding complaints.
- 18 wards reached the first landmark of 30 days free from hospital acquired pressure ulcers.
- Chris Pocklington has been appointed as managing director, Dr Sara Lightowers has been appointed medical director and Heidi Peakman has been appointed director of nursing.



St Bartholomew's Hospital

- 'Planning huddle' and dedicated ICT support introduced in outpatients.
- 14 wards reached the first landmark of 30 days free from hospital acquired pressure ulcers.



Whipps Cross Hospital

- All vacancies in our medical records team are now filled.
- The intensive care unit has started keeping patient diaries to help patients fill in the gaps during what can be a distressing time in their life.
- Significant increase in the number of patients completing the friends and family test.
- 11 wards reached the first landmark of 30 days free from hospital acquired pressure ulcers.
- Dr Heather Noble has been appointed medical director and Zebina Ratansi has been appointed director of nursing.

