

Safe and compassionate Progress report: February 2016



Alwen Williams, Chief Executive

Safe and Compassionate is driving improvements to the care we provide to our patients and improving the experience of our valued staff at work.

We've made a number of improvements this month to the experience of our patients and launched a new development programme for our nurses. We have also celebrated our successes in improving safety and seeing a steady decline in our vacant posts.

We recognise that while we continue to consistently make progress towards our goal of delivering safe and compassionate care, we still have a number of improvements to make for our patients and our staff. The NHS national staff survey, published this month, shows some signs of improvement since 2014, but the feedback from our staff remains well below the national average for many of the indicators.

Last year was a very difficult one for our staff with the CQC findings, the Trust being placed in Special Measures, and the day-to-day frustrations that can get in the way of our staff delivering the best possible care for our patients. I am disappointed, but not surprised, that these factors impacted on how our staff have felt at work.

I am encouraged that our staff engagement score has improved from the 2014 survey. This suggests that staff are starting to feel more motivated, more engaged, and more willing to recommend us as a place to work or receive treatment. We also scored better than the national average on a number of other areas, such as the percentage of staff experiencing physical violence from patients, relatives or the public; and the quality of our annual appraisals and training.

A key part of our improvement plan is to tackle the themes that were highlighted as the biggest areas of concern to our staff and we have already made considerable progress. I am confident that we can continue to make significant improvements over the coming months, and that this will be reflected in the next survey later this year.

Alwen Williams, Chief Executive



Highlights so far: February 2016

We've made it easier for patients to contact Whipps Cross Hospital

We've reduced call waiting times at Whipps Cross meaning the number of patients who hang up while waiting for a call has halved since November 2015. The average time patients spend waiting for a call has also fallen by two thirds over the same period.

We'll soon be able to offer more choice for expectant mothers at The Royal London Hospital

Work has begun on the new midwife-led maternity unit at The Royal London Hospital. This will provide a wider range of choice for mothers, leading to improved experience.

Valuing our newly qualified nurses

We launched a Preceptorship Programme to improve the retention of our newly qualified nurses. The programme, designed to develop the skills and competencies of our registered nurses over an 18 month period, covers medicine management, pressure area care, falls assessments, recognising deterioration, infection control and safeguarding.

Some of our next steps

New patient feedback system

In March patients will be able to rate and review their care through a wide range of channels, including online, roving tablets in key departments and bespoke paper forms. Dedicated volunteers will be there to encourage our patients to provide this valuable feedback.

Safety week to be held at The Royal London Hospital

There will be dedicated sessions for staff to learn from incidents, make sure they're up to date with training and hear about best practice.

There are more Big Conversations on the way

Following the rich feedback we received last year about how we could unblock the barriers to making improvements at work, we will be talking to hundreds of staff in March to identify what values and behaviours will help us deliver safe care and be compassionate with each other and our patients.



Progress in our key priority areas



Safe and effective care

Making safety an absolute priority at all times

- We introduced the new National Safety Standards for Invasive Procedures (NatSSIPs) which we plan to meet this year.
- We held a celebration event at Whipps Cross Hospital for the first cohort of 'safety champions'. The group presented the work they have undertaken to improve safety and quality in their clinical areas so that this can be spread across sites.
- We've introduced new templates for sharing learning from when things don't go as well as we'd like.



Compassionate care and patient experience

Making sure patients are always treated with dignity and respect

- Bespoke training, mentoring, coaching and supervision programmes are being delivered to develop front line staff to ensure they have the necessary competencies, knowledge and skills to deliver compassionate care.
- A new streamlined nursing booklet is being produced to ensure that all nursing assessments are accurately recorded. This will enable consistency and quality in patient care, and ensure that all patients have person-centred care plans.



End of life care

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

- A training plan has been formally approved to keep staff informed of and trained in the use of the "Compassionate Care Plan for the Dying Person" (CCP), the Trust's individualised end of life care plan.
- End of Life training is being delivered using the Five Priorities for Care of the Dying Person principles and Ambitions for End of Life Care materials.
- Link Nurses are being identified for all wards to develop stronger partnerships between the Palliative Care Team and ward teams to support patients, families and carers.





Workforce

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

- We launched a Preceptorship Programme to improve the retention of our newly qualified nurses. The programme, designed to develop the skills and competencies of our registered nurses over an 18-month period, covers medicine management, pressure area care, falls assessments, recognising deterioration, infection control and safeguarding.
- Our education, training and development courses and resources for registered nurses and midwives are now printed in a handy booklet to help our staff know what opportunities are available.
- We continue to make progress recruiting to our vacant posts and reducing our reliance on agency staff. Last month, 345 people were made offers of permanent employment.



Emergency pathway and patient flow

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

- Work has begun on the new midwifery-led maternity unit at The Royal London Hospital. This will provide a better range of choice for mothers, leading to improved experience, while also enabling us to provide better care for the large number of mothers who use our consultant-led unit.
- Along with our local partners we published a concordat which represents a commitment to implement high priority actions to improve urgent and emergency care with support from the national Emergency Care Improvement Programme. It is tailored to our local system and includes a range of improvement metrics that will enable us to keep track of progress.





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've reduced call waiting times at Whipps Cross meaning the number of patients who hung up while waiting for a call has halved since November 2015. The average time patients spend waiting for a call has also fallen by two thirds over the same period. Work to further improve the service will continue throughout 2016.
- Cardiac pacing clinics were successfully consolidated at St Bartholomew's Hospital ensuring that capacity and staff resources are now concentrated at a single location.



Leadership and organisational development

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

- As part of our Listening into Action journey, staff across our hospitals have been gathering in groups to focus on how to unblock things that get in the way of making lasting improvements. This has led to a range of improvements already:
 - Fewer people are booked into incorrect clinics in the trauma and orthopaedic department at The Royal London after staff sped up the process of scanning and vetting referrals.
 - Cardiology staff at St Bartholomew's Hospital have improved continuity of care and reduced length of stay by introducing a 'consultant of the week' and joint medical and nursing handovers.

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**



A snapshot of progress at your local hospital

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

- Work has begun on the new midwifery-led maternity unit. This will provide a better range of choice for mothers and enable us to provide better care for mothers who use our consultant-led unit.
- Fewer people are booked into incorrect clinics in the trauma and orthopaedic department after staff sped up the process of scanning and vetting referrals.
- We held two recruitment days to help us recruit more senior nurses.

Newham Hospital

- We welcomed our new permanent director of nursing, Heidi Peakman.
- Celebrations were held for five wards that reached 60 days free of pressure ulcers, the best performance for two years.
- We held recruitment days for permanent nurses.

St Bartholomew's Hospital

- Cardiac pacing clinics were successfully consolidated ensuring that capacity and staff resources are now in a single location.
- Cardiology staff have improved continuity of care and reduced length of stay by introducing a 'consultant of the week' and joint medical and nursing handovers.
- We held recruitment open days for clinical staff.

Whipps Cross Hospital

- Our new telephone system has reduced call waiting times. The number of patients who hung up while waiting for a call has halved since November 2015, and the average time patients wait for a call has also fallen by two thirds over the same period.
- 395 members of staff came along to a staff wellbeing day to find out what is on offer to improve their working lives. Further fairs will be held later in the year.
- The Smile to Care campaign continues to grow with Chief Executive Alwen Williams tweeting her photo in support of the campaign.

