

## Safe and compassionate Progress report: March 2016



Alwen Williams, Chief Executive

Each month we're sharing the progress we're making across Barts Health. It's all part of our improvement plan: *Safe and Compassionate*.

This month we've made some key appointments to leadership teams at each of our hospitals. You may recall that in order to help us make real improvements in each hospital and better support our staff, we have changed the way our hospitals are run. Last year we put in place dedicated site leadership teams to focus on the day-to-day running and improvement in the hospitals. We've now appointed clinical directors on each site to further strengthen clinical leadership and engagement locally.

This follows the permanent executive and non-executive director appointments we have made in recent months. I am confident that this leadership stability will help us build on the improvements we've made as we look forward to the new financial year.

I am also delighted that our Board approved a new patient engagement and experience strategy in March. Co-designed with our patients and our partners, this gives us a clear direction for making sure we put the voice of patients at the heart of everything we do and we will now focus on getting the implementation of the strategy right.

These important steps forward fill me with confidence for 2016/17 and I would like to place on record my thanks to everyone at Barts Health and our partners for your support so far on our improvement journey.

**Alwen Williams**, Chief Executive



## Highlights so far: March 2016

### Improving experience for patients in A&E

We've introduced new information boards in our emergency department at The Royal London Hospital that inform and guide patients through their time with us.

### Strengthening clinical leadership

We have made important clinical director appointments at our hospitals.

### Listening to staff

We have held Listening into Action big conversations at each hospital, focused on the values and behaviours we all want to experience in every interaction, with our patients and each other – consistent with our efforts to be the safest and most compassionate healthcare organisation we can be.

## Some of our next steps

### Patients to review appointment letters

A group of patients will be reviewing appointment letters to make sure the language and presentation is appropriate with the aim of improving patient experience and reducing the number of people who do not attend appointments.

### Giving new parents a helping hand

A new discharge lounge for mums and dads in Whipps Cross Hospital's maternity department will be launched, with dedicated sessions on topics such as breast feeding, as well as better information to make the next steps easier.

### Passing on our successes

We're holding a series of Listening into Action events to showcase what we've achieved so far and inspire the next round of improvements for staff and patients. This includes showing how we've [reduced waits in orthopaedic clinics](#) and are seeing an [extra 1,000 outpatients a month](#) in one hospital.



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## Progress in our key priority areas



### Safe and effective care

*Making safety an absolute priority at all times*

- Newham Hospital has focused on promotion of Statutory and Mandatory training and as a result are now over 90% compliant, alongside St Bartholomew's Hospital.
- The Royal London Hospital held a safety week, with daily training and safety promotion activities and a chance for teams to shine a spotlight on the safety initiatives and activities they've implemented. Watch [this video from Ward 7F](#) to see how they're making safety their priority.
- We celebrated six wards at Newham that achieved 100 days free from hospital acquired pressure ulcers



### Compassionate care and patient experience

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

- We launched iWantGreatCare to help us get more direct and timely feedback from patients so we can make further improvements. This means patients are now able to rate and review their care through a wide range of channels, including online, roving tablets in key departments and bespoke paper forms.
- Our Trust Board approved our patient engagement and experience strategy which will help us involve patients and carers in our work more effectively. The strategy has been co-designed with patients and partners and will ensure that dedicated patient panels for each hospital site are integral to quality improvement.



### End of life care

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

- At the Royal London Hospital, enhanced end of life care training is now part of nursing induction sessions.
- 8 dedicated end of life care training sessions were held at Newham Hospital last month.





## Workforce

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

- We continue to increase our permanent staffing by recruiting to vacant posts.
- Where we require temporary staff, we are focusing on using bank staff and reducing our reliance on agency workers. Our bank staff are extremely valuable to us; they work for us regularly, so are more familiar with our values, processes and facilities. This means we can call on qualified staff to provide short-term support while avoiding the high cost of agency fees. Having a larger bank means we continue to provide quality care but also offer value for money. In the last month, the proportion of temporary staffing accounted for by bank staff was the highest in the Trust's history.



## Emergency pathway and patient flow

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

- We continue to recruit emergency nurse practitioners to help us treat patients more quickly in our emergency departments. Three more have joined us this month, meaning we now have 17 out of the 22 we are aiming to recruit.
- We took over the running of the Newham Urgent Care Centre, ahead of a competitive tender process starting later in the year. Due to its links with Newham's emergency department we are well placed to be able to ensure anyone needing emergency care at Newham gets timely and effective treatment.
- We've introduced new information boards in our emergency department at The Royal London Hospital that inform and guide patients through their time with us, as well as helping staff with their interactions with patients.



## 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 improved access to medical records at Whipps Cross. In March 2015, 7% of notes for clinics at Whipps Cross were either temporary or unavailable. This figure had fallen to 2% in March 2016.
- St Bartholomew's Hospital has moved its Echocardiogram service so that patients will benefit from expertise and equipment in one location.



## Leadership and organisational development

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

- We made clinical director appointments on each site to strengthen clinical leadership and engagement.
- Our Trust Board agreed our equality objectives and to drive this work forward, will establish a new Equalities and Inclusion Board, led by the Chief Executive.
- While there was significant improvement in overall engagement in our staff survey results there was deterioration in some important areas. We will continue strengthening our leadership development support and management training, actively support staff-led improvement through Listening into Action, and increase staff health and well-being including creating safe routes where staff are able to speak up.
- This month we are holding big conversations on each site, focused on the values and behaviours we want to experience in every interaction.
- Along with our partners, we published plans to improve health care in Newham, Tower Hamlets and Waltham Forest. This included our [exciting plans](#) to review the estate at Whipps Cross Hospital to make sure it continues to be a thriving, affordable local hospital for generations to come.

**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)



## A snapshot of progress at your local hospital

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

- We held a safety week, with daily training and safety promotion activities. One of these initiatives is showcased in [this video from Ward 7F](#).
- We've introduced new information boards in our emergency department that inform and guide patients through their time with us.
- We ran a 'breaking the cycle' week to find easy ways to escalate delays as they emerge and the learning will help us improve our performance.

### Newham Hospital

- We're over 90% compliant on statutory and mandatory training.
- We took over the running of the Newham Urgent Care Centre, ahead of a competitive tender process starting later in the year. Due to its links with our emergency department we are well placed to be able to ensure anyone needing emergency care at Newham gets timely and effective treatment.
- We celebrated 6 wards which achieved 100 days free from hospital acquired pressure ulcers.

### St Bartholomew's Hospital

- We're over 90% compliant on statutory and mandatory training.
- We've moved the Echocardiogram service so that patients will benefit from bringing expertise and equipment together at the same location.
- Senior nursing staff in each ward are reviewing how well organised their processes are. These reviews will be rolled out across the Trust in the coming weeks.

### Whipps Cross Hospital

- We published [plans](#) to review the estate at Whipps Cross Hospital to make sure it continues to be a thriving, affordable local hospital for generations to come.
- In March 2015 7% of notes for clinics at Whipps Cross were either temporary or unavailable. A year later this has fallen to 2%.
- Two local MPs were given a tour of our new operating theatres, due to open later this year, and our refurbished ward designed for people with dementia.
- The Smile to Care campaign continues to grow with Chief Executive Alwen Williams tweeting her photo in support of the campaign started by Whipps Cross staff.

