



Epping Forest District Council

OVERVIEW AND SCRUTINY COMMITTEE Tuesday, 23rd February, 2016

Place:	Council Chamber, Civic Offices, High Street, Epping
Room:	Council Chamber
Time:	7.30 pm
Democratic Services Officer	S. Tautz (01992) 564243 Email: democraticservices@eppingforestdc.gov.uk

Members:

Councillors R Morgan (Chairman), K Angold-Stephens (Vice-Chairman), N Avey, T Church, D Dorrell, L Girling, S Kane, P Keska, A Mitchell, G Mohindra, S Murray, S Neville, B Rolfe, M Sartin, G Shiell, B Surtees and D Wixley

6. BARTS HEALTH NHS TRUST - PRESENTATION (Pages 3 - 12)

This supplement contains the presentation to be made to the Committee by Barts Health NHS Trust.

This page is intentionally left blank

Safe and Compassionate

Epping Forest District Council, Overview and Scrutiny Committee

23 February 2016



Safe and Compassionate: our improvement plan



- **Safe and compassionate**, the Barts Health Quality Improvement Plan was published on 16 September 2015
- It sets out the Trust's response to the Care Quality Commission's (CQC) Inspection reports in 2015
- It also details the actions that staff, patients and partners feel are necessary to provide the communities we serve with safe, effective, compassionate and high quality care
- The improvement plan is being delivered through seven key workstreams with both a corporate and site-based focus, and key governance structures





Safe and effective care

Making safety an absolute priority at all times

Progress highlights:

- 'Safety Huddles' in place at each hospital every day.
- Safety performance dashboard, with performance on ward-by-ward basis against key quality and safety metrics
- Monthly learning reviews by service of quality and safety issues including complaints and serious incidents (68% reduction in overdue SIs at Whipps Cross)
- Implemented extended training on the Mental Capacity Act and on "Do Not Attempt Resuscitation"
- Trust-wide campaign to reduce hospital acquired pressure ulcers (6 wards at Whipps Cross 100 days with no pressure ulcers)
- Trained first 40 safety champions in the Trust to be local experts and drive improvement
- Published 'sign up to safety' plan 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

Progress highlights:

- Ward managers supervisory – freed up to manage ward and fundamentals of care
- Nursing documentation streamlined and simplified
- Regular comfort rounds by ward staff and audited by Matrons
- Staff at Whipps Cross have started ‘smile to care’ campaign
- Workshop held with patient representatives to co-design new approach to engagement.
Draft principles for future working together agreed, and next steps underway to develop Patient Experience and Engagement strategy
- Revised complaints process - focus on training, resolution and sharing of learning
- Patients and visitors to Whipps Cross are now able to immediately identify the senior nurse on their ward with new ‘Nurse in Charge badges’





End of Life Care

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

Progress highlights:

- Compassionate care documentation introduced to support patients nearing the end of their lives
- Improvements to the Margaret Centre, providing a safe and more comfortable environment for our patients and their families
- End of Life workshop with our partners in the community and establishing a system-wide steering group for End of Life Care with an independent chair
- Strengthened guidelines at Whipps to make sure, where possible, patients can be discharged from hospital so they can die in the place of their choosing
- Appointed link nurses for all our wards to develop stronger partnerships with Palliative Care Team, and provide support for patients, families and carers





Workforce

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

Progress highlights:

- Staffing levels monitored daily through safety huddles
- Reviewed safe staffing levels and increased funded nursing establishment by 532 posts (150 posts at Whipps Cross)
- Held three Nursing Recruitment Day at Whipps Cross where nurses were assessed, interviewed and given offer of employment if they were successful – all on same day
- Held Healthcare Support Workers Recruitment Day at Whipps Cross in December. 53 applicants were successful
- On track to increase the permanent fill rate. At Whipps Cross, from September to December inclusive, 224 job offers were made
- Improved temporary staff induction arrangements - increased the number of clinical staff undertaking local inductions across the Trust by 13%





Emergency Pathway and Patient Flow

Making sure patients get care and treatment in a timely way

Progress highlights:

- Up to 40 patients a day seen in new ambulatory care unit at Whipps Cross, reducing the burden on A&E
- Recruitment of new consultants for Whipps Cross specialising in treatment of patients with acute medical problems
- Investment planned to improve paediatric pathway at Whipps Cross
- Longer opening hours in our discharge lounge to 8pm (from 5pm) and offering refreshments for patients and families who are waiting
- Whipps Cross Hospital Integrated Discharge Team in place, partnership working with CCGs, Council social care and community health teams – reduction in DTOCs
- Improving follow up appointment process for dermatology and orthopaedics patients at Whipps Cross to ensure that they have received an appointment before they leave hospital





Outpatients and Medical Records

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

Progress highlights:

- Availability of patient records in clinics at Whipps Cross – up from 75 - 80% in November 2014 to between a constant of 97.8 – 98% currently
- Call centre – calls answered within 60 seconds. Steady improvement over the last 3 months. In November 24%, December 46% and 53% first week in January
- Whipps Cross administrative systems efficiency – the percentage of referrals booked within 7 days of receipt has increased from 74% in November to 85% in December 2015.
- Widespread welcome for troubleshooting phone line for GP enquiries.
- Floor walkers providing extra training and support to our staff in using the electronic health record system
- Staff forums introduced for all outpatients and medical records staff
- Tackling the causes of data entry errors in our Outpatients departments through use of weekly 'hot topics' to focus training and improve accuracy





Leadership and Organisational Development

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

Progress highlights:

- Substantive Chair, Chief Executive, Deputy Chief Executive, Chief Nursing Officer, Director of Strategy and Chief Information Officer appointed for Barts Health. Recruitment to other substantive corporate director positions continuing
- Appointed two new Non Executive Directors – both of whom live and work locally to strengthen Trust Board
- New Leadership Operating Model designed and implemented - site team in place at Whipps Cross and accountable for operational delivery
- *Listening into Action* staff engagement approach – 40 clinical improvement priorities and 21 Big Conversations (5 at Whipps Cross) held with over 1,000 staff
- Clinical Director development programme launched
- Completed first phase of a career development programme for women and staff from black and minority ethnic background
- Continued strong partnership working with staffside leads at Whipps Cross





Other developments

Investing in Barts Health

- £2m initial investment in IT infrastructure - with Whipps Cross a priority - as the first step in a wider programme
- £17.8m planned investment in Whipps Cross improvement schemes including backlog maintenance, two new modular theatres, upgrade and refurbishment of HDU, improvement works to the Margaret Centre and new ultrasound suite
- Ward improvement programme in place
- £15m for medical equipment (across the Trust)
- Working with partners to develop options for future development of Whipps Cross site.

