

# *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.

