



# Safe and Compassionate: our improvement plan

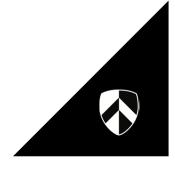
- Safe and compassionate, the Barts Health Quality Improvement Plan was published on 16 September
- It sets out the Trust's response to the Care Quality Commission's (CQC)
   Inspection reports in 2015
- It also details the actions that staff, patients and partners feel are necessary to provide the communities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



## **Safe and Effective Care**

Making safety an absolute priority at all times

- 'Safety Huddles' in place at each hospital every day.
- Implemented extended training on the Mental Capacity Act and on DNAR.
- New safety performance dashboard developed.
- Safety learning events scheduled held to share best practice
- Partnering with other trusts to develop our safety strategy.



## **Compassionate Care and Patient Experience**

Making sure patients are always treated with dignity and respect

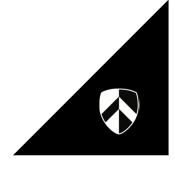
- Reviewed safe staffing levels and increased funded nursing establishment by 532 posts
- Ward managers supervisory freed up to manage ward and focus on fundamentals
  of care.
- Nursing documentation streamlined and simplified.
- Regular comfort rounds by ward staff and audited by Matrons.
- Revised complaints process with focus on local resolution and sharing the learning
   25% reduction in open complaints at Newham in past year



## **End of Life Care**

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

- Compassionate care documentation introduced to support patients nearing the end of their lives.
- Improvements to the Margaret Centre environment.
- Revising End of Life pathway in North East London Network



## Workforce

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

- Over 1,000 staff appointed across the Trust since April joiners are exceeding leavers by 7% in the year to date.
- On track to reduce vacancies by 1,000 by year end and increase the permanent fill rate from 85% to 90%.
- Bank fill rates are up.
- Staffing levels monitored daily through safety huddles
- Improved temporary staff induction arrangements



## **Emergency Pathway and Patient Flow**

Making sure patients get care and treatment in a timely way

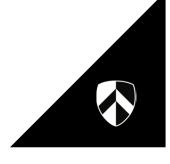
- Up to 40 patients a day seen in new ambulatory care unit at Whipps Cross, reducing the burden on A&E
- Recruitment of new consultants for Whipps Cross and The Royal London specialising in treatment of patients with acute medical problems
- Improved flow through The Royal London A&E department 23% reduction in daily breaches since May 2015
- Phase 1 of clinical reconfiguration completed with establishment of an elderly care floor at The Royal London.



## **Outpatients and Medical Records**

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

- Availability of patient records in clinics at Whipps Cross up from 75-80% in November 2014 to 96% + in September 2015.
- Call centre calls answered within 60 seconds up from 35% at the start of the year to 77% now.
- Widespread welcome for troubleshooting phone line for GP enquiries.
- Staff forums introduced for all outpatients and medical records staff.



## **Leadership and Organisational Development**

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

- New Leadership Operating Model designed and implemented
- New Chair appointed and substantive Executive recruitment in progress.
- Listening into Action staff engagement approach being launched 40 clinical improvement priorities identified by staff across all sites.
- Clinical Director development programme launched.
- 40 staff from BME groups have commenced career progression programmes since July.



### Governance

Revised governance structure to support the improvement plan:

- Workstream Review Groups, which feed into site-based Implementation Groups
- An Executive Quality Improvement Board, chaired by the Chief Executive
- A Quality Improvement Committee, a sub-committee of the Trust Board, chaired by a Non Executive Director
- An external Trust-wide Oversight and Assurance Group, chaired by the NHS Trust Development Authority, and comprising representatives from a partner and stakeholder organisations
- External groups chaired by the CCGs to gain assurance on site-based implementation
- A Quality Improvement Programme Office



## Reporting

- From the end of October, the Trust will publish monthly reports on our progress
- The report will be available on the Trust and NHS Choices websites, and Trust Board papers each month.
- A wide-ranging communications and engagement plan is being developed to help the development and delivery of safe and compassionate
- We are strengthening patient and public engagement, and will shortly bring more detailed plans to the Trust Board



## 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 further theatres, HDU, renal
- £15m for medical equipment
- £6.8m for new Rainbow Children's Centre (Barts Charity funding)

