

Safe and Compassionate

Inner North East London Joint Overview & Scrutiny Committee

October 2015





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

Progress highlights:

- '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

Progress highlights:

- 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

Progress highlights:

- 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

Progress highlights:

- 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

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 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

Progress highlights:

- 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

Progress highlights:

- 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)

