

# Foreword: safe and compassionate

2.5 million people in east London and beyond rely on the services we provide at Barts Health and to support this we have 15,000 committed and dedicated staff who aim to do the very best they can for our patients, every single day.

Everyone working at Barts Health has a common goal: to make sure the care we provide is as good as it can be. We want patients to have access to high quality care when they need it; we want our staff to feel valued and supported at all times and we want our local community and partner organisations to be confident in Barts Health as a provider of excellent care and an employer of choice.

Our staff are rightly proud of the many things we do well, but are also keen to make sure that we make the necessary improvements to provide excellent care across all of our services.

We are sorry that we are letting our patients down too many times as highlighted in the recent [Care Quality Commission \(CQC\) reports](#) of care provided at Whipps Cross, Newham and The Royal London hospitals following their inspections last November and January. The CQC did not inspect Barts and Mile End hospitals on this occasion.

We have reflected on the challenges facing the Trust and what we need to do to address these and bring about improvements in patient and staff experience. We acknowledge that we must do much more to recruit and retain our staff and to value and support them as they strive to deliver excellent patient care. We know that this will drive improvement in the quality of our services.

This plan signals our commitment to safe and compassionate care across our Trust. We will take forward an ambitious programme of improvement, working together and with our patients and partners.

This plan will guide all that we do as we refresh our ambition to deliver safe, high quality care and set our goals year on year. We will invest in engagement with our front line, corporate and support staff and clinical teams so that they can lead the improvements needed for our patients and we will ensure that they are supported with the necessary information, development and governance processes to achieve our shared goals.

We are determined to achieve the goals set out in this Improvement Plan, but we recognise that we are at the start of our journey and know we can't do it alone. We are already receiving welcome support under the 'special measures' regime to help us to make these improvements. We also value the support of our stakeholders, our partner organisations and, critically, our staff, as we work together to deliver the necessary change.

This is a critical time for Barts Health. By working together now we can deliver lasting improvements that will benefit staff, patients and communities for years to come.



# Introduction

## Our Improvement Plan

The Barts Health Quality Improvement Plan is not just a response to the Care Quality Commission's (CQC) Inspection report of May 2015; it also includes the actions that staff feel are necessary to provide the communities we serve with safe, effective, compassionate and high quality care. It will involve profound and fundamental improvements to services, structures and systems to ensure we deliver the immediate changes required and position the organisation to be able to respond to the demands of the future.

The purpose of this document is to outline the changes that will be made to improve our services and the care our patients receive. It will be delivered through six areas for major change together with supporting workstreams.

The CQC findings outlined a number of improvements that we must make and a number of these need to be addressed at a hospital site level – however there are broader areas that will require organisational change. We have already addressed a number of urgent issues the CQC found and we will take forward an ambitious and concerted approach to leadership and organisational development to drive improvement in the delivery of sustainable safe and compassionate care to our patients. Our front line clinical teams will be empowered and supported to make the changes needed. The patient voice will be heard throughout the organisation. Our systems of governance will enhance our safety culture.

Our commitment to providing safe and compassionate care will steer our improvement journey and signal our commitment to a future in which Barts Health delivers consistent high quality patient care at all times.

We will:

- Build our strategy on responding to the changing needs of our population and providing advanced specialist care to the population of east London and beyond.
- Have safety at the heart of what we do by strengthening our response to risk, reducing harm and building reliable systems.
- Support and develop our staff to help them to lead changes locally and to know that concerns are addressed across the Trust.
- Involve patients in the design and delivery of services and respond to concerns to ensure they are confident in their care.
- Use robust and transparent systems and metrics to measure performance and to modify actions when required.

### Reading this document

The document is split into the sections (or workstreams) that together will help us in striving for consistently safe and compassionate care.

Each section outlines why it is an important area for us to address, what the CQC found in relation to it, what we plan to do and how we will know we have been successful.

Working with our staff and stakeholders is critical to the delivery of this plan. With this in mind we will continue to develop our approach with them throughout our improvement journey. This will include the development of an engagement strategy that will ensure staff and stakeholders are at the heart of everything we do.





We accept the CQC's findings from the inspections and are determined to address them. Alongside the CQC findings, we have also listened to feedback received from our patients, staff and others and we will use this as a platform for change and improvement. We will continue to listen to our patients, their carers, our partners and our staff whose full participation is needed to make these improvements happen and become embedded.

For example, this plan will take into account key recommendations of the Health Education England (HEE) inspections that took place in early 15/16. We will continue to work with HEE as they finalise their reports in order to ensure that we act on any feedback that will enable us to make improvements for patients, staff and students.

Barts Health has highly skilled, committed staff and those skills and that commitment, properly supported, will ensure we deliver the necessary change and improvement to deliver the excellent services that our community deserves.

We serve a population of over 2.5 million people who rely on our services to be safe and compassionate at all times. We are committed to providing those services to the standards they rightly expect.

