

# DELIVERING OUR POTENTIAL

**Our improvement plan for King George and Queen's hospitals**

**May 2016 progress report**

## **Get involved with your local hospitals**

If you are interested in helping our Trust to improve services for our local community, there are a number of ways you can get involved on a regular basis or as and when required. For an informal discussion, please contact our patient experience team at [PatientExperience@bhrhospitals.nhs.uk](mailto:PatientExperience@bhrhospitals.nhs.uk) and we will be pleased to help.

## **Have your say**

- Tweet it, shout it, share it! Follow us [@bhr\\_hospitals](https://twitter.com/bhr_hospitals)
- Encourage others to share their good experiences
- Visit our website: [www.bhrhospitals.nhs.uk](http://www.bhrhospitals.nhs.uk)
- Comment on [iWantGreatCare](https://www.iWantGreatCare.com)

# MESSAGE FROM THE CHIEF EXECUTIVE



The start of the financial year is when we set out our plans and priorities for the coming year – and 2016/17 will see us investing millions in improving our services.

Our Operational Plan for this year sets out where we'll be investing to improve our services. We have allocated more than £1million to improving our emergency care services and a further £1.3million will be used to increase the number of diagnostic tests which we can carry out.

Our biggest investment, £12million, will be spent on improving planned care and cutting waiting times for treatment. We want our patients to have the right care as soon as possible, and this will help us reduce waiting lists and get our patients on the road to recovery quicker.

The plan, [which you can read on our website](#), lists our priorities to ensure we deliver high quality care, including reducing the number of patient falls and improving the management of sepsis. What's key is that our overall vision remains the same – to provide outstanding healthcare to our community, delivered with PRIDE.

We will continue to work under the five headings of delivering high quality care, running our hospitals efficiently, becoming an employer of choice, managing our finances and working in partnership. Each heading has a set of objectives that detail just how we will deliver that area.

Objectives include continuing to develop a learning culture, ensuring the highest standards of infection control, and investing in operational leadership and management.

We've come a long way over the past two years, and I'm very proud of the hard work and commitment our staff have shown so that we can provide the best possible care for our patients.

So on to our key highlights for the month:

- **Safe:** we've launched quick reference key cards that makes vital information readily available to staff, such as medicines management infection prevention and control
- **Effective:** we're now delivering harm-free care 87.5% of the time compared to 66.67% in April due to improved processes in our Elders' Receiving Unit
- **Caring:** we've ordered condolence cards to send to patients' next of kin after a bereavement, offering sympathies on behalf of our Trust
- **Responsive:** work has begun on the development of the paediatric recovery bays at Queen's Hospital
- **Well led:** our People and Organisational Department ran an Equality, Diversity and Human Rights week in May

May's figures include:

- Our 30 minute review of falls patient was at 100% in May, a strong increase from 89% in April. Thanks to improving our processes we're acting as soon as possible when falls occur in our hospitals. Our 30 minute review of falls patients has improved from 89% in April to 100% in May
- Our National Early Warning Score (NEWS) continues to improve, increasing from 93.80% in April to 94.49% in May

I hope you enjoy reading about our continual improvements.

**Matthew Hopkins, Chief Executive**

**Tweet me** [@M\\_J\\_Hopkins](https://twitter.com/M_J_Hopkins)

**Read my latest blog** [It's a team game](#)

# DELIVERING OUR POTENTIAL

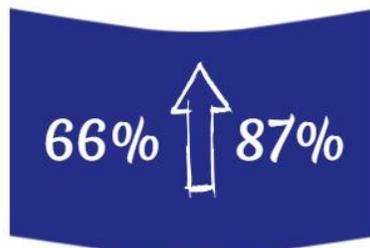
## May highlights

### SAFE



Quick reference key cards that focus on patient safety have been given to all clinical staff

### EFFECTIVE



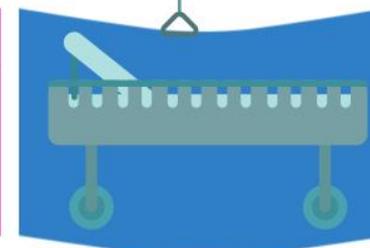
We're now delivering harm-free care 87.5% of the time compared to 66.67% in April

### CARING



We've ordered condolence cards to send to patients' next of kin after a bereavement, offering sympathies on behalf of our Trust

### RESPONSIVE



Work has begun on the development of the paediatric recovery bays at Queen's Hospital

### WELLED



We enjoyed an Equality, Diversity and Human Rights week which ran from 15-20 May



# MY STORY – A PATIENT’S PERSPECTIVE



I started bleeding a little bit from my back end and, like most people would, I panicked. I spoke to my doctor who recommended that I have a colonoscopy immediately. This happened within a few days - I was advised that I had a polyp and it could be dealt deal with there and then. However the doctor then advised that the bulge in the bottom right hand corner of the monitor that looked like a lemon was actually a tumorous cancer.

He immediately recommended that I have 25 sessions of radiation. I’ve got a very bad heart so I couldn’t have chemo. I went to hospital every day and got treated like a king - everybody there was welcoming. When you walked in it wasn’t formal like “oh good afternoon sir”, it was “hello David, how are you today?”

The radiation was quite good, you don’t feel anything. Chemo has a reputation of knocking everyone out, but with radiation you lay on a bed. I also had to have an operation to remove it.

Before the operation I was advised of the risks including that I may not make it through the operation. It took six hours and, thank God, I woke up. I was taken to the ward, somewhere upstairs. The specialist surgeon and his team came in to see me every hour.

It feels great to be a cancer survivor, at 84 years-old. You look at the news and read the paper every day, see that people are dying of bowel cancer - I considered myself to be really really lucky. I had a wonderful specialist who really looked after me. He was brilliant after I had the second operation, visiting me every day with a “how are you David, everything alright, any more pains?” I was in intensive care for around four days afterwards, lying around, unable to move, but needing the toilet. There were young nurses looking after me by washing and cleaning me, generally doing everything for me - I got very embarrassed. However the care and attention I received was absolutely magnificent. As far as I’m concerned the National Health Service is the best thing. I’ve never had a bad thing to say about our NHS.

Additionally Queen’s Hospital is a magnificent place. Everything I’ve had here has been top notch and I’ve no complaints at all. The things I would remind people about from my time in hospital is that apart from the wonderful nurses and doctors, there are other people that do jobs that you don’t really know about, that help make your stay more comfortable so . The HCAs were absolutely brilliant so make sure you say ‘thank you’ and compliment people.



**David Michaels**

## MAY PROGRESS UPDATES

CQC domain : Safe		
What does safe mean?	Key achievements	Next steps
<p>The people we care for are protected from abuse and avoidable harm</p>	<ul style="list-style-type: none"> <li>Patient safety key cards have been distributed to all clinical staff via corporate inductions and other internal engagement opportunities. The cards provide an immediate reminder of vital information, such as medicines management, infection prevention and control, and the sepsis six</li> <li>An external review of our pathology department’s readiness for ISO15189 accreditation has been completed. ISO15189 details the requirements we need to meet around quality and competence in medical laboratories. This review enabled the department to identify gaps to help achieve accreditation</li> <li>Our National Early Warning Score (NEWS) compliance has improved from 92% in April to 95% in May with 17 areas achieving 100%. NEWS enables us to recognise early on when a patient deteriorates and looks at the frequency of observations being taken and recorded</li> <li>Our Specialist Medicine division was awarded an internal prize for achieving the 95% compliance target on our CRABEL audits. These audits ensure that our patient records are kept to a high professional standard</li> </ul>	<ul style="list-style-type: none"> <li>We will address any identified issues in the pathology department to ensure we are compliant and put us in a strong position to achieve ISO15189 accreditation</li> <li>Patient safety key cards will be made available for all new clinical staff joining our Trust via corporate inductions</li> <li>Trust Temps are producing local induction booklets to cover all wards and departments. These will give both locum and substantive staff access to all the information they need to start caring for patients in our hospitals</li> </ul>

## CQC domain: Effective

What does effective mean?	Key achievements	Next steps
<p>People's care, treatment and support achieves good outcomes, promotes a good quality of life, and is based on the best available evidence</p>	<ul style="list-style-type: none"> <li>The Safety Thermometer Audit shows that we have reduced the number of hospital acquired injuries. We're now delivering harm-free care 87.5% of the time compared to 66.67% in April, thanks to more robust processes in our Elders' Receiving Unit</li> <li>A new improvement programme has been set up to focus on a number of areas including discharge planning, multi-disciplinary teams and seven day services. The <i>Patient Flow</i> programme will work with the areas of change highlighted in the wider Emergency Care Improvement Programme</li> </ul>	<ul style="list-style-type: none"> <li>The plans for the <i>Patient Flow</i> programme will be discussed with the workstream leads. Areas to be agreed include finance, communication and informatics support, and patient representation</li> </ul>

## CQC domain: Caring

What does caring mean?	Key achievements	Next steps
<p>Staff are involved and treat people with compassion, kindness, dignity and respect</p>	<ul style="list-style-type: none"> <li>• We have ordered condolence cards to send to patients’ next of kin after a bereavement, offering sympathies on behalf of our Trust</li> <li>• The outsourcing of iWantGreatCare is complete with the online patient surveys now live. Patients are able to not only feedback on our hospitals but also on individual clinicians and services. We’re also offering a staff experience survey to help us provide a better work environment for our staff</li> <li>• We’re working closely with young patients to make sure that the information we provide to children who have been in our care is fit for purpose and relevant to them, through a new Paediatric Patient and Families Information Group</li> </ul>	<ul style="list-style-type: none"> <li>• We will start sending condolence cards from June</li> <li>• iWantGreatCare will officially launch the week of 13 June. Drop in sessions, ward visits and atrium stands will all provide great opportunities for staff and the public to find out more about our new patient experience surveys</li> <li>• Our new Patient Handbook, which provides those staying in our hospitals with all they need to know during their visit, has been sent to print and will be available at the bedside of every adult bed next month</li> <li>• Theatres will undertake a re-decoration to make their holding and recovery bays more child friendly</li> </ul>

## CQC domain: Responsive

What does responsive mean?	Key achievements	Next steps
<p>Our services are organised so that they meet people's needs</p>	<ul style="list-style-type: none"> <li>Work has begun on the paediatric recovery bays at Queen's Hospital, ensuring that young patients recuperating after surgery receive the most appropriate and responsive care</li> <li>The upgrade of Trust computers from Windows XP to Windows 7 is almost complete, ensuring that staff have the best equipment to provide our patients with the best possible care</li> <li>Our Radiology department have reduced our CT and MRI backlog by a further 56 cases from 300 in April to 244 cases in May. This is down from 700 as reported in March this year</li> <li>We have developed the seating area in Outpatients team 1 at Queen's Hospital. Comfortable new seats have been installed, creating additional space for patients waiting for clinic appointments so providing a better patient experience</li> </ul>	<ul style="list-style-type: none"> <li>The Radiology department have introduced customer care training for all staff with the aim of improving the way they communicate with patients. We will continue to monitor patient feedback, assess our customer care as and monitor attendance on the training course</li> <li>Adult and Paediatric Outpatient and Theatre lists are to be separated to ensure that we are responsive to the needs of our young patients. An action plan is to be agreed by the end of May</li> <li>Paediatric phlebotomy at King George Hospital is being moved to the Spearpoint Surgery at the end of May. This will mean that children between the ages of 3-12 years of age will be able to have a blood test in a more appropriate setting, by phlebotomists who are experienced in bleeding children</li> </ul>

## CQC domain: Well led

What does well led mean?	Key achievements	Next steps
<p>We lead our organisation to deliver high quality, patient-centred care. The leadership supports learning and innovation and promotes an open and fair culture. We are governed by a Board and management structure that has assurance and grip on the delivery of care</p>	<ul style="list-style-type: none"> <li>• Our People and Organisational Department held an Equality, Diversity and Human Rights week which ran from 15-20 May. All staff were invited to get involved to help shape the future of equal opportunities in our hospitals. The conversations were led by high profile external speakers and focused on disability; equality, diversity and human rights; gender; black and minority ethnicity; lesbian, gay, bisexual and transgender; and religion</li> </ul>	<ul style="list-style-type: none"> <li>• A workshop will be held on 7 June to share the learnings from Equality, Diversity and Human Rights week, identifying the support that is needed to make necessary changes and improvements within our hospitals</li> </ul>