

# PRESENTATION TO JOINT HEALTH OVERVIEW & SCRUTINY COMMITTEE

18 April 2017

Jeff Buggle  
Acting Chief Executive



TAKING **PRIDE** IN OUR CARE

Barking, Havering and Redbridge  
University Hospitals

NHS Trust



# CONTENT

- CQC outcome – leaving special measures; then and now
- Clinical Services Strategy
- Operational Plan
- Constitutional Standards
- Patient Experience/improving patient care
- Nursing recruitment and training programme



# WE'RE OUT OF SPECIAL MEASURES!

A big thank you to all  
our staff, volunteers,  
patients and partners  
for your support

Thank you...

...for everything  
you do for our  
patients



# CQC PROCESS – KEY NUMBERS

- Targeted Inspections – 5 (2 planned, 3 unannounced)
  - Acute and specialist medical in patient wards
  - Emergency departments
  - Paediatric services
  - Outpatients and diagnostics
- Requested by the CQC
  - 18 focus groups: 530 staff including Patient Partners, Doctors, Nurses, AHP's and Support Staff
  - 34 interviews
  - 210 requests for evidence, 628 documents submitted
- Draft report received January 2017
  - Trust challenged 52 points
  - 93% successful
- Final report received March 2017
  - 7 Must do's
  - 35 should do's



# 2015 CQC REPORT

## KING GEORGE HOSPITAL

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement
Medical care	Requires improvement	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement
Outpatients and diagnostic imaging	Inadequate	N/A	Requires improvement	Inadequate	Requires improvement	Inadequate

## QUEEN'S HOSPITAL

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Inadequate	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement
Medical care	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement
Services for children and young people	Requires improvement	Requires improvement	Good	Inadequate	Requires improvement	Requires improvement
Outpatients and diagnostic imaging	Requires improvement	N/A	Good	Inadequate	Requires improvement	Requires improvement



# 2016 CQC REPORT

## KING GEORGE HOSPITAL

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Requires improvement	Requires improvement	Good	Good	Requires improvement	Requires improvement
Medical care	Requires improvement	Requires improvement	Good	Requires improvement	Good	Requires improvement
Outpatients and diagnostic imaging	Requires improvement	N/A	Good	Requires improvement	Good	Requires improvement

## QUEEN'S HOSPITAL

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement
Medical care	Requires improvement	Good	Good	Requires improvement	Good	Requires improvement
Services for children and young people	Requires improvement	Good	Good	Good	Good	Good
Outpatients and diagnostic imaging	Good	N/A	Good	Requires improvement	Good	Good

# THE HEADLINES

- Trust leaves 'special measures' after three years
- All four core services featured in 'targeted inspection' show broad improvements
- 'Services for children and young people'; and 'Outpatients and diagnostic imaging' show transformational improvement and now rated 'Good'
- Three core services at Queen's Hospital now rated 'Good'
- "Outstanding practice" cited in work with children and young people and on dementia
- No domains or services rated 'Inadequate'



# FOCUS – CHILDREN’S AND YOUNG PEOPLE

- From ‘Inadequate’ to ‘Good’ rating
- Inspectors identify “outstanding practice”
- Trust’s work with neonatal and community teams for providing babies with oxygen home therapy
- Dedicated paediatric learning disability nurse in improving our care for young patients, which received very good feedback from parents
- Acknowledgement of how we have embedded and changed attitudes and approach to provision of services for children and young people across all specialties





# FOCUS – DEMENTIA

- “Outstanding practice”
- Tailored care offered to patients with dementia
- Specialist training for staff
- Implementing the ‘Butterfly Scheme’
- Practical day-to-day methods to provide the best possible care for patients
- Described by CQC as “compassionate and thoughtful”.



# CQC 'MUST DOS'

- Ensure all patients attending the ED are seen by a clinician in a timely manner
- Take action to improve levels of resuscitation training
- Ensure there is oversight of all training done by locums, particularly around advanced life support training
- Improve levels of resuscitation training
- Improve the response to patients with suspected sepsis
- Take action to address the poor levels of hand hygiene compliance
- Ensure fire safety is maintained by ensuring fire doors are not forced to remain open.



# A MOMENT FOR REFLECTION – THEN AND NOW

2013	2017
Just over 50% of staff satisfied with the quality of the care they were providing	Now at 83% - 30% more than in 2013
Low reporting levels of safety incidents – no mechanisms to reflect/share learning	95% of staff know process to report; Weekly patient safety summit
No social media, poor relationships with stakeholders and the media	#Twitterati – over 3,500 followers; stakeholder and public communications channels; GP Liaison
–£38m deficit, turnover of £450m	Aiming for third consecutive control total, and to break even next year
ED visits – 20,079 December 2013	25,039 – a 25% increase
Staffing – 4,000 Medical/Nursing (total 6,346)	4,500 Medical/Nursing team members in 2017 (total 7,200)



# NEXT STEPS... CLINICAL SERVICES STRATEGY

OUR CLINICAL SERVICES STRATEGY WILL DELIVER OUR VISION THROUGH THE FOLLOWING PROPOSALS:



## MATERNITY

At Queen's Hospital we will have the right maternity capacity to meet the needs of our local communities. We will continue to have an adjacent neonatal intensive care unit to provide specialist treatment for the sickest babies



## PAEDIATRICS

At Queen's Hospital we will provide enhanced services for children, with new paediatric short stay assessment facilities. We will develop stronger links with GPs and community services to care for children closer to their homes





## SUSTAINING OUR EMERGENCY SERVICE

We will provide excellent emergency care supported by comprehensive urgent care services 24 hours a day, seven days a week to meet the needs of our communities. This will ensure that we provide the right care at the right time and in the right place



## SPECIALIST CARE

We will invest in our neurosciences, stroke and cancer services. We will work with other specialist hospitals to provide the best treatment possible for our patients across North East London and Essex



## OUT OF HOSPITAL CARE

We are committed to improving out of hospital care for our local communities. We will work with our patients and local care providers in Barking and Dagenham, Havering and Redbridge, to bring care closer to home and to improve patient pathways



## INPATIENTS

King George Hospital will be our centre for planned surgery to give patients a dedicated and consistently high standard of service. Queen's Hospital will be our centre for emergency care and complex surgery, with an expanded critical care facility

## CLINICAL SUPPORT SERVICES

Both our hospitals will provide a full range of diagnostic services, so patients can be tested and receive their results quickly



## TEACHING AND RESEARCH

We will focus on strengthening our teaching, training, research and development





# OPERATIONAL PLAN

**OUR VISION:** TO PROVIDE OUTSTANDING HEALTHCARE TO OUR COMMUNITY, DELIVERED WITH PRIDE

**PASSION**

**RESPONSIBILITY**

**INNOVATION**

**DRIVE**

**EMPOWERMENT**

## OPERATIONAL PLAN 2017-2019

DELIVERING  
HIGH QUALITY  
CARE

RUNNING OUR  
HOSPITALS  
EFFICIENTLY

BECOMING  
AN EMPLOYER  
OF CHOICE

MANAGING  
OUR  
FINANCES

WORKING  
IN  
PARTNERSHIP

Visit [intranet/operational-plan](#) to understand our 15 priorities of our Operational Plan

## TOP FIVE SERVICE DEVELOPMENTS 2017-2018



**150** ADDITIONAL  
STAFF  
IN POST



**£3.0M** MEDICAL  
AND PATHOLOGY  
EQUIPMENT  
REPLACEMENT



**£1.0M** CRITICAL  
CARE  
EXPANSION



**£0.7M** NEONATAL  
INTENSIVE CARE  
UNIT EXPANSION



**750** STAFF  
TRAINED IN  
THE PRIDE WAY

# OPERATIONAL PLAN

- Our Operational Plan for the 2017-19 period has also been published
- We have published this for a two-year period, to take us up to 2019
- The Operational Plan is set out under the five key areas of:
  - Delivering high quality care
  - Running our hospitals efficiently
  - Becoming an employer of choice
  - Managing our finances
  - Working in partnership



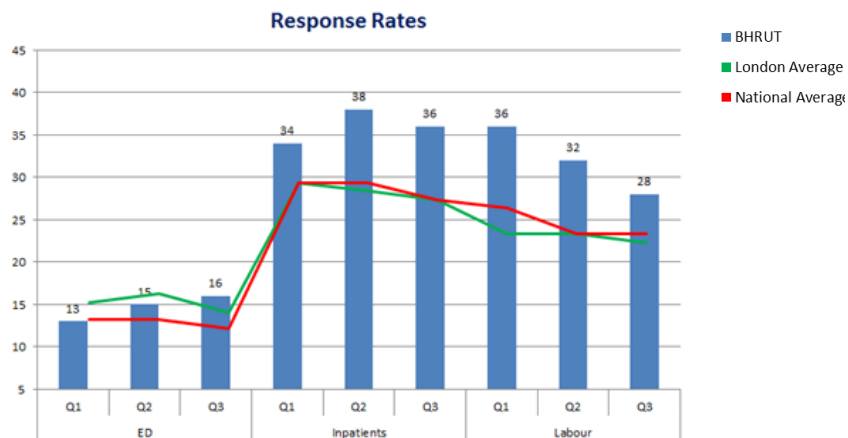


# CONSTITUTIONAL STANDARDS

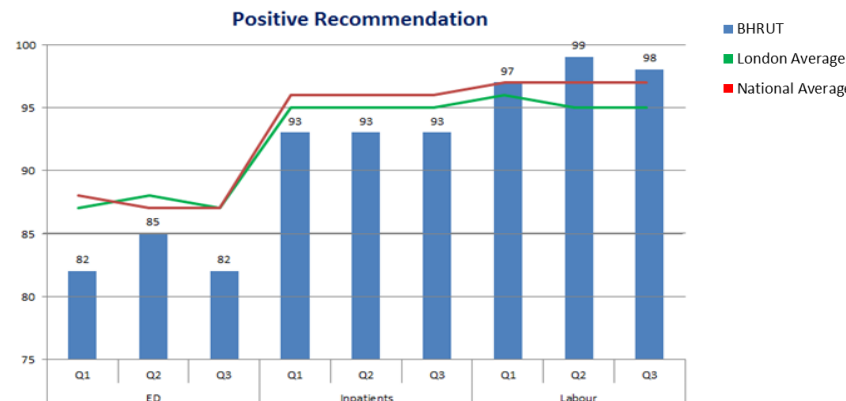
- **Emergency Department** – a busy winter. NHS across the UK under pressure
- Very strong February performance – **87%** seen within four hours (national standard 95%)
- **Referral To Treatment** – still ahead of schedule agreed with CCG to return to constitutional standard by September
- From **1,000+** people waiting for more than a year, down to **3**



# CONTINUED FOCUS – PATIENT EXPERIENCE



Response rates show the % of discharged patients who completed a survey



Positive recommendations shows the % of responders who would be extremely likely or likely to recommend our services

## What have we done...

- Providing assistance to patients during mealtimes
- Deaf Awareness Training
- Outsourced Friends and Family Test survey to iWantGreatCare
- Individual clinician webpages for patients to provide personalised feedback
- Patient Partnership Council (PPC)

## What are we doing...

- Introducing 'Hello my name is' across all areas of the Trust
- New three year Patient Experience Strategy – focusing on listening and responding to feedback, Patient Partners and Accessibility
- Deaf People Quality Mark
- Increasing patient participation through service user groups



# WORKFORCE DEVELOPMENT – NURSE TRAINING

- BHRUT is committed to delivering outstanding care to its local community delivered with PRIDE
- Outstanding nursing care can only be achieved where there is an engaged, motivated and responsive workforce who feel supported to do their very best for patients, carers, colleagues and BHRUT
- Challenging national picture of declining numbers



# NURSE RECRUITMENT

- Major recruitment campaign
- Harness the opportunity – more attractive employment prospects
- Dedicated experienced nurses leading the team
- Specialist communications support to successfully engage and get the message out
- Social media and face-to-face events – e.g. shopping centres
- Reducing time from offer to 1<sup>st</sup> day at work



# NURSE TRAINING - PLANNED INITIATIVES

## **Widening participation in education and professional development**

- Implement an explicit career map for unregistered nursing staff
- New Nursing Associates role
- Nursing Degree Apprenticeships
- Work with University of East London to launch BSc Adult Nursing Programme in January 2018.

## **Enabling and supporting staff retention**

- Design and implement rotational development programme for Bands 5 and 6 nurses including rotations in mental health and community services.

