

## Wiltshire Health Select Committee – partner update

An update for Health Select Committee members on key issues relating to the Great Western Hospital and community services across Wiltshire.

### QUALITY & SAFETY

#### 1.1. Francis Inquiry into care failings at Mid Staffordshire Hospitals NHS FT

Committee members will be aware of the publication in February of the long awaited report into care failings at Mid Staffs. This is the third and final report into the scandal and runs to over 1,700 pages and 290 different recommendations with implications for the NHS and Government. The headlines of the report contained very traumatic stories of neglect and a general lack of care and compassion within that Trust at that time.

It is likely to be some time before the formal Government response to the report is published. It is important that we do not rush into our own response to this report and instead take a thoughtful and considered approach to what changes we will need to make to ensure we have the right mechanisms in place to prevent similar failings in our own organisation.

Over the coming weeks and months we will be working through the report to understand what it can tell us about our own service and how we can ensure we are maintaining high standards at all times. The end result will be a detailed action plan detailing what steps we need to take within our own organisation.

#### 1.2. A new approach to nursing

The Trust has recently published a strategy outlining a new approach to nursing across the Great Western Hospitals NHS FT. The aim of the strategy is to support improvement in nursing standards to support better care and improved patient experience. As our largest staff group, our Nurses are the vital lynchpin in providing the best care to every patient whether on a ward, in the community or in someone's own home.

The strategy is underpinned by the 'six C's' outlined in the national Nursing Strategy published in December by the Chief Nursing Officer for England.

- **Care:** delivering high quality care. People receiving care expect it to be right for them consistently and be part of their care decisions
- **Compassion:** is how we feel about the care we give and how it is perceived. It means care given through relationships based on empathy, kindness, respect and dignity
- **Competence:** means we have the knowledge and skills to do the job and the capability to deliver the highest standards of care based on research and evidence
- **Communication:** good communication involves better listening and shared decision making – “no decision about me without me”
- **Courage:** enables us to do the right thing for the people we care for, to engage with innovation and change and to speak up when things are wrong
- **Commitment:** is about how we work with each other and the public to drive up quality and to improve the health of the population. We need to commit to action to improve care.

The impact of the strategy will be measured in terms of patient experience and further details can be found here: <http://www.gwh.nhs.uk/about-us/news/trust-launches-new-nursing-strategy>

### **1.3. Investing in nursing Leadership**

To support the delivery of our new vision for nursing, during the course of this year the Trust will be making a big investment in nursing leadership. Good leadership from senior nurses on wards and in the community is key to providing the best care possible, supporting their staff in raising standards for our patients.

Last month saw the launch of a new nursing leadership programme with £150,000 invested in training and development for our senior Nurses and Midwives as part of the 'Transforming Leadership - Transforming Care Programme'. 80 senior Nurses and Midwives have been invited to take part in the programme which will build stronger leadership skills across the Trust and support the consistent delivery of care.

#### **Staffing**

The Trust is also pleased to confirm that over £1m will be invested in additional Nurses this year with recruitment underway in a number of areas.

A Nurse Skill Mix Review has been carried out over recent months looking at the skills we have in our teams and what more we can do to ensure we are staffed at the right levels. The review has found that we need more nurses in a number of areas and we are now starting the process of filling those roles. The funding will be used to recruit additional staff and to free up Ward Managers (the most senior Nurse on the Ward) to take on a more supervisory role so they can lead and support their teams to give consistently high care.

The Trust will be monitoring standards on wards looking for a real measurable difference in patient experience and quality of care. This is a positive demonstration of our commitment to maintaining high standards of care whether at GWH or in the community at a time when finances are challenging.

### **1.4. Unannounced CQC inspection**

Prior to Christmas the Trust received an unannounced inspection by the Care Quality Commission (CQC) looking specifically at maternity services. Inspectors visited the GWH, Princess Anne Wing in Bath and Trowbridge Birth Centre. The inspections themselves took place over a number of days.

The report was published at the end of January and local women have praised the standard of care received. The inspectors spoke with women, their partners and staff, to ensure our services met essential standards of quality and safety.

The CQC team inspect each maternity service and make a judgement about whether the service is compliant against various standards such as 'care and welfare', 'cleanliness and infection control' and 'respecting and involving people'. If the service is non-compliant against a standard, a 'major', 'moderate' or 'minor' rating is given, depending on what this means for women using the service.

There was much positive feedback from women about the care they received praising our "professional, experienced, kind, and caring staff". The vast majority of women told inspectors that they were happy with the care and support they received. Across all sites, women told the CQC team that they were treated with privacy, dignity, confidentiality and respect. They also felt involved in decisions about their care and their partners felt included in the birthing experience.

#### **Great Western Hospital**

The Great Western Hospital was compliant against two of the standards 'respecting and involving people' and 'care and welfare', however the team said staffing levels need to be improved. The CQC therefore found the service to be non-compliant against the 'staffing' standard and this was judged to have a 'minor' impact on women who use the service.

### **Princess Anne Wing, Royal United Hospital, Bath**

The Princess Anne Wing was compliant against the standard 'respecting and involving people'; however the team reported that, similarly to GWH, staffing levels need to be improved. The CQC therefore found the service to be non-compliant against the 'staffing' standard and this was judged to have a 'minor' impact on women who use the service.

There was moderate concern regarding the standard of 'cleanliness and infection control'. Although women and their partners found the hospital clean and well organised, the CQC team felt the cleanliness of the unit could be improved and this was judged to have a moderate impact on women who use the service. We are working closely with the Royal United Hospital who provide the cleaning services for these maternity services to address this issue.

### **Trowbridge Birthing Centre**

Trowbridge Birthing Centre met all three standards, 'care and welfare', cleanliness and infection control' and 'staffing'.

As with any CQC inspection we have developed an action plan to address the points raised including looking at staffing levels.

### **1.5. Improving the birthing environment at Princess Anne Wing**

Members may be aware that the Great Western Hospital NHS FT is responsible for the provision of maternity services based at the Princess Anne Wing at the Royal United Hospital in Bath. Towards the end of last year the Department of Health announced a national £25m fund to support improvements in the patient environment for maternity users.

The Trust put in bids for this funding to help support improvements in the quality of the estate at Princess Anne Wing – an area we have been keen to improve since we took responsibility for the service in June 2011.

The Trust is pleased to report that the Trust has been awarded £400,000 by the Department of Health which will help deliver the following improvements for mothers and their babies:

- Environmental improvements to nine delivery rooms and one birthing pool room
- Upgrade to toilets/bathroom areas on Mary Ward increasing the number of shower facilities
- Improvements to lighting throughout the Princess Anne Wing Suite to bring lighting levels up to the same level as the adjacent Neo-natal Intensive Care Unit by the use of low energy natural light LED's. This will improve the lighting for expectant mothers and reduce our carbon footprint and enhance the working environment for staff.

### **1.6. Improving the caring environment at the GWH**

During the year the Trust will also be continuing our ward refurbishment programme at the GWH so that we maintain a good patient environment. There are two major projects this year which will improve patient care.

Between April and August we will be refurbishing the Emergency Department which will include dedicated space to provide a Children's ED. When the work is complete children will be seen and treated in a separate part of ED away from adults in a much more appropriate environment for their age.

During the same period we will also be refurbishing Radiology which will include the installation of a second MRI scanner. This will help speed up diagnosis times and provide a useful back-up on occasions where the other MRI may be out of service.

Other refurbishment improvements this year are:

- Jupiter Ward – July to September 2013
- Theatres – phase 1 – August to September 2013
- Maternity – will continue through year

## **OPERATIONAL MATTERS**

### **2.1. Winter pressures**

Over the past two months, the Trust has been experiencing significant winter pressures. This is being felt at the GWH and across our community services in Wiltshire and the extra demand has created significant pressure on beds and on our staff.

Our Trust is not alone in experiencing a very busy winter. All neighbouring Trusts and the Ambulance Service are experiencing similar challenges. There are a number of factors contributing to the difficulties we are facing some of which are not directly within our control.

As is usual at this time of year, there has been a large increase in the number of patients seen in the Emergency Department (ED) and needing to be admitted, but this year those numbers are much higher. These patients are increasingly frail older people with complex medical and social needs staying in hospital much longer.

In addition we have the added challenge of the knock on impact of pressure experienced in neighbouring acute hospitals which then affects our community services. Not all of these issues are within our immediate control but staff continue to work tirelessly to try to cope with demand and we appreciate the efforts staff continue to go to over what has been, and continues to be, a very busy winter.

### **2.2. New telephone reminder service for patients**

The Trust has been exploring ways to reduce the number of patients who do not attend their appointment and to improve patient experience by making it easier for patients to rearrange their appointment if needed. From March a new telephone reminder and text messaging service will be launched to help patients who may have forgotten their appointment and make it easier for those who wish to cancel or rearrange.

This is a new service which will act as a useful reminder for patients and help to reduce the number of appointments which go unused. The reminders will be trialled within three specialities initially, so that we can see if any improvements are needed to the way the system works, before being extended to outpatient appointments across the whole trust later in the year.

The service will take the form of an automated reminder via telephone with the option of speaking to a member of staff if the patient wishes to rearrange their appointment, or a reminder via text.

Nerissa Vaughan  
**Chief Executive**

**March 2013**