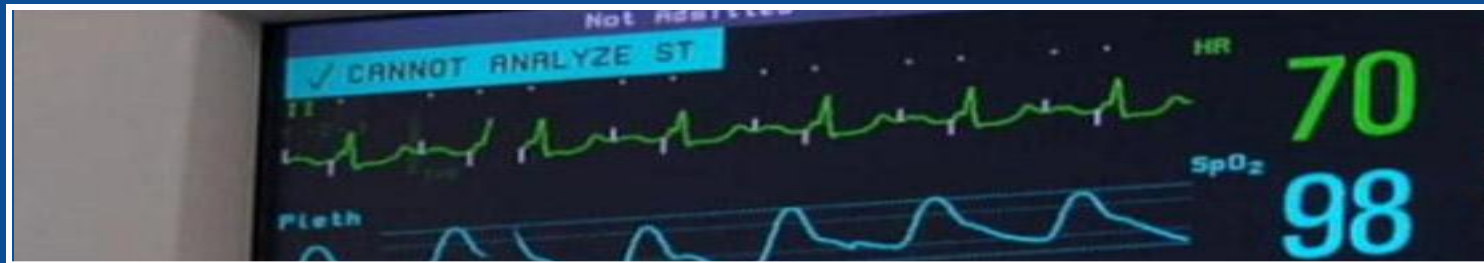


Our Year of Improvement:



A Progress Report



Inspection April-May 2015

CQC findings published September 2015

Are services safe?	Are services effective?	Are services caring?	Are services responsive?	Are services well-led?
Inadequate	Requires improvement	Requires improvement	Requires improvement	Inadequate

Overall Trust rating of **INADEQUATE**

WHHT put into special measures

Key areas of concern

- **Safety** – incidents not always reported, lack of systematic approach to analysis of incidents, little evidence of trust wide learning
- **Staffing** – not always at optimum levels
- **Governance** – inadequate risk management, poor use of data to drive improvement in some areas
- **Environment** – poor quality estate a risk to hygiene and infection control, irregular equipment checking and maintenance
- **Leadership** – lack of stability resulting from changes in board membership



...But also good practice

- **Caring** – outstanding care in Children's ED, Trust care rated good in most areas
- **Mortality** – significant reductions in mortality rates, making WHHT one of best in the country
- **Dementia** – delirium recovery programme to reduce length of stay and readmission, with intensive support at home (is now being adopted by other hospitals)

The WHHT Response

- Comprehensive Improvement Plan
- More than 200 actions
- Targeted to resolve CQC findings
- Robust governance, TDA and board oversight



Five Improvement Themes

Our people

**Getting the
basics right**

Patient focus

Infrastructure

**Governance, risk
management and
decision-making**

One year on from the inspection – how are we doing?

Our People

Staffing

- Major recruitment campaign (UK and overseas)
- 300 new nurses and midwives since Sept 15
- Band 5 nurse vacancies down from 32% to 12%
- Monthly agency spend reduced by £500,000+

Development

- Leading for Excellence programme
- Extended mentoring for student nurses
- Measures to increase uptake of mandatory training (still not good enough)

Culture

- Listening into Action: staff-led problem-solving
- New organisational values
- Schwartz rounds: for staff to reflect on emotional aspects of their work



Commitment
Gare Quality

Getting the basics right

Avoiding harm

- No grade 4 pressure ulcers, 80% reduction in grade 3 ulcers
- Continuation of 50% reduction in hip fracture deaths achieved in last 3 years

Medicines

- Number of missed dosages halved
- New 'Workstation on Wheels', cutting dispensing of take-home medicines from two hours to 15 minutes – quicker discharges

FOR HEALTHCARE LEADERS
HSJ 2015
AWARDS
WINNER
for Patient Safety

Patient experience

- Social media and selfies in support of national campaign
- New "best interest assessors", improved compliance with Mental Capacity Act



#hello my name is...

Patient focus



Clinical effectiveness

- New care plans to better manage pain and other needs
- Hospital at Night – additional multi-disciplinary support for acutely unwell patients
- Strengthened leadership in Obstetrics and Gynaecology
- WHHT now in top 20% of 215 hospitals in national stroke audit (previously in bottom 6%)
- 100% of ITU doctors trained in critical care transfer
- Enhanced capacity in adult safeguarding

Outpatients

- New phone system – waiting down from 19 to 4-5 minutes, abandoned calls down from 50% to 5%
- Respiratory – no double-booking of appointments: 18 week compliance up from 65% to 97%, locum costs reduced
- New electronic noticeboards to show waiting times

Infra- structure



Safety

- Theatre 4 at St Albans reopened after major refurbishment
- Improvements to mortuary security, flooring and ventilation
- Updated 24-hour CCTV

Equipment

- New MRI and CT scanners in Watford (new capacity for cardiac imaging) – operational by summer 2016
- £25m IT upgrade launched

Buildings

- Major maintenance programme (£6m+)
- Refurbished in-patient areas including Special Care Baby Unit
- Free wi-fi



Learning lessons

- Root and branch review and rebuild of governance processes
- New 'ward to board' corporate risk system for recording incidents and learning from them
- Backlog for investigating incidents cleared
- Improved complaints process

Understanding risk

- Risk management training for all new staff at induction
- Workshops on risk in day-to-day practice
- Trust-wide awareness campaign on identifying and handling risk
- Enhanced performance dashboards
- Strengthened clinical audit

Our Big Challenges

FINANCE

- Deficit of £41.2m for 2015/16
- £300m income, £341m costs
- Income £13.5m less than 2014/15
- ...yet unprecedented £12.3m efficiency savings

URGENT CARE

- Severe A&E pressures
- Among lowest performers for meeting 4-hour target
- Major knock-on effect on rest of Trust
- Consumes significant leadership resource

OUR ESTATE

- Still in need of major investment
- Potential compromising of patient safety and experience
- Very limited opportunities for new build/redevelopment



Assessing Progress

TDA clinical review

- Inspectors reported widespread improvement, many areas “approaching good” or better
- Praise for Emergency Department
- Maternity’s new bereavement room “outstanding and everyone should go and see it”
- Improved approach to learning from incidents and complaints
- Step change in staff being able to describe what they do to manage risks better

Patient rep: “I was heartened to observe tangible improvements in areas of safety and governance, improved team/staff morale and patient experience”

Next CQC visit scheduled for Sept 6-9

