

Quality Summit 6th November 2018

Summary of pledges and outcomes agreed for the five themes

Theme 1: Leadership, Culture, Patient Experience and Staff Engagement

SRO: Claire Gore, Director of Human Resources & Organisational Development

Pledge 1

HENWL to support the development of a diverse workforce

- Development of different workforce models by sharing best practice and successes across specialities and staff groups to enable creation of new roles such as Physician associates
- Treating our staff grade doctors as though on training programme; making ward managers supernumerary
- Enabling transfers into speciality roles then back into the organisation

Pledge 2

NHSI to support the implementation of the patient experience framework

- Board leadership to ensure patient experience is a priority
- Empowering staff and leaders at all levels of the organisation to do more; by providing protected time to managers ('head space')
- Valuing staff
- Highlighting the strong link between staff experience and patient care – unlocking the culture that blocks communication, staff experience clinics and valuing staff
- Linking objective setting to professional development
- Refocus/labelling – emphasis on a culture of safety
- Resolving systems issues

Pledge 3

Trust to review and consider the implementation of the work of the Compassionate Mind Foundation to inform its OD strategy & Leadership Development plans

- Compassionate therapy approach to culture and values (Living the HEART Values)
- Relying on a strong evidence base to create a learning organisation through compassionate leadership, culture of safety and freedom to speak up
- Eliminating a culture of fear
- Unlocking the culture that blocks communication
- Undertaking staff experience clinics

Theme 2: Maternity

SRO: Barbara Beal, Chief Nurse

Pledge 1

NHSI National Maternity Team offer to support the Trust in engaging with Epsom and St Helier Maternity Unit – Cultural work programme ‘Every Voice Heard’. Maternity to then consider and potentially build this into the wider Cultural programme

Pledge 2

NHSI and Local [NWL] Maternity System to support the Trust with an external peer review of maternity SIs

Pledge 3

NHSI and Commissioners to engage in a workshop/s with the maternity service/Trust to understand further the actions and support required to assist the Maternity services/Trust with their improvement journey

Pledge 4

NHSI/Commissioners to support the Trust with implementing, evaluating and learning from recording Cultural Issues on Datix

Additional points

Commissioners require the establishment of an additional group to provide constant dialogue, assurance and oversight of evidence/progress/learning. TOR to be jointly agreed and aligned with NHSI-related oversight and assurance to avoid duplication and diverting resources in maternity services from the delivering and sustaining of improvement.

All agreed on the need for the maternity services and the Trust to reclaim pride in areas of best practice with and through their staff and clinicians, especially to external parties.

Theme 3: Ealing Hospital

SRO: Simon Crawford, Director of Strategy & Deputy CEO

Pledge 1

Produce a new plan for Ealing Hospital with partners from the health economy based on a fresh evaluation of data on patient activity demand and capacity, noting:

- That NWL commissioners’ intention to refresh activity modelling based on current levels and future forecasts of demographics and new models of care [to be procured commercially, with ambition to produce outputs in c3 months]
- The plan must set out both the need to continue to maintain safe services at Ealing Hospital for the next 5-7 years, including A&E as well as the potential for a new end state for Ealing Hospital

Pledge 2

To work with system stakeholders to maintain safe services at Ealing Hospital [recognising the need to retain acute services including A&E on site for at least 5-7 years], with a specific recognition that short- and medium-term solutions and investment are required for the following critical services:

- HDU
- Ambulatory care unit
- Frailty unit
- JAG accredited endoscopy unit

Pledge 3

Establish a working group to oversee the development of the future plans for Ealing Hospital with representation from local stakeholders including:

- Ealing clinicians / staff
- Commissioners (Ealing & NWL)
- Ealing LA [observers]
- Patient Groups

Communicate the plan once developed for Ealing Hospital to staff and the local community to address uncertainty over the future of the hospital which is a barrier to recruitment and major factor public issue for staff local people and the Council.

Theme 4: Continuous Quality improvement and Transformation

SRO: Martin Kuper, Medical Director & Deputy CEO Transformation

Pledge 1

To carry out regular 'pulse checks' with staff, external stakeholders and patients, to keep us grounded, by testing that our quality improvements linked to transformation themes are felt to be on the right track.

Pledge 2

To involve patients in our programme and in particular to work with Brent CCG to explore using their Partners Forum as a route for patient engagement.

Pledge 3

To work together with NHSI on Board Development in relation to Quality Improvement, and specifically for NHSI to provide a session for the Trust Board on Measurement for Improvement.

Pledge 4

To explore developing live patient tracking visible both within the hospital and to both patients and their GPs as an aspirational but potentially extremely useful pledge.

Theme 5: Patient flow

SRO: Arshiya Khan, COO

Pledge 1

Reduce LOS – in particular for emergency admissions, with measures including:

- Changes to weekend working across the health and social care system including senior clinical decision-making
- Reaching a shared view with commissioners of the services and capacity required on each site and the best use of the Trust's assets / sites

Pledge 2

Continue to harness the relationship and engagement between clinicians and management for pathway redesign

Pledge 3

Use the Trust's estate as effectively as possible and be single-minded about those changes that we can make within our existing resources that we believe will have the greatest benefits for patients through enabling pathway changes

Overarching issues

1. Taking ownership of our [LNWUHT staff] responsibility for improvement
2. Ambition to achieve demonstrable progress against all pledges before CQC visit expected in Sep. 2019 – especially in those areas where improvements are entirely within the gift of the Trust
3. Staff have to be engaged in change and empowered to make changes – we need to find ways to help all staff groups do this, with particular emphasis on the large cohort of middle management and bands 7-8a/b
4. Data needs to be deployed much more effectively both to support improvement and to inform discussions with external parties
5. Real commitment is needed from our external partners – in particular the three local CCGs – if we are to successfully tackle the biggest transformation and improvement challenges, like frailty, which are system-wide issues
6. We must set ourselves the ambition to achieve a rating of Outstanding, but to do this we have to hold ourselves to account and we need the ability to measure progress