

Unlocking our potential Our improvement plan

Progress report to the Health & Wellbeing Board



The story so far

- December 2013 – CQC put our Trust in special measures
- June 2014 - [*Unlocking our Potential*](#) – our Improvement Plan was published. It was developed with input from staff; Barking and Dagenham, Havering, and Redbridge (BHR) Clinical Commissioning Groups; BHR Local Authorities; North East London Foundation Trust; UCL Partners; and North East London Local Education and Training Board, to address issues CQC raised
- Matthew Hopkins, Chief Executive, appointed substantively on 1 July 2014, following a three month secondment
- Executive Directors lead five workstreams to help drive delivery of *Unlocking our Potential*
- Each month following sign-off from our Trust Executive Committee, a report against progress will be published internally and externally on or around 25th of each month
- So far, 40% of *Unlocking our Potential* has been delivered

Unlocking our Potential workstreams



Leadership and Organisational Development

Ensure we put the right systems, structures, checks and balances in place so we are properly managed from Board to ward

Deborah Tarrant, Director of People and Organisational Development



Outpatients

Make sure services are managed effectively so they run on time, every time

Steve Russell, Deputy Chief Executive

Unlocking our Potential workstreams



Patient Care and Clinical Governance

Support all our care with effective management of patient notes and information, and systems which alert us quickly to problems

Flo Panel-Coates, Chief Nurse



Patient Flow and Emergency Pathway

Patients are assessed and treated quickly, in the right place at the right time, and are discharged once they are medically fit

Eileen Moore, Acting Chief Operating Officer



Workforce

Recruit, retain, develop and deploy the right number of permanent staff to provide high quality care 24/7

Deborah Tarrant
Director of People & Organisational Development

We publish our progress every month

Unlocking our Potential June 2014 progress report

Key highlights

Over 1,500 staff have now completed sepsis training



Recruited 33 new nurses in our latest recruitment campaign

Friends and Family Test scores increased from 43 in June 2013 to 69 in June 2014



Piloted a family-friendly survey in children's wards which has doubled our children's response rate from 7% in May to 15% in June

We have delivered 27% of Unlocking our Potential so far



Delivery against our key areas

Key Area	Progress
Leadership and organisational development	Yellow
Outpatients	Red
Patient care and clinical governance	Yellow
Patient flow and Emergency Pathway	Yellow
Workforce	Green

Unlocking our Potential July 2014 progress report

Key highlights



Developed a new rota for our A&E doctors to improve the A&E service and improve their work-life balance



Launched our new antibiotic app to give our clinicians vital information at their fingertips



We have reduced the number of Outpatient short term clinic cancellations by approximately 75% since May

We have delivered 32% of Unlocking our Potential so far



Delivery against our key areas

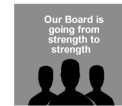
Key Area	Progress
Leadership and organisational development	Yellow
Outpatients	Yellow
Patient care and clinical governance	Yellow
Patient flow and Emergency Pathway	Yellow
Workforce	Red

Unlocking our Potential August 2014 progress report

Key highlights



We rolled out our new observation charts which will help us give better care to our patients



Our Board is going from strength to strength
We have appointed three new directors



Our Medical Receiving List is now open 24 hours a day, 7 days a week, to help treat our patients in the best environment

We have delivered 37% of Unlocking our Potential so far



Delivery against our key areas

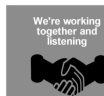
Key Area	Progress
Leadership and organisational development	Yellow
Outpatients	Red
Patient care and clinical governance	Yellow
Patient flow and Emergency Pathway	Red
Workforce	Red

Unlocking our Potential September 2014 progress report

Key highlights



More than 3,000 staff have completed sepsis awareness training, to keep you safer



We're working together and listening
We held our first listening event with Healthwatch Havering to give our patients and residents a voice



We're working hard on our discharge processes to get you back to the comfort of your own home earlier

We have delivered 40% of Unlocking our Potential so far



Delivery against our key areas

Key Area	Progress	Impact of completed actions
Leadership and organisational development	Green	Yellow
Outpatients	Yellow	Red
Patient care and clinical governance	Yellow	Red
Patient flow and emergency pathway	Red	Red
Workforce	Red	Yellow

For more information read our monthly progress reports at <http://www.bhrhospitals.nhs.uk/>

Leadership & Organisational Development

- We have refreshed the Executive Team and the Non-executive Directors
- We have engaged the foresight partnership to help develop a strong board
- We are reviewing the operational and clinical leadership structure and have made some changes to key clinical leadership roles

Outpatients

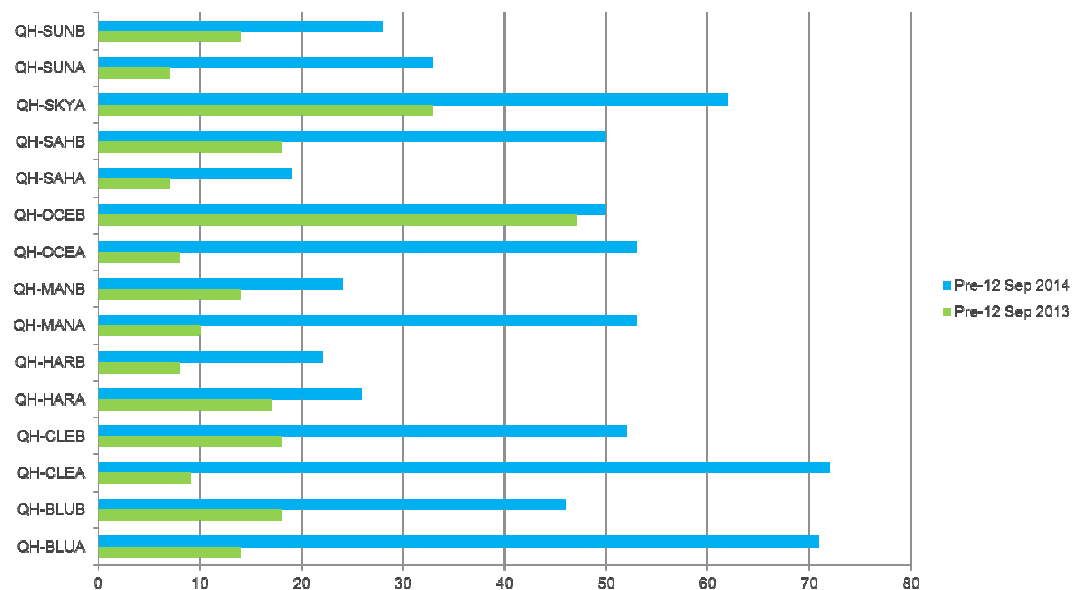
- Spent a lot of time listening to our staff and patients
- Made changes to the call centre resulting in >90% of calls answered compared to 40%
- Reduced short term cancellations of clinics by 87%
- Reviewed 50% of our clinics on choose an book and are contacting GP's earlier to secure letters
- About to spring clean all our clinics and our letters
- Have commissioned a 4 day customer service development programme
- Have reduced the time our PALS team spend on outpatients
- Will be moving to patient driven booking in the new year
- Are part way through a trial to improve case note availability

Patient care and clinical governance

- New observation charts rolled out
- Over 3,000 staff have been trained in managing sepsis
- We are about to start auditing how many patients are treated within 1h
- We have started a project to simplify our nursing documentation

Patient flow

- Opened our ambulatory care unit
- Opened our medical receiving unit
- Focused on improving discharges earlier in the day, and have been awarding ward of the week for the past month



Our ward of the week winners:



- And we've learned how to make further improvements by listening to our staff

In summary

- We've made progress
- We have a lot still to do
- Some of our efforts are not yet translating into the results we'd like to see
- Governance is stronger, engagement and culture is improving