Unlocking our Potential

Our vision: To provide outstanding healthcare to our community, delivered with PRIDE

Our mission: Great care to every patient every day

Taking PRIDE: Achieve the above through our living our values:

- Passion
- Responsibility
- Innovation
- Drive
- Empowerment

Dec 2013: placed in special measures following Chief Inspector of Hospitals review

Jun 2014: published Unlocking our Potential, our improvement plan to address issues

Mar 2015: re-inspection by Care Quality Commission to review progress

Unlocking our Potential

Five workstreams with an Executive lead:

- Leadership and Organisational Development
- Outpatients
- Patient Care and Clinical Governance
- Patient Flow and Emergency Pathway
- Workforce
Leadership and Organisational Development

To give great care to every patient every day we need to structure ourselves for success

Leading the way

• New Trust Board; recruiting for Chief Nurse
• Board development programme – build relationships; effective team work
• Phase one of organisational restructure – six clinical divisions each with:
  – Divisional Director
  – Divisional Manager
  – Divisional Nurse
• Phase two – implementation underway

Taking PRIDE in our care

• Embed and expand our PRIDE brand – emphasise external partnerships *Taking PRIDE in Your Care Together*
• Reward and recognise – Terrific Tickets
• Staff engagement strategy being developed
Outpatients

Call Centre improvements
• Call demand and capacity analysis – better allocate resource
• Pre-pilot mid-July 2014 – answer rate approx 48 per cent
• Since November 2014 – regular answer rates of 95 per cent

Short notice clinic cancellations
• Reduced by 87 per cent
• Led to huge reduction in multiple appointment changes since April 2014

Patient Experience
• Patient pagers – don’t need to wait in clinics
• Rolled out Friends and Family Test to Queen’s Hospital
• Planned refurbishment and uniforms
• GP Liaison Service launched
Patient Care and Clinical Governance
Listening to our patients; supporting our staff

Patient Experience
- **Spot it, Treat it, Beat it sepsis campaign** – best practice tool; more than 3,000 staff trained; redesigned observation charts
- **New nursing documentation** – streamlined; more time with patients
- **Improving accessibility** – easy-read and child-friendly patient surveys; deaf awareness training
- **Listening and responding** – listening events; You said, we did boards; Mystery Shoppers
- **Dementia wards** - colour coded bays; time and date clocks; Rempod; Tommy on Tour
- **Nutrition** – menu choices; feeding buddies; ward champions

Governance
- Getting our structures and processes right
- Focus on Serious Incidents
- Learning Lessons campaign
- Good Governance Institute
- Guardian Service
Patient Flow and Emergency Pathway

Strong focus on partnership working

Discharges
- ‘It’s Everyone’s Responsibility’ campaign – started with 10 x 10; 20 x 12 model
- Now focus on pre-8am discharges
- Discharging on average 24 per cent patients before 12pm
- Joint Assessment and Discharge Service (JAD)

Front door
- Majors Lite
- Urgent Care Centre

Frailty pathway
- Extended Frail Older Persons’ Advisory Service to King George Hospital
- Extended Elders Receiving Unit at Queen’s Hospital to 30 beds
- Community Treatment Teams out with London Ambulance crews
- Ambulatory care pathway – access acute services without admission
Four hour emergency access target
Workforce

Working with partners and staff to recruit and retain high calibre colleagues

- New values-based recruitment approach – right skills; right attitude
- Working with partners on recruitment strategy
- Working with our accommodation contractors to provide better facilities
- Reduced time to hire – now 43.3 days from 55.3 days; target 40 days
- Filled 95 per cent of our Healthcare Assistant positions for inpatient areas
- Establishment, Retention and Recruitment (ERR) groups for Emergency Department and Acute Medicine
- Focus on reduction of agency staff – increased In House Bank rates; weekly star chamber
Care Quality Commission

Our re-inspection

• March 2015: re-inspected by CQC

• Announced and unannounced visits

• Four possible ratings across five domains

What’s next?

• Quality Summit planned for 17 June 2015

• Report expected to be published 18 or 19 June 2015

• Continue on our journey to improve care for our patients
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<th>Year</th>
<th>Cycle of regime change and inconsistency</th>
<th>Unlocking our potential</th>
<th>Delivering our potential</th>
<th>New models of delivery</th>
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<td>Special measures</td>
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Today we are here.