Update from Barts Health

Waltham Forest
Public Health and Health Delivery
Overview and Scrutiny Sub-Committee

30 January 2014
Agenda

• Trust response to the CQC Chief Inspector of Hospital inspections in November 2013
• Update on workforce consultation
• Report on complaints received since April 2013
• Update on the Trust’s financial position
CQC inspection of Barts Health November 2013

• Chosen by the CQC as one of the first hospital trusts to be inspected under its new regime – led by the Chief Inspector of Hospitals
• Team of 90 CQC inspectors visited all Barts Health hospitals during w/c 4 November
• Inspectors impressed by how welcoming our staff were and our preparedness for the visit
• Summit meeting took place on January 10 2014 with commissioners, partners and CQC leads
• Reports published on 14 January and shared with local stakeholders and partners
What the inspection found

Overall, findings were tough but fair, with much to be proud of:

• **Three warning notices** for maternity and care of the elderly issued last year at Whipps Cross have been **lifted** – a tribute to the many improvements staff have made in the last six months

• Staff provide **safe, compassionate care in clean surroundings** with excellent infection prevention and control

• Our clinical management structure, under our six Clinical Academic Groups was highlighted positively, especially for ability to implement change

• Many improvements had been made following previous inspections, including swift replacement of broken equipment

• Areas for improvement include appointment attendance rates, cancellations, complaints handling, leadership development and organisational culture

• We are fully committed to working with staff across the Trust to improve our culture and to make Barts Health a better place to work

• We are very clear that bullying and harassment has no place in Barts Health

• We have listened to staff and patients, and we will continue to listen

• **Our staff made huge efforts** before and during the inspection, and have continued to maintain standards since
What we are doing as a result

• Drive to 95 – target to reach 95% staffing establishment in all areas by 31 March 2013:
  • Overall, currently at 90.5% (was 88% before Christmas) and some clinical areas already at 95%
  • Helps reduce reliance on temporary staff and improves quality and safety
  • Have already significantly reduced use of agency staff
• Greater visibility for our Executive Team with seven day a week presence:
  • On-call executive director out in our hospitals on the wards at weekends
  • First Fridays – greater frontline involvement by senior managers, who are out on the shop floor
• Addressing issues to improve our organisational culture:
  • Introducing a new system to provide anonymous online dialogue between staff and members of the Trust Board
  • Extending the staff partnership forum to more effectively bring in views from across the Trust
  • Increasing circulation of “pulse” survey to 4,000 staff every month
• Resolving issues more quickly
Update on our workforce consultation

• Interview and selection process for affected roles now complete
• We recognise that the review has led to anxiety and concerns, and we will continue to do all we can to support staff affected
• We have always been clear that changes to our workforce were both necessary and in line with the safe staffing levels recommended by professional bodies
• To provide further reassurance, we are now seeking extra independent confirmation that we have the right ward-based staffing levels across the Trust to provide the right care at the right time
• We are continuing to recruit – we will have hired an additional 700 nursing staff by the end of March 2014
• We are continuing to develop our organisational culture and improve morale:
  • More opportunities for feedback through our “pulse” survey
  • New ways of allowing staff to provide anonymous feedback
  • Strengthened relationships with union representatives
  • Strengthening leadership at a local level, and helping middle managers to develop and support their teams
Managing complaints

• Centralised complaints service established post-merger
• In line with our complaints policy and the NHS Constitution, we aim to:
  • Acknowledge receipt of complaint within three working days and discuss with complainant to agree method of investigation, response and timeframe
  • Respond with outcome of the investigation within 25 working days
  • If required, agree appropriate extension to the timescale directly with complainant
  • For complex complaints or where harm has been caused, invite the complainant and/or their family to meet with appropriate members of the clinical team as part of local resolution
• All formal complaints are risk assessed for complexity, severity of any harm and likelihood of reoccurrence
• All complaints are logged and tracked electronically using the Datix IT system
Numbers of complaints

• From 1 April to 31 December 2013, 541 complaints were logged with Whipps Cross as the hospital site:
  • 484 were “formal”
  • 52 were “non-reportable”
  • 5 were service alerts from GPs
• The top three themes were:
  • Diagnosis/treatment – 185
  • Communication – verbal/written/electronic – 126
  • Appointments/clinics - 92
• On average over the last year, from all complaints received:
  • 52% related to services provided in Tower Hamlets
  • 29% related to services provided in Waltham Forest
  • 12% related to services provided in Newham
How we learn from complaints

Learning from complaints and patient feedback is used to improve care:

• Our Clinical Academic Groups undertake monthly thematic reviews of complaints to identify and report on lessons learnt and essential key actions which come from them. Action plans are implemented and monitored at quality and safety meetings.

• Every Trust Board meeting begins with a story from a patient or relative, told in person.

• Training sessions for staff promote the benefits of effective local resolution.

• We will use the independent review of NHS complaints, led by Ann Clwyd MP, to further inform our complaints policy.

• Mrs Clwyd was a guest speaker at the Trust on 22 January.

• We are working to share detailed information on complaints with Healthwatches and to agree a process to feed in comments provided directly by Healthwatches.

• Following the November 2013 CQC inspection, we are agreeing an action plan to develop further improvements in the support we give to patients and their families.
Our financial position at November 2013

- We reported an in-month deficit of £1.2m for November
- However, we anticipate reporting a £400k surplus for December
- We reported a year-to-date deficit of £34.3m, mainly due to:
  - Shortfall in delivering our cost improvement programme
  - Underperformance on income
- Patient treatment income was £1.5m behind plan in month, and is now £35m behind plan for the year, but has shown a marked improvement
- If performance in November is sustained, we will meet our income forecast of £1,022m
- Expenditure was £104m in month, an increased of £1.9m compared to October. This is mainly due to non recurrent items, without which overall expenditure remained broadly flat
- We were £18.2m behind our cost improvement programme at the end of November
- We are still forecasting a £50m year-end deficit