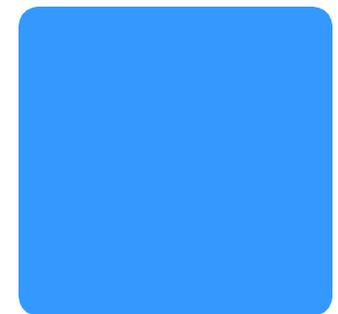


Bromley Health Scrutiny Sub-Committee Update 3 April 2019

Fiona Wheeler, Acting Executive
Managing Director – PRUH and
South Sites

Debbie Hutchinson, Director of
Nursing – PRUH and South Sites



Trust wide update

- Performance, finance, quality and board updates
- Refreshing our strategy

PRUH and South Sites update

- Leadership update
- Emergency performance
- King's Way for Wards and GIRFT at PRUH and South Sites
- System wide working
- Service developments
- Quality: Norovirus
- Annual staff survey results
- Patient experience at PRUH and South Sites

Trust Performance, Finance and Quality updates

Performance

- Trust four hour target in ED – it has been a challenging start to the year, however we are seeing improvements. We have moved to 70% in February from 69% in January.
- RTT continues to be a priority improvement area for the Trust. Performance against the national target remains at 77% since the end of 2018. In January the number of patients waiting 18 weeks increased by 112 pathways, but the number of patient waiting 52+ weeks has increased from 249 waiting at the end of December 2018 to 262 at the end of January.

Finance

- We have agreed our control total with our regulator for 2019/2020. Our current financial position remains very challenging. The reported deficit at the end of M9 was £147m.

Quality

- Overall performance in patient outcomes remains good. The Trust is in the top quartile for Hospital Standardised Mortality Ratio (HSMR).
- CQC recently visited and we await the outcome of their inspection.
- We are currently finalising our quality priorities for 2019/20.

Board

- **New Chief Executive** - Dr Clive Kay – joined 1st April
- **New Interim Chairman** – Sir Hugh Taylor – joined 1st March
- **New Chief Nurse and Executive Director of Midwifery** – Nicola Ranger
- Dr Shelley Dolan now **Acting Deputy Chief Executive**
- Bernie Bluhm is **Interim Chief Operating Officer** for King's College Hospital, Denmark Hill site
- Fiona Wheeler, **Acting Executive Managing Director** for PRUH and South Sites – now a member of the Trust Board

Refreshing our Trust strategy

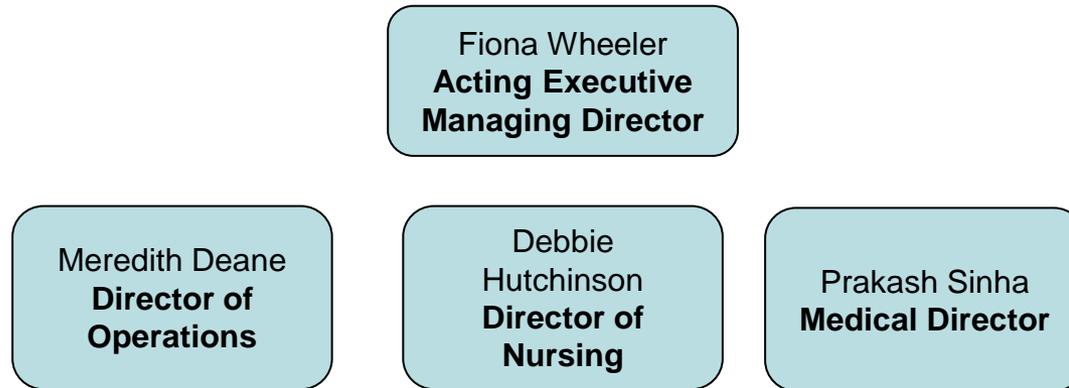
Engaging on our strategic framework development

- Work is ongoing to refresh the Trust strategy, the framework is the current focus
- We have held a number of engagement events with staff, members and volunteers to test early development work
- Around 400 people have engaged with developments so far
- More internal work will now take place before completion

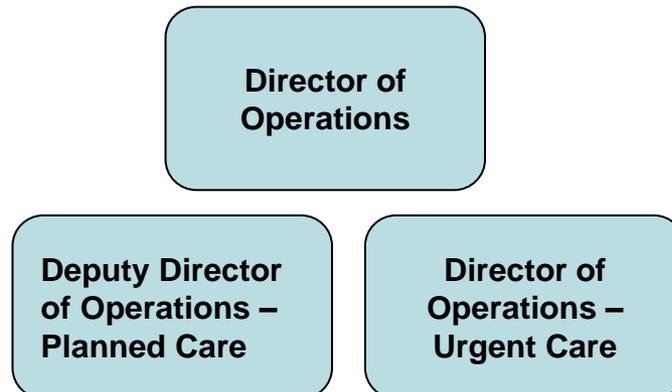
PRUH and South Sites Update

PRUH and South Sites leadership update

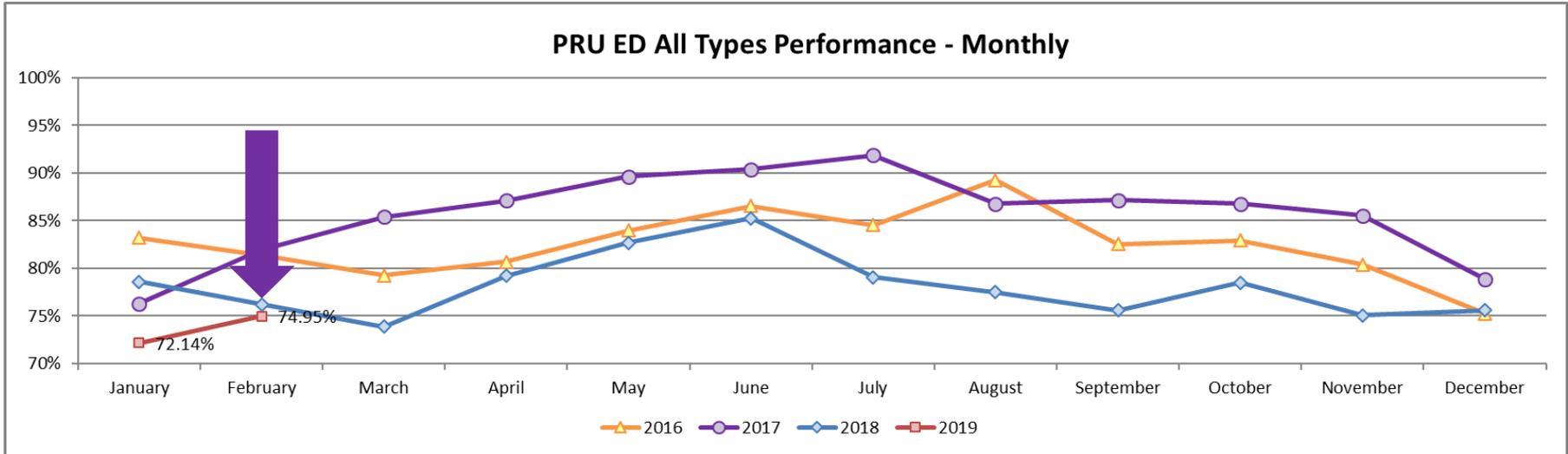
PRUH and South Sites senior leadership



Additional roles to strengthen operational leadership



Emergency performance – PRUH focus



- Meeting the four hour waiting target in A&E remains very challenging.
- We saw significant improvement in mid-March as we hit 82%. Overall March performance data is currently being analysed and will be available shortly.
- Working with Hunters to support improvements – key areas of development include:
 - Rapid clinical assessment – all patients
 - Development of ambulatory flow – in/out of the hospital

Progress on transformation and GIRFT

King's way for wards – *quality improvement initiative with accreditation scheme*

- Surgical 4 (PRUH) and Bodington (Orpington) have successfully completed the King's Way for Wards programme. The first wards across PRUH & SS to complete.
- Currently going through this programme – Medical 8, Chartwell wards; Critical Care/ICU, Coronary care



Getting It Right First Time (GIRFT) – *a national programme designed to improve medical care within the NHS by reducing unwarranted variations*

Success at Orpington

- Significant improvement to theatre productivity and length of stay in Orthopaedics
- Improvement in recorded time theatre starts at PRUH in Trauma

Working with system partners on ...

- Admission avoidance and earlier discharge into community healthcare settings
- Outpatients transformation – looking at new ways of working
- IV demand scoping – we are completing an audit to scope demand for IV in the community and working with system partners to scope a service, with an aim to reduce hospital length of stay

Service updates

Discharge improvements

- New discharge lounge for the PRUH
- Opened in December 2018
- Patient-friendly space with four/bed stretcher areas
- Designed to allow for nursing care provision
- Front of hospital location -
 - close to patient transport and easy for relatives and carers to find



Quality: Focus – Safer Care

Norovirus

There has been significant progress made in reducing the spread of Norovirus this year. We have moved from 133 cases last year, to less than 40 cases this year.



Introduction of electronic stool charts

- Facilitating reporting and decision making around cohorting/isolation of patients

Strengthening out of hours arrangements

- Collaborative and close working with cleaning services including senior/supervisory staff on site out of hours
- Senior nursing staff on site out of hours, facilitating decision making

Introduction of on-site testing

Lessons learned implemented

- Swifter response on identification
- Swift implementation of daily meetings and daily checklists including hand washing
- Prompt decision making

More effective cleaning and supervision of cleaning services

Norovirus

The challenging ward layouts at the PRUH have been recognised by the regulator (NHS Improvement). As a result, we secured over £100k for estates work which is currently underway. Changes include:

Removing touch points to reduce infection risk

Changing door handles on all sluices

Updates to the sluices

Additional doors

To contain sluices within the ward boundaries

Updated intercom systems

For additional doors to direct and reduce footfall

Additional hand wash basins

Annual staff survey results for 2018

Annual staff survey results published for all Trusts in February

- Trust engagement score 6.8 against a national average of 7. Changed this year from 5 point to 10 point scale. Conversion = no change since previous year.
- The PRUH and South Sites engagement score is 6.9, one of the most engaged divisions at the Trust.

PRUH and South Sites - areas we did well

Safe environment -
Violence

Equality, diversity &
inclusion

Quality of care

Areas for action plan for improvement

Health and wellbeing

Quality of appraisals

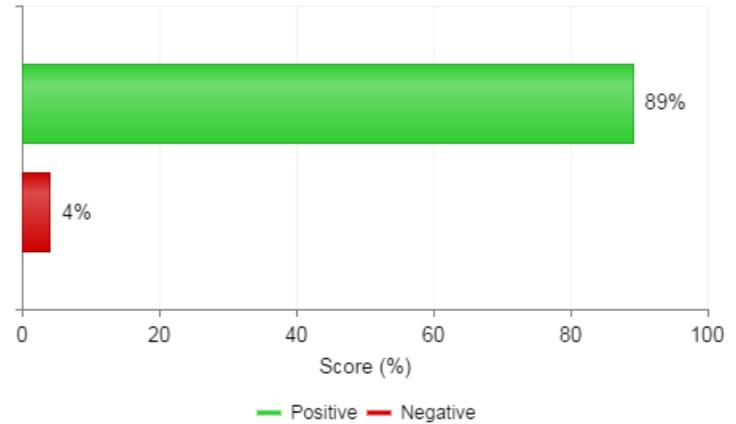
Morale

Patient Experience

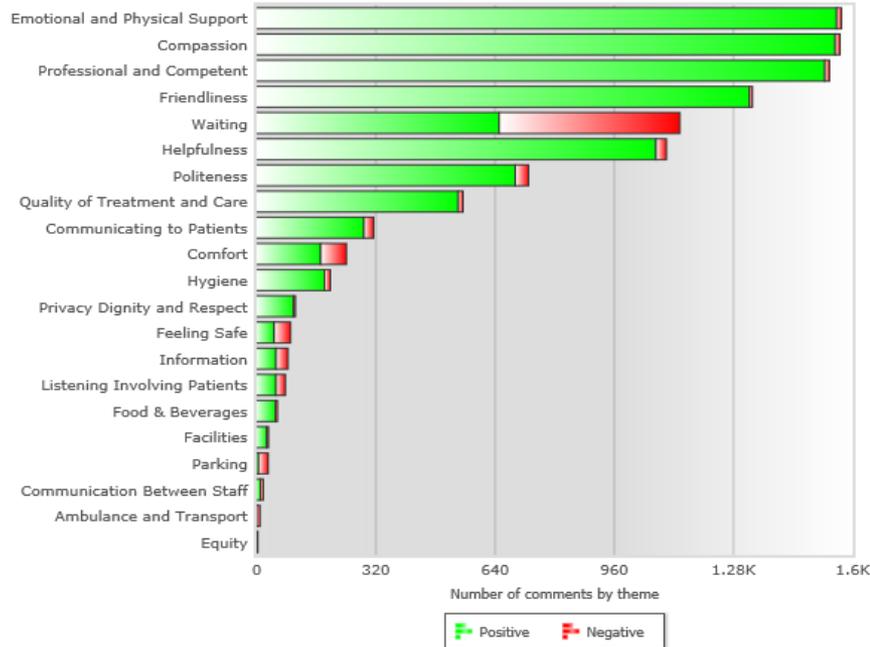
September 2018 – February 2019

- Overall Friends and Family Test score for PRUH and South Sites was 89% of patients recommending our services.
- Some excellent experience for patients on many wards including:
 - ✓ Medical 1
 - ✓ Medical 2
 - ✓ PRUH Coronary Care
 - ✓ Chartwell

Patient Feedback Score
PRUH and South Sites - Sep-2018 to Feb-2019



All Used Categories Pos/Neg Count



Questions?