



Bromley Healthcare Update

CQC Improvement Plan

Update to Health Scrutiny Sub Committee - October 2022

Strengthening of Leadership team



Professor Ali Bokhari
Chief Medical Officer



Dr Nike Dare
Clinical Director for Urgent
Community Response



Heather Payne
Associate Director of
Safeguarding



Sharon Smith
Head of Nursing
(Children)



Fiona Bentham
Head of Nursing
(Adults)



Pippa Marks
Head of Allied
Health Professionals

Quality Care Leads

CQC Response : Programme Management Office (PMO)

The Bromley Healthcare PMO system is the central repository for all projects and programmes within the organisation. All CQC related projects are identified within the tool and monitored weekly internally and monthly via the CQC sub committee. Progress at a programme, project and task level is visible and transparent, along with all project risks and issues. The tool works on a linear basis, tracking % completion vs target deadlines at a task level, so flags very early any tasks potentially at risk, so that remedial action can be taken if required.

<input checked="" type="checkbox"/>	Name	Deadline	% Comp ↓	Schedule Health	Manager	Workspace	State
<input type="checkbox"/>	Governance balancing oversight and strategy	30-Sep-2022	100%	Not Active	Jacqui Scott	Default	Completed
<input type="checkbox"/>	PMO roll out for Strategic priorities	31-Mar-2023	100%	Not Active	Wendy Wyvern	Performance & Audit	Completed
<input type="checkbox"/>	Freedom to Speak Up	31-Mar-2023	100%	Not Active	Charles Beardsley	People & Development	Completed
<input type="checkbox"/>	Audit Programme	31-Mar-2023	99%	On Track	Samantha Tomlinson	Performance & Audit	Active
<input type="checkbox"/>	CQC Tactical Project	23-Nov-2023	97%	On Track	Wendy Wyvern	Quality & Safer Care	Active
<input type="checkbox"/>	Lone Working	16-Sep-2022	96%	At Risk	Heather Wragg	People & Development	Active
<input type="checkbox"/>	Patient Public Engagement Experience & co-production	31-Mar-2023	74%	On Track	Sophie Collier	Commercial	Active
<input type="checkbox"/>	Development and delivery of belonging sessions (Lanre)	31-Mar-2023	73%	On Track	Sarah Patmore	People & Development	Active
<input type="checkbox"/>	Exemplar Record Keeping	31-Mar-2023	68%	On Track	Sharon Smith	Quality & Safer Care	Active
<input type="checkbox"/>	Development of Strategy 2022+	31-Mar-2023	58%	On Track	Jacqui Scott	Default	Active
<input type="checkbox"/>	Clinical Supervision	31-Mar-2023	36%	On Track	Chief Nurse	Quality & Safer Care	Active
<input type="checkbox"/>	BHC CQC Audit Programme		26%	On Track	Samantha Tomlinson	Performance & Audit	Active
<input type="checkbox"/>	CQC Mock programme	28-Apr-2023	18%	At Risk	Kate Stoneman	Quality & Safer Care	Active
<input type="checkbox"/>	Clinical Competencies	31-Mar-2023	12%	On Track	Sharon Smith	Quality & Safer Care	Active

CQC Response : Programme Update

3 projects have now been completed: Governance balancing oversight & strategy, PMO rollout for strategic priorities & Freedom to Speak Up. The remaining projects are on track for completion to timelines.

Audit Programme

- All new audits on Celoxis; migration of existing projects substantially completed.
- Next steps: work continues to establish timelines for all new audits.

Lone Working

- Project substantially completed. Processes completed and being updated in SOPs. Contract negotiations have been completed & funding agreed.
- Next steps: Addition of policy clause to all SOPs and ordering of new devices & distribution to staff

CQC Tactical Project

- 15 projects completed; 3 ongoing, all on track: Notifications remains on risk register & awaiting guidance from CQC; AIS, current process captured, work commenced on clinical templates and comms; 6 monthly Foxbury MAR chart audit completed.
- Next steps: Finalise AIS changes to clinical templates, finalise & deliver comms. Annual Foxbury Oversight audit to be completed by March.

Patient Public Engagement

- Work commenced on engagement strategy and text message pilots are underway. QR code in use now.
- Next Steps: Ensure that strategy ties out with One Bromley approach; extend text message pilot to additional services.

Development & Delivery of Belonging

- Belonging sessions commenced with additional sessions being added
- Next Steps: to continue to build membership of networks. Events and Communications in staff magazine.

Exemplar Record Keeping

- Review of templates continues, remains on track; DNA CPR status flag added to EMIS; staff aware of DNA CPR flags; FHNA work substantially completed
- Next steps: Continue review of templates; update all SOPs to include DNA CPR policy; finalise FHNA & significant other audit across the boroughs.

CQC Response : Programme Update cont.

Development of Strategy

- Refresh of values completed; strategy for 2022+ underway.
- Next steps: Continue and finalise strategy – due Mar 2023

BHC CQC Audit Programme

- 25 clinical audits migrated to Celoxis, 1 completed, 20 on track, 2 planned to start in the future and 1 at risk (MCA re-audit – one task is at risk).
- 3 non clinical audits – 1 at risk, KPMG actions – work is expected to finish on time.

CQC Mock Programme

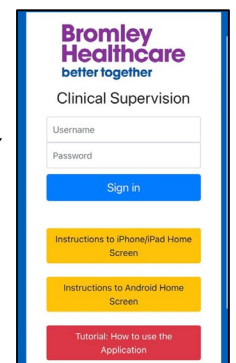
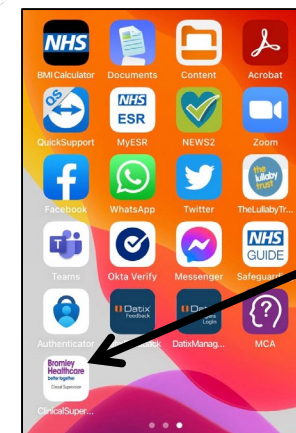
- CQC sub committee established; mock review programme defined & Q1 & Q2 reviews completed to target; reports provided to Exec & Actions agreed.
- Next Steps: Completion of Actions by Divisions; Undertake Q3 review.

Clinical Competencies

- Short term solution agreed; competencies being written for each profession and service; some service leads have recorded signed off competencies against staff & stored in shared drive with access communicated
- Next steps: Finalise short term solution work. Commence Long term solution once completed.

Clinical Supervision

- App has been built and has been rolled out to phones for initial testing.



Refresh of our values and strategy



Belonging

We are building a community where inclusivity and diversity is celebrated, colleagues feel psychologically safe to bring their authentic self to work and everyone will be listened to and have equal opportunity to flourish.



Compassion

We act with care, empathy and kindness in everything that we do.



Health and Wellbeing

We focus on improving, promoting and safeguarding the health and wellbeing of our communities by striving to always provide high quality consistent care and support. We do all that is possible to help each other to prioritise a positive work life balance.



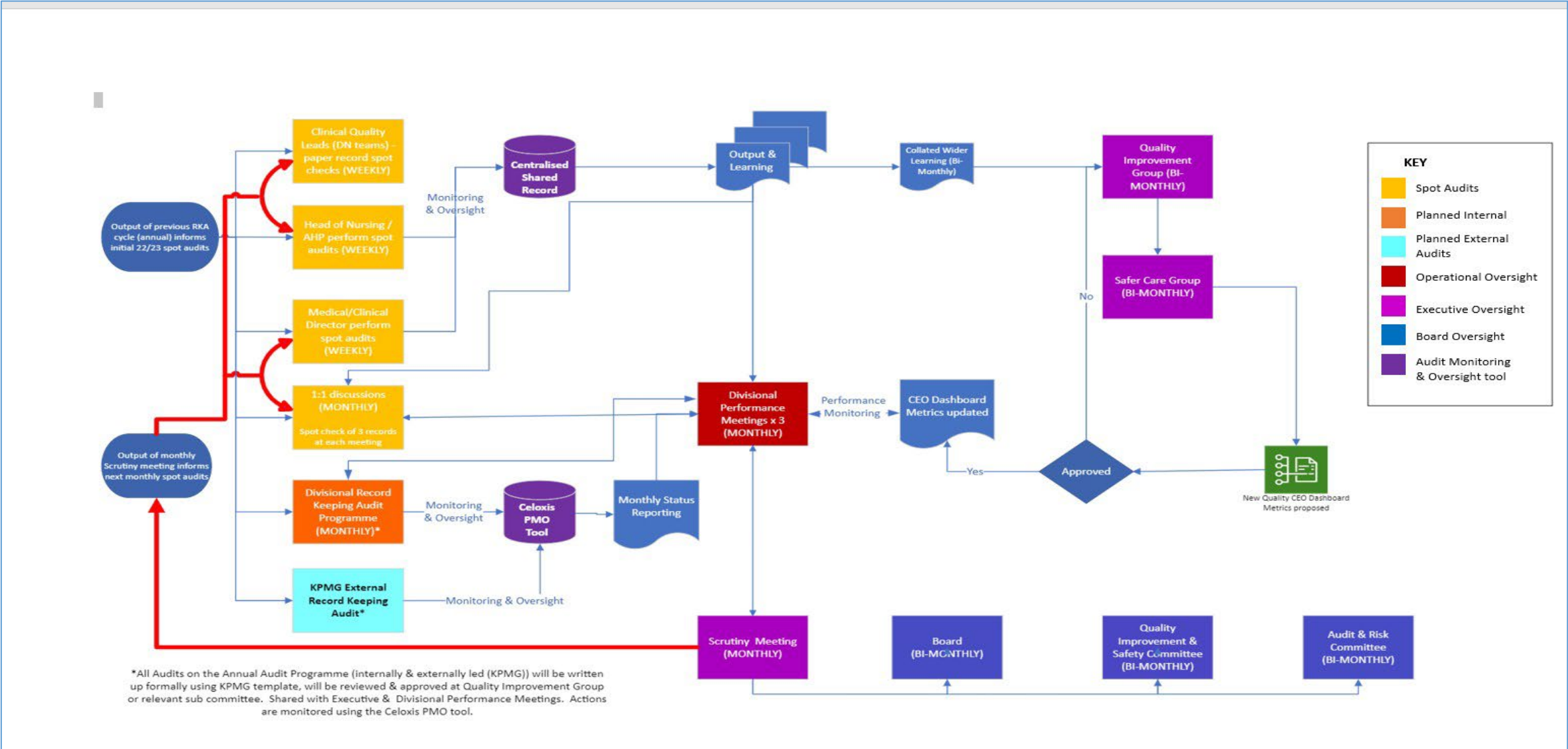
Continuous Learning and Innovation

We embrace learning, quality improvement and innovation in aspiring to be the best that we can be.

Record keeping

- The Annual Record Keeping Audit was completed for all clinical services in 2021/22. Output has been used to inform template review, additional staff training & a further series of audits in 22/23.
 - Record Keeping will now be embedded as part of a continuous cycle. See overleaf for a diagram summarising the revised process. Key changes are:
 - Clinical Quality Leads in the District Nursing teams will perform weekly spot checks on records
 - Heads of Nursing / AHPs & the Medical/Clinical Director will perform independent weekly spot checks on records
 - 1:1 meetings with staff will include the review of clinical records
 - A Divisional level Record Keeping Audit programme is being established, which will incorporate monthly checks
 - There will be an external annual Record Keeping Audit performed by KPMG
 - All outputs of audits will feed into learning and inform future audits, creating a continuous cycle of improvement
- A Record Keeping Working Group has been established, with representation across all clinical professions and Safer Care. To date, they have worked on:
 - Review and update of the Record Keeping Policy and associated organisational abbreviations. Completed in August and is now live.
 - A programme of work was established and commenced, to review and, where required, to amend clinical templates.
 - DNAR alerts have been updated in EMIS for all relevant patients. SOPs are being updated to reflect the DNAR process. Changes communicated to staff.
- Task-and-finish sub groups have continued for District Nursing & Health Visiting. Key areas of work have included:
 - Trialling of voice recognition software for smart for outcoming continues.
 - IT continued to improve connectivity problems.
 - All block booked agency District Nurses now have the same equipment as substantive staff.
 - Workforce strategies for District Nursing and Health Visiting have been reviewed and updated. 17 FTE new Band 7 posts have been created in the District Nursing teams to provide career progression. A new Band 5 readiness scheme is being recruited to.
 - In the Health Visiting teams, 14 Band 5 nursing roles have been created as part of a career pathway. Band 7 Family Partnership Health Visitors are being recruited and will work with families under the Family Partnership Model to influence behavioural change.

Record Keeping Audit Process



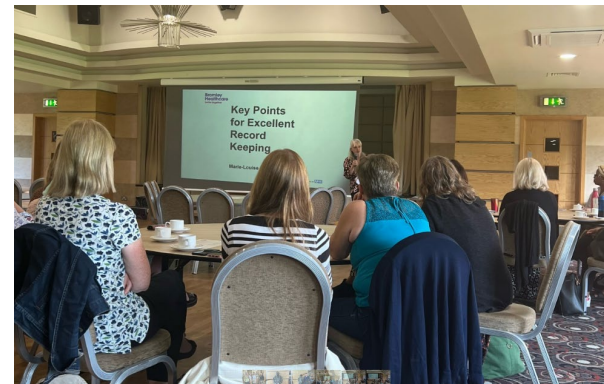
Health Visiting skill mix

Strategy

- Follows the 4 priority areas of focus under the Public Health Nursing Strategy :
 - Valuing & Developing the workforce;
 - Working in Collaboration;
 - Implementing Frameworks to Support Practitioners to Deliver Safe & Effective High Quality Care;
 - Providing Families with Accessible & Inclusive Care
- Creation of Health Visitor Development Nurses (HVDNs)
- Career pathway for Public Health
- Leadership development of B6s upwards
- Upskilling of the Community Nursery Nurses
- Creation of B2/3 HCAs who will deliver universal 1 and 2 year reviews
- Professional forums

Progress so far

- 10 HVDNs started in August & September; internal & external level 6 training commenced. Interviews to recruit a further 2 HVDNs planned Oct
- Band 7 Family Partnership Health Visitors (FPHV) - 3 recruited & interviews to be held for up to 7 more. Training commences Jan 23. FP Supervisor to be recruited.
- Specialist posts: 3 specialist perinatal & infant mental health HVs recruited 2 in post (1 internal promotion), 1 starts Nov; Infant feeding specialists 2 in post, 1 offered. Infant feeding & Healthy weight Triborough lead starting in post in Jan. 3 SEND specialist posts being drafted.



Therapy Pathway Innovation – integrating care

- Home pathway, rapid access to therapy and community physiotherapy have worked collaboratively to develop new pathways to improve patient flow and outcomes
- Integrated therapy pathway pilot has resulted in wait time decrease from 12 weeks to 13 days. A backlog of 190 patients waiting between 1-12 weeks for an initial assessment has been cleared.
- FFT Feedback from patients has been extremely positive. The team will be setting up patient interviews over the coming weeks to gain a deeper understanding of their experience and will continue to develop the service as a result of this.

Together Against Abuse campaign

A new campaign looking at the prevention, reduction and management of workplace abuse.

- Ongoing and iterative
- Insight-driven
- Outcomes-focussed

Phase 1 launched in September to raise awareness of our violence, aggression and abuse policy, and support the prevention, management and reduction of abuse towards employees by service users, their families and carers.

Phase 2 will focus on exploring abuse in the workplace, including bullying, harassment and discrimination at work by colleagues, managers and team leaders.



Bromley Healthcare
better together

NHS

We're here to help.

We will take action against patients who:

- ⊗ Use force that results in physical injury or personal discomfort
- ⊗ Use bullying behaviour
- ⊗ Use bad language or shout
- ⊗ Are rude both verbally and in writing
- ⊗ Make racist, homophobic and other prejudice comments or remarks
- ⊗ Are aggressive or violent towards our staff
- ⊗ Vandalise property

bromleyhealthcare.org.uk #TogetherAgainstAbuse



Report abuse on Datix

No one should have to endure abuse as part of their role.

If you've experienced violent, aggressive or abusive behaviour from people who use our services, their families, carers or guardians, report it on Datix.

Reporting abuse can help us spot trends, behaviour patterns and take steps to prevent, manage and reduce risk.

 #TogetherAgainstAbuse



BHC TogetherAgainstAbuse
Bromley Healthcare
better together

#TogetherAgainstAbuse

Suzie Doel
Head of Safer Care



Public and patient engagement

Carnival Comes to Foxbury

- Foxbury rehabilitation centre worked with patients to organise a carnival day to coincide with Nottinghill Carnival, including activities, food and refreshments.
- Opportunity for patients and colleagues to come together to share cultures, personal experiences, and reflect on history and progress.
- Regular patient wellbeing events will continue.

Orpington Wellbeing Café

- Joint PCN and BHC preventative/anticipatory care initiative to support wellbeing of residents in Orpington.
- Bi-weekly drop-in event offering health talks, professional advice and medical interventions based on local need, such as blood pressure checks, financial advice and emotional wellbeing support.
- Successful pilot has led to exploration of formal hub to support the needs of vulnerable communities over 65 in the Crays and Orpington, and reduce health inequalities through inclusive collaborative design alongside local people with lived experience.

Hollybank coffee morning

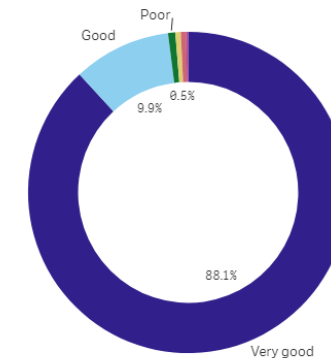
- Informal drop-in engagement sessions for parents of children under care of Hollybank.
- Launched in August with good attendance from parents.
- It was felt by staff to be very successful and the team plan to make it a regular calendar item going forward.



Patient Experience

The Bromley Healthcare Friends & Family test recommendation rate for August is 98% (95.7% YTD), with a response rate of 5.9% (5.1% YTD).

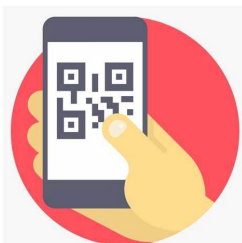
The latest nationally published data for July 22, shows BHC with a rate of 96%, above the England Community Health average of 92%. In July, the England Community Health response rate was 3.39%, BHC achieved 4.58%.



The teams have worked hard, employing a range of methods across the services to improve the response rates. The following methods have been employed:

- Text message pilots (CCC led): successfully deployed in Diabetes, Bladder & Bowel, Bexley & Bromley Health Visiting services, Podiatry & Dietetics, now being rolled out to additional services
- Use of QR codes: trialled in Foxbury, now being rolled out to more services
- Use of the FFT app on smart phones & ipads
- Traditional card methods

Updates have been provided in Divisional Performance meetings and ideas shared.



Patient Experience

The whole team were fantastic. They put our family at ease and were caring, knowledgeable, responsive and competent throughout the time we spent with them. This service is invaluable as it meant that we did not have to spend 5 days in hospital while our child received treatment.

CCNT Hospital @ Home

Unable to get medication strength changed, not nurses fault, she had emailed

Bladder & Bowel Management

Everything explained in full with kindness and patience. Very helpful, could not ask for more.

Five Elms and Hayeswick
Neighbourhood Teams

Whole experience superb. Wish I would have known of Foxbury previously.

Rehabilitation Pathway
Home Service

The health visitor was friendly and professional and gave lots of great advice and sign posted to relevant local resources.

Bromley 0 to 19 Health Visiting