



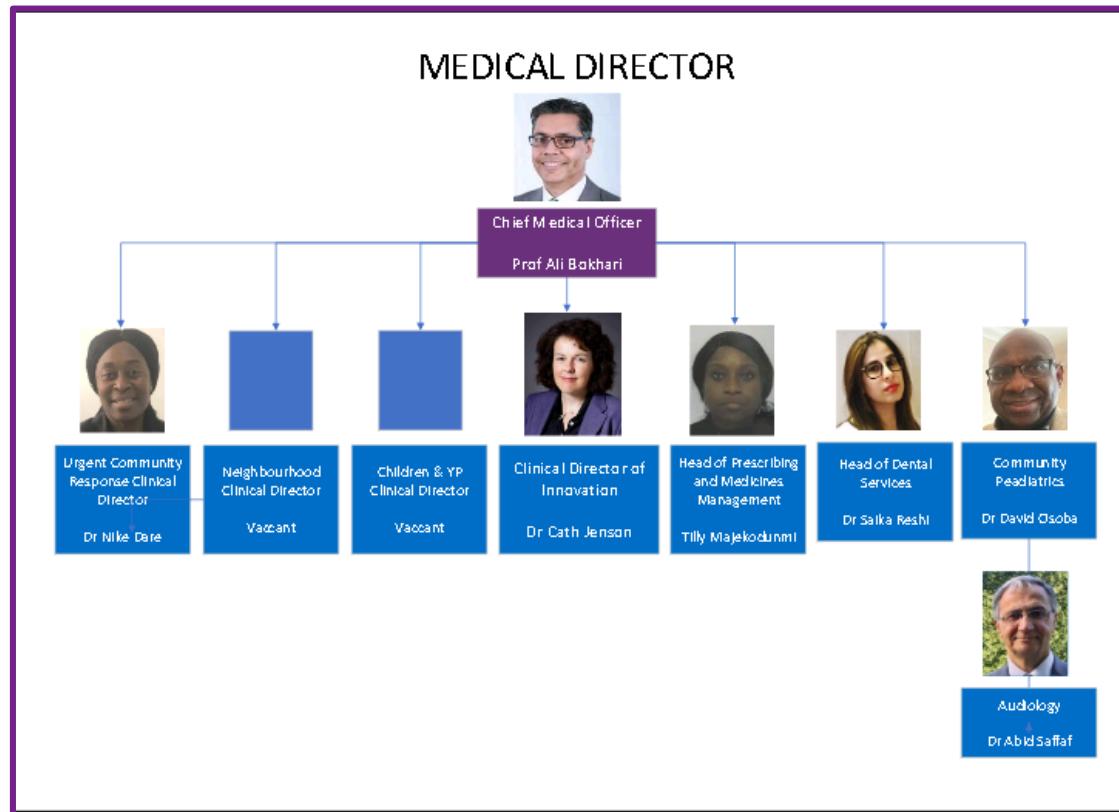
Bromley Healthcare Update

CQC Improvement Plan

Update to Health Scrutiny Sub Committee – January 2023

Leadership team updates

- Chief Medical Officer, Dr Ali Bokhari, has now started in post.
- Clinical Directors for Children and Young People and Neighbourhood Services recruited – due to start Jan 2023.
- Interviews for a new Non Executive Director to replace Andy Naish, whose tenure ends in May 2023 took place in December 2022. A stakeholder panel also interviewed the candidates, providing useful input to the process. The successful applicant will chair the Strategy, Investment and Development Committee as part of their role and will commence in role in March 2023.



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 percentage 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
<input type="checkbox"/>	Clinical Supervision	31-Mar-2023	93 %	On Track	Pippa Marks	Quality & Safer Care
<input type="checkbox"/>	BHC CQC Audit Programme	28-Apr-2023	47 %	On Track	Samantha Tomlinson	Performance & Audit
<input type="checkbox"/>	Development of Strategy 2022+	31-Mar-2023	83 %	On Track	Jacqui Scott	Corporate
<input type="checkbox"/>	Development and delivery of belonging sessions (Lanre)	31-Mar-2023	98 %	On Track	Sarah Patmore	People & Development
<input type="checkbox"/>	Record Keeping	31-Mar-2023	92 %	On Track	Sharon Smith	Quality & Safer Care
<input type="checkbox"/>	Lone Working	21-Nov-2022	99 %	Off Track	Heather Wragg	People & Development
<input type="checkbox"/>	Patient Public Engagement Experience & co-production	28-Apr-2023	69 %	On Track	Sophie Collier	Commercial
<input type="checkbox"/>	CQC Tactical Project	23-Nov-2023	97 %	On Track	Wendy Wyvern	Quality & Safer Care
<input type="checkbox"/>	Clinical Competencies	31-Mar-2023	48 %	On Track	Sharon Smith	Quality & Safer Care

CQC response : Programme update

4 projects have now been completed: Governance Balancing Oversight and Strategy, PMO rollout for strategic priorities, Freedom to Speak Up and Audit Programme. Lone working is currently off track due a few remaining SOPs to be updated. This is being managed to completion asap. The remaining projects are on track for completion to timelines.

Audit programme

- All new audits on Celoxis; migration of existing projects completed; timelines established. Process further embedded and staff trained / supported where necessary.
- Next steps: Close old actions on Datix or move to Celoxis. Project completed.

Lone working

- Project substantially completed. Majority of services have updated SOPs lone working policy clause. New and replacement devices received and majority distributed. Next steps: Final assurance of Lone Working process in all outstanding (3) SOPs. Remaining new devices to be distributed during onboarding process to new staff. Collection of old devices (now replaced).

CQC tactical project

- 16 projects now completed; 2 ongoing: 1 at risk, 1 on track. Notifications remains on risk register and awaiting guidance from CQC. This will remain open and off track until response received from CQC; Annual Foxbury MAR chart oversight audit on track.
- Next steps: Annual Foxbury Oversight audit to be completed by March.

Patient public engagement

- Work continues on engagement strategy. Text message pilots substantially completed. QR code in use. Strategy agreed with ICS approach.
- Next Steps: Extend text message pilot to additional services. Continue to collaborate with Patient Reference Groups and co-design and support programmes with patients and services.

Development and delivery of belonging

- Fostering a culture of belonging training launched in Sept with classroom and virtual training. 2nd Annual Equality and Inclusion event took place 22-25 November and was featured in the December staff newsletter.
- Next steps: Belonging sessions evaluation to be completed by March. Establishment of a network to support colleagues with disabilities, long term conditions and neurodiversity.

Exemplar record keeping

- Review of templates continues, remains on track; FHNA work completed; SOPs updated to include DNAR process.
- Next steps: Continue review of templates - 26 completed, 1 in testing, 8 in progress.

CQC response : Programme update cont.

Development of strategy

- Refresh of values completed; strategy for 2022+ underway. Kaleidoscope retained to advise on strategy. 'Better Together' group membership finalised. Two Bromley Healthcare wide colleague engagement sessions undertaken. All internal and external interviews are now completed.
- Next steps: The Better Together group is feeding back their final inputs. Board days are in place to receive strategy feedback and input to the final document.

Bromley Healthcare CQC audit programme

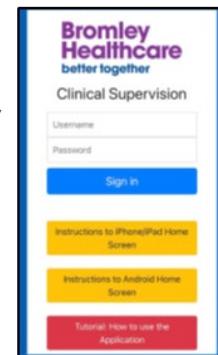
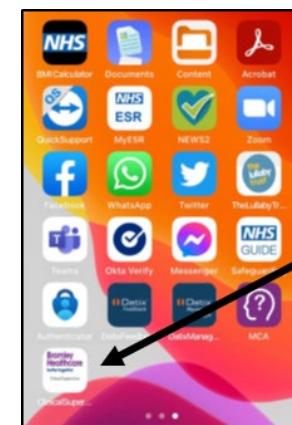
- All clinical audits migrated to Celoxis. Audits and associated actions now being monitored via this tool. 10 audits completed; 18 on track; 2 at risk; 5 planned.
- Next steps: Complete actions and continue to monitor delivery of audits and outputs. New audits to be added as agreed at Audit panel.

Clinical competencies

- Competencies being written for each profession and service, substantially completed; Recording of signed off competencies against staff and storage in shared drive also underway. Project on track.
- 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, CCNT piloting app. App available on work phones.
- Next steps: report being built in Qlik; Communication and roll out continue.



Developing our organisational strategy and embedding our new values

In November 2022, we launched a new strategy development process, supported by independent agency Kaleidoscope to develop a long term vision for Bromley Healthcare and a plan that will shape what we do and how we do it for the next 5 years and beyond. The new strategy will be in place from 1 April.

The strategy is being developed through a number of engagement channels and events, including:

- A colleague engagement forum called ‘Better Together’ – a group of 12 people from across the organisation who have engaged with colleagues across the organisation throughout December.
- 2 virtual events for all colleagues across the organisation to feed into.
- A GP survey and face-to-face engagement with PCN Clinical Directors.
- Working with the Bromley Healthcare Patient Reference Group.

We are now planning the strategy launch, which will also incorporate the launch of our 4 new values, Belonging, Compassion, Health and Wellbeing, and Learning and Innovation.

By April 2023, we will have a vision for care that we can share with our wide base of clients, patients service users. The most crucial aspect of this is will be how we implement the strategic priorities for our services.

After April 2023, we want to undertake engagement on the strategy to give our patients, clients and service users the opportunity to:

- Provide feedback on our vision
- Articulate their hopes and wishes for services in line with the new strategy
- Understand why specific choices have been made and how this will impact people.

Record keeping: Key areas of update

Record Keeping Review and Assurance Group (RKRAG) established and meets bi-monthly. Led by the Caldicott Guardian, the group includes cross representation from all services within Bromley Healthcare, including support services, and works to monitor and improve clinical record keeping across the organisation.

Two task and finish record keeping sub groups (District Nursing and Health Visiting) formed to support the main record keeping group. Specific areas of focus are the areas for improvement identified in the CQC report around record keeping in these services. Significant improvements have been to the clinical record templates and to the content.

Work streams addressed through the RKRAG to date are:

- Review and update of the Record Keeping audit process – annual audit now replaced with a monthly individual service record keeping audit.
- Review and update of the audit tool with service specific questions and a mandated question relating to the Accessible Information Standard (AIS).
- Review and update of the Record Keeping policy, including the removal of all abbreviations from Bromley Healthcare clinical records - providing clarity for clinicians and patients.
- All services have completed an EMIS clinical template review – ensuring that the templates capture all the necessary information and are easily understandable.
- All service training requirements have been reviewed and bespoke record keeping training has been completed, which included the legal aspects of record keeping.
- The sharing of any record keeping incidents and learning that occur across the organisation (standing agenda item at RKRAG)
- A review of lap-tops, iPads and other mobile devices. Digital champions have been identified and have trialled the IT options.
- A bi-monthly EMIS champion user group has been set up. Led by the EMIS and Information teams, its objectives include the education & support of EMIS super users who will then advocate and support good record keeping within their teams. The dissemination of new developments and system functionality within EMIS and enabling a train the trainer approach with peer support across the organisation.

Record keeping audit process: Internal and external assurance

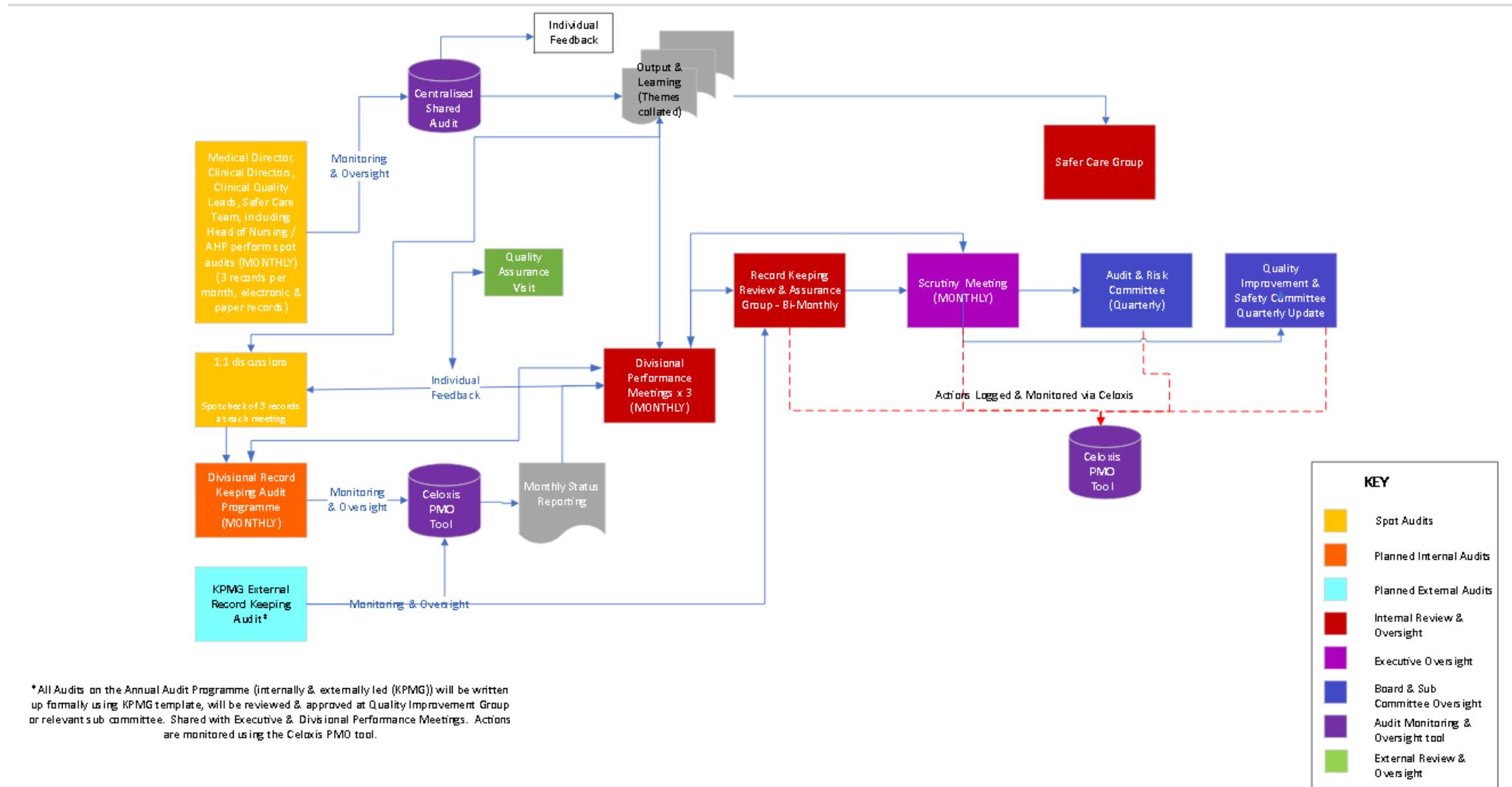
The Record Keeping Audit (RKA) process now includes three streams to provide assurance, this is represented pictorially on the next slide:

1. Planned audits: Monthly RKA are performed by all services within the organisation. These are reviewed, along with results / actions and learning is disseminated at all divisional meetings, sub groups, leadership and safer care meetings as part of the assurance process.
2. Spot checks: these are split into 2 types:
 - At 1:1 supervision for all clinicians 3 clinical records are reviewed against the record keeping standards.
 - The Chief Nurses have developed a record keeping audit template to audit a sample of clinical records from all clinical services. The audit tool covers areas that refer to all services and some that are specific to services based on areas of improvement in those services. Each member of the Safer Care team, the Medical Director and Clinical Directors audit 3 clinical records per month.
3. External assurance- this will take place in the form of the Annual KPMG review of the record keeping audit process. This will commence in January 2023 with feedback expected in March 2023

RKA results are collated, themes identified and output and learning are shared with the service leads at the monthly Divisional Performance meetings. High level reporting is taken to the Executive Scrutiny Committee where exceptions are reviewed. Spot audits are fed back to the individual clinicians. Through the six monthly / annual Quality Assurance visits to services, 1:1s will be reviewed to ensure the reviews of records are taking place. All learning from the RKAs is reported to RKRAG. To complete the feedback loop and ensure the learning is embedded in day-to-day clinical practice, dissemination is delivered through various forums, such as:

- Monthly Divisional Business and Performance meetings
- Team meetings
- Bi-monthly safer group meetings
- Nurse / Health Visitor forums
- Quality Days and Internal training delivered by the Learning and Development team

Record keeping audit process: Internal and external assurance



District Nursing update

Strategy

- Review of workforce strategy to provide greater opportunities for career progression and staff retention.
- Launch of the next Band 5 readiness scheme phase
- Review of technology usage and requirements in the team
- Ensuring up-to-date high level of clinical and non clinical competencies across workforce



Progress so far

- District Nursing (DN) career pathway fully implemented across the DN teams.
- 17 FTE new Band 7 posts have been created and 12 Band 6 staff, following completion of clinical and non clinical competencies, progressed to these roles.
- In line with career pathway, some Band 5 staff, following completion of clinical and non clinical competencies, have progressed to Band 6 positions. This will be an ongoing process.
- Band 5 readiness scheme update: September cohort (9) - have now completed their training.
- Pipeline in place for HCAs completing their nursing associate apprenticeship – leading to Band 4 positions.
- Existing nursing associates starting the top up Registered Nurse course – leading to Band 5 positions.
- Block booked agency staff using same IT hardware / software as substantive staff – improvements in clinical record keeping seen.
- Improved co-working - technology team accompanied DNs to see the 'real life' issues with connectivity and are working on resolution.
- DNs involved in the wound app pilot, go-live date tbc - improving patient care across Bromley Healthcare services and DN skillsets.
- OSCE facilitated by Tissue Viability have started with Band 8A and Band 7 DNs, to provide assurance on lower limb management in line with the national wound care strategy.

Health Visiting update

Strategy

Follows the 4 priority areas of focus under the Public Health Nursing strategy:

- Valuing and developing the workforce;
 - Working in collaboration;
 - Implementing frameworks to support practitioners to deliver safe and effective high quality care;
 - Providing families with accessible and inclusive care
- Creation of Health Visitor Development Nurses (HVDNs)
- Career pathway for Public Health Visitors
- Strengthening family Health Visitors to work with families using a suite of interventions and the Family Partnership Model as a framework to guide behavioural change
- 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

- 7.8 FTE HVDNs now in post; recruitment underway for additional posts. Internal and external level 6 training commenced.
- Band 7 Strengthening Families Health Visitors - 7.4 FTE recruited and due to start in Jan / Feb 23. Interviews to be held for up to 2.7 more. Training commences May 23. SF Supervisor has been recruited.
- Specialist posts: 3 specialist perinatal & infant mental health HVs recruited are in post; Infant feeding specialists – all 3 now in post; Infant Feeding and Healthy Weight Triborough lead started in post on 3rd Jan; 1 SEND specialist post has been filled in Bromley. Interviews planned early Jan 23 for the Bexley and Greenwich posts.

Collaborative Working / Other Updates

Case Management in Orpington: The Community Matron team is working with Orpington PCN to pilot holding certain patients decided by an MDT on a caseload and following them up where they need a longer period of input than just a one-off visit. This builds on a single practice pilot done at the Stock Hill Medical Practice.

InReach Triage: The InReach triage is a collaboration between Bromley PCNs, the PRUH and Bromley Healthcare, that will see the teams triage every referral from Primary Care to understand what steps need to be taken. The service will begin in early March.

New Integrated Care Programmes: two new projects have been launched. This includes a diabetes hub in Penge PCN, which will incorporate a Podiatrist, Dietitian, and a Nurse Associate, and an anticipatory care hub for people over 65 with complex health needs for Orpington and Crays PCN.

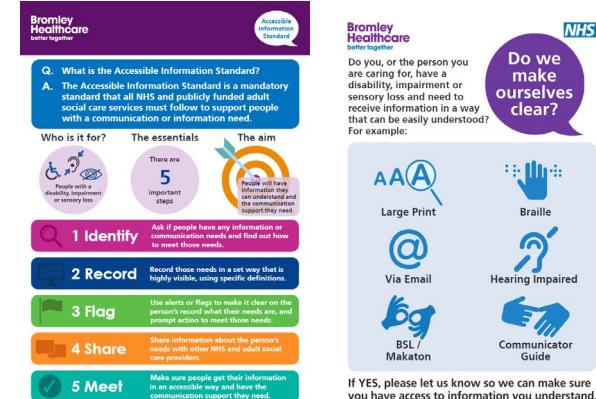
Bromley Hospital at Home: The roll out of the Adult Hospital at Home service has begun. There are 4 pathways being developed and rolled out, all will be live by end of Mar 2023:

- IVAB
- Respiratory
- Frailty
- End of Life
- Staff are being recruited to and activity will increase in line with staffing

Urgent Falls Pick-up Pathway: 9 care homes have been identified, who represent the top 20% of conveyances to ED from nursing/residential homes in Bromley, now have direct access to the Urgent Falls Pick-Up service

Falls Training: Nursing homes are receiving training from BHC Falls team, in partnership with Nottingham University

Accessible Information Standard: Revised training rolled out to all staff across the organisation; updated intranet and internet pages to ensure that staff and patients know what is available to them, in order to meet patient communication needs; updated materials for clinicians & service users & clinical record templates updated to ensure any service user with an AIS requirement has it identified, recorded, flagged, shared and met.



The slide is titled 'Bromley Healthcare Better together' and 'Accessible Information Standard'. It features the NHS logo. A purple speech bubble on the right says 'Do we make ourselves clear?'. The slide contains several sections with icons and text:

- Q. What is the Accessible Information Standard?**
A. The Accessible Information Standard is a mandatory standard that all NHS and clinically funded social care providers must follow to support people with a communication or information need.
- Who is it for?** (Icon: person with a disability)
- The essentials** (Icon: 5 steps)
- The aim** (Icon: person with a communication support device)
- 1 Identify** (Icon: magnifying glass) Ask if people have any information or communication needs and find out how to meet those needs.
- 2 Record** (Icon: clipboard) Record those needs in a set way that is highly visible, using specific definitions.
- 3 Flag** (Icon: flag) Use alerts or flags to make it clear on the person's record what their needs are, and prompt action to meet those needs.
- 4 Share** (Icon: hand holding a document) Share information about the person's needs with other health and adult social care providers.
- 5 Meet** (Icon: checkmark) Make sure people get what they need in an accessible way and have the communication support they need.

If YES, please let us know so we can make sure you have access to information you understand.

Stop the pressure day 2022

This year, the Society of Tissue Viability asked healthcare professionals to undertake Pressure Ulcer Risk Assessments in order to create a significant culture shift and eliminate avoidable pressure ulcers in all health and care settings.

The Tissue Viability service produced a video on Pressure Ulcer Prevention for colleagues across One Bromley.

The Communications team developed a number of assets to raise awareness about the important of preventing and eliminating pressure ulcers across the organisation. This included digital screensavers and posters across our digital news channels. The team also worked with clinical colleagues to develop themed stress balls and small cardboard boxes of sweets with a QR code linking to the pressure ulcer prevention video. These were delivered to colleagues across all sites.

Bromley Healthcare
@bromleyhcare

It's [#StopthePressure](#) day 🍃 🙌

Carrying out Pressure Ulcer Risk Assessments to prevent avoidable ulcers is a vital part of our work at Bromley Healthcare to help keep our patients safe and well.

Here's the multi-talented Robyn putting her team's new STP stress balls to use!



Equality and Inclusion Conference

In November 2022, our Equality and Inclusion Network organised a week of events for colleagues to come together to reflect on, debate, discuss, share and learn about racial equality and inclusion.

The Conference was an opportunity to reflect on the progress Bromley Healthcare is making and our journey as an organisation when it comes to racial equality and inclusion, and to raise awareness and understanding of the key challenges, and inspire and motivate colleagues to become allies and take action.

Events included:

- A 'Leadership in Conversation' live launch on MS Teams, hosted by Tilly Majekodunmi, Chair of the Equality and Inclusion Network, Jacqui Scott, CEO and Michael Nutt, Bromley Healthcare's Chair. 82 people joined on the day and the recording received over X views.
- Virtual and in-person sessions throughout the week with external guest speakers Nzinga Orgill and Ruby Ubhi, who led sessions on innovative inclusion, social justice and equality, inclusive leadership and systemic racism.
- An in-person day of talks and activities, which was joined by around 60 people throughout the day.

The event team will plan this years' conference based on learning and insight they have received from colleagues through a post-event survey.



Bromley Healthcare Annual Awards and Ball

The Bromley Healthcare Ball and Annual Award Ceremony took place at The Warren in Hayes on Friday 4 November 2022.

The categories have been refreshed this year to reflect our new values and recognise colleagues' contributions to our priorities:

- **Belonging Award:** Recognising an individual or team's contribution to equality, diversity and inclusion within Bromley Healthcare.
- **Compassion in Action (Clinical) Award:** Recognising commitment and excellence in patient care.
- **Compassion in Action (Non-clinical) Award:** Recognising commitment to the delivery of services.
- **Continuous Learning and Innovation Award:** Recognising learning and innovation in healthcare.
- **Go Green Award:** Recognising our contribution towards our green agenda
- **Grow our Own Award:** Recognising a colleague's contribution to Bromley Healthcare through their learning and development
- **Health and Wellbeing Award:** Recognising a significant contribution to our wellbeing agenda
- **Outstanding Leadership Award:** Recognising outstanding leadership skills and contribution
- **Patient Choice Award:** Recognising commitment and excellence in patient care.
- **Temporary Worker Award:** Recognising an individual who has made a unique contribution to Bromley Healthcare's services
- **Temporary Worker Award:** Recognising an individual who has made a unique contribution to Bromley Healthcare's services
- **Working together in Partnership Award:** Recognising those who have improved patient care through partnership working



Feedback for the Equality and Inclusion Conference

"[it was great to] have a chance to hear from Jacqui and Michael themselves, leading by example and opening up the ongoing conversation and discussion. Tilly was an excellent host. Jacqui's explanation of microaggressions as 'small acts of exclusion' was interesting - I will be using that phrase myself to pass on the knowledge."

"It's so nice to be part of an organisation that is invested in positive change, belonging and wellbeing."

I appreciated Nzinga's facilitation skills - using phrases such as 'what I'm hearing is...' to increase understanding of attendee points of view. I also enjoyed the discussion around the importance of using people's preferred names, and taking the time to learn pronunciations.

Public and patient engagement

Orpington Wellbeing Café - update

- Joint PCN and Bromley Healthcare proactive care initiative to support wellbeing of residents in Orpington, featuring in the SEL ICS news: [Orpington Wellbeing Cafe - South East London ICS \(selondonics.org\)](https://selondonics.org)
- 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. Decisions on topics and themes are informed by attendee feedback and suggestions.
- Weekly attendance is around 50 – 70 people. Formal monitoring, reporting and evaluation is now in place to review who is joining and the outcomes of the café, which include combating social isolation, loneliness and vital signposting to services that support vulnerable older people to stay well for longer.
- The successful pilot has led to the launch of a new joint initiative between Bromley Healthcare, Orpington and the Crays PCN to develop the café into a proactive care hub to look at developing a new model of ‘proactive’ community-based care for people in Orpington and the Crays who are over 65 and have long-term health conditions or complex needs. The ultimate goal is to help older, vulnerable people stay independent and well.
- The hub will be developed in partnership with local people and communities through a series of planned engagement events for local people and outreach with identified health inclusion groups between February and April 2023.

Hollybank Winter parent coffee morning

- The second of a series of five planned coffee mornings (between now and the summer) was held in December. This was an opportunity for parents to speak to staff informally and see the new interactive sensory mat that Bromley Healthcare has invested in for the children and young people who stay at the centre.
- The Hollybank team are planning the next coffee morning to take place in February and will be inviting a guest speaker to attend. This will be informed by feedback and suggestions from parents.

Hospital at Home engagement

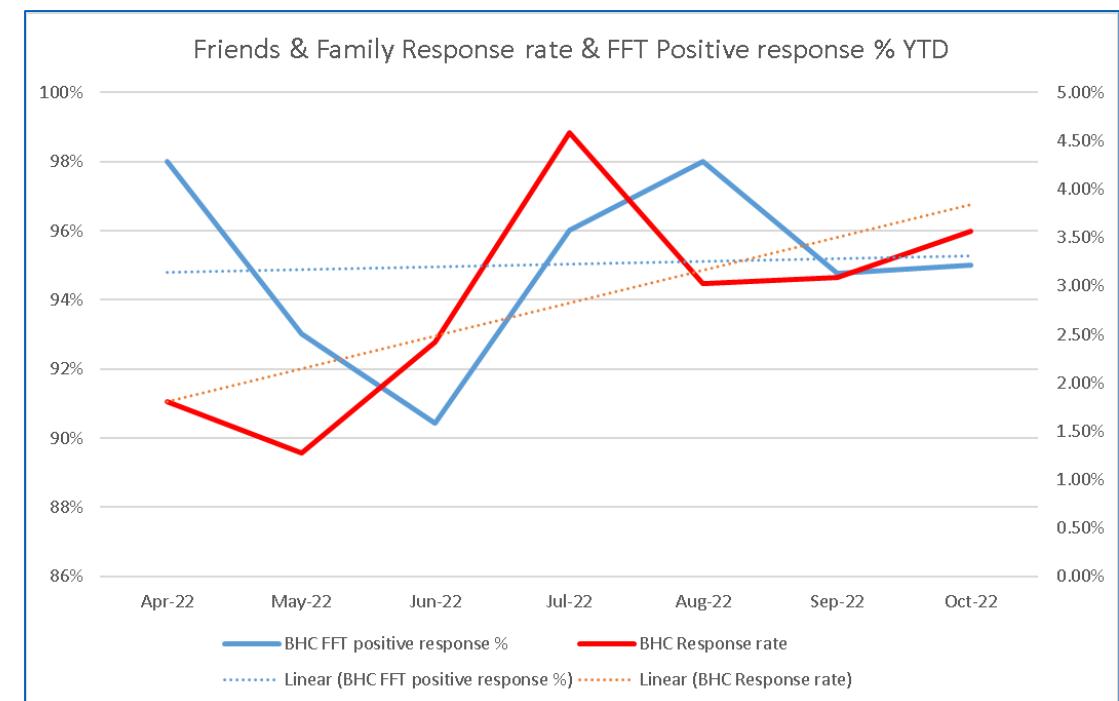
- The project team is undertaking series of ‘co-design’ sessions to help shape the service as it is implemented. Between January – April, around 20 people with lived experience who have or could benefit from Hospital at Home and voluntary sector partners who support these groups will meet with health and care colleagues to shape priorities that will make sure that the Hospital at Home service meet the needs of local people. The meetings will take place virtually to ensure those who are housebound or vulnerable feel able to join. Work has also been carried out to ensure that those who may not be able to get online due to digital exclusion and accessibility needs are able to join.

Patient experience

The Bromley Healthcare Friends and Family Test recommendation rate for November YTD was 95.8% and with a response rate of 2.6% YTD.

The latest nationally published data for October 2022, shows Bromley Healthcare with a rate of 95%, above the England Community Health average of 94% and the SEL ICB average of 91%. The England Community Health response rate was 3.6%, the SEL ICB rate was 4% and Bromley Healthcare achieved 3.6%.

The impact of the work that has been done to date to roll out different means of giving feedback across all the Bromley Healthcare services, can be clearly seen for the year. Looking at the trends, there has been a significant increase in the response rate, whilst the percentage of positive responses has been maintained:



Patient experience

They were kind, supportive and the sessions were extremely helpful in helping learn strategies to manage my worries. This made a significant difference during the most stressful time in my life, I will go on using some of the strategies I have learnt in the future. Thank you for supporting me at this pivotal stage

Talk together Bromley

A Good experience, the speed of coming out and taking the time and trouble

Adult Occupational Therapy

I wish I had started this earlier as it's made a difference to my life

Community Neuro Rehab

The Nurses have been totally reliable, so friendly, and cheerful and understanding, which has eased his anxieties of Diabetes

Beckenham and Penge Neighbourhood teams

Staff were wonderful and clearly explained everything. They were great with my toddler. Getting him to comply is no easy feat!

Audiology