

Great Western Hospitals NHS Foundation Trust Update
Children's Health, Social Care and Education
Overview & Scrutiny Committee

Date: 13 April 2016

Author:	Kevin McNamara, Director of Strategy, Great Western Hospitals NHS Foundation Trust
Wards:	All Wards
Locality Affected:	All Locality Area
Parishes Affected:	All Parish Area

1. Purpose and Reasons

- 1.1 This report provides the Children's Health, Social Care and Education Committee with an update of performance and key issues relating Great Western Hospitals NHS Foundation Trust.
- 1.2 A key purpose of the Children's Health, Social Care and Education Overview & Scrutiny Committee to hold Providers of Health Services to account.
- 1.3 Any provider of Health Services in Swindon is required to provide information on the planning and provision of health services within the Borough and consult with the Committee on any planned substantial changes or developments to service provision.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the report.
- 2.2 Identify any areas of concern that require further investigation.

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Detail

2.3 What are the challenges that your organisation is facing?

Top Five Priorities	Process	Outcomes
Care Quality Commission Improvement journey	<p>Since we received our 'Requires Improvement' rating in January, work has been progressing across the Trust to make the improvements required.</p> <p>The inspection lent a fresh perspective to many of the challenges we have already been working to address, such as staffing, delays in discharges and emergency care.</p>	<p>Our priorities include making sure we have the right number and mix of staff across all services at all times. We are currently planning to recruit up to 70 nurses from Asia or the Far East this year.</p> <p>We now have around 186 more nursing and midwifery staff on our wards and in the community than we did three years ago when we began our recruitment drive in 2013, however we still need to do more to attract candidates.</p>

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	<p>An Improvement Journey document has been published on our website, outlining the areas we are now focusing on.</p> <p>http://www.gwh.nhs.uk/about-us/our-regulators/our-improvement-journey/</p>	<p>In January, two additional nurses joined the paediatric area of the Emergency Department, meaning that younger patients are safely observed 24/7.</p> <p>Patient flow and emergency care continues to be a major focus. A newly established process for ensuring safe staffing levels in the Emergency Department will mean that finding additional staff to support the team during times of heightened demand is easier than before.</p> <p>We've recently launched our Home for Lunch initiative and continue to work with health and social care partners on early discharge planning to support patient flow.</p> <p>Caring for patients with mental health needs is another area where we need to make improvements and we've now invested in a specialist mental health nurse.</p> <p>Nearly half of staff working in the Emergency Department have now also received mental health training, with around 80 per cent expected to complete the training by the end of March.</p> <p>This is to ensure that we can care for patients with mental health needs, in a way which keeps them safe, while protecting staff</p>
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		<p>and others close by.</p> <p>Personal panic alarms have been issued to all staff working in the Observation Unit and in close proximity to Surgical Assessment Unit to ensure staff feel safe at all times.</p> <p>We have also been focusing on governance, making sure all services are effectively reviewing their quality performance and reporting concerns and exceptions.</p> <p>A second update on improvements we have made will be published on our website this month.</p>
Junior doctors' industrial action	Following further negotiations between NHS Employers on behalf of the Government and the British Medical Association (BMA), an agreement could not be reached regarding the proposed junior doctors' contract and a decision has been made by the	<p>In preparation for the strike on 9 March, fewer operations and outpatient appointments were booked.</p> <p>In addition, consultants and other healthcare professionals covered some of the duties usually carried out by junior doctors.</p> <p>This was to ensure there was enough staff available to treat emergency and urgent patients, such as those with serious injuries and cancer.</p> <p>As with previous strike action, a small number of routine operations were postponed, however all patients were contacted</p>

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	<p>Government to impose the new contract from 3 August 2016.</p> <p>In response, junior doctors have taken part in further industrial action, where they offered emergency care only for 48 hours from 9 March.</p> <p>The BMA has announced further industrial action for 6 April and 28 April.</p> <p>Our priority is to ensure that patients coming into hospital on the affected days receive the same safe and high quality care as they would normally.</p>	<p>in advance and offered a new date at the earliest opportunity.</p> <p>Despite our preparations, the strike did have an impact on patient flow and affected discharges the following weekend, leading to challenges with our Emergency Department performance.</p> <p>Preparations continue ahead of further strike action in April, to ensure that the Trust is fully prepared and that patients are kept informed of the impact it will have on their visit to hospital.</p>
Financial progress	<p>Over the course of the year, the Trust's deficit target was stretched on a number of</p>	<p>The coming financial year looks to be just as challenging as the last, with Monitor already setting a savings target of £16 million.</p> <p>This will be a tough, but we are confident we will be able to</p>

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	<p>occasions and, thanks to the hard work of staff from across the organisation, it is now expected that the 2015/16 year-end deficit figure will be in the region of £10 million.</p> <p>This is a significant improvement on the £18.9 million deficit which we ended last year with.</p> <p>This progress is a clear indication that we are heading in the right direction.</p>	<p>deliver the savings, thanks in part to a number of larger projects being worked on behind the scenes with the potential to generate significant savings. This includes the renegotiation of our PFI contract. This, however, is a long and complex process with any final decision subject to approval at a national level.</p> <p>Like other Trusts in similar positions, it is likely that this coming year will see the Trust receive around £8.9 million in government funding to help sustain services in light of financial pressures.</p> <p>This one-off payment will be granted on the grounds that a credible system-wide plan, covering Swindon, Wiltshire and Bath and North East Somerset for the next five years is approved.</p> <p>This plan will need to address issues of financial sustainability of the system and operational performance delivery.</p>
Focus on the Emergency Department	<p>The Emergency Department continues to experience the impact of increased operational pressure on Trust services.</p> <p>This means that during extremely busy periods, less</p>	<p>Actions we have taken to relieve pressure on our Emergency Department and improve the patient experience include:</p> <ul style="list-style-type: none">• New initial nurse assessments helping us to improve the flow of patients through the department, which in turn allows us to treat patients sooner.

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	<p>urgent patients may have to wait longer than we would like while we care for those people with life-threatening conditions.</p> <p>We continue to experience an increase in very acute medical conditions and continue to find it challenging to discharge patients.</p> <p>These pressures have resulted in the hospital struggling with capacity and slow and minimal discharges.</p> <p>This increased pressure is reflected in our ability to admit, discharge or transfer patients within four hours of arrival, with 74 per cent of patients attending the emergency department being</p>	<ul style="list-style-type: none">• We have put in place an additional nurse coordinator and two additional nurses in the paediatric area, meaning that younger patients can be safely observed 24/7. A Healthcare Assistant is now also supporting the nursing team 24/7 within the children's waiting area.• A staffing model review of nursing staff across the department is taking place.• We have expanded our training so more staff can work in our children's area• We are providing around 40 staff with specialist mental health training• We are looking at how we use our Observation Unit• We've implemented new nursing documentation for initial assessments <p>Outside of the Emergency Department we are:</p> <ul style="list-style-type: none">• Utilising our new expanded Ambulatory Care and Triage Unit.
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	<p>admitted, discharged or transferred within four hours in February.</p> <p>Although still unable to reach the 95 per cent target, this is an improvement from January, when the department experienced significant pressure.</p> <p>Our Emergency Department is seeing around 223 patients a day, with around half needing to be admitted into hospital.</p>	<ul style="list-style-type: none">• Protecting specialist areas so that patients are cared for in the best area for their condition and other beds remain available.• Continuing to work with our healthcare partners to ensure patients needing urgent care are aware of all local options.• Continuing to work with our health and social care partners to explore further opportunities to help prevent potentially avoidable attendances and admissions.
Referral to treatment priority	<p>As of week ending 28 February, 90.6 per cent of patients waiting for an outpatient appointment and 73.1 per cent of patients awaiting inpatient treatment had been waiting for less</p>	<p>We are committed to treating patients as soon as we can and work hard to ensure that patients do not have to wait longer than 18 weeks after GP referral.</p> <p>We continue to work with our commissioners on robust plans to reduce waiting times.</p>

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	<p>than 18 weeks from the time of their referral.</p> <p>The 'incomplete' standard captures the experience of all patients still waiting at the end of each month – so it includes every patient on the waiting list, not just those treated in that particular month.</p> <p>The 'incomplete' target is for 92 per cent of all patients waiting for treatment to have been waiting for less than 18 weeks from the time of their referral which we expect to be achieved by the end of March meeting our trajectory.</p>	
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2.4 What have you done well?

Top Five Achievements	Steps taken	Next steps
Commitment to safety Highlighted as Trust is announced as one of the best for learning from mistakes	<p>A new league table from the Department of Health shows the Trust has been ranked as one of the best in the country for being able to learn from its mistakes.</p> <p>The Learning from Mistakes League has been designed to highlight the NHS organisations that make a significant effort to uphold patient safety, by constantly learning and adapting after things have gone wrong.</p>	<p>This is a clear indication that the Trust has patient safety placed firmly at the top of its agenda.</p> <p>By openly and honestly recognising mistakes and discussing what we can do to improve in the future, we know that patient safety will not only be maintained, but also improved.</p>

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	Ranked thirteenth out of all 260 NHS organisations, the Trust was described by the report as having "outstanding levels of openness and transparency."	Learning from incidents and improving patient safety supports 500 lives, the Trust's safety and quality vision that will see an extra 500 lives saved over the next five years.
Development of new roles to support patients – Trainee Assistant Practitioners	<p>At the last meeting the committee requested further information on the development of a new role to support our nursing teams as a way to addresses the shortage of Registered Nurses.</p> <p>Working in partnership with local colleges and universities, the Trust's Higher Apprenticeship course is supporting current Health Care Assistants to train to become Assistant Practitioners (APs), a newly-created Band 4 position.</p> <p>We currently have 23 Trainee Assistant Practitioner (TAPs) working at the Great Western Hospital and ten in our community services.</p>	<p>The projection for next year is 35 WTE Assistant Practitioners and we are currently offering more of our current Healthcare Assistants the opportunity to apply, with the aim of beginning the course in September.</p> <p>One of our Higher Apprentices training to become an Assistant Practitioner has been awarded the Higher Apprenticeship award with Swindon Borough Council.</p>

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	<p>Spread over two years, the course will see staff spend one day a week at either university or college while still being employed by the Trust as a Band 3 Trainee Assistant Practitioner.</p> <p>With help from a named supervisor, the course will pave the way for participants to expand on their existing skill set while also offering the training needed for the additional skills associated with the new role.</p> <p>Assistant practitioners are experienced members of staff who are working in support roles alongside qualified healthcare professionals.</p> <p>They will often have skills and expertise in a particular area of clinical practice and, although they are not registered practitioners, they have advanced skills gained through experience and training.</p>	
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	<p>Found in most wards and departments, assistant practitioners will work under the direction of a nurse, dietitian, physiotherapist or other healthcare professional.</p> <p>However, their skills mean they can often work alone and without the need for supervision.</p>	
Celebrating National Careers Week	<p>The Trust launched a week long campaign from 7 March to celebrate National Careers Week.</p> <p>We used the week as an opportunity to raise awareness of the range of career options at the Trust and the different routes into the NHS, including work experience, apprenticeships and healthcare assistant roles.</p> <p>Throughout the week the Trust was promoting the various roles in the NHS</p>	<p>Recruiting more permanent staff with the skills and values we need, remains a priority and an area where steady progress is being made.</p> <p>As we face a challenge in attracting people to the local area, we are also focusing on raising awareness among younger people already living locally and local people looking for a career change.</p> <p>A series of open days and recruitment events are being planned and alongside our international recruitment efforts, we are using</p>

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	<p>and their jobs on Facebook and Twitter as part of #IAmTheNHS.</p> <p>We achieved significant media coverage and support on social media.</p>	<p>every opportunity to raise awareness of the Trust as an attractive employment option locally.</p>
Sepsis team nominated for another national award	<p>The Sepsis Working Group has been shortlisted for the Clinical Leadership Award at the BMJ Awards, the medical profession's most prestigious accolade.</p> <p>The team's recognition from the BMJ comes just two months after winning the Patient Safety Award at the 2015 Health Business Awards.</p>	<p>Since the Sepsis Working Group formed in 2013, processes have changed, awareness of sepsis has improved and lives have been saved.</p> <p>Staff are now diagnosing sepsis more quickly than ever before, within 40 minutes, as opposed to four hours. This has resulted in 82 lives being saved between May 2014 and March 2015 and the average length of stay reducing by a day.</p> <p>Mortality rates from severe sepsis have reduced to 21 per cent, from 35 per cent, meaning four out of every five patients are now surviving.</p>

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Brighter Futures' Radiotherapy Appeal hits £400,000 mark	<p>Brighter Futures' Radiotherapy Appeal has now reached the £400,000 mark following a second generous donation from the Malmesbury League of Friends.</p> <p>The charitable group visited the Great Western Hospital in March to present a cheque for £25,000, just a few months after it donated the same amount, bringing its total appeal contribution to £50,000.</p> <p>League of Friends member Arun Desai travelled to and from Oxford for five consecutive weeks after receiving radiotherapy treatment in 2001.</p>	<p>The new unit will be managed by Oxford University Hospitals NHS Foundation Trust as an expansion of their radiotherapy service already provided in Oxford and is likely to be operational in 2018.</p> <p>Local people and businesses are urged to continue their support to help raise the £2.9 million which is needed to fund the equipment needed to deliver radiotherapy treatment.</p>
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3. Alternative Options

None.

4. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

4.1 There are no financial implications arising from this report.

Legal and Human Rights Implications

4.2 There are no specific Legal or Human Rights implications.

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

4.3 These areas are covered in the main body of the report.

Diversity Impact Assessment

4.4 A Diversity Impact Assessment has not been completed for this report.

Risk Management

4.5 The risk management for the areas of work covered within the service areas providing the individual services.

5. Consultees

5.1 The Board Director, Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

6. Background Papers

6.1 None.

7. Appendices

7.1 None.