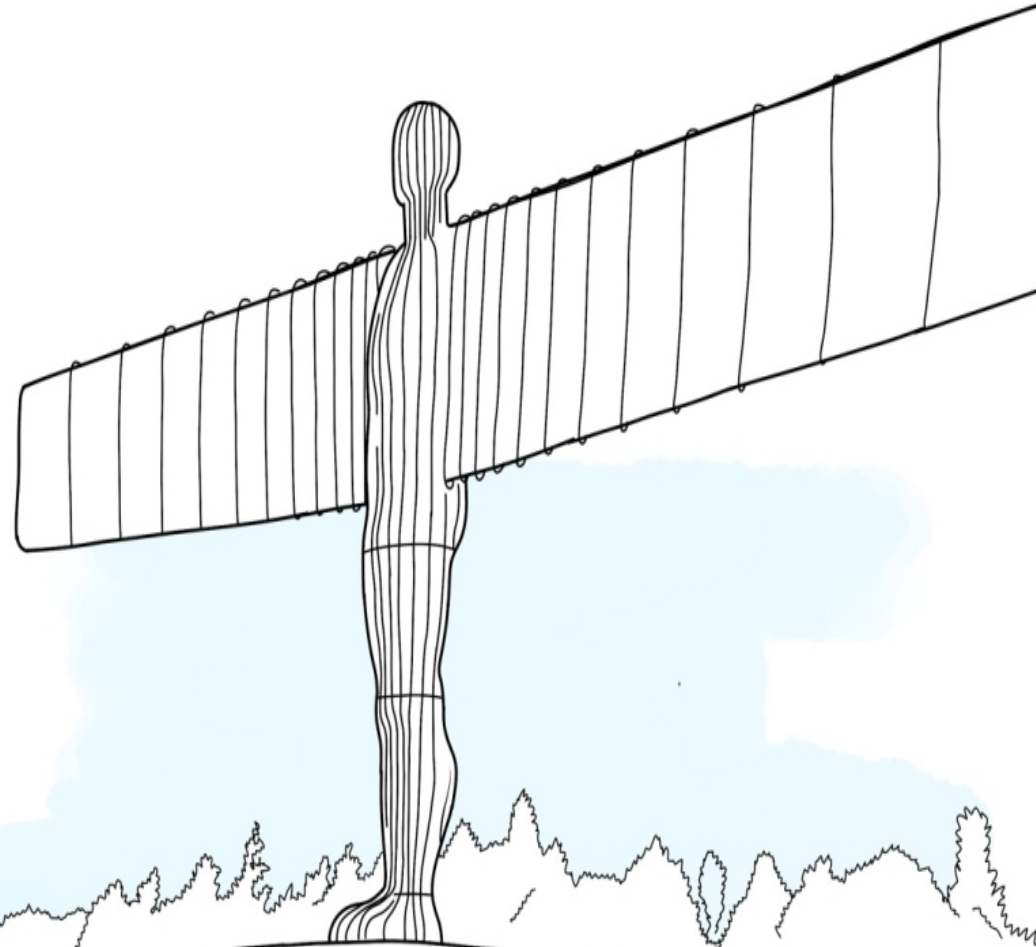


Quality Account 2023/24

Presented to Council of Governors, Integrated
Care Board, Healthwatch and Overview and
Scrutiny Committee

April and May 2024



Quality Priorities 2023/24

Clinical Effectiveness

Embed a culture of research in the Trust and make 'Research Everyone's Business'

Strengthen how we learn from deaths

Improve the experiences of people with a learning disability, mental health or autism

Patient Safety

Reduce length of stay

Implement the Patient Safety Incident Response Framework with further workstreams on falls and civility

Undertake improvement work around the safe processing of clinical results

Implement a maternity and neonatal improvement plan

Patient Experience

Work with our Volunteer Service to develop new roles

Improve the way we learn and make improvements following complaints

Strengthen our partnership working with collaborative patient forums to enhance patient engagement and involvement

Staff Experience

Improve the way we listen, act upon and learn from concerns

Listen to staff experience in relation to waste and duplication

Focus on safe staffing including reducing the movement of staff between clinical areas



Develop new volunteer roles

What will we do?

- Develop new volunteer roles



How will we do it?

- Review existing volunteer programmes
- Introduce a volunteer task & finish group to develop role profiles and associated training requirements

Progress in 2023/24

- Worked with palliative care team to support volunteer grant to fund volunteer coordinator post
- Initial conversations with People at the Heart to appoint volunteers with lived experience
- Recruitment of volunteers is ongoing and associated training continues



Improve the way we learn and make improvements from complaints

What will we do?

- Demonstrate learning and improvements made as a result of feedback and complaints

How will we do it?

- Implement InPhase
- Develop section on learning library
- Work with Transformation Team to identify opportunities for service and quality improvements



Progress in 2023/24

- Feedback module now live on InPhase
- Complaints policy reviewed and updated
- PALS reinvigorated and reset as a rapid response service for patients and/or families



Strengthen collaborative working to enhance patient engagement and involvement



Gateshead Health
NHS Foundation Trust

What will we do?

- Develop and introduce new patient forums in collaboration with the NENC ICS

How will we do it?

- Seek patient and service line feedback and collaborate with NENC ICS to identify where patient forums could be introduced

Progress in 2023/24

- Re-engaged with Gateshead Carers Partnership, Gateshead Council and Gateshead Carers and invited to Patient Experience Group
- PPCIEG relaunched and rebranded as Patient Experience Group
- 15 steps challenge relaunched



Improve the way we listen, act upon and learn from concerns

What will we do?

- Develop FTSU leaflets
- Update FTSU policy
- Refresh approach to reporting FTSU across the organisation
- Develop communications strategy for FTSU

How will we do it?

- Consider timing for further campaigns to recruit more FTSU champions



Progress in 2023/24

- Increased number of concerns reported in Q3 & 4
- Changes to Trust policies
- Training and education packages
- Comms plan in place
- Introduction of feedback for users to ensure continuous improvement of service
- Changed data collection process to identify key themes and trends
- Introduction of Trust Culture Board Programme



Listen to staff experience around waste and duplication

What will we do?

- Listen to staff experience around waste and duplication

How will we do it?

- Director led monthly events in The Hub dedicated to focussing on reducing waste and duplication



Progress in 2023/24

- Carried out a number of RPIWs and service improvement events
- Well Organised Hospital Programme up and running
- Increased the number of staff trained in improvement and Lean approaches
- Held staff engagement events



Focus on safe staffing, including reducing movement of staff between clinical areas



Gateshead Health
NHS Foundation Trust

What will we do?

- Use approved tools in line with national requirements for assessment of staffing i.e. birthrate plus, SNCT, Mental Health Optimal Staffing Tool

How will we do it?

- Understand our staffing data
- Recruit to posts where a staffing gap is identified
- Manage staffing in accordance with Trust policy

Progress in 2023/24

- Improved overall vacancy position
- Recruited 171 international nurses
- Introduced 4 year apprenticeship programme
- Current over recruitment of registered band 5 nurses across acute areas
- Reduction in annual agency spend



Reduce length of stay

What will we do?

- Reduce length of stay

How will we do it?

- Understand our data and metrics associated
- Set up task & finish group
- Develop a robust monitoring and reporting structure

Progress in 2023/24

- Seen a marked improvement to improve length of stay
- Ongoing work across the trust to ensure timely discharge
- Throughout winter worked alongside Local Authority to ensure increased capacity and patients to be cared for in the right place



Implement the Patient Safety Incident Response Framework

What will we do?

- Create project board and working group
- Strengthen our existing falls prevention group workstreams
- Understand the organisations current position with regards to civility and its impact on patient safety and staff wellbeing

How will we do it?

- Workstreams will have leads with a weekly report
- Oversight and liaison with ICB to agree PSIRP
- Review current falls prevention capacity
- Culture survey
- Thematic analysis of incident reporting related to incivility
- Restorative conversations

Progress in 2023/24

- Formally transitioned from the Serious Incident Framework to PSIRF on 1st November 2023
- Work to embed and develop safety improvement priorities underway with quarterly updates to Learning Panel
- Patient Safety Lead involvement in discussions and plans or Culture Transformation Programme including Civility Saves Lives initiative



Undertake improvement work around the safe processing of clinical results

What will we do?

- Building on workshop held in Q4, hold a RPIW to review processes for managing all results on the ICE system with view to developing SOP

How will we do it?

- Hold RPIW with key stakeholders in Q2
- Map current processes
- Develop standard operating procedures
- Communication strategy to raise awareness of new procedure

Progress in 2023/24

- Improvement workshop held in December 23
- Representatives from general surgery, acute medicine, general medicine, systems leads for RIS, PACS and ICE.
- Trust level SOP was developing for requesting and reviewing tests on ICE, with departments asked to develop their own SOPs
- Guidance produced on system gaps
- Engagement and communication framework developed
- Consultation took place in January at Clinical Strategy Group.



Implement a maternity and neonatal improvement plan

What will we do?

- Continue to provide assurance around compliance with Immediate and Essential Ockenden actions
- Review current work with a review to streamlining into an overarching maternity and neonatal action plan including maternity and neonatal delivery plan

How will we do it?

- Audits of 7 Immediate and Essential Ockenden actions
- Implementation of a delivery plan steering group



Progress in 2023/24

- Monthly reporting of agreed data
- Midwifery Strategy in final stages
- Individual compliance plans embedded in governance processes



Embed a culture of research within the Trust

What will we do?

- Offer every patient and member of staff the opportunity to “Be Part of Research”

How will we do it?

- Make research more visible and accessible to our staff and patients and highlight we are a research active trust
- Attract and host more commercial studies

Progress in 2023/24

- Promoted research through a number of forums; #Red4Research, International Clinical Trials Day, newsletters, E-learning
- Increase of hosted research studies
- Welcomed 7 new principal investigators
- Patient Research Experience Survey results demonstrated 98% of participant would consider taking part again





Strengthen how we learn from deaths

What will we do?

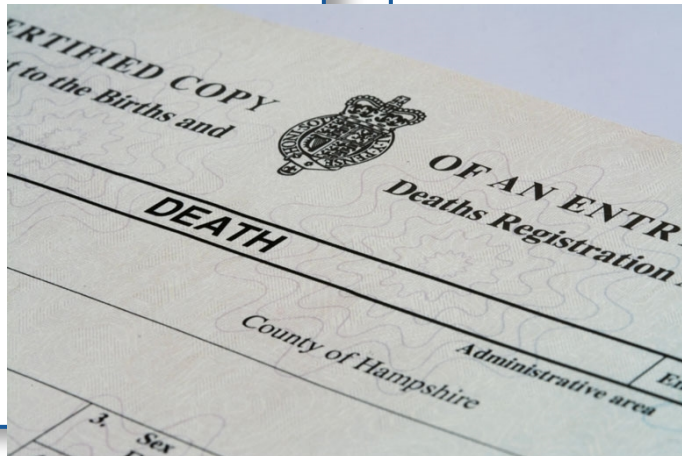
- Expand the medical examiner system to non coronial deaths outside of the Acute Trust

How will we do it?

- Expand the medical examiner system to non coronial deaths outside of the Acute Trust by April 2024

Progress in 2023/24

- All 28 GP practices in Gateshead contacted
- 20 practices referring deaths into ME service on a regular basis
- Three further practices agreed in principle
- Seven practices waiting for official 'go live' date – now confirmed as 9th September 2024





Improve the experiences of people with a learning disability, mental health or autism

What will we do?

- Raise awareness of learning disabilities and autism to improve the healthcare outcomes and reduce health inequalities for this group of patients

How will we do it?

- In line with Diamond Standards roll out of the mandatory level 1 learning disability and autism training from April 2023
- Encourage patient facing staff to complete level 2 learning disability and autism prior to becoming mandatory
- Promote the roll of the learning disability nurse
- Share good practice stories

Progress in 2023/24

- Raising awareness for learning disabilities and autism will continually be a key priority for the trust. Although throughout 2023/24 we have made substantial progress through training and education, further work is required.
- Diamond care standards training is provided across the trust for all clinical areas

Quality Priorities 2024/25

Clinical Effectiveness

We will undertake improvement work around the safe processing of clinical results

We will reduce the duplication of GP discharge letters

Continue to improve the use of quality metrics to drive improvements in patient care

Patient Safety

We will focus on safe staffing including reducing the movement of staff between clinical areas

We will implement our Patient Safety Incident Response Plan

We will improve the safety of patients with mental ill health in the acute setting

Patient Experience

We will reduce the waiting times for patients

We will improve the experiences of people with a learning disability, mental health or autism

We will strengthen the carers passport within the Trust

Staff Experience

We will improve the way we listen, act upon and learn from concerns

We will implement the Just Culture programme

We will increase staff engagement

Thank you

Any questions?

