

Engaging and Empowering Leadership to Improve Quality Standards on Wards



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hashtag #WHHProud

WHH -Ward Accreditation Programme










Accreditation for Care and Excellence (ACE) - to ensure high quality, safe and compassionate care and services

- ✓ Ward to board assurance process
- ✓ 'Award status' based on level of success achieved
- ✓ Standardised assessment to enable achievement of ward safety/quality standards
- ✓ Commitment to continuous quality improvement
- ✓ Empowering leaders and engaging staff
- ✓ Programme commenced May 2018



Why did we need a Ward Accreditation Programme?

- CQC Report 2017 – drive up standards in care
- Improve staff engagement
- Variation in standards
- Inconsistent use of data
- Permission to act – give staff a voice
- Quality Improvement

Ratings		
Overall rating for this hospital		Requires improvement 
Urgent and emergency services	Good	
Medical care (including older people's care)	Requires improvement	
Surgery	Good	
Critical care	Requires improvement	
Maternity and gynaecology	Requires improvement	
Services for children and young people	Good	
End of life care	Good	
Outpatients and diagnostic imaging	Requires improvement	

Continuous Quality Improvement at Ward Level

- Standardised approach
- Reduce variation
- Setting the standards
- Understanding data at ward level
 - Patient safety
 - Patient experience
 - Workforce data
- ✓ Introduction of ward quality metrics – designed to assure



Data underpins ward accreditation

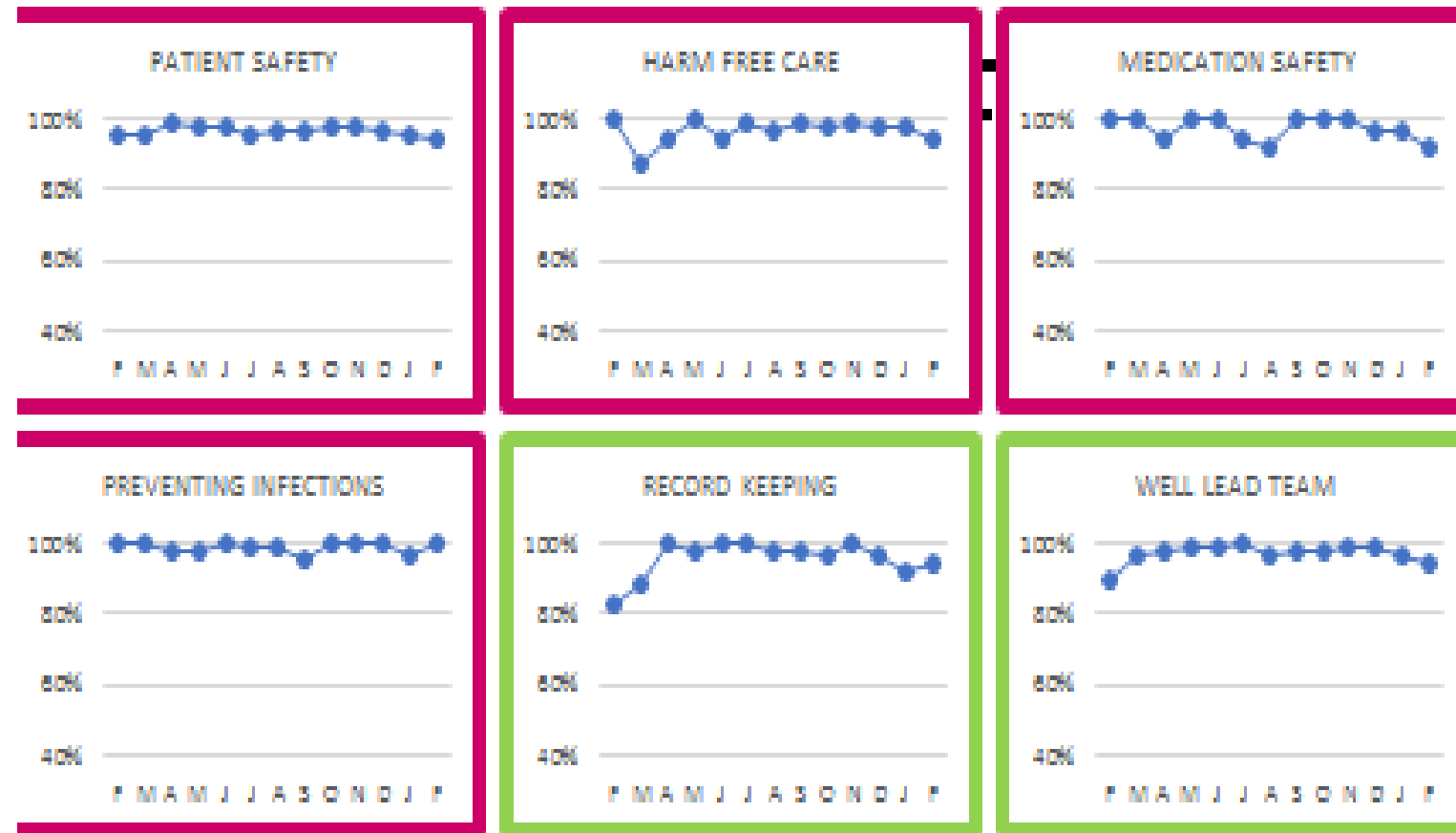
Quality Metrics - Ward Audits - Heat Map

A7		Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19
Safe	Patient Safety Overall	96%	95%	99%	98%	98%	95%	97%	97%	98%	98%	97%	96%	94%
Safe	Harm Free Care Overall	100%	88%	95%	100%	94%	99%	97%	99%	98%	99%	98%	98%	94%
Safe	Medication Safety Overall	100%	100%	94%	100%	100%	94%	92%	100%	100%	100%	97%	97%	92%
Safe	Infection Prevention & Control	100%	100%	98%	98%	100%	99%	99%	95%	100%	100%	100%	97%	100%
Well Led	Record Keeping	83%	89%	100%	98%	100%	100%	98%	98%	96%	100%	96%	93%	94%
Well Led	Well Led Team	90%	97%	98%	99%	99%	100%	97%	98%	98%	99%	99%	97%	94%
Caring	Nutrition & Hydration	91%	91%	96%	98%	98%	97%	97%	97%	91%	98%	100%	96%	95%
Caring	Toileting & Hygiene	88%	91%	100%	100%	97%	92%	100%	100%	97%	100%	100%	100%	98%
Caring	Patient Experience	79%	82%	94%	94%	95%	85%	91%	94%	91%	97%	92%	94%	98%
Responsive	Needs Specific Care - DEMENTIA	100%	100%	100%	100%	100%	100%	95%	100%	95%	100%	100%	98%	100%
Responsive	Needs Specific Care - LEARNING DISABILITIES	100%	100%	100%	100%	100%	100%	93%	93%	93%	100%	100%	98%	100%
Responsive	Needs Specific Care - END OF LIFE CARE	96%	100%	100%	100%	98%	100%	100%	100%	98%	100%	100%	100%	100%
Responsive	Pain Management	89%	95%	94%	89%	90%	89%	92%	94%	89%	100%	100%	95%	100%
Responsive	Communication	96%	100%	100%	100%	100%	99%	94%	98%	94%	100%	96%	96%	97%
Effective	Cleanliness	100%	100%	100%	98%	95%	100%	93%	87%	97%	100%	99%	98%	98%
Effective	Discharge & Patient Flow	89%	94%	98%	94%	96%	89%	96%	91%	89%	96%	89%	96%	93%
OVERALL	Overall Quality Score	94%	95%	98%	98%	98%	96%	96%	96%	95%	99%	98%	97%	97%

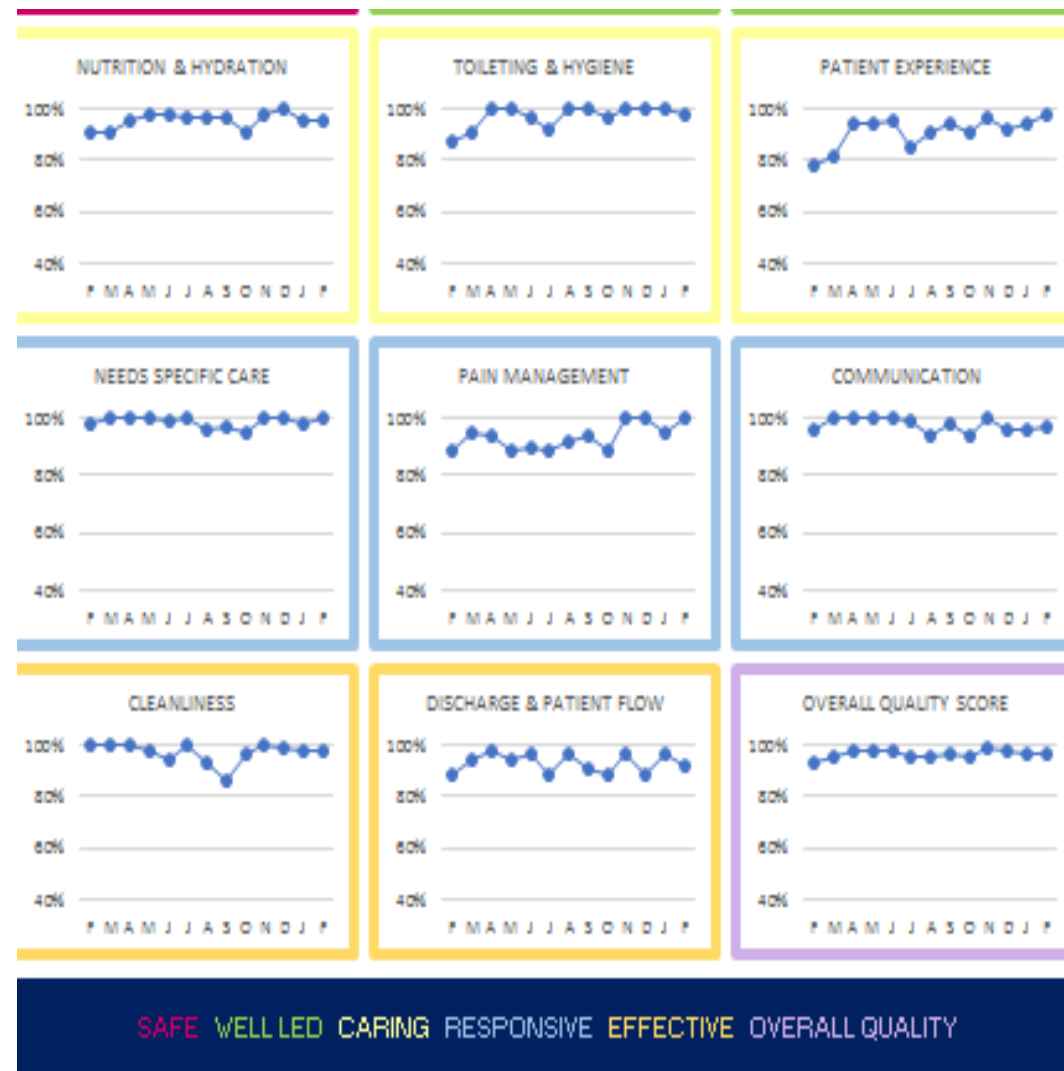
Data underpins ward accreditation/2

Quality Metrics Ward Audit Dashboard

A7



Data underpins ward accreditation/3



HIGH QUALITY,
SAFE HEALTHCARE
QUALITY PEOPLE SUSTAINABILITY

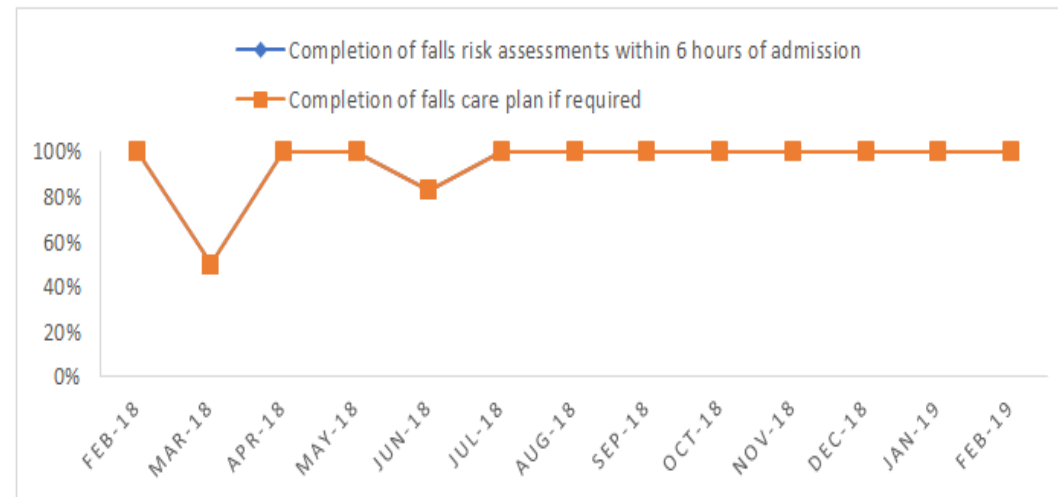


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Quality Improvement to reduce falls

We are trying to reduce the number of falls on the ward by using the new falls risk assessment and care plan and ensuring its completion within 6 hours of admission to the ward.

Ward Quality Audit Data for November 2018



Reducing/Increasing Number of Falls...

Quality Metrics

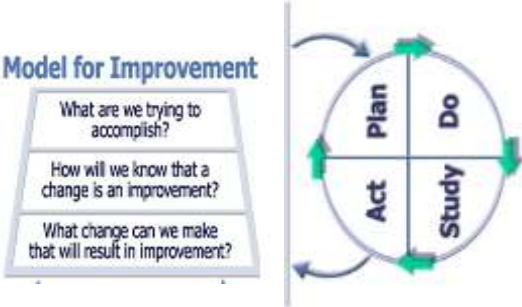
Encouraging ownership of continuous QI at ward level

- ✓ Systematically measure quality of care
- ✓ Measure standards on core activities- aligned to the CQC domains
- ✓ Provide ward leaders with an effective tool in identifying, monitoring and maintaining patient safety standards
- ✓ Peer review is a critical part of the validation process
- ✓ Metrics designed to inform three levels in the organisation:
Ward, CBU and Board

Using data (and PDSA) to drive improvement

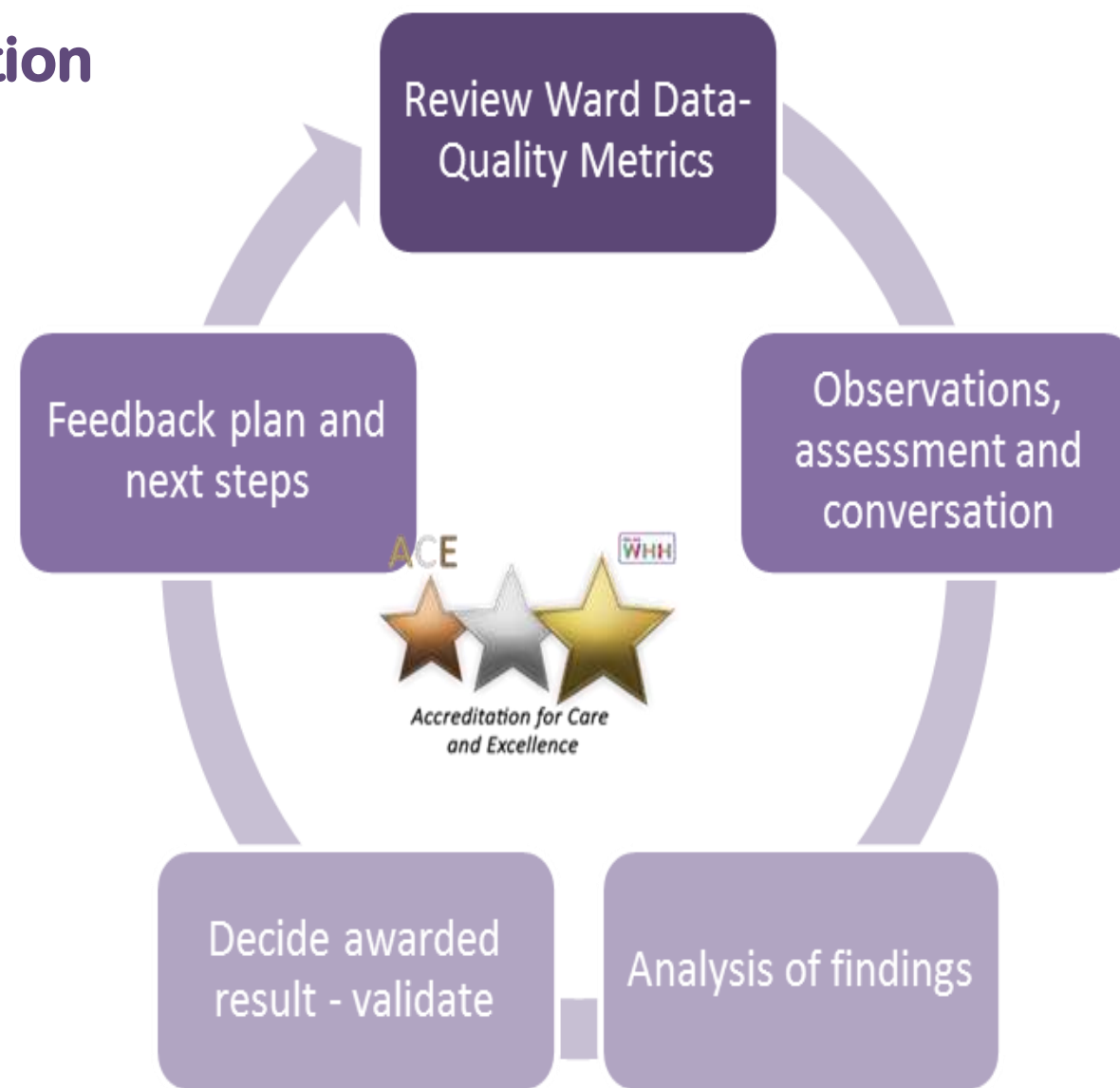
Areas for improvement identified from Quality Metrics:

- Set the aim and improvement targets
- Set measures and collect the data
- Identify changes to implement to achieve this
- Undertake a small test of change and do that for 30 days



Delivery Suite		N	D	J	F	M
Safe	Patient Safety Overall	97%	97%	97%	NA	NA
Safe	Harm Free Care Overall	67%	100%	100%	NA	NA
Safe	Medication Safety Overall	71%	71%	83%	NA	NA
Safe	Infection Prevention & Control	80%	67%	76%	NA	NA
Well Led	Record Keeping	75%	75%	75%	NA	NA
Well Led	Well Led Team	64%	70%	82%	NA	NA
Caring	Nutrition & Hydration	97%	89%	97%	NA	NA
Caring	Toileting & Hygiene	86%	86%	86%	NA	NA
Caring	Patient Experience	77%	77%	77%	NA	NA
Responsive	Needs Specific Care - LEARNING DISABILITIES	100%	100%	100%	NA	NA
Responsive	Needs Specific Care - MATERNITY CARE	100%	100%	100%	NA	NA
Responsive	Pain Management	90%	90%	100%	NA	NA
Responsive	Communication	50%	67%	100%	NA	NA
Effective	Cleanliness	100%	100%	100%	NA	NA
Effective	Discharge & Patient Flow	100%	100%	100%	NA	NA
OVERALL	Overall Quality Score	84%	86%	92%	NA	NA

Ward Accreditation The Process



HIGH QUALITY,
SAFE HEALTHCARE
QUALITY PEOPLE SUSTAINABILITY



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Award Status

White Status – structured support to achieve minimum of Bronze



‘Well Led’ at Ward Level

- ✓ Know your data
- ✓ Know your patient outcomes
- ✓ Know your plan
- ✓ Tell your story
- ✓ Involve your patient



HIGH QUALITY,
SAFE HEALTHCARE
QUALITY PEOPLE SUSTAINABILITY



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Engagement and Leadership

- Ward Manager Development Programme
- QI Collaboratives
- Quality Academy
- Quality Improvement Training
- Proud Campaign



Quality Improvement
Warrington and
Halton Hospitals
NHS Foundation Trust



Quality Academy
Warrington and
Halton Hospitals
NHS Foundation Trust

We are WHH & We are

PROUD

to make a difference

to make a difference



HIGH QUALITY,
SAFE HEALTHCARE
QUALITY PEOPLE SUSTAINABILITY



We are WHH

Our Mission is to be Outstanding

Proud of our Accreditation for
Care and Excellence programme



We are **WHH** and We are
PROUD

To make a difference for our patients,
our communities and each other

We are proud of our Accreditation for
Care and Excellence programme launch in
2018. We have set challenging criteria for
all our wards to ensure your contact with
us is outstanding from start to finish.

Our Values



HIGH QUALITY,
SAFE HEALTHCARE
QUALITY PEOPLE SUSTAINABILITY



Our Mission is to be Outstanding

Proud of our Outstanding
Leader



We are **WHH** and We are
PROUD

To make a difference for our patients,
our communities and each other

Ali is our Lead Nurse for Urgent and
Emergency Care, in 2018 she received
Our Thank You Award for Outstanding
Leadership. Ali has been instrumental in
the drastic improvement of our
emergency department and is described
by her colleagues as an inspirational
leader who embodies compassionate
care.

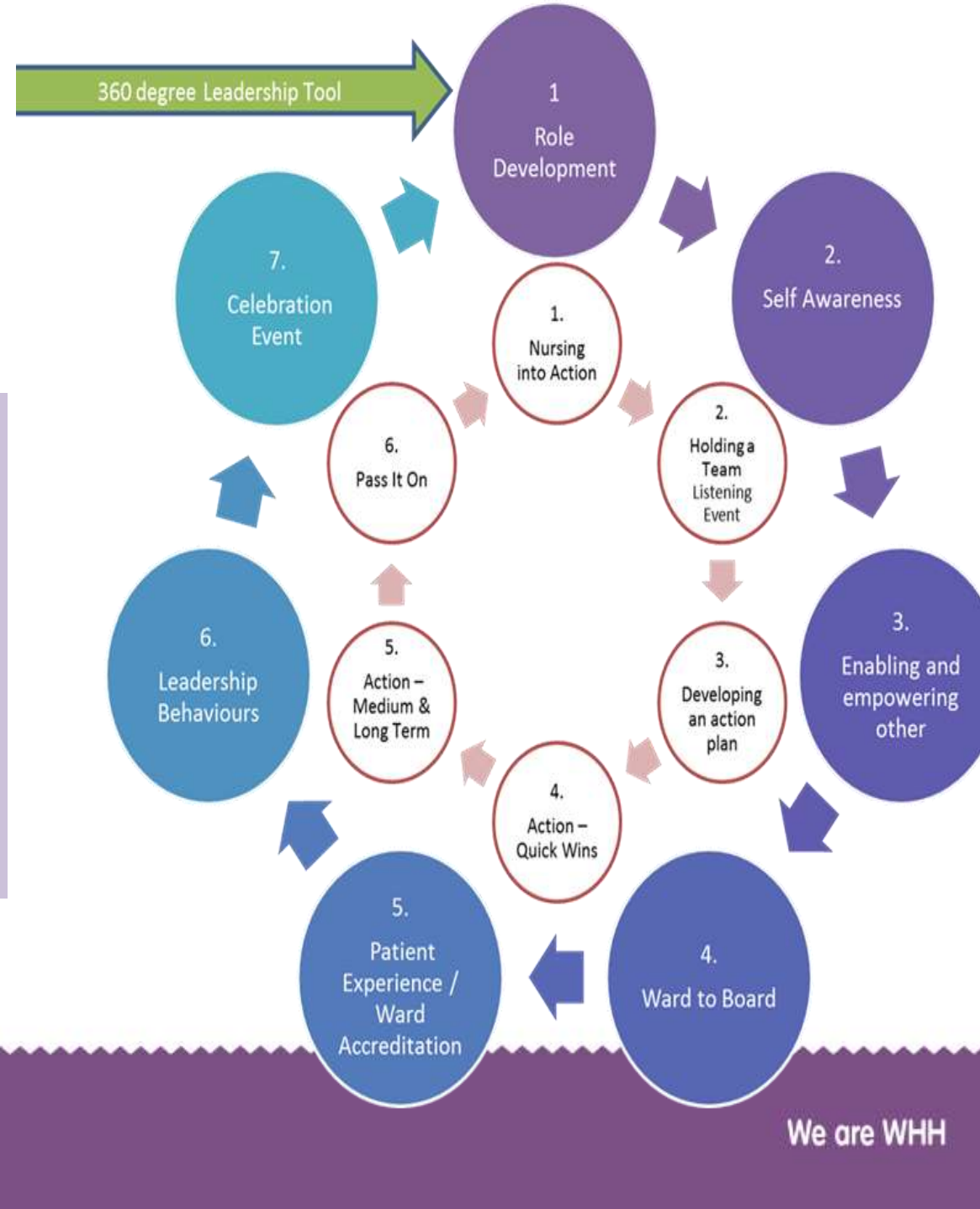
Our Values



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Ward Manager Development Programme

- Enabling and empowering
- Glass ceiling
- Voice of the patient
- Values and principles
- Compassionate leadership
- Influencing others
- Team working and engagement
- Situational leadership
- Difficult conversations





Ward Manager Masterclasses

JANUARY End Of Life Care	FEBRUARY Documentation, record keeping and ERP	MARCH Clinical Governance and Complaints	APRIL Patient Safety GNBSI and Catheter Care
MAY Increasing your mobility, get up, dressed & mobile	JUNE Band 5 Core Competency Framework	JULY Disciplinary or Capability?	AUGUST QI Methodology
SEPTEMBER Difficult Conversations	OCTOBER Flexible Working Retirement Options	NOVEMBER Mental Health	DECEMBER Effective Discharge

The Ward Manager Experience

Carol McEvoy

Ward Manager (Matron)



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The Ward Manager Experience

- Involvement in development stage of the programme
- Attendance at training workshops
- Well-organised Ward
- E-Handbook
- Setting the Standard

The Ward Manager Experience

- Ward Accreditation is everyone's business
- Empowering the whole team
- Hearing the voice of the patient
- Using data to drive improvements and celebrate success
- Challenge and holding to account
- Fear of the unknown

The Ward Manager Experience

- ✓ Permission to act
- ✓ Support to achieve
- ✓ Pride
- ✓ Team work
- ✓ Raising the standard
- ✓ Learning and supporting each other
- ✓ #goingforgold

How staff engaged.....

*“ It has created unity
between the ward
managers, learning and
supporting each other
through the process”*

Senior Nurse



*“It has raised the standards
with ownership of the
environment and
improvements in patient
safety and patient care.”*

Senior Nurse

*“My ward is 100% better now,
every day – thank you”*

Housekeeper

“It’s positive, its been really good”

Housekeeper



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QUALITY PEOPLE SUSTAINABILITY



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Ward Accreditation – what next?



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Support to achieve

- Ward level support identified via Quality Metric Data and Ward Accreditation assessment
 - Lead Nurse / Matron Oversight
 - Ward buddy / coaching
 - Direct support from specialist services e.g. infection control, tissue viability
- Trust Level support
 - Identifying themes from quality metrics
 - Changes in policies / processes
 - Implementation of best practice/additional support
 - Investment
 - Celebrations

Co-production with Patients



QI Collaboratives

Our Mission is to be Outstanding

Proud of our Pressure Ulcer Heroes



We are WHH & We are PROUD
To make a difference for our patients, our communities and each other

We made education fun when our Tissue Viability Team took to the wards to promote World Tissue Viability day and the prevention of pressure ulcers.

Our Values

- Working Together
- Excellence
- Accountable
- Role Models
- Embracing Change

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Our Mission is to be Outstanding

Proud to listen to and learn from our patients #FallsPrevention



We are WHH & We are PROUD
To make a difference for our patients, our communities and each other

Our Associate Chief Nurse for Patient Safety learns from a patient how simple changes to his bedside environment helps him avoid falling.

Our Values

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- Excellence
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We are WHH



WHH Quality Academy

Quality Academy provides staff with improvement skills to drive change underpinned by research and evidence, learning when things go wrong whilst having the skills to make lasting improvements.



Learning and sharing - Themes

Support to achieve: Ward to ward and Nursing and Midwifery Forum – sharing best practice

Celebrating Success

- Compassionate and Patient Centred Care
- Ward Leadership
- Use of 'Safety Huddles'

Areas for improvement

- De-cluttering, ward environment issues
- Documentation
- Effective use of data

Ward to Board

- Framework of assurance
- Holding to account
- Identifying strengths and weaknesses

Feedback

You said.....

We did.....



We don't always tell you what our patients have told us



In August we introduced our new electronic Friends and Family test system, keep an eye out for our Monthly updates and hopefully you have seen the patient comments in Good Morning WHH.

We don't have enough nurses.

We agree, our Chief Nurse Kimberley has set up a Nursing Recruitment & Retention Group, introducing Nurse recruitment leads and set up a vast social media campaign, open days and attending the RCN recruitment fairs. We have reduced Nurse vacancies by 25%.

Our communication isn't always great.

We have just launched our new People Champion. Their roles is to be the link between the Trust's messages and you.

You aren't always heard

On 7th November we will hold our first Staff Council meeting. Where our staff will make decisions about them for them. The first topic for discussion is staff facilities.

We could do more to help with your personal health and wellbeing

This year we have held 4 health and wellbeing days with health checks, introduced exercise classes on site, introduced financial support for staff, increased our fruit and vegetable days and introduced a ward round. We have also worked with catering supplies to provide you with some healthier option. Look out for new staff weigh in's.

Staff facilities could be better

We have worked hard this year to identify areas which we could improve for staff, you will soon see work starting to renovate the showers at Warrington and put a kitchen in the staff area. Our New Staff Council will be asked to consider what we do next....

You don't always feel recognised for your efforts

We added extra categories to our Thank You Awards last year with an award for Leadership and a Patient Choice Award. You can now nominate your teams and colleagues for behaviour badges using the nominations button on the extranet. Don't forget to nominate for Employee and Team of the month too and look out for our Wall of Fame coming soon.

Where are we now.....

- Ward Round accreditation
- Outpatient and day case areas
- Sharing with other Trusts, here today
- Moving to Outstanding



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Outcomes



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Our ratings for Warrington and Halton Hospitals NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well-led	Overall
Overall	Requires improvement	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement

18 months later...
CQC Report July 2019

Inspected and rated

Good

CareQuality Commission

The CQC rated WHH **GOOD**. Critical Care was rated **OUTSTANDING** for Caring.

	Safe	Effective	Caring	Responsive	Well-led	Overall
Warrington Hospital	Good	Good	Good	Good	Good	Good
Halton Hospital	Good	Good	Good	Good	Good	Good
Overall Trust	Good	Good	Good	Good	Good	Good

Our Mission is to be OUTSTANDING for our patients, our communities and each other.

NHS

Warrington and Halton Hospitals NHS Foundation Trust

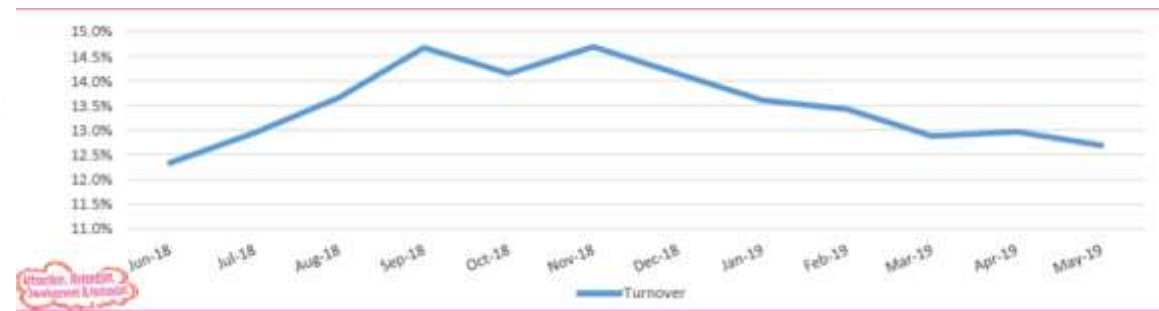
HIGH QUALITY, SAFE HEALTHCARE

QUALITY PEOPLE. SUSTAINABILITY

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Outcomes

RN Turnover – a reduction of 2.18% in last six months

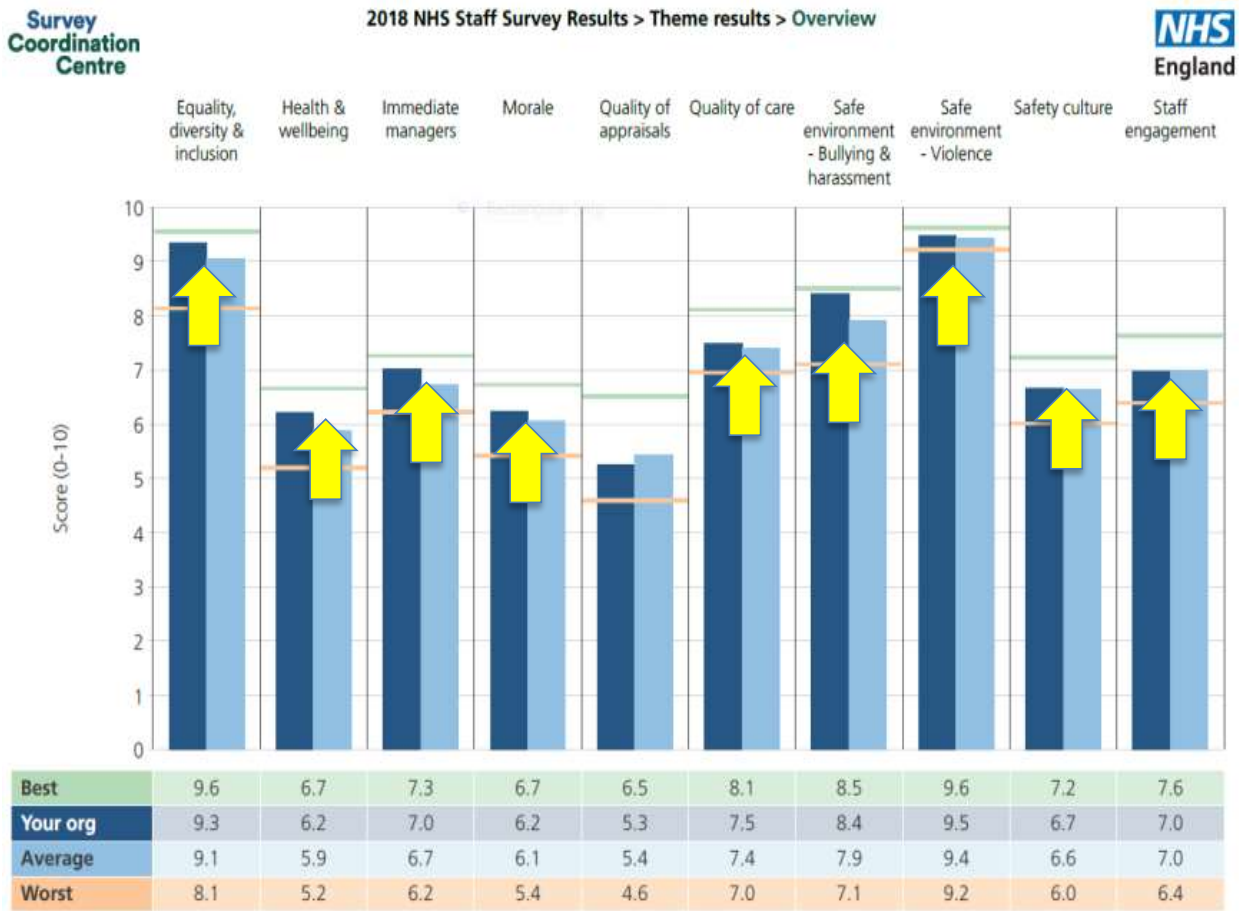


Number of internal promotions last 12months



Safety-focussed Culture





- ✓ 51% response rate (national average 46%)
- ✓ Improvement in 9/10 indicators
- ✓ Pushing towards 'best in class in':
 - Immediate line management
 - Safe environment/low bullying harassment
 - Safe from violence
 - Equality/Diversity/Inclusion

Many celebrations!



First
Gold!



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Critical Care

- ✓ CQC Outstanding for Care
- ✓ First ward to receive **Gold Accreditation**
- ✓ And the unit's 10th Anniversary!



Critical care	Good ↑ Jul 2019	Good ↔ Jul 2019	Outstanding ↑ Jul 2019	Good ↑ Jul 2019	Good ↔ Jul 2019	Good ↑ Jul 2019
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Awards galore!



Director of Finance of Year



We are WHH

Kimberley Salmon-Jamieson

Chief Nurse

Director of Infection Prevention & Control

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