Whipps Cross

Quality Accounts

Annual Review

2017 - 2018
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Introduction and overview

Foreword

This report sets out the achievements of Whipps Cross Hospital during a year in which we once again cared for record numbers of patients. In particular, over the toughest winter in recent NHS history, our emergency departments saw over 8,500 more people than the previous winter, while also treating more of them within the national standard of four hours. Even though we were busier than ever, we made good progress towards our vision of providing safe and compassionate care to all of our patients in east London all of the time.

We remain committed to continually improving the quality of care, while also meeting national operational standards and putting our finances on a sustainable footing. We know that patients can sometimes wait too long for treatment, but resuming national reporting of routine elective treatment waiting times in May 2018 means we are now better placed to improve on this in future. We are also closely involved in some national and local initiatives to integrate services across organisational boundaries. For example, our work with the East London Health and Care Partnership offers exciting opportunities to ensure care in future is provided in the setting most suited to patients.

In 2017 we achieved a significant milestone on our improvement journey by being uprated to ‘requires improvement’ as an organisation, two years after the regulators put us into quality special measures. Our next step is to demonstrate we can sustain this progress, and exit special measures, through a coherent and credible medium-term plan to become ‘good’ and ultimately ‘outstanding’ across the board. The plan we published in March acknowledged that many of our services are already recognised by the Care Quality Commission as ‘good’, and some are rated as ‘outstanding’.

To build on this firm foundation, we began embedding a new approach to continuous quality improvement throughout the trust, known as WeImprove. We also launched a network of clinical boards to lead on our clinical strategy and ensure consistency in standards of care across all specialties. We have a fine record on research, with more than 32,000 patients participating in studies to advance the development of new healthcare and treatments. This year we’re particularly proud that our experts got a step closer to finding a cure for haemophilia, which affects around 2,000 people in the UK.

We listen to our patients, and use their feedback to shape and improve our services. During the year our hospital teams built closer relationships with Healthwatch and we used input from patients to shape the development of non-emergency transport services, patient dining, and wayfinding in hospitals. We also contributed to improving the experience of patients with our partners in primary care, the community, social care and mental health to develop more seamless services in Newham, Tower Hamlets and Waltham Forest.
In all this endeavour we are profoundly grateful to our 16,000 talented and dedicated staff. They demonstrated during the NHS cyber-attack and London terrorist incidents the extent to which they go the extra mile on behalf of patients. On a daily basis they show WeCare by living our values of being welcoming, engaging, collaborative, accountable, respectful and equitable.

Improvements in how staff feel about working here, and the care we provide, mean their willingness to recommend the Trust is at its highest in five years. Nevertheless, the 2017 NHS staff survey showed they are working harder and feeling the pressures facing the NHS generally, with abuse from some patients being a significant concern. We are pleased that staff are able to speak up and report these issues, and we will do more to help them when they do.

Acknowledgements

We would like to thank everyone who helped us compile this document, including Healthwatch and commissioner colleagues. Most of all, we would like to thank our dedicated staff, who work tirelessly every day to provide quality care to our patients.

Statement of assurance

The directors are required under the Health Act 2009 to prepare a quality account for each financial year. The Department of Health has issued guidance on the form and content of annual quality accounts (in line with requirements set out in Quality Accounts legislation).

In preparing their quality account, directors should take steps to assure themselves that:

> The quality account presents a balanced picture of the trust’s performance over the reporting period
> The performance information reported in the quality account is reliable and accurate
> There are proper internal controls over the collection and reporting of the measures of performance included in the quality account, and these controls are subject to review to confirm they are working effectively in practice
> The data underpinning the measure of performance reported in the quality account is robust and reliable, conforms to specified data quality standards and prescribed definitions, and is subject to appropriate scrutiny and review
> The quality account has been prepared in accordance with any Department of Health guidance.

The directors confirm to the best of their knowledge and belief that they have complied with the above requirements in preparing the quality account.

By order of the board:
About us

The Barts Health group of hospitals provides specialist and acute health services that treat almost one million individual patients every year. We are among the biggest providers in the NHS and account for 1.5 percent of hospital activity in England. Our vision is to be a high-performing group of NHS hospitals, renowned for excellence and innovation, and providing safe and compassionate care to our patients in east London and beyond.

The Royal London in Whitechapel is a major teaching hospital providing local and specialist services in state-of-the-art facilities. Whipps Cross in Leytonstone is a busy general hospital with a range of local services. Newham in Plaistow is also a busy general hospital with innovative facilities such as its orthopaedic centre. Mile End Hospital is a shared facility in Mile End at which we provide rehabilitation, outpatient, x-ray and community services. And St Bartholomew’s in the City, London’s oldest hospital, is a regional and national centre of excellence for cardiac and cancer care.

As well as district general hospital facilities for three London boroughs (Tower Hamlets, Waltham Forest and Newham), we have the largest cardiovascular centre in the UK, the second largest cancer centre in London, an internationally-renowned trauma team, and the home of the London Air Ambulance. The Royal London also houses one of the largest children’s hospitals in the UK, a major dental hospital, and leading stroke and renal units.

Care Quality Commission

Barts Health NHS Trust is fully registered with the Care Quality Commission (CQC).

We welcomed the CQC into all of our hospitals over the year. This led to an overall improvement to our rating from ‘inadequate’ to ‘requires improvement’. This rating includes an overall rating for St Bartholomew’s as ‘good’, and ‘requires improvement’ for Newham University, The Royal London and Whipps Cross hospitals. Surgical services at The Royal London and Whipps Cross are rated as ‘requires improvement’ overall but with an inadequate rating for the safe domain at Whipps Cross and the responsive domain at The Royal London. We responded to the feedback from the CQC in these areas and implemented a number of improvements since their visits.

We received a warning notice on 25 May 2018 in relation to the management of our medicines in our surgery division at Whipps Cross Hospital after an unannounced visit in April 2018. Requirement notices (the first level of compliance requirements) following inspections are outlined in our improvement plan, Getting to good and outstanding. We have taken this seriously and implemented a rapid action plan to ensure that our patients are safe.
Whipps Cross University Hospital CQC ratings

<table>
<thead>
<tr>
<th>Safe</th>
<th>Effective</th>
<th>Caring</th>
<th>Responsive</th>
<th>Well led</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requires improvement</td>
<td>Requires improvement</td>
<td>Good</td>
<td>Requires improvement</td>
<td>Requires improvement</td>
<td>Requires improvement</td>
</tr>
</tbody>
</table>

Trust-wide CQC ratings

<table>
<thead>
<tr>
<th>Safe</th>
<th>Effective</th>
<th>Caring</th>
<th>Responsive</th>
<th>Well led</th>
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<td>Requires improvement</td>
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<td>Requires improvement</td>
<td>Requires improvement</td>
<td>Requires improvement</td>
<td>Requires improvement</td>
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Delivering care across east London

Delivered over 15,700 babies this year, and numbers are increasing.

- 492,561 emergency attendances (17,402 more than last year)
- 1,476,597 outpatient attendances
- 286,590 inpatient appointments and procedures (5,006 more than last year)

6,223 patients seen every day (34 more than last year)
Performance report

2017 - 2018
Delivering efficient and effective services

Emergency care

We saw an increasingly high number of patients visiting our three emergency departments; in December, 42,250 patients came to our hospitals, the highest number of any trust in England.

To treat our patients safely over the winter period, we strengthened plans to meet the expected rise in A&E attendances, increased A&E and in-hospital acuity, prepared for potential outbreaks of ‘flu and other winter-related conditions, and relieved pressure on care home and rehabilitation beds. The operational winter hub set up in November provided us with the ability to work together more closely as a group of hospitals and to respond quickly to the needs of our patients.

We also appointed a ‘director of winter’ as a joint appointment between our three local CCGs and the trust to work collaboratively and proactively as a health and social care system.

We used improvement methodology across our emergency departments which helped us coordinate better and timelier patient care. By improving the ‘flow’ of patients through our hospitals, we were able to reduce the time our patients spent in hospital and reduce the delays patients sometimes experience when they are leaving hospital.

The winter plan was supported by a comprehensive seasonal ‘flu plan, and more than 64 percent of our frontline staff were vaccinated to protect themselves and our patients. This is the highest level of vaccinations we’ve achieved as a trust. We also strengthened infection prevention and control measures and targeted surveillance of high risk areas to manage the risk of infectious outbreaks.

<table>
<thead>
<tr>
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<th>2016-17</th>
<th>2017-18</th>
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<tr>
<td>Whipps Cross</td>
<td>82.73%</td>
<td>84.79%</td>
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Table 1

Providing a better environment

Better food for staff and patients

In partnership with Serco, we improved patient dining services in all of our hospitals. Offering a wider choice of options, patients now have access to 16 different menus covering a wide variety of medical conditions, cultural and religious requirements eg. gluten free, vegan or halal. Patients are thrilled with the improvements; we saw a ten percent increase in satisfaction in the Picker survey results in comparison with last year.

Our retail food offering, in partnership with Elior, has also improved with healthier options available for staff and patients. In addition, we are excited to be opening an M&S Simply Food at Whipps Cross next year.

Travelling to our hospitals

In October, we took over the provision of all non-emergency patient transport services following patient and staff feedback regarding our former provider, ERS Medical. The transition of this service saw almost 400 staff and 150 ambulances being transferred to the trust. Despite the scale of the transfer, the transition was well executed with little disruption to our patients and clinical services and a considerable reduction in the number of complaints received.
We want to provide a safe and efficient service that best meets the needs of our most vulnerable patients. To help us do that, we will be prioritising transport services for patients that are unable to access other transport options because of a medical or clinical need. Other hospitals in London have shown that prioritising patients that need it most can reduce delays by 15 percent. It also reduces the number of journeys our ambulance staff make, making our patient transport service better for the environment.

**A hospital that is fit for the future**

In September we finished a £5 million project to improve the infrastructure at Whipps Cross to build a hospital that is fit for the future. The hospital now has reliable essential services including a high voltage supply network and additional standby electrical generation to improve the safety of our clinical services and remove the risk to patient care. We also installed a new heating and hot water system. The systems were old, unreliable and past their useful life.

>> Read more about our plans to redevelop Whipps Cross on our website: bartshealth.nhs.uk/whipps-cross

**Transforming our services**

**Increasing choice for women giving birth in east London**

Over the next four years, we anticipate a considerable growth in the number of births in east London and we want to give women access to the best choice of maternity care.

Our vision is to increase the number of options available to women outside of traditional obstetric units in line with the *Better births* strategy and to improve the continuity of care by midwives. To help us meet this vision, we opened a new midwifery-led unit at The Royal London in August, the Lotus birthing centre. We will also be opening a newly remodelled women’s centre at Whipps Cross in 2020.

Women also expressed a need for additional support for their newborn babies. To meet this need, we have started to develop a new model of care to better support babies in the community.

**Whipps Cross care goes virtual**

Seven hundred patients with the rheumatological condition Ankylosing Spondylitis are forced to take time off work to attend hospital appointments. But from March, patients at Whipps Cross were able to speak to their clinician over Skype, freeing them from having to travel to hospital for appointments. Although only just launched, we’ve received positive feedback from patients. Katherine Chalkley, 28 from Walthamstow and a patient at the hospital for the last three years, said: “I don’t feel like it’s necessary to come into the hospital to see the rheumatology team for every appointment so it’s great that there’s the option to have an appointment via Skype. I used my mobile phone for the appointment at home but I would definitely consider doing it from work in future.”

Skype appointments will be rolled out across more Whipps Cross clinics and our other hospitals next year. Patients will be offered a choice of Skype or traditional appointments in person, except where they are required to attend for physical assessments.
Providing extraordinary healthcare

Barts Charity is our dedicated charity, working with staff in the trust and the Barts and the London School of Medicine & Dentistry (part of Queen Mary University London) to deliver extraordinary healthcare in our five hospitals. Barts Charity provides funding for innovative research, equipment, healthcare initiatives and community projects that all make a significant difference to the care we can provide. The funding from Barts Charity helps staff go above and beyond in their treatment of patients, with all projects funded demonstrating clear, tangible benefits.

Barts Charity awarded over £28 million to healthcare projects in the trust and medical school this year, of which £14.4m was awarded directly to the trust.

Barts Charity also administered the charitable donations and legacies given for the hospitals and offered support to anyone looking to fundraise for their benefit.

New women’s and neonatal unit coming to Whipps Cross

Barts Charity awarded £6.8 million to redevelop maternity services and vastly improve the experience for expectant mothers and their families at Whipps Cross. The project will start next year and is set to complete in 2020.

The project will meet a growing need for women’s health services in east London as the birth rate is projected to grow by 33,000 in the next four years. Demand is fuelled not only by this rapid rise but also by complexity – expectant mothers in the local community have the highest proportion of high-risk pregnancy of any population in the UK.

The current facilities, built in 1974, have been described as “cramped” and “aging” by some, with the Care Quality Commission considering them “tired”. This has resulted in a significant number of mothers-to-be choosing to give birth elsewhere after visiting the hospital early on in their pregnancy.

The new women’s and neonatal unit will have capacity to handle the increase in numbers and bring the facilities up to the same excellent standard as the well-recognised maternity care at the hospital. The project looked in detail at how patients and staff use the facilities, and the new plans will reposition the units within the building so that they provide a more logical and convenient ‘flow’. The two-year project will remodel seven areas including the antenatal clinic, the labour ward and the special care baby unit, including better facilities for parents staying overnight.
Crucially, the centre is also committed to supporting medical research into some of the conditions that most affect pregnant women, new mothers and their babies across east London such as diabetes, excessive bleeding, and dietary problems. There will be dedicated space for a laboratory with research staff so the Barts Research Centre for Women’s Health (BARC) – started with £2m Barts Charity funding earlier in 2017 – will be able to recruit more expectant mothers into research studies and expand their research power, with the aim of producing research beneficial not only to the local community but of potential national and international benefit.

It is expected that 50,000 mothers will benefit from these improvements over the next ten years, with many more likely to benefit from the new research opportunities. Alongside our other maternity facilities, the new centre will be part of the biggest maternity service in Europe.

Kirsty Webb-Wood, general manager, women’s and children’s division, said: “The staff at Whipps Cross women’s and neonatal unit are proud of the care they deliver and want to be proud of their working environment too. With the birth rate in north-east London set to increase by 25 percent in the next ten years, we want to be able to offer a comfortable, welcoming and safe space that will have a positive impact on patients, families and staff. We are looking forward to having facilities that will match the excellent quality of care that is undertaken here each day.”

Our plans for 2018-19

With a grant programme of over £28m, Barts Charity is one of the biggest funders of healthcare innovation in the UK – and yet it is relatively unknown. The Charity wants to change that, and will be embarking on awareness campaigns aimed at making staff, patients and general public more aware of the Charity’s role and the great work that it does.

>> Visit our charity’s website to help our hospitals be extraordinary: bartscharity.org.uk
Working with our health partners

Seamless care for patients

This year we continued to work with our partners in primary care, the community, social care and mental health to develop more seamless services in Newham, Tower Hamlets and Waltham Forest. Over the coming year, we have a comprehensive plan to expand this work, including:

> Moving musculoskeletal care into the community at Newham
> Redesign urgent care services to treat people in the right place in the right time
> Supporting people at home in Waltham Forest that are approaching the end of their life

Joining forces to shape the experience of our patients

Working with our partners helps us to provide the best services possible for our patients. We value the relationships we have with individuals, groups and organisations locally, regionally and nationally. This year we made a concerted effort to involve stakeholders more directly in our work to improve care. We established a rolling programme of peer reviews to visit all services and different partners, stakeholders and patient representatives joined us to hear about what we’re doing and advise us on our ongoing work. We will continue to develop this process to make sure we always have the right people involved at each review.

We worked to develop closer relationships between Healthwatch and our hospital management teams and their support and advice has been invaluable over the year, whether it’s discussing CQC action plans, undertaking enter and view visits or directly participating in projects to improve wayfinding around our hospitals.

Individual services also collaborated on specific improvement programmes. For example, the maternity team at The Royal London wanted to improve care for local women and improve the working lives of our staff. Partners and patient representatives joined together in a maternity partnership board to collaborate on solutions. The improved rating published by the Care Quality Commission inspectors was testament to the hard work of staff in the service and the collaborative work of the partnership board.
Similarly, following the success of our innovative We Can Talk training that equipped hospital staff to be more comfortable in caring for young people with mental health problems, we wanted to work with our stakeholders to explore how the programme could develop in the future. We showcased the training to regional and national partners in a symposium designed to generate discussion about what more could be done. Since then the service has expanded across the East London Health and Care Partnership and into other areas of the country.

Involvement in our Patient-Led Assessments of Care (PLACE) audits continued to grow. Since the introduction of the surveys, we increased the number of contributions from patient representatives from 24 to nearly 150. While the PLACE surveys very much focus on facilities inside the hospital, we recognised that it is important to engage with our communities outside of our hospitals too. We are increasingly looking to reach out to local people to get their views on our services to help us improve. We held a listening event at NewVic College in Newham to hear the views of over 300 young people whilst also taking the opportunity to talk to them about our services, volunteering opportunities and career options. We plan to undertake similar events in other areas next year.

Our community engagement event in September in Waltham Forest saw over 100 people gather to help us assess our progress against national equality standards. The event helped to establish adapted equipment required to meet the needs of patients who are visually impaired, demonstrating how important it is to work collaboratively with our community.

We also endeavoured to involve stakeholders in important procurement decisions too. For example, Healthwatch supported us to ensure our patient transport service meets the needs of our patients.

Looking further ahead, we are excited to have launched our collaborative pairs programme working with our clinical boards – our way of ensuring the patient voice is right at the heart of shaping our services. Senior clinical leaders have been paired with a patient leader and they will be supported to come up with a series of improvements for their area.

We continue to be grateful for the partnership working we have for many of our strategic priorities. For example, the shared goal of partners in Waltham Forest and Redbridge to redevelop Whipps Cross Hospital has been palpable in a number of events this year, including the hospital’s centenary celebrations. It was particularly helpful to host the outer North East London Joint Overview and Scrutiny Committee at Whipps Cross to explain more about our ambitions and we hope to build on this close working alongside continuing to fulfil our statutory responsibilities.

We look forward to continuing to strengthen relationships in the months ahead.

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**Working with Healthwatch to make improvements at Whipps Cross Hospital**

At Whipps Cross, regular meetings between Healthwatch and the site management team identified lots of opportunities to work together for the benefit of patients. Healthwatch in Redbridge and Waltham Forest attend the monthly patient panel and are playing a key role in shaping its future.

Volunteers and staff from both Healthwatch organisations are part of the working group to develop PLACE action plans and contributed to improving signage and maps of our hospital. The groups regularly run stalls in the public areas of our hospitals to help us understand the views of patients and their loved ones, and we are increasingly collaborating on communications and publications. Their role in our peer reviews is proving invaluable and we have welcomed them to our safety huddles to help them learn about what is going on in the hospital. They’re also a key partner in helping us design the public involvement for the redevelopment of the hospital.
Providing safe and compassionate care in our hospital

There is no question that we are on a journey of improvement. The Care Quality Commission (CQC) carried out an unannounced inspection of surgery, end of life care and outpatients and diagnostic imaging in May and its findings moved the hospital’s overall rating from ‘inadequate’ to ‘requires improvement’. This was a significant step forward and testament to the grit and determination to get better shown by the whole hospital. While there is recognition that there is still more to do, the hospital has moved forward at pace since the CQC’s last visit, demonstrated by the ten week improvement plan for our surgery service.

We recognise that over the next decade its elderly population will increase, so ensuring that it becomes a centre of excellence for the wellbeing of our older people is a key priority. That’s why the completion of work to improve the environment for those with dementia and delirium thanks to funding from Barts Charity can be seen as such a huge achievement. Improvements include better signage and flooring, a day room, new furniture and artwork on the walls – all chosen with the help of our patients.

We took positive steps to bolster our workforce, with career and peer support clinics, a redesign of the local induction process and recruitment events. A trip to the Philippines in February was a success, with 50 new staff members set to arrive in the summer, joining the already-established Philippines community. Work to improve retention at Whipps Cross also continued, underpinned by a focus on embedding our WeCare values and recognising our staff through our star of the month awards.

We also celebrated our centenary in November with a week of events for staff, patients, stakeholders and the local community. We were honoured that the Duchess of York visited our Acorn children’s ward and unveiled our centenary plaque.

>> Watch the film of our celebrations on our YouTube channel

We look forward to the year ahead, and indeed the next 100 years, with optimism and a determination to maintain our place as an important institution in the communities it serves.
Moving on up

The Care Quality Commission (CQC) improved our overall rating from ‘inadequate’ to ‘requires improvement’ in September.

In addition to the improvements we made in surgery (see below), we undertook a monthly programme of peer-reviews and our senior leadership team went ‘back to the floor’ on Fridays to make sure we continue to make improvements to the quality of care we provide.

Improvements in surgery

Following an unannounced Care Quality Commission (CQC) inspection in May that identified shortcomings in the surgery service, the hospital leadership drew up a ten-week rapid improvement plan, supported by an NHS improvement director and an external consultant surgeon.

They identified 22 separate problems and put mechanisms in place to resolve them, including enhanced audit and scrutiny. Half of the actions are now completed, embedded into business as usual, and monitored through improved governance to ensure that safe care is the norm. Some of the remainder are dependent on factors outside the team’s control, like theatre refurbishment and recruitment of permanent staff, but are being taken forward at site and trust level.

An independent external review found significant changes in approach and leadership, and a positive attitude amongst staff. Actions identified in an earlier peer review were rectified swiftly, and most ward areas felt safer and more organised. The review highlighted areas of good practice but also made recommendations which are being implemented as part of a further 11-20 week action plan.

John Peters, clinical director for surgery, said: “We have learned a lot and feel we are in control of our destiny. We are one team with a clear vision and a common purpose. This process has given us huge confidence – and reassured others internally – that we can deliver what is required to provide a safe and effective service.”

Surgery was again revisited in April 2018 and received an improved rating of ‘requires improvement’, illustrating the positive impact of our improvement plan.

Love you!

The breast screening clinic won the nursing team of the year in this year’s Love Your Borough awards. They “are an outstanding team of dedicated nurses and practitioners, who help patients and families through what can be a really frightening time. They have worked hard to deliver a modern and effective service, whilst building the profile of the unit with our Waltham Forest communities. One example of how much they are loved is that one patient went on to raise £4,000 for the unit after treatment there.”

Tina Donoghue is one of the team that supports the smooth running of the breast screening clinic and she won a Barts Health Hero award this year for being ‘engaging’.

She won the award for her commitment and dedication in caring and supporting patients with breast cancer. In addition to being cheery and helpful on a day-to-day basis, she set up, and runs, a monthly breast support group that encourages patients to meet others and learn from regular guest speakers. She is also a keen fundraiser, and has raised money to advance cancer research for the past six years.

You can meet Tina is our Whipps Cross celebrations film on our YouTube channel and nominate your hero on our website: bartshealth.nhs.uk/heroes
Dementia-friendly care

Thanks to a grant from the Barts Charity, we improved the experience for patients living with dementia on five wards. The changes include:

- Dementia-friendly signage and wayfinding that uses contrasting colours with the use of both a picture and text identifying the room or area
- Wooden matt-effect flooring to prevent falls
- New furniture which is recognisable and comfortable for patients, chosen by both patients and staff
- Touchdown desks and LED skylight panels in each bay
- A day room for patients to escape the ward environment and socialise with others watching TV or having a cup of tea
- A welcoming and open reception area
- Artwork in the hallway and on the walls
- Improved entrances to each of the bays and side rooms to make them more identifiable

In addition to improving the experience of our patients, their visitors and our staff, we anticipate that the new wards will help our patients return home earlier, reduce the need for antipsychotic medication and reduce the number of falls.

Looking ahead: plans for 2018-19

1. We will be redeveloping our women’s and neonatal unit thanks to support from Barts Charity.
2. We will be working with our partners to develop an integrated care system in Waltham Forest. This will bring together a more seamless experience for patients. Our priorities over the coming year will be to set up systems for urgent care and end of life care.
3. We will continue to build a permanent and sustainable workforce by offering existing staff access to career clinics, peer support clinics and specialist rotations. We will also recruit new people to the Whipps Cross family through innovative recruitment events and advertising.
We set ourselves nine very ambitious quality improvement objectives for 2017-18 in addition to our ambitions set out in *Safe and Compassionate 2*. We appreciate that we did not achieve the majority of the standards we set ourselves, but we are pleased with the progress we made towards improving the overall care using our new WeImprove approach. This progress was recognised by the Care Quality Commission and led to our improved rating to ‘requires improvement’ in November.

In March we published our blueprint, *Getting to good and outstanding*, to deliver further progress against these objectives and our ambitions for 2018-19 are set out on page 20-21.

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<thead>
<tr>
<th>Objective</th>
<th>Percentage</th>
<th>Notes</th>
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<tr>
<td>VTE risk assessed within six hours of admission</td>
<td>97.2%</td>
<td>Thirteen per 1,000 bed days</td>
</tr>
<tr>
<td>Zero grade 4 pressure ulcers at St Bartholomew’s</td>
<td>0</td>
<td></td>
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<tr>
<td>Zero never events at St Bartholomew’s</td>
<td>0</td>
<td></td>
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<tr>
<td>Compliance in the implementation of NatSIPPS</td>
<td>95%</td>
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<td>Reduction in cardiac arrests at Whipps Cross</td>
<td>32.5%</td>
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<tr>
<td>Of patients reviewed for antibiotics for Sepsis within 72 hours</td>
<td>92%</td>
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<tr>
<td>Of deaths reviewed to learn lessons</td>
<td>72%</td>
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<tr>
<td>Of medication errors that caused harm (below the national average of 11.71%)</td>
<td>5.93%</td>
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<tr>
<td>Duty of candour compliance at Whipps Cross</td>
<td>100%</td>
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<tr>
<td>Compliance with statutory and mandatory training</td>
<td>90%</td>
<td></td>
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<tr>
<td>Of patients would recommend our hospitals</td>
<td>89%</td>
<td></td>
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Our year ahead:

2018 - 2019
Our strategic priorities

A >> Safe and compassionate care
1. Achieve a ‘good’ CQC rating and exit quality special measures
2. Delivery of ‘Getting to good and outstanding’
3. Delivery of constitutional standards and return to national reporting on RTT
4. Upper quartile staff survey results
5. Improve single oversight framework quality indicators, including pressure ulcers, falls and infection control
6. Address issues in CQC inspection reports on Whipps Cross and Royal London hospitals

B >> Efficient and effective services
1. Achievement of agreed control totals and exit financial special measures
2. High level of recurrent CIP delivery - £55m net
3. Achieve 93.7% permanent staffing and reduce agency spend
4. Agree solution to PFI sustainability challenge
5. Improved productivity in line with Carter priorities, including imaging, pathology, orthopaedics and corporate services
6. Improved clinical productivity through standardisation and implementation of Getting It Right First Time measures

C >> Service transformation
1. Delivery of hospital transformation priorities: ambulatory care and acute hubs, surgical hubs, maternity and outpatients
2. Delivery of STP level change priorities; cancer, cardiac and renal service redesign
3. Integrated care: Tower Hamlets Together, Newham MSK and Waltham Forest initiatives
4. Support implementation of any future changes to King George’s hospital, Ilford
5. Address capacity challenges in elective surgery, particularly orthopaedics
6. Implement trust-wide clinical strategy

D >> Developing our people
1. Implement our group model including clinical boards and networks to build on the LOM and embed a learning culture
2. Create a culture of staff led change by embedding WeImprove
3. Achieve recognition for staff experience/patient engagement
4. Deliver our equality objectives; enabling a fair, diverse and motivating place to work
5. Improve cultural competence of our organisation
6. Improve development/progression of staff to improve retention and prepare staff for the future

E >> Improving our infrastructure
1. Maintain essential infrastructure and manage risk across our estate
2. Progress redevelopment of Whipps Cross hospital
3. Realise priorities for capital investment, including urgent care, maternity, intensive care, surgery and diagnostics
4. Develop future strategy for corporate services
5. Invest in essential IT infrastructure
6. Work with partners to develop future strategy for the Mile End site

F >> Better research and education
1. Increase research revenues to the trust and expand clinical trials capacity and numbers
2. Develop plans for integration with life sciences at Whitechapel
3. Develop cohesive plans for the development of Barts Health Biomedical Research Centre
4. Develop career pathways that broaden MDT working and improve patient care
5. Reduce attrition from training programmes and pilot new roles (inc. physicians / nursing associates)
6. Explore new ways of delivering training through Apprenticeship scheme
Our quality objectives

We set out our nine ambitious priorities for quality improvement in ‘Getting to good and outstanding’ in March.

- Fewer falls, severe infections and pressure ulcers on wards
- No never events and maintain NatSIPPS and WHO surgical standards
- Increase responses, achieve 95% satisfaction, involve in service design, and use insight to inform quality improvement
- Review all hospital deaths and maintain low mortality rate
- Reduce avoidable cardiac arrests and implement Sepsis and acute kidney injury bundle
- Share learning from medication errors and reduce serious incidents
Our ambition is to:

**Promote harm free care**
- Reduce the number of hospital acquired pressure ulcers by ten percent per 1,000 bed days
- Achieve less than 4.8 falls with harm per 1,000 bed days every month
- Deliver a ten percent reduction in E. coli bacteraemia GNB with a target to deliver a 50 percent reduction by 2021
- Halve the number of MRSA infections on wards

**Improve the care for deteriorating patients**
- Reduce avoidable cardiac arrests by 10 percent
- Implement the Sepsis bundle for 90 percent of patients in line with the CQUIN target
- Implement the AKI checklist across all adult wards and develop metrics to review its impact

**Halve the number of never events**

**Achieve 100 percent compliance with the duty of candour**

**Reduce the number of medication errors by ten percent**

**Launch and use the SAFER bundle on all eligible wards**

**Maintain our compliance of statutory and mandatory training at 90 percent**

**Promote and learn from patient feedback**
- Increase friends and family test response rates by 20 percent in ED and 30 percent in inpatients
- Achieve 95 percent patient satisfaction in the three national questions in the friends and family test
Large print and other languages

For this leaflet in large print, please speak to your clinical team.

For help interpreting this leaflet in other languages, please ring 020 8223 8934.

Macluumaadkan waxaa lagu heli karaa qaabab kale, sida akhriska fudud ama daabacaadda wayn, oo waxaa lagu heli karaa luqaddo kale, marka la codsado. Fadlan la xidhiidh 02082238934.

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WeCare
Our vision, values and behaviours

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