Newham
Quality Accounts
Annual Review 2017 - 2018
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Introduction and overview

Foreword
This report sets out the achievements of Newham University 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:

Ian Peters  
Chair

Alwen Williams  
Chief Executive
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.
Newham University Hospital CQC ratings

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

Trust-wide CQC ratings

- Safe: Requires improvement
- Effective: Requires improvement
- Caring: Requires improvement
- Responsive: Requires improvement
- Well led: Requires improvement
- Overall: Requires improvement
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.

All type A&E performance against the four hour constitutional standard

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<tr>
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<th>2016-17</th>
<th>2017-18</th>
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<tr>
<td>Newham University</td>
<td>93.23%</td>
<td>91.15%</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.

Transforming our services

Improving access to orthopaedic care

In the coming year we will be changing the way we deliver elective orthopaedic services to treat patients faster. To help us achieve this, we invested £2.5 million to expand our theatres and reorganise the way we carry out surgery at Newham Hospital. This follows a successful day case model trialled at The Royal London this year.

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.

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.
Providing safe and compassionate care in our hospital

It has been a year of continued improvements for patients of Newham University Hospital. The Care Quality Commission (CQC) carried out two inspections and confirmed that care and facilities are getting better all the time. There are now no inadequate services on the site and more than a third of the CQC’s individual ratings are now ‘good’. Surgery moved from ‘requires improvement’ to ‘good’, while care in medical specialties jumped from ‘inadequate’ up to ‘good’ – an exceptional achievement.

Improvements were also noted in maternity services. A major recruitment drive has seen us reduce the number of midwifery vacancies by more than 80 percent, and the number of women who would recommend the hospital has vastly improved. We also welcomed the 1,000th baby born at the Barking Birth Centre.

A brand new, state-of-the-art MRI scanner is now in place meaning that Newham patients no longer have to travel elsewhere for diagnostic scans, as they have access to the very latest equipment on site. Performance against the national emergency access standard continues to be strong. Although, along with many other hospitals, we struggled to hit the 95 percent standard over the extremely busy winter months. To improve the situation we introduced the Perform patient flow programme – streamlining the patient pathway to reduce unnecessary delays and get people home as soon as they were well enough. This saw an increase in the number of patients being discharged earlier in the day, easing pressures in the emergency department as we freed up beds in the hospital. We also carried out a successful pilot project boosting ambulatory care so that patients are only admitted if it is absolutely necessary.

Along with the trust as a whole, we demonstrated improved financial grip this year, delivering our agreed savings to help reduce the overall deficit. Services worked hard to deliver their cost improvement programmes whilst continuing to improve standards of patient care.

The hospital has put a strong focus in supporting its staff this year. The senior team took part in the Super T leadership development programme, and we implemented a staff recognition programme. In response to the findings of the 2016 staff survey, we ran a Respect campaign to encourage people to raise concerns and to tackle instances of bullying and harassment. There is still more to do to make staff feel safe at work, but recent survey results showed there has been some improvement. We also introduced Schwartz Rounds, recognising the emotional impact that working in a hospital can have, and were nominated for a national award for our Caring For You campaign for maternity staff.
Improving the quality of care for patients at the end of their life

We implemented a number of improvements, in line with the trust’s end of life care strategy, to enhance the experience for patients at the end of their life and their families.

Caring staff

We increased the amount of time our palliative care consultants were at the hospital. We also delivered training to staff to support them in having sensitive and compassionate conversations and to respond sensitively to the needs of dying patients and their loved ones.

Individual care

We agreed individual care plans for patients who were close to the end of their life, which included food and drink, symptom control and psychological, social and spiritual support. An audit undertaken showed that this was delivered with compassion for most of our dying patients.

Our audit also showed that pain relief was provided to 80 percent of patients that told us they were experiencing pain or discomfort. The majority of these patients were ‘satisfied’ or ‘extremely satisfied’ with their pain management.

Consistent quality of care

We developed standard operating procedures to make it clear that patients at the end of life are prioritised for side rooms and that arrangements should be made for loved ones to stay with our patients. We are working on plans to create quiet, attractive rooms for breaking difficult news and upgrading some rooms to make it easier for families to stay overnight with their dying relatives, with guest beds, dimmed lighting and tea and coffee making facilities.

We moved the area of the hospital in which we care for patients after death into a temporary unit whilst we develop plans for a modernised permanent facility. We strengthened management and standard operating procedures for the unit and we continue to check that all standards relating to temperature control, cleaning and infection control, are met.

Listening to the needs of our patients

We made it easier to identify complaints and incidents relating to end of life care and made changes to our bereaved carers’ survey. This allows meaningful review by our end of life care steering group, and helps us share and learn lessons.
Improving the safety of our maternity services

We are delighted that following an unannounced inspection of our maternity services in July, the Care Quality Commission upgraded our safety rating to ‘requires improvement’ from ‘inadequate’. This improvement was down to addressing challenges in three key areas: governance, staffing and premises.

Better governance

To help us respond to complaints and incidents in a timely way, learn lessons about what went wrong, and share learning effectively with our staff, we increased staffing in the team and reduced the backlog of cases awaiting response to zero. We also implemented a maternity governance framework to support staff to categorise incidents correctly.

We now share learning from incidents and complaints with all staff through:

> discussion of incidents at daily safety huddles in our wards
> information on noticeboards, and
> presentations at staff meetings and forums.

More staff to help mums-to-be

We increased our obstetricians to bring our staffing levels into line with best practice and thanks to a successful midwifery recruitment campaign, we only had one midwife vacancy at the end of March.

The majority of midwifery students who train at Newham go on to apply to work here, and our robust preceptorship programme provided additional support to newly qualified midwives as they took up their roles.

Valuing our midwives is important to us and we were shortlisted for the Royal College of Midwives Caring for You national awards for the impact we’ve made to the experience of our team.

We will soon be recruiting additional anaesthetists and theatre staff to ensure that we are able to provide timely epidural anaesthesia to women, and that our obstetric theatres are safe.

Keeping babies safe

We introduced an electronic baby tagging system to keep our youngest patients safe and provide reassurance to their parents.

We also staff the entrances and exits to our maternity wards to make sure we know who is visiting at all times.

Better food and drink for our patients

Good nutrition is one of the basic fundamentals of care, and one of the things that matter most to our patients. Up to a third of our patients may be malnourished or at risk of malnutrition on admission to hospital. Malnutrition is directly linked to increased morbidity, mortality and length of stay so it is vital that we identify those patients in need of help as soon as possible.

Following the introduction of a new caterer this year, patients now have a greater choice of meals and they are happier with the quality of food and food service.
However we know that we need to improve signage around protected mealtimes, hand hygiene and supervision at mealtimes following a visit from Healthwatch. Spotlight audits are carried out regularly using the perfect ward app and unnecessary interruptions to mealtimes are challenged.

Better support for vulnerable patients

Nutrition and hydration boards in wards are updated twice daily and we increased the number of planned drinks rounds offered to patients. We also introduced:

> Dementia-friendly crockery and cutlery
> Red trays and red lid jugs to highlight patients that need additional support with eating and drinking
> A finger food menu
> Menus in a number of languages, including Braille

Looking ahead: plans for 2018-19

1. Building on the Super T programme, we will launch a major cultural and leadership development programme across the hospital to create a culture that is safe and compassionate and get us to good and outstanding. This will be led by a ‘change team’ made up of staff from a range of levels and professional groups within the hospital, and supported by experts in organisational development from within and outside the trust.

2. We will continue to make improvements in our maternity services by enhancing our engagement with our mothers. We will work with local women, families and community organisations to redesign and enhance our services.

3. We will make all of our services better by improving how we share the feedback received from patients with our staff and working more collaboratively with our patients.

Improving productivity and orthopaedic patient outcomes

The standalone Gateway Centre is being turned into an elective hub that will be an orthopaedic centre of excellence for the whole of Barts Health. This is part of our vision of Getting it Right First Time that centralises services to improve productivity, efficiency and most of all, patient outcomes.

The new centre will treat additional elective orthopaedic patients using specialist staff located in state-of-the art facilities that are able to will meet the demands of a growing population. We approved a £2.9 million business case to provide:

> Laminar air flow in a third operating theatre
> A brand new fourth theatre for day case surgery
> Additional consultant and multi-professional staff recruitment

Once the work is complete next year, all suitable patients from Whipps Cross and The Royal London will come here for elective orthopaedic surgery. They will benefit from single rooms and a patient experience which would be hard to rival even in the private sector.

This proven model of care will raise the profile of Newham Hospital as a centre of specialist treatment. Meanwhile clinical teams previously based in the Gateway Centre will move to the main hospital.
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.
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
For the full Quality Accounts visit: bartshealth.nhs.gov/annual-reports
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.

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