Welcome to Walsall Healthcare

Becoming Your Partners for First Class Integrated Care

20th June 2017
Let’s start by hearing from our patients.
We are a provider of hospital and community care serving a deprived and diverse population.

- Hospital and community health services for Walsall and surrounding area.
- 4,500 staff, 550 acute beds, caring for c. 270,000 population.
- A growing, deprived and diverse population with significant health needs.
- February 2016 – rated inadequate and placed in special measures.
Our approach to sustainable improvement.

➢ Our **starting point** – honest and open.

➢ Our **destination** – re-set vision, Quality Commitment and clinically-led, engaged & empowered culture.

➢ Our **approach** –
  ➢ Improved **governance** - focus on what matters.
  ➢ Developing **clinical leaders** - enabling them to lead.
  ➢ Listening into Action **engaging staff** in making change.
  ➢ Working with **partners** – support and challenge.
1. Provide Safe, High Quality Care.
   We will provide care that we would want for our family & friends.

2. Care for Patients at Home.
   We will keep people well at home, provide alternatives to acute care and return people home safely and quickly after admission.

3. Work Closely with Partners.
   We cannot do this alone and will work with our partners in Walsall and the Black Country.

4. Value Colleagues.
   We will be a clinically-led, engaged and empowered organisation.

5. Use Resources Well.
   We will ensure future sustainability by living within our means.
Safe. We have tackled risks in ED and maternity and continued to make progress in other services.

- ED – >90% compliance for pain, relief, triage & handover. £1.2m investment in 30 WTE staff.
- Maternity – midwife to birth ratio improved from 1:38 to 1:30. 27% drop in staffing incidents.
- Safety culture – top quartile reporting rate: 63 per 1,000 OBDs. Improved RCA process.
- WM Deanery visit in May 2017: “significant and sustained improvement”.
- Trust wide indicators in expected ranges (SHMI, infection control, falls, pressure ulcers).

- Care of Deteriorating Patient - 30% - 40% improvement across 6 key standards. Focus now on key wards and sepsis pathway.
- Safe staffing – c. 100 RN vacancies mitigated through temporary staff, CSWs, recruitment (inc. overseas) and associate nurse role.
Effective. We are increasingly improving outcomes through care pathways based on good practice.

- ED / Paediatrics – improved pathway for children in ED.
- Maternity – Normality Strategy launched; Transitional Care Unit opened.
- End of Life Care – individualised end of life care plan in use, supported by Toolkit.
- Community teams – reduction in cancelled visits.
- DNAR / Mental Capacity Act – compliance up to 89%.
- Consent – priority for improvement from patient feedback.
- Clinical Effectiveness Committee – newly established.
Caring. We have a stronger focus on patient feedback and are making a difference as a result.

- Patient Experience – new strategy, steering group and FFT provider.
- Feedback – FFT scores >90% for except ED and antenatal clinic - both <80%. Acting to improve in these areas.
- LiA teams making changes – ward 3 end of life care, stroke SaLT pathway, respiratory alerts, community stroke MDT.
- 20% reduction in complaints in last 12 months – 40% in ED, 20% in maternity.
- National inpatient survey – priorities are waiting times, information, communication and discharge.

### Trust’s Friends and Family Test Results – May 2017

<table>
<thead>
<tr>
<th>Service</th>
<th>Would Recommend %</th>
<th>Not Recommend %</th>
<th>Response rates %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatients (1150 patient responses)</td>
<td>94%</td>
<td>0%</td>
<td>43%</td>
</tr>
<tr>
<td>A&amp;E (615 patient responses)</td>
<td>73%</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>Maternity All touch points (Actual patient responses)</td>
<td>88%</td>
<td>7%</td>
<td>92%</td>
</tr>
<tr>
<td>Outpatients (Actual patient responses)</td>
<td>90%</td>
<td>5%</td>
<td>2314</td>
</tr>
<tr>
<td>Community (Actual patient responses) *Done once a month</td>
<td>98%</td>
<td>0%</td>
<td>455</td>
</tr>
</tbody>
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Positive comments themes
1. Staff attitude
2. Implementation of care
3. Environment

Negative comments themes
1. Staff attitude
2. Waiting times
3. Environment

Becoming your partners for first class integrated care
Responsive. We are developing hospital and community services to meet local needs.

- Community New Model – 7 integrated locality teams plus Rapid Response and mobile technology.
- Frail Elderly Service – avoiding admission to hospital.
- Fit for Purpose Hospital – ITU, 2nd maternity theatre and new neonatal unit, new ED and AMU “front door”.
- Reducing waits for care – cancer standards met; 18 week RTT up from 73% to 86%; tackling follow-up backlog.
- New interpreting service launched.
- Equality & Diversity work re-launched based on gap analysis.
Well Led. We have a re-set strategy and stronger governance; we are creating a new organisational culture.

- Board capability and capacity development.
- New governance structure – focus on quality and safety of care.
- Clinically-led – new structures in place; King’s Fund development programme.
- Listening into Action – 40 teams delivering staff-led change.
- Staff survey results remain poor (47% recommend); Pulse Check shows progress.
- Openness – Freedom to Speak Up Guardians.
- Risk – strengthened risk registers and risk management.

Pulse Check shift of 8 – 10 points per question May 16 – Dec 16
Next Steps. We continue to work on priorities for improvement.

- Emergency Care Pathway – SAFER bundle, ward reconfiguration, discharge to assess pathways.
- Care of Deteriorating Patient – standards, key ward focus and wider pathway work.
- Follow-ups – risk stratification, virtual reviews, extra activity, redesigning pathways.
- Staffing Levels – recruitment and role redesign.
- Staff Engagement and Empowerment – culture change and LiA Year 2.
- Consent & Information – new policy, training, improved patient information and communication.
Next Steps. We have clear priorities for the next 2 years on the journey.

- Embed the **quality and safety** improvements we have begun to deliver.
- Deliver our **clinically-led, engaged and empowered** vision.
- Tackle our **financial challenges** through an improvement programme saving £24m 2017/18 and 2018/19 reducing our deficit to £12m.
- Ensure the quality and **sustainability** of our acute services by working with partners through the Black Country STP (eg hyperacute stroke).
- Make a reality of our plans for a fully **integrated Walsall health and social care** system working with GPs, social care and mental health services through the Walsall Together partnership.
And let’s leave the last word to our staff.