

Council of Governors

Item 10.2

Subject: Quality and Safety 2021-2024 Update
Date of Meeting: 6th June 2023
Presented by: Sue Pemberton, Director of Nursing, Quality & Safety
Purpose of Report: For assurance

BAF Reference	Impact on BAF
BAF 1	Assurance provided against the delivery of the quality and safety strategy priorities.

Level of assurance (please tick one) To be used when the content of the report provides evidence of assurance					
<input checked="" type="checkbox"/>	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls

1. Executive Summary

The Board of Directors approved the new Quality and Safety Strategy (2021-2024) in October 2021. The Quality Committee continues to receive 6-monthly updates with the most recent being November 2022, which provided substantial assurance of progress to date.

This six-monthly update report for the Council of Governors provides assurance of the significant progress made against the objectives set in year two of the strategy. Please refer to Appendix 1 which highlights the overview of progress against the strategy objectives, along with next steps. In addition, a more detailed table of other clinical improvements is provided, which clearly shows the impact of some of the improvement work for our patients.

2. Background: Quality and Safety Strategy 2021 – 2024

The NHS National Patient Safety Strategy articulates a vision to continuously improve patient safety. It states that to do this the NHS will build on two foundations: a patient safety culture and a patient safety system.

In addition to local priorities, the national priorities were considered and encompassed in our Quality and Safety Strategy. This is also clearly linked to our overall Trust strategy of

'Patients, Partnerships and Populations'. LHCH Quality and Safety Strategy has several corporate objectives alongside several clinical priorities to be addressed.

3. Progress

Now into the second year on from the launch of the new quality and safety strategy 2021-24, we have seen significant demonstrable progress against the objectives set. The Director of Nursing, Quality and Safety met with all the leads for the objectives within the strategy in April 2023 to review progress and set the next six-month progress targets.

4. Recommendations

The Council of Governors to note the excellent progress being made in respect of the Trust's quality and safety priorities.

Appendix 1 - Progress Report

Objectives	Exec Lead	Progress to date	Next steps/time frame for completion
Always use EPR to document the handover of patient care	SP	Work undertaken to ensure the handover of patients is documented between all clinical areas within the electronic patient record.	Completed September 2022
Always handover patients from area to area at the bedside involving the patient where possible.	SP	Completed	Completed January 2022
Always communicate verbally with the responsible nurse in any clinical area when a patient review takes place so that they are fully informed of any changes to a plan of care	RP/SP	The importance of verbally communicating with the nurse in charge post ward rounds has been communicated to all medical staff. There have been no further incidents reported regarding noncompliance with this standard Completed	Completed January 2022
Work with the medical examiners to ensure we are utilising the learning opportunities from their reviews to improve care systems to scrutinise and learn from deaths	RP	The MD has met with the medical examiners to clarify how early concerns are escalated after scrutiny of the records during certification of death. Initial concerns will be escalated immediately to the MD and DMD A process of recording concerns and passing onto external stakeholders where appropriate will be developed	Completed – February 2022 Completed September 2022
Review how civility across the Trust can improve. – build on and further develop the culture improvement work in the Trust by introducing be civil be kind speak up access across the Trust.	KN	Completed. E-learning modules also complete and imminently 'going	Completed December 2021

Objectives	Exec Lead	Progress to date	Next steps/time frame for completion
		This has been implemented and continues to be reinforced trust wide.	
Appoint a patient safety lead for the Trust.	SP	Completed	Completed May 2021
Develop a civility charter	KN	Completed	Completed December 2021
Focus safety on the older person and those with learning disabilities	SP	The Trust has established leads for patients with learning disabilities, dementia and delirium who are available to support where required to enhance patient care and safety. Completed.	Completed January 2022
Be aware of learning from the healthcare safety investigation branch (HSIB)	KW	Reports from the HSIB are reviewed for relevance. The last report "Healthcare Safety Investigation Branch (HSIB) investigation report on use of CPAP" was presented to QSEC on 3rd December 2021, with discussion regarding relevance to LHCH and any actions taken.	Completed January 2022
Receive alerts from the national patient safety alerts committee and improve the response to new and emerging risks supported by the committee	KW	There is a robust process for the receipt and management of alerts. QSEC have oversight and sign off action plans for relevant patient safety alerts. Any risks associated with alerts would be escalated and discussed as necessary.	Completed January 2022
Share the learning from litigation to improve the care and use opportunities to learn when things go well not just when they go wrong	KW/HM	A comprehensive piece of work for GIRFT has been conducted recently and an update provided to Operational Board. This includes the learning from litigation. Update provided to Team Brief. Results of audit to be presented to Audit days.	Completed September 2022

Objectives	Exec Lead	Progress to date	Next steps/time frame for completion
Ensure our workforce is trained in patient safety	KW	New investigation training that links to the new Patient Safety Framework was attended by 8 members of staff from the Clinical Divisions. New patient safety training linked to the new framework has been released in a modular format and is currently set at 2 levels – level 1 (basic) and level 2 (practical). The training is being added to staff profiles as an introduction to the new patient safety framework.	Completed September 2022
Utilise the areas for improvement from our culture survey (2021) and the culture staff survey questions to drive improvement	KW/KN	The culture survey results were used in setting the objectives within the quality and safety strategy (2021/24)	Completed October 2021
Understand the learning from safety when things go wrong and safety 2 when things go right	SP/KW	<p>The Trust shares learning at Operational Board, Board of Directors, all governance forums, audit days, Quality safety and experience committee and sharing and learning forum. The learning is generally where things have gone wrong. The aim is to include examples of when things go right. This work is in progress to identify those examples and embed them into the learning schedules trust wide.</p> <p>Learning from FTSU is being highlighted in various comms/ forums. SOLE bulletin includes some examples as well as safety huddle and we are continuing to explore how we can maximise learning from safety 2.</p> <p>Learning from when things go right is being further explored including Greatix.</p>	Review October 2022

Objectives	Exec Lead	Progress to date	Next steps/time frame for completion
Adopt and promote key safety measurement principles and use culture metrics to better understand how safe care is	SP/RP	The dashboard for quality and safety has been partially completed which allows tracking and management of quality and safety metrics. This dashboard is used in quality safety and experience committee and at quality committee to highlight areas for improvement and drive performance. The new Strategic Operational framework has been updated and presented to the Board of Directors. This format will be used to replace other dashboards in the forthcoming 6 months.	Further Review October 2023
Develop a network of safety ambassadors	SP	<p>The work to establish a network of safety ambassadors trust wide is underway led by the Patient safety lead. Adverts completed and imminently going out for expressions of interest.</p> <p>October 2022 – this has been delayed change in Patient Safety Lead – planning underway.</p> <p><u>Update April 2023</u></p> <p>Good progress has been made with 25-30 champions now recruited into the role. Further work being explored to look at specific projects for the champions to take forward.</p>	<p>September 2022</p> <p>Further Review October 2023</p>
Bring together all Trust learning to enable triangulation of themes	KW	<p>Work is underway by the Director of Risk and Improvement to review the current ways in which learning is shared Trust wide and how this may be improved.</p> <p>The organisation learning database has been further refined and launched with Divisions in Q3 prior to wider roll out. The organisational learning strategy has been revamped to reflect the</p>	September 2022

Objectives	Exec Lead	Progress to date	Next steps/time frame for completion
		<p>wider range of learning in place. Learning from when things go right is being further explored including Greatix.</p> <p><u>Update April 2023</u></p> <p>Organisational Learning Database rollout in quarter one to senior clinical staff and managers</p> <p>Quality checkpoint in quarter 2 to assess SharePoint for expected benefits.</p>	October 2023
Develop the role of patients as safety partners	SP	<p>The planning for developing the role of patients as safety partners is underway with a date for implementation April 2023.</p> <p><u>Update April 2023</u></p> <p>Two Patient Safety Partners have been recruited to participate in Infection Prevention committee and sharing and learning group, a total of – three PSP's have been inducted to the organisation.</p>	October 2023
Implement the patient safety response framework	KW	<p>Work is underway to implement PSIRF, with a team established and detailed action plan developed.</p> <p><u>Update April 2023</u></p> <p>Work is ongoing to establish the new National Patient Safety Framework, the Incident Reporting Policy (including investigations) will be updated.</p> <p>Work is ongoing to identify staff who will be trained in conducting investigations aligned to the framework.</p> <p>Template for investigations and reporting is being explored which will align to the framework</p>	October 2023

Objectives	Exec Lead	Progress to date	Next steps/time frame for completion
To improve awareness of human factors/civility and the impact on safe quality care for all staff.	SP	<p>Be civil be kind and civility charter roll out and drive to embed. Schwartz rounds commenced. Procured human factors E learning</p> <p><u>Update April 2023</u></p> <p>Focus for next six months is high pressured clinical environments, including civility workshop at clinical audit day in May.</p> <p>Launch 'it's not ok' campaign with posters and develop escalation pyramid to support staff safety from abusive, aggressive, and violence from patients, family members and carers.</p>	Further Review October 2023

Other Clinical Improvements

Objectives	Exec Lead	Progress	Next steps/ timeframe
Improve the care of the deteriorating patient	SP	24 outreach in place with regular handovers and discussion through the night. Medical emergency team calls implemented for deteriorating patients.	Completed September 2022
Improve sepsis identification and treatment	RP	The sepsis screening process has been embedded into the critical care ward round document to ensure SOFA scoring is carried out on each review,	Completed January 2022
To improve patient and staff safety through safe and effective moving and handling techniques	SP	Trust group meets bimonthly and reports through to health and safety committee. Reviewing all incidents relating to musculoskeletal injuries and sickness. driving compliance with mandatory training.	Completed October 2022
Reduce hospital acquired pressure ulcers and moisture associated skin damage	SP	Low incidence of hospital acquired pressure ulcers (one with lapses in care) Continuous training, education, sharing of learning. Low incidence of moisture associated skin damage.	Completed October 2022
Improving awareness, education, and delivery of mouthcare across the	SP	Policy agreed, education regarding mouthcare added to care certificate and preceptorship. EPR documentation improved to include all new admission with high, medium, and low risk flow sheets. Review of	Completed October 2022

Objectives	Exec Lead	Progress	Next steps/ timeframe
Trust, to raise awareness of the importance of mouthcare and ensure all clinical staff feel confident and equipped to safely deliver this.		Mouthcare products and ward sticks, Patient information leaflet for all heart surgery patients regarding the importance of dental care following heart surgery with aim of reducing risk of infective endocarditis.	
Improve the experience of mealtimes for our patients	SP	Mealtime coordinators all areas. Review of dysphagia menus to ensure there are sufficient choices for patients with swallowing problems. Education and staff training. Monthly mealtime observations in each area. Improvements with nutrition indicators. Out of hours stroke swallow screening training has been provided to ANPS and senior nursing staff.	Completed October 2022
To improve stroke care within LHCH by ensuring that all those with suspected stroke receive timely and specialist care they require to maximise potential	RP	SLA with LUFT reviewed to ensure out of hours provision is robust. Stroke protocol updated. Mandatory LHCH learning package live in March 2022 for all clinical staff – compliance 81%. Potential stroke is now an indication for a met call which requires urgent review from a specialist team and implementation of protocol. Teaching sessions in place. LHCH part of national stroke sentinel audit. Peer review conducted from the regional stroke network positive feedback.	Completed October 2022
To reduce harm and promote safe and high-quality care for patients with swallowing disorders	SP	<p>Growth of the Fiberoptic Endoscopic Evaluation of Swallowing (FEES) service. Improved access to FEES for all patients, enabling earlier and more accurate identification of dysphagia and aspiration risk. In 2021, 127 patients had a FEES. So far, in 2022, 183 patients have received a FEES. Both SALT's have developed competence in FEES. HG has achieved level 3 expert practitioner level. This enables HG to carry out FEES independently and thus maintain FEES service whilst EC on maternity leave. This also allows for training of others. Secured funding for a handheld FEES screen. This has improved patient, family and MDT education and compliance with recommendations. FEES policy developed. Created FEES 'order' on EPR. -Expanded the use of the nasendoscope into other areas e.g., to inform and help manage vocal cord injuries/dysfunction and to guide tracheostomy weaning.</p> <p>Out of Hours Stroke swallow screening Theoretical and practical elements of stroke swallow screening provided to Outreach, CCANP'S, Surgical ANP's and CCU Sisters. 8 fully competent swallow screen practitioners.</p>	Completed October 2022

Objectives	Exec Lead	Progress	Next steps/ timeframe
		<p>Raised awareness of stroke swallow screening process at stroke awareness days and at quarterly lightning training sessions. Developed Out of Hours Swallow Screening policy and SOP.</p> <p>Tracheostomy Piloted early cuff deflation/in-line PMV with all suitable tracheostomy patients in conjunction with physiotherapy. One aim of this is to help prevent swallowing difficulties associated with a long-term inflated cuff and enable earlier swallow assessment. Completed service evaluation comparing swallowing outcomes in all tracheostomy patients in 2019 vs 2021. With early cuff deflation model, able to complete initial swallow assessment 6 days earlier, reduced NBM time by 7 days. Presented results at anaesthetic audit day in March 22.</p>	
Implement the new national cleaning standards and the enhanced cleaning	SP	<p>Introduced a Cleaning groups, consisting of Infection prevention, Hygiene, Matrons, Estates to review the cleaning standards and agree how to implement and embed across the trust</p> <p>Agreed standards for all areas in accordance with the functionality Risk, i.e., Theatres FR1 wards FR2 – Outpatients FR3 - Entrances FR4 – Offices FR6</p> <p>Reviewed and agreed roles & responsibilities for cleaning tasks</p> <p>Infection prevention/Hygiene updated the cleaning policy to reflect the changes</p> <p>Implemented a Multidisciplinary Environmental audit team, of Matrons, IP, Hygiene, Estates, all Clinical areas audited each month</p> <p>Action plans from the Environmental audits formalised by the cleaning group and acted upon by the group and ward Managers.</p> <p>Audits completed by the cleaning group, achieving 4 & 5 stars across the Trust</p>	Completed October 2022

Objectives	Exec Lead	Progress	Next steps/ timeframe
		Achieved and improved on the enhanced cleaning, increased UVC decontamination across the Trust in partnership with critical care and theatres Matrons	
<p>Ensure patients with Learning disabilities / Autism receive excellent, efficient, safe, and compassionate care.</p> <p>Develop the role of the Learning Disability champions.</p> <p>Network with other trusts Learning disability teams</p>	SP	<p>Divisional Matron – Medicine, contacts all patients with LD / Autism prior to admission. Any necessary adjustments are made and plans put in place. Matron will visit the patient on admission, ensuring all needs are being met, and patient / relative feedback obtained.</p> <p>Very successful learning Disability awareness day held in 2022.</p> <p>Introduction of Learning Disability Champions across all areas.</p> <p>Makaton training for Learning Disability Champions.</p> <p><u>Update April 2023</u></p> <p>Makaton trained staff in all clinical areas, Introduction of a Learning Disability and Autism support team, all staff to undertake Oliver McGowan mandatory training, Learning Disability / Autism presentation to be included in Corporate Induction, ensuring all staff are captured.</p> <p>Learning from patient stories/patient engagement events, to review signage throughout LHCH to include symbols were possible (Recent report from People First Merseyside April 2023)</p> <p>To review staff ID badges, to include a symbol for staff roles, Create easy read documents/ leaflets for our patients at LHCH, support network for staff.</p>	Further update October 2023
Work with research and innovation to support safety improvements	RP	<p>Trial protocol being written and used for research grant applications primarily with the aim of showing that increased patient education and family involvement can reduce the incidence and effects of both delirium and medication errors.</p> <p>NIHR research grant application window in September 2022 – this has been delayed and will be revisited by the lead for research in 2023.</p>	March 2022

Objectives	Exec Lead	Progress	Next steps/ timeframe
		<p><u>Update April 2023</u> The research team is well on their way to achieve their first-year objectives, despite only being 6 months in. Since September 2022 they have hired key staff members, made significant headway with a governance structure that promotes cross-working through operational and oversight meetings and committees, they are in the process of opening their first (Phase 1) cross-site Trial.</p>	Further update October 2023
Improve medication safety by involving patients and their families/carers in their own care (focus on diabetic patients and insulin)	SP	<p>Devising a protocol to improve patient and family empowerment regarding the administration of medicines. – particularly insulin. Pre-admission education and increased involvement of patients/family in the day-to-day management of their own medicines to reduce medication errors by using patients to be involved in the medication checking process.</p> <p><u>Update April 2023</u> Awaiting contact with Papworth in terms of benchmarking. Further work to ensure patients receive adequate information about their medicines and that any concerns are addressed.</p>	October 2023
Improve the recognition and treatment of patients who experience delirium.	JS/JC	<p>Delirium protocol revised. Psychiatric nurse ad consultant appointed. Further revision of protocol planned to incorporate acute aggressive delirium.</p> <p><u>Update April 2023</u> The Trust is trialling RITA (Reminiscence interactive Therapy Activates) in ITU - it is an interactive tool to help with delirium patients, this is working exceptionally well. Daily reviews (evening, night) patients NOK are given information leaflet regarding delirium Continued work ongoing with Delirium Clinical Lead to progress actions for LHCH bespoke tool for early identification of those patients who may develop delirium. Simulation sessions for staff to deal with patients who are experiencing any of these stress, anxiety, suicidal thoughts, delirium. Implementation Pet Therapy /Pet Policy . Facilities Board to include delirium Risk Assessment Tool and Delirium Management Tool For ward managers to ensure assessments are completed and to monitor compliance.</p>	October 2023

Objectives	Exec Lead	Progress	Next steps/ timeframe
Improve Patient Mealtime Experience	JS	<p>Team of staff within each division to perform Swallow Screening out of hours to be competent doing assessment.</p> <p>Action plan presented to the Executive team regarding NHS Report Hospital food Review and action recommendations</p> <p><u>Update April 2023</u></p> <p>Catering Manager to provide information in the form of a poster regarding additional provisions available i.e., Gluten, Kosher on their nutrition boards for all ward staff to access to ensure they can offer the provisions to patients.</p> <p>Feed back from follow up calls being monitored – good progress made with patient satisfaction regarding food offered.</p> <p>Working with volunteer lead to have more support for catering team during evening mealtimes (currently trialling on Oak ward)</p> <p>Dietitians supporting Enhanced Recovery Programme- carbohydrate loading with preload.</p>	Further Review October 2023
Develop the medicines safety improvement plan working with digital systems (closed loop)	DF/RP	<p>Phase 1 of the administration aspect of Closed Loop Medicines (Oral and nebulised meds) has been successfully implemented within the Trust across all inpatient wards including Critical Care.</p> <p>The build for Phase 2 (subcutaneous injections e.g., insulin) is underway and due to be introduced into live before Christmas.</p> <p>Phase 3 involves more complex work processes (IVs and controlled drugs). As such, the project team is working closely with Altera to develop a solution to enable implementation in 2023. Altera are also working closely with us regarding our upcoming HIMSS 7 assessment.</p> <p>Compliance reports are in the process of being rationalised and configured within the EPR so that ward managers can view accurate data so they can monitor staff compliance on wards, identify trends and action any issues.</p> <p>First indications of benefits realisation have been very positive. On average there is a 36% reduction in nurse administration errors reported between 2021 to 2022 (pre and post CLM).</p>	March 2022

Objectives	Exec Lead	Progress	Next steps/ timeframe
		<p>Phase 4 involves introduction of the pharmacy interface. This will support a reduction in pharmacy dispensing errors that will mirror the benefits seen with the administration component.</p> <p><u>Update April 2023</u> To reduce dispensing and administration incidents/near misses via introduction of closed loop medicine (CLM) system. Phase 3 (CDs and IVs) introduction-Pharmacy/EPR dispensing interface.</p>	Further update October 2023
Reduce mortality and improve the organisational learning from deaths	RP	<p>Monthly mortality meetings in conjunction with Telstra health to deep dive into underlying issues with mortality and the collation of data that influences the risk adjustment model. Organisational learning will be improved by more timely consideration of early learning and Mortality review group outcomes. The Organisational learning Sharepoint will facilitate more rapid access to Organisational learning.</p>	October 2023
Consent compliance is below target and outcomes of audits are not demonstrating the improvement required	RP	<p>Electronic consent is currently being piloted in surgery. All the audit metrics have been made mandatory fields which will improve compliance. Following implementation in Surgery this will be rolled out trust wide.</p> <p><u>Update April 2023</u> The roll out in surgery has been completed, paper consent forms are being gradually removed – next roll out is for Medicine Division.</p>	Further Review October 2023
To support patients with delirium and reduce harm caused by delirium to both patients and staff.	SP	<p>Introduction of strategies on critical care to help promote orientation and cognitive stimulation. (24-hour clocks, quiet hour) reviewed and updated delirium policy. Staff training of security staff. Updated delirium leaflet for patients and families. Development of a project in post discharge ITU follow up clinics to identify patients with psychological difficulties linked to their ITU stay, use of the medical emergency team for acute episodes of delirium. Appointment of mental health nurse and Consultant.</p>	

Objectives	Exec Lead	Progress	Next steps/ timeframe
		<p><u>Update April 2023</u></p> <p>Staff training in leading Hot Debrief after dealing with challenging situations Complete and present audit on psychotropic prescribing in delirium positive patients The updates to the delirium policy including medication changes in line with NICE guidelines Trial change of delirium and risk assessments on EPR.</p>	October 2023
Improve medication safety	SP	<p>To increase reporting of medication incidents (including near misses)- Quality, safety experience committee quarterly reports give incidents per 100 admissions/bed days to enable better ward to ward comparison. Pharmacy initiative to report dispensing near misses has been very successful increasing reporting rate 2 to 3-fold. Also, further promotion of incident reporting in Nurse, Doctor and inhouse pharmacy training.</p> <p>To ensure patients receive adequate information about their medicines and that any concerns are addressed. Anticoagulation counselling remains high for all new patients. New initiative implemented for amiodarone counselling. Ward technicians conducting majority of TTO teach back on Cedar ward and approx. 50% on Birch.</p> <p>To focus on reducing incident trends (harm and potential harm), with particular focus on high-risk medicines e.g., insulin, anticoagulants etc. Due to a trend in insulin errors multi-disciplinary team convened to address issues. Several key actions taken including delivery of enhanced teaching for nurses & prescribers, EPR safe prescribing enhancements, pharmacy medicines reconciliation enhancements. Insulin to be part of LHCH response to world patient safety day.</p> <p>Analysis and discussion of high-risk medicine trends maintained at Safe Medication Committee and division.</p> <p>To reduce dispensing and administration incidents/near misses via introduction of closed loop medicine (CLM) system. Phase 1 CLM deployed across Trust (orals and nebs). Early data presented to QSEC shows sustained reduction of medicines administration errors.</p>	October 2023

Objectives	Exec Lead	Progress	Next steps/ timeframe
Deliver the People Strategy	KN	<u>Update April 2023</u> Complete Health & Wellbeing Framework & diagnostic tool Create dedicated culture & wellbeing strategy. Deliver the people strategy Enhance employee experience & wellbeing, specifically stress, anxiety, and burnout Patient and employee safety being at the heart of everything we do. Design a workforce that is fit for purpose and fit for the future.	October 2023