

FT FOCUS

A new way of recording observations

PAGE 4



Speak out safely

PAGE 4



Health talks:

PAGE 6



A time to stand and be counted

The January meeting of the Board of Directors was our first since the publication of the Care Quality Commission's (CQC) report - and a very important one given the issues we have to address. We deeply regret any care that has fallen short of the high standards expected. I gave a very clear rallying call to colleagues. This is a time to stand and be counted and as members you should be in no doubt about the absolute commitment and determination of the Board to address the issues raised by the CQC.

Nationally the context for the NHS remains very challenging: how to deliver improved care, with increased demand and with finite/reduced resources. A key challenge is to reduce the variation in the quality of care.

At this time it is important to remember our core purpose - "Putting Patients First". This has not changed. Numerous qualities will be needed in the coming weeks and months and I have focused on one; courage - both individually and collectively.

- courage to resolve and fix areas identified by the CQC

- courage to challenge the organisation and do things differently
- courage to improve; to prevent problems and when problems arise to detect them swiftly and address them firmly
- courage to be intolerant of poor standards and practice
- courage to be confident and proud of this Trust and the work of the staff within it

While the Trust's Board of Directors must show the way, all staff must play their part. You will read in this special edition of *FT Focus* the improvements we have already made and other areas of work that continue. We have some excellent staff working to deliver some outstanding examples of patient care. Our job now is to ensure those areas of excellence are reflected across all of our services and for all of our patients.

Finally I would like to thank the many patients who have expressed their support and appreciation for the hospital.

Jane Stichbury, Chairman



A message from our governors

While there was much that was positive in the CQC report, it also highlighted examples of poor quality care. We apologise for this and will strive to eradicate poor quality care in the future. We know the Trust provides excellent care to many patients but that needs to be the case for every patient.

The Council of Governors has a range of statutory responsibilities, the key one being to ensure the Board of Directors is accountable to patients, staff, the public and local stakeholders. This is done by

providing challenge to the Board on performance and providing feedback from the public and stakeholders.

The Council of Governors has already heard the Trust's response to the report and reviewed the detailed action plan. We will continue to provide challenge to the Board to ensure meaningful and sustainable actions are taken. We will also continue to engage with patients, staff and the public to ensure real and measurable progress is continually being made on this.

Many governors spend time visiting the wards and talking to patients

about their experiences at the hospital. Generally feedback is very good and where issues are raised, these are passed on to senior staff. This work is now being intensified and will also include talking to relatives of patients and a specific review of emergency care, in particular for the elderly, which was initiated prior to the report from the CQC.

If you would like to contact a governor, please call Dily Ruffer, Governor Co-ordinator, on **01202 704246** or email ftmembers@rbch.nhs.uk

The Council of Governors

High quality care for all of our patients

In January we submitted our action plan to the CQC showing how we will meet the following essential standards:

- all patients need to have their needs assessed and care delivered safely and in a timely manner by staff who are skilled to do so
- at all times, patients must be treated with the dignity and respect they deserve and basic care needs must be met
- the Trust must reassure itself and stakeholders that all opportunities to drive quality improvement and quality assurance are taken
- the Trust must ensure the required number of staff with the correct skills are employed and managed shift by shift, to demonstrate there are sufficient staff to meet people's needs

The good news is that there are a number of things that we have already changed to improve patient care and the patient experience.

How we have already improved:

- recruited more nurses - 57 newly qualified nurses now working on our wards
- new ward sisters on wards 3 and 26, the two wards named by the CQC
- Trust-wide review of ward staffing takes place daily and all shifts on wards 3 and 26 are filled while the remaining vacancies are recruited to
- a series of workshops are being held with patients and the public to develop our organisational values
- the final three escalation beds that were in the Acute Medical Unit have been removed
- twice weekly pressure ulcer ward rounds by ward sisters
- implemented a new pathway for quick access to the Stroke Unit, providing patients with the best possible chance of making a good recovery
- our consultants for elderly care are taking direct calls from GPs to give advice and guidance
- additional senior nurse cover for the hospital at weekends and bank holidays

Where we are continuing to progress:

- recruitment of nurses to 10% above the required number so we are always one step ahead when staff leave or go on maternity/paternity leave
- new patient gowns ordered to improve patient dignity and protect privacy

- recruiting additional consultants to areas such as our Emergency Department, care of the elderly and general surgery
- reviewing how we assess patients who come in to the Emergency Department. We are working with staff and patients to provide more acute clinics for those patients who do not need to be admitted to hospital to receive their treatment
- a code of conduct for healthcare assistants to ensure consistent standards, responsibilities and accountability across all of our wards
- releasing time for ward sisters to ensure all patients have their needs assessed and met in a safe and timely way
- expanding the use of meal time companions who can give greater nutritional support to patients
- reviewing visiting times to enable carers or relatives to support meal times and provide greater companionship
- moving nurses' stations on to bays in the wards to provide more visible nursing care and reduce the need for call bells

A number of actions also relate to improving the overall governance within the organisation to develop a more open and learning culture for clinical governance, quality assurance and quality improvement:

- we have introduced a new Care of the Elderly Directorate
- we are appointing three new non-executive directors, including one with a clinical background, to provide ongoing challenge to the Board
- we are reviewing directorate management and nursing leadership structures
- we are holding a focus group with patients, carers and relatives who have previously made a complaint and will repeat this every six months
- work with Healthwatch Dorset on the best ways to ensure we regularly listen to our patients, carers and relatives to understand the important issues for them
- staff governors now meet regularly with the Trust's Chairman to discuss current issues
- we have introduced carers' cafes - see page 5

Let us know what you think

Patients and staff working together

All of our patients can expect our staff to treat them with the utmost dignity and respect and to keep them well informed and engaged with the care they are receiving. There are many ways patients and relatives can give their feedback, and we encourage them to do this directly while still in hospital, so we can make things better straight away.

We would also like to hear from you if you have ideas and suggestions on how we can improve the quality of care we provide. You can speak to:

- the ward sister or charge nurse
- our Patient Advice and Liaison Service (PALS) (located in the main entrance of the Royal Bournemouth Hospital. Call them on **01202 704886** or email pals@rbch.nhs.uk)
- the consultant in charge of your care
- the patient engagement team (located in the main entrance at the Royal Bournemouth Hospital), **or**
- you can complete a feedback form or a carers experience questionnaire, available in our hospitals

Recent patient feedback

The CQC highlighted poor care on two of our wards. While there is still work to do, it has been really encouraging to receive positive feedback from patients on these wards in the past few weeks. Here are three examples:

Ward 26

“From the day I entered Ward 26, I have been treated like a queen. The attitude has been brilliant. The attention is perfect and my comforts have been great. All the nurses work so hard to please the patients.”

“The staff are all wonderful from the cleaner to the doctors. The nurses are extremely kind and helpful. The meals are very good and the night nurses are wonderful. All the staff work very hard.”

Ward 3

The following letter was sent to the *Daily Echo*:

“I have very recently been in hospital, first of all in ED and then an acute medical ward ending up in Ward 3. I found all the staff were very attentive and care was the best I could receive. The cleaning was to the highest standard and so was the food. The doctors and nurses are working under extreme pressure, and you never hear from the patients who are happy with their care. We are very lucky in Bournemouth to have such a good hospital.”

Help us develop our values

Do you have views on how we can give outstanding care to our patients across the whole organisation?

We are looking for patients and carers who are supportive and proud of our hospitals and want to play a role in helping us to make a difference for our patients.

To guide “the way we do things around here” we need a set of core values - these are shared beliefs that are important in the way we work. Our values will determine what we say, how we say it and how we look when dealing with others.

We want you to help us develop our values and are holding a series of workshops in the Education Centre at the Royal Bournemouth Hospital:

Date	Time
Tuesday 18 February	2.30-4pm
Monday 24 February	10-11.30am
Thursday 27 February	11.30am-1pm
Thursday 6 March	2.30-4pm

If you would like to get involved, please call Andrea Smithson on **01202 704905** to book your place on a workshop.

When you book, let us know if you will need any extra support to access the venue.

Alternatively we have an online survey which can be accessed from the homepage of our website www.rbch.nhs.uk

You said, we did

You said: *“I sometimes feel disorientated and never know what time it is”*

We did: We have purchased a large number of clocks for use on the wards.

You said: *“I felt like I might slip in the shower”*

We did: We are trialling paint on one of the shower room floors that acts like a non-slip mat, and hope to extend it to all other shower rooms.

You said: *“If I had known the Endoscopy Department had achieved national accreditation in 2013, I would’ve felt more reassured”*

We did: We have revised all letters sent out to patients, and this now includes information about our accreditation.

You said: *“I didn’t have anyone to discuss my fears or worries with”*

We did: Ward sisters are encouraged to visit every patient daily and ask about their worries and concerns.

News in Brief

Speak Out Safely campaign

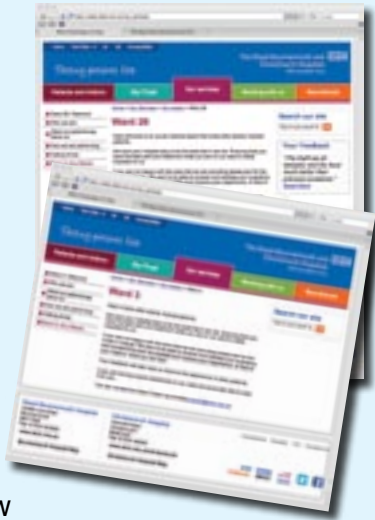
The Trust has signed up to the *Nursing Times* Speak Out Safely campaign. This means we encourage any staff member who has a patient safety concern to raise this at the earliest opportunity.



We promise that where staff identify a genuine patient safety concern, we shall not treat them with prejudice and they will not suffer any detriment to their career. Instead, we will support them, fully investigate and, if appropriate, act on their concern.

Ward web pages

Our website now contains information about each of our wards, including the ward speciality, who the ward sister or charge nurse is and visiting and meal times. Each web page also includes recent comments from patients and information about how each ward is performing.



You can find our ward web pages on the Trust's website www.rbch.nhs.uk under the 'Our Services' section.

A new way of recording observations

The Trust has implemented an electronic track and trigger system which highlights when a patient's condition is deteriorating and automatically alerts the appropriate clinical staff.

Nurses use a handheld device similar to an iPhone to record or "track" observations - for example blood pressure. The system is called VitalPAC Nurse and is now live on 24 wards, as well as being used in the endoscopy and interventional radiology departments.

2014 will see the introduction of VitalPAC Doctor. Stay tuned to our website to find out more.



What else to look out for in 2014

Unscheduled Care project

A major improvement project is under way to look at the way we see and treat patients coming in to hospital for unscheduled care. This will ensure patients across the hospital receive the right care, in the right place, at the right time and with the right person.

By unscheduled care we mean all emergency and urgent services (either medical or surgical) provided to patients who usually come in to hospital through the Emergency Department (ED). Nationally, the number of patients coming in to ED and the number of emergency admissions to hospital have continued to increase. This impacts how effectively hospitals are run, and was confirmed in the CQC's report which said our hospital was too busy. A hospital can continue to give high-quality care when it is running up to 85% capacity. Any busier and it is difficult to maintain high-quality care because of the demand on resources, such as nursing staff and beds.

As well as the work we are doing to ensure patients are discharged from hospital appropriately, this project explores how we can provide more care in an ambulatory emergency clinic or day-case setting. Not all patients admitted to hospital need to be an inpatient to receive their treatment.

This project is being led by a number of our clinicians and we will be talking to our staff and patients about their experiences. This feedback will help us review our internal processes and ensure high standards are set across the whole organisation.

Our directors speak about the progress being made

“It’s important you know that our hospitals are safe when assessed on a wide range of measures, for example ‘as expected’ or ‘better than expected’ rates for mortality, falls and infection. We also have extremely good patient outcomes in cardiology, orthopaedics, radiology, maternity and my own area of colorectal surgery.

“In 20 years as a surgeon at this hospital I know our staff want to deliver good care and we have many areas of excellence. The challenge now is getting the basics right for every individual patient, every time and to deliver excellence across all areas.”



Basil Fozard,
Medical Director

“The CQC highlighted variations in the care we provide to our patients, citing examples of poor care on two of our wards (3 and 26). Both of these wards have new ward sisters who are committed to raising standards. We are already receiving feedback and letters from patients and relatives which say we are improving, which is both encouraging and reassuring.

“We are absolutely focused on building upon and maintaining the improvements we have made. We have a large elderly population locally and, ultimately, we want to be recognised as a centre of excellence in elderly care and provide a patient experience that all patients and their families can have confidence in.”



Paula Shobbrook,
Director of Nursing
and Midwifery

Carers' Café

(Including husbands, wives, family members and next of kin)

We invite you to join our patient engagement team for a hot drink and a chat.

There will be support available and signposting to information and resources. We have a library of information that may be useful and a qualified nurse on hand to discuss any worries or fears.

Carers can include husbands, wives, and other family members. Please come and tell us about your experience and find out how we can help.

If you just want to talk things through, or if you have specific concerns please let us know - we are here to help.

**There is no need to book, just pop in:
Every Wednesday, 1.30-2.30pm,
Main atrium, RBH**



How to stay informed

The CQC will be returning to the Trust in the next few months to see what improvements have been made and how this compares to the actions agreed by the Trust and the CQC. Before then the Trust will be regularly providing updates on progress. You can stay up to date with this and all our news by:

- logging on to our website www.rbch.nhs.uk - we update this every week with news, events and key campaigns
- giving us your email address so we can send you electronic versions of this

newsletter as well as other important news updates. Please contact us at ftmembers@rbch.nhs.uk

- social media - follow us [@RBCH_NHS](https://twitter.com/RBCH_NHS) or search for The Royal Bournemouth and Christchurch Hospitals on Facebook
- attending the public meetings of the Board of Directors and Council of Governors and encouraging other friends and family members to become members of the Trust



Understanding Health talks 2014



Understanding Prostate Cancer - Robotic Surgery and Beyond

Dr Kevin Turner, Consultant Urological Surgeon
11am, Thursday 27 February

Understanding Back Pain

Dr Karen Mounce, Associate Specialist in Rheumatology, and senior physiotherapists James Beck and Matt Low
11am, Monday 19 May



Both talks take place at the Village Hotel (opposite the Royal Bournemouth Hospital).

These free health presentations are very popular and booking is essential.

Please call **01202 704271**

or email events@rbch.nhs.uk to secure a place.

Understanding Dementia

by Dr Sue Hazel
Thursday 17 April, 10.30am,
Greyfriars Community Centre, Ringwood, BH24 1DW.
Call **01202 704246** or email ftmembers@rbch.nhs.uk to secure a place.



Next meeting of the Council of Governors

Tuesday 29 April, 10am,
Conference Room,
Education Centre, Royal Bournemouth Hospital.

If you would like to make contact with a governor, call the Governor Co-ordinator, Dily Ruffer, on **01202 704246** or email ftmembers@rbch.nhs.uk. You can also visit www.rbch.nhs.uk