

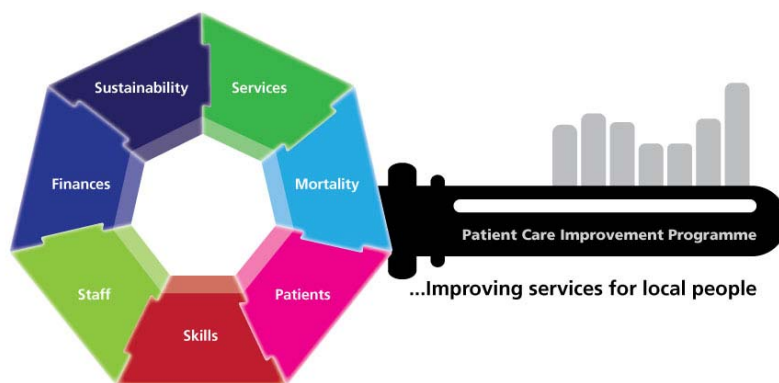
Overview and Scrutiny Committee 24th March 2015

Wye Valley NHS Trust The Present and the Future

Richard Beeken
Chief Executive

Herefordshire's health service provider

Unlocking our potential...



Herefordshire's health service provider

Unlocking our potential

We have been placed in special measures

Concerns highlighted by CQC were:

- Urgent care
- Learning from mistakes
- Engagement of staff/leadership of staff

Unlocking our potential

- We are holding future briefings across trust sites
- Theme is “unlocking our potential”
- Seven key themes:
 - Services
 - Mortality
 - Patient care
 - Skills
 - Staff
 - Finances
 - Sustainability

Unlocking our potential

- We are on a journey - this has begun:
 - **We're getting better at reporting incidents**
 - **Care bundles - major re-launch**
 - **New approaches to recruitment/retention**

Our task is to get out of special measures and develop a resilient healthcare service for the next ten years
- We all have a role to play - look out for your chance to get involved

Services

Exec lead is Lisa Hunt
Interim Chief Operating Officer

Urgent care system

- We double up on acute physicians and medical registrar at peak times
- Introduction of ward-based trackers
- Board has agreed business case for first phase of additional beds - need 38, 16 agreed

Next steps

- Implement new escalation policy in Emergency Dept and bed capacity/patient flow
- Develop long-term medical workforce plan – consultants and junior medics

Services

Exec lead is Lisa Hunt
Interim Chief Operating Officer

Stroke services

- We have passed the NHS England scrutiny process for service change

Next steps

- New medical cover arrangements with Gloucester to be agreed this month (7 day TIA and thrombolysis service)
- Staff training on new thrombolysis protocol - being adopted

Services

Exec lead is Lisa Hunt
Interim Chief Operating Officer

Outpatients

- Review of clinic booking system to reduce "over booking"
- Detailed capacity planning, by speciality, has highlighted significant capacity gaps which need addressing to manage increased demand

Next steps

- Increase Outpatients space by Autumn 2015
- Develop cases for appointing new staff to increase outpatient capacity
- Monitor whether patients are seen within 30 minutes of their appointment time
- Change the way we book patients

Mortality

Exec lead:

Medical Director – Dr Sally Stucke (Dr Susan Gilby from March 23)

- Re-launch of care bundles across the Trust
- We have introduced inpatient mortality tracker to support review of patient deaths
- Our buddy organisation, UHBFT, has activated extensive mortality review process with us

Next steps

- Improve PAS accuracy on responsible consultant - everyone's responsibility
- Monitor impact of mortality tracker
- Regular live audit of care bundles

Patient care

**Exec lead is Michelle Clarke
Director of Nursing & Quality**

- Pocket guide “See it, sort it, report it” launched
- Trust in top 20 per cent of trusts for percentage of staff reporting errors (NHS staff survey)
- ED has designed bespoke magnetic patient information boards for each patient

Next steps

- Pocket guide for patients under development: “Stay safe, participate, communicate”
- Re-introduce CQC-style peer inspection visits across Trust

Skills

Exec lead is **Maureen Bignell**
Director of People and Development

- We have reviewed our clinical supervision policy
- Team engagement workshop held

Next steps

- Introduction of values-based employment, appraisal and recruitment process
- Identify managers locally to act as “Freedom to Speak Up” champions

Staff

Exec lead is **Maureen Bignell**
Director of People and Development

- We have improved our staff opinion results in many key areas
- We have commenced the recommendation and actions of the “Freedom to Speak Up” review
- We have held series of values and behaviour workshops with frontline staff

Next steps

- Increase opportunities for e-learning for all statutory and mandatory training
- Roll out team engagement workshops as part of leadership programme

Finances

Exec lead is Howard Oddy
Director of Finance & Information

- We have maintained our income and expenditure position since June 2014
- Detailed capacity planning will provide strong evidence for our commissioners for additional activity and capacity in the future

Next steps

- Deliver break-even position at end of financial year
- Draw up robust financial plan for 2015/16
- Reflect transformation plans developed with local authority and CCG into contract with CCG

Financial Challenge

- £17 million structural deficit
- £12.7 million out turn deficit likely in 2014/15 with NR financial support
- Huge financial gap between WVT and HCCG remains for 2015/16 contract and tariff chaos
- Areas of potential dispute - community services, RTT backlog, QIPP plans etc
- Internal CIP of 2 percent minimum required
- Transformation remains the only game in town to mitigate risk

Transformation & Clinical Strategy

- WVT equal partner in Transformation Programme for Herefordshire
- Key workstreams- community collaborative, acute hospital viability, urgent care
- Urgent care - good progress on new, simplified clinical model
- Community Collaborative - redesign of GP and community MH and DN services
- Acute workstream - 7 day resilience, capacity and networked solutions

QUESTIONS?