

LTHT actions in response to Care Quality Commission Compliance Inspection December 2011

Briefing note for Scrutiny Board (Health & Wellbeing and Adult Social Care)

We recognise the importance of ensuring that patients' needs are responded to in a prompt and timely way and that patient dignity is maintained at all times. The Trust recognises that ensuring sufficient staff with the appropriate skills and knowledge are available is key to delivering safe, effective and compassionate care.

This report summarises i) recent improvements, and ii) specific further actions to maintain compliance with essential standards:

Ensuring the care and welfare of people who use services

Staffing (people are kept safe and their health and welfare needs are met because there are sufficient numbers of the right staff)

Recent improvements

- Audit and observation of nursing and medical documentation, delivery of the 'fundamentals' of care; surveys of patients and relatives
- Review of staffing levels for all in-patient wards and adjustment where the acuity and dependency of patients on specific wards is different due to organisational change
- Improvements to quality of rosters, attendance management and consistent availability of staff throughout the week
- Sustained recruitment to Registered Nurse and Clinical Support Worker posts with over 120 Registered Nurses recruited. A recruitment plan for 2012-13 has been developed to ensure that nursing vacancies are filled in a timely way
- Comprehensive programme of workforce modernisation including competence-based development and assessment for Clinical Support Workers.
- Strengthened nursing leadership at ward level where shortcomings had been identified to the CQC inspectors, through the long term placement of an experienced Senior Sister. Additional Matron support put in place for the older peoples' wards
- Established a 'pool ward' in November 2011 to improve our ability to cover gaps in wards which arise at short notice
- Ensure that staff health, well being, attendance and personal development and competence are all being managed effectively
- Commenced a phased introduction of 'board rounds' across all in-patient wards to improve multi-professional planning of care, to reduce delays for patients and improve discharge planning

Actions to ensure there are sufficient numbers of the right staff and to improve the health and well being of staff

- Active recruitment to remaining vacancies in the older people's wards and implementation of recruitment plan for 2012-13
- Individual review of each member of staff in older peoples ward for management of their health, well being, attendance, personal development and competence
- All staff in the older peoples wards to have a current appraisal and personal development plan
- Complete implementation of e-rostering in older peoples ward and ensure local processes for the management of long term sickness are reviewed

Actions to ensure staffing levels are sufficient when gaps arise in staffing at short notice

- Review local processes for the management of short term sickness and reduce the risk of shortfalls in staffing that may not be filled
- Continue with and strengthen the pool ward and work with nurse bank provider to improve fill rates for short notice shifts

Action to improve understanding of staffing management

- Re-launch and brief all Matrons and Senior Sisters and Charge Nurses about effective planning of rosters and utilisation of bank staffing

Action to provide corporate assurance regarding staffing and standards of care

- Chief Nurse to review nurse staffing indicators on a monthly basis

Actions to ensure that patients needs are responded to in a prompt and timely way and that individual patient's dignity is maintained at all times

- Comprehensive use of established programme for improvements in care delivery especially ward organisation, helping patients to eat and drink, mealtimes and nutrition and discharge planning
- Consistent approach to visitors being present at mealtimes to assist patients eating and drinking

Action to avoid people waiting on a trolley for an inpatient bed

- Review the organisation of care delivery and patient flows for:
 - Improved turnaround time for cleaning and preparing bed spaces
 - Ensuring sufficient staff on ward 28
 - Reduced waiting times for discharge transport
 - Improved discharge planning and processes
- Number of people waiting on trolleys for a bed and the length of time they are waiting to be reported daily; performance to be reviewed by Senior Management Team on a weekly basis

Actions to ensure patients do not miss 'therapy appointments'

- Local clinical team to review on a multi-professional basis the organisation of care delivery and ward routine to ensure the availability of patients for therapy appointments