

# Council of Governors' Meeting

28<sup>th</sup> January 2015

(CG/15/04)

## **Council of Governors' Report: Quality and Engagement Working Group Report Meeting held on 18<sup>th</sup> November 2014**

**Status:** A paper for Information

**History:** Regular report

*Sue Gallagher*  
Governor

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A paper prepared by Jamie Keddie, Patient and Public Engagement Specialist, and presented by Sue Gallagher.

### Quality and Engagement Working Group Report

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#### 1.0 INTRODUCTION

This report details the meeting of the Quality and Engagement Working Group, which took place on the **18<sup>th</sup> November** at the Education Centre, York Road.

#### 2.0 ATTENDANCE

2.1 The meeting was attended by: Sarah Allen (Patient Experience Manager), Andrea Carney (Trust Patient & Public Engagement Manager), Yvonne Craig Inskip, Sue Gallagher (Lead), Julie Gifford (Deputy Director of Strategy), Dawn Hill, Sue Hardy, Tom Hoffman, Jamie Keddie (Patient & Public Engagement Specialist), Amanda Millard, Director of Patient and Carer Experience, Mary Newman, Director of Quality Improvement and Assurance), John Porter, Barry Silverman, Diane Summers (Non-Executive Director), Mark Tsagli (Patient Experience Facilitator) and Paula Young

2.2 Also in attendance were: Dr Sara Hanna (Medical Director, Evelina London Children's Hospital), Helen Holloway (Head of Nursing, Evelina London Children's Hospital), Alice Jarvis (Programme Director, Fit For the Future Outpatients Programme), Marian Ridley (Director, Evelina London Children's Hospital),

2.3 Apologies were received from: Devon Allison, John Burns. Katrina Cooney (Deputy Chief Nurse), Ken Hayes, Jenny Stiles, Gail Thompson and Jeff Whitear.

#### 3.0 NOTES OF THE LAST MEETING

3.1 The minutes were agreed subject to two amendments: paragraph 5.2 on the invitation to the London Ambulance Service chair; paragraph 9.3 bullet 6 – clarify that GSTT provides community services to all of Lambeth and Southwark and therefore must work closely with King's College Hospital, and GSTFT.

#### 4.0 MATTERS ARISING

##### 4.1 **Response to Governors' comments regarding the Fracture Clinic**

This will be brought to the next meeting when the Trust has had the opportunity to consider the response.

#### 5.0 REPORTS FROM COMMITTEES

##### 5.1 **Adult Local Services Committee (ALSC)**

5.2 Governor representatives in attendance at the meeting noted:

- Community Podiatry Services – Themes to improve service included co-ordinating services, IT issues and reducing home visits and the number of locations of clinics but providing better information to patients about directions and public transport links

- Recruitment - 35 new Community Nurses have been appointed. They come from a range of backgrounds and it is hoped to capture their experiences and ideas.
- Further reports on the planning of the neighbourhood and locality approach, which has now started its delivery phase. Milestones were presented for the next 18 months.

### 5.3 **Evelina London Development Board**

5.4 Governor representatives in attendance at the meeting noted:

- Progress on implementing the programme to bring community and hospital services together under five priorities. A briefing on this programme was circulated by the Director of Children's Services in relation to agenda item 8 of this meeting
- The Children's and Young People's Health Partnership (CYCHP) business case is going forward to the Charity in December for a total funding of c.£6m. This programme involves Lambeth and Southwark together with the Evelina and KCH..
- Part 2 of the meeting to which Governors are not formally invited gave further consideration to the plans to extend the clinical facilities which involve the provision of replacement office accommodation for Evelina staff.

### 5.5 **Nutrition Steering Group**

The Governor representative was unable to attend but minutes will be circulated to Governors once received.

### 5.6 **Quality Committee**

A full report from the meeting was tabled. Governor representatives in attendance at the meeting had noted: three issues that they felt warranted further discussion with Governors

- Suggestion that the Trust launch a 'Hello my name is' campaign and look into how patients are moved around the hospital and told of waiting times and their next destination.
- Targets for responding to complaints are not being met.
- The need for better communication with the public about new programmes and ways of working that patients will be encouraged to try.

### 5.7 **Patient Publications Group**

A summary sheet was tabled. Governor representatives in attendance at the meeting noted the excellent work the group does in keeping publications up to date and relevant.

## 6.0 **QUALITY AND PATIENT SAFETY SUMMARY REPORT**

6.1 The report is now sent to all Governors when published so was not re-circulated for this meeting.

6.2 The Director of Quality Improvement and Assurance introduced the format for the integrated report and explained that it allows for more context and comparison between metrics for both regulators and commissioners. It is still in development so feedback from Governors would be welcomed. It will be made public on a quarterly basis for the public via the Trust website. An executive summary will in future versions focus on issues that are management priorities for improvement.

6.3 Governors will discuss the next version of the report at future meetings.

## 7.0 **PATIENT EXPERIENCE AND PATIENT AND PUBLIC ENGAGEMENT UPDATE**

7.1 The Patient Experience Manager and Trust Patient and Public Engagement Manager summarised the key points from the quarterly patient experience report, which included:

- The Friends and Family Test score for inpatients is good but the response rate is below target. There is work ongoing with wards to increase responses
- For A&E Friends and Family Test, a text messaging service was introduced in October and this has improved response rates. The target is 20% in Q4

- Future versions of the Friends and Family Test will not use a net promoter score, and NHS England is currently deciding what will replace it for publicly available data
- The food score is one of the lowest scoring but is also one of the most improving. New multicultural menus recently introduced should help the score improve further
- The Acting on Feedback section gives examples of how patient experience findings are used
- Cancer services have not made the improvements hoped for although they continue to rate well for London overall. Specific work will take place with tumour groups where experiences need improving and more information will be provided in the next report. There will also be a focus on improving carers' experience, starting with research to understand better their support and information needs.
- Implementation of the PPE strategy is progressing well, and patient involvement is being piloted for staff recruitment, an education needs assessment of staff has taken place, and analysis is underway of the FT membership
- Staff and patients took part in a workshop to help select the artist for inclusion in a charitable bid for the development of artwork for the new Emergency Department

## 7.2 Governors noted:

- The welcomed inclusion in the report of clear data on the experience of children's reports
- Plans for improving the nutrition for people with dementia e.g. finger food
- In answer to a concern about the assumed long length of time to achieve a single phone number for the cancer specialist nurses, governors were told that this issue was nearly resolved.
- Their concerns that telephones to clinics are not answered promptly and whether this experience can be measured and included in the report. Very long delays had been experienced by two governors. It was recognised that this is a major challenge for the Trust. Not all Trust departments have a call centre function for their switchboard, so response times cannot be subject to the same metrics as those that are.
- The Director of Patient Experience will bring back to the next meeting available data on department and clinics where response times are most problematic.

**Action:** Amanda to investigate whether data is available regarding telephone call handling and the longest unanswered call times in individual clinics and services and report back.

## 8.0 **IMPROVING THE OUTPATIENT EXPERIENCE**

8.1 The Programme Director gave a presentation on this Fit For the Future programme., including:

- The plans for making short-term, immediate changes to improve the experience ("tactical change") and more long-term, system-wide changes ("strategic change")
- The focus is on empowering staff groups to make changes and develop the capacity to make long-lasting changes
- The four workstreams in the programme: improving standard processes, space productivity, technology and improving patient experience. However, all the workstreams have a focus on improving the patient experience, such as the processes for confirming referrals taking place and in the patient's preferred way
- Some priorities are already underway, others are yet to start, reflecting that these are new additions to the programme since it was relaunched earlier this year

8.2 Governors commented on:

- How it can be a frustrating process to contact staff, e.g. consultant profiles and contact details are not available on the public website and GPs are frustrated by this, having raised it many times.
- There is currently an inconsistent approach to referrals and appointment notifications across outpatient departments and difficulties in checking queries due

to problems with the telephone system; some letters arrive very late or without a stamp.

- The importance of prioritising a few things of high priority to patients and staff and achieving these- the current programme is complex.
- The importance of improving Trust IT systems to support these improvements

8.3 The lead thanked the Programme Director for the presentation on an innovative programme and asked to be kept updated on progress in the future.

## **9.0 EVELINA LONDON CHILDREN'S HEALTHCARE: CHILDREN'S SERVICES (COMMUNITY AND HOSPITAL SERVICES)**

9.1 The Governors received a presentation from the Medical Director of Evelina London Children's Healthcare on how the organisation is responding to patient experience and priorities for improvement. The presentation included:

- The different ways of collecting Patient experience data, including those used elsewhere in the Trust, but also a 15 Steps programme for older children and a 'washing line' method for younger children. Both help identify often relatively simple changes that can be quickly made.
- How safety metrics as used for adults' services are not currently used for children's. It is harder to benchmark safety performance nationally. Few services have data that can be fed into national datasets. Work is ongoing to allow greater benchmarking.
- The Evelina has one of the highest rates of incident reporting in the Trust which is taken as a positive sign that concerns can come forward
- Various quality improvements taking place. A focus in the past year has been on building up an infection control team and improving Datix incident reporting, such as better feedback to staff on incidents
- The Evelina Resolution Project has trained staff to recognise triggers of confrontational situations between patients and clinical team and how they can be avoided.
- Forward priorities include building on patient safety, and children / young people's involvement in running services and developing them in the future. This may include developing a bank of patients they can draw on for e.g. recruiting to senior positions

9.2 Governors commented on:

- How they appreciated having the Evelina included in this committee's reporting and the very interesting and impressive content in the presentations.
- Their interest in seeing Schwartz rounds expanded to the Evelina
- The importance of nursing leadership in making improvements to patient experience.

9.3 The lead thanked the team from the Evelina for attending the meeting and giving the presentation, and asked that they be kept informed of progress in future meetings.

## **10.0 ANY OTHER BUSINESS**

### **10.1 Department of Health research**

Governors have been approached by the Work Foundation regarding a bid into research on how effectively trusts have acted upon the Government's response to the Francis Inquiry. There are various roles governors could play in the research. Any governors interested should contact the lead who will pass on the researcher's contact details.

### **10.2 Hand hygiene**

Governors raised observations about the low levels of patients complying with requests to clean their hands when visiting outpatient areas. They requested a response from the

Infection Control team on how awareness of the importance of hand hygiene can be raised and the role of staff to support this.

Action: Sarah Allen to forward comments to the Director of Infection, Prevention and Control.

**11.0 DATE OF NEXT MEETING**

The next meeting will be held on Tuesday, 10 February 2015, Meeting Room 2, York Road, St Thomas' Hospital.

**12.0 RECOMMENDATION**

The Council is asked to note this report.

**Sue Gallagher  
Governor**

**November 2014**