

**Report to Southwark Health Overview and Scrutiny Committee on
King's response to the Francis Report Recommendations
October 15 2013**

1.0 Executive Summary

The Francis Report is the final report following a public inquiry that was commissioned to investigate the Mid Staffordshire Trust and to explain why concerns about the quality of patient care were not identified and reported sooner. The inquiry examined how the hospital's failure in clinical standards and care was not acted on by the Trust Board and associated regulatory and monitoring authorities.

The Report includes 290 recommendations for change based on evidence and interviews with staff, patients and families. The recommendations are wide ranging and have implications for hospitals, as well as the wider health care environment including regulatory bodies. Each of the recommendations has been reviewed to ensure a comprehensive approach to this report. There is now a reduced list of recommendations that specifically relate to changes in the acute hospital sector and these have been incorporated into the objectives for the Francis Working Group.

Fundamentally, this programme of work is aimed at supporting the good practice already being undertaken across the Trust and making improvements and amendments where necessary to existing activities.

2.0 Trust Work Programme and Governance

In March 2013 King's established a Francis Working Group dedicated to considering the recommendations and developing an action plan in response to the key messages contained in the Report. This Group meets monthly and is chaired by the Chief Operating Officer whose responsibility it is to report on progress to the Trust Board of Directors and Council of Governors. Membership includes representatives from the Board, professional leads from Nursing and Medicine, Trust Governors and Southwark CCG.

The Working Group is supported by a Francis Operational Group that considers implementation of the plan and maintains steady progress. The implementation plan is designed to complement and enhance the good practice and initiatives already happening across the Trust as well as identify new activities that will add real value to our understanding of the services we provide. Our aim is to continuously improve the services we provide and the experience of patients and staff working in our hospital.

A dedicated Project Manager has been appointed to support the Working Group.

3.0 Work Programme – Themes

The Group has agreed 6 work streams that will ensure all recommendations are considered and actions are agreed. Each of the work themes has an executive lead and the work is being taken forward through a series of sub groups and cross cutting initiatives.

i. Identifying pressure in the hospital

The hospital is constantly under pressure to meet increasing demand and to utilise its workforce and capacity effectively. As part of a wider performance management review, a small team are looking at a range of measures that tell us when we are in difficulty.

This will be a unique set of measures that signal concern over and above average operational difficulties. This information will identify that additional support (clinical and managerial) is required and there will be rapid action to address this.

ii. Listening to staff (and patients)

The priority for this group is to set up a rolling programme of Listening Events that staff and patients can attend. These events were launched by the Chief Executive week commencing 27th May and each event is hosted by a member of the Executive team.

There are three standard questions that are discussed at these events:

- a) Is the patient always our first priority?
- b) Would you recommend Kings as a place to work and to receive care?
- c) If you had a view or concern, would you feel able to raise it and would you know how to raise it?

The listening events provide valuable information from staff and patients and this will be used to support our service improvement and planning. It is envisaged that these activities will be continued as an on-going staff engagement programme after the initial phase.

In addition to planned listening events a programme of “pop up” events where facilitators visit a ward area, department or base themselves in a main corridor within the hospital has been undertaken.. The facilitators engage patients, visitors and staff in conversations and ensure we gain broad representation from all groups – some of whom would not be able to find time to attend an event.

So far, the events have engaged 781 participants across a broad range of professional staff groups including 162 patients and visitors. Sessions have included the targeting of specific groups with dedicated events for junior doctors, nurses, consultants and therapists. There will also be a dedicated meeting with staff from the company that employs our porters, cleaners and caterers.

The second phase of this programme will be to roll out the events and conversations to the Princess Royal Hospital in the late autumn of 2013. The format will be the same as on the King's site and events will be organised locally at the PRUH and Orpington sites.

Outputs from all the conversations are being collated and analysed to form specific themes. Within those themes we will separate out what we do well and where we need to make improvements. It is anticipated that there will be some actions that need an immediate response – such as where a facility requires maintenance or updating. Other themes will require further investigations – such as if a ward area is identified as “not working well”. The themes will be taken forward as a programme of development across the Trust and this work will be presented to the Trust Board in November 2013.

The outputs will be analysed regularly and will be separated into:

- a) Feed into existing change/action plans across the hospital
- b) Create new work streams/action plans directly relating to feedback
- c) Areas where more investigation is required to identify the root cause of concerns

The analysis of feedback will be reported to the Francis Working Group at the next monthly meeting on Monday 14th October 2013.

iii Listening to patients

In addition to the planned listening events, the team aim to strengthen the current patient feedback processes. An action plan to strengthen and improve the quality of information from patient complaints and other ways patients tell us about their experience has been developed.

The aim is to ensure that the Trust Board receives detailed information about what patients think about our services and that we respond quickly and effectively to what patients say.

The group has also looked at how we provide feedback to patients – they tell us a lot about our services and we need to ensure that we tell them how that has changed what we do. A range of regular feedback options will be implemented by the group once approved by the Francis Working Group.

iv Clinical Workforce

There is already a huge amount of work being undertaken across the organisation in all professional groups to ensure staff have the right skills and experience to provide a quality service. The Francis recommendations have also identified where the Royal Colleges and other external agencies will update and improve clinical standards and training requirements and the Trust is ready to respond to these when implemented nationally.

One of the key messages from the Francis Report was the identification of behavioural

standards and the need for staff to consider their own behaviour and that of others toward patients and colleagues. Further work to ensure behaviour is discussed during the staff appraisal process is planned to strengthen this area, as well as a wider programme in support of the reinforcement of behavioural standards.

The Francis Report action plan has been presented at both the Consultants and Senior Nurses Committees and there is involvement from each. Clinical staff are encouraged to provide feedback and in particular we have asked the junior doctors to identify how they would like to tell us about our services, how it feels to work at King's and importantly to tell us how other hospitals they have worked at compare. We know that this group of staff have valuable information as they move around the hospital and work within different clinical departments. Similarly, the Palliative Care Team will work with us to develop a way of capturing feedback and information about the wards and departments.

This will be the first in a programme of clinically based engagement activities and will complement the Trust wide Listening Events.

v Performance and Quality Management

The Performance Team have looked closely at the current performance monitoring system and have reviewed the way we measure the hospital performance to ensure there is equal emphasis on quality of care and clinical standards as well as the effective and efficient running of the hospital. A new scorecard which incorporates a balanced assessment of quality and operational performance will be presented to the Finance and Performance Committee for consideration and approval.

We also plan to test how patient and staff feedback relates to the data we produce – to serve as a way of checking and assuring ourselves that we are providing the best quality service. A number of metrics will be developed which link complaints feedback with departmental performance and this will be provided to each of the clinical divisions.

vi Communications

There is a communication plan that supports the work we are doing in the Francis Working Group. This plan will make sure that our messages are consistent and complement the values and behaviours that we already identify with. We want staff to know how important the lessons from the Francis Report are, but we also want to integrate these activities within our existing work programmes where we are already doing a good job.

The group has developed a range of leaflets and posters to reinforce and communicate our work and the Trust intranet has been updated to include a dedicated link on the first page for staff to book themselves in to the Listening Events.

4) Forward Plan

The Francis Groups will continue to meet to progress the agreed actions and to ensure we make real progress. Regular updates will be presented to the Board of Directors for approval. Outputs from the Listening Events will be reported to the Francis Working Group and Trust Executive to ensure that a process of continuous feedback and action is established. Divisions and Departments will all be involved in receiving and acting upon the information we receive.

Once the feedback has been analysed and actions have been agreed, we will be happy to give an update to the Health Overview and Scrutiny Committee.