Western Sussex Hospitals NHS Foundation Trust

Developing a well-led organisation

Marianne Griffiths
Chief Executive
Who we are – our hospitals

St Richard’s Hospital, Chichester

Worthing Hospital, Worthing

Southlands Hospital, Shoreham
Our trust at-a-glance

135,792 inpatients and day cases

585,846 outpatient appointments

136,804 people seen in A&E

5,331 babies delivered

844,782 medicines dispensed

389,388 x-rays and scans
Fast-developing

• 2009 – Merger

• 2013 – Foundation Trust status

• 2016 – CQC-rated ‘Outstanding’
What we are proud of

• CQC rating: Outstanding – doesn’t mean we’re perfect
• 4th highest-performing A&E in England
• Level 3 CNST in Maternity
• Significant improvement in stroke services
• Fast-improving mortality performance
• >98% of patients experience no harm
• Most importantly – our staff
“By well-led, we mean that the leadership, management and governance of the organisation assures the delivery of high-quality person-centred care, supports learning and innovation, and promotes an open and fair culture.”

Care Quality Commission
How did we respond?

- Clear vision
- Floor to Board
- Staff engagement
- Development of caring culture
- Develop systems to sustain
Clear vision - what the CQC found

“Our contact with staff indicated that the trust leadership was open, accessible and visible within the organisation.”

Professor Sir Mike Richards
Chief Inspector of Hospitals

www.cqc.org.uk
From floor to Board
Staff Engagement - Ambassadors
Developing a culture of caring

Harvey’s Gang
Let’s do lunch
Welcome Home packs
Wedding wish
Patient First – system to sustain

The Patient first and foremost
Kind, Respectful, Professional, Teamwork, Friendly, Compassionate

Everyone passionate about delivering excellent quality every time “where better never stops”

STRATEGIC THEMES

SUSTAINABILITY
OUR PEOPLE
QUALITY IMPROVEMENT
SYSTEMS & PARTNERSHIPS

SUPPORTING PILLARS

Strategy development
Kaizen office
Capability building
Patient First Improvement System (PFIS)
Improvement initiatives

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16/17 – next phase of Patient First

- Strategy Deployment
- Patient First Kaizen Office
- Capability Building
- Patient First Improvement System
- Improvement Projects
Strategic alignment

True North objectives – 3 to 5 year goal
• Patient satisfaction
• Patient flow
• Preventable mortality
• Avoid harm
• Staff Engagement
• Budget management

Breakthrough objectives
• Medically fit for discharge
• Reduce falls
• Staff feel able to make improvements (Engagement)
• Reduce use of agency
Patient First Improvement System
Improvement System – staff feedback

This is our opportunity to feed up the challenges we face on the ward and make a real difference to the staff and to patients.

Stat sheets are actually a lot more useful than I had expected.

We are more engaged in status sheet exchanges because we own them.

It’s like productive ward with benefits.

It is about giving back the time we need to give patients the level of care we want to give them.
Improvement system - feedback

- Learning is an important part of our daily work: 97% (baseline: 82%)
- Visual displays of data are regularly reviewed and used for improvement: 86% (45%)
- Staff suggestions to improve performance are actively solicited: 83% (32%)
- Daily huddles or meetings result in task assignments to improve performance: 91% (50%)
- Department performance measures are openly communicated and displayed: 94% (40%)
“We saw a consistent approach to compassionate care, an empathy and understanding towards patients and a supportive environment”

Professor Sir Mike Richards
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www.cqc.org.uk
Preparing for inspection

• Don’t underestimate logistics or presentation – be organised
• Encourage transparency with staff
• Be visible and engage staff with purpose - share challenges and solutions
• Spend time being proud of what your staff achieve under challenging circumstances
• You don’t need to be perfect but the CQC shouldn’t find surprises
• Have a plan for improvement, they will understand
• The Board should be well prepared and know their business