

CLINICAL GOVERNANCE COMMITTEE

Progress report on the implementation of the Francis Report and the Government response Hard Truths The Journey to Putting Patients First January 2014

1.0 Introduction

This paper sets out our progress with implementation of the recommendations in *The Mid Staffordshire NHS Foundation Trust Public Inquiry chaired by Robert Francis QC* (Francis Report) and the Government's response in *Hard Truths The Journey to Putting Patients First*. Our focus is on listening to patients, being open, honest and truthful and acting with care and compassion.

2.0 The Francis report 290 recommendations

The recommendations can be grouped into six core themes:

- 2.1 Culture** – we must foster a culture that focuses on patients in all that the Trust does. A culture of listening to patients and staff. All staff must demonstrate care and compassion and treat patients with dignity and respect. The NHS Constitution is the driver for all staff and its values and principles should be given priority.
- 2.2 Compassionate care** – we must focus on improving the culture of care and compassion. Trusts must concentrate on staff values, attitudes and behaviours towards the wellbeing of patients and their basic care needs.
- 2.3 Leadership** – leaders should foster a positive culture which promotes transparency and candour. Senior managers should be given professional training and be recruited against a set of common selection criteria.
- 2.4 Standards** – the development of fundamental standards of care by which services will be judged and problems detected quickly.
- 2.5 Information** – intelligent monitoring introduced and shared across different organisations to detect problems and take action promptly.
- 2.6 Openness, transparency and candour** – all staff should be honest, open and truthful in their dealings with patients and the public. Where death or serious injury has been caused, staff must inform the patient or family and fully disclose the circumstances and offer support.

3.0 Hard Truths – The Journey to Putting Patients First

Hard Truths The Journey to Putting Patients First provides a detailed response to the 290 recommendations made in the Francis Report. All the recommendations are accepted either in part, in full or in principle. It sets out a plan to prioritise care, improve transparency and ensure that where poor care is detected, there is clear action and clear accountability.

The Government response sets out a five point plan:

- 3.1 Preventing problems** – through a change in culture to ensure safe care for patients, treating patients as partners and supporting staff to care. The Berwick review findings are accepted to ensure the NHS becomes a learning and improvement organisation.
- 3.2 Detecting problems early** – the CQC have started a new inspection regime and will rate hospitals on the quality of care from outstanding to inadequate. Quality Surveillance Groups will monitor intelligence data about the quality of care so that action can be taken swiftly. Whistleblowing is encouraged and compromise agreements will not be allowed to prevent disclosure of patient safety concerns.

3.3 Taking action promptly – A new failure regime will ensure that when standards are breached, firm action is taken and promptly resolved. A Trust can be placed in special measures.

3.4 Ensuring robust accountability – corporate level action will be introduced for wilfully misleading or withholding information regarding performance.

3.5 Ensuring staff are trained and motivated – improving the quality of nursing and their support is at the heart of the response along with compassion in practice, the 6 Cs, nursing leadership and nursing revalidation. A new care certificate for health care assistants to ensure they have the right training and skills is being established. Cutting back on bureaucracy in order to release time to care.

4.0 The Francis report recommendations SFT action plan update

As highlighted in our Trust Strategy our vision is to ensure that every patient has an outstanding experience of care.

We have looked at all 290 recommendations and how they apply to us. We consider that we are now compliant with 80 recommendations and partially compliant with 10 recommendations. In the remaining 200 recommendations other organisations are leading on the implementation.

We have also looked carefully at the five point plan in *Hard Truths The Journey to Putting Patients First* and how they apply to us. We are confident we have a sound governance process in place to prevent, detect and act on problems promptly. In our action plan we have prioritised areas which will help to drive real change to ensure our patients continue to receive safe, compassionate care.

Below are the broad actions we have taken to improve further. See appendix 1 for the detailed action plan.

- **Worked with patients to provide a positive experience of care**

- We have continued to use patient real time feedback, the Friends and Family Test feedback and the national patient survey results to take immediate and proactive action to put things right.
- We have described and embedded our values and behaviours of care and compassion, dignity and respect in everything we do and will start to assess our staff against these at their annual appraisal.
- We have strengthened the way we work with patients, families, carers and staff to listen, learn and act on themes from concerns, complaints and what patients tell us.
- We will achieve deeper learning from adverse events through improved timely reporting, better theming and understanding of contributory factors from the recent introduction of Datix web.

- **Supporting a positive staff experience**

- We are undertaking a review of nursing and midwifery staffing levels and skill mix to ensure they appropriately reflect the caseload and acuity of patients cared for and reported these to the Board.
- We have continued with our ward sisters working 2 days a week in a supervisory capacity to ensure fundamental standards of care are delivered.
- We have introduced a code of conduct for nursing assistants and implemented the recommendations of the independent review on how training and support for nursing assistants can be strengthened.
- We have continued with our patient safety programme and focused on handover and communication, monitoring and escalation.

- We have implemented key actions from the Keogh report including weekly multidisciplinary mortality reviews to learn and improve.
- We have continued to have low infection rates, reduced grade 3 and 4 pressure ulcers and reduced falls resulting in harm.
- We have increased the number of staff having a well structured annual appraisal and linked it to performance, values and behaviours.
- We have increased the number of staff undertaking mandatory training and improved job relevant learning and development to ensure that staff are helped to do their job more effectively.
- We have increased the percentage of doctors undergoing medical revalidation.
- We have updated our 'Raising Concerns' or 'Whistleblowing policy' and publicised it widely.

- **Building and strengthening leadership**

- We have sustained the skills of our staff developed through leadership programmes and encouraged those trained to step up to the challenge of leading quality improvements.
- We presented a nursing, midwifery and allied health professionals strategy based on the 6 C's of care and compassion at the AGM which contributes to the overall Trust strategy.
- We held an annual Pride into Practice event Making Every Contact Count to celebrate achievements.
- We recognised the achievements of our leaders at our Service Improvement awards.

5.0 Monitoring and reporting progress

This report and action plan update will be presented to the Clinical Governance Committee, Trust Board and our commissioners in February 2014. We presented our response to the Francis Report at the Annual General Meeting in September 2013. Progress of our quality priorities is reported in our Quality Account 2013/2014.

6.0 Summary

The Trust has made good progress in responding to the recommendations in the Francis Report and continued to build and strengthen a culture of compassionate care where our staff are consistently striving to improve the care we give our patients.

Appendix

1. Francis Report and the Hard Truths action plan update. (Please note the 200 recommendations in the Francis Report and some of the recommendations in Hard Truths are being led by other organisations have been removed. Action plans that include the recommendations applicable to other organisations are available on request).

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