



Moving Forward Together

2016/17 QUALITY IMPROVEMENT PROGRAMME

Progress Report

April 2016



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Moving Forward Together




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Definitions

Project Delivery

	All scheduled activities have been completed
	The scheduled activities are on track for completion by the due date
	The scheduled activities have been delayed and are no more than 4 weeks
	The scheduled activities are at risk and have delays over 4 weeks

Project Performance

	Performance has been met or is over 95% towards the agreed trajectory / target
	Performance is between 85-95% towards the agreed trajectory / target
	Performance is below 85% of the agreed trajectory / target

EXECUTIVE SUMMARY

April 2016



Moving Forward Together

Progress this month

- A key focus for the programme during April was to recover the delivery of activities reported in March 2016 as being delayed or at risk.
- There has been steady progress made on the programme during April resulting in 11 out of 14 activities delivered, with 79% of scheduled activities completed.
- Activities that continue to report at risk relate to:
 - the ongoing delay with the agreement of the 2016/17 contract with Commissioners, which is expected to be agreed as soon as possible
 - activities to be delivered by the Equality and Inclusion Team which has been affected by unexpected staff absences. Resources to backfill absences are now in post and dates to deliver activities are under review.
- In response to feedback received from the Bullying and Harassment Awareness sessions, shadowing opportunities have been made available across the organisation for staff to experience “A day in the life of...” to learn and gain understanding about what other parts of the organisation are doing and to be part of making the Service a great place to work.

Theme	Executive Director	RAG	% Complete
Making LAS a great place to work	Karen Broughton	Red	0
Achieving good governance	Sandra Adams	Yellow	86
Improving patient experience	Zoe Packman	Blue	100
Improving environment and resources	Andrew Grimshaw	Blue	100
Taking pride and responsibility	Fenella Wrigley	na	na



PROGRAMME SUMMARY

Forecast View



Moving Forward Together

Programme:

- The launch of the 'Making the LAS Great' campaign is scheduled to take place at the next management briefings on 18-20 May 2016.
- Preparation and planning for the TDA review of the Trust in June 2016 is underway.
- The number of activities to be delivered by the end of June 2016 is high comparative to previous months, therefore teams will need to focus on implementation of activities during May for successful delivery in June.

Workstream Challenges:

- There are currently two activities that are reporting at risk from March 2016 relating to the finalisation of the 2016/17 contract, and the baseline assessment against the Equality Diversity System 2 and Racial Equality. Further details of progress can be found in individual workstream reports.

		May 2016				June 2016			
Theme	Executive Director	Complete	On Track	Delayed	At Risk	Complete	On Track	Delayed	At Risk
Making LAS a great place to work	Karen Broughton		2				9		
Achieving good governance	Sandra Adams		3				19		
Improving patient experience	Zoe Packman		1				3		
Improving environment and resources	Andrew Grimshaw		2				6		
Taking pride and responsibility	Fenella Wrigley		1				5		
Total			9				42		





Moving Forward Together

WORKSTREAM PROGRESS REPORTS



1 | MAKING THE LAS A GREAT PLACE TO WORK

Executive Lead: Karen Broughton



Moving Forward Together

HIGHLIGHTS THIS MONTH

Although no deliverables were scheduled for delivery for Theme 1 in April 2016, continued progress is being made to ensure future activities will meet scheduled timeframes.

Retention

- Finalisation of the 2016/17 contract remains outstanding and delivery of this milestone is now showing at risk. Confirmation of contract funding is required to enable the Trust to move forward on its plans to implement a band 6 specialist paramedic role to further supplement the clinical career structure. Discussion and negotiations continue with Commissioners and it is anticipated that the contract will be agreed as soon as possible.

Bullying and Harassment

- The provider procured to deliver training on difficult conversations has visited the Trust to gain an understanding of the requirements and to identify some of the potential pitfalls that managers may face when having difficult conversations. These factors will be incorporated into the training sessions scheduled for June 2016.
- A week long event of “a day in the life of” was held across the Trust during April, where 30 staff members from across the Trust had taken the opportunity to shadow key areas within the Operations Directorate. Informal feedback received from attendees has been positive and further consideration will be given to repeating the event.
- The Bullying and Harassment specialist is currently working with staff to encourage use of facilitated conversations as a first line of response to concerns raised, so that initial discussions can take place prior to the initiation of formal grievance processes.
- Planning has commenced with the People and Organisational Development Team to ensure Bullying and Harassment awareness is incorporated into the Trust induction programme to reaffirm the Trust values in line with the Dignity at Work policy.

Vision and Strategy

- Dates for the 2016/17 CEO Roadshows have been confirmed, with an implementation plan currently being coordinated. The plan will incorporate learning and feedback from previous sessions to ensure greater attendance from operational sectors and engagement from corporate departments.

Training

- Redesign of the corporate induction has been progressing, with process and content meetings held with all relevant subject matter experts in conjunction with the Skills for Health Core Skills Training framework to ensure all new staff are fully compliant with statute. All materials have been redesigned and formatted with corporate branding and is accessible through the Trust intranet site. In addition ownership for the induction process being transferred over to People and Organisational Development from Human Resources.
- A working group chaired by the Director of Transformation, Strategy and Workforce has been created to deliver the Electronic Staff Record Element (ESR) with a phased delivery project plan created. This will be led by a specialist ESR project manager who is due to be recruited in the next few weeks.

Supporting Staff

- Appraisal documentation and guidance notes have been redesigned, incorporating values based word clouds designed as part of the management briefing sessions and is due to be launched in May 2016 along with a new report which will state completion rates across the Trust.



1 | MAKING THE LAS A GREAT PLACE TO WORK

Progress – April 2016



Moving Forward Together

Deliverable	Lead
Advert to Action (Recruitment)	Julie Cook
Bullying and Harassment	Karen Broughton
Training	Karen Broughton
Equality and Inclusion	Andrew Buchannan
Vision and Strategy	Karen Broughton
Supporting Staff	Karen Broughton
Retention	Greg Masters
Workforce and Organisational Development	Karen Broughton

April 2016		
Complete	Delayed	At Risk
na		
na		
na		
		1
na		
na		
		1
na		

Outstanding actions
<p>At Risk:</p> <ul style="list-style-type: none"> Undertake baseline assessment against the Equality Delivery System 2 and Racial Equality Strategy. <p>This activity is at risk due to unexpected staff absences. Resources to backfill absences are now in post and dates to deliver activities are under review, and will be clarified in mid-May.</p> <ul style="list-style-type: none"> Negotiate the funding for 'The London Package' as part of contracting round 2016/17 <p>Discussion and negotiations continue with Commissioners and it is anticipated that the contract will be agreed as soon as possible.</p>

1 | MAKING THE LAS A GREAT PLACE TO WORK

Forecast View



Moving Forward Together

Focus for next month	Key risks and challenges
<ul style="list-style-type: none"> To scope the potential for some of the Bullying and Harassment functions to be incorporated as business as usual for the Human Resources team, so that the capacity of the specialist advisor is protected and remains focussed on delivering activities as part of the quality improvement programme. Arrangements for mediation workshops provided by an external supplier is underway for delivery in May 2016 An away day has been arranged with GMB representatives to deliver bullying and harassment awareness training Completion of the statutory and mandatory training matrix and gain formal sign off Roll out of the new Personal Development Review (PDR) process and guidance documentation widely across the Trust 	<ul style="list-style-type: none"> Limited involvement from Unison regarding the Dignity at Work programme despite active engagement from other Trade Unions . The Trust will continue to deliver the programme as planned. There continues to be priority placed on ensuring the principals of bullying and harassment awareness is embedded within the Trust culture. Numerous requests for training have been provided by the bullying and harassment specialist, which has resulted in reduced capacity for the specialist advisor. A review will be completed at the end of May 2016 to determine the ongoing support required by the Trust. Further development of the People and Organisational Development function requires funding to be agreed through the 2016/17 contract negotiations. Once confirmed, a team structure will be developed and work will commence on developing the strategy for People and Organisational Development.

Deliverable	Lead
Advert to Action (Recruitment)	Julie Cook
Bullying and Harassment	Karen Broughton
Training	Karen Broughton
Equality and Inclusion	Andrew Buchannan
Vision and Strategy	Karen Broughton
Supporting Staff	Karen Broughton
Retention	Greg Masters
Workforce and Organisational Development	Karen Broughton

May 2016			
Complete	On Track	Delayed	At Risk
na			
na			
	1		
na			
	1		
na			
na			
na			

June 2016			
Complete	On Track	Delayed	At Risk
	1		
	3		
	1		
	1		
na			
	2		
na			
	1		



2 | ACHIEVING GOOD GOVERNANCE

Executive Lead: Sandra Adams



Moving Forward Together

HIGHLIGHTS THIS MONTH

- The delayed and at risk activities reported in March for risk management and the Health and Safety functions, have been deferred in order to realign dates with other dependent activities. These changes were presented and agreed by the Quality Improvement Programme Board.

Listening to Patients

- The scope, design and creation of patient information leaflets has been completed, with the final version being approved and ready for printing. Further conversations with fleet regarding distribution will be required to ensure these are accessible to patients and frontline staff
- The external website has been updated with changes relating to the complaints process so that patients and members of the public are provided with information about the complaints process, our responsibilities and details for the ombudsman. This activity due from March 2016 is now complete.
- The feedback process on the complaints process is behind on delivery due to the delay of the patient information leaflets being made available on vehicles, and confirmed mechanism for forms to be returned at no cost to the user to ensure maximum returns. The Patient Experiences Department have processes in place to ensure complainants are routinely informed of the progress on their complaint.

Risk Management

- A statement outlining the Trust's risk appetite has been agreed by the Executive Leadership Team, and further work on this will be done by the Trust Board.
- The alignment of the strategic risk review against local risk registers and the Board Assurance Framework is well underway for delivery by June 2016.
- The Trust Board completed a strategic risk review in line with the Trust's Business Plan for 2016/17 during their meeting in April 2016, and the Executive Leadership Team will continue to refine these risks

Improving Incident Reporting

- A Health and Safety bulletin published in April and was disseminated to all staff via the Pulse and emailed electronically to the Group Station Managers.

Operational Planning

- Two external reviews have been conducted in the Emergency Operations Centre, one by another ambulance service and one by Operational Research in Health (ORH) relating to the current operating model and establishment. A business case has been completed for the Trust Board with proposed recommendations to be taken forward



2 | ACHIEVING GOOD GOVERNANCE

Progress – April 2016



Moving Forward Together

Deliverable	Lead
Risk Management	Sandra Adams
Capability and capacity of Health, Safety and Risk function	Sandra Adams
Improving incident reporting	Sandra Adams
Duty of Candour	Sandra Adams
Operational planning	Paul Woodrow
Listening to patients	Zoe Packman
Blue light collaboration	Karen Broughton
CQC reinspection	Fionna Moore
Business intelligence systems	Jill Patterson
Internal audit	Sandra Adams
Policy and guidance review	Sandra Adams

April 2016		
Complete	Delayed	At Risk
2		
na		
1		
na		
1		
2	1	
na		
na		
na		
na		

Outstanding actions
<p>Delayed:</p> <ul style="list-style-type: none"> Establish system to gain feedback from complainants on the LAS complaints process <p>Processes to facilitate the return of feedback on the complaint process is under development and will be implemented as soon as possible.</p>



2 | ACHIEVING GOOD GOVERNANCE

Forecast View



Moving Forward Together

Focus for next month	Key risks and challenges
<ul style="list-style-type: none"> The focus for May is to recover deliverables in the Listening to Patients workstream to ensure no further slippage on actions due in June 2016. The proposed structure and consultation document for the Health and Safety team is due to be launched in May 2016 DatixWeb is scheduled for go live on 9 May 2016, therefore the roll out and subsequent training for Datix will be implemented, including wide ranging communications to all staff across the Trust The Audit Committee on 19 May 2016 will be provided with an update on progress against internal audit actions recommended by KPMG 	<ul style="list-style-type: none"> Capacity within the Patient Experiences Department continues to be a concern with unexpected staff absences. Work has been reassigned to ensure capacity remains focussed on priority work, however this impact remains a challenge for the team.

Deliverable	Lead
Risk Management	Sandra Adams
Capability and capacity of Health, Safety and Risk function	Sandra Adams
Improving incident reporting	Sandra Adams
Duty of Candour	Sandra Adams
Operational planning	Paul Woodrow
Listening to patients	Zoe Packman
Blue light collaboration	Karen Broughton
CQC reinspection	Fionna Moore
Business intelligence systems	Jill Patterson
Internal audit	Sandra Adams
Policy and guidance review	Sandra Adams

May 2016			
Complete	On Track	Delayed	At Risk
na			
	1		
	1		
na			
na			
na			
na			
na			
	1		
na			

June 2016			
Complete	On Track	Delayed	At Risk
	4		
	3		
	5		
	1		
	1		
	2		
na			
	1		
na			
	1		



3 | IMPROVING PATIENT EXPERIENCE

Executive Lead: Zoe Packman



Moving Forward Together

HIGHLIGHTS THIS MONTH

Although no deliverables were scheduled for delivery for Theme 3 in April 2016, continued progress is being made to ensure future activities will meet scheduled timeframes.

Learning from experience

- The patient voice strategy outlines the Trust's commitment to patient and public engagement over the next four years to 2020. A draft document has been shared internally with the Patient and Public Involvement (PPI) Committee. Once final comments have been collated this will be presented to the Executive Leadership Team for approval at the end of May 2016.

Meeting People's Needs – Mental Health Patients

- The Mental Health Committee have provided additional input into the approved mental health protocols for staff. These revisions will be included in the policies and will be communicated to staff once ratified.
- It is proposed the survey to monitor staff feedback is extended over the lifespan of the programme, and a change request will be submitted to the Quality Improvement Programme Board for consideration at their meeting in May.

Meeting People's Needs – Bariatric Patients

Significant progress has been made in relation in this workstream:

- An aide memoire on the definition of Bariatric patients is being developed
- The Bariatric working group has been established and their first meeting is scheduled for early May
- Data has been requested from Yorkshire Ambulance Service who are also working on the management of bariatric patients in pre-hospital care. Additionally, data has been received from the Australian Ambulance service on the management of bariatric patients which will also be reviewed
- Assistance has been requested from Business Intelligence to review public health data regarding the profile of bariatric people to establish an imperial baseline and forecast to support the development of the operational plan for the future management of bariatric patients.

Patient Transport Service

- The delayed action from March 2016 regarding communication to patients and providers on estimated waiting times and action plans is now complete.



3 | IMPROVING PATIENT EXPERIENCE

Progress – April 2016



Moving Forward Together

Deliverable	Lead
Patient Transport Service	Paul Woodrow
Meeting peoples needs	Fenella Wrigley/ Paul Woodrow
Response Times	Paul Woodrow
Learning from experiences	Fenella Wrigley

April 2016		
Complete	Delayed	At Risk
1		
na		
na		
na		

Outstanding actions
There are no outstanding actions.



3 | IMPROVING PATIENT EXPERIENCE

Forecast View



Moving Forward Together

Focus for next month	Key risks and challenges
<ul style="list-style-type: none"> The patient engagement strategy has been drafted and has been circulated for comments in readiness for approval by the Executive Leadership Team on 25 May 2016. Engagement with the Regional Oversight Group on hospital handover times is on going, and the next workshop is scheduled on 10/05/2016. 	<ul style="list-style-type: none"> June is expected to be a challenging month with a number of critical milestones to be completed, including ratification of the clinical guidance for bariatric patients which will define any operational requirements and processes. An Executive Lead for this theme needs to be confirmed following the departure of the Director of Nursing and Quality to lead and maintain momentum for this workstream. It is proposed that responsibility for Theme 3 is transferred to the Medical Director.

Deliverable	Lead
Patient Transport Service	Paul Woodrow
Meeting peoples needs	Fenella Wrigley/ Paul Woodrow
Response Times	Paul Woodrow
Learning from experiences	Fenella Wrigley

May 2016			
Complete	On Track	Delayed	At Risk
	na		
	na		
	na		
	1		

June 2016			
Complete	On Track	Delayed	At Risk
	1		
	1		
	1		
na			



4 | IMPROVE ENVIRONMENT AND RESOURCES

Executive Lead: Andrew Grimshaw



Moving Forward Together

HIGHLIGHTS THIS MONTH

Fleet/Vehicle Prep: Make Ready

- Work has started on the formal assessment of the pilot, and this will be completed for the end of May 2016.
- In parallel to this, the development of the Trust wide roll-out plan has commenced.
- Project management support has been engaged to support this.

Fleet/Vehicle Prep: Statutory Vehicle checks

- The existing Trust policy has been reviewed and seen to be adequate to support the delivery of statutory checks, with one minor change allowing FRU crews to have 15 minutes rather than 10 has been proposed. This has been discussed and agreed by the Director of Operations.
- Communication has been sent to all staff as a reminder that time is protected at the start of shifts to undertake checks, details provided of what constitutes a statutory check, and the recommended method of delivery.
- Further work to be undertaken to review how statutory checks can be integrated within the Make Ready Process, and to confirm a CAD process to prevent vehicles being dispatched within the 10/15 minute protected time.

Fleet/Vehicle Prep: Station responsibilities

- The Director of Finance chaired a meeting which included representatives from Operations, Fleet, Estates and IM&T to agree responsibilities at stations.
- Actions were agreed on all areas and taken back by respective leads to move forward in their areas.
- The established group have agreed to continue to meet to ensure compliance and to make any adjustments or address any emerging issues as they become apparent.
- Some further work is required to align financial flows and review policies to ensure they reflect agreed changes.

Infection Prevention and Control

- The guidance on Bare below elbow has been revised following comments from the Executive Leadership Team is being reissued with Managers briefings, a bulletin and publication on the pulse.
- The Uniform Policy has been updated to include this guidance.



4 | IMPROVE ENVIRONMENT AND RESOURCES

Progress – April 2016



Moving Forward Together

Deliverable	Lead
Fleet / Vehicle Preparation	Andrew Grimshaw
Information Management and Technology	Andrew Grimshaw
Infection prevention and control	Zoe Packman
Facilities and Estates	Sandra Adams
Resilience functions	Paul Woodrow
Operations Management	Paul Woodrow
Improving operational productivity	Paul Woodrow
Cost improvement programme	Andrew Grimshaw
Frontline equipment and uniforms	Paul Woodrow / Andrew Grimshaw

April 2016		
Complete	Delayed	At Risk
3		
na		
1		
na		
na		
na		
na		
na		
na		

Outstanding actions
No outstanding actions



4 | IMPROVE ENVIRONMENT AND RESOURCES

Forecast View



Moving Forward Together

Focus for next month	Key risks and challenges
<ul style="list-style-type: none"> A review will be completed on make ready and processes to enable compliance as part of the vehicle preparation workstream. It is planned for a trial to be undertaken to test the proposal and refine the offering. 	<ul style="list-style-type: none"> Confirmation of the 2016/17 contract funding is required to commence procurement of vehicles.

Deliverable	Lead
Fleet / Vehicle Preparation	Andrew Grimshaw
Information Management and Technology	Andrew Grimshaw
Infection prevention and control	Zoe Packman
Facilities and Estates	Sandra Adams
Resilience functions	Paul Woodrow
Operations Management	Paul Woodrow
Improving operational productivity	Paul Woodrow
Cost improvement programme	Andrew Grimshaw
Frontline equipment and uniforms	Paul Woodrow / Andrew Grimshaw

May 2016			
Complete	On Track	Delayed	At Risk
	2		
	na		
	na		
	na		
	na		
	na		
	na		
	na		
	na		

June 2016			
Complete	On Track	Delayed	At Risk
	2		
	1		
	1		
	1		
na			
	1		
na			
na			
na			



5 | TAKING PRIDE AND RESPONSIBILITY

Executive Lead: Fenella Wrigley



Moving Forward Together

HIGHLIGHTS THIS MONTH

Although no deliverables were scheduled for delivery for Theme 5 in April 2016, continued progress is being made to ensure future activities will meet scheduled timeframes.

Medicine Management:

- In April the IRO “unannounced” audit process has been reviewed and refined to allow for better tracking of audit visits and any potential follow on actions. Audit visits take place with the outcomes submitted to the medicines management team, and any remedial actions to be followed up by the Quality, Governance, and Assurance Managers. These actions will also be escalated and tracked via the monthly Quality Governance meetings with Deputy Directors of Operations and Assistant Directors of Operations where Medicine Management is a standing agenda item. Following each audit, a RAG status will be applied to each station.
- An audit of code changes on medicine lockers due in April 2016 has been completed and resulted in 100% compliance.
- Terms of reference for the Medicine Management taskforce is being developed and the preliminary meeting of key members took place on 6 May 2016
- The newly appointed Head of Fleet and Logistics has been tasked to undertake the project lead for the logistics review.
- A meeting has taken place with a pharmacist from Ealing Hospital, North West London who has agreed to support LAS one day per week to oversee the changes in the logistics management of drugs working with the Head of Fleet and Logistics and the Chief Information Officer. Agreement through NHS Improvement and the LAS Improvement Director has been requested.
- Progress has also been made relating to the appointment of pharmacist to join the organisation with:
 - a review of the proposed job description by Health Education England which is ready for submission
 - discussions with pharmacists from Barts and North West London to provide assistance
 - funding agreed for the Darzi pharmacy fellow which is being progressed.

Safeguarding

- The job descriptions for the agreed posts have been sent to Human Resources for grading
- Recruitment is underway, and offers of appointment have been made.

Clinical Supervision:

- A full update report has been received for the number of CISO (Clinical Information and Support Overview) performance management reviews completed. This tool was implemented in November 2015, and over 1000 reviews have been completed to date.
- Operational Workplace Review (OWR) completion rates have increased ten-fold since the restructure, although an action plan has been developed to increase them further to achieve completion of two reviews per clinician annually.
- Clinical Performance Indicator (CPI) audit completion rates and staff feedback session rates continue. Plans have been requested from each sector to demonstrate how they will achieve the targets required.



5 | TAKING PRIDE AND RESPONSIBILITY

Progress – April 2016



Moving Forward Together

Deliverable	Lead
Clinical supervision	Fenella Wrigley
Consent MCA	Zoe Packman
Medicine Management	Fenella Wrigley
Safeguarding	Zoe Packman
Quality and clinical strategy	Fenella Wrigley
Operating model and clinical education & training strategy	Paul Woodrow / Karen Broughton
Developing the 111 Service	Paul Woodrow / Karen Broughton

April 2016		
Complete	Delayed	At Risk
na		
na		
na		
na		
na		
na		
na		

Outstanding actions
There are currently no outstanding actions



5 | TAKING PRIDE AND RESPONSIBILITY

Forecast View



Moving Forward Together

Focus for next month	Key risks and challenges
<ul style="list-style-type: none"> Regular meetings of the new Medicine Management task force to be scheduled, and for the terms of reference and proposed workplan to be agreed Mapping the logistics of a “drug pack journey”, and to review where improvements can be introduced. 	<ul style="list-style-type: none"> Addressing medicines management across the Trust remains a high priority, and it will be the role of the Medicines management taskforce to set and monitor delivery of a workplan to address concerns and improve medicines management processes across the Trust. Timely recruitment to the pharmacist post.

Deliverable	Lead
Clinical supervision	Fenella Wrigley
Consent MCA	Zoe Packman
Medicine Management	Fenella Wrigley
Safeguarding	Zoe Packman
Quality and clinical strategy	Fenella Wrigley
Operating model and clinical education & training strategy	Paul Woodrow / Karen Broughton
Developing the 111 Service	Paul Woodrow / Karen Broughton

May 2016			
Complete	On Track	Delayed	At Risk
	1		
na			
na			
na			
na			
na			
na			

June 2016			
Complete	On Track	Delayed	At Risk
na			
na			
na			
	5		
na			
na			
na			

