



2016/17 QUALITY IMPROVEMENT PROGRAMME

Progress Report: August 2016

September 2016







CONTENTS






1. Executive Summary	3
2. Programme Summary	4
3. Workstream progress reports	
4.1 Making the LAS a great place to work	6
4.2 Achieving good governance	10
4.3 Improving patient experience	13
4.4 Improving environment and resources	16
4.5 Taking pride and responsibility	19
4. Programme Risks and Issues	21

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

August 2016



Progress this month

- There has been a very small number of activities for completion in August, with 100% of scheduled activities completed.
- The CQC carried out an unannounced inspection on the 2nd and 3rd of August specifically relating to the Warning Notice that was issued. We are still awaiting their report which is expected in September.
- The Trust received notification from the CQC that they will be undertaking an inspection of NHS 111 on 29th and 30th September 2016.
- The activities that are delayed or reporting at risk relate to:
- The roll out of pan-London process for pre-booking palliative care patients which was due to be delivered at the end of July. This was delayed due to a CQC visit at the pilot site. This roll out is now expected to be delivered in September.

Theme	Executive Director	# Complete	% Complete	RAG
Making LAS a great place to work	Karen Broughton	-	-	
Achieving good governance	Sandra Adams	2/2	100%	■
Improving patient experience	Briony Sloper	-	-	
Improving environment and resources	Andrew Grimshaw	-	-	
Taking pride and responsibility	Fenella Wrigley	-	-	

PROGRAMME SUMMARY

Forecast View



Programme:

- There are 35 activities to be delivered by the end of September 2016 which is high in comparison to previous months. Teams have spent time in August focussing on September deliverables to ensure the successful delivery of these activities.
- Preparation and planning for the CQC inspection of NHS 111 at the end of September. The provider information return (PIR) submission date is set for 1st September 2016.
- The development of the QIP assurance framework to deliver an audit plan in preparation for the CQC re-inspection.

		Sept 2016				Oct 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		7				3		
Achieving good governance	Sandra Adams		10						
Improving patient experience	Briony Sloper		3				2		
Improving environment and resources	Andrew Grimshaw		8				1		
Taking pride and responsibility	Fenella Wrigley		7				1		
Total			35				7		



WORKSTREAM PROGRESS REPORTS





1 | MAKING THE LAS A GREAT PLACE TO WORK

Executive Lead: Karen Broughton

HIGHLIGHTS THIS MONTH

Equality and Inclusion

- Although there are no activities to be delivered in this project during August there has been substantial progress to ensure that deliverables scheduled in September are achieved.
- Existing recruitment and selection training has been reviewed and a revised development session on interview techniques was rolled out to managers in August 2016, which includes content about equality and diversity. In addition, current mandatory equality and inclusion training is under review and following evaluation will determine whether a separate equality and mandatory module should be delivered to managers on a regular basis.
- The interim equality and inclusion manager has worked closely with the Trust lead for developing the staff induction programme, and has made recommendations to improve information provided at induction, relating to equality and diversity.
- The Trust has continued to broaden their interaction with other organisations and groups to understand the equality and diversity issues. Representatives from the Trust have met with the Metropolitan Police to share their knowledge and experience of managing issues of racism in the organisation, and the interim equality and inclusion manager has also met the patients forum, who have made recommendations on a number of patient groups that we should engage with.

Advert to Action

- A new Interim Head of Recruitment has been appointed and commenced, undertaking a full review of the current function.
- Following the partial approval of the change request to realign the completion date for the redesign of the recruitment process, work is currently underway to ensure this is delivered in line with the new deadline.
- A paper was presented to the private session of the Trust Board, detailing the recruitment plan for the remainder of 2016 and the anticipated recruitment target for 2017/18 along with the assumptions undertaken as to the sources for the new recruits.

Bullying and Harassment

- Although there are no activities to be specifically delivered in August for this project, phase three of the bullying and harassment programme has been drafted and focuses on moving the resolution back to local managers to ensure a more timely response.
- A second 'Day in the life of...' event was held with Business Intelligence, NHS 111 and EOC being involved; 20 staff took part in the exercise which is arranged to reduce the perception of silo working through the Trust.





1 | MAKING THE LAS A GREAT PLACE TO WORK

Executive Lead: Karen Broughton

HIGHLIGHTS THIS MONTH

Corporate Induction

- Additional process and content meetings for Induction have been held following the rollout of the new programme. Some sessions have been further reviewed, a new evaluation survey monkey questionnaire is being sent and Recruitment representatives will now be at the opening of each Induction to deal with queries and concerns.
- The ESR/OLM Transformation Project has also mapped Recruitment processes which will further support the Induction and on-boarding process.
- Statutory and Mandatory sessions bespoke eLearning content has now been mapped against the national content to define use in the rollout of OLM as well as replace some of the face to face sessions within Induction so content can be further enhanced to support new starters on-boarding to the organisation.

Training

- All work streams are now underway within the ESR/OLM Project and significant work has been identified within ESR and GRS as a result, ensuring that both systems have mirrored structures and positions are in the correct place.
- Further open NHS Employers/Zeal Supportive Leadership and Management Behaviour courses have been scheduled and content will include identification of behaviours aligned to the Trust's Vision and Values to be developed into a Trust Behaviour Model
- Appraisal / PDR reporting has been transformed by the ESR/OLM Transformation Project Manager and with the aforementioned changes to the hierarchies, structures and positions within the system will only enhance the reporting function when it moves over to ESR from GRS as per the work stream plan
- In line with QIP deadlines courses are now being identified across the Trust with their owners with processes now in place to support adding them to Oracle Learning Management



1 | MAKING THE LAS A GREAT PLACE TO WORK

Progress – August 2016



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

Aug 2016		
Complete	Delayed	At Risk

Outstanding actions
No milestones due in August.



1 | MAKING THE LAS A GREAT PLACE TO WORK

Forecast View



Focus for next month	Key risks and challenges
<ul style="list-style-type: none"> To complete the process mapping and subsequent redesign of the Graduate recruitment pipeline for 2017/18. Complete and sign off the third phase of bullying and harassment awareness training across the Trust, with further facilitated training courses currently organised in relation to mediation skills and complex allegation investigation training. 	

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

Sept 2016			
Complete	On Track	Delayed	At Risk
	1		
	2		
	1		
	3		

Oct 2016			
Complete	On Track	Delayed	At Risk
	2		
	1		



2 | ACHIEVING GOOD GOVERNANCE

Executive Lead: Sandra Adams



HIGHLIGHTS THIS MONTH

Improving Incident Reporting

- The August Health & Safety newsletter was published on time and highlighted the way in which we audit our premises to ensure that they are fit for purpose, safe and well managed. A year planner has also been written identifying the main topics for each Health & Safety newsletter until the end of 2016/17. The year planner also identifies how ad hoc items will be identified each month through Datix reports, relevant items in the media or changes in legislation or local guidance.

Policies & Guidance

- The Policy Monitoring & Approval Group (PMAG) met on 3rd August to review and approve eight policies. The group also discussed and agreed which policies would be updated in time for the September meeting. The group has now met three times and has already made significant progress on reducing the number of out of date policies and will continue to do so going forward until all policies are up to date.

Listening to Patients

- Based on feedback from colleagues, audits have been undertaken by Fleet & Logistics to identify if there are stations where patient information leaflets are not routinely being put on ambulances. Where the audit identified gaps these are being addressed by the DDO for Fleet & Logistics and the Contract Manager for the Make Ready Service. Further audits will be undertaken to ensure that these gaps have been addressed.



2 | ACHIEVING GOOD GOVERNANCE

Progress – August 2016



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	Fenella Wrigley
Blue light collaboration	Karen Broughton
CQC reinspection	Fionna Moore
Business intelligence systems	Jill Patterson
Internal audit	Sandra Adams
Policy and guidance review	Sandra Adams

Aug 2016		
Complete	Delayed	At Risk
1		
1		

Outstanding actions

2 | ACHIEVING GOOD GOVERNANCE

Forecast View



Focus for next month	Key risks and challenges
<ul style="list-style-type: none"> The majority of actions for September are on track or complete and focus will be on ensuring these do not slip. There is a probable delay to the full implementation of the Rest Break and Out of Service Policy: The rest break policy is currently in its first draft following a review of agreements in place at other Trusts. Talks are currently on going with the Trust Board and Executive Leadership Team as to how to proceed with the required negotiations. The Trust Board were fully updated by the Directors of Operations and Transformation, Strategy and Workforce during its private session this month in relation to the required actions. The Out of Service Policy has been re-written but implementation has been delayed pending further comments from senior ops colleagues. 	

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	Fenella Wrigley
Blue light collaboration	Karen Broughton
CQC reinspection	Fionna Moore
Business intelligence systems	Jill Patterson
Internal audit	Sandra Adams
Policy and guidance review	Sandra Adams

Sept 2016			
Complete	On Track	Delayed	At Risk
	1		
1	1		
	1		
		1	
	1		
	1		
1			

Oct 2016			
Complete	On Track	Delayed	At Risk
	1		
	1		



3 | IMPROVING PATIENT EXPERIENCE

Executive Lead: Briony Sloper



HIGHLIGHTS THIS MONTH

Patient Transport Service - Non Emergency Transport Service (NETS)

The roll out of the pan London process for pre-booking palliative care pilot was delayed due to the CQC visit at the pilot hospice. Discussion with the pilot site continued in preparation to agree a start date that would not impact on any subsequent milestone. However, a number of clinical queries have arisen which we are aiming to resolve by 9th September. We envisage starting the training on the system (pre-booking) week commencing 12/9/16 with a “go live” date scheduled for week commencing 19th September.

Meeting people’s needs

Mental health – There has been continued communication on mental health continuing professional development and courses have continued to be rolled out throughout August.

Bariatric - A “show and tell ”workshop was held on 10th August with suppliers of potentially suitable specialist equipment. The workshop was followed by a further review of potential options by the Bariatric working group.

The team also went to Ashford to review the South East Coast Ambulance Service bariatric model to support the development of options for the London Ambulance Service.



3 | IMPROVING PATIENT EXPERIENCE

Progress – August 2016



Deliverable	Lead
Patient Transport Service (NETS)	Paul Woodrow
Meeting peoples needs	Briony Sloper/ Paul Woodrow
Response Times	Paul Woodrow
Learning from experiences	Briony Sloper

August 2016		
Complete	Delayed	At Risk
	1	

Outstanding actions
<p>There has been a delay in the rolling out of the pre-booking palliative care patients pilot which we are aiming to resolved by 9/9/16. An expected start date for training is 12/9/16 with the pilot starting week 19/9/16.</p>

3 | IMPROVING PATIENT EXPERIENCE

Forecast View



	Key risks and challenges
<ul style="list-style-type: none"> The will be a continued effort to ensure the NETS pilot goes live for pre- booking palliative care patients in early September so that the learning from this pilot can be implemented. As there has been a slight delay on this deliverable it is expected that the review will now be carried out in early October. 	

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

Sept 2016			
Complete	On Track	Delayed	At Risk
		1	
	1		

Oct 2016			
Complete	On Track	Delayed	At Risk



4 | IMPROVE ENVIRONMENT AND RESOURCES

Executive Lead: Andrew Grimshaw



HIGHLIGHTS THIS MONTH

Information Management & Technology

- A progress report detailing the mobile device trials has been submitted to ELT containing the option to accelerate the delivery of the CQUIN. A business case is currently being prepared for a full roll out by the end of the financial year. This will be dependent on securing additional capital funds from NHS England.

Vehicle Make Ready

- Two stakeholder meetings were carried out this month with Hanwell and Hillingdon staff. There are further meetings scheduled to occur in early September with Fulham and Brent staff members.
- The final draft roll out schedule has been developed with improved service offerings; this will be delivered to all hub sites by the end of March 2017.

Vehicle Procurement

- There has been continued work with Fast Response Unit (FRU) suppliers to deliver vehicles in accordance with the revised production plan. We expect to complete the procurement of all sixty vehicles by the end of September as planned.

HART Recruitment – Standing Item

- The Trust has 85 whole time equivalent staff members in post against an establishment of 84 which is the National NARU specification. The final four new staff commenced their national training on 1st August and are due to complete their full core training by September 2016.



4 | IMPROVE ENVIRONMENT AND RESOURCES

Progress – August 2016



Deliverable	Lead
Fleet / Vehicle Preparation	Andrew Grimshaw
Information Management and Technology	Andrew Grimshaw
Infection prevention and control	Fenella Wrigley
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

August 2016		
Complete	Delayed	At Risk

Outstanding actions
<ul style="list-style-type: none"> No milestones due for August

Focus for next month

Fleet/Vehicle Prep: Make Ready

The project team will continue to progress with project planning activities relating to the Vehicle Preparation.

Vehicle Procurement

We will be working to ensure the procurement of Fast Response unit vehicles is completed.

The approval of the Double Crew Ambulance (DCA) business case is currently being sought.

Fleet Strategy

Work is being carried out to meet the September deliver date for the completion of the draft fleet strategy.

Information Management & Technology

There will be continued work on the implementation plan for the roll out of handheld devices to ensure completion in September.

Infection Control and Prevention

Protective clothing packs will be rolled out this month and made available to staff.

Estate Strategy

The Director of Finance is in the process of identifying and appointing external advisors to assist the Trust to complete this work.

Key risks and challenges

Vehicle Procurement

Fast Response Units – September Milestone

Remains challenging due to on-going issues with supplier, currently 7 vehicles behind schedule however these vehicles are expected to be delivered in September.

Double Crew Ambulance – March Milestone

Final approval of business case not received from NHSI, until approval received the final date of completion of 140 vehicles can not be confirmed.

Make Ready

- Delivering Make ready by Mar 17 is at risk, this is being mitigated through VP Silver. A new schedule has been provided by contractor that shows an improvement at all hub sites by end of the financial year.

Deliverable	Lead	Sept 2016				Oct 2016			
		Complete	On Track	Delayed	At Risk	Complete	On Track	Delayed	At Risk
Fleet / Vehicle Preparation	Andrew Grimshaw		3						
Information Management and Technology	Andrew Grimshaw		1						
Infection prevention and control	Fenella Wrigley		2						
Facilities and Estates	Sandra Adams		1						
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						1		





5 | TAKING PRIDE AND RESPONSIBILITY

Executive Lead: Fenella Wrigley

HIGHLIGHTS THIS MONTH

Medicine Management

The Medicine Management off- the shelf e-learning modules has been reviewed. The Incident Response Officer spot checks continue to be carried out and provide useful data for benchmarking across the Trust.

The new style drugs usage form continues to demonstrate better levels of compliance when compared with the old style form. A promotional poster has been designed and distributed to all team leaders providing information on completion of the new style form to further improve compliance.

The new flu PGD has been signed and is ready for use and a meeting with Omnicell has been arranged in relation to future automated medicines management systems.

Key findings from the Greenwich pilot (management of station based drugs) are that the use of locally managed sealed drugs pouches has improved medicines management and reduced costs associated with wastage but this is a very time consuming, resource intensive process which has been feasible due to the presence of additional staff on restricted duties.

Safeguarding

The safeguarding training content for CSR 2016.3 was agreed by the safeguarding committee and will consist of:

- Youth Violence and Gangs
- Looked After Children
- Domestic Abuse
- Hoarding

The project manager for safeguarding supervision started in July and is currently undertaking an induction into the Trust followed by fact finding on supervision requirements.

Clinical Supervision

An audit of the Operational Workplace Review was undertaken by the consultant paramedics. The results from this audit suggest appreciable variation in quality and comprehensiveness of OWR paperwork. Variation in the type of OWR paperwork in use may also contribute to this variation. The recommendations from the review will be shared with the Operations Directorate.

Mental Capacity Act

Work is currently under way to evaluate the confidence in the application of the mental capacity act and the use of an online questionnaire.



5 | TAKING PRIDE AND RESPONSIBILITY

Progress – August 2016



Deliverable	Lead
Clinical supervision	Fenella Wrigley
Consent MCA	Fenella Wrigley
Medicine Management	Fenella Wrigley
Safeguarding	Fenella Wrigley
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

Aug 2016		
Complete	Delayed	At Risk

Outstanding actions
<ul style="list-style-type: none"> No milestones to be delivered in August

5 | TAKING PRIDE AND RESPONSIBILITY

Forecast View



Focus for next month	Key risks and challenges
<ul style="list-style-type: none"> • There will be a continued focus on all areas of Medicine Management in September to ensure milestones are met. • Work also continues on the preparation for CSR2016.3 – safeguarding • The project manager for safeguarding supervision will be working on scoping the elements of the plan. 	

Deliverable	Lead
Clinical supervision	Fenella Wrigley
Consent MCA	Fenella Wrigley
Medicine Management	Fenella Wrigley
Safeguarding	Fenella Wrigley
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

Sept 2016			
Complete	On Track	Delayed	At Risk
	1		
	1		
	4		

Oct 2016			
Complete	On Track	Delayed	At Risk
	1		

