

## HEALTH OVERVIEW AND SCRUTINY COMMITTEE

May 2015

### MEDWAY FOUNDATION TRUST

Report from: Lesley Dwyer Chief Executive Medway Foundation Trust

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#### Summary

This report has been requested to provide the Committee with an update on the progress and challenges at Medway hospital.

#### Background

The Medway Foundation Trust (MFT) was placed in Special measures by Monitor the regulator in 2013 and has been subject to a number of critical CQC inspections in October 2013, February 2014, July 2014 and December 2014, however 2014 saw significant leadership changes at Medway NHS FT which have continued into 2015 with the appointment of Lesley Dwyer as the new chief executive officer.

Lesley Dwyer joined Medway NHS Foundation Trust from West Moreton Health Service where she held the same role leading the turnaround of a poorly performing hospital into one of the highest performing.

Originally a nurse and midwife, Lesley is a highly experienced chief executive with more than 30 years experience across the public health system at senior leadership, strategic and operational levels.

She has extensive experience in both driving reform and transformation projects.

This year the hospital entered into a “super buddy” arrangement, following on from the work carried out by University Hospitals Birmingham. This is an arrangement where a highly successful organisation assists a challenged organisation on a number of areas identified by the challenged Trust.

Medway Ft will work with GSTT on the following areas which have been identified by Medway as its key priorities for assistance. This help will ensure that Medway hospital fulfills its outcomes underpinning the 18 month plan

In November 2014 the Trust commenced its 18 month recovery plan which aims to have the Trust in a stable position by April 2016. This is however part of a longer term strategy that sees Medway Foundation Trust consolidates its position within the community and play a full role within the Health and social care agenda.

The Plan is based around 5 key themes which cover the breadth of changes and improvements that are required within Medway hospital to ensure that the Hospital delivers the high quality care our patients are entitled to.

- **Quality of patient services**
- **Leadership and management**
- **Emergency pathway and clinical services**
- **Data quality and governance**
- **Workforce**

Progress has been made across each of these key themes and are detailed below

### **Quality of patient services**

- MFT has appointed Dr Patricia Bain as the chief quality officer. Dr Bain has led safety and quality initiatives both centrally for the department of health and also in other hospital.
- In December MFT opened a new dedicated emergency department(ED) for children and in February commenced on the next stage of the adult ED redevelopment.
- The 18 month plan is aimed at improving the quality of patient services provided at MFT and a number of very specific initiatives are underway. These include
- Sign up to safety campaign
- Focus on early interventions with patients who have infections
- Focus on early intervention with patients who have pneumonia.
- Work is also underway with GSTT aimed at improving quality

### **Leadership and management**

- A new executive team has been appointed with the exception of the chief financial officer. This post is being covered in the interim by a highly experienced 'turnaround' director. Plans are in place to advertise the substantive position post on a permanent basis now that the Chief executive is in post
- The Trust has appointed to its sub board director level and is currently advertising to fill its vacant clinical director posts.
- Structures have been agreed for the management level below these posts and are in the process of having paperwork finalised before being advertised.
- GSTT are currently assisting the Trust with development of its clinical leadership programs
- GSTT are also assisting with professional nursing issues

## **Data quality and Governance**

- A new Patient administration system was introduced in February this year which saw a very successful transfer of all patient records onto a new electronic system.
- A number for data quality issues were highlighted by the Director of informatics Information. The issues were present in a number of the Hospital electronic systems. The Trust in the process of completing its data quality validation project
- GSTT are assisting the Trust with developing the clinical governance structures and processes within the hospital. They are using their experience to test the processes and to recommend improvement where required.

## **Emergency pathway and clinical services development**

- MFT has moved from being the worst hospital in the country measured against the 4 hour ED target to being within the top 50%
- Ambulance handover times have improved significant allowing experienced paramedic staff to get back out in their ambulances instead of waiting in the emergency department.
- Patients are now routinely seen within 15 minutes of arriving at the hospital by a practitioner
- The trust has introduced a new frailty pathway to ensure that the old and frail patients are on the most appropriate pathway.
- The Trust is currently working on a plan to review every one of its clinical services to ensure that they are delivering high quality cost effective care in line with commissioners requirements

## **Workforce**

- There are a large number of band 5 vacancies MFT has developed a recruitment and retention plan for this specific group of staff. This will involve a number of initiatives including, better questioning of why staff want to work here, better questioning of why staff chose to leave, better engagement with staff around training and development and appraisal systems.
- MFT will also participate in an overseas recruitment drive.
- The trust is also working to refresh its vision and values to engaged staff feel engaged with the hospital
- There are initiatives to increase the number of apprentices we train and employ
- Work continues with the training institutions to increase the training and education opportunities for our staff and also increase the number of students we accommodate who then feel part of Medway

## **Conclusion**

The Trust has been informed to expect a CQC inspection of all of its services commencing 25<sup>th</sup> August, the 18 month plan has a number of elements that underpin the CQC inspection regime whilst there is clearly still a number of challenges facing the Trust. However progress has been made over the last 6 months and will continue in the coming months the direction and leadership from the new CEO will be vital over the coming months in maintaining and building on this progress.