


Board of Directors' Meeting 10 March 2022

Agenda item	047/22			
Report	Board Listening and Learning by Genba methods			
Executive Lead	Nigel Lee, Chief Operating Officer Richard Steyn, Co Medical Director Rhia Boyode, Director of People & OD			
	Link to strategic pillar:		Link to CQC domain:	
	Our patients and community	√	Safe	√
	Our people	√	Effective	√
	Our service delivery	√	Caring	√
	Our partners	√	Responsive	√
	Our governance	√	Well Led	√
	Report recommendations:		Link to BAF / risk:	
	For assurance		Link to risk register:	
	For decision / approval			
	For review / discussion			
	For noting			
	For information	√		
For consent				
Presented to:	-			
Dependent upon (if applicable):				
Executive summary:	<p>On the 9th February 2022, two 'Genba' Walks took place on the Royal Shrewsbury Hospital site. One in the Integrated Discharge hub and one on Ward 25.</p> <p>The following report is high level feedback from the lead for each visit. Detailed reports and action plans are available from the Improvement Hub Team.</p>			
Appendices:	n/a			
Lead Executive:				

1.0 Introduction

- 1.1 The visits were well received, and each visit identified opportunities intended to improve the experience for our service users and our colleagues. Each 'walk' included an 'onsite' aspect and a virtual 'visit'.
- 1.2 Each section below gives a brief overview of the respective visits by the lead.
- 1.3 Action plans and full reports from the visits are available from the Improvement Hub.

2.0 Integrated Discharge Hub

- 2.1 The review team, led by Dr Catriona McMahon and Nigel Lee were greeted by Richard Allman Evitts and Sean Parrish, who showed the onsite review team around the hub. Reflections on the visit from Nigel Lee are below.
- 2.2 In visiting the integrated discharge team it was obvious the team had a real collaborative mindset with an excellent, varied skillset. It took a while to get this team a space within the hospital, but now the team seem settled in the offices previously occupied by the Improvement team in the Copthorne building. Work is also in progress to provide a kitchen area. The team are comprised of SaTH, Community Trust and local authority staff, who work hard to help patients who have been deemed to be medically fit for discharge and work with a number of internal and external stakeholders to progress patient's transfer to home or other care setting. A follow up process that has been introduced has really helped care homes.
- 2.3 Sustainability of the team is vital and this needs to be a whole-system approach; a business case has been drafted including cover across 7 days.
- 2.4 The reflection of the Genba team was that the visit was enjoyable and that Richard, Sean and team were doing a fantastic job. The team were impressed at the improvements they were making.

3.0 Ward 25

- 3.1 The review team, led by Dr Richard Steyn, were greeted by Emma Salvoni (Matron) and Michelle Cole (Divisional Director of Nursing) before splitting into the "Virtual Genba" (Held on Microsoft Teams) and "Physical Genba" heading up to Ward 25. Upon arriving on Ward 25, the team was greeted by Mandy Esp (Ward Manager). The immediate impression of the ward was one that was remarkably clean with a feeling of order. Despite the ageing estate, the cleanliness levels were excellent with the housekeepers devising an updated rota to ensure compliance to the standards.
- 3.3 Richard reflected that the visit was one of the nicest visits he had undertaken to a ward area. Despite being impressed with the environment there is more work to be done. Staff rooms need to be improved and more access to IT equipment would make life easier on the ward. There also needs to be consideration after the modular ward is open to getting the balance right for clinical vs office space in this area.
- 3.4 The matrons really commended the team and highlighted the excellent pastoral care that Mandie offers staff. Despite a number of traumatic events, the ward team have still continued to smile. The support of the matrons was noted, and it was felt that the team was secure.

3.5 The Board have been provided with this paper for information, 'Listening and Learning' through Genba methodology supports our commitment to 'Board engagement'.