


Board of Directors' Meeting 14 April 2022

Agenda item	068/22			
Report	Board Listening and Learning by Genba methods			
Executive Lead	Rhia Boyode			
	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			
	For decision / approval		Link to risk register:	
	For review / discussion			
	For noting			
	For information	√		
	For consent			
Presented to:	-			
Dependent upon (if applicable):				
Executive summary:	<p>On the 9th March 2022, the Trust undertook three 'Genba Walks' (executive visits to areas). These walks took place in the following areas: Fracture clinic at RSH, PALS at RSH and the Recruitment Team at the Shrewsbury Business Park.</p> <p>The following paper details reflections for the visiting team after each of these visits.</p> <p>Each visit has a full-length report, and actions which are followed up with the area.</p>			
Appendices:	Appendix 1 – Fracture Clinic and Plaster Room Report Appendix 2 – PALS and Complaints Report Appendix 3 – Recruitment and Temporary Staffing Report			
Lead Executive:				

1.0 Introduction

- 1.1** On the 9th March 2022 the Trust undertook three 'Genba Walks' (executive visits to areas). These walks took place in the following areas: Fracture clinic at RSH, PALs at RSH and the recruitment team at the Shrewsbury Business Park.
- 1.2** The following paper details reflections for the visiting team after each of these visits.
- 1.3** Each visit has a full-length report, and actions which are followed up with the area.

2.0 Fracture Clinic, RSH

- 2.1** The Genba Team led by Nigel Lee and Kara Blackwell was greeted by Trudy Hurst (Matron) and Nicola Evans (Outpatient Sister) before splitting into the "Virtual Genba" (Held on Microsoft Teams) and "Physical Genba" heading up to the Fracture Clinic followed by the Plaster Room.
- 2.2** Upon arriving at the Fracture Clinic, the Genba team were able to view the environment and noted how bright and inviting the space was. It was highlighted that during the move to the new Fracture Clinic there were minimal teething issues, and this was attributed to obtaining the right engagement during the design and implementation phase. The team were very proud of how well colleagues worked together and it was felt that there is an appetite to encourage further improvements within the area.
- 2.3** Upon arrival in the Plaster Room, it was evident that the environment was remarkably clean with a feeling of order. Colleagues were proud to work in the area and this was apparent in the care being received by the patients within the department at the time of the Genba walk.
- 2.4** Good conversations were had with both teams. It is evident that there is great teamwork across the teams. Team development was highlighted as playing an important role and the teams were encouraged to build on the excellent work that has already been undertaken within both areas. The Genba team were struck by the passion the leaders have for their service area and the desire to continue to make improvements. The newly located plaster room and fracture clinic is a fit for purpose space which encourages a positive working environment. Colleagues within the area were happy and proud to work here. The Genba team found that the Genba walk had opened up dialogue that will further support more collaborative working across the services.
- 2.5** The fracture clinic is a very busy area with peaks in demands. It was suggested to review the activity levels and attempt to level load to ensure a more even flow. Communication between the two departments is key and this is being addressed with the collaboration between outpatients and MSK. The team was encouraged to reintroduce the virtual fracture clinics and identify a lead to progress this work.
- 2.6** It was helpful to understand the flow within the departments and it has been suggested that the business case approval is likely to increase flow further, having a significant impact on patient experience and service availability.

3.0 PALs and Complaints, RSH

- 3.1 The Genba team, consisting of Dr Catriona McMahon, Rhia Boyode and Teresa Boughey were met by Julia Palmer who introduced them to the team that included representatives from RSH and PRH. She briefly explained the structure, which now consists of Complaints, PALS, Bereavement, and the Medical Examiner service. Julia wanted to share how proud she is of the team and how they are working extremely hard to reduce the backlog of complaints, despite limited staffing; there was a backlog of 180 overdue complaints that have now been reduced to 34
- 3.2 Rhia reflected that she cannot thank the team enough for their commitment, despite gaps in staffing, and she felt there is a great sense of team cohesion. There remain many challenges with the estate and therefore, the team may benefit from looking at more agile working. Importantly, triangulation of learning is important to ensure an incident only happens once.
- 3.3 Teresa reflected and reiterated Rhia's thoughts around triangulation of complaints and recommends the team looks for patterns. She wondered if the team could consider other ways to bridge the gaps in recruitment and ensured the current team and new colleagues receive the development they need. Aligned to this is consideration for promoting the team and looking into how other companies do well around complaints and ultimately, consider what award the team would wish to gain.
- 3.4 Catriona reflected that she sees PALS & Complaints at the forefront of what people see about our organisation and the team has a massive opportunity to get in early and "nip in the bud" any potential incidents that will change someone's experience at the Trust. When she is next at board, she will now be in a position of insight, rather than depending on data, and she sees this department as one of the most important faces of the Trust.
- 3.5 Supported by Mary Aubrey, the team has been benchmarking and concluded that they are under establishment. This data supports the current business case which is going through the process. The current business case is taking a long time to be approved and has recently missed a cut-off for the Investment Committee which only meets every two months. Teresa took an action to discuss the Investment Committee process and how some Business Cases can be expedited.
- 3.6 Mary was full of praise for the team who are working extra hours and flexibly to meet the demands of the service but acknowledges that the Business Case needs approving as soon as possible to enable the appropriate staffing levels to be achieved.

4.0 Recruitment team, Shrewsbury Business Park

- 4.1 The review team led by Anna Milanec and Tony Bristlin were greeted by Laura Carlyon, who showed the onsite review team and David Brown who was attending via Teams around the Recruitment and Temporary staffing offices.
- 4.2 The teams were both very busy but worked within calm happy environments. Both teams had continued to work on site at Shrewsbury Business Park throughout COVID-19 to continue to play their part in providing safe staffing for our wards and departments. Recruitment shared the extensive work they do to support recruitment of colleagues from overseas and how they support them to set up their new lives in Shropshire when they arrive. They also shared their aspiration to develop their local and UK recruitment offers.

- 4.3 The Temporary staffing team were able to explain how they had responded to the needs of the organisation, moving to extended hours and working closely with clinical colleagues to ensure our wards are safely staffed. Denise Rotchell who manages the Temporary staffing team shared the ongoing work she and her team do to ensure that Agency costs are constantly reviewed and driven down.
- 4.4 The current level of activity for the recruitment team means that they have to prioritise advertisements / interviews / ESR forms over 'chasing' up recruitment checks. Consequently, some recruits are in the system far longer than they should be. An opportunity to improve this may be around increased resource which Laura is looking into and also an additional module to the TRAC system which allows all pre-employment checks to be done in TRAC rather than through the email system. The module would cost around another £700 per month.
- 4.5 The Genba team commended the hard work of the teams and commented that they had found the visit to be really helpful in their understanding of the work they do. Tony reflected that if the recruitment and temporary staffing teams can get their work right, it makes the clinical work so much easier.