


## Board of Directors Meeting 10 November 2022

<b>Agenda item</b>	220/22		
<b>Report Title</b>	Board Listening and Learning by Genba methods		
<b>Executive Lead</b>	Rhia Boyode, Director of People & OD		
<b>Report Author</b>	James Owen, Deputy Director of Education and Improvement		
	<b>Link to strategic goal:</b>		<b>Link to CQC domain:</b>
	Our patients and community		Safe
	Our people	√	Effective
	Our service delivery	√	Caring
	Our governance		Responsive
	Our partners		Well Led
	<b>Report recommendations:</b>		<b>Link to BAF / risk:</b>
	For assurance		BAF3, BAF4,
	For decision / approval		<b>Link to risk register:</b>
	For review / discussion		
	For noting	√	
	For information		
	For consent		
<b>Presented to:</b>			
<b>Executive summary:</b>	<p>On 12 October 2022, the Trust undertook 2 'Genba Walks'. These walks took place in the following areas the Education Support Unit department RSH, and the Critical Care Unit (CCU) RSH Department .</p> <p>Board members are asked to <b>NOTE</b> this paper, which demonstrates the reflections from the Genba walks held, and as a result, the specific actions that are being led by Executive members</p>		
<b>Appendices</b>	Appendix 1: Actions from visit		
<b>Executive Lead</b>			

## **1.0 Introduction**

- 1.1 On 12 October 2022, the Trust undertook 2 'Genba Walks'. These walks took place in the following areas the Education Support Unit department RSH, and the Critical Care Unit (CCU) RSH Department. Unfortunately, a planned visit to Ward 14 was cancelled as a Board committee meeting overran.
- 1.2 Board members are asked to note this paper, which demonstrates the reflections from the Genba walks held in September, and as a result, the specific actions that are being led by Executive members.
- 1.3 During the visits, actions were recorded and are routinely monitored through the Improvement Hub. Actions are recorded in the 'reverse RAG' format and high-level actions will be detailed within this report.

## **2.0 Education Support Unit department RSH**

- 2.1 The following members of the Board of Directors and additional colleagues conducted a Genba walk to the Education Support Unit department RSH: The Director of Strategy and Partnerships, the Head of Finance, 2x Non-Executive Directors; the team was hosted by the Senior Education Business Partners, the Head of Non-Medical Education and members of the Education team.
- 2.2 The visiting team was warmly welcomed to the department by the host team who were pleased to be given the opportunity to show the Genba team around the department. Whilst on the Genba, members of the team were able to talk to people who were receiving training at the time.
- 2.3 The team discussed the apprenticeship programme and how that has developed to include AHP's, radiology, medical devices medical engineering and other departments. The apprenticeships are advertised at the Apprentice Show, and they are in competition with other companies such as Land Rover. There was a discussion about how we access the wider education pool (rather than offering apprenticeships to just our own workforce) and the balancing measure of how we ensure that we don't take away from our wider systems (for example the social care workforce).
- 2.4 Training is identified through people's appraisal and training which can also be identified through serious incident investigations and occasionally through complaints and data submissions, or because new equipment is being used. There was also a discussion regarding how we support colleagues to move between departments within the Trust. The team are currently looking at the feasibility of developing a new role to look at internal medical graduates
- 2.5 The team offer a lot of support to our Junior Doctors. The Trust is increasing numbers of Foundation Doctors by 46% and needs to consider what Shropshire can offer. It was noted that there was good feedback regarding the personal support offered. The team also offer support to the HCSW academy and to OSCES system wide and Shropshire nurse pathway, Shrewsbury college and Chester University..
- 2.6 The main blocker for the Education Support Unit is accommodation. The team have been at Copthorne building for four years, and only have one room at Telford. Need to use outside facilities such as the football ground. Lack of accommodation can make the team feel undervalued. The value of team was recognised by the Board of Directors, regarding the importance to recruitment and retention and patient care.

- 2.7 The team are very proud that the new SaTH Education prospectus has been released online and, in a booklet. It was discussed how do we disseminate this wider. There is some income generation from conferences; it was raised if we should consider cross charging the ICS.
- 2.8 Action Plan – see Appendix 1.

### **3.0 Critical Care Unit (CCU) RSH Department**

- 3.1 The following members of the Board of Directors and additional colleagues conducted a Genba walk to CCU at RSH: The Director of Nursing, the Chief Operating Officer, a Non-Executive Director, and the Head of Programmes. The team was hosted by the Ward Manager, Ops Manager, Clinical Director, and the Divisional Director of Nursing.
- 3.2 The Genba team was warmly welcomed into the CCU with the hosts keen to demonstrate how they had settled into the new area and how the team was adapting to its interim surroundings. Morale was high as the area presented them with many positive opportunities, such as amalgamating the ITU and HDU service into one area, an improved new staff room, and improved patient areas, including “en-suite” facilities in all the side rooms and bays. The key concern raised was a lack of a central monitoring system and subsequent lack of visibility in all of the bays and side rooms; this is a working practice that had been long established in the previous ITU/HDU and therefore, the team needed to adapt to ensure patients were not put at risk. Additionally, this was further impacted due to the location of the medication room and requirement for two nurses to attend, taking them off the ward and out of sight. To mitigate this risk, a Quality Impact Assessment was provided that enabled spending for 2 x Agency nurses to uplift the overall staffing, that enabled a more permanent presence in the bays and side rooms.
- 3.3 Due to the size of the area, not all bays were required and therefore, two of the bays had been used for storage of new equipment that had been ordered for when the surgical team move in to take up the space. This raised some concern around fire risk, as well as potential for equipment going missing. Additionally, it had been noted that when evacuating for a fire, it was not possible to evacuate patients in beds through the side doors and therefore, the only escape route was each end of the ward. A positive impact on staff, with the additional space available, was being able to utilise a side room as a Ladies changing room.
- 3.4 The team shared their experience of moving into the new space and although it was acknowledged that it was a very good facility it was not designed to be an ITU. The use of individual rooms meant that staff could feel isolated, the location of the controlled drugs room and the lack of a central desk where highlighted as examples. It was discussed that there was a need to ensure that this end user feedback was captured and shared with the HTP team to make sure future designs took these into account.

3.5 Much work is underway to improve the service and support current staffing shortages as follows:

- Addition of clinical Band 7s (5WTE) which would ensure one per shift. This will provide senior support for each shift, as well as reduce some of the pressure for the Ward Manager
- Introduction of 2 x Development nurses
- Uplift of B2 & B3s

By introducing the B7 roles, it is anticipated that this will provide development opportunities for current B6's, which will retain the expertise required and mitigate the need to provide specialist training. Consultant cover is more challenging with a current shortage of 7. As a result, the current Consultant workforce is having to work 1.5 times their contracted hours, alongside some locum support, to maintain the service; following a recent recruitment drive, there were no applicants

3.6 Finally, one of the Therapy Assistant Practitioners shared with the Genba team the new CCU patient diary as part of an improvement initiative. She was keen to share the work, which focusses on the "human side" of care by providing patients, predominately those who are ventilated and/or, suffering delirium, to provide diary entries that anchored them in real memories. This initiative helped a patient who had thought they had been attacked, then, following reading the diary entries, realised what really happened. A video has been made to support colleagues complete the diaries, with patient stories that has provided very positive feedback. The Director of Nursing agreed that these patient stories should be shared at the Board.

3.7 Action Plan – see Appendix 1.

Appendix 1

October 2022, Genba Walks						
Ref	Action Detail	Start Date	Due Date	Accountable Person	Exec Lead (If required)	Update
85	Director of Finance to invite Deputy Director of Education and Improvement to be involved in a working party to discuss accommodation	13/10/2022	31/12/2022	Director of Finance	Director of Finance	Initial meeting held 24/10/2022
86	Identify requirements of accommodation	13/10/2022	30/11/2022	Senior Education Business Partner	Director of Finance	List of requirements submitted to Estates
87	Conversation about the next steps for promoting the range of training provided (Deputy Director of Education and Improvement, Director of People and OD and Director of Strategy and Partnerships)	13/10/2022	30/11/2022	Deputy Director of Education and Improvement	Director of Strategy and Partnerships	Meeting arranged for 16/11/2022
88	Arrange Genba walk for Library Services	13/10/2022	15/10/2022	Improvement hub	Director of Strategy and Partnerships	Arranged
89	Director of Nursing to link the Patient Experience lead with the ITU team to show the ITU patient diary video at a Board of Directors meeting	12/10/2022	30/11/2022	Director of Nursing	Director of Nursing	

