

Board of Directors' Meeting: 10 August 2023

Agenda item	102/23		
Report Title	July Board Walks Summary Report		
Executive Lead	Anna Milanec, Director of Governance		
Report Author	Beverley Barnes, Board Coordinator		
CQC Domain:	Link to Strategic Goal:		Link to BAF / risk:
Safe	Our patients and community	√	N/A
Effective	Our people	√	
Caring	Our service delivery	√	Trust Risk Register id:
Responsive	Our governance	√	
Well Led	Our partners	√	
Consultation Communication	N/A		
Executive summary:	<p>Board Walks were undertaken on 13 July, with three groups of Directors (Executive and Non-Executive), visiting the following areas:</p> <ul style="list-style-type: none"> • PRH – Acute Medical Unit (AMU) & Same Day Emergency Care (SDEC) • RSH – Ward 35: Renal • RSH – Ward 32: Trauma & Orthopaedics (T&O) <p>A summary of feedback and findings from each visit is included as Appendix 1.</p> <p>The visits were the first in a regular programme of Board Walks, which will take place, across both hospital sites, every other month going forward.</p>		
Recommendations for the Board:	The Board of Directors is asked to note and reflect upon the feedback summarised in Appendix 1		
Appendices:	<u>Appendix 1</u> – Board Walks: Feedback Summary Report		

APPENDIX 1

Board Walks, 13 July 2023 – Feedback Summary Report

1. PRH – Acute Medical Unit (AMU) and Same Day Emergency Care (SDEC)

Visited by Sara Biffen, Teresa Boughey and David Brown

Positives

- The recently appointed Flow Coordinator had become an intrinsic member of the team.
- The team were very welcoming, and compassionate care was clear, although colleagues were extremely busy.

Issues and Frustrations

- The Ward Manager referred to ongoing challenges with hospital flow and insufficient space for patients. Displaced equipment was also currently taking up AMU space due to ongoing building works.
- She talked about corridor care, and her frustration about this type of care was evident
- The AMU board showed 30 Decisions to Admit patients (DTAs) still to be moved onto the ward from the Emergency Department, with insufficient beds available.
- It was noted that there were ongoing delays in discharge letter production due to a lack of timely availability of Doctors
- The ward manager expressed concern around staffing, with seven colleagues due to go on maternity leave soon.

2. RSH – Ward 35 (Renal)

Visited by John Jones, Helen Troalen and Catriona McMahon

Positives

- First impressions were that the ward was well-lit and welcoming, and all colleagues seemed very engaged
- All areas were clean, well-ordered, and all notices were up to date. The storeroom was extremely tidy and well organised
- The Ward Manager, took Board colleagues on a comprehensive ward tour, which included introductions to staff and patients. She was clearly very proud of her ward and welcomed further visits
- Weekend working - Board colleagues were shown the 'red bag' and contingencies/mitigations for managing bio-chemically unstable patients. It was noted that there was a requirement for the ward to have a large amount of equipment due to its isolated position on the site
- Board colleagues were advised of the sharing of the vascular access room, and gained a sense that ward staff were happy to share resources and work together with other teams
- The Ward Manager displayed knowledge and confidence about fire/evacuation procedures

- There was a good discussion around step down utilisation for patients who were medically fit to be discharged. The ward was not the biggest user of the virtual ward but were advocates for the proposition

Issues and Frustrations

- The issue of the flat roof was discussed, as there had been two previous instances with water ingress in the sluice room. Whilst informed that repairs had now taken place, ward colleagues remained somewhat concerned about a re-occurrence

3. RSH – Ward 32 (T&O)

Visited by Hayley Flavell, Inese Robotham, Raj Dhaliwal and Rosi Edwards

Positives

- Board colleagues were warmly welcomed by the Ward Manager. First impressions were very positive. The ward was bright and uncluttered. It was busy but not chaotic, and clearly well led
- There was a mix of patients on the ward, and the attached courtyard garden space was recognised as really important for patient wellbeing, in addition to being a great space for staff to use.
- There was discussion with some of the therapists, all of whom were very positive, and they wanted to particularly praise the Complex Discharge Nurse
- Discussion also took place with cleanliness team colleagues, who stated that they felt very included
- A patient, who had a long inpatient history, commented that it was the best ward he had been on
- There was discussion about the Trauma Assessment Unit, and how time had previously been saved by the utilisation of spare theatre time, as well as providing an improved experience for patients who had not had to return for further appointments. It was hoped that a move back to the TAU would take place in October
- Overall, there was a very positive 'vibe' on the ward, with an example seen of a message wall where staff wrote their own encouraging messages. There was also very good vision on what could be done on ward re-design
- The ward recruitment position was very positive, with the sickness rate halved and a full complement of staff

Issues and Frustrations

- The therapist team leader asked for help with the procurement of an item of equipment. The League of Friends were happy to support but there appeared to be a lot of 'red tape'
- Ward colleagues said that it would be really helpful to be able to operate a 7-day service, due to the number of patients who are medically fit to be discharged on Monday mornings
- Colleagues expressed concern around the forthcoming Telford Orthopaedic move, particularly around the lack of visibility of phased movement. There was little interaction with the ward around when staff would be joining and

what skill sets they had. Colleagues felt that if there was better engagement they could help to plan

- Whilst the staff rest room seemed a reasonable size, there was no changing area and staff usually came into work with a coat over their uniform

The Board of Directors wish to express their thanks to all colleagues who met with them, for their levels of engagement, commitment, passion and honesty.