PROUD TO CARE

Liz Rix
Chief Nurse

University Hospital of North Staffordshire

Re-shaping the Nursing Workforce

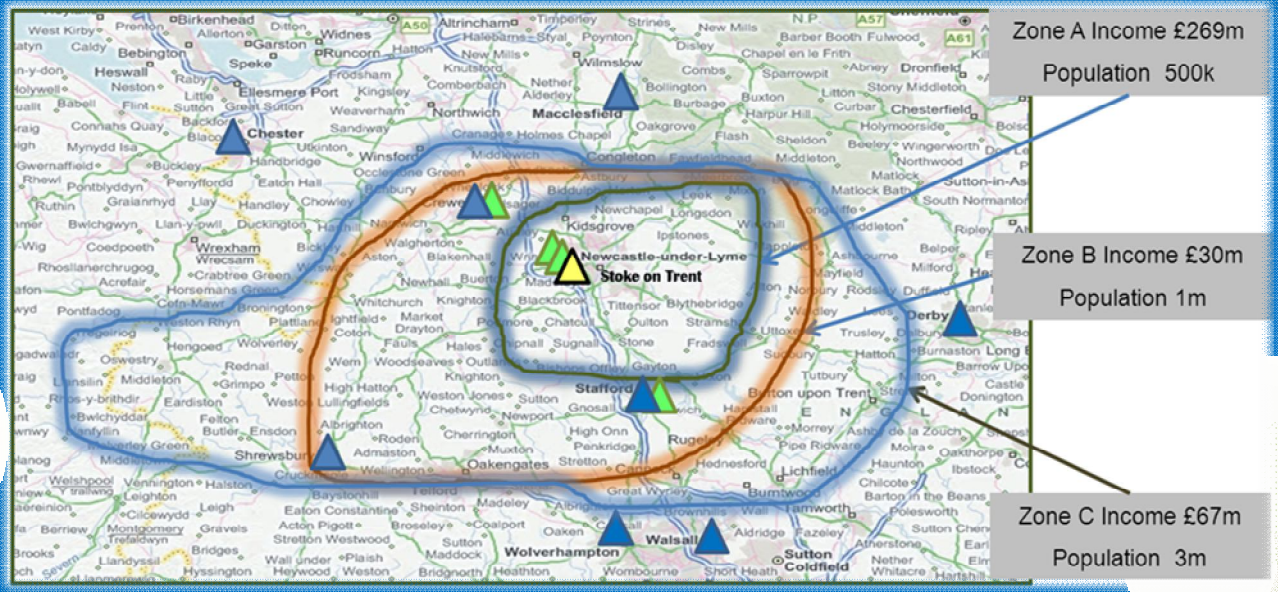
22nd February 2012

Nursing Times Awards 2011 Winner | HSJ Awards 10 Highly Commended | Lean in Healthcare Awards 2010 Winner | Nursing Times Awards 2010 Finalist | The Awards Finalist 2010 | Patient Safety Awards 2011 Winner

University Hospital – who we are

£418m income organisation
1,153 beds - 6,380 FTE staff (June 2011)
59% emergency work, 41% elective
Geographically isolated, largest Trust within 50 miles

Trust	Income (£m's)
UHNS	£418
Mid Staffs	£158
Mid Cheshire	£167
Wolverhampton	£306



A critical player in the larger health economy

Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING AWARDS 2010 FINALIST
THE AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

from this

to this

Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING TIMES AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

Re-shaping the workforce

Drivers for change:

- New hospital but smaller
- Transformation programme
- New structures and ways of working

Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING Times AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

Fit for the Future

University Hospital – the new £370m acute hospital

The new Cobridge Community Health Centre

The five goals:

- Ultra modern, single site acute hospital with 300 fewer beds
- Modernised clinical processes and best practice
- Safe, earlier discharge with right care and support
- Admission avoidance through better co-ordinated care for complex conditions
- More testing and treatment in the community to improve patient access

Nursing Times Awards 2011 Winner
HSJ Awards 10 Highly Commended
Lean in Healthcare Awards 2010 Winner
Nursing Times Awards 2010 Finalist
The Personnel Today Awards Finalist 2010
Patient Safety Awards 2011 Winner
PROUD TO CARE

The transformation programme

Supports transfer of clinical services to single site

eg. best practice length of stay programme

Supports Trust's 3-5year strategic direction through:

- QIPP
- Improved business systems (e-rostering, digital dictation, outpatient technology, etc)
- Workforce change
- Building capacity and capability (productive wards, major trauma centre, vascular and pathology alliances, etc)

Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING TIMES AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

New structures and ways of working

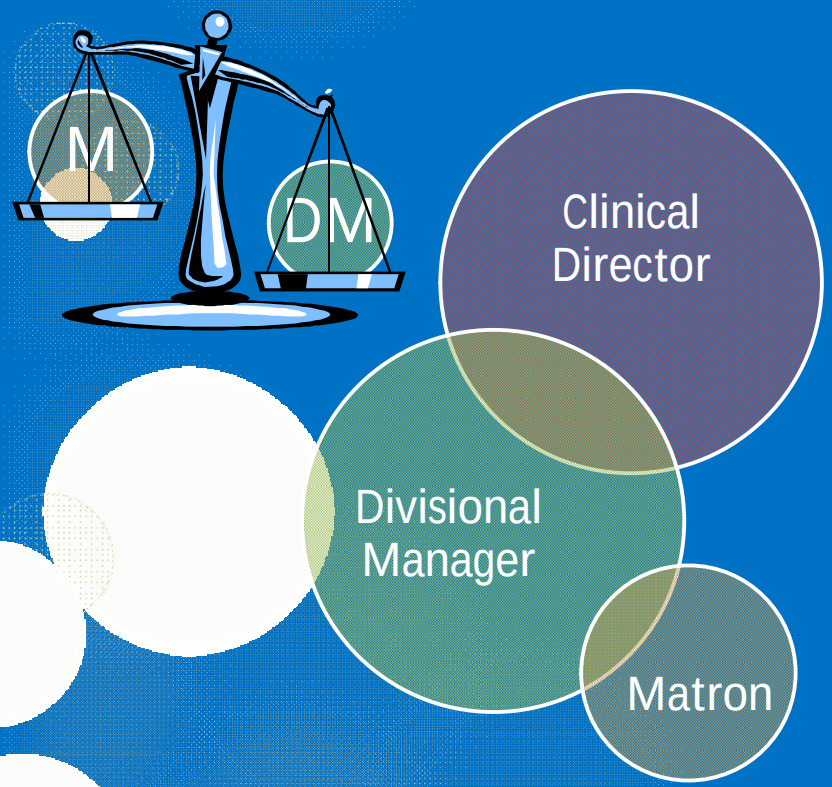
- Service line management
- Clinical leadership
- Implementation of change

PROUD TO CARE

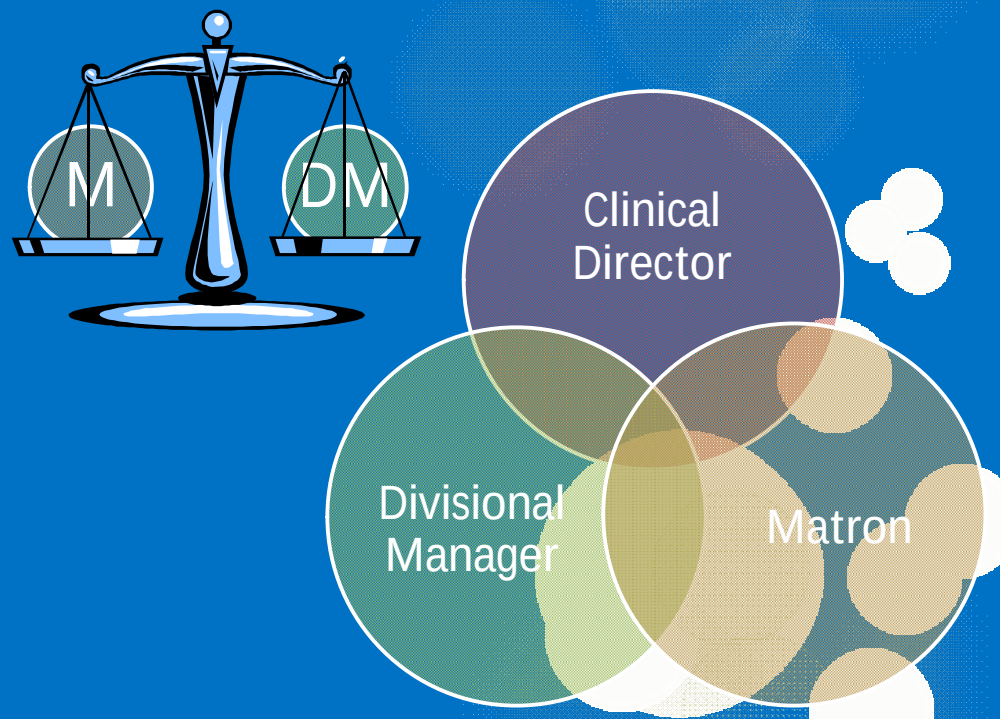
What we changed

Service line management means Nursing now has a greater influence

Divisional structures pre 2009/10



Divisional structures now



Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING TIMES AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

A perfect storm

As we were building a new hospital,
so we were building the change process

Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING TIMES AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

What does that mean for Nursing and Midwifery?

- Accountability and responsibility
- Nurses managing nursing
- Budget management
- Manage patient environment and experience
- Uphold professional regulation

Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING TIMES AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

Professional structure:

- Professional Advisory Group
- Nursing and Midwifery Quality Forum
- Back to the Floor

Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING Times AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

Change from within:

Trust's Strategic Framework

Behaviour: Golden Rules

Proud to Care

Uniforms and titles

Matron/Senior Clinical Nurses

Sister/Ward Manager

Staff Nurse

Management of Change

- Involved whole nursing workforce
- Biggest single management of change programme in our history – probably in the country
- Needed because skill mix too rich compared with similar hospitals
- Opportunity to renew emphasis on quality

Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING AWARDS 2010 FINALIST
THE AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

Foundations of Safe Care

- Specialist Roles
- Safety Expres s
- Infection, Prevention and Control Team
- Proud to Care
- Patient Experience

Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING Times AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

UHNS Safety Express

- Measuring and Reducing Patient Harms
- Safety Thermometer
- Care Rounding
- Falls (Post) Stickers
- Falls Specific RCA Tool
- Falls Summary sheet for dissemination of actions
- Nutrition
- Catheters

Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING Times AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

Safety Express

4 Harms

- VTE's
- Pressure Ulcers
- Falls
- CAUTI's

Developments

- VTE Assessments and Prophylaxis
- Skin Bundles, Care Rounding
- Falls Bundle, Morse Tool
- Catheter Life/Insertion Charts
- Nutrition Assessment Tool/Patient Weights/New Scales

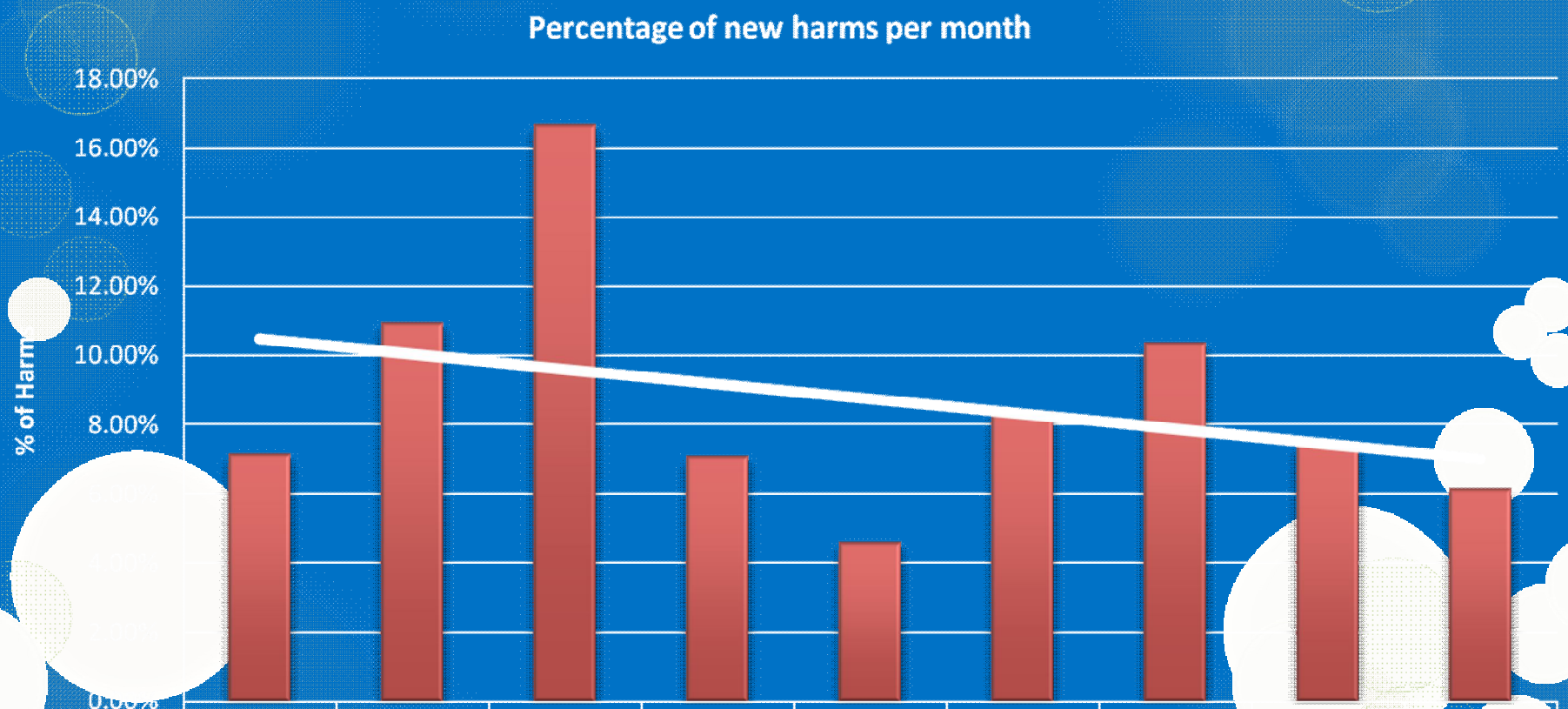
Nursing Times Awards 2011 Winner
HSJ Awards 10 Highly Commended
Lean in Healthcare Awards 2010 Winner
Nursing Times Awards 2010 Finalist
The Personnel Today Awards Finalist 2010
Patient Safety Awards 2011 Winner
PROUD TO CARE

The results of change

Management of change + Change from within + Emphasis on quality =

Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING TIMES AWARDS 2010 FINALIST
THE AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

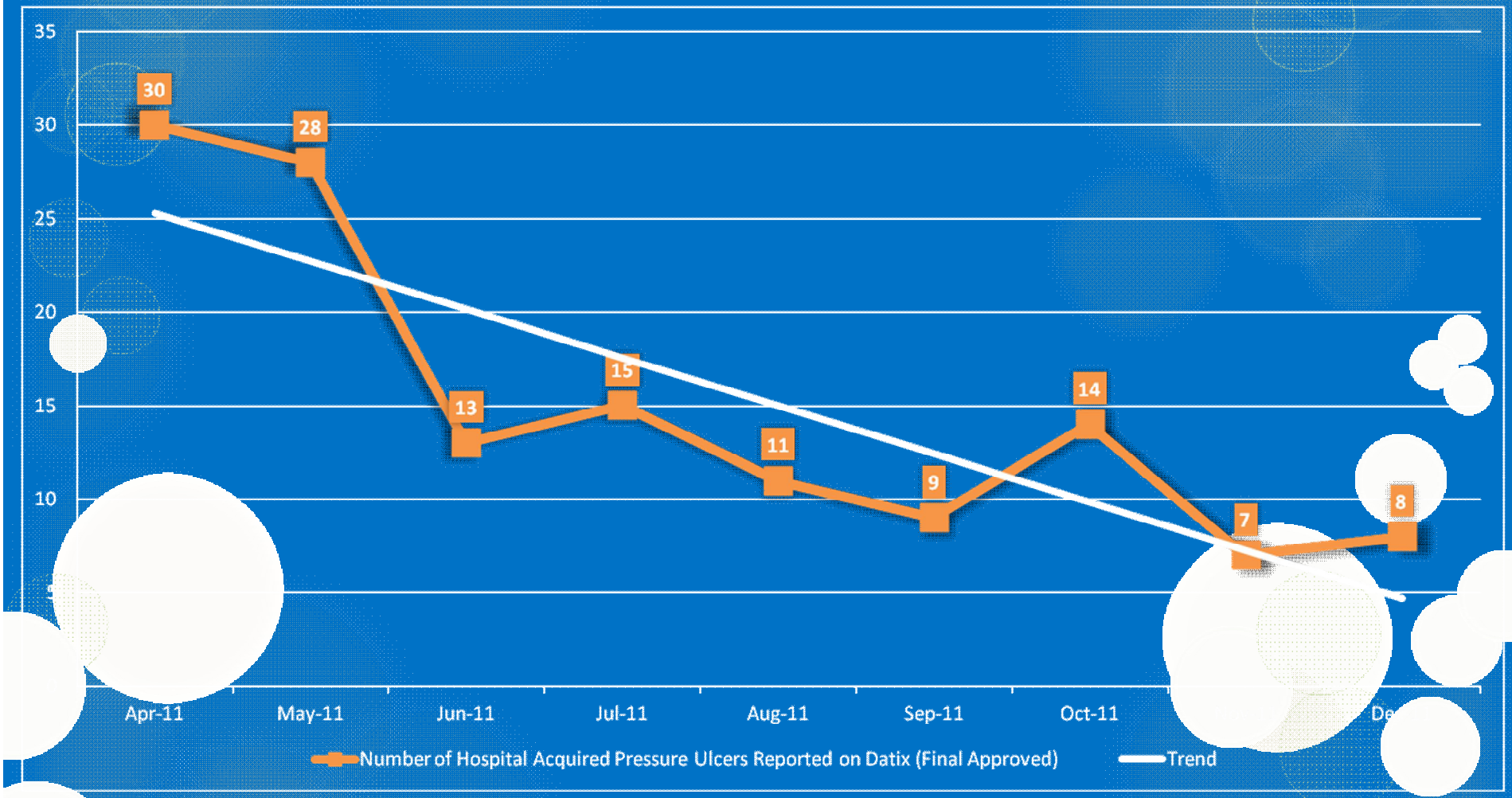
Safety Express Overall Harms



	Apr	May	Jun	Jul	Aug	Sep	Oct		
% of Harms	7.14%	10.94%	16.67%	7.06%	4.58%	8.37%	10.35%	7.45%	6.

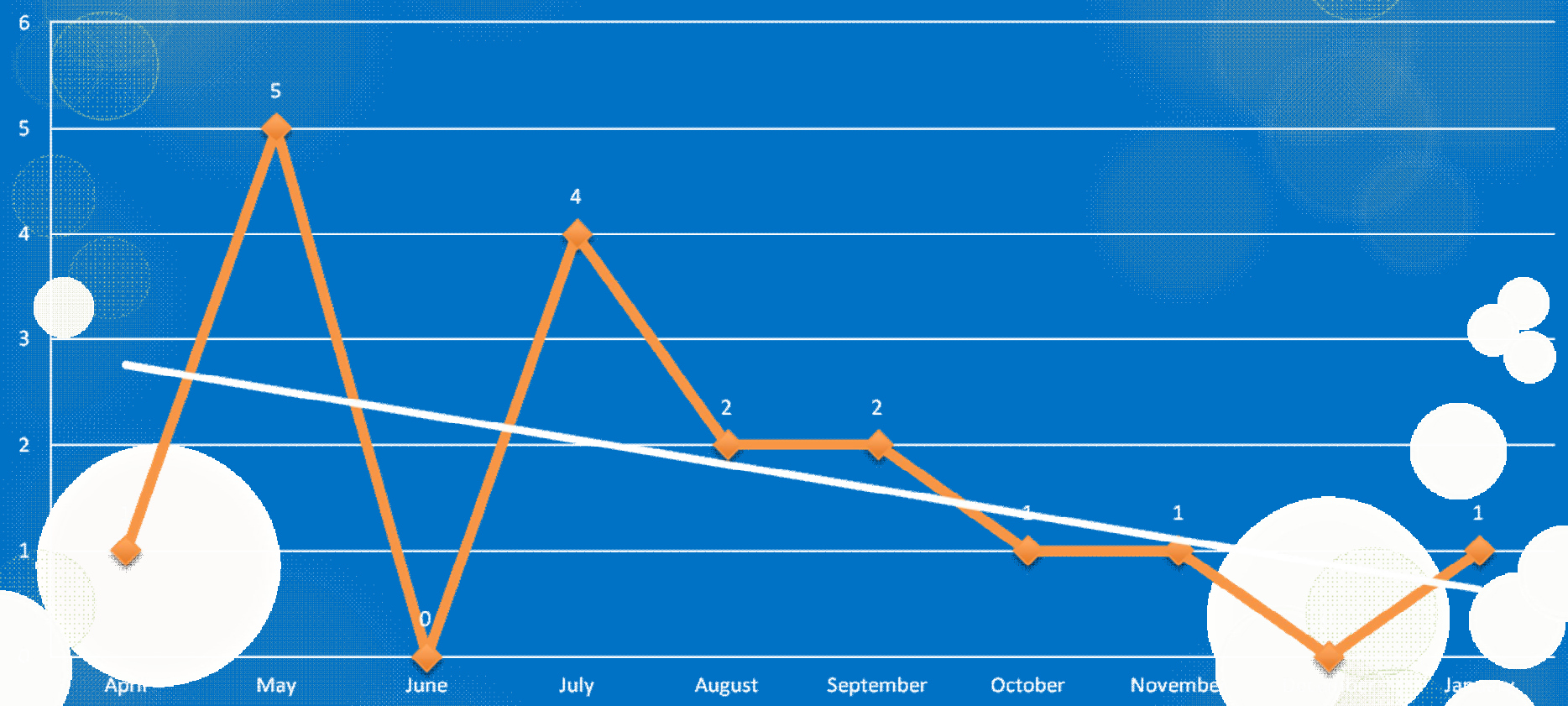
Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING Times AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

Final approved pressure ulcer incident reporting



Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING AWARDS 2010 FINALIST
THE AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

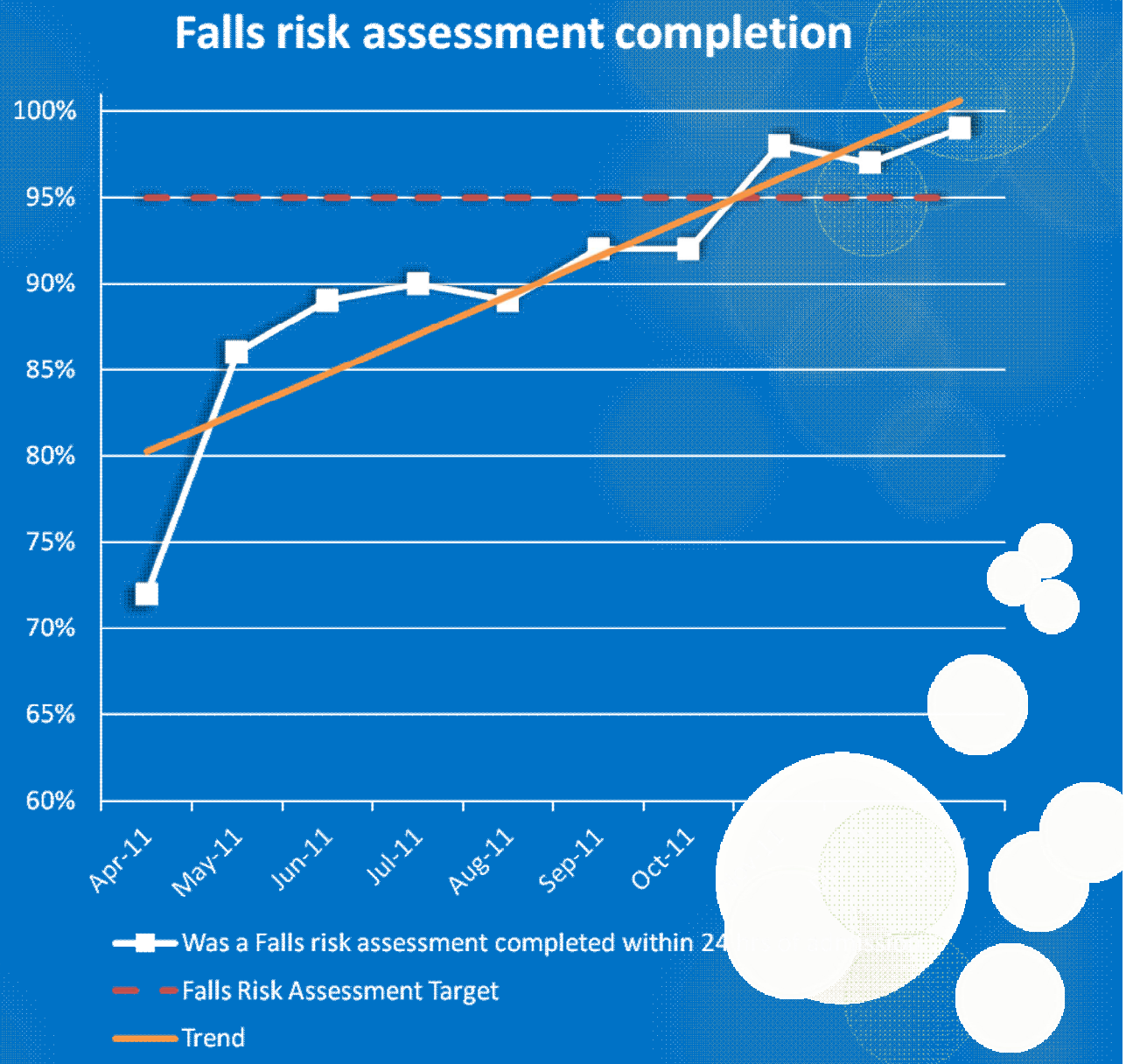
Pressure Ulcers Grade 3 & 4



Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING Times AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

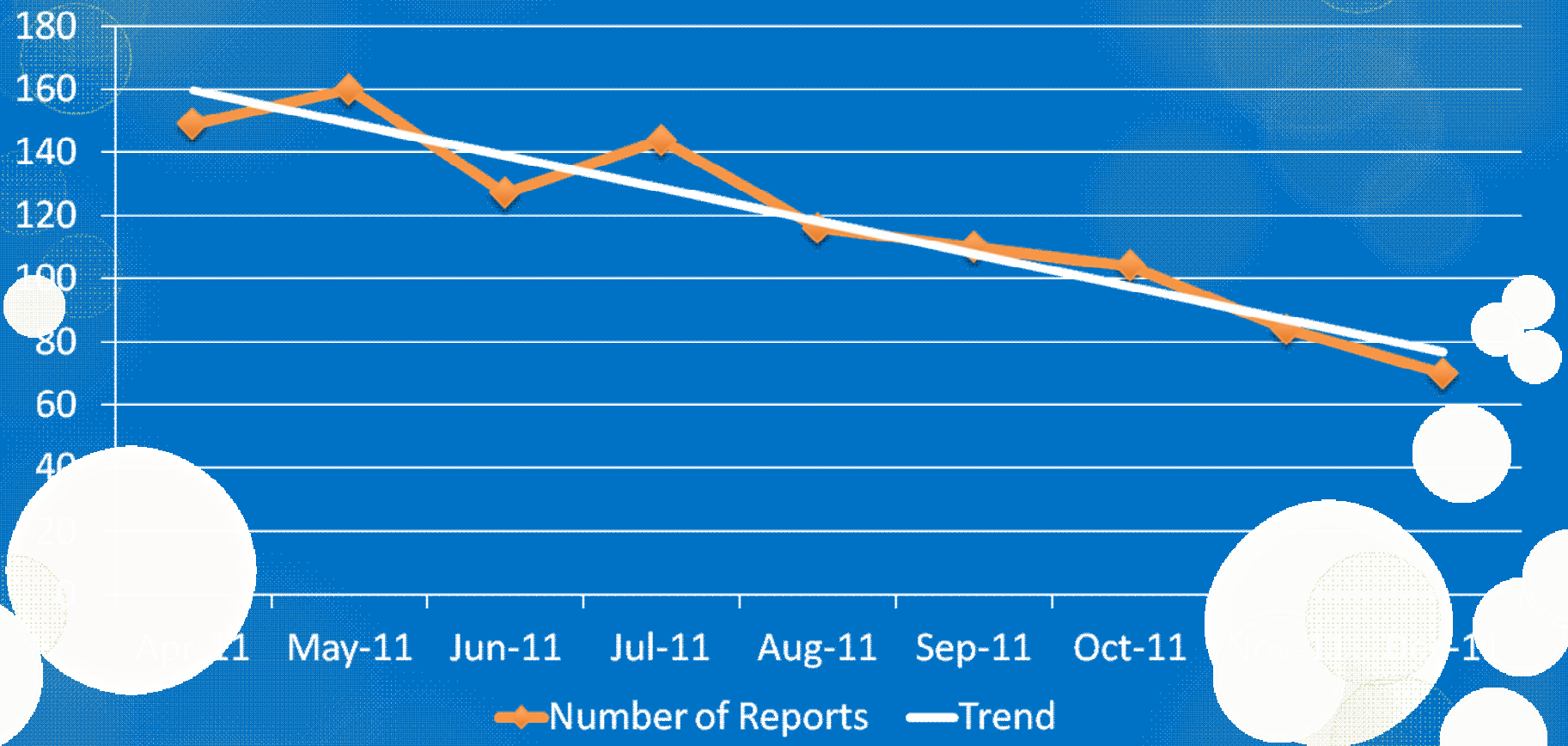
Falls

Funding agreed for full-time falls nurse



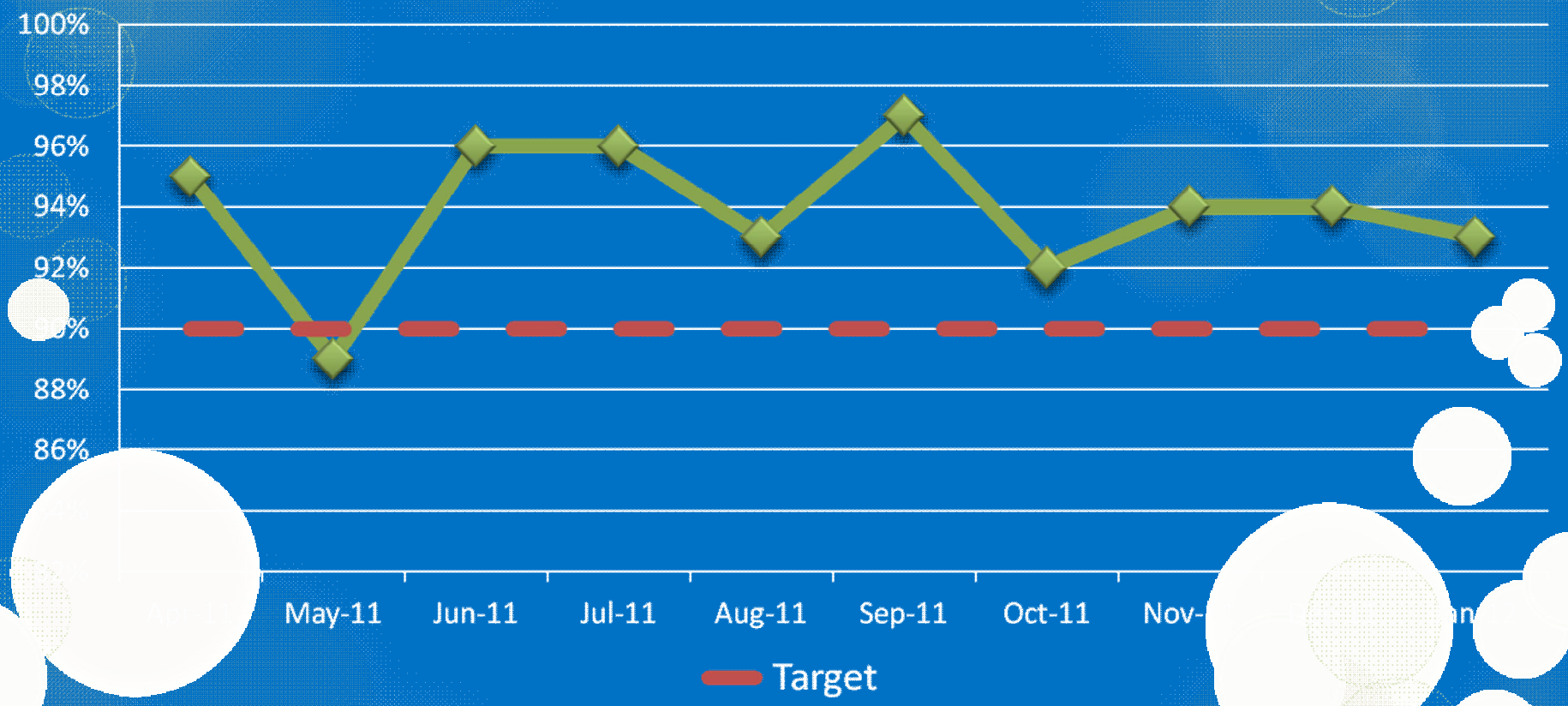
Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING AWARDS 2010 FINALIST
THE AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

Final approved falls incident reporting



Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING Times AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

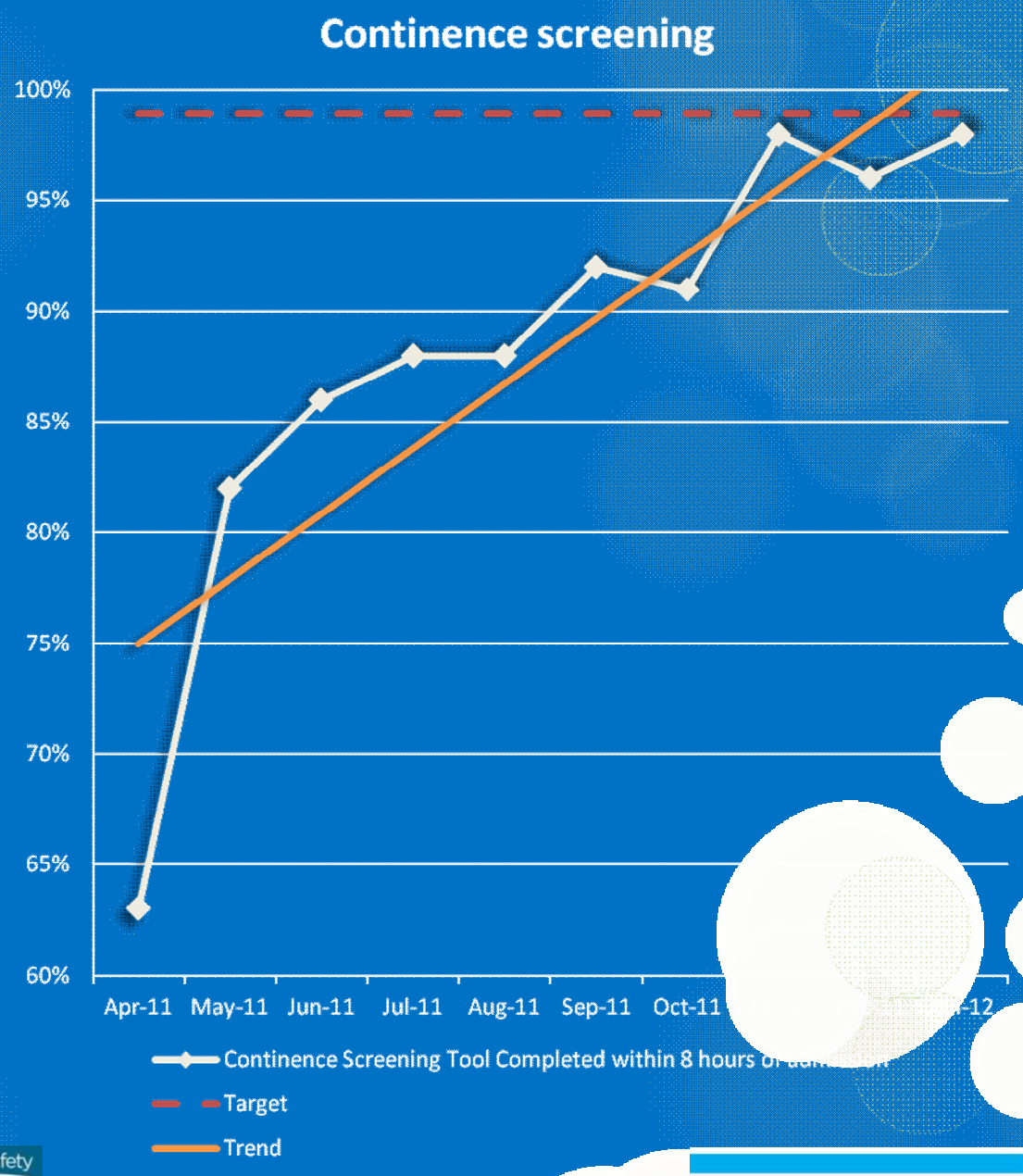
Falls bundle scores



Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING Times AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

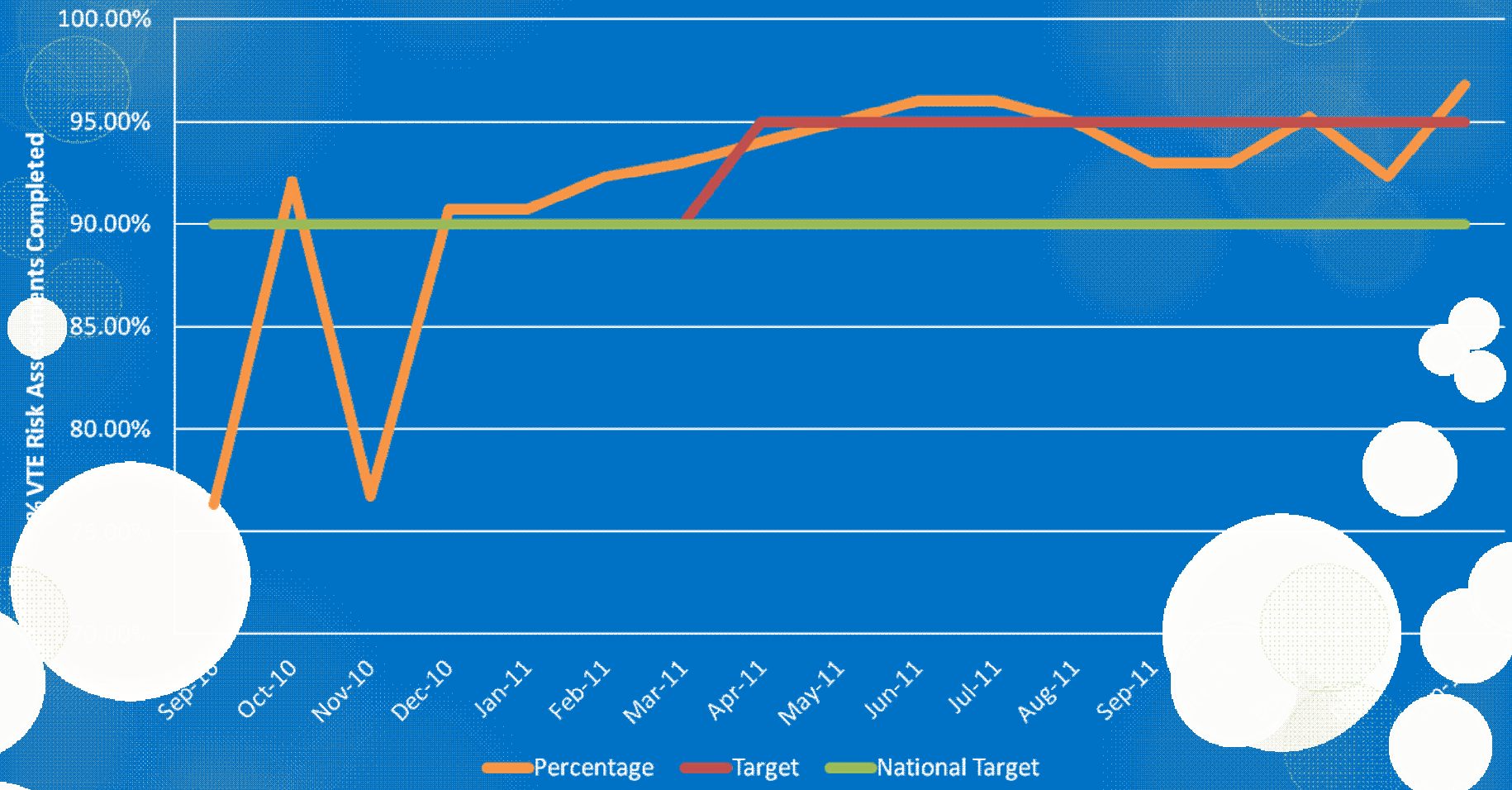
Continence

Funding agreed for full-time continence and catheter nurse



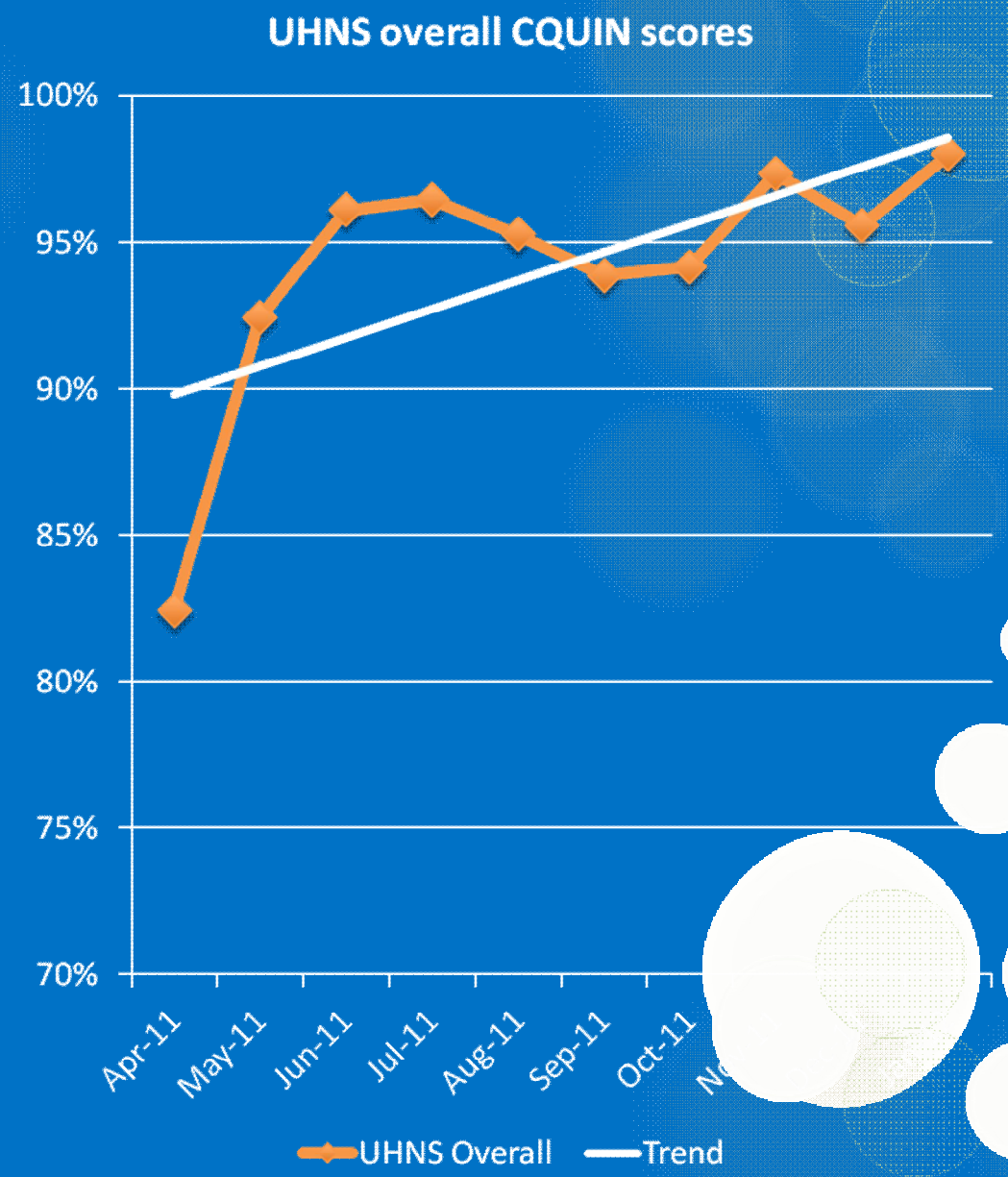
Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING Times AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

UHNS VTE risk assessments completed



Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING TIMES AWARDS 2010 FINALIST
THE AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

CQUIN's



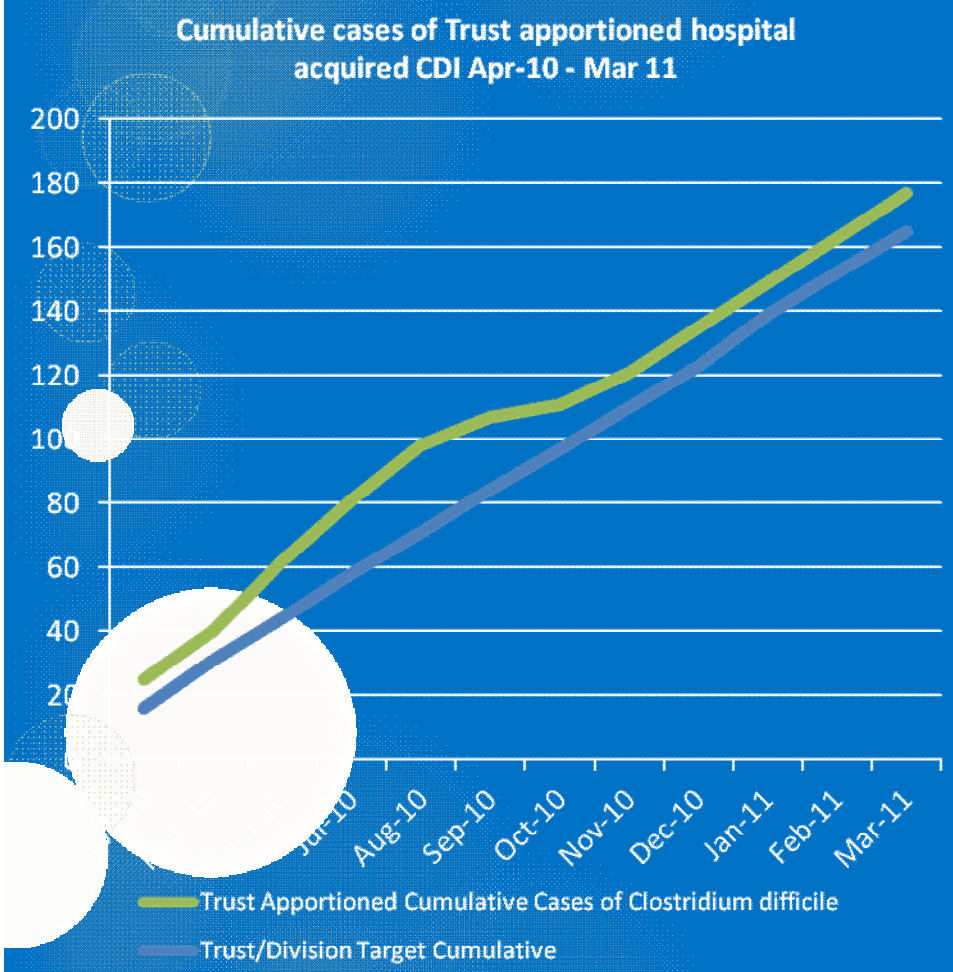
Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING Times AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

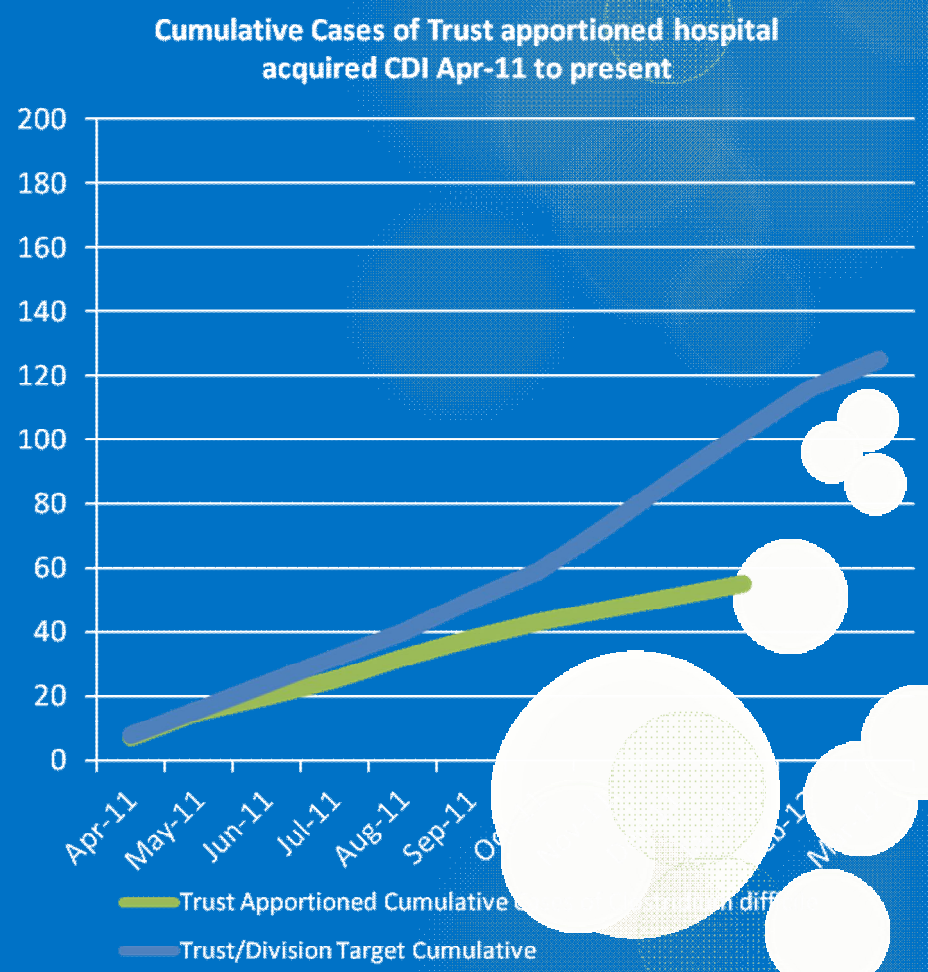
Infection Control at University Hospital

- **63% reduction** of Trust apportioned *C.difficile* infections compared to last year
- **84% reduction** of Trust apportioned MRSA bacteraemia infections compared to last year
- Proactive and collaborative working with our clinical teams with the emphasis on preventing infections

Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING Times AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

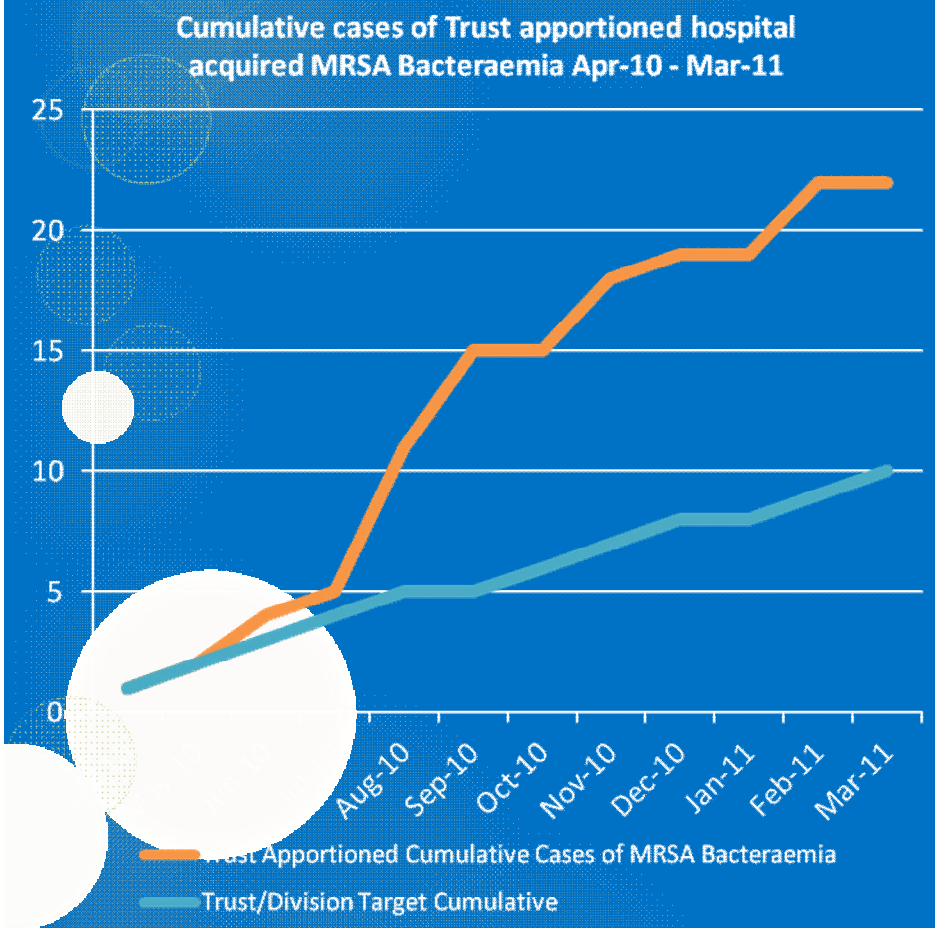
Trust Apportioned C.Difficile Infections

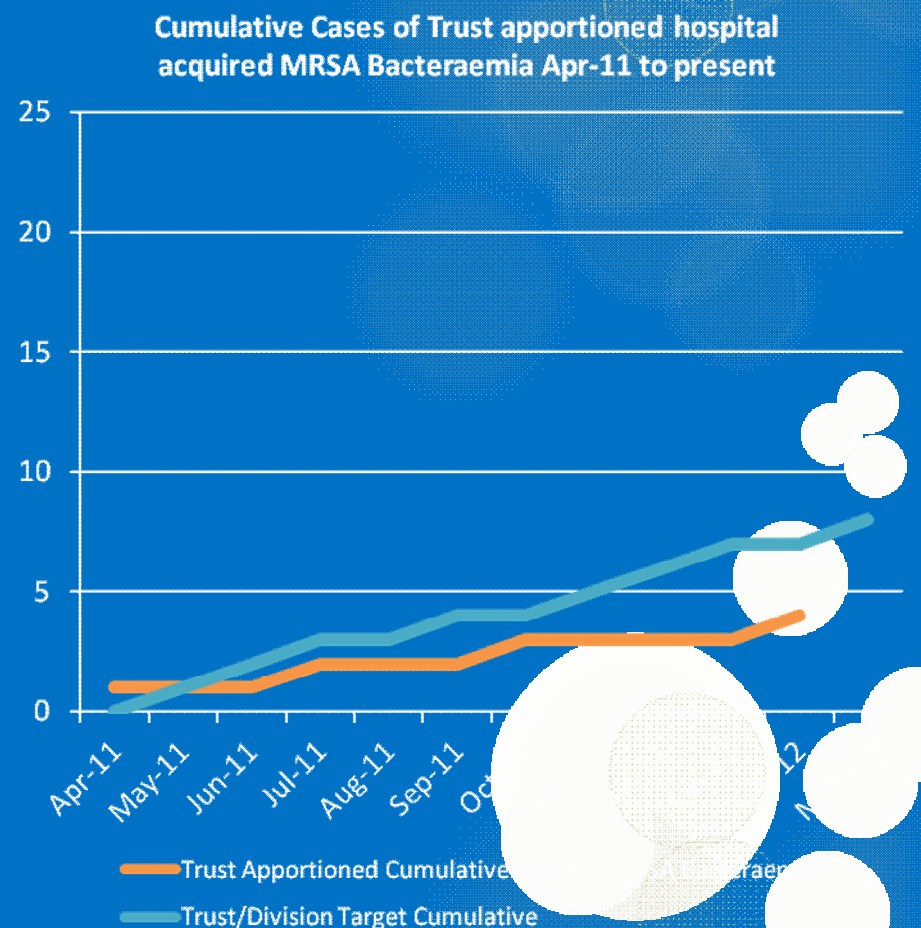




Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING TIMES AWARDS 2010 FINALIST
THE Personnel Today AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

Trust Apportioned MRSA Bacteraemia Infections





Nursing Times Awards 2011 Winner
HSJ AWARDS 10 HIGHLY COMMENDED
Lean in Healthcare AWARDS 2010 WINNER
NURSING AWARDS 2010 FINALIST
THE AWARDS FINALIST 2010
Patient Safety AWARDS 2011 WINNER
PROUD TO CARE

And Finally.... We are all Proud to Care!

Nursing Times Awards 2011 Winner | HSJ Awards 10 Highly Commended | Lean in Healthcare Awards 2010 Winner | Nursing Times Awards 2010 Finalist | The Awards Finalist 2010 | Patient Safety Awards 2011 Winner

PROUD TO CARE