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Service Groups' Highlight Report for Quality and Safety Committee

Meeting Date:	28 th September 2021
Service Group:	Morrison Service Group
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Presenter:	Kate Hannam, Interim Service Director Dr. Mark Ramsey, Group Medical Director

Summary of Quality and Safety issues since last report to the Committee (Reporting period: 2020/21 and 01/04/21 to 30/06/2021)

The following briefing report provides highlights on key quality and safety challenges, risks and upcoming plans and opportunities within Morrison Service Group. This paper is linked to the Morrison Performance Scorecard (July 2021), annual submission for Health & Care Standards 2020/2021 and End of Year Executive Performance Review 2020/2021. Issues covered are:

- Ongoing response to COVID-19
- Urgent and Emergency Patient Flow
- Planned Care Recovery
- Patient Experience

Challenges, Risks, Mitigation and Action being taken relating to Quality and Safety issues noted above (what, by when, by who and expected impact)

COVID-19 Response including mitigating risk of nosocomial transmission and 3rd wave

- Increasing numbers of COVID-19 in-patient admissions – **53 in-patients** with confirmed or suspected COVID-19 (16/09/2021), with a community prevalence of 646/100K and a positive test rate of 19.8%.
- Managing/reducing risk of nosocomial infection - COVID-19 patient pathways in ITU, Respiratory Medicine (CPAP) and within designated ward areas
- Patient support including virtual visiting, patient property drop-off and collection to mitigate continued hospital visiting restrictions (visiting “with a purpose” only)

Patient Flow: Focused Improvement Plan

- Emergency Zone Flow in Emergency Dept (ED) & Assessment Units (AU) – achievement of national ED Standards; implementation of 4hr Rapid Improvement Plan – currently **62% against 95%** target.
- Admission avoidance – ED attendances currently **7000+** per month and returning to pre-pandemic levels

- Internal flow within hospital ensuring patients in the correct place to eliminate waste and delay – SAFER/Red2Green methodologies.
- Discharge management - clear improvement targets against occupancy (**92%**) and reduction in average length of stay.
- Operational systems and management – review of current management and governance structures to support decision-making and escalation.

Clinically optimised patients; internal and external to the Health Board

- For week commencing 12/09/2021, there are **108 patients** identified whose care could be managed outside of Morriston Hospital – critical review of criteria for reporting of patients ready for discharge/transfer out of Morriston undertaken

Staff sustainability – multi-professional risks and interdependencies

- Challenges in achieving Nurse Staffing Act requirements
- Maintenance of “COVID surge” which does not have a substantive workforce.
- Workforce planning – exploring opportunities of developing a multi-skilled/ complementary workforce to traditional medical and nursing models.
- Staff well-being, resilience and recovery.
- Staff experience – actively listening and providing compassionate leadership and a just culture.
- Creation of a comprehensive workforce plan across all professional groups.
- Exploitation of digital solutions to support workforce management.

Planned care recovery

- Significant RTT backlogs in all specialties and at all pathway stages – recovery capacity has a direct dependency on unscheduled care plans.
- Transfer of planned capacity from Morriston to Singleton and NPT – under formal consultation.
- “Follow-up, not booked” – significant numbers waiting >clinical target date **+4000 patients** – alternative service delivery and extension of digital solution.

Hospital estate, infrastructure and digital systems: risk to sustainable services

- Lack of inpatient isolation facilities - non-compliant with infection control and bed-spacing requirements – ward refurbishment plan in place, but pending recovery plans.
- Introduction of e-prescribing – major business case agreed.
- Implementation of SIGNAL v3 in support of operational management and decision-making – development phase progressing with implementation early 2022.

Progress Against Annual Plan Quality and Safety Priorities 2021/22 (as applicable)
Quality Priorities: reduction in healthcare acquired infections; improving end-of-life care; sepsis; suicide prevention; and reducing injurious falls.

Annual Plan Progress – Qtr1 2021/2022

Acute medical pathway redesign - cross-boundary working and collaboration to drive service redesign with efficiency outputs	
Unified approach to planned care providing alternate pathways and managed demand	
Development of the Financial Recovery Plan linked to service transformation	
Healthcare delivery across primary and secondary care – through development of pre-hospital and out-of-hospital pathways	
Operational implementation, exploitation and adoption of digital solutions for healthcare service delivery – SIGNAL v3	
Extension of “See on Symptom” (SOS) service model as part of out-patient remodelling	

Introduction of Patient Reported Outcome Measures (PROMS) – All Wales approach	Red
Introduction of Medical Examiner model in NHS Wales – statutory requirement from April 2022 (hosted by Morriston Hospital)	Yellow
Hospital estate and infrastructure – risk to core services	Yellow
e-Prescribing – Development of Business Case for Morriston Hospital	Green
Quality Priorities	
Introduction of National Framework for Care of the Bereaved – HB wide project hosted by Morriston	Yellow
Established Morriston In-patient Falls Group – Monthly monitoring against RCP national standards by ward	Green
Morriston-wide ligature assessment including remedial works in process – in line with HB Policy	Yellow
HB-wide Recognition of Acute Deterioration and Resuscitation (RADAR) Group established (hosted by Morriston Hospital) – Clinical Lead post advertised	Yellow
There are clear infection control pathways and protocols in place to manage patients safely and to avoid nosocomial infection transmission.	Green
Mature process in place to notify Public Health Wales of all COVID-19 deaths at Morriston – with director-led individual case review in line with WG Assessment Tool – 401 reviews completed.	Green

Progress Against Health and Care Standards 2021/22

- Submission and sign-off timetable for 2021/22 – completed.
- Standardised submission template – completed and circulated to Service Groups.
- Monthly peer review meetings established.
- Annual Morriston Hospital Q&S work programme (2021/22) updated to reflect routine quarterly updates in line with each dimension and with HB plan – completed.
- Work on Q1&2 scoring and evidence retrieval to be completed by 30th November 2021 - in keeping with agreed HB timetable.

Areas of focused work:

- **HCS1 Staying Healthy:** supporting staff access to vaccination (Flu & COVID).
- **HCS2 Safe Care:** focus on infection prevention, pressure ulcer prevention and medication error.
- **HCS3 Effective Care:** Morriston acting as All Wales pilot for the introduction of national Medical Examiner Service. Full implementation of Royal College of Physicians TAVI Review Improvement Plan now stepped down from “gold” review.
- **HCS4 Dignified Care:** Morriston leading on the Health Board’s Care after Death project in line with pending national framework.
- **HCS5 Timely Care:** work on planned and unplanned care described above.
- **HCS6 Individual Care:** focus on safeguarding and continued evolution of the role of the PALS Team and volunteers at Morriston Hospital.
- **HCS7 Workforce:** workforce plans described above.

Patient Experience Update

In June 2021, 97% of patients, friends and family surveyed rated the services they received at Morriston as good or very good. (934 responses)

Morrison Hospital has been closed to routine patient visiting and restricted to “with a purpose” visiting since March 2020.

Significant practical support via the PALS Team with implementation of “Back to Basics” principles to support patients whilst in hospital. Patient property drop-off and collect services, were put into place and continue to operate. In excess of 23,000 patient property contacts have been made since March 2020. In addition, the use of technology and digital solutions to enable “virtual visiting” and patient well-being has been made available in all ward areas. The PALS service contribution has been recognised nationally with the PALS Team Leader being awarded the Queen’s Service Medal in the Queen’s Birthday Honours List in 2020.

Ongoing Work Programmes:

- Use of Patient and Staff Story telling as a learning and improvement tool.
- Increased visibility in ED and SDMU in support of unscheduled care by the PALS Team.
- Joint work with Local Volunteer Service in providing additional support for frequent attenders in ED.
- Surveying of planned care patients on waiting lists – pilots in progress in planned and cancer pathways

Any Other Issues to Bring to the Attention of the Committee

The following final external reviews have been undertaken at Morrison Service:

- HIW IR(ME)R inspection NPT radiology – positive outcome, no recommendations.
- HIW Cardiac ward quality check – positive outcome, no recommendations.
- HIW Orthopaedic ward quality check – improvement plan submitted and completed.
- HSE Social distancing review – action plan completed.
- HIW Emergency Department quality check – follow-up to Jan 2020 review – final report received and improvement plan in place.
- HIW Children’s Emergency Department quality check – final report received and improvement plan in place
- HIW Acute Medical Admissions Unit (AMAU) quality check – final report received and improvement plan in place
- GIRFT Orthopaedic trauma surgery– outcomes in place and quality improvements targets being progressed.
- GIRFT Cardiac surgery – quality improvement plan currently in development

Pending Reports

- WAO Integrated Surgical Pathways

Recommendations

Members are asked to note actions taken to address quality & safety issues, challenges and risk facing Morrison Service Group and acknowledge specifically the progress made to ensure dignified, individualised care to patients whilst in the care of Morrison Hospital.