

Improving Together

Newsletter



Let's improve for the benefit of all

Welcome to our first UHMBT Improving Together newsletter.

Our vision is to consistently provide the highest possible standards of compassionate care and the very best patient and colleague experience, and we take our responsibility to deliver safe, high quality, care to our patients and communities on a sustainable basis with commensurate seriousness.

We are acutely aware following internal and external scrutiny there have been several areas identified in which we have not met this responsibility and the reports we have received contain clear, cross cutting themes, which we have been, and remain committed to addressing. We have developed action plans in response to each of these reports, but we have reflected that our approach to addressing the areas of concern has at times been transactional



Dr Sarah Hauxwell,
Associate Medical
Director of the
Recovery Support
Programme

and the actions that we have developed in response to recommendations do not always reflect the underlying issues being highlighted by the report, which were the drivers for the recommendations.

[READ MORE](#)





Newsletter Contents

PAGE 3 - WHAT WE ARE DOING TO IMPROVE

PAGE 4 - UPDATE ON OUR IMPROVEMENT WORK

PAGE 5 - RSP SENIOR RESPONSIBLE OFFICERS

PAGE 6 - MEET THE RSP CORE TEAM

PAGE 7 - RSP WORK-STREAM LEADS

PAGE 8 - FUNDAMENTALS OF CARE

PAGE 9 - CULTURE AND LEADERSHIP

PAGE 10 - DELIVERING IMPROVEMENTS WITH THE HIVE APPROACH

PAGE 11 - SUSTAINABLE FINAINCIAL IMPROVEMENT PROGRAMME

Contact us

[Get in touch with a question or idea on this link](#)

[Visit The Hive Improvement Centre on this link](#)

[View RSP information on the Trust website on this link](#)

Contact Ingrid Kent, Communications Officer, via email at
ingrid.kent@mbht.nhs.uk

Visit The Hive on Twitter: [@TheHiveBHCP](https://twitter.com/TheHiveBHCP)

[#ImprovingTogether](#)





What we are doing to improve

Background and context

NHS trusts identified as experiencing the most significant and complex challenges in achieving financial sustainability and/or high quality care are now receiving mandatory intensive support, through the national Recovery Support Programme (RSP).

Following assessment by the new NHS System Oversight Framework (SOF), UHMBT has been given access to this mandatory national intensive support and placed in the Recovery Support Programme. This means that the NHS regionally and nationally will work collaboratively with us and local partners across Morecambe Bay to better understand the root causes of the challenges we face, agree, and deliver a package of intensive support, and set and monitor progress against an improvement plan which would allow us to exit out of the programme in a sustainable way.



Aaron Cummins

The Recovery Support Programme gives us access to additional expertise and resources to ensure sustainable improvements are made as quickly as possible.

Aaron Cummins, Chief Executive, UHMBT, said: “We are committed to providing the best quality care to our patients, including recovering from the additional challenges COVID-19 has posed. The Recovery Support Programme provides an opportunity for us all to work together across Morecambe Bay to build better and more sustainable services for those patients for the future.”

[READ MORE](#)



Regulatory
Actions & CQC



Quality &
Safety



Operations &
Performance



Leadership
& Culture



Sustainable
Financial



Clinical Strategy



Update on our improvement work

Working together to improve the care and services we provide to our patients and local communities is fundamental to our strategy and ethos as a Trust.

By working collaboratively, striving for excellence, and supporting each other we will achieve our aim of making our services sustainable now and into the future.

Your support with our improvement work is crucial to our success in ensuring that patients receive the best possible care and treatment.

Over the last few months there has been a focus on the 'Culture and Leadership' workstream of our UHMBT Improvement Plan. We have been listening to your feedback through our 'Moving Forward' conversation on our online engagement platform and we'd like to thank you for contributing to our Culture and Leadership improvement work and Action Plan.

As soon as the Action Plan is ready to be viewed, we will share it with you. Please go to Page 9 of the RSP Newsletter for more on the Culture and Leadership work.

Your ideas are driving our improvement

Your thoughts, opinions and feedback matter



Other updates:

- Over the last few weeks, we have continued to work on our UHMBT Improvement Plan.
- A work plan for our System Improvement Board (SIB) has been agreed, which includes overall programme reporting and deep dives into specific areas of the plan.
- A pilot of Same Day Emergency Care (SDEC) has commenced for Medicine at Royal Lancaster Infirmary. SDEC is the provision of same day care for emergency patients who would otherwise be admitted to hospital. Under this care model, patients presenting at hospital with relevant conditions can be rapidly assessed, diagnosed, and treated without being admitted to a ward, and if clinically safe to do so, will go home the same day.

[READ MORE](#)





RSP Senior Responsible Officers

The Recovery Support Programme has six main strands:

- Regulatory Actions and CQC
- Quality and Safety
- Operations and Performance
- Leadership and Culture Clinical Strategy
- Sustainable Financial Improvement

We would like to introduce you to the Senior Responsible Officers who are featured on this page.



Miss Jane McNicholas,
Interim Medical Director;
responsible for
Regulatory Requirements
and Quality and Safety



Bridget Lees,
Executive Chief Nurse;
responsible for
Regulatory
Requirements and
Quality and Safety



Chris Adcock,
Director of Finance, Deputy
Chief Executive, SRO for the
RSP and SRO responsible for
Sustainable Financial
Improvement



Leanne Cooper,
Interim Chief Operating
Officer; responsible for
Operations and
Performance



David Wilkinson,
Director of People and
OD; responsible for
Leadership and Culture



Regulatory
Actions & CQC



Quality &
Safety



Operations &
Performance



Leadership &
Culture



Sustainable
Financial
Improvement



Clinical
Strategy



#ImprovingTogether

Meet the RSP Core Team



Dr Sarah Hauxwell,
Associate Medical
Director of the RSP



**Chris Adcock, Finance
Director, Deputy Chief
Executive and RSP SRO**



Claire Alexander,
RSP Programme
Director



Keith Bentham,
RSP Programme
Manager



Elizabeth McDougall,
Associate Director of
Engagement and
Improvement



Lyn Hadwin,
Deputy Director
of People and OD



**Andy Wicks, Chief
Information Officer, Bay
Health and Care Partners**



**Hannah
Chandisingh, Race
Equality Lead**



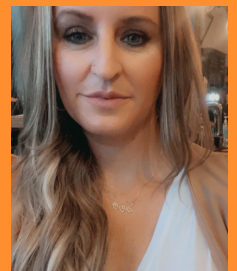
Jo Knight,
Quality Service
Improvement Facilitator



Harry Rogers,
Strategic Business
Intelligence Analyst



Louise Jones,
Head of
Communications



Sarah Mulrooney,
Care Group Finance
Manager



Ingrid Kent,
Communications
Officer



Richard Sachs,
Director of
Governance

To contact the Communications Team,
please email ingrid.kent@mbht.nhs.uk





RSP Work-stream Leads

The colleagues featured on this page are the Leads for our six work-streams: Regulatory Requirements; Quality and Safety; Operations and Performance; Leadership and Culture; Sustainable Financial Improvement and Clinical Strategy



Regulatory Requirements

Tamsin Cripps, Linda Womack and Fiona Pickett: Leadership, Vision and Strategy for Maternity Services, Maternity Risk Strategy, Cultural Strategy, Vision, Up-to-date Policies and Guidelines, and Digital Transformation.

Stuart Bates and Martin Kinley: Patient Safety Investigations, and Risk Management.



Quality and Safety

Emma Fitton, Mel Woolfall, Lynne Wyre, Lorna Pritt and Lee Brady: Fundamentals of Care, Productive Ward, Clinical Service Reviews, and Safe Staffing.

Helen Irving and Don McGowan: Mortality, Clinical Effectiveness, and the Deteriorating Patient.



Operations and Performance

Robyn Howes, Lorna Gibson, Neil Smith, Dee Houghton and Tim McCracken: Urgent Care Improvement.

Pauline Wallace, Helen Pye, Suzanne Hargreaves, Julian Grieves, Sandra McLoughlin and Danny Bakey: Clinical Operating Model, Outpatients, and Theatres.

Scott Bremner and Nada Mostafa: Stroke Improvement Plan and Section 31.



Leadership and Culture

Matt France, Karmini McCann and Peta Heron: Cultural Engagement, Organisational Development Strategy, and Leadership and Management.



Sustainable Financial Improvement

Gary Boyd, Ann-Marie Lindsay and Paul Cain-Renshaw: H1/H2 Roadmap, Financial Control Environment, Financial Skills Development, Plan for Success, System Reform, and Commercial.



Clinical Strategy

Work-stream Leads in process of being appointed.



Fundamentals of Care with our Executive Chief Nurse

As part of our Trust-wide improvement work, we are focusing on 'Fundamentals of Care' within our hospitals and our Community services to enhance quality and safety of care for our patients. In this special feature, **BRIDGET LEES**, Executive Chief Nurse of UHMBT, describes the work that is taking place on Fundamentals of Care.

The 'Fundamentals of Care' lie at the heart of everything we do for patients. To ensure our patients come first in everything we do, we have to ensure that we've got the Fundamentals of Care right. This is why we have made Fundamentals of Care one of the key elements of our improvement work as a Trust.

Our patients must come first in everything we do, and we need to strive to get the basics of quality of care – safety, effectiveness and patient experience – right every time. It's also important to cherish excellence and professionalism in clinical practice, service improvement and innovation.



Bridget Lees

Everyone at the Trust has a part to play in providing an excellent quality of care.

So what are the Fundamentals of Care that we are focusing on in relation to our improvement plan and the Recovery Support Programme? We are prioritising the following in terms of Fundamentals of Care:

- Falls
- Pressure ulcers
- Clinical Service Reviews across all services
- Safe Staffing
- Establishment reviews
- Safer Nursing Care Tool (SNCT)
- Digital Nurses/AHPs
- Improvements in documentation
- Future developments
- Quality Improvement Skills for all ward managers and matrons
- Redefining the 'Productive Ward'.

[READ MORE](#)



How we are improving our Culture and Leadership



Hannah
Chandisingh

Colleagues across our Trust have been contributing to hugely important work on cultural transformation and leadership improvement over the last few months. Your views and ideas – gathered through our ‘Moving Forward’ engagement platform – are enabling us to see what needs to change and how we can sustain positive improvements in terms of our culture and leadership.



David Wilkinson, Director of People and Organisational Development for UHMBT, said: “Firstly, I would like to thank each and every one of you who has contributed to our Culture and Leadership improvement work so far.

“We are fully committed to improving together and want to have a positive, inclusive, open and accountable workplace

for all; a workplace where everyone’s contribution is valued and excellence in leadership is fostered. It is clear from your contributions and our research that we must do things differently this time in order to fully embed and sustain improvement. It is right to be sceptical, but we are now truly embedding culture and leadership improvements in a sustainable way.

“To achieve this, we are adopting a model of co-production and co-design to involve and engage everyone at our Trust in identifying priorities, designing solutions and supporting the delivery of them.

“We want you to continue to be involved at every stage of our improvement journey.”

[READ MORE](#)





Deliver your own quality and safety improvements with The Hive approach



Are you eager to improve in your area?
Are you passionate about progress? Do you have ideas for improvement that will support our big improvement plan?

We have developed a Trust intranet site designed to help empower and support you to improve your services.

The site is for all staff to use, providing you with Quality Improvement (QI) guidance, support, training and tools.

There are short videos that talk you through some QI tools as well as a wealth of other information. We also are keen to share all improvement stories, so let us know what you have done.

Using a quality improvement approach helps us to truly understand the problem and then to identify the right actions, with the right people, so helping us to make sustainable improvements to services for our patients and staff that can be clearly demonstrated.



Above: Elizabeth McDougall (left), Associate Director of Engagement and Improvement, and Jo Knight, Quality Service Improvement Facilitator. Both are members of the RSP Core Team.

As an organisation, we need to continuously improve the quality of our services to be safe, patient-centred, effective and efficient and everyone has a part to play in this to ensure our services are the best they can be for our patients and staff.

Please contact us at:
[The Hive Improvement Centre](#)

[READ MORE](#)



Update on our financial improvement

Welcome to our Sustainable Financial Improvement Programme (SFIP) update for April 2022.

This month's edition includes details of the Trust's overall financial performance, and a focus on agency spending.

[READ MORE](#)



Meet our Programme Manager, Keith Bentham, in this video

Over the coming months we will be sharing videos on our improvement work. In this video, Keith Bentham, RSP Programme Manager, introduces himself and talks about his role.

[WATCH HERE](#)



Harry Rogers

Dashboard created to track improvements

Harry Rogers, RSP Strategic Business Intelligence analyst for UHMBT, has created a dashboard to capture, monitor and evaluate the improvement work that is taking place. A video showing you how to navigate the dashboard has been created.

[WATCH HERE](#)

