


Report to Trust Board

Date May 26th 2010
9.2

Agenda item no

<p>Title</p> <p>Author</p> <p>Responsible Director</p> <p>Purpose</p>	<p>Productive ward progress report</p> <p>Director of Nursing & Patient Services</p> <p>Assurance and Information</p>
<p>Action required</p>	<p>Board members are requested receive the progress update on the Productive Ward initiative</p>
<p>Executive Summary – The trust launched the productive ward initiative in March 2009 with four wards. The report details progress with the initiative which now includes fifteen wards. In addition a number of departments are using elements of the initiative to make improvements. The impact of the initiative affects the experience of individual patients and staff and is achieving original goals to put nursing time back into patient care delivery. Sickness of staff has reduced on all wards and staff motivation is high with new initiatives and ideas being generated to continue the impact of the initiative.</p>	
<p>Relevant CQC standard/ NHS Constitution pledge</p>	<p>CQC outcomes 1, 4, 5, 7,8,9,10,11,12,13,14,17, Elements of the Contract quality schedule with NHS Bedfordshire</p>
<p>Link to strategy/plans</p>	<p>Improving the Patient Experience Strategy, Patient safety matters, Every infection matters, Governance and Risk strategy, Complaints policy, Falls Policy , Sickness and absence policy Nursing & Midwifery Strategy</p>
<p>Impact assessment:</p> <ul style="list-style-type: none"> - quality - financial/business - equality/diversity - risk - legal/statutory - sustainability 	<p>Productive ward initiatives are about releasing nursing time from non-nursing activities so that our professional staff can concentrate their efforts on the delivery of direct patient care</p> <p>Actively managing quality of services ensures safety and effectiveness of patient care and in addition the security and sustainability of business for the trust</p> <p>All aspects of quality impact upon individual patients and is often dependent on a range of factors which are important for their cultural, privacy and dignity needs.</p> <p>Managing quality improvement includes reducing risks for patients and the business of the trust</p> <p>Report to be with the Department of Health by 30th June 2010</p> <p>Productive ward initiative is now being mainstreamed across the trust</p>
<p>Previous consultation/decision/discussion/</p>	<p>The Board have previously been introduced to the productive ward initiative, and the initiative has had mention at a number of Board meetings because of the breadth of impact.</p>

Date: 14th May 2010

The Productive Ward	Bedford Hospital  NHS Trust
Date: 20/05/2010	Report Author: Linda McGranahan
<u>Responsible Director</u> Colin Ovington – Director of Nursing and Patient Services	
Purpose:- The purpose of this document is to:- <ul style="list-style-type: none"> • Outline the progress of the Productive Ward programme across Bedford Hospital NHS Trust • Engage General Managers to influence the performance of their divisions and support the continued delivery of the Productive Ward Programme throughout the Trust. 	
<u>1. Introduction:-</u> Bedford Hospital NHS Trust is committed to improving patient experience by delivering safe, high quality care to patients. The Productive Ward involves and empowers staff to focus on releasing more time for direct patient care, while improving their working environment. The Productive Ward initiative puts quality at the heart of health care and enables staff to improve patient experience through leadership, team performance and the delivery of safe reliable and effective care. The Productive Ward approach starts by helping staff to understand their ward's performance and decision-making processes on how to improve and sustain performance as a team. It allows staff to organise their ward using improvement techniques from industry and to redesign tasks to ensure they are patient focused, promote dignity and reduce infection risk. The initiative has been led by Project Nurse Linda McGranahan, who began a 15 month secondment at Bedford Hospital from NHS Direct in March 2009.	
<u>2. Progress to date:-</u> In May 2009, the Productive Ward Programme was rolled-out using 4 showcase wards that led the way in organising and delivering outstanding ward-based care and sharing experiences and learning outcomes in preparation for project roll-out across all ward areas. Since that time and using the information gathered in 2009 the Trust was able to develop a roll-out programme that began in January 2010. Between January 2010 and March 2010, 10 more wards were able to begin their Productive ward journey; this includes all of the Women and Children's Division.	
<u>3. Sustainability:-</u> One of the major risks to the programme has been that the Project Nurse role would end in June 2010 and prior to that there needed to be an understanding of how the project would be sustained, not only to complete the roll-out, but, to continue supporting wards throughout the programme. The estimated time to complete the programme for each ward, based on the experience of other trusts, is two years. Throughout 2009/10 several layers have been put in place in order to sustain the programme	

of work:-

Communication	<ul style="list-style-type: none"> • A Communication Strategy has been established that promotes sharing of information to all Trust employees and stakeholders that utilises all internal communication tools, including Nurses Day. • A Steering Group has been set up to discuss progress, challenges and the way forward. Each ward is encouraged to send a representative to the monthly meeting, and must present a written report regarding their progress. • Regular reporting to stakeholders to provide evidence of improved ways of working that benefits both patients and staff.
Leadership and management behaviour	<ul style="list-style-type: none"> • Each ward utilises the Visit Pyramid which encourages ward visits and feedback from both internal and external visitors.
Induction	<ul style="list-style-type: none"> • SEE NEXT STEPS
Performance management	<ul style="list-style-type: none"> • The development of metrics that link with the Trust strategic objectives along with regional and national directives, such as, High Impact Actions. • The nursing and midwifery vision and contribution to <i>every patient matters</i> 2010 – 2014 has been closely linked to the Productive ward objectives and is also linked to the Knowledge and Skills Framework core and specific dimensions. Wards are required to provide evidence of working with and towards the vision; Productive ward provides the perfect platform.
Reward and recognition	<ul style="list-style-type: none"> • A Nurses award for Innovation has been developed in partnership with Extramed. The award highlights and celebrates innovation and excellence. It recognises nurses and nursing teams who are passionate about finding new ways of doing things to provide the best possible care to patients and their families, and then continue to improve it.
Training	<ul style="list-style-type: none"> • Each ward has at least two team members that have received training in the use of Lean techniques and the Institute of Innovation toolkit. • Each ward also has at least two team members that have attended a bespoke Skills Day focussing on, presentation and facilitation skills, building relationships, motivating others and change management.
Change Agents	<ul style="list-style-type: none"> • Each ward has at least one nominated “champion” that has worked closely with the Project Nurse to support the ward team to drive forward with the Productive ward Programme. • The employment of a Clinical Projects Lead, who will have detailed knowledge of Productive ward and be able to guide wards through their journey, (this is not a full-time Productive Ward post).

Adapted from *The productive leader – Sustaining Improvement (2008)*

4. Next steps:-

- Further work is to be done with Allied Health Professionals and developing their awareness of Productive Ward and the important part they play in the wards work.
- It is also important to enhance the engagement of medical staff at all levels, through, encouraging doctors to engage with the ward performance boards and contribute where appropriate to action plans for improvement. Other ways of engaging medical staff include, inviting the Medical Director to visit the Productive ward to discuss progress and sign the visit pyramid and asking doctors present on the ward during the 10 minute performance meeting to join the meeting and contribute ideas for improvement.
- A request for funds has been submitted to the County Workforce Group, in order to employ a full-time Project Nurse to continue to develop and guide existing Productive Wards and to undertake any necessary work to complete the roll-out across the trust successfully.
- In May 2010, the last six wards will undertake Productive Ward which will complete the roll-out across wards areas.
- The induction programme should be aligned to reinforce messages regarding desired ways of working to support the Productive Ward.

5. Conclusion:

In order to main improvements it is necessary to align processes, staff and behaviours through developing a culture that encourages challenge, innovation, ownership and the celebration of success.

Bedford Hospital NHS Trust is committed to the success of The Productive Ward and recognises that the key to ensure sustained improvement beyond the life of the programme is to reinforce the message “this is the way we do things around here”.

6. Key references and further reading:

O’Callaghan, J. and Rankmore,R. (2009) *Patient Safety Matter, Patient Safety Strategy 2009 to 2014*. Bedford Hospital NHS Trust.

Department of Health (2008) *High Quality Care for All: NHS Next Stage Review final report* London: DoH

Department of Health (2009) *High Impact Actions* London: DoH

Department of Health (2006) *Modernising Nursing Careers-setting the direction*. London DoH

Department of Health (2004) *The NHS knowledge and skills framework and the development review progress*. London. DoH

Firth-Cozens,J and Cornwell,J. (2009) *The Point of Care*. London: The Kings Fund

NHS East of England (2009) *Towards the best Together*. Cambridge: NHS East of England

Bedford Hospital NHS Trust (2010) *The nursing and midwifery vision and contribution to every patient matters*. Bedford Hospital NHS Trust

<http://www.institute.nhs.uk/productiveleader>