

Heatherwood and Wexham Park Hospitals NHS Foundation Trust.

1 'Getting Better Together' - Turnaround Plan Update

The aim of the Trust's turnaround plan is to significantly improve the way we deliver our services by focusing on quality and patient experience. By taking this approach and working more efficiently, the plan will address our underlying operational and financial difficulties. We are on target to achieve £16.5m of savings in this financial year as planned.

Update on individual projects:

Reducing length of stay

This is about having the right patients in the right beds being cared for by the right clinical staff for the most appropriate length of time. Patients will only be discharged when they are assessed as clinically fit by the doctor caring for them.

We are focusing on patient care and using our resources most effectively to make sure we have the right number of beds for all those who require admission. As we change the way we work and reorganise our beds, we believe that we will need 170 fewer beds in future.

Between the 1st July and 31st August we reduced our bed numbers by 42 without any adverse impact on patient care. We know that we can expect an increase in admissions over the winter period and will schedule our bed reductions accordingly.

Outpatient services

We are reviewing all outpatient services with the aim of streamlining services for patients, ensuring that clinics are running efficiently and that resources are being used most cost effectively. The Trust Board has committed to retaining outpatient services in the current areas – Ascot, Bracknell, Chalfont and Gerrards Cross, Maidenhead, Slough and Windsor.

Hospital at Night

This initiative will go live at the Trust later this year with the objective of improving patient care at night. This new model of care aims to provide faster intervention when a patient's condition is deteriorating, with the intention, for example, of reducing the number of cardiac arrests and admissions to intensive care between 8pm and 8am.

Medical Staffing

We are undertaking a medical workforce review to ensure that we have the right number of medical staff and levels of expertise for the number of patients we treat.

Theatre efficiency

Making sure that our operating theatres are working efficiently, eg that lists are filled for each session, staff and patients are in theatre at the right time etc.

Day case procedures

We will increase the number of procedures we carry out as day cases. This will be in line with guidance produced by the British Association of Day Surgeons and will reflect good practice at other similar Trusts

Back Office Consolidation

This is reviewing all the non-clinical support services to look at where we can improve the way we work and reduce costs. A formal 90-day consultation process has been developed to guide all departments which are being restructured.

Consultations on our Divisional Management and Finance Directorates have been completed and structural changes made to meet future organisational requirements.

Estate Management and Optimisation

We will make the most effective use of the Trust's sites and buildings.

Heatherwood Hospital is a key part of the Trust's plans for the future. We intend to reorganise services there in order to make the most cost effective use of the buildings on the site.

Data Quality & Income

We are developing our systems to ensure we have high quality data processes in place which accurately record the care we provide for patients so that we can ensure we are being fully recompensed for the work we do.

2 Service Developments and Improvements

Primary Angioplasty

A new service for heart attack victims in east Berkshire and south Buckinghamshire was launched in July in partnership with the Royal Brompton and Harefield NHS Foundation Trust. Patients can now receive immediate primary angioplasty, 24 hours a day, seven days a week.

Primary angioplasty is a technique for unblocking arteries carrying blood to the heart muscle. A small balloon at the tip of a catheter tube is inserted via an artery in the groin or arm and guided to the blocked heart artery. It is then inflated and removed, leaving in place a 'stent', a rigid support which squashes the fatty deposit blocking the artery, allowing blood to flow more easily.

Prior to the introduction of the new service, heart attack patients received thrombolysis (clot busting drugs), followed by assessment at Wexham Park Hospital's Coronary Care Unit, followed by an angiogram, then angioplasty if needed, before discharge. Immediate angioplasty means that the blood flow returns to the arteries quicker, leading to less damage to the heart muscle.

Patient Safety Champion

Edwina Morris, a former theatre nurse, has been appointed to find out what patients think about the safety and quality of care they receive at our hospitals.

She provides feedback from patients directly in to the Chairman, Chief Executive and the Board for action. Reporting directly into the Trust's senior management and Board has helped increase overall awareness of safety issues, speed up decision making and is helping the organisation to become much more responsive in addressing problems.

Inoqula

The Microbiology Department at Wexham Park Hospital is the first NHS laboratory in the country to use the 'Inoqula', a fully automated inoculation system designed to process microbiological investigations.

The system, which is one of the most advanced products in its field, carries out the initial processing of samples taken from patients, preparing them for further analysis by a medical scientist for bacterial infections such as MRSA.

Before the machine was installed one member of staff would be able to prepare approximately 100 samples per hour. Using the automated system allows us to prepare up to 500 samples per hour. By speeding up the process we are able to diagnose and start treatment sooner, providing a more effective and efficient service for patients.

Interactive whiteboards

The Paediatric and Neonatal Units at Wexham Park Hospital are the first in the country to install and use an innovative visual management system, which gives staff more time to spend with patients.

The new technology uses specially designed software with interactive whiteboards and touch enabled displays to enable staff to create and maintain patient status information. The boards support enhanced ways of working, cutting down on interruptions and the time nurses need to spend updating patient status information.

Local service proposals

The turnaround plan sets out the way to turn the Trust into a financially viable organisation, it needs to be seen in the context of NHS South Central's 'Care for the Future' programme. The Trust is working with the other service providers and commissioners in Berkshire and South Bucks to ensure 'Getting Better Together' is aligned with any proposals for service changes.