

FUNDAMENTALS OF CARE

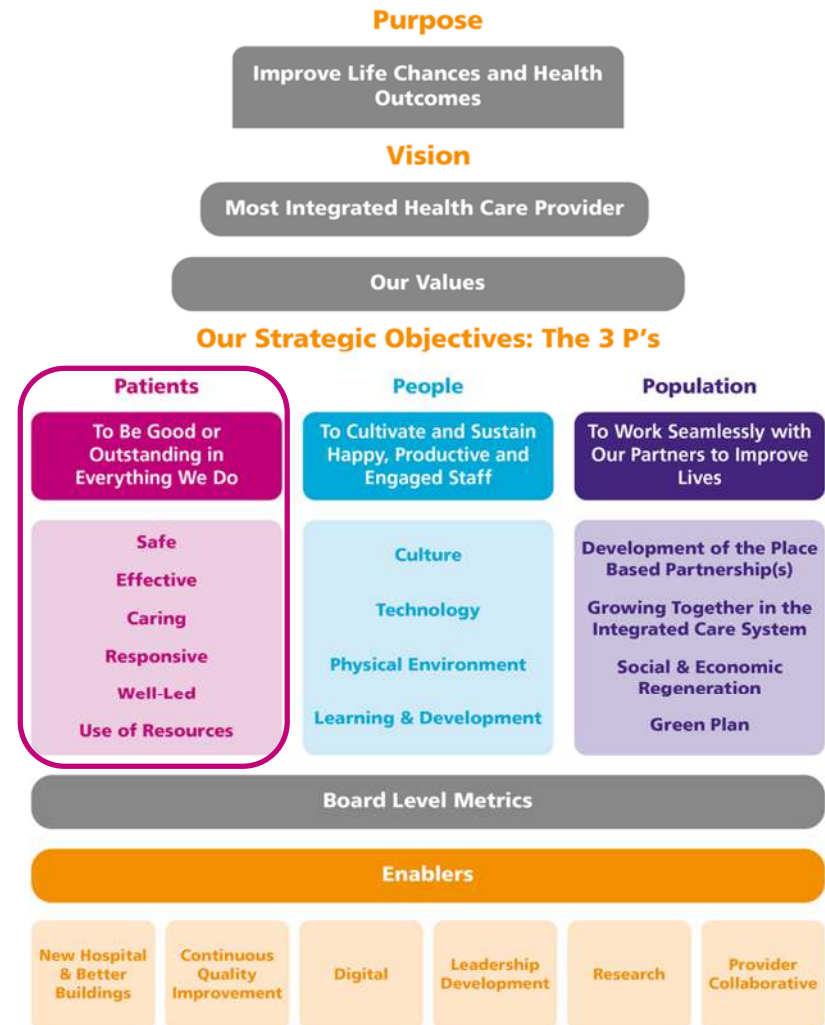


Patients: To Be Good or Outstanding in Everything We Do

'Fundamentals of Care' is our flagship clinical improvement framework to focus our drive to achieve our Patient strategic objective.

The purpose of the framework is to improve the **basic standards of care** and ensure these are **owned by all** and applied **consistently across all areas** of care

Achieving our **Patient** strategic objective is linked to **People** and **Population**. **Happier staff create happier patients**, and **seamless working** with partners **improves outcomes and experience**.



Where are we now?

- **CQC Requires Improvement** overall and in Safe, Effective, Responsive
- **CQC Outstanding in Care** which we must maintain
- **Improving** SHIMI score
- **Improvement** in Sepsis patient management
- Patient journey driven by performance rather than quality - **'hitting the target but missing the point'**
- **Poor patient feedback** - 80% recommend care against 95% national target for Friends & Family Test
- **Bottom quartile for Complaints** (both rate and backlog) with key theme of poor communication
- **Increased sickness and turnover** rates, related to pandemic but higher than comparable Trusts
- **Staff feel undervalued and underdeveloped**, only 55%~ recommend the Trust as a place to work or receive care
- Embedding of **Unity disrupted** by pandemic
- **Construction setbacks** for the new Midland Metropolitan University Hospital

What will be different?

Patients

- Reduction in harm
- Improved patient experience and outcomes
- Achieved CQC Good or Outstanding
- Focused on quality driven performance
- Using Continuous Quality Improvement to improve safety

People

- We uphold our new values and behaviours every day – for our patients and our colleagues
- A compassionate leadership culture
- Wider access to opportunities for unrepresented groups and real action on fairness
- A digitally enabled workforce well inducted and supported to deliver in modern, fit for purpose facilities

Population

- Empathy and advocacy for our patients
- We plan care with patients, their carers and our partners to achieve outcomes that matter to them
- A quality driven patient journey that keeps patients out of hospital as much as possible

Principles of the Framework



Best Practice



Interdisciplinary



Ambition



Continuous Quality
Improvement

SWBH Fundamentals of Care is based on **international best practice**, taking an **ambitious and holistic approach** to improving patient experience and outcomes. We know that **problems in the care basics create wider quality and safety issues** in the patient and care system overall so our approach must be inclusive and consistent across professional groups. We want to restore a **sense of pride** and aspiration in the care that we give so that **staff are empowered** to improve care every day and provide consistent care across the organisation and across Sandwell Place and the system

Engagement

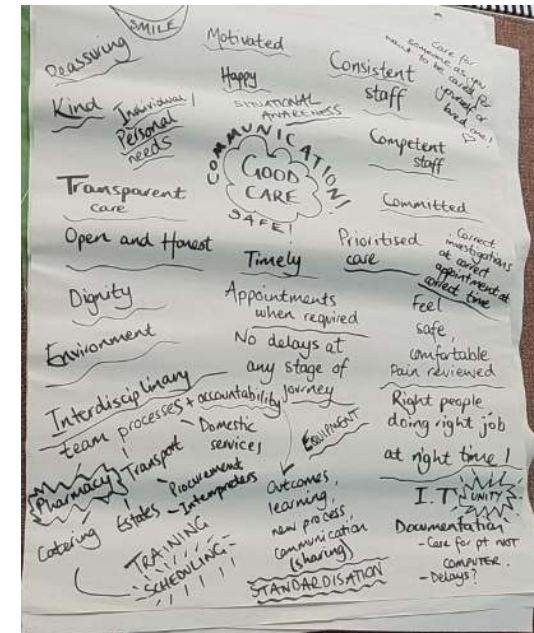
In developing the Fundamentals of Care we have engaged **over 1000 people** in 20 sessions across our organisation and community so far, with several more sessions happening in during August & September

Co-production with staff, patients and the community is essential in determining the right care standards that matter to our community.

Engagement has specifically included:

- **Different professional groups**
- **Patients and the community**
- **Different clinical areas**

Further engagement is scheduled in September including a Quality Improvement Half Day and SWBH Leadership Conference.



Staff Feedback

Fundamentals of Care

Our framework has three components:

- Our **ARC Values**
- **7 Fundamentals of Care Standards**, adapted from best practice and shaped with staff and community
- **6 work streams** to achieve our Patient strategic objective and bring the change together triangulated with **We Assure** and **We Learn**



Link to Our Values

How care is given and received is affected by our **values and behaviours**.

Many of our complaints reference poor **staff attitudes**. The importance of respect and compassion in the patient journey was reinforced throughout our engagement sessions with patients and staff alike. This is also central to the various **professional code of conducts** e.g. General Medical Council (GMC).

If we are clear about addressing the basic standards of care, we must include values and behaviours as part of our approach.

As we launch and embed Fundamentals of Care and our Values and Behaviours framework, we will align the two together.

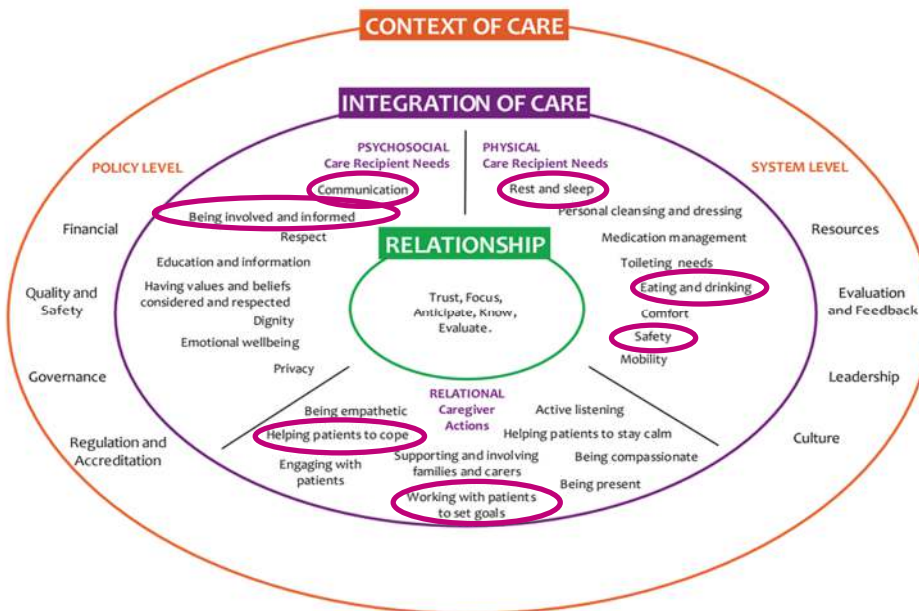


What are the Fundamentals of Care?

The Fundamentals of Care is how the interdisciplinary team connects and builds relationships with our patients. It is through these relationships that we can meet, or help the patient themselves, meet their fundamental care needs. This puts the patient at the centre of what we do and will ensure that we are dealing with the things that matter the most to everyone. The patient needs to be the focus of the care, not just their illness, clinical condition or treatment plan. This supports the interdisciplinary team to focus on the meaningful aspects of care, alongside the clinical treatment plan.

Following engagement, we have localised and consolidated international best practice into **7 Fundamentals of Care standards**. These standards represent the base care needs and should be recognised by every staff member .

Best Practice



Staff & Community Engagement



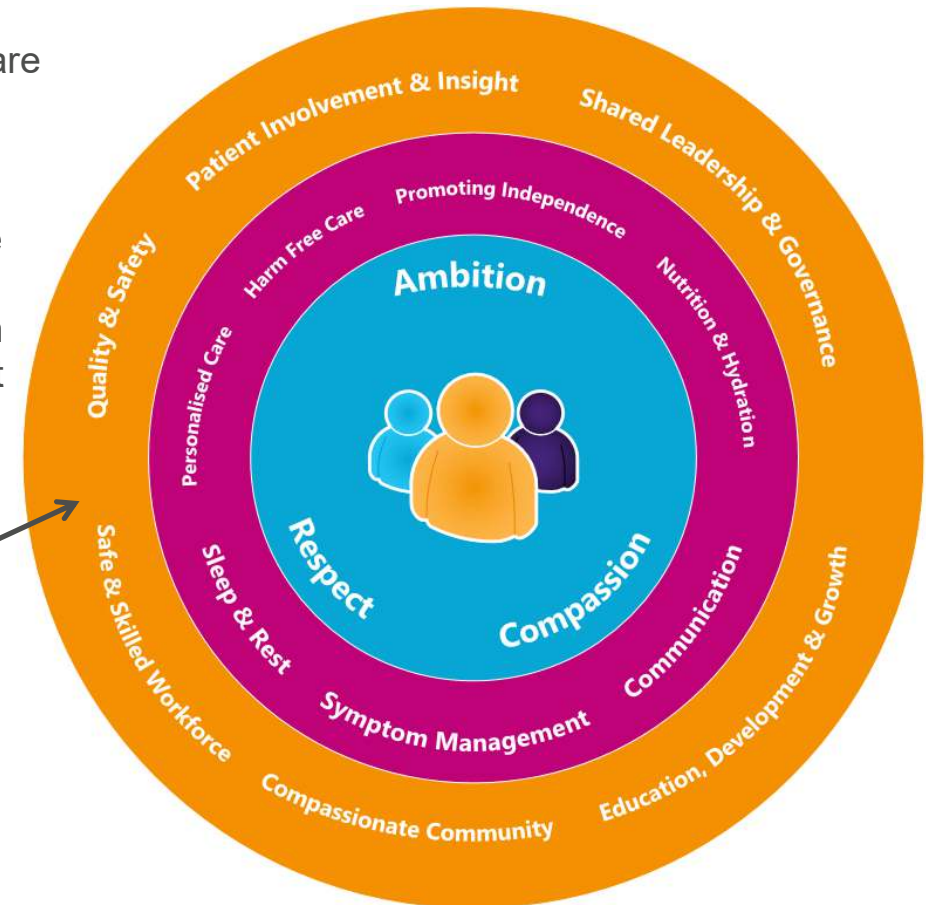
SWBH 7 Fundamentals of Care Standards



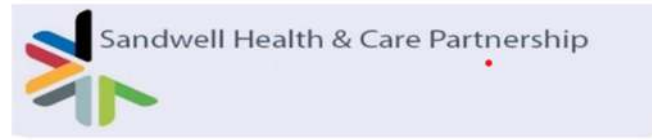
Work streams to deliver improvement

If the 7 standards are the 'what', the workstreams are the 'how'. If we are to consistently meet the 7 standards, we must **tackle the holistic factors that affect the consistent delivery of care**. For example, we will limit our ability to meet the standards and achieve good or outstanding care without consistent safe staffing and a compassionate learning culture “**We Learn**”.

The work streams will also form the modules of a service accreditation programme launched as part of Fundamentals of Care, that forms part of “**We Assure**”



Population: To Work Seamlessly with Our Partners to Improve Lives



Population

To Work Seamlessly with
Our Partners to Improve
Lives

Development of the Place
Based Partnership(s)

Growing Together in the
Integrated Care System

Social & Economic
Regeneration

Green Plan

Fundamentals of Care' will be our framework for excellence across our local Place Based Partnership.

The Framework is relevant to all partners from health and care organisations

The operating model for our Place Based Partnership is aligned to the fundamentals of Care: Prioritising a **person-centred approach**, **communicating appropriately** and **providing high quality safe effective care**

Within Sandwell our priority work streams will use the Fundamentals of Care framework to underpin delivery

We will put our citizens at the centre of our partnership, co-producing services to **support people to live better lives**



Work streams

Workstream	Description	22/23 Deliverable
Quality & Safety	The development and embedding of the 7 standards, so that areas for improvement can be identified and areas of excellence shared and celebrated. This also includes the broader quality assurance and improvement agenda across CQC domains Safe, Caring, Effective and Responsive. This will be triangulated with our We Learn and We Assure Initiatives	Priority work against communication, harm free care and patient journey. Develop accreditation programme Develop key metrics triangulating We Assure and We learn Ward standardization (MMUH) Unity
Shared Patient Involvement & Insight	Develop person and population focused care including advocacy, co-production and experience in a collaborative way such as discussions with patients and service users to become representatives at our meetings. To codesign or act as a critical friend to assist us in achieving good consistent care	Patients as members in key groups Therapeutic Models of Care Patient Experience Group Transformation of 12 care pathways (MMUH)
Shared Leadership & Governance	Develop and embed leadership at all levels including the creation of professional forums and advocates professional voices within the organization	Set up professional councils/forums such as HCA forums, AHP council, operational forums, Nursing & midwifery council
Safe & Skilled Workforce	Shared with the People plan focused on the co-design, recruitment, retention and resilience of future workforce models.	E-rostering Different ways of working – New roles Skills programme Preceptorship programme
Education, Development & Growth	Development of staff around three key domains: leadership; professional skills and digital capability in line with the digital strategy alongside the creation of development pathways for all professions.	Fundamentals of Care within Leadership training Joint professional training
Compassionate Community	Focused on EDI, Culture, Teamwork and Wellbeing of all our staff.	Values and Behaviour's framework for staff and patients

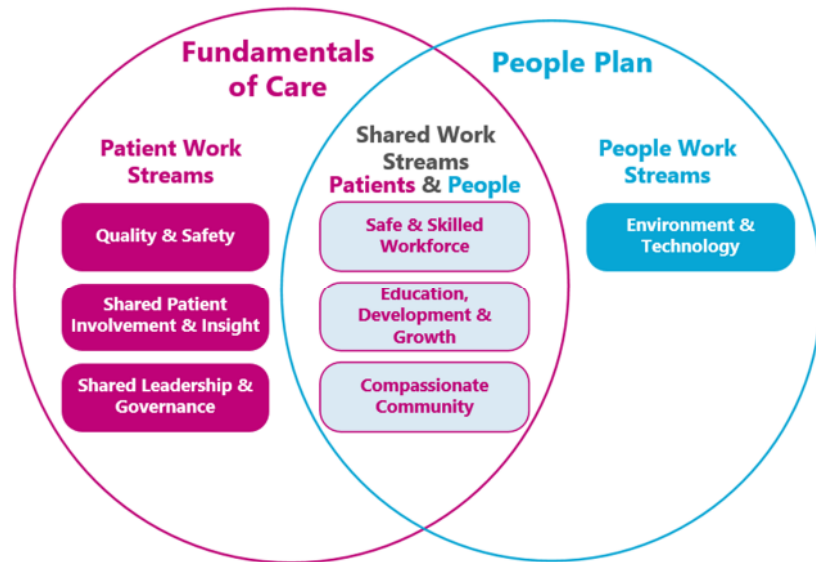
Fundamentals of Care Project examples

- An example of how any project under FoC can be structured to link in with the 6 core work streams to allow the relevant 7 standards to be met. Example shown for sepsis.
- For existing streams of work or new projects that could sit under FoC the same thought process could follow. Examples Organ donation improvement work, Respect form introduction (EoL discussions), Patient journey. Nutrition & Hydration

Sepsis		Standards						
		Promoting independence	Nutrition & hydration	Symptom management	Sleep & rest	Personalised care	Harm free care	Communication
Work streams	Quality & safety			X			X	
	Pt involvement		X	X	X	X		
	Shared leadership		X	X				X
	Education & development		X	X			X	
	Compassionate community				X	X		X
	Safe & skilled workforce			X		X	X	X

Delivery & Governance

There are 6 work streams within Fundamentals of Care. As shown below, 3 align with Patients, and 3 are shared delivery with the People Plan. This will be enabled and underpinned by our Digital strategy, Continuous Quality Improvement Methodology, our Research strategy, MMUH and the provide collaborative work



Fundamentals of Care governance is shown below, with the Patient workstreams feeding up into Quality & Safety Committee. Delivery of shared areas will report through both governance routes for Patients and People and triangulate with **We Assure** and **We learn** .

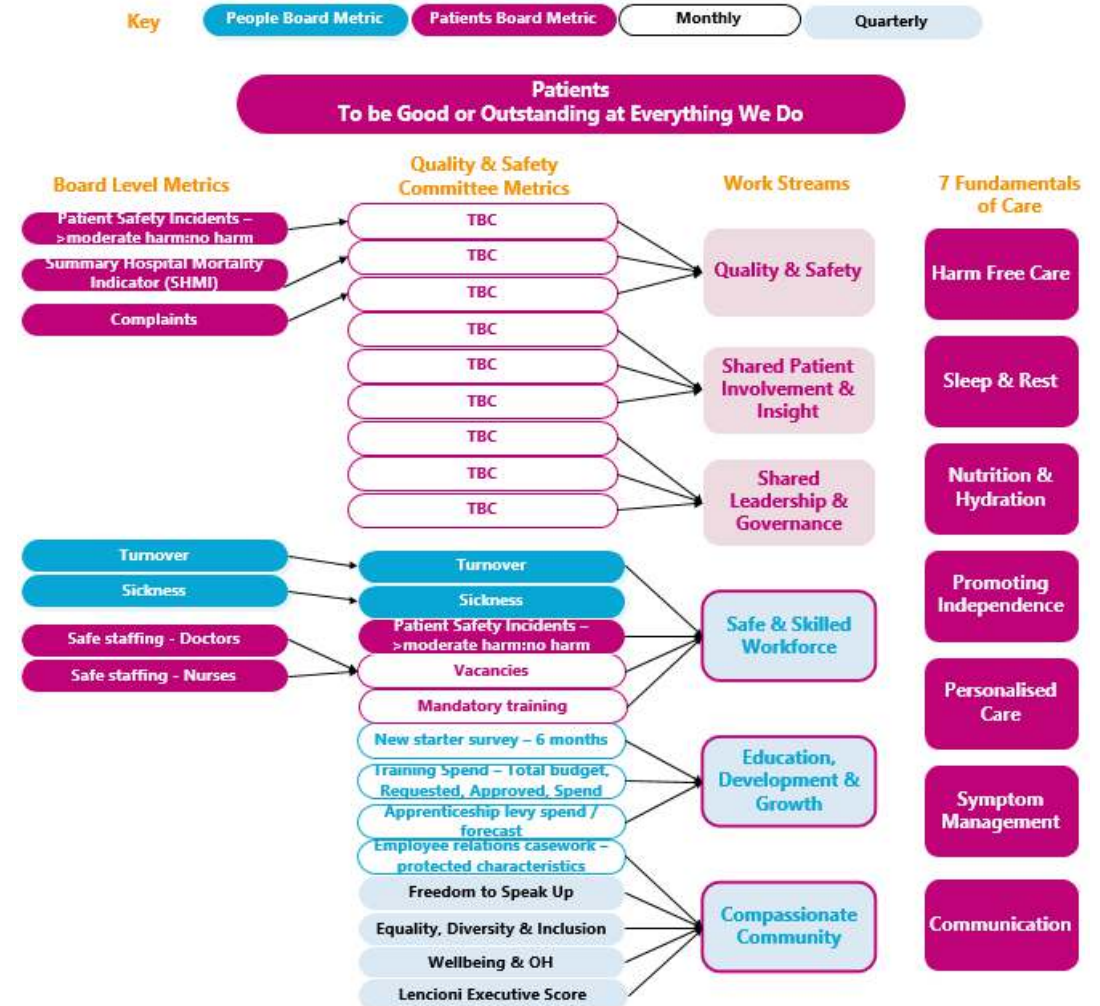


Fundamentals of Care Metrics

Developing a set of metrics is a 22/23 deliverable for Fundamentals of Care.

The following framework was used in developing the metrics for the People plan and is adapted in draft form as an indicator of future development.

We expect to include key metrics against sepsis, pressure ulcers, continence and medicines management, length of stay and metrics in relation to the patient journey throughout the organisation .



Key Deliverables in 2022/23

There are several deliverables in launching and embedding Fundamentals of Care:

- Launch in September 2022
- Develop key metrics
- Triangulate Links to We Assure and We Learn so this becomes one framework to deliver the patient strategic objective
- Priority improvement focus:
 - Timely, quality care across patient journey
 - Communication
 - Harm free care

The work stream deliverables are also shown on the right.

Workstream	22/23 Deliverable
Quality & Safety	Develop accreditation programme Communication Harm free Care Patient journey to improve experience and flow
Shared Patient Involvement & Insight	Patients as members in key groups Patient Experience group Increase in FFT performance
Shared Leadership & Governance	Set up Professional councils
Safe & Skilled Workforce	E-rostering Unity Preceptorship
Education, Development & Growth	Fundamentals of Care within Leadership training Joint professional training Learning campus Community engagement
Compassionate Community	Link to values & behaviours Wellbeing Professional advocate support Clinical and non clinical supervision

Fundamentals of Care Development Journey

