

Themes Identified from Francis Report – June 2013

Introduction:

As part of the Organisational response to the findings and recommendations within the Francis report an initial high level review was undertaken and presented to the Board by Nicola Ranger – Director of Nursing. Following on from this the core themes have been identified and placed under headings found within the Governments Initial Response Paper “Patients First and Foremost.” Frimley's initial actions are also shown.

A further board seminar on the Francis report recommendations will be held on the 5th July 2013 and subsequent further review will be undertaken.

Preventing Problems

Core Themes	Francis Recommendations
Compassionate Care	<ul style="list-style-type: none"> • The Trust must make its visible priority the delivery of a high-class standard of care to all its patients by putting their needs first. It should not provide a service in such an area where it cannot achieve such a standard • The Trust, together with the Primary Care Trust, should promote the development of links with other NHS and Foundation Trusts to enhance its ability to deliver up-to-date and high class standards of service provision and professional leadership • The trust should ensure that its nurses work to a published set of principles, focusing on safe patient care
	<p><u>FPH Initial Actions taken</u></p> <p>Trust Values launch June 2013 / Strengthening Patient voice at core forums / Sharing patient experience / Participation in Family & Friends testing / Revised recruitment strategy to ensure recruiting to values / Organisational approach to Nursing and Midwifery 6 C's</p>

Professional Leadership	<ul style="list-style-type: none"> • As above • The Board should review the management and leadership of the nursing staff to ensure that the principles described in the report are complied with. • The Board should review the management structure to ensure that clinical staff and their views are fully represented at all levels of the Trust and that they are aware of concerns raised by clinicians on matters relating to the standard and safety of the service provided to patients
	<p style="text-align: center;"><u>FPH Initial Actions taken</u></p> <p>Existing leadership and quality framework for personal development / Clinical leadership programmes / Ward Sister structure development / Strong Governance structure</p>
Clinical Competence	<ul style="list-style-type: none"> • The Board should institute a programme of improving the arrangements for audit in all clinical departments and make participation in audit processes in accordance with contemporary standards of practice a requirement for all relevant staff. The Board should review audit processes and outcomes on a regular basis. The Trust, in conjunction with the Royal Colleges, the Deanary and the nursing school at Staffordshire University, should review its training programmes for all staff to ensure that high quality, professional training and development is provided at all levels and that high quality service is recognised and valued • All wards admitting elderly, acutely ill patients in significant numbers should have multi-disciplinary meetings with consultant medical input, on a weekly basis. The level of specialist elderly medical care input should also be reviewed, and nursing staff (including healthcare assistants) should have training in the diagnosis and management of acute confusion

	<p><u>FPH Initial Actions taken</u></p> <p>Preceptorship and development programmes / Strong culture for development and training / Opportunities extended competence to address high impact interventions / Access to KSS leadership Deanary programme / Utilisation of Clinical supervision (Medical) / Mentoring - coaching</p>
Organisational Culture	<ul style="list-style-type: none"> The Board should give priority to ensuring that any staff who raises an honestly held concern about the standard or safety of the provision of services is supported and protected from any adverse consequences, and should foster a culture of openness and insight
	<p><u>FPH Initial Actions taken</u></p> <p>Whistleblowing policy available to all staff / Planned external review / Feedback of all staff via staff survey and development of recently launched values</p>
Documentation	<ul style="list-style-type: none"> The Trust should review its record keeping procedures in consultation with the clinical staff and regularly audit the standards of performance.
	<p><u>FPH Initial Actions taken</u></p> <p>Rolling documentation audits undertaken / Pilot of new Admissions/Risk assessment booklets/ On-going working group reviewing streamlining of all documentation</p>

Detecting Problems Quickly

Quality/Monitoring

- The Board should institute a programme of improving the arrangements for audit in all clinical departments and make participation in audit processes in accordance with contemporary standards of practice a requirement for all relevant staff. The Board should review audit processes and outcomes on a regular basis.

FPH Initial Actions taken

Performance and quality data reviewed by Board on rolling basis / Structured Ward to Board programme in place

Duty of Candour

- The Board should give priority to ensuring that any staff who raises an honestly held concern about the standard or safety of the provision of services is supported and protected from any adverse consequences, and should foster a culture of openness and insight
- The Board should review the management structure to ensure that clinical staff and their views are fully represented at all levels of the Trust and that they are aware of concerns raised by clinicians on matters relating to the standard and safety of the service provided to patients

	<p><u>FPH Initial Actions taken</u></p> <p>Organisational “open door policy” / Planned expert training to be delivered</p>
Taking Action Promptly	
<p>Complaints/Incident Management</p>	<ul style="list-style-type: none"> • The Board should review the Trust’s processes for the management of complaints and incident reporting in the light of the findings of this report and ensure that it: <ul style="list-style-type: none"> - Provides responses and resolutions to complaints which satisfy complainants - Ensures that staff are engaged in the process from the investigation of a complaint or an incident to the implementation of any lessons being learnt - Minimises the risk of deficiencies exposed by the problems recurring and makes available full information on the matters reported and the action to resolve deficiencies to the Board, the Governors and the public

FPH Initial Actions taken

Structured complaints forum currently review of terms of reference, membership and core objectives / Structured tracking for changes in practice / Work recently commenced for peer review of complaints management

Incident reporting monitored through Governance support structure / Both complaints and incidents do undergo duty of candour review

Ensuring Robust Accountability

**Board Accountability/
Professional
Accountability**

- In light of the findings of this report, the Secretary of State and Monitor should review the arrangements for the training, appointment, support and accountability of executive and non-executive directors of NHS Trusts and NHS foundation trusts, with a view to creating and enforcing uniform professional standards for such posts by means of standards formulated and overseen by an independent body given powers of disciplinary sanction.
- The Board should review the management structure to ensure that clinical staff and their views are fully represented at all levels of the Trust and that they are aware of concerns raised by clinicians on matters relating to the standard and safety of the service provided to patients.
- GMC/NMC/AHP regulations and Codes of Conduct

FPH Initial Actions taken

Board to Ward – Ward to Board processes in place / Quality walk rounds undertaken inclusive of execs and none execs

Ensuring Staff are Trained and Motivated

Training/Core Skills

- The Trust, in conjunction with the Royal Colleges, the Deanary and the nursing school at Staffordshire University, should review its training programmes for all staff to ensure that high quality, professional training and development is provided at all levels and that high quality service is recognised and valued
- All wards admitting elderly, acutely ill patients in significant numbers should have multi-disciplinary meetings with consultant medical input, on a weekly basis. The level of specialist elderly medical care

	<p>input should also be reviewed, and nursing staff (including healthcare assistants) should have training in the diagnosis and management of acute confusion</p> <ul style="list-style-type: none"> • <u>Right people / right place / right skills</u> • Fitness for the Future/Academic Clinical Creditability to Support graduate workforce
	<p><u>FPH Initial Actions taken</u></p> <p>Preceptorship and development programmes / Strong culture for development and training / Onsite Post Graduate Education centre / Close working relationship with the Deanary and HEIs</p>