

Quality Management Visit Outcomes Report



Grantham and District Hospitals

Visit date: 5th October 2015



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1. Executive Summary

Health Education England, working across the East Midlands (HEE-EM) visited Grantham Hospital part of United Lincolnshire Hospitals NHS Trust on Monday 5th October 2015. HEE-EM would like to thank Dr Andrew R. Houghton and his team Wayne Cross and Mary Smith for their parts in organising the visit to Grantham Hospital.

The visiting team was encouraged by the attendance of the Trust senior team and their commitment to the education and training agenda across the Trust. HEE-EM were impressed by the quality of the presentations delivered throughout the day and the evidence based approach used during each of the presentations.

The Trust has made good progress over the last year and HEE-EM would particularly highlight:

- A positive culture of incident reporting.
- A holistic approach to patient safety.
- The constructive management of vacant posts.
- The supportive environment for trainees in difficulty.
- The adaptation and assistance with trainees / learners with special needs.

During the visit, HEE-EM met with multi-professional teams who are very busy and heard that staffing levels are not always as good as the Trust would like them to be, however, it was clear that all staff groups are working very hard and are dedicated. This is to ensure that, despite staffing challenges. Patient safety is maintained and overall there is a good standard of education and training.

This report contains a number of recommendations that HEE-EM believes will further improve education and training. The Trust must build these into an action plan and provide regular updates on progress to HEE-EM.

HEE-EM is looking forward to working with the Trust on the future challenges and to visiting again in 2016 to see the progress made against the action plan since this visit.

HEE-EM would like to thank all those from the Trust who participated in the visits. In particular, HEE-EM would like to thank the learners, trainees, students, trainers, mentors and others who joined the sessions for their feedback.

2. Introduction

Health Education England, working across the East Midlands (HEE-EM) is responsible for managing the quality of multi-professional education and training across the East Midlands. We have specified the standards we expect providers to meet in East Midlands Multi-professional Quality Standards for local training and education providers.

This is the second year of our new approach to quality management visits, which is to look at the quality of education and training of all healthcare professionals within the region. This is to comply with our requirements to improve patient care through the effective management of the quality of healthcare education and training, for both Health Education England (HEE) and the General Medical Council (GMC).

This is a collaborative approach which utilises data from a variety of sources, including the Trust's self-assessment document, the GMC National Training Survey results and workforce intelligence, to inform discussions between HEE-EM and the Trust about areas of good practice and concern. During a conference call between all key partners the data is assessed and the visit level and specific areas of focus are agreed.

HEE-EM would like to thank United Lincolnshire Hospitals NHS Trust for the positive way in which they have engaged with this process.

During the conference call on 16th July 2015 it was agreed that the visit to Grantham Hospital should be a Level 1. This level of visit aims to understand where the risks are and provide support to reduce negative impact on learners and outcomes.

The visiting teams comprised:

- Jill Guild - Head of Quality & Regulation - Lead Visitor
- Simon Mallinson – Quality Manager
- Chrissie Bedwin - Lay Representative
- Richard Marriott - Learning Development Agreement (LDA) Manager
- Lucia Chimenti – Administrator

The Trust was represented by:

- Dr Andrew Houghton, Deputy Director of Medical Education
- Michael MacLeod, Medical Education Manager

- Wayne Cross, Postgraduate Centre Co-ordinator
- Linda Keddie, Interim Head of Nursing
- Suzanne Sheppard, Operational Services Manager
- Kevin Turner, Acting CEO
- Ron Buchanan, Chairman
- Suneil Kapadia, Medical Director
- Richard Watson Deputy Director HR
- Sunday Ikhenya, Director of Medical Education

3. Presentation Sessions

Video Conferencing

Historically, Grantham District hospital has had difficulty in delivering training programmes due to the physical lack of doctors in training working at the hospital. Consultants have felt demotivated after preparing presentations for training sessions, only to find the two doctors who would have attended are working nights or on annual leave. In addition, the geographical location of the Trust made it difficult and costly for trainees to travel to alternative venues for teaching sessions.

The Trust has responded to these challenges by embracing modern technology and installing video conferencing equipment to enable trainees to be able to connect with other training centres across the region. First introduced February 2014 and the launch of the first training session on 10th March 2014. The visiting team heard about the use of the equipment for medical trainees both at foundation and core level.

Currently delivered were:

- Foundation F1 & F2, 38 Sessions
- Core Medical Training, 36 Sessions.

The visiting team also heard that the use of video conferencing equipment has enabled the delivery of a wide variety of specialties which are not based at Grantham District Hospital.

For example:

- Oncology
- ENT
- Ophthalmology
- Neurology
- Rheumatology
- Paediatrics
- Haematology
- Renal

The Trust explained that, in addition to the improvements, there were several consequential benefits of introducing video conferencing. This includes financial savings, and the reduction in the need for doctors to travel to other sites having a knock on effect of them being able to deliver more patient care on the wards rather than sitting in traffic between sites.

The Trust explained that they had introduced an Etiquette Policy to provide guidance to those using the system, which they said they feel has improved the user experience.

The Trust told us that there had been technical difficulties with the system and that they had purchased some more speakers to deliver better clarity of sound. The Trust shared trainee feedback, which was positive and supportive of the system, which they felt was working well.

4. Core Medical Training (CMT)

Feedback from the General Medical Council National Training Survey for Doctors in Training raised concerns regarding CMT at Grantham Hospital. This was also raised by trainees in the post to both the Hospital Educational Team, and to HEE-EM via the specialty school.

Members of the Quality Team met with core medical trainees on 28th April 2015 where significant improvement had been noted. A report was produced which included five requirements and one recommendation, which are listed below along with the Trust update.

Requirement: To ensure that core trainees are supported by middle grade doctors out of hours and that if asked they attend to review patients.

The Trust explained that there are seven staff grade specialty doctors who provide the first level of support to the core medical trainees out of hours. (One in cardiology, one in respiratory medicine, one in elderly care, two in gastroenterology and two in acute medicine). The Trust explained that they have made strenuous efforts to fill posts substantively, as this provides a more stable and supportive workforce. The Director of Medical Education has provided clarity in expectations for level of the support which they provide, particularly out of hours.

Requirement: Explore the handover and continuity problems in High Dependency Unit from a patient safety perspective.

The Trust showed the visiting team the implemented handover structure for medicine and explained the future plans to extend the working day on High Dependency Unit. Improvements in handover were demonstrated by the green flag for handover in the 2015 General Medical Council national trainee survey.

Requirement: Explore how CMT teaching can be made bleep free.

The Trust described the difficulties of providing bleep free training with a limited number of doctors on site. The Trust has appointed three locum Trust Grade Junior Doctors to support the core medical trainees and specifically to hold the bleeps during CMT teaching.

Requirement: Review the working hours to make the rota compliant with the Working Time Regulations 2009.

The Trust explained that they have worked with the current group of trainees to modify the rota to ensure compliance with the working time regulations.

Requirement: Ensure that the off duty rota is provided with sufficient notice to meet the Code of Practice.

The Trust stated that they are working on producing the off duty rota for December 2015 which will meet the code of practice guidelines.

Recommendation: Explore how staffing levels can prevent trainees from attending clinics and what backfill could be provided to facilitate this.

The Trust shared with the visiting team the recruitment activity completed and post appointed during 2015.

- A Gastroenterologist Consultant
- Two specialty doctor posts in Gastroenterology.
- Three extra Trust Grade junior doctors
- A Locum Orthogeriatrician

The Trust also shared their plans to further recruit new Consultants in:

- Diabetes and Endocrinology
- Acute medicine (EAU)
- Respiratory medicine

The Trust reported that these new appointments had already made a significant improvement in attending clinic sessions.

5. Electronic Handover

We heard that one of the foundation trainee's for 2014/15 had chosen the weekend Handover as their BaSIS project.

Handover is the key to safe transfer of care from one professional to another, as well as a great opportunity to learn.

Hosted by the Foundation School at HEE-EM, the Foundation trainees were asked to identify a problem, and, by the use of action learning, develop an improvement aim which they progressed within their workplace over eight weeks. This was then followed by a poster presentation.

BaSIS (Building Safety Improvement Skills) developed by the NHS Institute of Innovation and Improvement is a package of interventions designed to enable junior doctors to become a force for safe practice by:

- Giving them the skills they need to be safe
- Empowering them to make improvements within their Trust

The project reviewed the way tasks that are required to be completed over the weekend, are handed over to the team. Prior to the project, this was completed using the phone and a paper process. This was found to be unreliable and time consuming taking most people 20 minutes to handover the tasks. The processes lacked an audit trail, and on occasions the paper records would get lost and jobs were not completed. The quality of the handover was variable and in some cases lacked the necessary detail required.

The project trailed an electronic record of tasks which was stored on the Trust shared drive. The pro-forma document improved the quality of data collected and provided an audit trail for the information. Most doctors were keen on the idea of electronic handover of tasks and embraced the new system. It was also found to reduce the time taken to handover and improved the satisfaction of those completing the documentation.

Handover for core medical trainees flagged green as an above outlier in the 2015 GMC National trainee survey.

The project was taken over by another Foundation trainee rotating into post for 2015/16. The trainee has already identified some areas for potential improvement for the system including:

- Easier navigation
- Reduce the number of documents to deal with
- Clearer action plans
- Plans to extend the project further:
 - handover from weekend on-call team → weekday team
 - Hand over between weekday team ↔ weekday night team
- Working on an Microsoft Excel format
- Develop a continual improvement plan

6. Dr Toolbox Update

Dr Toolbox is a website set up and run by junior doctors that provides up-to-date information relevant to other junior doctors within their trust. The site has been created to help doctors retain local hospital knowledge and pass it onto their successors, so that they can hit the ground running, improving efficiency and patient safety.

The concept for this site was developed by Dr Will Barker whilst in his FY1 year. In collaboration with Dr Imran Qureshi, Dr Ed Mew and Dr James Houston, the idea has spread to many other NHS hospitals and is already resulting in tangible improvements in patient care.

It now includes:

- Bleeps of doctors within the hospital both for during the week and out-of-hours
- Extension numbers for wards, secretaries and other hospitals
- Commonly used reference guides specific to the hospital downloadable to your computer and mobile
- How to make specialty referrals within the hospital
- How to request specific investigations within the hospital
- Handover guides for all firms
- A resource for teaching and post graduate medical education

It is:

- Password protected
- Easily updatable
- Specific to junior doctors working at their individual hospitals
- Available from the hospital intranet, a home computer or a mobile phone
- Simple to set up for other NHS trusts

In 2014 Dr Andrew Houghton, Deputy Director of Medical Education, introduced the Dr Toolbox for doctors in training, providing a resource of information using a mobile platform including induction materials, Trust standards and Trust patient pathways.

Since the introduction of the application, Dr Houghton has been monitoring the activity and over an eight week period there was between 19 and 134 hits using the system. It has proved to be popular with all medical staff at Grantham Hospital.

- 81% of F1s surveyed said have used it and of those users.
- 93.8% found it a useful way to access information and 100% felt it saved them an average of 39 minutes per doctor per day. (Self-reported).

Dr Houghton explained that the most challenging part of the project had been overcoming the Information Technology Department reservations and concerns about third parties accessing the information and confidentiality.

We heard from Dr Houghton that there are plans to develop the system at Pilgrim Hospital in 2016.

7. Trainer Recognition

The visiting team received a presentation delivered by Mr Michael McLeod, Medical Education Manager for the Trust and Trainer Recognition Lead.

Mr McLeod presented an update on the number of Clinical and Educational Supervisors who had been accredited and the reasons for those individuals who had not achieved full accreditation.

Mr McLeod explained how the Trust has been working with HEE-EM to promote both the taught and online courses for educational and clinical supervision.

We heard about the Trusts work to maintaining capacity of clinical and educational supervisors including:

- New Consultant meetings
- Review of Associate Specialists
- Medical Faculties
- Multi Professional Supervisors

We heard that United Lincolnshire NHS Trust have developed a Microsoft Excel database and supporting documentation which is used across the Trust and has been shared with other Trusts within the East Midlands.

8. Geriatric Medicine

As part of the ongoing quality management process feedback, HEE-EM had received feedback from Foundation, General Practice and General Medical trainees across the Trust, regarding the quality of training and perceived excessive workload within this specialty. It was therefore decided to see representatives from the specialty at all three sites at the Trust.

The Trust shared their integrated medicine approach that the patient is more than the sum of their illnesses. Both doctors and patients alike are bonding with the philosophy of integrative medicine and its whole-person approach, designed to treat the person, not just the disease.

The Trust explained that this approach was encouraged and taught to all trainees at Grantham District Hospital.

We heard from the Trust team that in addition to their specialty training programme trainees gain an opportunity to acquire knowledge in the comprehensive assessment and management of older patients. We also heard that trainees are encouraged to develop skills in management of complex care needs and learn the importance of a Multi-Disciplinary Team approach.

We heard that the Trust encourages trainees to attend outpatient clinics including:

- Stroke / Transient Ischaemic Attack (TIA) clinic
- Parkinson's disease clinic
- General medical & Healthcare of the Elderly (HCE) clinic
- Osteoporosis and Bone Health clinic

The Trust told us that trainees are supported within the clinics and initially sit in with the Consultant. Trainees are then under close supervision to

undertake patient assessment, and then review a management plan with the Consultant.

Trainees attend training to dictate GP letters, which are then reviewed and signed by the supervising Consultant.

9. Foundation Training in Surgery

The Trust shared the working arrangements and staffing for the surgical department at Grantham District Hospital, the Trust explained composition of the medical structure.

- 2.5 Consultant Colorectal Surgeons
- 1 Upper GI Consultant
- 1 Breast Consultant
- 2 Associate Specialists
- 4 Specialty Doctors
- 2 St3+ trainees
- 6 Foundation Trainees

We heard from the Trust that F1 posts are ward based, which allows the trainee to see a cross section of surgical cases, enabling them to develop their generic skills across more than one specialty.

The Trust explained that they have embraced the broadening of the foundation programme, and that their F2 posts are already community facing. Trainees are seeing A&E referrals and attending outpatient clinics, where they see new GP referrals and formulate plan under supervision

The visiting team heard that there are a wide range of elective surgical opportunities to see a wide range of cases: colorectal, upper GI, breast and general surgery. There are opportunities for F2s to assist in theatre to develop their additional skills, for example suturing.

Trainees are allocated adequate time to engage in all Departments' activities: regularly attend the Radiology meetings, patient safety meetings, governance and quality improvement activities; develop presentation, simulation skills and critical appraisal skills.

We heard from the Trust that because Grantham Hospital deals with elective surgery, that the team have an arrangement with Lincoln County Hospital to provide exposure to emergency surgical patients.

Trainees are sent to the Lincoln Surgical Emergency Assessment Unit (SEAU) and are there for 2x 4 day blocks during their placement which allows for continuity. Trainees attend the Consultant led

morning handover, which provides opportunities to assess and reassess emergency general surgery problems and for the trainee to complete supervised learning event (SLE's), often with Grantham Consultant and /or a registrar.

Trainees receive a short induction for Lincoln County Hospital initially, as they are only based on SEAU. Across the Trust the clinical systems and documentation are all the same and the team at Lincoln know to expect them, and provide senior support. We heard that this arrangement had been in place and has been working well for the last five years.

The Trust explained that out-of-hours, the surgical Specialty Doctor on call for Grantham does a 24hr shift, so they are very likely to know of potential overnight problems from during the day. The F1 working nights will handover any minor problems to the incoming surgical team at 8am before attending H@N handover.

The Trust reflected that they were planning for transfer of one of their F2 posts to Medicine in August 2016, and have plans to backfill with a Quality Improvement Fellow post in conjunction with University of Lincoln or an Advanced Nurse Practitioner post.

10. Foundation Trainees

As part of the day, the visiting team met with a group of foundation trainees for a mixture of specialties. The foundation year one trainees explained that the transformation from medical school to the first job in a hospital could be a frightening experience. Trainees reflected that the friendly and supportive atmosphere at Grantham Hospital helped with the transition of working within the NHS.

Trainees explained that because Grantham Hospital is small they get good hands on experience of patient care. Trainees said that this facilitates informal cross specialty discussions about patient care which they had not experienced in larger hospitals. Trainees said that the negative aspect of working in a small hospital was the limited number of doctors, which means there is often a high volume of tasks to be completed.

The F2 doctors said that they had been receiving more training at Grantham Hospital than they had at their previous hospitals, and that there is a good

work life balance, with the majority of trainees saying they are able to leave work on time.

Trainees shared, that they sometimes feel isolated and unsupported when working out of hours at both nights and weekends. Trainees described how it felt to be one doctor covering up to sixty patients out-of-hours covering both medical and surgical patients. The visiting team heard from the trainees that some of the nerve centre phones used out of hours do not work.

Trainees described the phlebotomy service as 'not good' and said that they would not have access to a phlebotomy service every day.

Trainees explained that some Health Care Assistants had been trained to take blood, but trainees said that they felt Health Care Assistants were not confident about their skills as they were out of practice. Trainees said that this was further complicated by a large number of locum nurses who do not do cannulas or take bloods.

11. Matrons & Allied Healthcare Professionals

The Trust delivered a presentation covering the key topics for nursing staff and allied healthcare professionals.

We heard from the Trust that the key challenge across all professions was the balancing of education and training against the current service pressures.

The Trust discussed the impact of nurse and midwife revalidation, which is taking effect from April 2016. Revalidation will help nurses and midwives demonstrate that they practise safely and effectively. The new process replaces the current requirements and nurses and midwives will have to revalidate every three years when they renew their place on the register.

Revalidation builds on existing renewal requirements by introducing new elements, which encourage nurses and midwives to reflect on the role of the Code in their practice and demonstrate that they are 'living' the standards set out within it.

We heard about the challenges faced for the Trust to raise the profile and support the nursing team through revalidation. We heard about the proactive steps the Trust has taken to ensure all staff have been appraised and are able to construct a portfolio

of evidence to be signed off. We heard about the challenges for delivering reflective practice.

The Trust told the visiting team about the ongoing recruitment and retention challenges for both nursing and allied healthcare professionals.

The Trust acknowledged the importance of having students and developing their own workforce, and is working closely with the University of Lincoln to discuss student numbers and the provision of mentors.

We heard about the potential to increase the number of students across a number of specialties including the pharmacy technician apprentice training. We also heard that with the withdrawal of Nottingham University from the Trust that there are now additional rooms within the education centres, which can be used for multi-professional training.

12. Requirements & Recommendations

Requirements

None.

Recommendations

1. HEE-EM would encourage widening of participation of the video conferencing equipment to further improve the multi-professional education across the Trust.
2. HEE-EM would encourage the Trust to build upon the surgical example of providing exposure to emergency patients at Lincoln County Hospital and look at how it can further strengthen its training posts, but utilizing cross site working to provide a better quality posts.
3. HEE-EM would ask the Trust to review the current staffing levels out of hours to reassure itself that they are a safe delivery of patient care.
4. HEE-EM would encourage the Trust to ensure that the handsets used out of hour's provision for Nerve Centre are in good working order.
5. HEE-EM would ask the Trust to review the provision of phlebotomy services based at Grantham Hospital.

13. Action Plan

A comprehensive action plan has been received by HEE-EM from the Trust. The action plan reports the issue and action required. The Quality Manager from HEE-EM will monitor and support the Trust to produce positive outcomes from this visit.

14. Trust Response

POSTGRADUATE MEDICAL EDUCATION CENTRE

Grantham & District Hospital

December 2015

Grantham & District Hospital is one of three training sites in the United Lincolnshire Hospitals NHS Trust.

Health Education England, working across the East Midlands (HEE-EM) visited Grantham & District Hospital on 5th October 2015, and conducted a one-day Level 1 visit with a team of 5 assessors, facilitated by the Medical Education Directorate.

The visit was multi-professional and included input from the Grantham Education team, the Interim Head of Nursing (Linda Keddie), and representation from the Allied Health Professional and the Trust Executive Team. The inspection team's approach was open, clear and conversational.

The visiting team provided positive verbal and subsequently written feedback in the LEP outcomes report received on 7th December 2015. The report highlighted a number of areas of progress and good practice since the last HEE-EM visit, and recognized the innovations in education taking place on the site.

The visiting team has made 5 recommendations for 2016, and we are already working on action plans to address these recommendations and look forward to keeping the team updated with our progress over the months ahead.

Grantham & District Hospital, as part of the United Lincolnshire Hospitals NHS Trust, is committed to the provision of high quality multidisciplinary education and training for the whole healthcare workforce in Lincolnshire. We listen to the learners recognising that high quality, safe patient-centred care is inextricably linked to well-trained and motivated healthcare professionals. Delivery of care is patient-centred and we look forward to working closely with HEE-EM to continuously improve the quality of

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education and training to deliver our shared vision of safe high quality patient care.

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