



Sherwood Forest Hospitals
NHS Foundation Trust

A close-up portrait of a woman with reddish-brown hair and bangs, smiling warmly. She is wearing a blue NHS uniform with a white collar. The background is a blurred clinical setting.

Sherwood Forest Hospitals Our Improvement Journey

A series of overlapping, wavy lines in shades of blue, green, and yellow, creating a sense of movement and flow.

Dedicated to *Outstanding* care

Our Journey of Improvement From this:

CQC rates Sherwood Forest Hospitals NHS Foundation Trust as Inadequate and recommends trust remains in special measures

Published: 20 October 2015

Provider: Sherwood Forest Hospitals NHS Foundation Trust

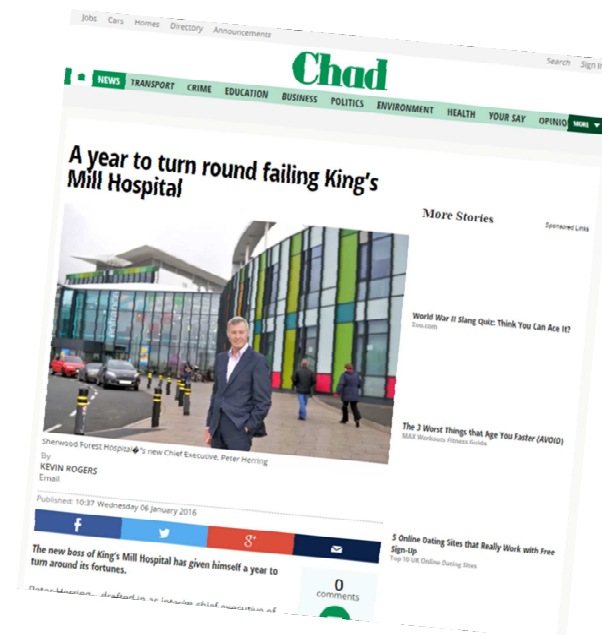
Struggling King's Mill to be taken over by high-performing Nottingham hospital trust



Failing FT needs 'long term partner', say regulators

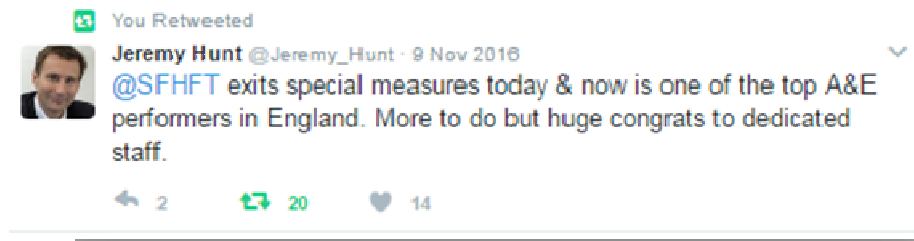
30 OCTOBER 2015 | BY NICK RENNOLD-KEMPTON

DEFT-CISM&MFC: Regulators have said a failing foundation trust requires a 'long term partner' after...

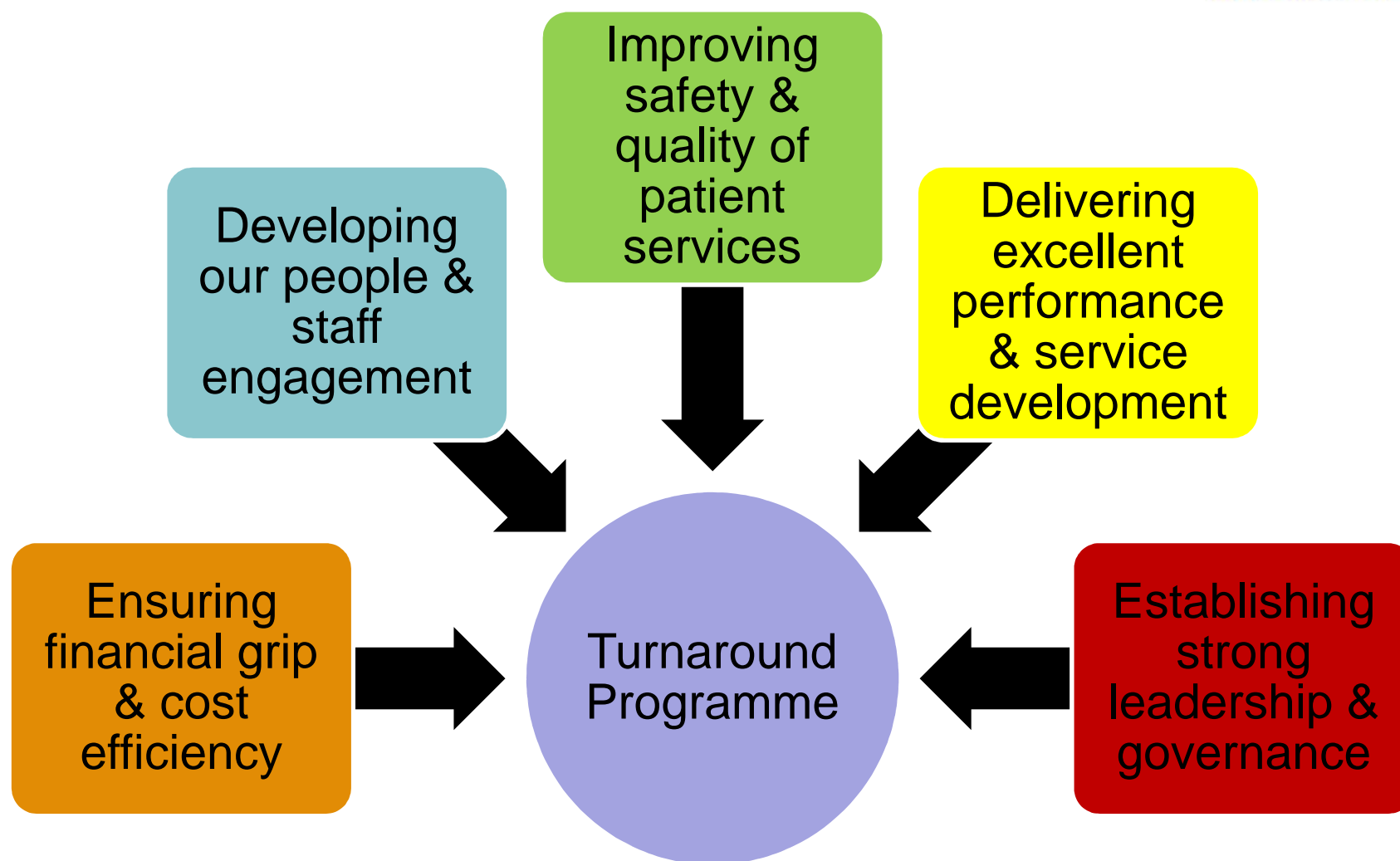


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Our Journey of Improvement To this:

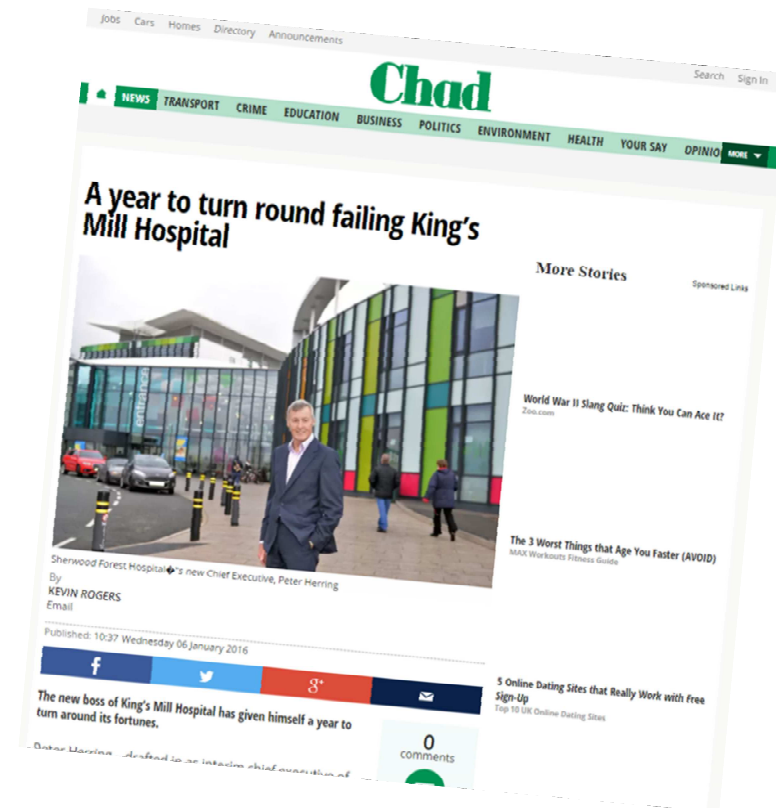


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Quality Improvement Programme

Throughout 2016, SFH implemented a major Quality Improvement Programme (QIP) to turnaround performance. The programme included 287 actions across ten workstreams with a particular focus on reducing the potential for avoidable patient harm.



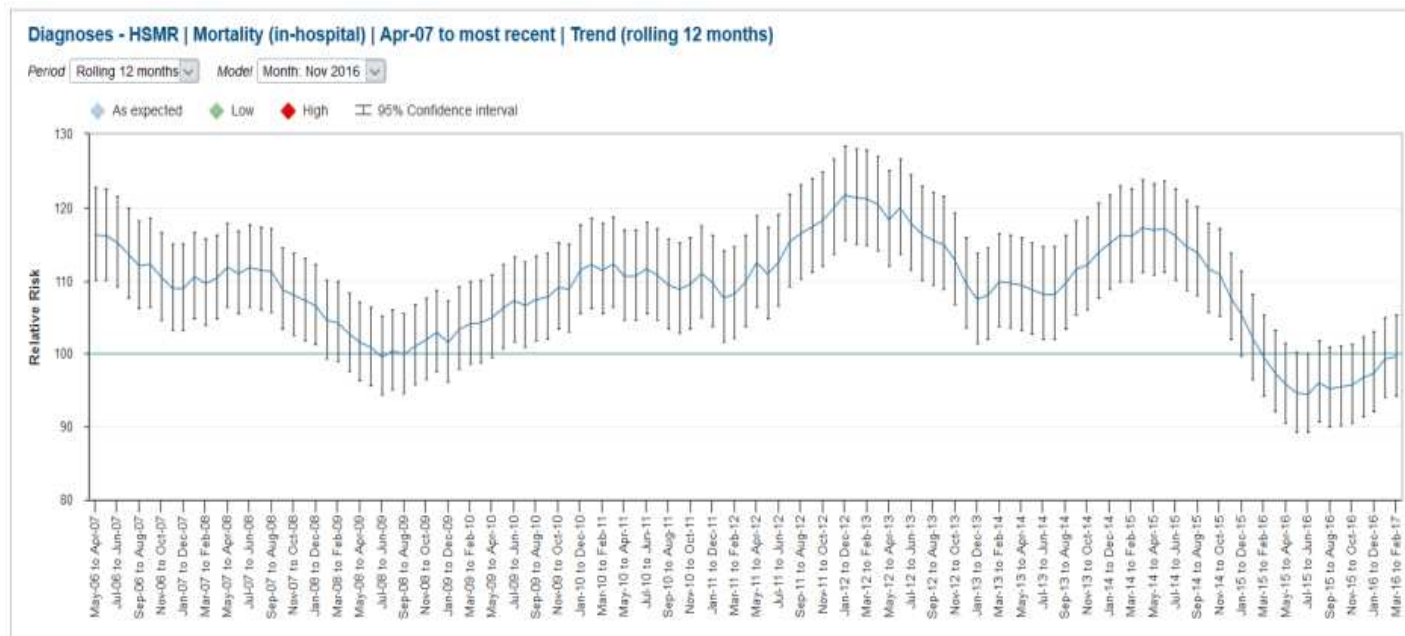
Improving the safety and quality of patient services – mortality rates



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Keogh Review (2013) puts SFH among the 13 worst Trusts for the Hospital Standardised Mortality Ratio (HSMR).

CQC verdict Oct 2016 – SFH is among the top 30 performing Trusts.



First time in 10yrs we have consistently been below 100

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Sepsis - Change In Safety Culture

Embedded therefore sustained



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Sherwood Forest Hospitals is among the top 30 best-performing trusts for the management and screening of the potentially fatal condition sepsis.



Outstanding
Care:
CQC Report
October
2016

Since our last inspection in June 2015 the trust had demonstrated significant improvements in the management of the deteriorating patient and the treatment of sepsis. Across medical care services staff identified and responded appropriately to changing risks to deteriorating patients. Where patients had met the trust criteria for sepsis screening, patients were screened appropriately.

CQC

"I often cite the work you and your team have done as an exemplar of how to improve sepsis and deteriorating patient work streams"

Training

As of 31 March 2016 compliance with sepsis training was; consultant 99%, nursing staff 90% and junior doctors 100%

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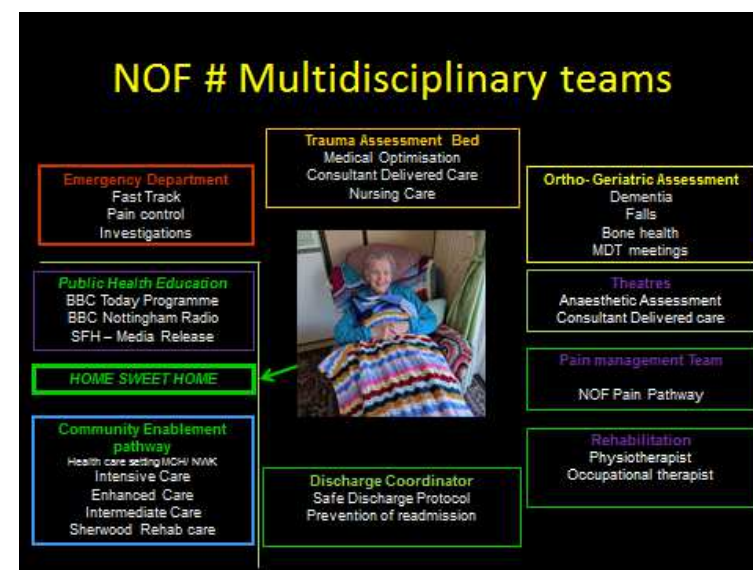
Further safety improvements

- Stroke service is now A-rated by the Sentinel Stroke National Audit Programme (SSNAP) and 8th best in the country for the way it handles patients suspected of having a stroke.
- Infection Prevention and Control team shortlisted in Patient Safety Congress 2017 Awards. (C. diff cases 28 a year, well below the NHS England threshold of 48 and down from 67 in 2015/2016).



Improved pathway for fractured neck of femur

	SFH 2015	National 2016	SFH 2016
Geriatric assessment	66%		93.1%
Best Practice achievement	19.6%	56%	76%
Length of Stay (days)	30	21	20
Patient discharge to own home	31%	65%	74%
Inpatient Falls leading to NOF	6%		<2.5%



FOR HEALTHCARE LEADERS

HSJ

HSJ Value in Healthcare Awards 2017: Finalist in Improving Value in the Care of Frail Older Patients and Emergency, Urgent and Trauma Care

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Source: NHFD

Patient Safety Culture

To empower every member of ward staff to:

- Take part in a survey that captures the patient safety culture in that specific ward
- Define any issues that prevent a focus on patient safety
- Raise ideas and opportunities to trial new ways of working
- Celebrate and recognise good practices and share with other areas
- Learn from each other



“The difference this has and is making at the Trust is both measurable and palpable. I believe this is an exemplar programme that illustrates how we really can create the conditions where front line teams who do extraordinary things every day can deliver great care and continuously improve care for patients.”

Interim Programme Director of Better For You

Hospital flow and the four-hour A & E standard

To treat and discharge or admit 95% of urgent and emergency attendances within four hours.

- November 2014 – among the
- worst in the country (86%).
- By May 2017 – best performer in the region and consistently among the top 20 nationally, against a backdrop of a 15% increase in attendances.



Avoiding
unnecessary
admissions

- Co-location of primary care
- Only admit those who cannot be treated at home
- Do not admit for investigation

Ensuring timely and
safe care of
patients during
hospital stay

- Plan workforce around patients
- Daily consultant reviews
- Enhanced medical staffing at weekends
- Speedy ordering of tests and x-rays

Whole system
approach

- Integrating processes and enhancing communication and interface with primary, community and social care



SFH won the HSJ Value in Healthcare Awards 2017 for Emergency, Urgent and Trauma care



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Outpatient improvement programme



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**200 case notes a month
missing or late**

Call centre
hours extended

**Case note availability
consistently above 99%**

Invested in
staffing &
technology

**More than 11%
appointments missed/DNA**

Text reminder
service

**Did not attends (DNAs)
down to 6.4%**

New DNA
process & SOPs

Clinic utilisation 82%

Wait times
monitored

Clinic utilisation 88%

Improved self
check in system

**8000 overdue review and
follow-up appointments**

New patient
pathways

Backlog cleared

KPI dashboard

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Expanding and improving services at Newark Hospital

- £700,000 upgrade for the hospital's Urgent Care Centre
- Co-location of GP out of hours and urgent care has brought primary and secondary care closer together
- A 5% increase in annual attendances at in urgent care, and
- 99.12% of urgent care patients treated and discharged within four hours
- Extension to range of outpatient services and 3,000 more outpatient appointments undertaken in 2016/17, an increase of 4% More day cases undertaken with theatre utilisation up by 14% year on year
- Physiotherapy, ophthalmology and audiology were the three most used specialities



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Dedicated people delivering outstanding healthcare



- Nursing vacancies down from 22% in 2016 to 15.8% and will reduce further with offers to 18 additional nurses recently made.
- Medical vacancies reduced from 18% in 2016 to 11% currently

- **Overall staff engagement score rose from below national average of 3.68 in 2015 to 3.86 above national average (3.79) in 2016**

- % of staff recommending SFH as a place to work up from 48% in autumn 2015 to 68% in autumn 2016
- % of staff recommending SFH as place to receive care up from 57% in 2015 to 74% in 2016
- Satisfaction with the quality of care in the best 20% of acute trusts in England
- Use of agency staff and agency costs reduced by 40% in past year



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Finalists in the Healthcare People Management Awards 2017.



Finalists alongside our facilities partner Skanska in the 2017 NHS Sustainability Awards.

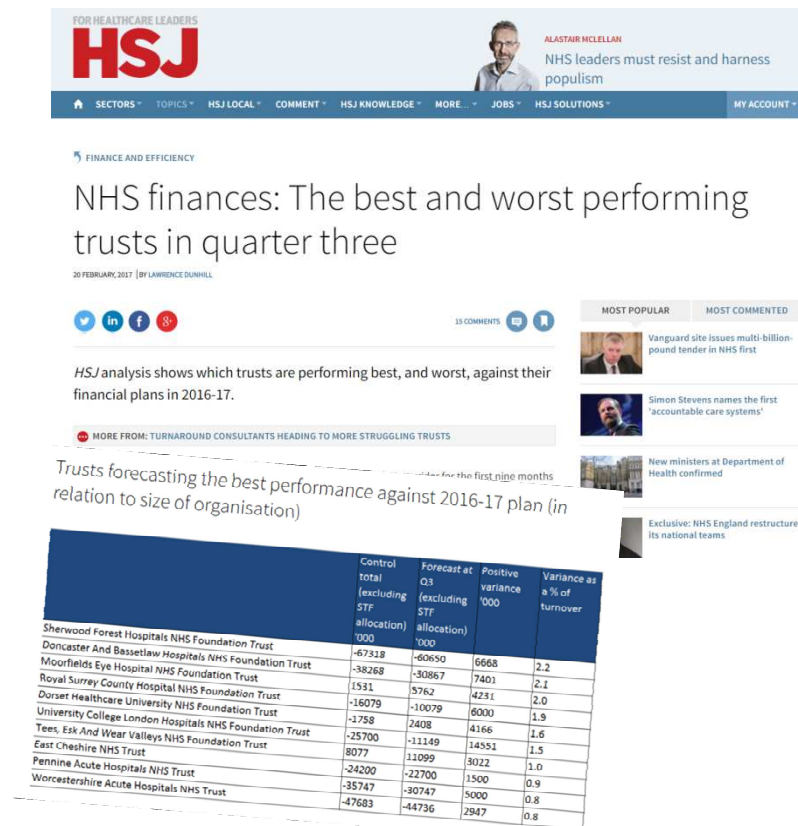


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Ensuring financial grip & cost efficiency

2016-2017

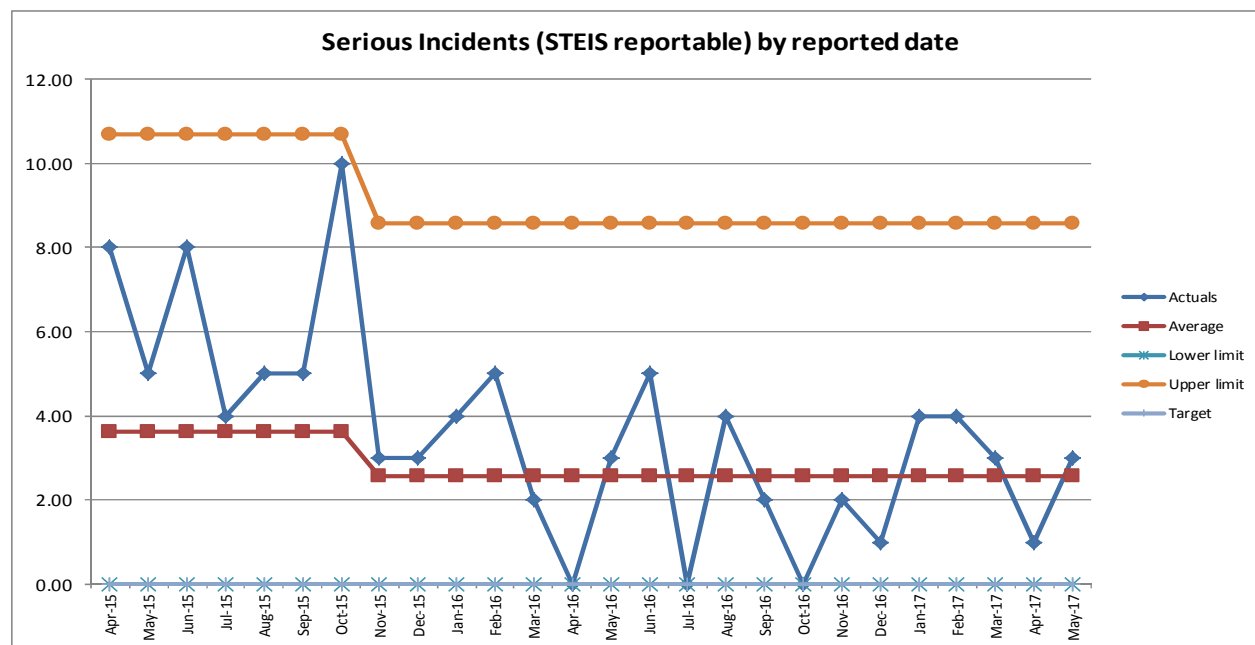
- Delivered control total of £41.4m.
- Delivered £14m cost improvements against planned savings of £13m.



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Governance and risk

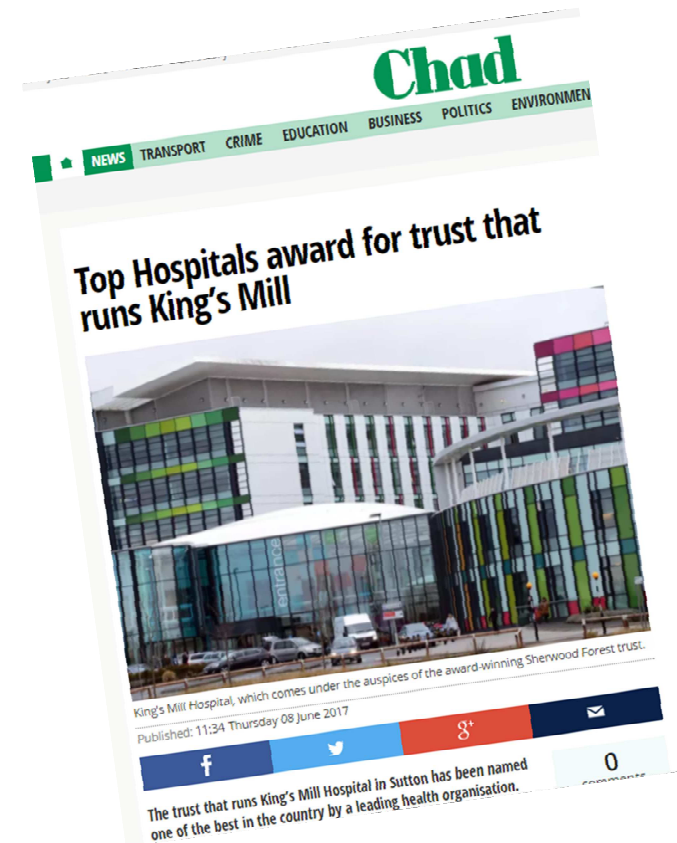
Average of 6.96 serious incidents per month before January 2016 down to 2.92 per month after January 2016



Backlog of serious incidents cleared, delivering on our commitment to conclude investigations within 60 working days.

Leadership

- Stable and experienced senior leadership team in place after years of multiple changes
- Leadership at all levels being strengthened and developed.
- New vision set by the Board for the Trust with 5 key strategic priorities



Our Vision, Strategic Priorities, & Values

Our vision	Dedicated people, delivering outstanding healthcare for our patients and communities			
Our strategic priorities	1. To provide outstanding care to our patients			
	2. To support each other to do a great job			
	3. To inspire excellence			
	4. To get the most from our resources			
	5. To play a leading role in transforming local health and care services			
Our values	Communicating and working together	Aspiring and improving	Respectful and caring	Efficient and safe



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