

REPORT TO: TRUST BOARD **PUBLIC SESSION – 25 January 2024**

PRESENTED BY: John Trevains, Director of Nursing, Therapies and Quality

AUTHOR: Hannah Williams, Deputy Director of Nursing

SUBJECT: **NON-EXECUTIVE DIRECTOR QUALITY VISITS ANNUAL REPORT**

If this report cannot be discussed at a public Board meeting, please explain why.	
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This report is provided for:

Decision <input type="checkbox"/>	Endorsement <input type="checkbox"/>	Assurance <input checked="" type="checkbox"/>	Information <input checked="" type="checkbox"/>
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The purpose of this report is to

To provide a summary of the year's activity to the Trust Public Board of the Non-Executive Director Quality Visits that have taken place across Trust services in the last 12 months.

Recommendations and decisions required

The Board are asked to RECEIVE, NOTE and DISCUSS the report.
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Executive summary

This report provides a summary of activity relating to Non-Executive Quality visits within the last 12 months. The aim of Non-Executive Director Quality (NED) visits is to explore the experience of patients (and their families/carers) and staff in relation to quality of care.
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Quality visits by our NEDs are an important way for them to gain improved understanding and insight into our services and to seek assurance around the quality of care: safe, effective, and provides as positive an experience as possible. Quality visits should be approached in the spirit of inquiry rather than monitoring.

The principals for the visits are to:

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| <ul style="list-style-type: none">• Listen directly to staff and patients/service users in services to hear their views and experiences• Ask questions and see the visit as an opportunity to learn more about the service, for example, good practice for sharing and any key issues of concern. |
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- Assure that the information from the visit will support assurance at Board and service level

The report includes a summary of services visited, common themes arising from the visits, outcomes and a look forward to the next 12 months.

Board are asked to note the value that these visits provide in regard to providing an additional layer of quality assurance alongside the Trusts existing agreed mechanisms of quality governance and management.

Risks associated with meeting the Trust's values

Specific initiatives or requirements that are not being achieved in line with Trust values are highlighted within the report.

Corporate considerations

Quality Implications	NED quality visits support the wider quality management system processes within the Trust by, providing an additional layer of scrutiny alongside the setting and monitoring of quality outcomes to ensure we identify and monitor early warning signs and quality risks. They support us to monitor the plans we have in place to transform our services and celebrates our successes.
Resource Implications	Improving and maintaining quality is core Trust business.
Equality Implications	No issues identified within this report.

Where has this issue been discussed before?

Quarterly reports via a detailed slide deck are presented to the Trusts Quality Committee.

Appendices:

Report authorised by:
Hannah Williams

Title:
Deputy Director Nursing, Therapies and Quality

Non-Executive Director Quality Visits

1.0 BACKGROUND

- 1.1 The Non-Executive Directors (NEDs) NEDs work alongside our Executive Directors as equal members of the board.

They seek assurance:

- On the quality and safety of our services
- That our resources are used in a way that delivers optimal health outcomes
- On the accessibility and responsiveness of our services
- That patients and the public can help to shape our services to meet their needs
- That public money is spent in a way that is fair, efficient, effective and economic.

- 1.2 The aim of Non-Executive Director Quality visits is to explore the experience of patients (and their families/carers) and staff in relation to quality of care. Quality visits by our NEDs are an important way for them to gain improved understanding and insight into our services and to seek assurance around the quality of care: safe, effective, and provides as positive an experience as possible.

- 1.3 Quality visits should be approached in the spirit of inquiry not monitoring. The principals for the visits are to:

- Listen directly to staff and patients/service users in services to hear their views and experiences
- Ask questions and see the visit as an opportunity to learn more about the service, for example, good practice for sharing and any key issues of concern.
- Assure that the information from the visit will support assurance at Board and service level

2.0 NON-EXECUTIVE QUALITY VISIT PROCESS

- 2.1 Non-Executive Director (NED) Quality visits will be arranged in liaison with the Nursing, Therapies and Quality Directorate (NTQ), specifically the Patient Carer Experience Team (PCET). Visits will be allocated following triangulation of information from; PCET, quality metrics, performance metrics and soft intelligence received. In addition, they are based on availability of NEDs and the services, to align with NED portfolios and localities whenever possible. If a NED wishes to undertake a visit to a specific service, they should contact PCET within NTQ for this to be arranged.
- 2.2 Each NED should undertake a minimum of two Quality visits each year, one within, and one outside their locality and ideally covering both mental health and physical health care.

- 2.3 A physical visit will normally take place over a morning or an afternoon (typical session: 10am–1pm or 1pm–4pm) but this may vary depending on the type of service. If physical visits are not possible, virtual visits by NEDs should be arranged. Quality visits should include: seeing some patient contact (in person or virtual), and speaking with members of the team about their experiences and those of our patients (in person or virtual). NEDs should leave with an understanding of how the service works.
- 2.4 NEDs will receive written confirmation approximately one week in advance of the visit by email. This will include information about where to meet and with whom, and contact details for the service. The service will receive information about the purpose of the visit and the NED visiting them (NED profile as available on the Trust intranet site) in advance of the visit.
- 2.5 NEDs are asked to complete a feedback form based on the Trust's values and behaviours, highlighting any actions that should be taken forward as an outcome of the visit; the form should be returned to the PA to the Chair within one week of the visit taking place.
- 2.6 The Director of Nursing, Therapies and Quality will take a summary of actions and initial response from service leads to the Executive team for oversight and ratification of service lead response.
- 2.7 A quarterly summary of visits and outcomes is presented to Quality Committee

3.0 OVERVIEW OF SERVICES VISITED

In the period January – December 2023 the following services received a quality visit from a Non-executive Director.

Quarter 4 2022/23	Quarter 1 2023/24	Quarter 2 2023/24	Quarter 3 2023/24
Eating Disorder Clinic	CAMHS	Diabetes Service	South Cotswold District Nursing Team
Complex Needs Service	Complex Lower Leg, Lydney Hospital	Art Psychotherapy Service	Stroke ESD Service
Tewkesbury MIIU	Adult Speech and Language Therapy	Children's Physiotherapy Service	Dementia Nurses
Adult MSK Physiotherapy, Stroud	Gloucester Recovery Team	Assertive Outreach Team	Vale Hospital Abbeyview Ward
Charlton Lane Hospital	Children's Speech and Language Therapy	Lydney Hospital-Ward visit	Clinical Flow team

Quarter 4 2022/23	Quarter 1 2023/24	Quarter 2 2023/24	Quarter 3 2023/24
IAPT	GRiP	School Nursing Service	Pilot Multi Agency Hub
Patient Flow Team	CAMHS (2 nd visit)	Diabetes Service	Stroke ESD Service
EDNS		Art Psychotherapy Service	
Eating Disorder Clinic			

4.0 FEEDBACK ARISING FROM THE QUALITY VISITS

- 4.1 The NED visits enable the NEDs to gain an insightful understanding on how individual services operate and an appreciation of the work and dedication by Trust staff, as indicated in the positive feedback highlighted below.

This is a therapy that makes an incredible difference for the people it serves. The impact on people's lives of being able to communicate again, perhaps after an already traumatic event such as surgery or injury, is heart-warming to see.

Adult Speech and Language Therapy Service

It was clear that the nurse enjoys her job and finds it very rewarding. She also came across as very knowledgeable. The service appears to be delivering high quality care and good outcomes.

Complex Leg Wound Service

I was hugely impressed by the dedication shown by those team members I talked with. They were very clear about how their expertise could make a genuine difference to people at a very difficult time in their lives, and they go above and beyond to make their work count.

GRIP

A very committed team with excellent leadership. Morale remains high despite all the recruitment and retention problems. It was a great pleasure to meet people and to be made very welcome.

Gloucester Recovery Team

This is a great team running a superb service.

Outreach Vaccination Service

During discussions, I was impressed at the frequent good suggestions and drawing on past experiences to try and improve the Service.

Community Dementia Nursing Service

I was privileged to go on a service visit with one of the DNs to see a gentleman who is suffering from a catheter injury and has a number of other complications post surgery. I was able to see this clinician demonstrating real empathy, kindness and respect both to the gentleman and his wife.

South Cotswolds District Nursing Team

We would like to extend our thanks to Emma and all those involved for the warm welcome, openness and above all the important work that they do for the children and young people in our community.

Pilot Multi Agency Hub

I was really impressed with this wonderful service and enthusiastic team members.

Children's Physiotherapy Service

The education session which I attended was very well delivered, with a good pace and plenty of opportunities for people to ask questions and raise specific questions. Excellent and engaging presentation plus engagement exercise.
Diabetes Service

The School Nurse's engagement with the family and with the children was exemplary – very calm, empathetic, non-judgemental, friendly and respectful.

School Nurse Service

Not only the AO team but every team I met in Weavers Croft was friendly and open.

**Assertive Outreach Team,
Weavers Croft**

Massive thanks to everyone whom I met on the visit. Really open conversations and a very warm welcome.

CAMHS

4.2 Across all services visited there are a number of themes that are similar in nature. These include:

- All services seeing an increase in complexity and acuity of patient profile
- Staff across all services regularly raise Health and Wellbeing issues as increasing but value and recognise the significant support and options from the Trust in response to this
- Staff are professional and caring and enjoy their role within the Trust
- Staff feel valued
- Staff put the patient first
- Ongoing problems with IT connectivity issues particularly in rural areas
- Further opportunities for the integration of Mental Health/ Physical Health and Learning Disability services
- Recognition of GHC's role in addressing Health Inequalities within Gloucestershire
- Limitations of interoperability across numerous clinical systems in Gloucestershire
- Challenges in addressing increasing waiting lists for services post covid
- Workforce challenges and the impact that temporary staff can have on service delivery, recognising the improvements that have been made.
- Delays with estates related work, recognising that frequently the delays are outside of GHC's control, e.g. shortage in materials following Covid and Brexit.

4.3 **Quality visit related changes**

Within the last year a number of changes in services have been initiated or accelerated following a NED visit demonstrating their value further. These include:

- A patient shower room at the Homeless Healthcare Centre now installed
- Accelerated integration between PH and MH Homeless Healthcare services
- Office space identified at EJC for the EDNS team
- Exploration of a training facilitator dedicated to recovery teams to support learning and professional learning
- Accelerated discussions with the ICB regarding addressing the current inequality in access to specialist lower limb wound care in the county

4.4 **Looking ahead**

- Non-Executive Quality Visits are firmly embedded within GHC, with their value recognised by services and corporate teams.
- PCET are in the process of drafting the schedule of visits for the next 12 months, focussing upon areas that have not been visited previously and where the triangulation of data and information suggests a visit would be beneficial to understanding issues further.
- PCET have identified an opportunity to further improve the feedback process and will be adopting QI methodology to address this.

- PCET will lead a review of the written guidance provided to services ahead of a Quality Visit, this will be co-produced with operational colleagues and Non-Executive Directors.
- PCET will work with Non-Executive Directors to seek their thoughts in relation to the visual presentation of reports to Quality Committee building upon the existing improved reporting across the wider PCET.