

*Appendix A*

**Dignity and Essential Care: Improvement Plan**

**Hospital:** Brecon War Memorial HospitalXX

**Ward/ Department:** Epynt Ward

**Date of Inspection:** 8 and 9 October 2014

<b>Page Number</b>	<b>Recommendation</b>	<b>Health Board Action December 1<sup>st</sup> 2014</b>	<b>Responsible Officer</b>	<b>Re Progress Monitoring Date (UAV-Unannounced Visit)</b>	<b>Timescale /Progress RAG</b>
<b>Quality of the Patient Experience</b>					
7	The Health Board is advised to look at appropriate ways of making the ward a more homely environment	Prints on walls in Day Room.	Jo Mayall	UAV Feb	Completed
		Rummage box. New Prints. Mood lamps for day room	Jo Mayall	UAV Feb	Completed

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		Patients bring in photographs etc if they wish to. Whilst being mindful of enabling cleaning to meet IPC standards	Jo Mayall	UAV Feb	Completed
		Glove and Apron dispensers ordered to be fixed outside patient rooms so they are no longer stored inside room	Jo Mayall	UAV Feb	28 <sup>th</sup> Feb 2015
8	The Health Board should consider the comments HIW received and has made above in relation to the patient / nursing staff relationships and take steps to improve this.  A few patients commented that they did not know the team very well and could not recall staff names.	All staff will have name badges. (ordered)	Ward sisters	UAV Feb	30 <sup>th</sup> Jan 2015
		A who's who board with picture displayed on the Ward. – being planned across Powys	Ward sister	UAV Feb	30 <sup>th</sup> June 2015
		Staff have been reminded to knock on room doors and introduce themselves. Ward sisters to monitor when working with staff and lead by example. Introduce the standard "Hello my name is approach".	Ward sisters	UAV Feb	30 <sup>th</sup> Jan 2015

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<b>Delivery of the Fundamentals of Care</b>					
10	The Health Board should ensure that nursing staff have the time to develop meaningful care plans which better reflect the multidisciplinary team goals.	Day to day assessment of need and staff requirement to ensure staffing levels are sufficient to meet patient need and provide time for meaningful care planning	Jo Mayall/ Ward Sister	UAV Feb	Completed
		New documentation is being developed and was showcased in Nursing conference. An audit tool will be developed to support this. Due for roll out from Feb 2015.	Jo Mayall	UAV Feb	28 <sup>th</sup> Feb 2015
		The senior sister will be responsible for implementation of the new documentation. 28 <sup>th</sup> Feb 2015  The ward sisters and senior sister have received training and pack on ward for staff to see. Further local training planned.		UAV Feb	28 <sup>th</sup> Feb 2015
11	The Health Board must ensure that the ward is given adequate supplies of patient gowns which are frequently needed for patient care and comfort.	Patient gowns now available on ward	Jo Mayall	UAV Feb	Completed 26 Nov 2014

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12	The Health Board should improve signage on the ward in accordance with best practice and increase the resources available to the ward which promote independence	Local action on providing pictorial signage is being developed with the ward Sister and Estates team to improve signage on toilets bathrooms to improve clarity for visual and cognitive impairment.  Brecon has been included in the Powys plans to paint bathroom toilet doors a standard highlighted yellow colour for key rooms such as toilets and bathrooms.	Chrissie Owens	UAV Feb	1 <sup>st</sup> March 2015
13	The Health Board should consider what can be done to improve opportunities for interaction with patients, particularly those who do not receive any visitors	Activities 'Champion' HCA is leading on developing the environment and activities. This work will be on-going after completion date.	Jo Mayall/ HCSW	UAV Feb	Completed Dec 2014
		Rummage box. New Prints in Day room. Mood lamp for day room. This work will be on going.	Jo Mayall/ HCSW	UAV Feb	Completed Dec 2014
		The option to move to a multi-occupation bay on Y Bannau is given to patients who are lonely or may not have many visitors	Jo Mayall / HCSW	UAV Feb	Completed Dec 2014

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		Patients have access to newspapers etc from a trolley also on site shop open daily on site run by volunteers. Staff take pt to visit the shop	Jo Mayall / HCSW	UAV Feb J Crowl	Completed Dec 2014
15	The Health Board must ensure that the staffing levels on the ward are sufficient to enable staff to respond quickly to patient calls for help.	<p>Day of audit particular issue as short term sick unable to cover. 2 WTE staff were on LTS now retired and had been for over 1 year. The post could not be appointed to until they retired which has now happened. Interviews for posts Dec 3rd 2014</p> <p>Update Dec 11<sup>th</sup> 2014 vacancies appointed to</p> <p>Professional Staffing Policy has been ratified by Executives November 2014 and covers 3 areas:</p> <ol style="list-style-type: none"> <li>1. Creating the appropriate establishment</li> <li>2. Deploying staff effectively through the roster</li> <li>3. Reporting and investigating any reported shifts of concern through the</li> </ol>	<p>Jo Mayall</p> <p>Deputy DNS Day to day implementation Chrissie Owens/Jo Mayall</p>	<p>UAV Feb</p> <p>UAV Feb</p>	<p>Completed Dec 2014</p> <p>30<sup>th</sup> April 2015</p>

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		incident reporting system and reported at Integrated Performance through IFOR			
		Staff rotation between the Y Bannau and Epynt wards to develop a flexible workforce to commence February	Chrissie Owens/Jo Mayall	UAV Feb	Completed Jan 2015
		Implementation of the sickness policy are showing a marked decrease in sickness on the ward	Chrissie Owens/Jo Mayall	UAV Feb	Completed
		A rostering policy is going through consultation.	Deputy DNS	UAV Feb	28 <sup>th</sup> Feb 2015
		The staff rotas for Feb have been completed and staff aware of where they will be working. This work will be on going	Jo Mayall/ Ward sisters	UAV Feb	Jan 2015
		Where care plans indicate additional staffing required for 121 care (Falls, dementia etc..) there is a process for the staff to escalate the need and for additional staff from the existing PtHB pool or through external agency	Chrissie Owens/Jo Mayall	UAV Feb	Completed

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		E-rostering is being scoped for implementation	Deputy DNS	UAV Feb	31 <sup>st</sup> July 2015
		<p>An easy access Bank database is being implemented.</p> <p>Update HR has set up the bank data base and is on Qlikview. Copy available to ward staff</p>	HR	UAV Feb	Completed Jan 2015
		Safer Nursing Care Audit (AUHUK) to be repeated in January. In Progress on ward	Jo Mayall	UAV Feb	30 <sup>th</sup> Jan 2015
16	The Health Board is advised to consider the use of foot health assessments, particularly where patients have diabetes.	<p>This has been highlighted for Powys via the FoC audit.</p> <p>New documentation is being developed and was showcased in Nursing conference A foot health assessment is included.</p> <p>Due for roll out from Feb 2015 with a training package.</p> <p>The training for this has started.</p>	Jo Mayall for the successful implementation of this work	UAV Feb	28 <sup>th</sup> Feb 2015

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		<p>During Feb a small working group will produce an Audit tool for documentation. Roll out and monitoring will be via the senior nurses and ward sisters across Powys.</p> <p>Update Jan 2015 -Date arranged to commence this work in Feb 2015</p>	Chrissie Owens/ Nigel Broad/ Jo Mayall	UAV Feb	April 2015
17	The Health Board must ensure that staffing levels are sufficient to enable there to be staff available to provide support at each mealtime.	Interviews to vacancies 5 <sup>th</sup> Dec for trained staff. HCA vacancies recruited to but have not yet started	Chrissie Owens	UAV Feb	Completed Jan 2015
		The Facilities manager and senior sister has reviewed meal times and changed the process to enable more time for patients.	Jo Mayall	UAV Feb	Completed Jan 2015
		<p>Professional Staffing Policy has been ratified by Executives November 2014 and covers 3 areas:</p> <ol style="list-style-type: none"> <li>1. Creating the appropriate establishment</li> <li>2. Deploying staff effectively through the roster</li> <li>3. Reporting and investigating any</li> </ol>	Deputy DNS Day to day implementation Chrissie Owens/ Jo Mayall	UAV Feb	30 <sup>th</sup> April 2015



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		reported 'shifts of concern' through the incident reporting system and reported at Integrated Performance through IFOR			
		Staff rotation between the Y Bannau and Epynt wards to develop a flexible workforce to commence February	Chrissie Owens/Jo Mayall	UAV Feb	Completed Jan 2015
		E-rostering is being scoped for implementation	Deputy DNS	UAV Feb	31 <sup>st</sup> July 2015
		Ward Sister and senior Nurses are able to request additional staffing to meet the minimum nurse staffing levels	Chrissie Owens/Jo Mayall	UAV FEB	Completed Nov 2014
		Predicted staffing levels for all Wards are presented and assessed daily at the Powys bed Management Meeting to ensure risks are managed and actions escalated where necessary.	Chrissie Owens/Jo Mayall	UAV Feb	Completed Nov 2014
		An easy access Bank database is being implemented. In place on Qlikview.	HR	UAV Feb	30 <sup>th</sup> Jan 2015

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		Update Jan 2015 - Available for staff			
		Safer Nursing Care Audit (AUHUK) to be repeated in January. In Progress	Jo Mayall	UAV Feb	30 <sup>th</sup> Jan 2015
		A rostering policy is going through consultation.	Deputy DNS	UAV Feb	28 <sup>th</sup> Feb 2015
17	Patients should be encouraged to wash their hands prior to meals and the Health Board must look at ways to make this possible.	There are hand cleansing wipes in the dining room. Notice in all rooms offering hand hygiene assistance to relatives. Staff reminded to offer patients hand cleansing prior to meals. Hand Washing procedures are reviewed through direct assessment by the ward sister during credits for cleaning inspections and unannounced visits. Supervision is also provided by Senior Nurse clinical facilitator sessions	Chrissie Owens	UAV Feb	Completed
18	The Health Board must ensure that staff are reminded of the need to provide high levels of oral care and also ensure that staffing levels are sufficient to be able to provide regular oral care where this is needed.	Oral care training planned for : 1 session Nov 2014 3 sessions planned Jan 2015 Oral health bundle to roll out in January each	Jo Mayall	UAV Feb	28 <sup>th</sup> Feb 2015

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		area rollout when training completed Brecon hospital will be Feb 2015			
		Ward Sister and senior Nurses are able to request additional staffing to meet the minimum nurse staffing levels	Chrissie Owens/Jo Mayall	UAV FEB	Completed Nov 2014
<b>Quality of Staffing Management and Leadership</b>					
21	The Health Board must urgently review minimum staffing levels for each shift to ensure that the needs of the patients can be effectively and safely met and to ensure that they are in line with the minimum level set out by Chief Nursing Officer recommendations. In addition, the nurse: patient ratio and skill mix should reflect the acuity, dependency and layout of the ward.	Day of audit particular issue as short term sick unable to cover. The budgeted staffing levels for registrants meet the CNO recommendations.  Staff were on LTS now retired. Interviews for posts Dec 3rd 2014  Update Dec 11 <sup>th</sup> 2014 All RN and HCSW posts appointed to.	Jo Mayall/ Chrissie Owens	UAV Feb	Completed Dec 14
		The staffing deployment is being reviewed as below  Staff rotation between the Y Bannau and Epynt wards to develop a flexible workforce to commence February	Day to day implementation Chrissie Owens/Jo Mayall	UAV Feb	Completed

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		<p>Implementation of the sickness policy are showing a marked decrease in sickness on the ward</p> <p>Professional Staffing Policy has been ratified by Executives November 2014 and covers 3 areas:</p> <ol style="list-style-type: none"> <li>1 Creating the appropriate establishment</li> <li>2 Deploying staff effectively through the roster</li> <li>3 Reporting and investigating any reported shifts of concern through the incident reporting system and reported at Integrated Performance through IFOR</li> </ol>			
		A rostering policy is going through consultation.	Quality and Safety	UAV Feb	28 <sup>th</sup> Feb 2015
		E-rostering is being scoped for implementation	Deputy DNS	UAV Feb	30 <sup>th</sup> July 2015

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		An easy access Bank database is being implemented. Now on Qlikview	HR	UAV Feb	Completed
		Safer Nursing Care Audit (AUHUK) to be repeated in January.	Jo Mayall	UAV Feb	30 <sup>th</sup> Jan 2015
		Predicted staffing levels for all Wards are presented and assessed daily at the Powys bed Management Meeting to ensure risks are managed and actions escalated where necessary. All hospital staffing levels are shown against the CNO principles and are given a risk status by the ward. These are reviewed by the lead Nurse and Senior Nurse and Exec on Call daily. The base line staffing levels form part of the form with comments denoting specific issues such as staff sickness and acuity.	Chrissie Owens/Jo Mayall	UAV Feb	Completed Nov 2014
<b>Quality of Staffing Management and Leadership</b>					
21	The Health Board must ensure the senior nursing structure is sufficient to support	The Lead Nurse Role for Mid and South is scheduled for interviewing 22nd December	DoN	UAV Feb	30 <sup>th</sup> Jan 2015

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	Epynt ward nurses in developing and complying with relevant professional guidance.	2014.			
		Support is available from the lead nurse North who does meet with staff and visits wards.		UAV Feb	Completed
		The senior nurse has regular 1:1 with senior sister and spends time on the ward for advice and support	Chrissie Owens	UAV Feb	Completed
		The senior sister meets weekly with ward sister on a formal basis, as well as working clinically with the staff to support and monitor	Jo Mayall	UAV Feb	Completed
		Powys wide ward senior sisters and sisters meet monthly with Lead Nurse North to update and share information	Jason Crowl	UAV Feb	Completed
		Powys wide Senior Nurses meet with the Deputy DNS and Lead Nurse to share practice developments and information	Paul Labourne	UAV Feb	Completed
22	The Health Board must ensure that staff are given access to meaningful training opportunities which develop their competence and continue to stimulate	Medicine management training organised. On line training for nutrition available. Oral training planned for staff	Jo Mayall/ Chrissie Owens	UAV Feb	28 <sup>th</sup> Feb 2015

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	<p>learning. Where online training is used, there should be a means of ensuring that staff have taken on board key points – particularly where this is being used for mandatory, important training such as the protection of vulnerable adults.</p>	<p>Working with training for cannualtion and IV training sessions.</p> <p>12 ward staff attended Research, Nursing and Midwifery Conference across all grades</p> <p>Working with training for NVQ training programme for new band 2</p> <p>Protection training available on line for staff</p> <p>Staff given protected time for on line training mandatory. Mandatory training compliance will be reviewed on a monthly basis and report at locality meeting</p> <p>Regular update of staff training is now being provided to Senior Nurse from HR Operations.</p> <p>DOLs training available staff booked on Jan / Feb 2015</p> <p>Francis report training has been provided for ward staff. Training for update/new staff planned for March 2015.</p>			

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		<p>Senior Nurse Clinical Facilitator role developed to enable 121 working with staff during direct care and also to support short local update sessions on learning events.</p> <p>Senior Sisters across Powys developing 'learning months' linked to 'national days' and 'national promotions' to create a higher profile learning atmosphere.</p>			
23	staffing needs of the ward to ensure they are sufficient to meet the acuity levels of patients in conjunction with the challenging physical layout	<p>Establishment has been reviewed against safer nursing tool. Day of audit 1 staff member on STS and unable to get a replacement. 2 staff LTS for over 12 mths (Since retired). Interviews for post Dec 3<sup>rd</sup> 2014.</p> <p>Update 11<sup>th</sup> Dec 2015 All vacancies appointed to.</p> <p>Professional Staffing Policy has been ratified by Executives November 2014 and covers 3 areas:</p> <p>1 Creating the appropriate establishment</p>	<p>Chrissie Owens/Jo Mayall</p> <p>Deputy DNS Day to day implementation Chrissie Owens/Jo</p>	<p>UAV Feb</p> <p>UAV Feb</p>	<p>Completed</p> <p>Completed</p>



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		<p>2 Deploying staff effectively through the roster</p> <p>3 Reporting and investigating any reported shifts of concern through the incident reporting system and reported at Integrated Performance through IFOR</p>	Mayall		
		Implementation of the sickness policy to monitor and support staff is showing a marked decrease in sickness on the ward – This work is on going	Chrissie Owens/Jo Mayall	UAV Feb	Completed Report Jan 2015
		Staff rotation between the Y Bannau and Epynt wards to develop a flexible workforce to commence February – rosters completed to commence Feb	Chrissie Owens/Jo Mayall	UAV Feb	Completed Jan 2015
		A rostering policy is going through consultation.	Quality and Safety	UAV Feb	28 <sup>th</sup> Feb 2015
		E-rostering is being scoped for implementation	Deputy DNS	UAV Feb	30 <sup>th</sup> July 2015

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		An easy access Bank database is being implemented. On Qlikview and copy available to wards	HR	UAV Feb	Completed
		Safer Nursing Care Audit (AUHUK) to be repeated in January. – in progress Jan 2015	Jo Mayall	UAV Feb	30 <sup>th</sup> Jan 2015
		Predicted staffing levels for all Wards are presented and assessed daily at the Powys bed Management Meeting to ensure risks are managed and actions escalated where necessary. All hospital staffing levels are shown against the CNO principles and are given a risk status by the ward. These are reviewed by the lead Nurse and Senior Nurse and Exec on Call daily. The base line staffing levels form part of the form with comments denoting specific issues such as staff sickness and acuity.	Chrissie Owens/Jo Mayall	UAV Feb	Completed Nov 2014
		Ward Sister and senior Nurses are able to request additional staffing to meet the minimum nurse staffing levels	Chrissie Owens/Jo Mayall	UAV FEB	Completed Nov 2014

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<b>Delivery of a Safe and Effective Service</b>					
24	The Health Board must ensure that nursing staff are clear about the requirements under the Mental Capacity Act and any processes arising from the Deprivation of Liberty Safeguards (DoLS) and that there are policies which ensure any such assessments are undertaken without delay.	<p>Policies in place for safeguarding</p> <p>Safeguarding group in place for Powys - Senior Nurse attends safeguarding quarterly meetings and shares information</p> <p>Policies on line for all staff</p> <p>DoLS training undertaken 28/11/14</p> <p>MCA Code of Practice is available in all areas</p> <p>The new nursing documentation does have clear assessments for staff to follow</p>	<p>Pauline Galluccio Safeguarding Lead</p> <p>Jo Mayall local implementation</p>	UAV Feb	Completed
		Senior Nurse Clinical Facilitator role developed to enable 121 working with staff during direct care and also to support short local update sessions on learning events.	Chrissie Owens	UAV Feb	Ongoing 1 <sup>st</sup> March 2015
24	Patient safety should be the utmost priority and where ward staff request input from	<p>Call bells has now been repaired.</p> <p>AI works requested through FM system staff</p>	Jo Mayall	UAV Feb	Completed

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	maintenance staff to resolve issues affecting patient safety these should be responded to without delay. If this is not possible, ward staff must ensure they take mitigating actions to make the situation sufficiently safe – in this case we found the actions taken were not adequate.	reminded to escalated any issue that could effect patient safety.  All immediate patient safety estates related issues are to be escalated through the senior nurse to the lead nurse for action.			
26	The Health Board must remind all staff of the correct procedures to follow when administering medication.	Medicines training arranged with Susan Newport to update staff on 4th December 2014.  Repeat sessions to be planned following review of this session.	Chrissie Owens/Jo Mayall/	UAV Feb	28 <sup>th</sup> Feb 2015
		NMC guidance for medicine administration document on all wards	Chrissie Owens	UAV Feb	Completed
		Medicines Management Practice Development forum is being launched to look at issues arising around the administration of medication.	Susan Newport	UAV Feb	Feb 2015
		Lead Nurse undertaking medication round review.	Lead Nurse	UAV Feb	Completed

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					Jan 2015
		'Dot and Pot' is being encouraged to help with safe administration of medicines Notice on Drug Trolleys	Jo Mayall	UAV Feb	Completed Jan 2015
		New CD policy framework under consultation	Jayne Price	UAV Feb	30 <sup>th</sup> March 2015
		Medicines management department review all medicine incidents report via 'Datix'	Jayne Price/ Susan Newport		Completed Jan 2015
		Medicines audit part of Matrix from Dec 2014 and will be reviewed monthly  Update Jan 2015 The audit is now on the All Wales Nursing Matrix and reviewed monthly	Susan Newport	UAV Feb	Completed Jan 2015

**Health Board Representative:**

**Name (print):** .....

**Title:** .....

**Signature:** .....

**Date:** .....