

Culture

Culture Workshops

2020 Workshop

Civility Saves Lives
Evolution of Incivility
HALT
Behaviours Framework
Raising Concerns

2021 Workshop

Psychological Safety
HHFT Case Study
Civility Saves Lives (recap)
HHFT Behaviour themes
Strategies for challenging
negative behaviour
Raising Concerns

2022 Workshop

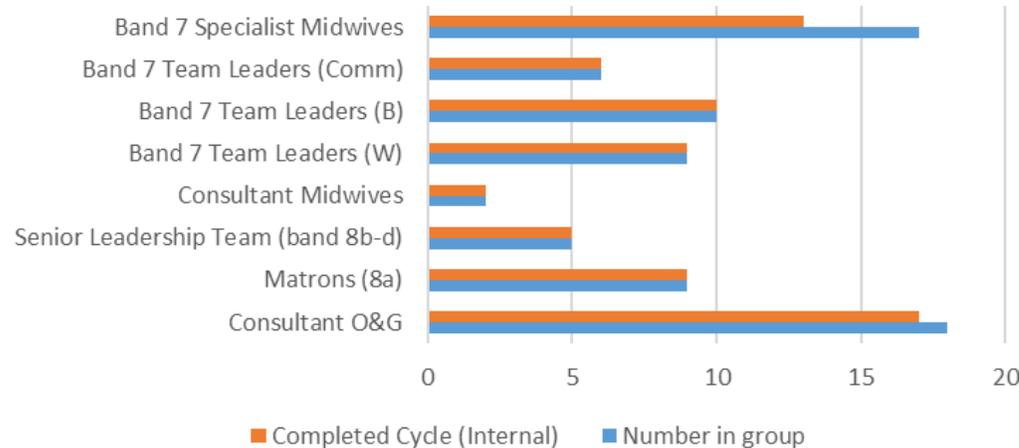
Barriers to Escalation
HHFT Case Study
Assertiveness Techniques
Staff Support
Civility Saves Lives (recap)
Quality Improvement

Multi-Professional Workshops within mandatory training

Leadership 360s completed in 22/23:

Total of 71/76 individuals were surveyed and received feedback through a coaching conversation. Total of 676 feedback forms received during the project.

Leadership 360 Review and Feedback Completed in 22/23



CULTURE CHANGE IN MATERNITY 20/21

SCORE Survey 2018
Key Targets:

- Burnout (both climate and individual)
- Local leadership
- Teamwork
- Safety Climate

NHS Staff Survey 2018 & 2020 Priorities:

- Communicating with staff
- Consistent management/ HR policies
- Staff Support & wellbeing
- Visible Leadership

Priorities from PMA Service Evaluation 2020:

- Staff support & wellbeing
- Raising concerns
- Burnout and symptoms of stress
- Just culture
- Support following serious clinical incidents

Local Compliance Data:

- Staff retention rates
- Stress related sickness absence

Key Drivers of Culture & Engagement

Employee surveys

100%

Local leadership

100%

Visible leadership

100%

Staff support & wellbeing

100%

Communication

100%

The Collaborative Design Phase with help from OD and HR teams

Leadership & Management

Development Opportunities

Communication

Behaviour, Civility and psychological safety

New PMA team: model of staff support

Mandatory Culture Workshops

Managers HR training: for consistency in HR process

Band 6 to 7 development programme

Communication strategy: listening and sharing opportunities

What we have delivered in the past year

PMA Team (relaunch Mar 2020)

- 2 WTE PMAs – 1 FT lead and 5 PMA associates with 1 day per week
- Priority to support staff and monitor themes
- Restorative Clinical Supervision (RCS) for staff and students
- Specialist support for returners from LTS or work-stress
- Support and deliver QI projects relating to identified cultural themes
- Yearly PMA service evaluation to inform priorities.
- Supporting NHS staff survey action planning
- Training PMAs as trauma risk management (TRIM) practitioners to join the team in the Trust

Behaviour Framework

- Use staff survey feedback to inform
- Working with staff to explore the problem and suggest solutions
- Looking at the history of these behaviours
- Working with different teams to improve collaboration
- Working back to the Trust to inform implementation

HALT

HALT: Halt, Acknowledge, Listen, Take Action

Civility Saves Lives

Quality Improvement Campaign delivered to around 150 staff



NHS Perinatal quad culture & Leadership Programme

2023 Results

HHFT Strengths

Workload is balanced and flexibility is high

*There's a no-blame culture – high levels of learning
and improvement*

Errors are handled appropriately

Staff knowledge is utilised

Staff can ask questions

Leaders are available and communicative

*People would be happy to be treated here as a
patient*



QI: Training & Projects (2022-2023)



Hampshire Hospitals
NHS Foundation Trust



200+ Bronze trained staff
(starting point **9**)

Maternity staff accounts for 11% of all trust wide bronze trained staff



26 Silver trained (or equivalent) staff
(starting point **5**)

Maternity staff accounts for 7% of all trust wide silver trained staff



2 Gold trained coaches
(starting point **0**)

Maternity staff accounts for 7% of all trust wide gold trained staff

In 2022 & 2023 (to date) 45 QI projects were registered in maternity.	
Number that were closed down	15 Themes for closure included: not being a QI project, project changed for an alternative project, no longer required, change in role or workload.
Number that have been completed	5 Using IHI Scoring Matrix: 2 projects showed <i>modest improvement</i> 1 project showed <i>significant improvement</i> 2 projects showed <i>sustainable improvement</i>
QI projects are currently live	24
Number of projects currently 'on hold'	1 This is due to restart shortly.

#EveryonesAnImprover



QI: Conference Submissions



Hampshire Hospitals
NHS Foundation Trust



CENTRE for SUSTAINABLE HEALTHCARE
Inspire • empower • transform

HEALTHIER PLANET
HEALTHIER PEOPLE



Our People, Our Planet

Quality improvement for greener healthcare and wellbeing

The Agenda



13.15 - 14.00 NHS Elect & Hampshire Hospitals: Supporting a QI Approach to Sustainable Healthcare at an acute NHS trust
NHS Elect and Hampshire Hospitals NHS Foundation Trust

Reducing stock and waste in Basingstoke Maternity

1. Current Situation
The maternity unit at Basingstoke was spending too much money, a lot of the money was on stock.
Wasteful: Stock and waste had been being ordered and delivered to the maternity unit resulting in too much stock, stock being wasted, and the planet being damaged.
The aim:
A multi-disciplinary team (including obstetricians, nurses, midwives, and support staff) was formed to reduce stock and waste. The team identified areas for improvement and implemented changes. The maternity unit now spends less money and the planet is being protected.

2. Methods and Changes
A multi-disciplinary team was formed to identify and manage a follow-up plan for stock and waste. Changes were implemented to the ordering process.
Inventory of stock was taken after identifying and managing stock.
Obstetricians, nurses, midwives, and support staff were involved in the process.
The maternity unit now spends less money and the planet is being protected.

3. Outcomes
The maternity unit now spends less money and the planet is being protected.

4. Sustainability
The maternity unit now spends less money and the planet is being protected.

5. Discharge Measurements
The maternity unit now spends less money and the planet is being protected.

6. Further Impact
The maternity unit now spends less money and the planet is being protected.

IMPROVEMENT CONFERENCE 2023

NHS
Hampshire Hospitals
NHS Foundation Trust

Wed 10 May 2023
9am - 3:30pm

The Ark Conference Centre, Basingstoke

Rainbow Clinic Outcomes: A model of care for subsequent pregnancies after stillbirth or neonatal death

1. Introduction
The Rainbow Clinic is a model of care for subsequent pregnancies after stillbirth or neonatal death. It provides a multi-disciplinary approach to care, including psychological support, medical advice, and practical support.

2. Objectives
The objectives of the Rainbow Clinic are to provide a multi-disciplinary approach to care, including psychological support, medical advice, and practical support.

3. Methods
The Rainbow Clinic uses a multi-disciplinary approach to care, including psychological support, medical advice, and practical support.

4. Results
The Rainbow Clinic has achieved significant results, including improved patient satisfaction and reduced psychological distress.

5. Conclusions
The Rainbow Clinic is a model of care for subsequent pregnancies after stillbirth or neonatal death. It provides a multi-disciplinary approach to care, including psychological support, medical advice, and practical support.

WINNER

Lauren Brown
Clinical Midwifery Matron for Community and Antenatal Clinic

“Improving Maternity Staff’s Compliance of Routine Domestic Abuse Enquiries”

Working together for our population
Outstanding care for every patient

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Finalist in National Maternity Safety Conference September 2023

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QI: Next Steps



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**Improvement strategy
2022-2028**



0.5 - Intent to Participate	No improvement
1.0 - Charter and Team Established	No improvement
1.5 - Planning for the Project has begun	No improvement
2.0 - Activity, but no changes	Diagnostics but no improvement yet
2.5 - Changes tests, but no improvement	Solutions developed but no improvement yet
3.0 - Modest Improvement	Expected outcomes/benefits are 20% complete.
3.5 - Improvement	Some outcome measures show improvement (35%).
4.0 - Significant Improvement	Most components of project are tested & implemented. Project aim(s) is >50% complete.
4.5 - Sustainable Improvement	Key measures show sustainable improvement of most outcome measures, 75% aim(s) achieved.
5.0 - Outstanding Sustainable Results	Organisational changes have been made to make the project changes permanent. Now business as usual

IHI Scoring Matrix



Define **Diagnose** **Design** **Test** **Sustain**



NHS IMPACT
Improving Patient Care Together

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Hampshire Hospitals
NHS Foundation Trust



Maternity strategy 2022 - 2028

A journey to achieve our vision, together.



Our trust strategic framework 2022-2028

Collectively, our **Vision**, our **Mission**, our **strategic themes** and our **Values** form our **strategic framework**.



All of our values are encompassed by a culture of inclusivity

