

**CARDIFF AND VALE UNIVERSITY HEALTH BOARD**

**ACTION PLAN: DIGNIFIED CARE**  
**The experiences of Older People in Hospital in Wales**

Area for Action	Detail of Recommendation	UHB Actions	Exec Lead	Operational Lead	Timescale
<b>Theme: Changing the culture of caring for older people in Welsh hospitals.</b>					
<b>1. Ward Leadership</b> Stronger ward leadership is needed to foster a culture of dignity and respect:	Health Boards and Trusts should ensure that the ward managers on every ward in which older people are treated are empowered with the skills and authority to create a culture of dignity and respect. This must include the: <ul style="list-style-type: none"> <li>Necessary clinical leadership skills</li> <li>Support of specialist consultant nurses especially in dementia care and continence</li> <li>Knowledge of the</li> </ul>	The development of a shared care approach to support the care and management of older patients with physical and mental health care needs.	Director with Operational responsibility	Divisional Managers Acute and Community Service	2011/2012
		Development of a Frail Elderly Framework. This work will include identifying ways in which the MDT ensures engagement across the wider team of Nursing, Medical Staff (including GPs), Therapists and Social workers, ensuring the delivery of an holistic approach to care.	Director of Therapies and Clinical Science	Divisional Manager Community & Primary Care	2011/2013
		Put in place arrangements	Director with	Divisional Nurse in	2011/2012

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	<p>correct staff numbers for their ward</p> <ul style="list-style-type: none"> <li>• Authority to select staff</li> <li>• Authority to ensure that their training needs are met</li> <li>• Responsibility for regular appraisal of skills, knowledge and attitude of the ward staff.</li> </ul>	<p>which enable timely access to expert advice. (The UHB does not currently have a Consultant Nurse for Dementia Care.)</p> <p>Roll out Transforming Care Programme to all wards across the UHB in line with the project plan</p> <p>Develop and implement a framework which enables the UHB to promote and embed behaviours which demonstrate dignity and respect, placing the concept of “doing what is best for the patient” at the heart of the services we provide (Heart of Gold Campaign). A mechanism to evaluate the impact of such a framework will also be required.</p>	<p>operational responsibility</p> <p>Director of Nursing</p> <p>Director of Workforce and OD and Director of Nursing)</p>	<p>each Division</p> <p>Assistant Director of Nursing</p> <p>Assistant Director of Organisational Development/Assistant Director of Nursing</p>	<p>By end of 2012</p> <p>2011/2012</p>

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<p><b>2. Improving care for people with dementia</b> Better knowledge of the needs of older people with dementia is needed, together with improved communication, training, support and standards of care.</p>	<p>Regular dementia awareness training and skills development should be a requirement for all staff caring for older people. Specialist and skilled multi-disciplinary input needs to be available to support staff to deal more effectively with people with dementia. This should include a Consultant Nurse/Clinical Nurse specialist available to give both case specific advice and to assist with staff learning and development in this area</p>	<p>Explore opportunities for Research and Development (R&amp;D) activities aimed at improving the care and treatment of patients with dementia in the acute hospital setting.</p> <p>Develop links with the Academic Department for Mental Health Research to build upon current activity.</p> <p>Aim to influence the new UA document being reviewed across Wales – to determine Domain for Cognitive impairment. This work will be progressed through the national programme group.</p>	<p>Medical Director with Director for R&amp;D</p> <p>Medical Director</p> <p>Wales Government Action UHB Lead Director of Nursing</p>	<p>Nursing R&amp;D lead</p> <p>Divisional Director Mental Health</p> <p>Divisional Nurse in each Division</p>	<p>By end of 2012</p> <p>2011/2012</p> <p>To be advised by Welsh Government.</p>

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	<p>more generally. Welsh Assembly Government should commission further work exploring the treatment of, and experience of, people with dementia in hospital, and ways to improve, building on the National Dementia Action Plan for Wales and the associated 1000Lives plus work programme. This should bring about better care for older people with dementia in hospitals in Wales.</p>	<p>Introduce the Dementia Care Liaison Nurse role within the UHB.</p> <p>Work with Wales Government to support approaches identified to improve the treatment and experiences of people with dementia in hospital.</p> <p>Implement and monitor progress against the National Dementia Plan for Wales.</p>	<p>Director of Nursing</p> <p>Director of Primary, Community and Mental Health Services</p>	<p>Divisional Nurse Mental Health</p> <p>Divisional Nurse in each Division</p> <p>Clinical Director Mental Health Services for Older People Division</p>	<p>By end of 2011 (appointment pending)</p> <p>2011/2012</p> <p>From 2011 - Monthly review as per Intelligent targets reporting arrangement</p>

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<b>3. Continence Management</b> Lack of timely response to continence needs to was widely reported and is unacceptable.	Health Boards and Trusts should prioritise the promotion of continence and management of incontinence. They should ensure that staff, at all levels, are empowered, trained and aware of the impact of both the ageing process and acute health conditions on continence. They should also devise an appropriate method for identifying older people's experience of continence care.	Explore any opportunities for research and development into continence care	Director of Nursing	R&D Nursing lead	From 2011 pending appointment
		Implement and monitor National Guidelines with regards to continence care	Director of Nursing	Continence Service Lead	From 2011
		Aim to forge links with Independent Sector with regards to continence management especially when product change is due.	Director of Nursing and Director of Primary, Community and Mental Health Services	Divisional Nurse Community & Primary Care Division	2011/2012
		Disseminate and support implementation of the acute care pathway in line with All Wales Bladder / bowel pathway.	Director with Operational responsibility	Continence Service Lead	2011/2012
		Give consideration to the introduction of a Nurse Consultant post for Continence	Director of Nursing	Divisional Nurse Community & Primary Care Division	2011/2012
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		Raise the profile of continence management by			

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<b>4. Sharing sensitive information</b> The sharing of patients' personal information in the	Clinical staff should regard their routine review of patients as a series of individual consultations and wherever possible these	Set up link nurses across UHB and independent sectors.	Director of Nursing and Director of Primary, Community and Mental Health Services	Divisional Nurse in each Division	2011/2012
		Raise the profile of continence management by working with the Executive Director of Nursing who, as part of the Welsh Government Free to lead Free to Care Post Implementation Group, will lead the development of a national work plan.	Director of Nursing	Continence Service Lead	From 2011
		Review current ward round practice and identify ways in which privacy and confidentiality (communication of patient sensitive information) can be	Medical Director		

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hearing of others should cease wherever possible.	should take place in a ward facility which is accessible, appropriate and offers privacy.	improved.			
		Roll out the Ward Refurbishment programme, ensuring that areas are provided for staff to provide patients and their relatives with information in privacy.	Director of Planning	Assistant Director of Capital Planning and Estates	From 2010-2015
		Continue to implement Transforming Care to support the small steps of change process required to enable Ward Sisters/Charge Nurses and other team members to identify opportunities to improve patient privacy.	Director of Nursing	Assistant Director of Nursing	By end of 2012
		Monitor progress with local initiatives developed in each ward through the Fundamentals of Care audits.	Director of Nursing	Assistant Director of Nursing/Divisional Nurses	Commenced 2009 with formal biannual review.
<b>5. Timely and effective discharge</b> Too many older	Health Boards, Trusts and Local Authorities should develop more focused and effective	Implementation of the Choice Protocol developed in partnership with Cardiff and the Vale Local	Director of Nursing	Divisional Nurse in each Division	From July 2011

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<p>people are still not being discharged in an effective and timely manner and this needs urgent attention.</p>	<p>commissioning of services and care for older people, including those with dementia, in order to reduce further the level of delayed discharges; and support this work through more robust embedding of Social Services staff in this process through ward level multi-disciplinary teams.</p>	<p>Authorities.</p>			
		<p>Monitor effectiveness of discharge arrangements in each ward through implementation of the Ward/Team Dashboard.</p>	<p>Director with operational responsibility</p>	<p>Divisional Director</p>	<p>Monthly in line with performance monitoring arrangement</p>
		<p>Identify opportunities for greater collaboration with agencies to support improve patient experience of the discharge process.</p>	<p>Director with operational responsibility</p>	<p>Divisional Director in each Division</p>	<p>2011/2012</p>
		<p>Contribute to and influence the revision of the Unified Assessment process and development of an All-Wales approach.</p>	<p>Director of Nursing</p>	<p>Divisional Nurse in each Division</p>	<p>To be confirmed pending WG approach.</p>
		<p>Progress the development of an integrated community resource service within the Vale (in partnership with the Vale of Glamorgan Council).</p>	<p>Director with Operational responsibility</p>	<p>Divisional Manager Community &amp; Primary Care</p>	<p>2011/2012</p>
<p>Support the review of Social Work liaison arrangements</p>	<p>Director with Operational</p>	<p>Divisional Manager Community &amp;</p>			



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		at Barry Hospital.	responsibility	Primary Care	2012
		Implement the UHB Capacity Plan.	Director with operational responsibility	Divisional Director in each Division	From July 2011
		Establish and formalise locality based Community Resource Teams	Director with operational responsibility	Divisional Manager Community & Primary Care	2011/2013
<b>Theme: Resourcing the care of older people in Wales.</b>					
<b>6. Developing volunteering opportunities</b> The appropriate use of volunteers in hospitals needs further development, learning from successful initiatives.	Health Boards and the Trusts should ensure that their hospitals further develop imaginative volunteer programmes to enhance patient experience, building on existing successful initiatives.	Implement Strategy and Framework	Director of Nursing	Assistant Director of Patient Experience	From July 2011
		Organise stakeholder event incorporating internal and external stakeholders (including hard to reach groups and communities)	Director of Nursing	Assistant Director of Patient Experience	By December 2011
		Gain substantive funding for Voluntary Services Manager post.	Director of Nursing	Assistant Director of Patient Experience	By end of 2012

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		Continue to develop partnerships with Third Sector.	Director of Nursing	Assistant Director of Patient Experience	2011- 2014
		Continue to learn from volunteering in health initiatives in other parts of Wales.	Director of Nursing	Assistant Director of Patient Experience	From July 2011
<b>7. Staffing Levels</b> Staffing levels have to reflect the needs of older people both now and in the future.	The Welsh Assembly Government, building on existing tools as a guide for determining staffing levels, should develop and implement a tool for Wales to determine both appropriate staffing levels and how staff should be deployed. This work should encompass current and forecast levels of need in relation to the care of older people.	Implementation of the agreed Nurse staffing establishments within each Division	Director with operational Responsibility	Divisional Nurse in each Division	By end 2011
		Identify and implement establishments to support the finalised Capacity Plan.	Director with operational Responsibility /Director of Nursing	Divisional Nurse in each Division	By March 2012
		Increase capacity within the UHB Nurse Bank to enable responsive temporary staffing arrangements to be implemented as required.	Director of Nursing	Assistant Director of Nursing	From 2011 with monthly review of target achievement
		Implement Rosterpro across all clinical areas in line with	Director of	Assistant Director of Workforce	2012/2013

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		<p>the project plan.</p> <p>Consider implementation of Rosterpro across other staff groups to promote more effective rostering.</p> <p>Support the All-Wales Assistant Directors of Nursing work, commissioned by the Directors of Nurse/Chief Nursing Officer Forum, looking at the development of common approaches to nurse staffing: acuity tools, benchmarking.</p> <p>Identify opportunities for workforce modernisation which are reflected within the UHB integrated Workforce Planning approach.</p>	<p>Workforce &amp; OD</p> <p>Director of Workforce and OD</p> <p>Director of Nursing</p> <p>Director of Workforce and OD, Director of Nursing, Medical Director and Director of Therapies</p>	<p>Assistant Director of Workforce</p> <p>Assistant Director of Nursing</p> <p>Assistant Director of Workforce</p>	<p>2011/2012</p> <p>From 2011 with annual review</p>



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	adopt an inclusive consultation process with patients, their families and carers and a representative mix of staff of all grades and across all roles that takes account of the principles of good design when refurbishing or building hospital facilities. The needs of those with sensory loss or dementia should be central to this process.	<p>time feedback, HIPO, Fundamentals of Care user feedback) and utilised to inform changes to clinical environments.</p> <p>Opportunities to capture and utilise patient/carer stories to inform service change (both local ward based changes and larger service development changes) to be further developed and optimised.</p> <p>Development of a means of evaluating input from patients and carers to be progressed. (Executive Leads Director of Nursing and Director of Planning)</p> <p>Put in place a mechanism which supports the identification and dissemination of learning, across the UHB, from national reports (Healthcare</p>	<p>Director of Nursing</p> <p>Director of Nursing</p> <p>Director of Nursing, Medical Director and Director of Therapies</p>	<p>Assistant Director Patient Experience</p> <p>Assistant Director Patient Experience</p> <p>Assistant Director Quality &amp; Safety</p>	<p>Baseline assessment by end December 2011.</p> <p>From 2012 onwards</p> <p>2011/2012</p>

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		Inspectorate Wales, Care Quality Commission, etc)	and Health Science		
<b>Theme: Creating the conditions for greater dignity and respect in hospital care.</b>					
<b>9. Communication</b> Effective communication can raise patient expectation and involvement and can improve their hospital experience.	The Health Boards and the Trust should provide older people and their families and carers, with a clear explanation of their right to receive good quality, dignified care. This must take careful account of sensory loss or other barriers to effective communication. Staff should maintain standards of communication and involvement which reinforce dignified care.	Implementation of the guidance' Ensuring Equality through Effective Communication'.	Director of Workforce and OD	Assistant Director OD	From 2011
		Establishment of a mechanism for evaluating the impact of any training provided within the UHB aimed at improving communication (over and above the monitoring of concerns raised through informal and formal channels).	Director of Workforce and OD	Assistant Director OD	By end of 2012
		Review current arrangements and identify opportunities to improve care and services for healthcare users (patients and relatives) with sensory impairment.	Director of Nursing and Director of Therapies and Health Science	Assistant Director Patient Experience	By end of 2012
		Development of an implementation plan to	Executive Leads	Assistant Director Patient Experience/	By end 2012

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		<p>support the introduction of the Macmillan Information Centre (UHW)</p> <p>The UHB has endorsed shared decision-making approach and will consider how the approach can be rolled out across the UHB following the end of the project in March 2012.</p> <p>Develop an approach which promotes standardisation of carer involvement in key decisions.</p>	<p>Director of Nursing/Director of Planning</p> <p>Director of Nursing/Medical Director</p> <p>Director of Nursing</p>	<p>Assistant Director Capital Planning &amp; Estates</p> <p>Assistant Director Patient Experience</p> <p>Assistant Director Patient Experience</p>	<p>By End March 2012</p> <p>By end of 2012</p>
<p><b>10. Patient experience</b> The experience of older patients, their families and carers should be captured more effectively and used to drive improvements in care.</p>	<p>The Welsh Assembly Government should lead on, develop and implement a clear, consistent mechanism through which Health Boards and the Trust will capture and act on the experiences of older patients, including those unable to speak for</p>	<p>Implementation of the Carers' Measures including the Information Strategy (partnership strategy)</p> <p>Patient panel to be developed to include stakeholders</p> <p>Development of internet site to enable capture of</p>	<p>Director of Nursing</p> <p>Director of Nursing</p> <p>Director of Nursing</p>	<p>Assistant Director Patient Experience</p> <p>Assistant Director Patient Experience</p> <p>Assistant Director Patient Experience</p>	<p>From 2012</p> <p>From March 2012</p> <p>By end December</p>

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	<p>themselves. This mechanism would allow qualitative data about older people's experience to be captured, understood and used to drive organisational learning and positive change. Results should be made publicly available in a form allowing ease of understanding and comparisons over time, on a Wales-wide and a Health Board and Trust basis.</p>	patient/user feedback.			2012
<p><b>11. Sharing good practice</b> Good practice should be better identified, evaluated and learnt from to bring about improvements in care.</p>	<p>The Welsh Assembly Government should drive forward the evaluation and adoption of good practice across Wales, with an emphasis on securing positive, demonstrable changes in practice in the care of older people. The Welsh Assembly Government should hold the health</p>	<p>Link audit activity within Divisions to the key priorities and themes emerging from concerns, complaints and litigation (as per NHS Redress).</p> <p>Implement the Ward/Team Dashboard in all clinical areas across the UHB.</p>	<p>Director of Nursing, Medical Director and Director of Therapies and Health Science</p> <p>Director of Nursing and Director of</p>	<p>Assistant Director Quality &amp; Safety</p> <p>Assistant Director of Nursing</p>	<p>From 2011 with annual review</p> <p>From 2011</p>



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	Boards and the Trust to account for their success in adopting good practice which enhances dignified care, or justifying why they have not done so.	<p>Further develop and utilise the feedback from the outcomes of the Fundamentals of Care audits to share good practice across the UHB.</p> <p>Implement the Hearts of Gold Campaign and monitor effectiveness.</p> <p>Utilise the improvement methodology associated with 1000 Lives+ to develop and embed sustainable good practice.</p> <p>Continue implementation of the various 1000 Lives+ Bundles/collaboratives: Skin Bundle, Urinary Catheter Care Bundle, Hospital Acquired Thrombosis, Peripheral Catheter Care Bundle, Central Catheter</p>	<p>Innovation and Improvement</p> <p>Director of Nursing</p> <p>Director of Workforce and OD</p> <p>Medical Director/ Director of Nursing</p> <p>Medical Director</p>	<p>Assistant Director of Nursing</p> <p>Assistant Director OD</p> <p>Assistant Medical Director, Innovation &amp; Improvement</p> <p>Assistant Medical Director, Innovation &amp; Improvement /Assistant Director of Nursing</p>	<p>2011/2012</p> <p>2011/2012</p> <p>Continue current activity 2011-2013</p> <p>Continue current activity 2011-2013</p>

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		<p>Care Bundle.</p> <p>Develop and implement a Dignity Code of Practice which promotes core values and behaviours for all staff within the UHB.</p>	Director of Nursing	Assistant Director of Nursing	By March 2012
<p><b>12. Skills development</b> All those working with older people in hospitals in Wales should have appropriate levels of knowledge and skill.</p>	<p>The Welsh Assembly Government, health Boards and the Trust should ensure that all staff caring for older patients acquire appropriate levels of knowledge and skill through continuing education and training. The Welsh Assembly Government should ensure opportunities for those with high levels of training to specialise through a career framework appropriate for current and future need.</p>	<p>Monitor implementation of the revised Appraisal Process</p> <p>Monitor the impact of implementation of the various Fundamentals of Care programmes/initiatives – Protected mealtimes, Dignity toolkit, social nail care- using the FOC audit process. Provide reports to the Board at least annually.</p>	<p>Director of Workforce and OD</p> <p>Director of Nursing</p>	<p>Assistant Director OD</p> <p>Assistant Director of Nursing</p>	<p>2011- 2012 Annual review</p> <p>Continue approach initiated in 2009 with biannual review and annual report to Board</p>