

**Powys teaching Health Board  
Dignified Care: Action Plan**

This Improvement Plan sets out the actions to be taken to improve the care provided to Older People in Hospitals. The action plan has been developed in response to the Older Peoples Commissioner Report: Dignified Care? The plan will be monitored by the Board of Directors and through the Improving Patient Involvement and Experience Committee reporting to the Boards Quality & Safety Committee.

Ref.	Action	Lead	Timescale	Progress
<b>Recommendation 1: Stronger ward leadership is needed to foster a culture of dignity and respect</b>				
1	Commitment to continue the development of nursing leadership and management within the organisation, as demonstrated through the Nurse Directors personal objectives.	Nurse Director	March 2012	
2	Complete the appointment of the dementia care nurses; ensuring clarity of role in support of hospital wards within Powys.	Director of Planning	Dec 2011	
3	Complete the review of ward staffing including key support staff such as ward clerks etc. Implement and then evaluate agreed changes.	Nurse Director	Oct 2011	
4	Develop a system to ensure that the ward sister/charge nurse is actively involved in every recruitment process to their ward.	Nurse Director	Sept 2011	
5	Review the monitoring arrangements that ensure ward sisters/charge nurses are supported to achieve their agreed personal development plan.	Nurse Director	Sept 2011	
6	Improve, where necessary, each wards system for achieving 100% compliance with appraisal/review, ensuring a clear plan exists and that allocated	Nurse Director with Dir of Workforce/OD	Oct 2011	

Ref.	Action	Lead	Timescale	Progress
	time to complete the reviews is set aside.			
<b>Recommendation 2: Better knowledge of the needs of older people with dementia is needed, together with improved communication, training, support and standards of care</b>				
1	Complete the appointment of the dementia care nurses; ensuring clarity of role in support of hospital wards within Powys.	Director of Planning	Dec 2011	
2	The Dementia Care Specialist Nurses will, as a priority, develop core competencies for staff working with patients with dementia and ensure that appropriate training and development opportunities exist as a result.	Director of Planning	Feb 2012	
3	In implementing the Carers Measure, ensure that carers looking after those with dementia are targeted for improved involvement in care and decisions, information and support.	Nurse Director	March 2012	
4	The programme for improvements in environments specific to the needs of those with dementia will continue to be rolled out throughout 2011/12.	Nurse Director	March 2012	
5	The learning from the 1000 Lives Plus Programme pilot site (Brecon Hospital) will be gathered and will inform the roll out of the programme to all other sites during 2011/12 and into 2012/13.	Medical Director	Dec 2011	
6	The adaptation of the audit tool on Dementia Care in Hospitals will be completed and used to understand the baseline position in each community hospital in Powys.	Medical Director	Dec 2011	

Ref.	Action	Lead	Timescale	Progress
<b>Recommendation 3: Lack of timely response to continence needs was widely reported and is unacceptable.</b>				
1	The audit results in relation to continence care will be reported widely and the development and implementation of an action plan will guide the further improvement to be made.	Nurse Director	Oct 2011	
2	The Transforming Care Programme will continue to be rolled out across the organisation, including essentially the skin and continence care bundles; and intentional rounding.	Nurse Director	March 2012	
3	As part of its capital programmes, the tHB will ensure that opportunities to improve the environment of care, specifically in relation to en-suite facilities, are taken.	Director of Planning	July 2011 and annually thereafter	
4	A more detailed plan will be developed and implemented that seeks the views of patients in relation to the continence care they receive.	Nurse Director	Nov 2011	
<b>Recommendation 4: The sharing of patients' personal information in the hearing of others should cease wherever possible.</b>				
Ref.	Action	Lead	Timescale	Progress
1	As part of its capital programmes, the tHB will ensure that opportunities to improve the environment of care, specifically in relation to single rooms, are taken.	Director of Planning	July 2011 and annually thereafter	
2	The organisation will identify a quiet room on each ward designated for private discussion/conversations with patients and relatives/carers.	Nurse Director	Sept 2011	
3	As part of its governance arrangements, the Board via its Information Governance	Nurse Director	Oct 2011	

Ref.	Action	Lead	Timescale	Progress
	Committee will be presented with a status report on the issue of privacy of information at ward level; and a resultant action plan for improvement will be implemented.			
<b>Recommendation 5: Too many older people are still not being discharged in an effective and timely manner and this needs urgent attention</b>				
Ref.	Action	Lead	Timescale	Progress
1	Evaluate the new services provided, e.g. PURCH, extended District Nursing, to understand their impact on patient experience of discharge.	Nurse Director	Oct 2011	
2	Complete the roll out of our reablement services across Powys.	Director of Therapies with Head of Adult Social Services	Dec 2011	
3	Consider the efficacy of having named social workers attached to ward teams, with potential for being based within the hospitals.	Nurse Director with Head of Adult Social Services	Nov 2011	
4	Complete the review of documentation (Unified Assessment) and make improvements as a result.	Nurse Director with Head of Adult Social services	Oct 2011	
5	Review the current mechanisms for gaining feedback on the patient experience of discharge, including discharge from DGHs.	Nurse Director	March 2012	
<b>Recommendation 6: The appropriate use of volunteers in hospitals needs further development, learning from successful initiatives.</b>				
Ref.	Action	Lead	Timescale	Progress
1	The Volunteer Bureau scheme in Brecon	Nurse Director	Oct 2011	

Ref.	Action	Lead	Timescale	Progress
	Hospital will be evaluated and considered for roll out to other Powys hospitals.	with Director of Planning		
2	Mechanisms will be developed and implemented that enable the Patient Experience Committee to consider the use of volunteers in schemes where positive impact has been achieved	Nurse Director	Jan 2012	

**Recommendation 7: Staffing levels have to reflect the needs of older people both now and in the future**

Ref.	Action	Lead	Timescale	Progress
1	The organisation will complete the ward staffing project that is currently underway.	Nurse Director	Oct 2011	
2	The Transforming Care programme will continue to be rolled out across all ward areas in order that the early benefits that have been reaped can be afforded to patients in all areas.	Nurse Director	March 2012	
3	The organisation will agree and move toward a minimum 'supervisory' time for Ward Sisters/Charge Nurses.	Nurse Director	Oct 2011	

**Recommendation 8: Simple and responsive changes to the ward environment can make a big difference**

Ref.	Action	Lead	Timescale	Progress
1	The tHB will develop as part of its core ways of working an approach to environmental improvements that include representatives of patients and staff to guide the design of the ward area.	Nurse Director with Director of Planning	Nov 2011	
2	A programme of 'simple' improvement to ward environment, such as the coloured doors and special clocks will be rolled out	Nurse Director with Director of Planning	Nov 2011	

Ref.	Action	Lead	Timescale	Progress
	across all hospitals within Powys to ensure consistency in approach; and that good practice and innovation is shared and becomes standard.			
<b>Recommendation 9: Effective communication can raise patient expectation and involvement and can improve their hospital experience</b>				
1	Complete the review of information sharing processes (including the permissions form) and implement the changes, supported by an awareness raising programme.	Medical Director	Sept 2011	
2	The tHB will seek to identify ways in which greater emphasis on the UN Principles for Older People can be achieved. Furthermore, the standard against which the organisation measures its own performance will include the key principles.	Chief Executive with all Director	Nov 2011	
3	The tHB will implement the Carers Measure seeking to prioritise the areas of care planning, care delivery, support for self-care or carers, and the evaluation of services.	Nurse Director	March 2012 and into 2012/13	
4	A formal mechanism for evaluating the involvement of patients and families/carers in the discharge process will be developed and implemented in association with carers groups and patient representatives.	Nurse Director	Nov 2011	
5	The implementation of specific training for multidisciplinary teams will take place throughout Powys, in line with the training and development programme developed by	Director of Workforce and OD	Dec 2011	

<b>Ref.</b>	<b>Action</b>	<b>Lead</b>	<b>Timescale</b>	<b>Progress</b>
	the NHS Continuing Healthcare National Programme.			
6	The tHB will revisit its core standards in relation to patient preferences of choice of name, language and communication method; and its ability to implement these standards consistently will be tested and as appropriate action taken for improvement.	Nurse Director	Oct 2011	
<b>Recommendation 10: The experience of older patients, their families and carers should be captured more effectively and used to drive improvements in care.</b>				
<b>Ref.</b>	<b>Action</b>	<b>Lead</b>	<b>Timescale</b>	<b>Progress</b>
1	An evaluation of the Board Patient Safety/Experience item will be undertaken.	Nurse Director	Oct 2011	
2	The work programme and associated progress report of the Improving Patient Involvement and Experience Committee will be presented to the Board directly at least 6 monthly.	Nurse Director	Sept 2011 and 6 monthly thereafter	
3	Work will be undertaken to explore, determine and establish mechanisms for ensuring patient/public are aware of the changes being made to services as a result of their experiences and feedback.	Nurse Director	Jan 2012	
4	Consideration will be given regarding the role of 'observing care' by Board members. The use of the methodology of 'Observations of Care' will be determined.	Nurse Director with Medical Director and Chair of Quality & Safety Committee	Oct 2011	
<b>Recommendation 11: Good practice should be better identified, evaluated and learnt from to bring about</b>				

Ref.	Action	Lead	Timescale	Progress
<b>improvements in care.</b>				
1	Complete the review of learning mechanisms, develop and implement a revised approach to Learning in order that good practice is both shared and adopted.	Medical Director with Nurse Director and Director of Workforce and OD	Feb 2012	
2	Continue the roll out of the Transforming Care Programme as a vehicle for adopting positive change.	Nurse Director	March 2012	
3	Continue the growth of the Faculty for Quality Improvement, reporting of utilisation and the breath of participants.	Medical Director	March 2012	
4	Progress the 1000 Lives Plus Programme areas, ensuring that the results of these are communicated more widely with patients and the public.	Medical Director	March 2012	
<b>Recommendation 12: All those working with older people in hospitals in Wales should have appropriate levels of knowledge and skill.</b>				
1	The commitment of the organisation to ensure staff receive performance review and development plans will be delivered as part of the Corporate Plan to meet the needs of the population served.	Director of Workforce and OD	March 2012	
2	A training and development programme specifically aimed at supporting hospital ward staff care for older people, particularly those with dementia, will be developed and implemented.	Director of Workforce and OD with Director of Planning	Feb 2012	