



## Tracey Brigstock Chief Nursing Officer Bulletin

**NHS**  
University Hospitals  
Coventry and Warwickshire  
NHS Trust

January 2024

### A message from Tracey

Happy New Year to you all!

In the dark January days, I find there are a few absolute shining lights to pull me through. Firstly, our fabulous staff that have a pure focus on delivering and improving excellence in patient care, every day.

This is going to be a year of transformation and service integration like no other and I believe we are absolutely up for the opportunities and challenges ahead, because we know that they will add value to our patients and make a real difference to our local community in accessing and experiencing services.

We now know that the revised launch date for our new EPR (Electronic Patient Record) system is June 15<sup>th</sup> 2024, what a fantastic way to join up our services and reduce duplication of data and records and releasing time to invest in frontline care. I am very much looking forward to working with you all to drive this through.

We know that our patients often get stuck in hospital when medically fit for discharge and often may have benefitted from services other than hospital admission.

'Improving Lives' is a transformation programme of work that will radically change how we assess patients' needs for care (admission and discharge), introduce new definitions of teams and provide real opportunity to improve pathways of care and ultimately care outcomes.

Fundamental to this are effective Board Rounds (twice daily) and actively using individual care 'goals' (criteria) to pull patients through their care pathway – reducing hours and days where nothing really happens. This builds on the 'red to green' days initiative that we are all familiar with.

Changes to processes will be required and our leadership is essential to ensuring that practice reflects what patients need us to do. We will need to lead this out, listen to one another, be flexible and kind to one another, while using our professional judgements and opinions to positive effect. This makes sense to me – bring it on! What an opportunity.

I hope you enjoy this first CNO Bulletin of 2024 and I look forward to working together with you on our excellence journey as the New Year begins...

### Christmas visits across our Care of the Elderly and Paediatric wards

Across the festive period, we welcomed Coventry Blaze, Coventry City Football Club and West Midlands Fire Service to University Hospital.

The Fire Service, Coventry Blaze and Rugby Borough Women's FC brought smiles to our Paediatric wards, Coventry City FC also took the time to visit our Care of the Elderly ward to deliver presents to some of our older patients.

[Click here](#) to view some photos from the visits.

### 21 babies delivered on Christmas Day and New Year's Day

Our maternity department continued to stay busy over the festive period as we welcomed nine babies to the world on Christmas day 2023 and 12 babies on New Year's Day 2024. The first Christmas baby was born at 12:13am to mum Gemma, and our first baby of 2024 was born at 1:53am to Mum Aswathy, a Staff Nurse at University Hospital.



### Brand new Leadership Council meeting launched

As part of our Shared Decision Making model, designed to give our staff a platform to implement positive changes in their area, our councils are invited to a unique 'Leadership Council meeting' every 6 weeks.

It is an informal meeting where all councils are able to share what they are working on, discuss what is working well and if they are encountering any barriers. Supported by fellow council members and senior leaders, they are able to discuss ways to overcome these barriers and progress their projects.

Here are a few progress updates shared at the most recent Leadership Council meeting:

Jane Holden, Chair of the Ward 52 Council, shared their progress on their new 'Food & Drink preferences' posters that are designed for patients who are unable to communicate their needs. The

posters sit behind the patient's bed and are designed for the patient's relatives alongside the multi-disciplinary team to complete.

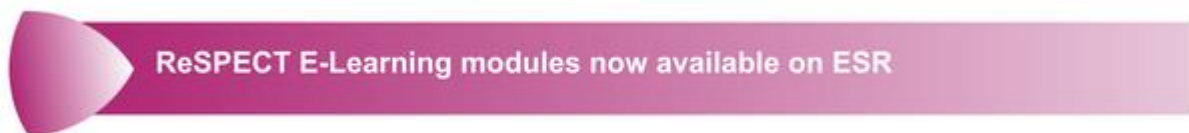
Jolene Steel, Chair of the Cardio-Thoracic Critical Care Council, shared a variety of projects they have worked on over the last two years, ranging from driving recognition within the unit by regular promotion of the DAISY Awards, to involving staff in recruitment events and renovating their patient waiting area and quiet room. Their future plans include renovating their doctor's office and their tearoom.

Alongside our councils, in attendance are senior leaders such as Tracey Brigstock, our Chief Nursing Officer, Bekki Ford, our Associate Director for Allied Health Professionals, and a rotation of our Group Directors of Nursing, Midwifery and AHP leads.

Also invited to the Leadership Council are guest speakers from a variety of backgrounds with the aim to inspire councils with new ideas for projects in their areas. Most recently we heard from Liz Fitzhugh, Clinical Lead for Net Zero within Clinical Support Services, who presented the work of the Saving Turtles Sustainability Council. Formed initially in Theatres in 2019, their initial focus was on recycling waste. They have since grown considerably with members across UHCW and have implemented numerous projects around broader sustainability.

During her presentation Liz shared some of the great work staff across the Trust have been leading on. Frank Olivari, member of the council from Neonates, has sustainability at the heart of what he does and has been instrumental in changing the 'top and tail' pots that they use to clean the prem babies from plastic tubs to recyclable cardboard. Additionally, Daniel Jackson, a member of the council from the Spec Shop in clinic 9, has been collecting old spectacles from staff and patients which are collected by the Coventry Mercia Lions who refurbish them and send them where they are needed across the world.

If you are interested in getting involved in Shared Decision Making in your areas by setting up your own council, or by linking in with an existing one, then please email: [shareddecisionmaking@uhcw.nhs.uk](mailto:shareddecisionmaking@uhcw.nhs.uk).



Recommended Summary Plan for Emergency Care and Treatment E-Learning Modules are now available on ESR.

The modules provide healthcare professionals with an opportunity to develop their knowledge and skills in the ReSPECT process.

There are two modules:

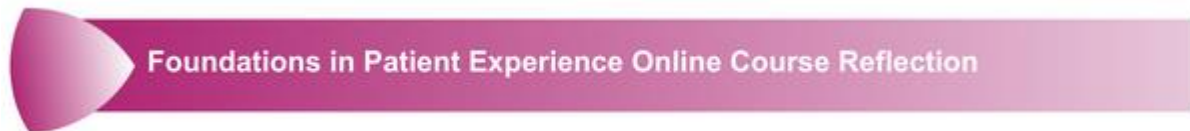
- 218 ReSPECT-Module 1: e-learning for all UHCW healthcare professionals
- 218 ReSPECT-Module 2: e-learning for all UHCW healthcare professionals documenting

Module contents include:

- The role of ReSPECT relating to other advance care planning documents

- The ReSPECT processes
- How clinicians conduct the ReSPECT discussion
- The importance of mental capacity and patient/relative involvement
- ReSPECT plans, including clinical recommendations, validity, and signatures
- Your potential role in the ReSPECT process
- How to escalate ReSPECT-related clinical concerns or queries
- Patient/relative involvement and how to navigate disagreement

[Click here](#) to log in to ESR and access the modules.



### Foundations in Patient Experience Online Course Reflection - Louise Tartarelli, Patient Experience Midwife

Maternity patient feedback is important to monitor the service users experience within the NHS. The quality of care the patient receives against the Trust's values plays a key role in identifying if a Trust is performing well or needing improvements, by identifying problem areas within it's organisation.

The Foundations in Patient Experience Online Course was made available for me to attend the online accredited course. I was given study time to attend the four-month course which was approved from the Institute of Leadership and Management. The course is the only formal course in Britain designed for staff in patient experience roles.

Patient experience roles are not easy as they tend to be isolated from other disciplines as they are not 'nursing roles' they do not belong to clinical services nor to support functions. A fortunate minority such as my role in midwifery, work closely with colleagues in patient safety, clinical audit, and quality improvement with whom they have much in common.

The course consisted of 15 people from a variety of different departments working within the NHS from around the country. Most were non-patient facing and there were no other midwives on the course. The topics covered were understanding patient experience, involvement, and engagement.

Communicating to each other as clinical professionals is also important to share our experiences and how they made us feel in an open and honest way without feeling judged or made to feel stupid. 'The Schwartz round', is a structured forum where all staff, clinical and non-clinical come together regularly to discuss the emotional and social aspects of working in healthcare. The purpose of the rounds is to explore the challenges and rewards that are intrinsic to providing care, not to solve problems or to focus on the clinical aspects of patient care.

Communication between staff and patients is challenging if your Trust has a diverse multicultural demographics such as ours. Using a shared phone to communicate with which was in an open and exposed area. Coventry is a very diverse area of 33% with deprivation of 14% compared to the national average of 10%, so a portable language line was much needed. The feedback from patients since it was introduced in the spring, is that the patients feel using the portable device more private, and they feel relaxed at asking questions when it is placed next to the bedside, instead in an open ward for others to hear.

Towards the end of the course, we were all asked to pick a topic to improve patient care, we had to present our project to the group at the final session. I focused on providing patient going through a caesarean section a better understanding of the process as I felt within literature and antenatal classes surrounding maternity, there is a higher emphasis given to vaginal births regarding information sharing to patients, than those opting for a planned or ending up with an emergency caesarean section. Whilst many people will want to aim for a vaginal delivery, for some women, having an elective caesarean section is the only option for them, so by normalising their birth experience and having a birth plan for their caesarean section, it empowers them to have some control of their choices.

Recently during a meeting, a patient fed back her experience in theatre. During the caesarean sections she had the screen lowered to witness her child being born, but when this was requested the second time around her experience was very different and she was firmly told no without an explanation as to why. This prompted me to choose theatres as my project as I felt small steps to help support these women could have a positive experience overall.

I have now set up a monthly theatre focus group which consists of anaesthetists, a service user, an ODP, the midwife theatre lead, the labour ward manager and matron in an aim to make improvements to the service we provide in theatre and the literature surrounding their procedure.

To date, suggestions that have been made and actioned are ordering of named embroidered hats for midwives in theatre so that the parents know who is looking after them and acting as their advocate. A birth choice poster plan for labour rooms and theatre, these birth plans have icons with vitamin K, skin to skin, feeding choices, offering to lower the drapes at a caesarean section are all present on the poster. A copy of the birth choices will be given to women at their pre-op consultation to ensure the couple have time to discuss their choices at home before the day of the caesarean section. As there are three anaesthetists in the focus group, they are on board at providing women with the copy at the pre op.

To conclude this reflection; In 2008, the government said patient experience, care characterised by compassion, dignity, and respect, should be equal to patient safety and clinical effectiveness as a performance goal. The 'High Quality Care for All' set the policy, but in reality, patient safety and clinical effectiveness are top priorities and patient experience is not. Patient experience should have equal priority to patient safety and clinical effectiveness in hospitals, by reducing avoidable suffering should be a performance goal.

The need for change in making improvements to maternity services starts at communicating with women and their families, to discuss how their experiences were as an NHS service user. Taking their feedback and making even the smallest of improvements can have a positive impact for future women. Often the little changes are those that change a good experience into an excellent one. Further specialist training towards patient experience roles is definitely required and should be readily available for providers working within this field in the NHS.



**Save the date: CASTLE education event**

The Coventry and Warwickshire CASTLE EAG (Care and Support Towards Life's End Expert Advisory Group) are hosting an education day on Thursday 21<sup>st</sup> March 2024.

For more information and how to book, please [click here](#).

## Paediatric Nursing sees drop in vacancy rate

Gavin Smyth, Paediatric Modern Matron

Paediatric Nursing specifically is classified as a hard to fill staff group and is recognised nationally as having an occupational skills shortage.

Kerrie Welsh, Paediatric Workforce Lead was recruited in June 2023 to support the senior management team in tackling nursing staff shortages which at the time was over 40%. With significant team working and support from across the hospital over recent months there has been substantial progress with the trajectory by April down to 20% vacancies.

Within Paediatrics, Tracey Brigstock has visited us twice for a 'Meet and Greet' session both in Sept 23 and Jan 24 to personally meet with some of our Paediatric new starters.

The visits have been a huge success with Tracey having the opportunity to meet not only our new recruits to the Trust, but also, some of our experienced staff who have moved on to new roles within the department, a true representation of the development pathways we offer here within Paediatrics at UHCW.

## Celebrate our latest DAISY Award Honourees

Following a touching nomination from a new mother, Registered Midwife Bethany Wallace has been crowned as our latest DAISY Award Honouree. [Click here to view the full story](#).

## Tweets of the Month

[Pathway to Excellence at UHCW – CNO Special Commendation Awards](#)

[Zandra Sutherland – Value and Waste Training](#)

[UHCW NHS Trust – A&E Crash Scene Emergency](#)

[Sue Noyes – New Chair of the UHCW Board of Directors](#)

[Lynne Hollingsworth – X-Ray department woodland mural](#)