

# Health & Wellbeing Oversight Committee Annual Quality Report 2019

## Celebrating Success

2019 has again been a busy year for the department and the team have worked both hard and together in the best interest of IPs.

We have seen some significant evidence of the good work in our registered services. This has included two important external validations of the quality of care we provide.

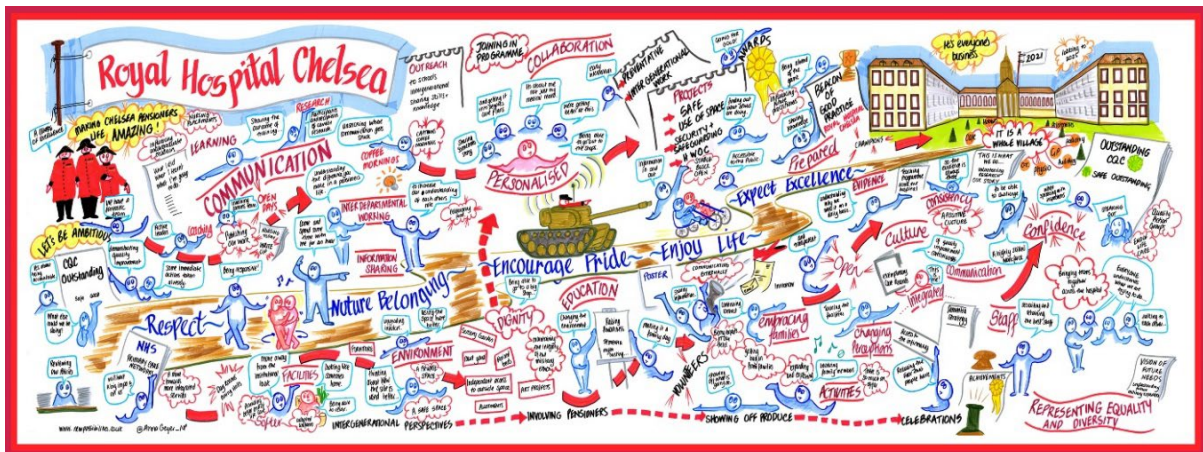
In May 2019 the MTI moved up from Beacon to Platinum Status on the Gold Standard Framework.

In June 2019, the MTI was subject to a robust Care Quality Commission (CQC) inspection lasting for four days, this included our Medical Centre and registered nursing and care wards and Domicillary care service.

Of the five categories of enquiry, the MTI maintained Outstanding for Caring, Responsive and Well-led. In addition, we saw an improvement from "Good" to "Outstanding" in the category of 'Effective' and maintained 'Good' for 'Safe' which gave an overall grade of 'Outstanding' for our services.

<https://www.cqc.org.uk/provider/1-199725901>

The Medical Centre achieved 100% satisfaction in their Family and Friends survey in 2019. Of the 144 respondents out of a total of 153 completed surveys ,95% could not have been happier with the standard of care received.



## Action to Sustain Improvements

We do not intend to rest on our laurels, In order to both continue our efforts in maintaining and improving our services we enlisted the help of a graphic artist to help explore with staff ideas for IP focused projects and act as a road map for the

teams towards our next inspection. Through this we want to evidence our improvements. This has produced a graphic illustration of what we want to do, and we are translating that into a project plan.

## Reconfiguration of Services – Responding to need

Remaining agile in how we provide the most appropriate care and support to IPs, we have taken the opportunity to reconfigure the registered beds. This means we have reduced our beds to support people living with dementia to 21 and increased the beds for general nursing and short term stay to 28. Addressing the balance means we have the right services in the right place.

## Improving Health Promotion

The Medical Centre has introduced a health promotion board which is popular with IPs and is aligned with other departmental work with both social care and therapy support. The topics have covered a range of issues including men's health, diet and diabetes.



## Undergraduate Student Placements

We continue to support a range of undergraduate students. Nursing students from Kings College London and Medical students from Imperial College London.

We will be expanding this in 2020 to include Bucks New University and tri service nursing students from Birmingham University.

All cohorts evaluate their clinical placements at RHC well. This enables us in a small way to contribute to influencing the next generation's awareness of veteran's health.

### **Improving our care for people living with dementia**

We have invested in the environment on Campbell ward our unit for Pensioner's living with dementia. This has included new furniture and soft furnishings including creating a more hospice style room for care at the end of life.

Our care staff have undertaken a bespoke programme to improve and update their skills and we have extended the dementia awareness day to include key staff across Department of Health & Wellbeing. We have been able to facilitate more external trips and create easy access to the café and more flexible ways of inclusion in activities including our Cognitive Stimulation Therapy groups. We will further build on this in 2020 and create a Royal Hospital Chelsea Dementia Awareness Strategy.

### **Safeguarding**

The Safeguarding Board is now well-established and continues to work to achieve the following aims:

1. Mainstream Safeguarding of Chelsea Pensioners
2. Developing Effective Safeguarding Structures and Governance
3. Learning through experience and development of knowledge and skills
4. Engaging with Stakeholders
5. Working in Partnership

The Safeguarding Board meets quarterly. This year we have included representation by the finance department. This means every department at RHC is represented. In order to maintain interest and vigilance we have undertaken some Board training in serious case review as a reminder to those with this lead role the significance of our work.

We have refined the Children's safeguarding policy and reflected this in both the staff handbook and resident's handbook to ensure all staff are aware of their responsibilities towards children both living and visiting on site. The mandatory training for all staff in adult safeguarding is now in place. The HR Department L&D manager coordinates all staff training. Additionally, we have produced a booklet for contractors who visit the site, and this is available in departments and at the hospital gates. We have introduced an additional layer of scrutiny regarding IP contributions with the finance department to assure ourselves that this is both correct and double checked.

Of the 256 staff members at the Royal Hospital, 31 have undertaken intensive face to face safeguarding training in the last year (2019) with new starters, with a further 10 new starters booked on in March/April 2020 as per our policy. 201 staff members have undertaken in year online refresher training with a further 14 still due to complete this due to sickness and absence.

## **Admissions**

Admissions have continued to grow with 32 new In Pensioners joining the RHC in 2019. We have six reversions this year one person left to get married which reflects the positive impact RHC has had in creating a new confidence for that individual who has found a new partner. Three IPs are seeking to return.

We have refined the Admissions process and have introduced a new induction element on arrival for the Captains to reinforce the culture, and military ethos for new IPs this also provides an informal opportunity for new IPs to ask questions and raise concerns or questions.

We are planning new ways of engaging with recruitment in 2020 to ensure continued success.

## **Staffing**

A Deputy Matron has also been appointed to the MTI team. Starting in January 2020. This post will be critical in developing clinical best practice, introducing case reviews and supporting in leading the team to flourish.

## **Developing our Team**

2019 saw a sustained investment in our care staff undertaking the National Care Certificate, this is a continuous programme for new starters, and we have seen pride in the team in their achievements. We held two events to celebrate their success.

This year we supported all our registered nurses to develop their leadership skills. The programme means that in 2020 we will see this learning translated into ward-based projects which the team will share in the annual nurse conference in January 2020.

We have also commissioned a coaching programme for the Senior staff Nurses in order that we sustain the momentum and improve their leadership.



### **Developing links with wider Army community**

Another year has shown clear improvement in reaching out to our serving Army colleagues externally. Since our first showing at the Regimental Sergeant Majors (RSMs) Convention 2018, Regiments and Corps have offered pensioners visits to their respective locations to see what is currently taking place. Modern tactics, techniques and procedures have surprised our pensioners since their time serving and along with up to date cutting edge equipment, both together make the whole experience somewhat more exciting.

There has also been an increase in Regiments and Corps asking to visit the Royal Hospital to witness the wonderful architecture and history of why we exist. This has been made a lot easier by the Tours department booking military tours as a priority.

This is extremely important for the younger generations of serving soldiers to interact and chat about shared experiences with pensioners from their time serving and how things have changed.

The Regimental Sergeant Major (RSM) along with a Chelsea Pensioner attended the 2019 convention. This has resulted in more RSMs coming forward asking how they can get their troops to visit the Royal Hospital. The RSMs convention remains a great opportunity to speak to the British Army about the Royal Hospital.

The Royal Hospital remains in touch with Veterans Aid with our Director visiting New Belvedere House and having a few of their team down to the Royal Hospital to play grass bowls in a more relaxing and fun atmosphere.

The Royal Hospital took part in the Armed Forces Day (AFD) in Salisbury this year which again shows the men and women in scarlets to the Nation. This has grown into the Royal Hospital participating annually with the provisional planning for AFD 2020 in Scarborough. Our external representation and iconic brand is well received by the public.

The Royal Hospital in 2019 has been involved in a huge number of visits and work to increase our reach to the wider army community and the Nation. The success of IP Colin Thackery has reinforced our place in the nation's heart and this has spilled into the wider Army seeking Chelsea Pensioners to attend their events.

The Royal Hospital as it moves into 2020 is in a better place, strengthening its foundations in a wide spectrum of events, representing the wider army community as veterans and remain relevant for future veterans. We will be publishing the first RHC Older Veteran engagement report this Spring.

## **IP Consultation & Communication**

2019 required a repeat of the IP survey. The results of the IP survey, undertaken during November 2019 produced some interesting results. 46 % of IPs completed the survey. Participation in the survey was up by 2% and satisfaction with the care received at the RHC remains high.

IP's overall, are very happy with their life inside the RHC with 95% of IP's reporting that they are proud to represent the RHC +2% on 2017. Headline data is as follows:

29: Staff are friendly and approachable 99% + 7%

51: Satisfied with MTI services 99% +4%

9: Feeling safe and secure at the RHC 97% +5%

37: Feel consulted 51% + 2%

17; Satisfied with messing meeting format for food 65% -8%

22; Satisfied with dry cleaning services 66% -5%

An action plan to address areas of concern has been written. This will be published in January with planned review dates, follow up actions and communication strategy for Captains to share with their companies.

The pan site suggestion boxes remain popular with IPs raising concerns through this as well as other fora. There have been 22 suggestions in 2019 and we have been able to use these suggestions to support the "You said, we did" process which is an important measure to ensure that In Pensioners know that they have a voice and that their opinions do matter.

## **In Pensioner Handbook**

The In Pensioner Handbook has now been reviewed and updated (Nov 2019) to include the new RHC Values, changes to the admissions process, and an update of new departments to reflect internal changes. This remains a key communique with IPs setting out expectations and guidance to life at RHC.

## **Social Care**

A review of staff within the department has allowed us to create a more IP focused service. We have recruited 1.5 WTE welfare assistants. This allows for more support to the Social Care Manager, frees up the Admissions Officer and allows us to provide a better IP facing support service. In 2020 we will review working practices of the team and introduce a case finding approach. We have procured a new RHC minibus this year to better support those with mobility difficulties to get to and from hospital appointments as well as social outings, where possible.

## **Improving the management of IP information**

2019 saw the introduction of a new electronic system for IP records pan site. The procurement process which took on board a range of views from all staff groups choose the system, Kareinn. We undertook a phased introduction mid-year and have built a good working understanding of the system to date. The ability for all staff to use handheld devices means for the first time our care staff are empowered to record in real time care they provide.

The system has enabled us to manage IP information from application to end of life care because each In-Pensioner has one single record improving accuracy, security and availability of record-keeping. The cloud-based system is accessible via mobile and tablet devices to enable real-time updates. The system has ensured risk, accidents and incidents are logged immediately and trends can be identified in an easier and timelier way. Data has now been collected and used in a more standardised way, supporting staff members on duty during the out-of-hours period.

We have identified the need for a bespoke built front-end system, to improve the applications / admissions process and we are working with Kareinn to create this.

We anticipate when embedded it will release time of the admissions officer to spend some additional time forward facing and out reaching to less obvious potential routes into RHC such as housing and local authorities.

The investment in Kareinn today means we will be at the forefront of AI developments as they emerge. The system is helping us to build a unique data base for veteran's wellbeing and trend data.

## **Research**

There has been a successful partnership developed with RHC and the University of Northumbria. We have recruited a PhD student to work with RHC for three years. The basis of the thesis will be to look at the impact of the existing integrated care model on the wellbeing of IPs and the results transferability to use in other settings

The Future Veteran's needs analysis is being scoped by Kings College London to explore current data in order to inform potential service developments to create an outreach care mode for a wider older veteran group. This will report in early 2020.

## **Policy & Compliance Update**

Work to establish merged policies, protocols and ways of working across the Health & Wellbeing Department and wider Royal Hospital Chelsea is ongoing and an essential element of our CQC compliance. We have updated all policies in line with the annual programme.

## **Volunteers**

We continue to benefit from a strong volunteer base at RHC. This is a valued part of the support we provide to IPs. This year we have introduced a revised strategy for recruiting volunteers has been in place for just under a year and is working well. This means we are looking for specific skills. We have planned cohorts of volunteers joining to ensure that we have the right skills in the right place and the right mandatory training in place. Currently we have 78 volunteers who have supported us with 5,000 hours of their time in 2019.

The IP Survey was very positive about the role of our volunteers and it is possible to offer a wide range of activities because of the range of skills that they bring.

## **Activities**

We continue to refine and develop our activities. The team along with the volunteers have worked well in delivering a range of both weekly planned activities "in house" but a myriad of external events which have created new partnerships. Including the popular trips to the medi cinema at Chelsea & Westminster Hospital and art projects at the Physic Gardens and Saatchi Gallery.

The singing group following their support to IP Colin Thackery, have been invited to sing at several events which raises their profile and that of RHC.

This year our Artist in Residence on Campbell ward has supported Pensioners living with dementia to produce work for the Arts in Dementia exhibition at Peter Jones. This has provided an important and engaging way for people to express themselves.

The introduction of the music therapist has also had a big impact on the care we give which has benefitted individuals and we plan to expand this next year. In 2020 the planned Hobby Centre will expand the team's ability to provide a more varied programme. This gives rise to better integration across the site and creates a communal environment for those who are confined to the single activity room in the MTI. One of the things people living in care homes miss is the wind in their hair and rain on their face, being engaged with the outside. The planned new hobby centre helps us create a more interesting experience.

## **2020**

We have a development plan in place for improving services in 2020 and building on the teams' achievements and ensuring we sustain the highest standards for Pensioners.