

PUBLIC BOARD - 30 JULY 2020

Virtual Leadership Walkround Pilot

Presented for:	Information and Discussion
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Previous Committees	None

Trust Goals	
The best for patient safety, quality and experience	✓
The best place to work	✓
A centre for excellence for research, education and innovation	✓
Seamless integrated care across organisational boundaries	
Financial sustainability	
Key points	
1. The leadership walkround programme is well established at Leeds Teaching Hospitals NHS Trust.	For information
2. Leadership walkrounds are recognised nationally as a critical leadership intervention and are considered to be a sign of the Trust's safety culture and approach to improving quality in the organisation.	For information
3. The programme was paused in response to the coronavirus pandemic to support the operational response and reduce the risk of transmission.	For information
4. The approach to leadership walkrounds was discussed with Executive Directors, Trust Chair and at Quality Assurance Committee on 2 July 2020. This was tested in the Emergency Department on 15 July 2020, using remote/virtual technology to inform the approach during the phase 2 recovery period taking onto account the requirements to observe social distancing.	For information/discussion

1. Summary

The purpose of this report is to provide a summary of the virtual leadership walkround that was tested in the Emergency Department on 15 July 2020, using remote/virtual technology to inform the approach during the phase 2 recovery period, taking into account the requirements to observe social distancing.

2. Background

The leadership walkround programme is well established. The programme provides an opportunity for members of the Trust Board to engage with patients, relatives and staff through regular visits to clinical areas and to discuss standards relating to quality and safety with clinicians and managers during the visits. The purpose of the visits is to provide visible leadership by the Board on quality and safety and to talk to patients, families and staff about their experience of care in the hospital.

3. Virtual walkround – Emergency Department 15 July 2020

The leadership walkround programme was paused in response to the coronavirus pandemic to support the operational response and reduce the risk of transmission. This was discussed at the Executive Directors meeting in June, with the Trust Chair and at Quality Assurance Committee in July, to consider the approach during the phase 2 recovery period, taking into account the requirements to observe social distancing.

It was agreed to test this in the Emergency Department (ED) on 15 July 2020, using remote/virtual technology to inform the approach during the phase 2 recovery period. This was arranged with the Head of Nursing, Emergency and Specialty Medicine CSU. Lisa Grant, Chief Nurse, Moira Livingston, Non-Executive Director and Chair of Quality Assurance Committee, Craig Brigg, Director of Quality and Abby Boden, Patient Safety & Quality Manager, attended the meeting with staff based in ED at St James's hospital. This was arranged to test out the process to provide Board members with the opportunity to meet with CSUs and clinical teams using video technology (Microsoft Teams).

Moira Livingston set the context by explaining that the Board were committed to visiting clinical areas to engage with staff, patients and relatives, recognising the significant constraints as a consequence of the coronavirus pandemic. This meant that it was currently not possible to conduct direct unannounced visits to clinical areas, recognising the risks relating to hospital transmission. It was therefore agreed to explore alternative methods to enable the Board to engage with clinical teams. It was acknowledged that whilst this provided opportunity to talk to staff working in the department, this did not provide the same opportunity to have direct conversations with patients or observe the care that was being delivered within the ward or department.

The team were invited to share their experiences of the phase 1 and phase 2 operational response to the coronavirus pandemic. The Matron from ED described the current operational challenges that were being tackled by the team to enable them to respond to the phase 2 recovery plan, the support that had been provided to the staff, including psychology support and risk assessments that had been

undertaken to provide staff with opportunity to discuss any concerns they may have. The team described the effective operational response by the Trust to the pandemic, noting the daily communications that were sent out through the CMO bulletin to provide advice and guidance to staff during a period of rapid change. It was agreed that there were a number of transformational opportunities emerging from the pandemic response that would enable the team to do things differently and more efficiently.

The meeting concluded with a discussion about how the Board may continue to engage with clinical teams during the phase 2 recovery period, acknowledging the ongoing constraints in relation to the risk of COVID-19 transmission in hospital environments.

4. Next steps

The meeting with staff from ED had helped to understand the benefits of communicating with staff in this way, and to identify the constraints. For example, staff would need to allocate time to dial into the meeting, which meant that the Board were not able to undertake unannounced visits. There were some restrictions noted as clinical staff were required to dial into the meeting in a communal area and were therefore required to wear face masks and maintain the required social distance, which impacted on communication.

Moira Livingston described her experience in another organisation doing virtual tours using an i-pad on wheels. The Matron in ED offered to support this to test it out in a clinical area in the CSU.

It was agreed that the approach to conducting leadership visits would be further tested in other areas, using video technology with Executive Directors and Non-Executive Directors, supported by the Quality and Corporate Nursing teams.

5. Recommendation

Trust Board is asked to receive the summary of the virtual walkround that was tested in ED in July and the proposal to test this approach in other areas.

Craig Brigg
Director of Quality
July 2020