

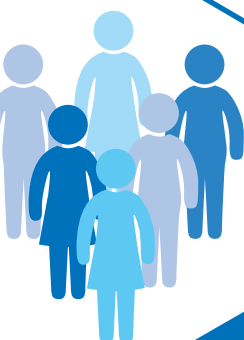


The Leeds
Teaching Hospitals
NHS Trust

Quality Account

2022 2023

Our Quality in pictures



Introducing the Trust



Our Vision

We provide the highest quality specialist and integrated care

Our Strategic Priorities

Develop integrated partnership services

Support and develop our people

Focus on care quality, effectiveness and patient experience

Deliver continuous innovation and inclusive research

Ensure financial stability

Our Values

In 2022 our staff came together to share their views, reflect, connect and commit to The Leeds Way. Our newly simplified behaviours better reflect what staff told us was missing. This includes compassion and kindness towards each other, working as one team towards common goals and speaking up to respectfully hold ourselves and each other to account. From this we created *Living The Leeds Way*



Patient-centred

We act with compassion, empathy and kindness towards those in our care and to each other.

We consistently deliver high quality, safe and dignified care, focusing on individual needs.



Fair

We seek to understand the perspective of others, respecting and embracing our differences.

We champion inclusivity by prioritising fairness & equality.



Collaborative

We are all one team with a common purpose and value the contribution of others.

We work in partnership with our patients, their families and carers, our colleagues and other providers.



Accountable

We keep our promises, agree clear expectations and will speak up to respectfully hold ourselves and each other to account.

We are true to our word and act with integrity and honesty with our patients, colleagues and communities.



Empowered

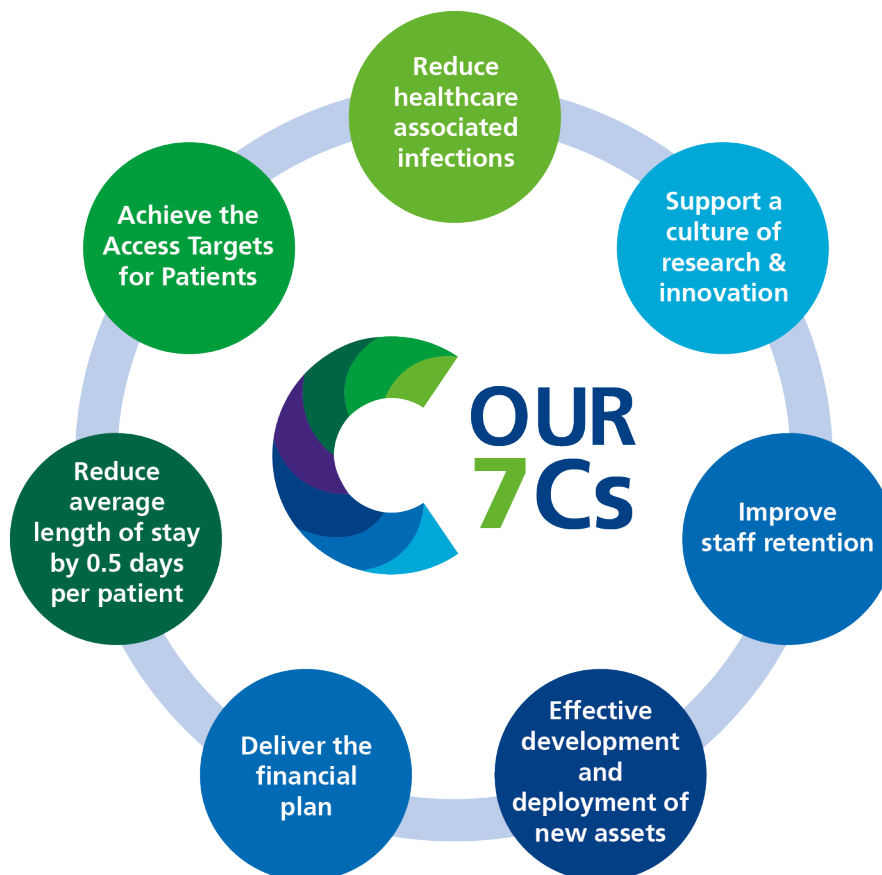
We empower our patients and colleagues to have a voice and make decisions, and are considerate of their choices.

We celebrate innovation, and we take personal responsibility for our learning.

Our Multi-year Goals

- Deliver a sustainable surplus by becoming the most efficient teaching hospital
- Deliver fit for purpose healthcare infrastructure
- Deliver top quartile holistic healthcare performance
- To be a leading academic healthcare institution
- To have an embedded culture of service improvement & innovation
- To have a consistent, high performing and sustainable workforce
- People receive person-centred care in the most appropriate environment and setting

Our Annual Commitments for 2023/24



Key to our icons



Patient Safety

How we perform against agreed targets for providing harm free and quality care.



Patient Experience

How we listen to patients and partners and use their voice to improve services.



Clinical Effectiveness

How we review and improve our services for patients.





Staffing

How we support and develop our staff.


Improving our quality of services - Achievements in 2022/23

Patient Safety

Number of patient falls has **reduced by 4.4%** 

 Covid Medicines Delivery Unit (CMDU) opened this year, providing **COVID treatment** to high risk individuals, subsequently avoiding hospital admission

PSIRF
Implemented new Patient Safety Incident Response Framework as a part of the NHS Early Adopter scheme for this new national initiative

 Pressure ulcer numbers **currently below** trajectory for 2022/23


Patient Experience


Over **102,000** patients have shared their experiences since April 2022 via Friends and Family Test 


 **Care Bags** successfully piloted in Emergency Department, showing **positive improvements** (reduction in PALs concerns by 60%)

AccessAble LTHT guides available 

Clinical Effectiveness

Significant improvement in discharges by 3pm by **35.5%** 

 **Ambulance handover** performance for LGI has been the best in the country during this year

87% of patients referred by PCAL receive the care they need **without** attending Emergency department 

Staffing


Shortlisted for **3** Nursing Times Workforce Awards 








To date **578** internationally recruited nurses have gained UK (Nursing and Midwifery Council) NMC registration 

Trained **30** new Freedom to Speak Up champions 

Improving our quality of services - Goals for 2023/24





Patient Safety




- Use best practice to **reduce the risk of infection** 
- Improve compliance with Sepsis Metrics (target 90%) 
- Continue to **reduce patient falls** 
- Roll out **Live Bed State** across the organisation 
- Trust wide ambition of a **5% reduction** trajectory in pressure ulcers 
- Recruit a **Patient Safety Partner** who will contribute care with medicines work 
- Target of **95%** of admitted patients having a documented VTE risk assessment 




Patient Experience



- Continue to **deliver the Trust's 3 aims** set out in the 2021-24 Patient Experience Strategy 
- Our team of Leeds Way **Welcome volunteers** will be visible across three sites 
- Continue to **expand** the partner programme to drive forwards patient centred improvement 
- Launch and roll out the **Carer Passport** across a minimum of 4 CSUs 
- Establish Trustwide program to roll out the Oliver McGowan training 

Clinical Effectiveness



- Develop a **digital version** of the Care of the Dying Person care plan 
- Continue to work towards our goal that **70% of patients** are discharged by 3pm. 
- Deliver a **true Live Bed State** 

Staffing



- Reduce** the Registered Nurse and Clinical Support Worker vacancy gap 
- Increase** the number of Freedom to Speak Up Champions 
- Introduce** the Trust's first joint Learning, Education and Training Strategy 



Patient Safety achievements in 2022/23

Implemented the **Deteriorating Patient Tool** and rolled out the Deteriorating Patient Trolley **pilot**



Number of patient falls has **reduced by 4.4%**



Pressure ulcer numbers **currently below** trajectory for 2022/23



Launched the role of **'Falls Champion'** and led the first Falls Prevention Week



Maternity developed the **QI crew**, a working group with MDT membership to support the wider workforce to implement and evaluate Quality Improvement projects

LTHT was the **highest rated Trust** for overall **intrapartum care** in the 2022 CQC survey, based on patient feedback



Early identification of preoperative anaemia through screening of surgical patients for **iron deficiency anaemia** has become business as usual



Achieved **CQUIN** of **>60%** of major elective blood loss surgery patients are treated in line with NICE guideline NG24



IPC Team received the Trust executive **special recognition award** 2022, for significant work during the Covid-19 pandemic

Covid Medicines Delivery Unit (CMDU) opened this year, providing **COVID treatment** to high risk individuals, subsequently avoiding hospital admission



PSIRF

Implemented new Patient Safety Incident Response Framework as a part of the NHS Early Adopter scheme for this new national initiative

VTE (venous thromboembolism) risk assessment rates have been consistently **above 95%**



Significant **reduction** in the number of Hospital Associated Thrombosis (HAT)





Patient Experience achievements in 2022/23

Recruited 12 new patient safety partners 

Communication flag  added to signal a communication need identified related to a patient or their carer

 **Clear face masks** made available to clinical teams for use with patients and staff who are hard of hearing

 **Successfully** trialed the Carer Passport

AccessAble LHTH guides available 

Over **102,000** patients have shared their experiences since April 2022 via Friends and Family Test 

Four **community connectors** recruited to support capturing the experience of people in health inclusion groups or people living in communities experiencing the greatest health inequalities 

 **2000th** autistic patient flagged on their electronic patient record


 **76 active** volunteers gifted **3730 hours** in 2022


 During one month in 2022, patients received **358** face-to-face interpreting sessions, **3,221** telephone interpreting interactions and **94** delivered by video

 Awarded **bronze level** Rainbow Badge

15% increase in the number of compliments received 

 During 2022/23, Patient and Volunteer hardship fund provided a total of **£33,000** to 104 families or patients

 **Care Bags** successfully piloted in Emergency Department, showing **positive improvements** (reduction in PALs concerns by 60%)

Safeguarding Voices Always Event underway seeking to improve interaction between patients and staff at the point when a safeguarding concern is first raised 



Clinical Effectiveness achievements in 2022/23

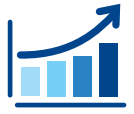
Ambulance handover performance for LGI has been the **best in the country** during this year



New online tool for completing SJRs developed and trialled in several specialties - Trust wide roll out planned for 2023/24



Referrals to the Palliative care team **continue to rise** alongside the complexity of patient needs



Bereavement Nurse Service expanded to provide **greater access** for families and staff, funded by Leeds Hospitals Charities



New Discharge Lounge at St James's providing a **comfortable, safe place** for patients to wait for transport home



Significant improvement in discharges by 3pm by **35.5%**



A new eDAN (electronic discharge advice notice) has been developed to facilitate an **efficient handover** of clinical information to primary care on discharge



Leeds Teaching Hospitals is **within expected range** for Patient Reported Outcome Measures (PROMs) or "health gain" across surgical procedures



Readmission rates for elective and non elective patients are **consistently lower** than other teaching hospitals

Increased the number and variety of cases undergoing case note review following introduction of **structured judgement review (SJR)** allocation process



The Primary Care Access Line (PCAL) telephone service consistently receives **over 7000 calls** per month from GPs and ambulance staff



87% of patients referred by PCAL receive the care they need **without attending Emergency department**





Staffing achievements in 2022/23

44% of teams have received team-level reports



37% of staff contributed to the staff survey



Achieved a **6.8** out of 10 staff engagement score



Shortlisted for **3** Nursing Times Workforce Awards



Ester Jamera won Equality & Diversity champion of the year, Nursing Times Workforce Awards



To date **578** internationally recruited nurses have gained UK (Nursing and Midwifery Council) NMC registration



Awarded the NHS Pastoral Care Quality Award from NHS England



The award recognises trusts that facilitate the safe arrival, induction and provision of support for new people joining the NHS workforce.

Launched the 'New to Care' pathway for Clinical Support Workers



Appointed **2** new Guardians of Safe Working



Introduced 'Book-a-Teacher' which enables students to request additional targeted teaching from an experienced medical educator



Trained **30** new Freedom to Speak Up champions



Adopted the National Policy for Speaking Up



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