



ST JAMES'S HOSPITAL
**QUALITY AND
SAFETY**
IMPROVEMENT STRATEGY
2022-2025

**ST JAMES'S
HOSPITAL**



SUMMARY

What is a strategy?

A strategy is an action plan designed to help an organisation achieve a set of goals over a period of time.

A strategy aims to answer three key questions:

- Where do we want to be?
- What will we do to get there?
- What do we need to be successful?

A strategy provides

- A vision to which people and teams in the organisation can align their work
- Clear objectives and descriptions of what needs to be done to make the vision a reality
- an understanding of what is needed to deliver the strategic vision

What is this strategy's aim?

The Quality and Safety Improvement strategy aims to ensure that patients in St James's Hospital always receive the care and support they need to achieve the best possible health and wellbeing outcomes and experiences of care. It only looks at specific plans and actions for quality and safety improvement while the hospital has an overall [Strategic Ambition document](#) that directs everything the Hospital plans to do.

How did it come about?

St James's Hospital Board is the group of people the Minister of Health appointed to oversee the hospital. Some members of the Hospital Board who look after Quality Safety and Risk, asked the hospital's CEO, executive team and staff to develop a strategy to improve the quality and safety of the Hospital's services in the years up to 2025.

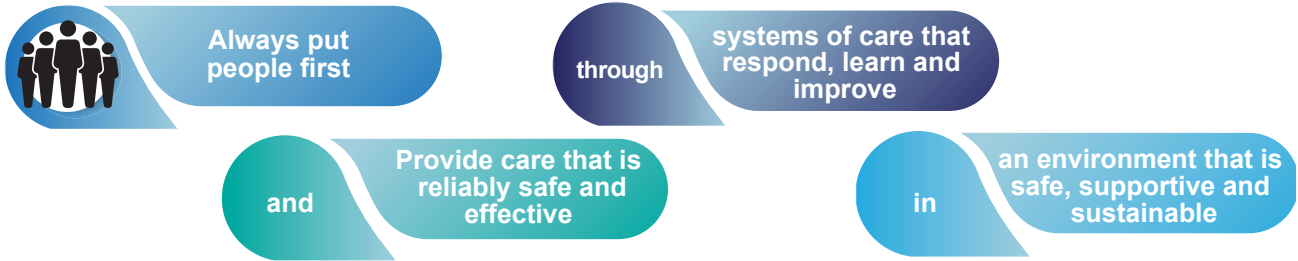
Many staff and patient representatives shared their knowledge and ideas to help build this strategy. We looked at ways to improve care described in national standards, policies and guidelines and learned from other hospitals and research. We tried to make sure that this strategy would fit well with how the whole Hospital plans to develop through its Strategic Ambition. The strategy and its implementation plan were approved by the Hospital Board on 25th February 2022. Teams across the Hospital work every day to provide care and improve care, as planned in this strategy.

What does the strategy say?

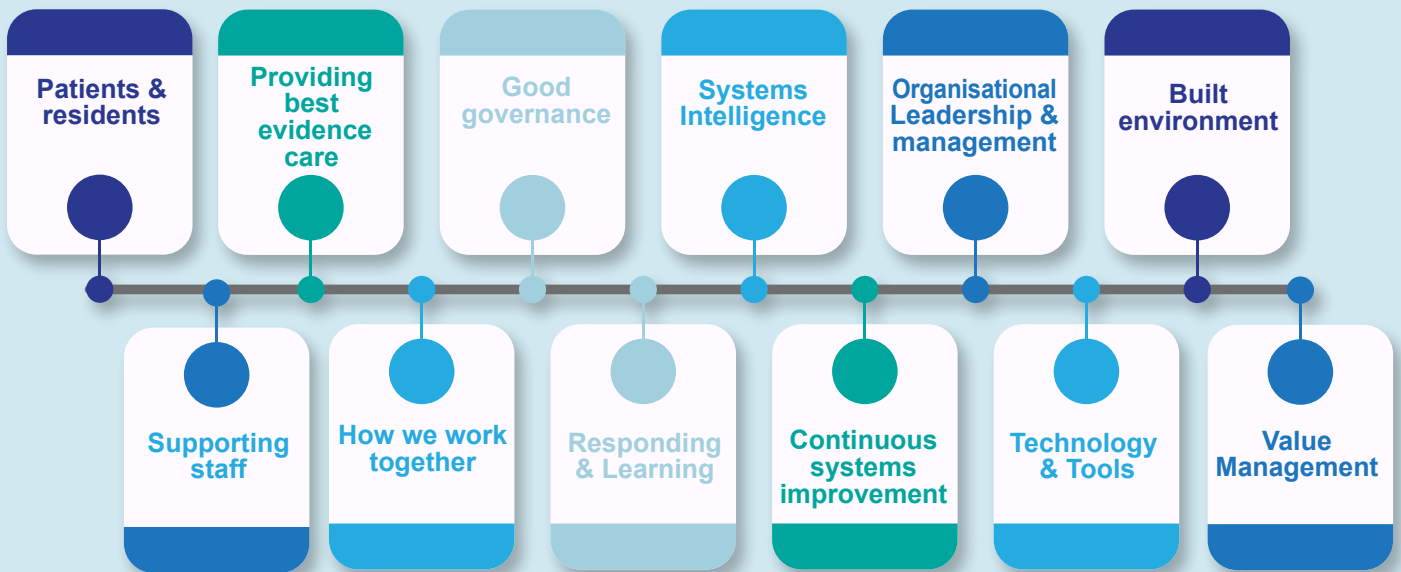
The important parts of the strategy are shown in the Strategy Map diagram. This describes what we want to do (our vision), how we will do this and things that will help us work towards our vision.

Patients will always receive the care and support they need to achieve the best possible health and wellbeing outcomes and experiences of care

TO MAKE THIS POSSIBLE WE WILL



THIS WILL REQUIRE US TO FOCUS ON



WHAT WE CAN ACHIEVE WILL BE INFLUENCED BY



Putting people first

- Healthcare is about people caring for other people. Patients and staff will always be our highest priorities. We will also support patients' families and the people who are important in our patients' lives.
- We will be person-centred; this means treating everyone with dignity, kindness, compassion and respect and providing care that is personalised, coordinated and enabling.
- The needs of individual people, patients and staff, can be overlooked in busy complex organisations, so we will work hard to prevent this happening in our hospital.
- It is the people who experience care in hospital who really help the hospital know if it is working well or not; patients decide if care is good. This means listening to and acting on feedback from our patients and their relatives.
- Staff feeling safe, well and involved in how a hospital is run helps patient services also to be safe, high-quality and always improving. This means supporting the hospital's staff.

Care that is reliably safe and effective

- There is always some risk of causing harm in healthcare but reliably safe healthcare aims to prevent harm reaching patients or staff.
- Effective care means helping patients have the best results and experiences of care.
- The best hospitals aim to provide the best care and experiences for every patient, every time.
- We will work to ensure that patients have fair and reliable access to the care they need.

Systems of care that respond, learn and improve

- Being a system means that many different people need to work well together in the hospital to provide treatment and care.
- Patients' needs are met consistently in the right way and at the right time.
- Hospitals can learn and improve when information like patient feedback is used to make good changes.
- We will adopt a Lean in Healthcare approach to understand what our patients want and value, to improve how we work together so that every patient gets the right care in the right place at the right time.

An environment that is safe, supportive and sustainable

- Healthcare will be provided in a place that helps people heal and feel well.
- Patients, their families and staff are supported so patients have the best treatment and staff can continue to give the best care.
- Healthcare is expensive for a country to provide so the hospital must use money carefully.
- The best hospitals help to look after the future of the environment.

HOW WILL WE KNOW THE STRATEGY HAS ACHIEVED ITS AIMS?

The hospital will measure and check to see that the things the strategy say should happen really do happen in time. Everyone who helped design the strategy agreed that its impact should be clear and meaningful for patients.

The strategy's impact will be measured in terms of:

- Safe Care & Support,
- Effective Care and Support,
- Person-Centred Care and
- how the hospital responds to patients' needs.

The hospital's management team will report to the Hospital Board on how the work of the strategy is going and any problems that may happen along the way.

What will be done first?

Teams in each area (directorate) of the hospital where patients are treated decided what they should improve as the first priorities for action in their area. Other groups of staff looked at things that are known to cause problems for patients across many services, such as risks of infection or falls and advised on what improvements are most needed. These improvements are listed below.

What happens then?

The hospital will keep checking that improvements are being made during the next three years. In 2025, the hospital management team and the Hospital Board will look back at what has been done by following this strategy and will then plan the next strategy for even better treatment and experiences of care for patients attending St James's Hospital.

Note: The full St James's Hospital Quality and Safety Improvement Strategy may be shared on request to the Office of the CEO.



St James's Hospital staff aim to always provide the best possible treatments, care and support for patients. We are continuously look for ways to help improve patients' outcomes and experiences in the hospital.

These are some of the ways our teams will improve the quality and safety of services for patients between now and 2025:

For all patients:

- We will work to ensure that patients have fair and reliable access to the care they need. For those with more complex care needs, we will try to identify these needs early and to work with patients, carers and their families to develop the best possible plan for discharge and further care.
- We will adopt a Lean in Healthcare approach to understand what our patients want and value, to improve how we work together so that every patient gets the right care in the right place at the right time.
- We will use information and scientific data to re-design and develop services for patients.

For patients needing treatment for cancer or blood problems:

- We will continue to improve patients' experiences of coming for treatment in the Haematology Oncology Day Centre.
- We will build up the service that looks after patients with haemoglobin problems.
- We will further expand the bone marrow transplant service.

For patients with medical conditions and emergencies:

- We will continue improve how we deliver care, with a particular focus on services for patients with heart conditions, diabetes and immunology problems.
- We will improve the computer system supporting the endoscopy service to make it easier to book and report on endoscopy tests.
- We plan to develop a new building for the Emergency Department.

For older people:

- We will do all we can to prevent patients having falls.
- We will reduce the risk of patients getting skin ulcers when they are in hospital.
- We will make sure we provide the best care possible for patients whose confusion makes it difficult for them to be in ward environments.

For patients who need surgery or intensive care:

- We will increase the number of urgent surgeries that can be done in operating theatres at weekends.
- We will reduce the time to surgery for patients with lung cancer.
- We will continue to improve the Breastcare service, with a focus on helping more people with a high-risk family history and reducing the time to assessment for people with symptomatic breast conditions.
- We are planning to build a new critical care building.

For patients who need X-rays or scans:

- We will continue to make it easier for patients to get the scans they need sooner.
- We will make the area where ultrasound scans are done nicer for patients and staff.
- We will work to strengthen the service for interventional radiology so more patients can be treated.

For patients who need care provided by physiotherapy, occupational therapy, social work, clinical nutrition or speech and language therapy teams:

- Our teams will prioritise work to prevent patients having falls, those needing nutrition support and helping protect people who are at risk of abuse.
- We will build our teams to be able to provide the best possible care for all patients who need the treatment and support we provide.
- We will make sure that the needs of patients who need our care and support are included in all future planning by services across the hospital.
- We will improve the clinical areas in which health and social care professional (HSCP) staff work with patients.

For patients who need laboratory tests:

- We will make sure we have enough staff to provide the best possible services.
- We will improve the computer systems that support laboratory services.
- We will plan to have a better building for laboratory services.

Helping staff make care safer and better for patients:

- We will help all staff have the knowledge and skills they need to protect patient safety risks and measure how safe and good care is.
- The way patients have their treatments explained and can give consent will be made easier for patients and staff.
- We will gather more patient and family feedback and provide quicker responses to complaints.

Staff will continue to work together in special groups to protect patient safety and improve care across many services by looking at these specific aspects of treatment and care:

- Making sure blood transfusions are as safe as possible.
- Protecting patients' healthcare information.
- Preventing infections spreading in hospital.
- Making sure patients are given the right medications.
- Helping prevent patients having falls.
- Making sure patients have the nutrition they need.
- Making sure staff respond well when patients need emergency treatment.
- Protecting children and vulnerable adults from risk of abuse.
- Preventing and managing behaviours that challenge.
- Helping prevent patients getting skin ulcers when they are in hospital.
- Helping prevent patients having clots in their veins or lungs.
- Making sure patients and families get the care and support they need when a patient is dying.

Keeping the places patients receive care safe:

- Making sure clinical areas and equipment are clean.
- Using chemicals safely.
- Making sure radiation risks are as low as possible.
- Monitoring the quality of water in the Hospital.

