

#TEXT11/01EileenThomas-Nursing Director

#CODEA3

Significant evidence of systems change

- (1) pain management
- (2) clinical practice development
- (3) leadership programme

Clearer indication of reasons for not initiating internal inquiry. Treated as medical incident. Would not happen now as Clinical Governance Group/Risk Management Group would identify it earlier.

In absence of robust clinical indicators for nursing rely on verbal, informal reporting with those she meets regularly. But benchmarking/essence of care standards being introduced.

Good examples of efforts to involve and consult patients and carers more regularly on patient care and policy development.

Good evidence of learning from complaints. Staff workshops to discuss and reflect on complaints.

#ENDCODE

#CODEB3

Processes of system in clinical practice since 98: have been major changes in 3 areas:

- (1) Management of pain training related to it triggered by incidents, primarily for nurses.
- (2) Very broad variation in clinical practice in trust so clinical practice development programme appointed f???????????? to ensure s????? of good practice and circulation of evidence-based practice. We would have commissioned an investigation without question if it hadn't been for police investigation starting.

#ENDCODE

#CODEF2

Processes of system in clinical practice since 98: have been major changes in 3 areas:

- (3) Management of pain training related to it triggered by incidents, primarily for nurses.
- (4) Very broad variation in clinical practice in trust so clinical practice development programme appointed f???????????? to ensure s????? of good practice and circulation of evidence-based practice. We would have commissioned an investigation without question if it hadn't been for police investigation starting.

#ENDCODE

#CODENC

Processes of system in clinical practice since 98: have been major changes in 3 areas:

- (5) Management of pain training related to it triggered by incidents, primarily for nurses.
- (6) Very broad variation in clinical practice in trust so clinical practice development programme appointed f???????????? to ensure s????? of good practice and circulation of evidence-based practice. We would have commissioned an investigation without question if it hadn't been for police investigation starting.

#ENDCODE

#CODEI2

Processes of system in clinical practice since 98: have been major changes in 3 areas:

(7) Management of pain training related to it triggered by incidents, primarily for nurses.

(8) Very broad variation in clinical practice in trust so clinical practice development programme appointed f???????????? to ensure s????? of good practice and circulation of evidence-based practice. We would have commissioned an investigation without question if it hadn't been for police investigation starting.

#ENDCODE

#CODEK1

Processes of system in clinical practice since 98: have been major changes in 3 areas:

(9) Management of pain training related to it triggered by incidents, primarily for nurses.

(10) Very broad variation in clinical practice in trust so clinical practice development programme appointed f???????????? to ensure s????? of good practice and circulation of evidence-based practice. We would have commissioned an investigation without question if it hadn't been for police investigation starting.

#ENDCODE

#CODEJ1

Processes of system in clinical practice since 98: have been major changes in 3 areas:

(11) Management of pain training related to it triggered by incidents, primarily for nurses.

(12) Very broad variation in clinical practice in trust so clinical practice development programme appointed f???????????? to ensure s????? of good practice and circulation of evidence-based practice. We would have commissioned an investigation without question if it hadn't been for police investigation starting.

#ENDCODE

#CODE B3

Changes include: evidence based practice ??????? consistency in dealing with patients and focused on middle grade nurses – appointed better calibre people from outside.

#ENDCODE

#CODED10

Changes include: evidence based practice ??????? consistency in dealing with patients and focused on middle grade nurses – appointed better calibre people from outside.

#ENDCODE

#CODED3

Changes include: evidence based practice ??????? consistency in dealing with patients and focused on middle grade nurses – appointed better calibre people from outside.

#ENDCODE

#CODEK1

Initiated post-grad. Certificate on clinical governance.

#ENDCODE

#CODEI7

Initiated post-grad. Certificate on clinical governance.

#ENDCODE

#CODED3

Leadership development programme also introduced gerontology nursing

programme developed and ????

#ENDCODE

#CODEB1

Initiated post-grad. Certificate on clinical governance.

#ENDCODE

#CODEI2

Initiated post-grad. Certificate on clinical governance.

#ENDCODE

#CODED3

There was a c???? 3% of nurses/ward managers who were subject to most complaints and who were reluctant to change.

#ENDCODE

#CODEB4

There was a c???? 3% of nurses/ward managers who were subject to most complaints and who were reluctant to change.

#ENDCODE

#CODEI2

Gerontology nursing programme focuses on attitude change and how nurses relate to patients.

#ENDCODE

#CODEG1

Gerontology nursing programme focuses on attitude change and how nurses relate to patients.

#ENDCODE

#CODEB4

Training all managers in performance management.

#ENDCODE

#CODED3

We do have some nursing staff that we'd prefer not to have our most difficult ward managers do need a lot of help to change.

#ENDCODE

#CODED10

We do have some nursing staff that we'd prefer not to have our most difficult ward managers do need a lot of help to change.

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#CODEI2

We do have some nursing staff that we'd prefer not to have our most difficult ward managers do need a lot of help to change.

#ENDCODE

#CODEB4

We do have some nursing staff that we'd prefer not to have our most difficult ward managers do need a lot of help to change.

#ENDCODE

#CODEG1

A significant impact on patient care is staff now asking patients and families what they can do for them today. ??????????

#ENDCODE

#CODEA5

User and carer attendance. User carer groups have now been set up.

#ENDCODE

#CODEJ1

We try very hard to meet people in their homes to discuss complaints. We have a much more open approach now to dealing with complaints. We have introduced

the principle that each H grade spends 50% of time on clinical work.

#ENDCODE

#CODEG1

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#ENDCODE

#CODED3

We try very hard to meet people in their homes to discuss complaints. We have a much more open approach now to dealing with complaints. We have introduced the principle that each H grade spends 50% of time on clinical work.

#ENDCODE

#CODEB4

Nursing clinical indicators very poorly developed.

#ENDCODE

#CODED3

Nursing clinical indicators very poorly developed.

#ENDCODE

#CODEB4

Essence of Care – aiming to ensure that all wards work to essence of care. PCT will take ???????

#ENDCODE

#CODED3

Essence of Care – aiming to ensure that all wards work to essence of care. PCT will take ???????

#ENDCODE

#CODEB4

Cases of poor performance identified earlier. Getting evidence on poor attendance and behaviour is very hard – does depend on people telling us.

#ENDCODE

#CODEK1

Cases of poor performance identified earlier. Getting evidence on poor attendance and behaviour is very hard – does depend on people telling us.

#ENDCODE

#CODEB4

In the past, some of the senior nurses haven't had confidence to confront poor performing staff. I'd only get involved if I witnessed it myself. Whistle-blowing – good relationship with union reps who'd not hesitate to tell me re. poor practice.

#ENDCODE

#CODED3

Cases of poor performance identified earlier. Getting evidence on poor attendance and behaviour is very hard – does depend on people telling us.

#ENDCODE

#CODEK1

Cases of poor performance identified earlier. Getting evidence on poor attendance and behaviour is very hard – does depend on people telling us.

#ENDCODE

#CODEE7

"Good Medicines Policy" held up by working with other issues but aim to implement soon. It will be audited – need to focus on big clinical issues in audit.

#ENDCODE

#CODEF2

Cases of poor performance identified earlier. Getting evidence on poor attendance

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#ENDCODE

#CODEK1

Cases of poor performance identified earlier. Getting evidence on poor attendance and behaviour is very hard – does depend on people telling us.

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#CODEE7

Cases of poor performance identified earlier. Getting evidence on poor attendance and behaviour is very hard – does depend on people telling us.

#ENDCODE

#CODEF2

Cases of poor performance identified earlier. Getting evidence on poor attendance and behaviour is very hard – does depend on people telling us.

#ENDCODE

#CODED8

MDT working, shared records essential, recent training essential, records not currently shared between medical and nursing staff.

#ENDCODE

#CODEI7

MDT working, shared records essential, recent training essential, records not currently shared between medical and nursing staff.

#ENDCODE

#CODEE5

MDT working, shared records essential, recent training essential, records not currently shared between medical and nursing staff.

#ENDCODE

#CODED8

MDT working, shared records essential, recent training essential, records not currently shared between medical and nursing staff.

#ENDCODE

#CODED8

Therapists work closely with nursing staff on wards and a lot of effort has been put forward in MDF.

#ENDCODE

#CODED3

ET and Medical Director had just arrived in post in 98. ET didn't learn about complaints until police became involved.

#ENDCODE

#CODEB1

ET and Medical Director had just arrived in post in 98. ET didn't learn about complaints until police became involved.

#ENDCODE

#CODEJ1

ET and Medical Director had just arrived in post in 98. ET didn't learn about complaints until police became involved.

#ENDCODE

#CODEJ1

"There's no major complaint about nursing that I don't get involved in".

#ENDCODE

#CODED3

ET and Medical Director had just arrived in post in 98. ET didn't learn about complaints until police became involved.

#ENDCODE

#CODEJ1

After complaint went to police – dealt with by Max and Quality Group regarded as Medical Incident that would not happen now with incident and risk management and clinical governance.

#ENDCODE

#CODEK1

After complaint went to police – dealt with by Max and Quality Group regarded as Medical Incident that would not happen now with incident and risk management and clinical governance.

#ENDCODE

#CODED9

As soon as incident happened she would meet with staff and debrief them, provide support and advice.

#ENDCODE

#CODEJ4

After complaint went to police – dealt with by Max and Quality Group regarded as Medical Incident that would not happen now with incident and risk management and clinical governance.

#ENDCODE

#CODED3

"Real sense of frustration" – would have liked another 2 years to work on new systems.

#ENDCODE