

Case study: Great Ormond Street Hospital Our collaboration and journey to date

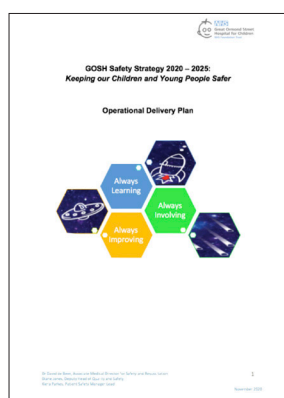
May 2022

Context and drivers for change

As one of the world's leading children's hospitals, Great Ormond Street (GOSH) has always had a commitment to care, perhaps best summed up in its Patient Safety Ambition: **"To provide the safest, kindest and most effective care for our children and young people with complex health needs"**.

A purpose underpinned by a desire to achieve a fair, just and transparent culture, with safety owned by the whole organisation and supported by a values-led commitment from the top.

Yet despite best intent, GOSH has also acknowledged that significant work is required to make this a reality; in part fuelled by regulatory issues from CQC – **'Requiring improvement'** – allied to safety concerns raised by families and highlighted in the media.



Above: GOSH Operational Delivery Plan

In light of this, and supported by investment from its Charity, GOSH is developing a detailed delivery plan, as part of its 2020-2025 Safety Strategy. However, with little or no practical implementation support available from across the NHS, GOSH felt the need to reach out to others in a spirit of collaboration and from a desire to know 'how to do better, quicker'.

GOSH felt the need to reach out to others in a spirit of collaboration and from a desire to know 'how to do better, quicker'

A commitment to learn

GOSH began to work with Verita on reviewing incident reporting and investigation, Patient Safety Learning on designing a patient safety delivery programme and AvMA.

The latter partnership had its roots in guidance from 'A Blueprint for Action', Patient Safety Learning's seminal publication on driving transformational change in organisational patient safety.

This was further informed by accessing the charity's ground-breaking work on organisational standards. These Standards provided the Medical and Safety leadership team with an evidence-based means against which to review their operational delivery plan and help create an organisation-wide safety transformation programme.



Above from left: Patient Safety Learning's 'A Blueprint for Action' and Foundations for organisational standards

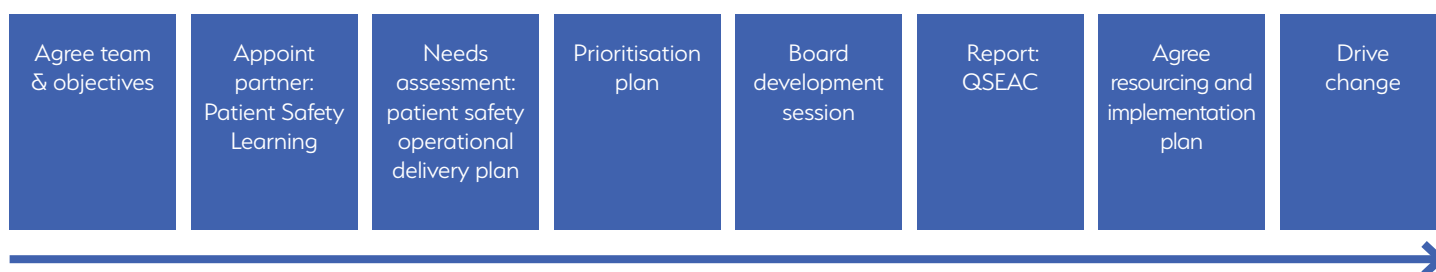
"GOSH's ambitious Safety Programme is aligned with Patient Safety Learning, driven by the shared belief that safety is a purpose, not a priority and must be incorporated into every part of the hospital."

Sanjiv Sharma, Medical Director, Great Ormond Street Hospital for Children

Key partnership deliverables

Over the past year, GOSH and Patient Safety Learning have worked together through an eight-step programme to deliver:

- An assessment of the strengths and weaknesses of GOSH's current patient safety situation and needs focused on:**
 - learning and improvement, especially from incidents, complaints & staff
 - patient and staff engagement
 - patient safety capability across the organisation
 - metrics, trends and vulnerabilities
 - post COVID-19 recovery.
- Refinements to the hospital's operational delivery plans with an emphasis on:**
 - resourcing
 - prioritisation of objectives and imperatives
 - clear definition of deliverables
 - a need for stronger success measurement (outcomes and impact focused)
 - staff and patient / family engagement, buy-in communication.
- A Board development session to:**
 - build understanding and commitment to the programme
 - identify how to evolve the GOSH culture
 - define senior management roles and relationships in creating 'conditions for success'
 - agree a ten-point decision-making checklist to support safety transformation, along with an outcomes and measurement framework.
- An implementation plan supported by:**
 - the creation of a Programme Board
 - enhanced leadership capacity via new Senior Responsible Officer and Project Manager roles
 - restructured central patient safety and quality improvement teams
 - refined patient safety roles and resources in Clinical Directorates
 - a new integrated delivery programme
 - improved staff / patient engagement and communications.
- Development of further partnership plans to include:**
 - patient safety team development
 - mentoring
 - critical and constructive friends' advice
 - sharing experience of designing and delivering change
 - creating and supporting networks for learning.



Criteria for success

In addition to the specific project deliverables, the partnership has also provided other, higher level outputs and indicators for success. Namely the importance of:

- delivering safer care based on patient and family engagement
- learning from excellence and 'what good looks like'
- taking an integrated, 360° (cross-organisational and systems) approach
- having the understanding and support of the Board, executive team and non-executives, while ensuring the project is not seen as just a 'top down' initiative
- engaging with staff, ideally including the appointment of 'Change Champions'
- establishing a 'change mindset', built around continuous organisational improvement
- embracing wider inputs and insights, especially from an external perspective.