

# A Leadership Journey to 7 day working

# Background & Context

- Oxford Health NHS Foundation Trust manages community hospitals in Abingdon, Bicester, Didcot, Oxford City, Wallingford, and Witney.
- The community hospital beds provide an intermediate, rehabilitation, acute and end of life care service.
- The community wards have multi-disciplinary teams, with 4 Matrons leading the 8 wards.
- The main service activity on the wards, such as admissions, discharges and therapies was between Monday to Friday during the day, when the full range of Allied Health Professionals (AHPs) were on duty.
- For evenings and weekends there was an out of hours on-call system staffed by managers across Community Services who were not always familiar with the details of the service.
- With the increase demand on all services during the Covid-19 pandemic, a decision was made to enhance the community hospital service offering to a 7 day service, with appropriate clinical and management support.

# Matrons

## Why the change ?

- Monday to Friday only supporting our own units
- Not linking in with the Acute hospitals.
- No overview of the staffing pressures across the wards or the system pressures on patient flow.
- On call impact
- Operational v clinical role

## What we did ?

- Operational Matron role

## Our experience

- Making this happen - As a matron group we had to push hard to change to this way of working.
- The wards reported that they felt supported by having a matron available 7 days per week.
- Ward staff now know who to go to for any staffing issues, the operational matron rota is visible to all staff in a Teams channel.
- The on-call manager for community services at weekends were able to concentrate on other areas as the matron dealt with all queries raised by the wards.
- The senior manager on-call also values the support from the operational matron who updates them with a daily sit rep report prior to the out of hours period.

## Impact

- Very positive from all groups.
- Improved patient flow.
- More structured approach and proactive management of staffing holding bi-weekly meetings with our ward managers and staff bank which enables us to manage our staffing more effectively.
- More visibility in the clinical areas of our matrons with improved systems and processes and audit compliance.
- More time to work on our portfolios.
- Improved relationships with our partner organisations in the wider system.
- Improved patient flow and more effective use of our beds with a reduction in our length of stay.

# System impact and response

## Acute partner feedback

1. Attend System calls with robust, reliable information
2. Better consistency/clarity of what is available
3. Single point of escalation when there are issues
4. Improved process for complex referrals
5. Improved relationships
6. Better awareness on both sides
7. Weekend Call structure

# Internal benefits

1. Reduced competition between Matrons- Improved sharing and relationships
2. Consistency of expectation across all 8 wards- patient flow and staffing
3. Prompt professional escalation internally and externally of issues affecting service delivery- patients and staff
4. Personal growth of all Matrons- hold their own in system calls and respected/ valued part of system team
5. Support to Directorate On Call Senior manager/ Directorate Leadership team

- **Summary:** As Covid-19 hit, the service responded:
- Streamlined rehabilitation working with community services and partners in a 7 day service.
- Patient length of stay reduced from an average of 28 days to 23 days overall
  
- **Purpose**
- All focused on safe patient care, managing Covid IPC requirements and getting patients safely home

# Other case studies

- Cleaning to music
- Managers as buddies
- Transformation Thursday.



# Key contacts

- Emma Leaver Service Director Community Services Oxford Health NHS FT
- Sam Rigg Interim Lead AHP
- Kate Riddle Head of Service Community Rehabilitation
- Helen Hunt Senior Matron Community Rehabilitation
- Rebecca Holder Interim AHP Community Rehabilitation
- Julie Beardmore Matron – Didcot & Wallingford
- Dawn Roberts Matron -Abingdon Abbey ward & Stroke Rehabilitation Unit
- Mireia Ruiz-Soley - Matron Witney Linfoot Ward & Wenrisc Ward
- Ade Adegboyega – Matron City & Bicester