



Name of project: Home First refresh and reimagine

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Kent Community Health NHS Foundation Trust

What was our aim?

To increase staff satisfaction and retention within the West Kent Home First team to deliver a safe and effective service as a high performing, self-managed team by July 2021.

Why is it important?

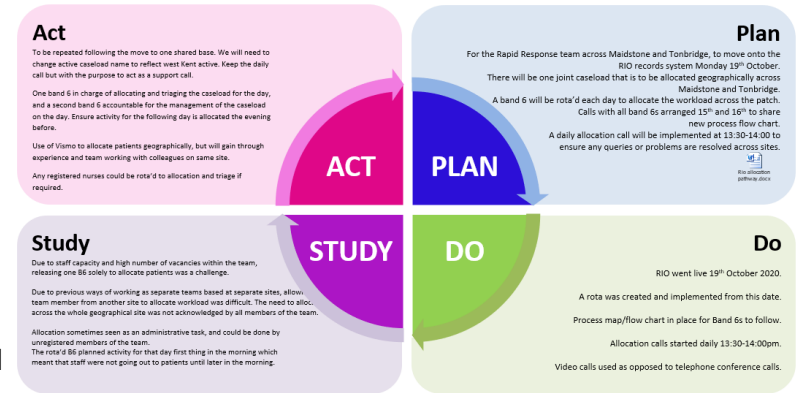
In order to deliver outstanding care to our patients, we know that we need to look after our colleagues also. The Home First refresh and reimagine project was set up to support our urgent care services teams to come together from different localities and start to work as a single high performing team.

As part of this project, data such as quality incidents, handover audits, performance metrics, staff retention, vacancy rates and staff experience, were all collected to understand how the team was performing and feeling so that areas for improvement could be highlighted.

By reviewing this data and understanding the problems in the service, we were able to generate ideas for change that could improve staff experience/joy in work, the patient experience of the service and potentially patient health outcomes.

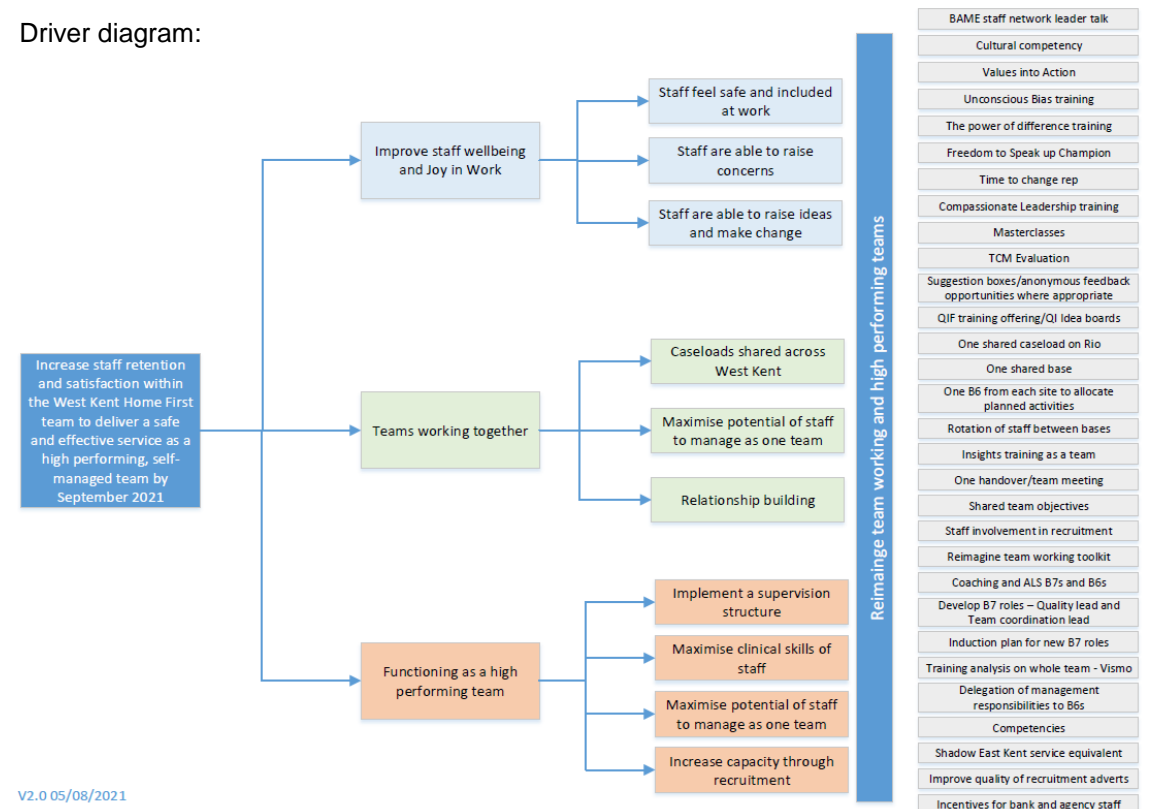
Ideas and tests of change

Changes were made as outlined in the driver diagram below. The changes were based around three key drivers: improving staff wellbeing and joy in work, the team working together and functioning as a high performing team. One of the changes included merging processes across localities, which was evaluated using PDSA cycles.



The tools we used

Driver diagram:

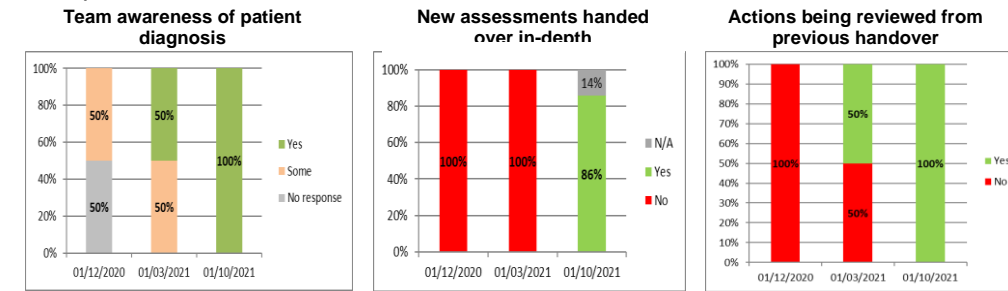


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PDSA cycles

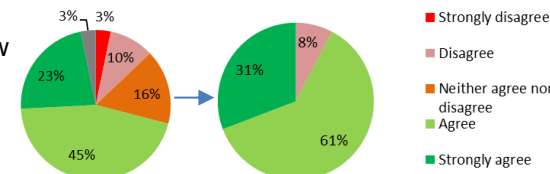
Results/How did we do/Anticipated outcome

Quality: Handover audits were used to assess the quality of clinical handovers during December 2020, before changes were made, again in March after the project had begun and again in October following the teams' full integration. The below graphs show improvements in: team awareness of patient diagnosis, new assessments handed over in-depth and actions being reviewed from previous handover.



The team coordinator said: "Handovers have improved communication and there is more consideration for each other; they are supporting each other."

Staff experience: Staff survey results show since the changes were made, there has been an increase in the percentage of colleagues who agreed or strongly agreed they felt safe to speak up about anything.



With regards to retention, there has been an increase in the stability of the workforce; however, vacancies remain high. Please note that the merge of the teams into the 'Tonbridge' workforce will have influenced the stability index.

What we learned and what's next

What we learned:

The teams have gone through a lot of change, while under a lot of pressure throughout the COVID-19 pandemic, but the feeling within the service has improved. The Head of Quality who supported this work said: "The team are working together much more closely."

At the beginning of this project it was decided that recruitment would not fall within the scope; however, it has become apparent throughout the project that reduced capacity of staff is an underlying issue to a lot of the problems and without improving this, it was difficult to improve elsewhere. During the project lifetime, a recruitment open day was held, with colleagues from the team contributing. This proved to be highly beneficial and therefore will be continued in this format.

What's next:

- The team will continue building relationships and are scheduled to undertake the reimagine team working programme delivered by the trust. This will help the team to continue building on the work done as part of this project, focussing on team building and becoming a high performing team.
- Data will continue to be monitored to make sure the team is continually improving.
- Recruitment will be reviewed as a separate project to try to relieve some of the pressures on the service and colleagues.