**Recommendation 1: Stronger Ward Leadership**

<table>
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<th>Further information required to address: Necessary clinical leadership skills.</th>
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| A Leadership module is mandatory for all ward managers within the BCUHB. ‘Promoting High Quality Patient Centred Care’ is delivered within the Transforming Care Leadership Module. This is a blend of aspects of Releasing Time to Care (DoH) and Transforming Care at the Bedside (TCaB).

The mandatory module includes:

- Care and Compassion lectures leading to a professional debate and discussion of what is care and compassion, how it should be addressed consistently within the ward team and how it should driven through leadership of the ward sister;
- The work of John Fleet* is also factored into the course focusing on stress within leaders and their teams and the impact it has on patient care with respect to attitude, care and compassion;
- Practical aspects of leadership skills in terms of managing the ward to ensure patient safety, quality and getting the best out of the team are gained through implementation of the well organized ward; patient status at a glance; how we are doing;
- A plan is well-developed in establishing a Nursing and Midwifery Leadership and Management Centre for North Wales;
- Separate work has commenced on developing a ward routine and will complete in October.

As part of this response we have attached detail of the modules’ content and...
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<tr>
<td>Further information required to address: Ward Sisters/Charge Nurses Knowledge of the correct staff numbers (ward staffing).</td>
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<td>assessment criteria.</td>
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<td>The ward managers have full involvement with the setting of their nurse staffing levels using their professional judgment. Ward Sisters and Nurse Managers also use evidence for calculating staffing levels from published guidelines as well as the knowledge of the needs and acuity / dependency of their patients. The Director of Nursing of BCUHB has presented a paper recommending that there is an agreed methodology for calculating ward staffing levels in Wales to the CNO and fellow Directors of Nursing in Wales. This work is underway and will complete at the end of October 2011. Staffing levels are reviewed with the ward manager on a regular basis and at times of increased acuity or reduced staffing due to staff absence. Ward managers are responsible for taking appropriate action to immediately escalate and take appropriate action to address staffing shortfalls such as using temporary staff from the BCUHB Nurse Bank or by reducing the numbers of beds. The ward managers have no set restrictions on their personal work pattern with one exception. This is the 12-hour shift that can result in reduced leadership cover from the ward sister/charge nurse. Ward Sisters/Charge Nurses are expected to roster themselves on the various shifts including times on the night shift to experience their clinical service and demonstrate leadership to all staff members within their team. Ward managers are also closely involved with the recruitment of their staff and ward volunteers.</td>
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<tr>
<td>The Director of Nursing (BCUHB) through the Assistant Nurse Directors and the Associate Chiefs of Staff for Nursing undertake regular reviews of staffing levels and this is reported both professionally and operationally to the Board of Directors.</td>
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| Responsibility for regular appraisal of the skills, knowledge and attitude of ward staff | Responsibility for regular appraisal of the skills, knowledge and attitude of ward staff is the responsibility of the Ward Sister/Charge Nurse and forms part of the leadership module. This is based on assigned Knowledge & Skills Framework (KSF) outlines. |
| Support of specialist consultant nurses especially in dementia care and continence | The proposal for a Nurse Consultant in Dementia Care has been submitted and is going through amendments before re-submission to the CNO as per Welsh Government procedures. The job descriptions for the Dementia Nurse Specialists are being developed to support the Nurse Consultant. In the meantime, BCUHB is making use of specialist support from the Mental Health Consultants and Liaison Nurses. The Continence Specialist Nurses are in place to provide education and support to Ward Teams and are leading action to improve continence care as referred to in Recommendation 3 (page 4) of the original submission. |

### Recommendation 5 Hospital Discharge

Whether the response was approved by Flintshire County Council, Denbighshire County Council and the Isle of Anglesey County Council. We have also issued Written Notice to these councils.

If these three councils did not provide information for the joint response, we request a joint response from Betsi Cadwaladr UHB and from these three councils.

BCUHB’s response was shared with all the County Councils in North Wales once BCUHB became aware that recommendation 5 was to be a joint response. The original response was shared through the draft stages with all 6 Older People’s Leads in each County Council. In Denbighshire the Older People’s Lead circulated the draft response to the Dignity in Care and Equalities Group and as there were no comments back to the Director of Nursing at BCUHB this was taken as support for the response. The response was presented by the Acting Patient Experience Lead for BCUHB to the Older People’s Leads at a meeting of the North Wales Regional Dignity in Care Group on Friday 8th July 2011 where Alun Thomas
presented on behalf of the Older People’s Commissioner and was party to the discussion about the response and the joint working required to deliver it. This work is continuing in partnership and will be discussed by the group in the presence of the Director of Nursing (BCUHB) at the 10th October 2011 meeting.

The response was developed with and agreed by the Partnership lead for Flintshire County Council; The Older People’s Commissioner Response report was a key topic at Flintshire Health and Social Care Scrutiny Committee on the 13th June 2011, and was presented by the Director of Nursing (Flintshire County Council have confirmed this and a copy of this is attached).

The Older People’s Lead for Anglesey was included in developing and approving the draft response and the Head of Adult Services at Anglesey County Council wrote a letter of acceptance (attached) on the 13th June 2011. The Joint Model Môn Locality Development Group provides the forum for overseeing and monitoring progress against recommendation 5.

The Older People’s Lead for Denbighshire was included in developing and approving BCUHB’s draft response and the Head of Adult and Business Services at Denbighshire County Council has confirmed the Council’s commitment to the BCUHB’s response to the Older People’s Commissioner Report. Denbighshire County Council Partnerships Scrutiny Committee received and considered BCUHB’s Older People’s Commissioner Report Response on the 7th July 2011.

North Wales Social Services Improvement Collaborative (NWSSIC) discussed the response and the role of the Older People’s Leads in this on
### Recommendation 8: Ward Environment

Please provide further information to address:

- **What will be done to collaborate with patients, their families and carers in relation to changes to wards.**
- **The needs of those with sensory loss;**
- **Action plan and timescales for implementing changes.**

| BCUHB has an active Public Members group and a number of volunteers whose main role is to assist the Service user Experience Team to gain service users (including carers / families / visitors) views with regard to any planned changes. These volunteers have received training to undertake semi-structured interviews and have assisted with a number of schemes to implement change. BCCHC are also very active in undertaking monitoring visits throughout the year across all sites and when issues of concern regarding the ward environment are raised. Any information regarding the ward environment that is shared by patients and their families through formal and informal concerns are recorded, actioned and monitored. The work referred to in our original response (Recommendation 8, page 8) on improving the suitability of BCUHB’s ward environments for people with dementia will be planned as part of the dementia strategy for the Health Board. The plan will include collaboration with patients and carers. BCUHB has held three meetings to develop the Carer’s Strategy and this will outline a framework for involving carers in changes to ward environments. Service users are part of the plans for the re-development of the wards at Ysbyty Glan Clwyd where BCUHB are planning an increase in side rooms and 4 beds in bays. The Service User Experience Team also record patients / carers stories, which are used to influence change and also evaluate the effects of change. |
BCUHB commissioned a Picker Survey in April 2011 (forwarded to the Older People’s Commissioner) and a disaggregation of the data according to age has been commissioned. The Picker team are facilitating an action planning workshop on 1st September 2011, with a cross section of staff to take this work forward.

The Health Board has a developing Engagement Scheme that builds on the existing Public Members group to ensure there is continuous engagement with a wider range of service users / carers via a number of communication methods.

Following feedback from patients and carers relating to the experiences of those with sensory loss, a working group has been established to address these issues and ensure a proactive approach to service users needs in the future. Members of the working group have made links with local support groups such as the North Wales Deaf Association and the Royal National Institute for Deaf people (RNID) and held focus groups with them to explore the issues further and seek solutions. This plan was agreed at the Improving Service User Experience Sub-Committee on 9th August 2011, and adherence to timescales will be monitored by this committee. The action plan is attached to this response.

**Recommendation 9: Communication**

Please provide further information to address:

- Advocacy provision

BCUHB commissions a number of advocacy services that are available for older people. If an older person has capacity then an advocate will be contacted from one of the following, dependant on the area of service provision:

- Age Concern;
- Carers Advocate (provided by Carers Centres);
- Flintshire Mental Health Advocacy Services;
- Local Authority advocates (arranged in partnership);
- Advocacy Works (Wrexham);
Wirral Information Resource for Equality and Diversity LTD (WIRED). This organisation is commissioned to supply advocacy services across BCUHB for all service users who require an Independent Mental Capacity Advocate.

BCCHC provide Advocacy Support for patients who wish to raise concerns and staff from BCUHB will meet with the Advocates to review any emerging themes, lessons learnt and ensure any necessary action is taken.

BCUHB employ a Mental Capacity Advisor and Training Officer, whose role is to provide expert advice and training to staff in mental capacity issues. There are systems in place to regularly review access to advocacy services against expected benchmarks.

BCUHB also employs an Associate Medical Director for Capacity, Consent and Ethics (Dr Peter Lepping) who provides a leadership and important role in making sure the Mental Capacity Act is understood, applied and monitored.

**Recommendation 12: Knowledge and skills**

*Please provide further information to address:*

- Which staff will be required to undergo training and in which areas (not just nurses);
- Who will be required to have mandatory training;
- Action plan and timescales for implementing changes.

**All** staff will be required to undergo training in Equality, Diversity and Human Rights as determined by the BCUHB’s Statutory and Mandatory training policy and in line with the core dimensions of the Knowledge and Skills Framework. A new e-learning package is being implemented and will be implemented in 2011/12. The content of the training will be reviewed and if necessary will be strengthened to ensure that staff are equipped with necessary knowledge and skills to provide dignified care for older people. BCUHB have set a target 95% of staff to receive training by 31st December 2012.

Customer Service training is also provided by BCUHB and is linked to the core KSF dimension ‘Communication.’ This will be converted to a mandatory
programme. Again, content will be reviewed as above and a target of 95% of clinical staff and non-clinical staff with direct patient contact are to receive training by 31st October 2013.

All Healthcare Support Workers are required to undertake QCF (Qualifications & Credit Framework) Awards appropriate to their role. Relevant modules include:

**Level 2:** Safeguarding and protection in Health & Social Care; Case-studies based on duty of care and the individual's rights; Communication; Diversity and inclusion; Personal hygiene / oral care / foot care; Nutrition and hydration.

**Level 3:** Person centred approaches to care; Looking after patients with dementia and mental health issues; Recent enquiries into failures in care; Case studies based on duty of care and the individual’s rights.

Both The Ombudsman for Wales’ casebook report (April 2011) and the ‘Dignified Care? The Experiences of Older People in hospital in Wales’ (2011) report are used in these modules to design case studies.

The Health Care Support Worker Code of Conduct applies to all non-registered staff and is being implemented across BCUHB and is part of induction training. The Code requires that support workers: Promote and uphold the privacy, dignity, rights and wellbeing of service users and their carers at all times, and communicate in an open, transparent and effective way to promote the wellbeing of service users and carers.

A task and finish group will be established in September 2011 to review all training course content in the light of the ‘Dignified Care?’ report and will be tasked to ensure that if necessary changes are made to programme curricula by January 2012. Work has already commenced on the curricula.

Response to the Dignified Care Hospital Review - 15.08.11 (V5)
Older People’s Commissioner for Wales’ written notice and request for further information
Reena Cartmell (Assistant Director of Nursing)
Jill Galvani (Director of Nursing, Midwifery & Patient Services)
BCUHB commissions post registration nursing and midwifery education with both Bangor & Glyndwr Universities. This includes education at degree, masters and doctorate level. The curricula include a variety of modules relating to the care of the Older Person such as: Managing chronic disease; Continence; Care of the vulnerable person; Care of the elderly; Dementia; Rehabilitation; Dysphagia; Nutrition and Stroke rehabilitation.

The post-graduate contracts with both universities have been extended pending the outcome of the Higher Education Institute review; BCUHB will continue to work in partnership to ensure that both under-graduate and post-graduate nursing and midwifery education is fit for purpose and meets changing patient and carer needs, and is responsive to report findings to support improvements in healthcare practice.

Partnership working is continuing with Bangor and Glyndwr Universities following the curriculum planning event in April with respect to the changes to pre-registration nursing and midwifery education from September 2012 onwards. This preparation includes a generic work stream to define the core competencies which will be required by all graduates. Preparation to manage and care for Older People with disabilities and / or dementia will therefore be core knowledge and a skill required of BCUHB registered nurses of the future.

* John is a retired Dental and ENT surgeon and is a member of the Janki Foundation which works with Health Care globally examining and delivering modules relating to one’s inner values. In the Transforming Care project, John works with staff to explore their values, and particularly the impact their values have on the delivery of patient care. He has assisted the ward sisters in reaffirming their values, how stress effects them as individuals and their teams and how impacts on the care and compassion shown to our patients. He has delivered workshops of varying length both within YGC and in his own personal development centre Pen Parc Llwyd for a minimal charge / donation.

**Response to the Dignified Care Hospital Review - 15.08.11 (V5)**

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Reena Cartmell (Assistant Director of Nursing)
Jill Galvani (Director of Nursing, Midwifery & Patient Services)