

<b>Report to:</b>	Healthwatch Wandsworth
<b>Date:</b>	28 February 2020
<b>Report Title:</b>	Healthwatch Enter and View visit Departure Lounge St Georges Hospital
<b>Lead Director/ Manager:</b>	Robert Bleasedale Acting Chief Nurse Emilie Perry Divisional Director of Operations CWDT
<b>Report Author:</b>	Alison Ludlam, Divisional Director of Nursing and Governance CWDT
<b>Presented for:</b>	Response to final report and recommendations
<b>Summary:</b>	<p>The Enter and View team Healthwatch Wandsworth made seven visits to the Departure Lounge at St George's Hospital at different times of the day on five different dates between 28 November 2019 and 6 December 2019.</p> <p>The aim of the project was to capture an immediate sense of patients' experience of the discharge process at St Georges Hospital.</p> <p>Overall the report identifies that the discharge process was working reasonably well for most patients and the team only found isolated complaints about the forward planning; primarily with patients with more complex conditions.</p> <p>With specific reference to the Departure Lounge the report identifies that it provides a safe and comparatively calm and comfortable alternative to waiting in a ward for transport home and is a more convenient pick up point for ambulance drivers and relatives. The Departure Lounge is acknowledged to provide the opportunity to check on the completeness of discharge documents and medication before patients leave the hospital.</p> <p>Moreover; the report appreciates that the Departure Lounge does not replace the responsibility of discharge planning from the ward staff.</p> <p>The report makes the following recommendations:</p> <ol style="list-style-type: none"> <li>1. Discharge Information: <ul style="list-style-type: none"> <li>• No information leaflet on the discharge process is currently being provided to inpatients although there is a leaflet under review. Healthwatch would like to be given more details about the timetable for the review</li> </ul> </li> <li>2. Discharge Planning: <ul style="list-style-type: none"> <li>• All staff involved in the discharge planning should be reminded of the need to avoid making assumptions about patients ability to cope without asking them and should ask all patients directly about their potential needs</li> </ul> </li> <li>3. Hospital Transport: <ul style="list-style-type: none"> <li>• Difficulties in communication between Departure Lounge and HATs. There would seem to be scope for a more fully computerised booking system which allows real time access by departure lounge staff. St Georges should initiate a discussion with HATs on possibility of developing and installing such a system</li> </ul> </li> </ol>

4. Other Transport:
  - Patients and visitors have difficulty parking when picking up patients from Departure Lounge. St Georges should make provision of better advance information where to park and how to find Departure Lounge and possibly more convenient suitably marked parking space for relatives near the lounge
5. Medication:
  - Some patients had unduly long waits for their take home medications. Patients should be given advance warning in cases where there could be > 3hrs wait (for medicines)
  - Some patients weren't given a choice as to go to Departure Lounge or not. Patients should not be prematurely transferred to the departure lounge if they prefer not to
6. Discharge Summary:
  - Ward staff are reminded of the need to draw attention of patients being discharged to their discharge summary and go through it with them
7. Departure Lounge Environment
  - Room temperature monitored more closely and feasible steps considered to achieve more comfortable temperature
  - Arrangements for access to toilets for patients in the Departure Lounge should be reviewed
8. Overall Waiting Time:
  - Minimise waiting time in Departure Lounge. Management process to review circumstances of long waits or delays e.g. >2 hours

**In response:**

The Trust welcomes the feedback from Healthwatch and accepts the recommendations. Improvements to be made are outlined in the appended action plan (Appendix i) and will be integral to the Trust wide approach to improving patient flow and discharge of patients.

The Trust is committed to achieve the key milestones in a timely way accepting that any slippage will be underpinned by clear rationale and remedial solutions will be put in place to facilitate progress.

## Appendix i

### St George's Hospital Departure Lounge - Action Plan

<b>Organisation Name:</b>	St. George's University Hospitals NHS Foundation Trust (SGUH)	<b>Individual Completing Action plan:</b>	Christopher Jones, Deputy Director Site Operations
<b>Service Area:</b>	St. George's Hospital – Departure Lounge	<b>Phone:</b> <b>Email:</b>	07525787778 Christopher.Jones0@stgeorges.nhs.uk
<b>Action Plan Title:</b>	HealthWatch Enter & View visit outcome – recommendations Departure Lounge		
<b>Start Date:</b>	November 28 2019	<b>Completion Date:</b>	6 December 2019
<b>The aim of this Action plan is to:</b>	To improve the service users experience when using the Departure Lounge Department on discharge from the Hospital.		
<b>Evidence Base / Rationale for undertaking this Action:</b>	HealthWatch visited SGUH's Departure Lounge. Although the visit was generally positive, there were a number of recommendations identified.		

(RAG- **GREEN**: Complete/In Action; **AMBER**: on time but not yet started/missed target but action in place to resolve; **RED**: missed target with no action to resolve)

Issue 1 (Recommendation 1)	No information leaflet on the discharge process is currently being provided to inpatients although there is a leaflet under review - we would like to be given more details about the timetable for the review						
	Action Required	Start Date	Finish Date	RAG	Action Owner	Outcome / Target	Update
<b>Discharge Information</b>	Trust wide Patient Discharge Leaflet review and re – launch	March 2020	July 2020	AMBER	DDNG	All patients receive appropriate information on discharge  All staff aware of leaflet and discharge information for patients	
	Departure Lounge patient information leaflet: Review and re-launch Including information about : <ul style="list-style-type: none"> <li>• What to expect in the Departure Lounge</li> <li>• Pharmacy/TTOs</li> <li>• Toilets/Environment</li> <li>• Parking/Pick up map</li> <li>• Refreshments</li> </ul>	February 2020	June 2020		Deputy Director of Operations  Matron: Departure Lounge	All patients receive appropriate information regarding what to expect to experience within the Departure Lounge.  All staff aware of what patients should experience within the Departure Lounge.	
Issue 2 (Recommendation 2)	All staff involved in the discharge planning should be reminded of the need to avoid making assumptions about patients ability to cope without asking them and should ask all patients directly about their potential needs						
	Action Required	Start Date	Finish Date	RAG	Action Owner	Outcome / Target	Update
<b>Discharge Planning</b>	Develop communication methods to share key messages to all staff re: outcome of HW review with specific reference to key discharge principles	March 2020	April 2020	GREEN	Deputy Director of Operations	All staff reminded of key elements of discharge planning for all patients	

<b>Issue 3 (Recommendation 3)</b>	<b>Difficulties in communication between Departure Lounge and HATs. There would seem to be scope for a more fully computerised booking system which allows real time access by departure lounge staff. Rec: St Georges should initiate a discussion with HATs on possibility of developing and installing such a system</b>						
	<b>Action Required</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>RAG</b>	<b>Action Owner</b>	<b>Outcome / Target</b>	<b>Update</b>
<b>Hospital Transport</b>	Review the operation model of Departure Lounge and HATs Transport Lounge : - including Live booking system – and make recommendations for integration of services	February 2020	June 2020		HoN OPD/Diagnostics  Deputy Director of Facilities and Estates	Integrated service model Improved Communication systems	
<b>Issue 4 (Recommendation 4)</b>	<b>Patients and visitors have difficulty parking when picking up patients from Departure Lounge. Rec: St G provision of better advance information where to park and how to find Departure Lounge and possibly more convenient suitably marked parking space for relatives near the lounge</b>						
	<b>Action Required</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>RAG</b>	<b>Action Owner</b>	<b>Outcome / Target</b>	<b>Update</b>
<b>Other Transport</b>	Review Public parking – Pick up zones	February 2020	Closed		Deputy Director of Facilities and Estates	Dedicated drop off zones Disabled parking & public tariff parking available on site.	Closed
	Map/Parking zones for public use/pick up from the Departure Lounge – Attach to Departure Lounge Patient Information Leaflet  Review patient information and maximise visual communication including – high visibility posters and use of social media	March 2020	April 2020		Deputy Director of Operations	Information clear to public and patients  Patients and family are clear as to where and how to park	

Issue 5 (Recommendation 5)	<p><b>A) Some patients had unduly long waits for their take home medications. Rec: Patients should be given advance warning in cases where there could be &gt; 3hrs wait (for medicines)</b></p> <p><b>B) Some patients weren't given a choice as to go to Departure Lounge or not. Rec: Patients should not be prematurely transferred to the departure lounge if they prefer not to</b></p>						
	Action Required	Start Date	Finish Date	RAG	Action Owner	Outcome / Target	Update
<b>Medication</b>	Review and refresh process of TTO turnaround time to ensure the target of 90% of TTOs completed within 1 hour is met.	March 2020	June 2020		Deputy Chief Pharmacist	1 hour TTO turnaround target is met.	
	Review and refresh the turnaround time for MDS outsourced prescriptions so that Departure Lounge Patients receive their prescriptions in a shorter timeframe than the standard 3 hours	March 2020	June 2020		Deputy Chief Pharmacist	MDS outsourced TTOs will meet 1 hour TTO turnaround target	1 hour turnaround for MDS agreed with community partner 11/2/20
	Ward staff to be reminded to discuss with patients reason for transfer to Departure Lounge and potential wait times for medications.	March 2020	April 2020		Deputy Director of Operations  DDNGs	Patients informed of reason for transfer to Departure Lounge and what to expect	
	Review Departure Lounge Arrival Checklist to include TTO status and trigger collection/delivery TTO wait times.	March 2020	April 2020		Deputy Chief Pharmacist	Wait times for TTOs reduced  Patients receive TTOs and are able to go home without delay.	
<b>Choice</b>	Review and refresh Departure Lounge Standing Operational Procedure and Criteria and consent for admission	March 2020	July 2020		Deputy Director of Operations	Departure Lounge service model is clearly defined and understood in line with patient choice, patient flow and site capacity management	

Issue 6 (Recommendation)	Ward staff are reminded of the need to draw attention of patients being discharged to their discharge summary and go through it with them						
	Action Required	Start Date	Finish Date	RAG	Action Owner	Outcome / Target	Update
<b>Discharge Summary</b>	Develop communication methods to share key message to all staff re: outcome of HW review and reminding of key discharge elements including Discharge Summary	March 2020	April 2020		Deputy Director of Operations	Staff are reminded regarding key aspects of discharge planning.	
Issue 7 (recommendation)	A) Room temperature monitored more closely and feasible steps considered to achieve more comfortable temperature B) Arrangements for access to toilets for patients in the Departure Lounge should be reviewed						
	Action Required	Start Date	Finish Date	RAG	Action Owner	Outcome / Target	Update
<b>Environment</b>	A) Heating: Implement daily monitoring of Departure Lounge temperature  Develop escalation process for when temperature is are not optimum	February 2020	April 2020		Deputy dir. of Facilities and Estates  Matron: Departure Lounge	Patients feel comfortable in the facility  Escalation process and remedial action plan in place for when temperatures fall below standards	
	Seek investment in air conditioner unit and heaters for 'red temperature' zones.	February 2020	April 2020		Deputy dir. of Facilities and Estates  Matron: Departure Lounge	Patients feel comfortable in the facility	
	Departure Lounge to always have a supply of blankets	February 2020	March 2020		Matron: Departure Lounge	Patients have access to blankets at point of need/request	
	Implement hourly rounding and monitor patient experience and patient feedback via FFT	February 2020	March 2020		Matron: Departure Lounge	Patients needs are reviewed and met during their stay in Departure Lounge  FFT informs patient experience	
	B) Toilet facilities  Review Signage of toilet facilities Information re; toilets to be	February 2020	May 2020		Deputy dir. of Facilities and Estates	Patients are informed of location of toilets/facilities within the Departure, Transportation Lounge & main hospital.	

	included in Departure Lounge patient information leaflet				Matron: Departure Lounge		
<b>Issue 8 (Recommendation )</b>	<b>Minimise waiting time in Departure Lounge Rec: Management process to review circumstances of long waits or delays e.g. &gt;2 hours</b>						
	<b>Action Required</b>	<b>Start Date</b>	<b>Finish Date</b>	<b>RAG</b>	<b>Action Owner</b>	<b>Outcome / Target</b>	<b>Update</b>
<b>Overall waiting time</b>	Review and refresh key performance/quality targets and implement MDT governance framework including Patient Time spent in Departure Lounge Pharmacy Medications (type specific) Transportation (type specific) Patient experience	March 2020	June 2020		Deputy Director of Operations	Monthly MDT review of service quality and effectiveness and associated improvement/escalation where appropriate	

<b>Action plan signed off:</b>	Emilie Perry Divisional Director of Operations CWDT
<b>Sustainability for this Action plan:</b>	Monthly Departure Lounge MDT to review implementations and to review target achievement or breaches.
<b>Action Plan Completed:</b>	