



The Robert Jones and Agnes Hunt
Orthopaedic Hospital
NHS Foundation Trust

Collaborative Leadership and Culture Change in Delivering a Clean, Safe Environment

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→ *Improving lives through excellent and innovative care*

NHS

→ ***“Leadership is not about having all the answers, it’s about having the right questions”.***

(Anon.)

→ The Trust

- **Predominantly elective orthopaedic hospital:**
 - Mostly, we invite people in who really aren't that sick;
 - We fix their orthopaedic need – they leave happy.
- **We provide the Midlands Centre for Spinal Injuries (MCSI):**
 - Receives urgent and elective admissions;
 - The ward receives more complex patient;
 - The Trust has low levels of infections, most will exist in MCSI, having come in with it.
- **Statistically, our history demonstrated that:**
 - We achieve our annual HCAI objectives;
 - We have occasional outbreaks (x2 in the proceeding 8 years);
 - Cleaning audits above national target; top feedback in CQC inpatient survey.

What happened?

- Multiple outbreaks;
- Trust reassured through internal audit reports;
- Defensive;
- Teams could not see past barriers.

→ The Fridge...



→ And...how did it feel?

Everything, everywhere, all at once...

- Isolated;
- Failure;
- Blamed;
- Singled Out;
- Actions EVERYWHERE;
- Too much direction;
- Failed process.



→ The Journey Began...Before the Mindset Changed

- Transformation leads being parachuted in to change culture & attitude;
- Intense IPC scrutiny from NHSE;
- Accountability still sits with core IPC Working Group members;
- Perspective at operational level:
"This is picky";
"We can't afford this";
"We can't allow access to there";
"It's always been that way";
- Practical work starts...
but ambition does not keep up with reality.



→ Collaboration & Leadership

- Executive and Board interest;
- IPC working group reinvigoration, rethought – this group becomes the engine room for improvement, this group bears significant weight and is influential to this day;
- IPC Improvement Plan developed – over 150 actions;
- Shared Ownership and Accountability;
 - Collaboration at all levels - ward manager to ward manager, matrons and support services;
 - AHP involvement – therapies improvement plan, theatres improvement plan.

→ Overcoming the Problems You Can't Overcome by Yourself



→ Reflections & Celebration

- Changing culture, changing thought processes, increasing collaboration;
- Embedding good practice in business as usual – processes teams embrace rather than fighting – QMS, Use the governance structure, handover documents, creating environment where people feel comfortable bringing queries/concerns/perceived failures;
- Subject matter experts respected and available – IPC fair;
- Trust recognised in 2024 with Exemplar Status for cleaning – the IPC working group called out as an example for cleaning.

