



University College London Hospitals
NHS Foundation Trust

uclh

Critical Care Transformation Programme

Strengthening the Foundations

Background



Where we were - 2020

- Dehumanising environment
- Disconnection between patients, families, and staff
- Task-based care vs Personalised Care
- Moral Injury
- Emotional Fatigue
- Stress & Burnout
- High staff turnover

Preparing the foundations - Listening to learn

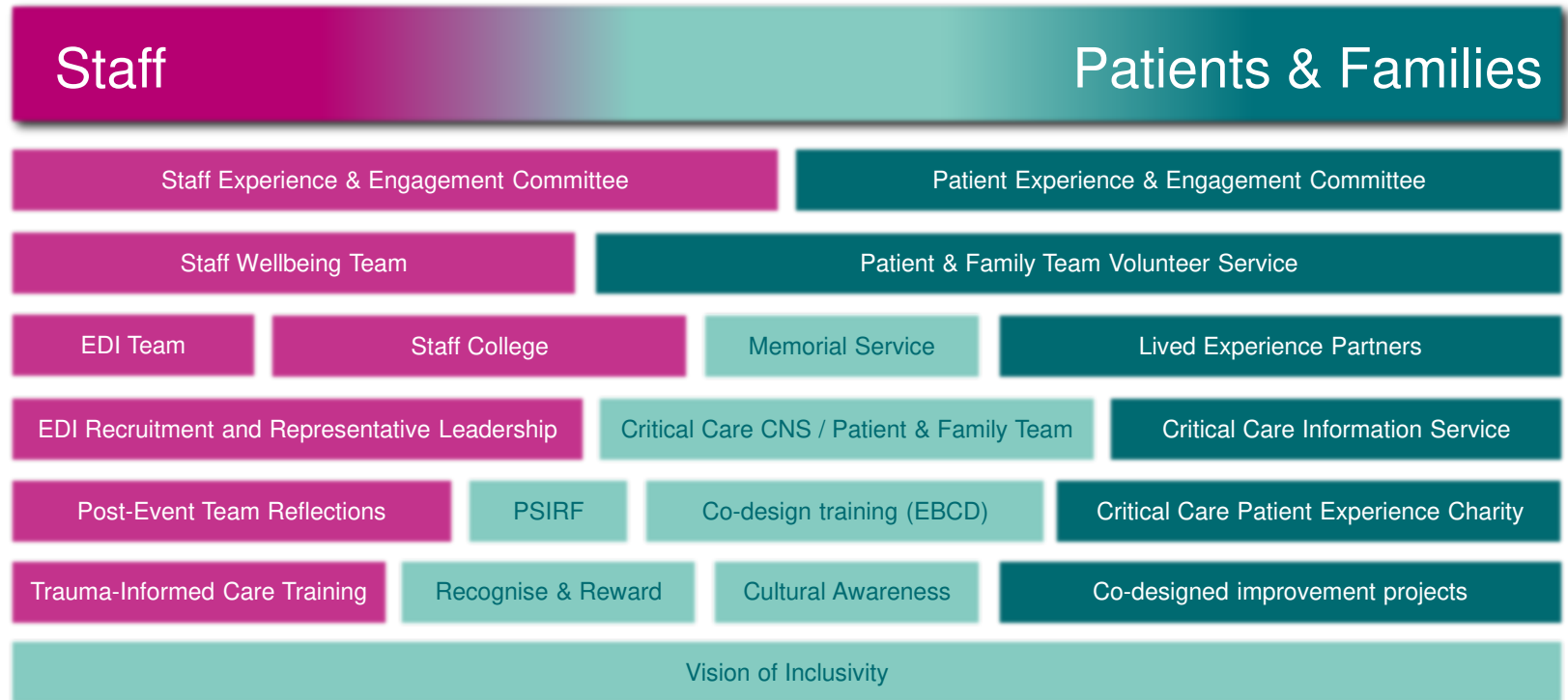
Staff

- Listening Events
- Exit Interviews
- Independent EDI Review
- Staff Survey

Patients & Families

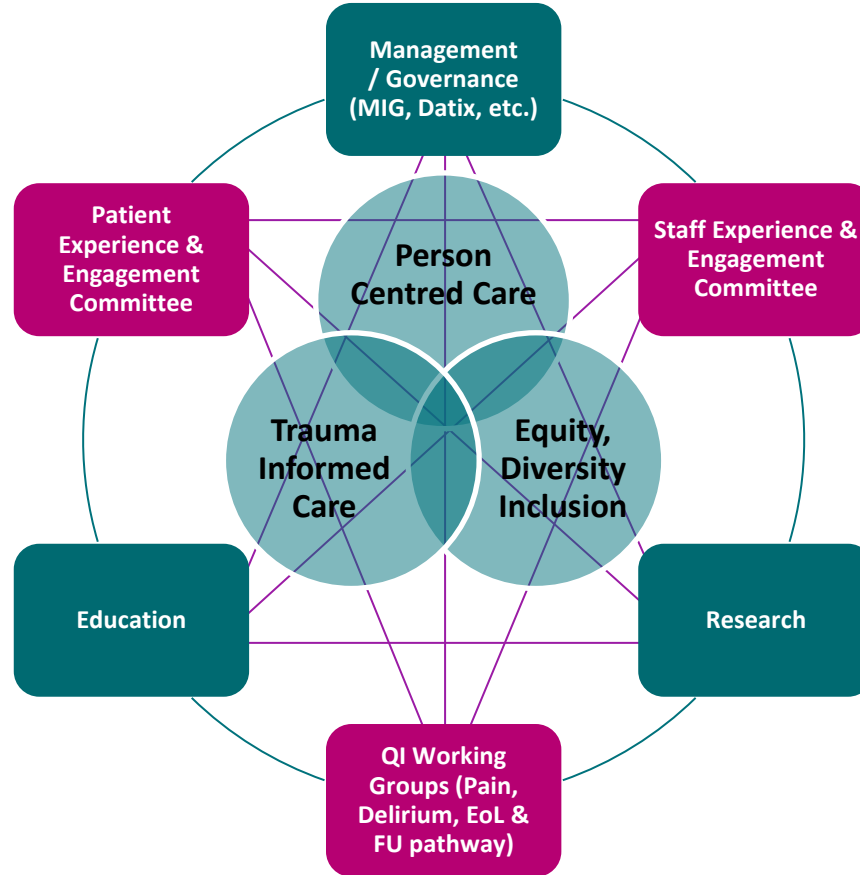
- Family Liaison Team
- Listening Events
- Complaints
- Bereavement Calls
- Survey

Building the foundations



Sustainable change

*People First
Person Centred
Trauma Informed*



Key learning points

Build Slow to Build Strong

- Our experience underscores the need for a phased, feedback-driven approach to implementing sustainable, adaptable changes for long-term success.

Stakeholder Engagement

- True cultural change in our organisation has been driven by engaging staff, patients, and their families from the start, ensuring initiatives address real needs and integrating lived experiences for more empathetic, effective strategies.

Inclusive Leadership

- Diverse leadership from varied professional backgrounds enhances problem-solving, drives innovation, and ensures a holistic approach in complex healthcare environments.

Acknowledgements

Person-Centred Care

• Anna Petsas, Tim Bonnici, Stephen Pearson

Equity, Diversity & Inclusion

• Mariam Amoran, John Welch, Manoj Juj, Anna Batho, Ronke Salawudeen, Necheal Romeo, Dorothy Ilano, Rik Thomas, Mel Watts

Trauma-Informed Care

• Janet Balabanovic, Manoj Juj, Anna Batho, Kerrie Sprigings

Public Partners

• Jocelyn Cornwell, Louise Wren, Juliet Solomon, Tom Stables

Critical Care Volunteers

• Phil Nicol, Sarah Russell, Lucinda Essex, and the many volunteers that have given their time over the last few years.

Critical Care Leadership Team

• David Howell, Wendy Sandajan, Elaine Thorpe, John Welch, Meena Patel, Melanie Watts

Critical Care Staff

• All the nurses, doctors, physiotherapist and AHPs