

Health Overview and Scrutiny Committee Wednesday, 9 December 2015, 10.00 am,

Membership

Councillors:

Worcestershire County Council Mr A C Roberts (Chairman), Mr W P Gretton,
Mrs J L M A Griffiths, Mr P Grove, Ms P A Hill, Mr A P Miller,
Prof J W Raine, Mrs M A Rayner, Mr G J Vickery and
Mrs F M Oborski

District Councils

Mr T Baker (Malvern Hills District Council), Dr B T Cooper
(Bromsgrove District Council), Mrs F S Smith (Wychavon
District Council), Mr A Stafford (Worcester City Council) and
Mrs N Wood-Ford (Redditch Borough Council)

Agenda

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HEALTH OVERVIEW AND SCRUTINY COMMITTEE

9 DECEMBER 2015

QUALITY OF ACUTE HOSPITAL SERVICES

Summary

1. The Health Overview and Scrutiny Committee (HOSC) is to receive an update from Worcestershire Acute Hospitals NHS Trust (WAHT) following the Care Quality Commission's (CQC) decision to place the Trust into special measures.
2. Representatives from the Trust have been invited to attend the meeting.
3. The Chairman has requested that this item be considered at the meeting as a matter of urgency, due to the CQC report being released after the agenda was published.

Background

4. The HOSC will be aware that there was a CQC planned inspection in July 2015. The outcomes of the inspection were published on 2 December 2015; press releases from the CQC, WAHT and the Trust Development Authority are attached as appendices.

Purpose of Meeting

5. Members are invited to consider and comment on the action being taken to address the quality of services at the Trust.
6. Following the discussion, HOSC Members are asked to consider whether any further information is required and identify any specific elements for potential future scrutiny.

Supporting Information

- Appendix 1 - Care Quality Commission Press release, 2 December 2015
- Appendix 2 – Worcestershire Acute Hospital NHS Trust Press Release, 2 December 2015
- Appendix 3 – Trust Development Authority Press Release, 2 December 2015

Contact Points

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Background Papers

In the opinion of the proper officer (in this case the Head of Legal and Democratic Services) the following are the background papers relating to the subject matter of this report:

Press release

Embargoed until 00:01hrs: Wednesday, 2 December 2015

Chief Inspector of Hospitals recommends Worcestershire Acute Hospitals NHS Trust should be placed into special measures

Embargoed until 00:01 Wednesday, 2 December 2015

England's Chief Inspector of Hospitals has recommended Worcestershire Acute Hospitals NHS Trust should be placed into special measures after a Care Quality Commission inspection rated the trust as Inadequate overall.

Following inspections carried out in July, CQC inspectors found the trust, which provides acute healthcare services to approximately half a million people living in Worcestershire, needed to make urgent improvements in a number of areas to ensure it was consistently delivering care which was safe, effective, caring, and responsive to people's needs in services that are well-led.

Inspectors had concerns about the trust's staffing in a number of areas, resulting in an over reliance on temporary staff. There were particular concerns relating to the provision of medical staff in some services and an over reliance on locum doctors putting extra strain on some services.

In the emergency department, consultant cover did not meet with the Royal College of Emergency Medicine's workforce recommendations. Overcrowding in this area was an on-going risk. Actions taken to improve the way patients are received at the hospital and how they move between hospital services had reduced the time patients waited for initial assessment but waiting times were still not meeting national standards.

Although the executive team had undergone recent significant change, with the majority of executive directors in interim positions and many being new to the organisation in the recent weeks and months, it demonstrated an understanding of and commitment to addressing the issues the trust was facing.

However, inspectors found the lack of stability at board level to be of significant concern when considering issues that required addressing.

CQC's Chief Inspector of Hospitals, Professor Sir Mike Richards, said:

“We found a number of serious problems when we inspected the services run by Worcestershire Acute Hospitals NHS Trust and I have made a recommendation to the Trust Development Authority that the trust should be placed into special measures.

“We made the TDA aware of our concerns following the inspection and it has begun to work with the trust to make sure these are appropriately addressed and that progress is monitored.

“My inspection team found that the majority of staff were hard working, passionate and caring but had to struggle against the pressures they faced. We found that staff treated patients with dignity and respect which is why we rated the trust as Good for caring. We found the caring approach to patients in maternity and gynaecology to be outstanding and good practice was also noted in the critical care unit, end of life service, surgery and in medical care.

“One of the reasons we rated the trust as Inadequate for being well-led and safe was because when things went wrong they were not investigated promptly or thoroughly and there was a lack of learning from these incidents to prevent patient harm in the future. This was particularly the case in the maternity and gynaecology service.

“While the trust had a vision and a set of values these were not well embedded or understood by staff. The way some divisional teams were run was not effective.

“The trust has been receiving support from an improvement director from the TDA and this was seen as having a positive impact and was valued by the executives inspectors spoke with.

“The trust managers have told us they have listened to our inspectors’ findings and have begun to take action where it is required. We have maintained close contact with the trust since the inspection and will undertake further inspections, including unannounced visits to check that the necessary improvements have been made.”

The inspection highlighted a number of concerns and areas where the trust must improve, including:

- The trust must ensure there are sufficient numbers of suitably qualified, competent, skilled and experienced staff to meet the needs of patients including carrying out daily ward rounds.
- Risk assessments must be completed and used effectively to prevent avoidable harm, for example to stop patients developing pressure ulcers.
- The trust must ensure that patients’ nutrition and hydration are fully assessed, recorded and acted upon promptly if necessary.
- A robust system must be developed to ensure children and young people with mental health needs are suitably risk assessed when admitted to services to ensure the care and support meets their needs.

Despite the overall rating of Inadequate, inspectors identified a number of areas of Outstanding practice across the trust, including:

- There was an outstanding patient observation chart used within the critical care unit. This chart was regularly reviewed and updated.
- In the maternity and gynaecology services, inspectors were told by women using the service that staff were consistently compassionate and caring. Women reported being treated with respect and dignity and having their privacy respected at all times.
- Inspectors observed exceptional care in the early morning while visiting Avon 4 Ward at Worcester Royal Hospital. The staff approach to patients was extremely respectful, compassionate and caring. The atmosphere on the ward at this early hour was relaxed and calm with appropriate low levels of lighting and staff speaking quietly to ensure patients were not disturbed.
- The critical care team provided an outstanding example of compassion to a patient with a learning disability.

An inspection team, including doctors, nurses, midwives, hospital managers, trained members of the public, a variety of specialists, CQC inspectors and analysts spent six days at the trust in July. The trust was rated as Inadequate for being safe and well-led, rated Requires Improvement for being effective and responsive and rated Good for being caring. The maternity and gynaecology services were rated Outstanding for being caring.

The inspection was carried out between 14 and 17 July 2015 as part of our comprehensive inspection programme. Unannounced inspections were also carried out at Worcester Royal Hospital on 26 and 27 July and at the Alexandra Hospital on 26 July.

Worcestershire Acute Hospitals NHS Trust provides services from four sites: Worcester Royal Hospital, Alexandra Hospital, Kidderminster Hospital and Treatment Centre and surgical services at Evesham Community Hospital, which is run by Worcestershire Health and Care NHS Trust.

Full reports including ratings of all core services will be published on the CQC website on [Wednesday, 2 December](#)

Ends

For further information, please contact Helen Gildersleeve, Regional Engagement Manager on 0191 2333379. Journalists wishing to speak to the press office outside of office hours can find out how to contact the team here: <http://www.cqc.org.uk/media/our-media-office>

Please note: the press office is unable to advise members of the public on health or social care matters. For general enquiries, please call 03000 61 61 61.

Notes to editors

Hospitals are put into special measures when there are problems with the quality of care provided to some or all patients that the leadership of the trust cannot fix in a reasonable time without additional help. Often the decision that a hospital needs significant support to deliver improvements is made following an inspection by the CQC's Chief Inspector of Hospitals.

The Chief Inspector of Hospitals will normally make a recommendation if he thinks a hospital needs to be placed in special measures. At that stage, Monitor decides whether NHS foundation trusts go into special measures while the NHS TDA decides for other trusts. Further information can be found on CQC's website- <http://www.cqc.org.uk/content/special-measures>

The 15 trusts that are currently in special measures are:

- Barking, Havering and Redbridge University Hospitals NHS Trust
- Colchester University Hospital NHS Foundation
- Medway NHS Foundation Trust
- East Kent Hospitals University NHS Foundation Trust
- Sherwood Forest Hospitals NHS Foundation Trust
- Medway NHS Foundation Trust
- Wye Valley NHS Trust
- Hinchingsbrooke NHS Trust
- Norfolk and Suffolk NHS Foundation Trust (mental health trust)
- Barts Health NHS Trust
- West Hertfordshire NHS Trust
- East Sussex Healthcare NHS Trust
- Cambridge University NHS Foundation Trust
- University Hospitals of Morecambe Bay NHS Foundation Trust
- London Ambulance Service NHS Trust

The 10 trusts which have been taken out of special measures are:

- Basildon and Thurrock University Hospitals NHS Foundation Trust
- Buckinghamshire Healthcare NHS Trust
- East Lancashire NHS Trust
- George Eliot Hospital NHS Trust
- Heatherwood and Wexham Park Hospitals (now dissolved, but part of Frimley Health)
- North Lincolnshire and Goole NHS Foundation Trust
- United Lincolnshire Hospitals NHS Trust
- Queen Elizabeth Hospital King's Lynn NHS Foundation Trust
- Tameside Hospital NHS Foundation Trust
- Burton Hospitals NHS Foundation Trust

The Chief Inspector of Hospitals, Professor Sir Mike Richards, is leading significantly larger inspection teams than before, headed up by clinical and other experts including trained members of the public. Whenever CQC inspects it will always ask the following five questions of every service: Is it safe? Is it effective? Is it caring? Is it responsive to people's needs? Is it well-led?

The Care Quality Commission has already presented its findings to a local Quality Summit, including NHS commissioners, providers, regulators and other public bodies. The purpose of the Quality Summit is to develop a plan of action and recommendations based on the inspection team's findings.

Since 1 April, providers have been required to display their ratings on their premises and on their websites so that the public can see their rating quickly and easily. For further information on the requirement for providers to prominently display their CQC ratings, please visit:

<http://www.cqc.org.uk/content/display-ratings>

About the Care Quality Commission

The Care Quality Commission (CQC) is the independent regulator of health and social care in England. We make sure health and social care services provide people with safe, effective, caring, well-led and responsive care, and we encourage care services to improve. We monitor, inspect and regulate services to make sure they meet fundamental standards of quality and safety and we publish what we find to help people choose care.

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PRESS RELEASE

- embargoed until 0.01am Wednesday 2 December -

Care Quality Commission report published highlighting good care

Following its inspection back in July, the Care Quality Commission (CQC) recognised Worcestershire Acute Hospitals NHS Trust as a very caring organisation, although it was given an overall rating of inadequate due largely to concerns over the risks about its maternity and paediatrics services.

Despite these concerns, maternity services were actually rated as outstanding for care being given in sometimes difficult circumstances and the CQC also commended the Trust's leadership team for the level of understanding and commitment shown over recent months.

Of the 115 domains reviewed in July, 54 were rated as good, 46 require improvement, 13 were inadequate and 2 domains were outstanding. Whilst the overall rating from the CQC is disappointing given the many positives found, it should be noted that the areas rated as inadequate are largely centred on services that the Trust and its commissioners have already recognised as needing change. Therefore, the CQC report is helpful in endorsing the actions already taken or planned to occur in the near future. For example, the enhanced leadership and governance support provided to maternity and paediatric services since July, coupled with the recent decision to temporarily suspend birthing services at the Alexandra Hospital, has significantly reduced the risk profile of the services.

Chris Tidman, Chief Executive said: "We are grateful to the CQC inspectors for their comprehensive report following their visit four months ago. They clearly recognised the challenges we were facing and the high level of care delivered by our staff across all areas of our services, rating all areas good with outstanding ratings for care in our maternity and gynaecology services. Some 95% of our patients, who respond to our monthly patient feedback survey, say that they would recommend the service to their family and friends, which is better than the England average of 88%. The feedback from patients during the inspection also demonstrates the excellent and compassionate care delivered to our patients on a daily basis.

"Everyone working at our hospitals will be very disappointed that overall we are rated as inadequate, especially following the efforts all our teams have made in the last four months since the inspection to improve our services. We recognise that we have achieved a great deal in a short space of time, including improving

against key performance targets, but we are by no means complacent. We still have a great deal of work to do especially around processes and procedures. We remain focused on continuing to improve. The added support from organisations in specific areas, as confirmed by the Trust Development Authority as part of the special measures arrangement, are welcomed and we look forward to the additional expertise these will bring.

“We would like to thank our patients, our staff and local people for their loyalty and support, and assure them that we are committed to making these improvements so that we can continue to offer caring services to local people.”

At the time of inspection, the CQC has recommended that the Trust required an enhanced level of support. Special measures in the NHS means that an organisation is provided with additional support to assist in a programme of further improvement. With an Improvement Director in place, support being received from ECIP (the national Emergency Care Improvement Programme team) and external leadership support already being received in maternity and paediatrics services, much of this has effectively already been put in place. The Trust will continue to review where other support may be of assistance.

In its report the CQC reflected on the concerns raised by the Trust with regard to emergency surgery at Alexandra Hospital due to the shortages of substantive staff. Whilst plans are in place to address this, the clinical teams are ensuring that patients are seen and treated appropriately across all sites. Despite the complications and risk of running two sites, the Trust’s outcomes for patients are generally comparable with peer trusts. One area which has been highlighted by the CQC for further consideration is the Trust’s elective caesarean rates which appear to be showing an increasing trend. The Trust is above the national average for performing elective caesarean procedures.

Commenting on this the Trust’s Chief Medical Officer Dr Andy Phillips said: “We actively look at every area of our services, benchmarking with our peers locally and nationally. We need to assure ourselves that our elective caesarean rates are appropriate. In addition, we are undertaking comprehensive work to ensure that every hospital death is reviewed by a senior clinician to ensure that any improvements in care are identified and practices are improved to deliver the safest services possible. We are committed to making sure we deliver quality safe services for every patient every time.”

Outstanding practice

The CQC report has detailed areas of outstanding practice including critical care, palliative care and the elderly care delivered on Avon 4 ward at the Worcestershire Royal Hospital. The Trust’s innovative pharmacy seven-day clinical service already operating in A&E helps patients and prevents

unnecessary admissions. Also the direct access to electronic information from community services, including GPs, enables the Trust's clinical teams to access up-to-date patient information, supporting faster diagnosis and treatment.

Outcomes have been highlighted in A&E at Worcestershire Royal Hospital to be better than the national average. Back in March 2015 the CQC inspected Worcestershire Royal Hospital and in just three months the CQC team reported they had seen major improvements following their July visit.

Dr Andy Phillips, Chief Medical Officer, commenting on the recent visit from Health Education West Midlands said: "We recognise we still have a great deal of work to do and want to reassure all of our patients and local people that safety remains our top propriety. In November we hosted a visit from Health Education West Midlands which assessed junior doctors' experiences and the support provided to our trainee doctors. The feedback from the visit was very positive with the inspection team highlighting significant improvements.

"We have focused on continuing to improve all of our services since the CQC inspection in July and in the last four months we have improved performance in emergency services with us now seeing and treating over 91% in November, in under four hours (when the CQC visited this was averaging 85%). The CQC inspectors highlighted how the introduction of our pre-admissions area had reduced overcrowding in A&E and this improvement work has continued with the opening of a new ward at Worcestershire Royal Hospital in November. This will enable us to continue to improve our performance during the coming busy winter months. Our new ambulatory care service, which has just commenced, will mean that those who need support, but not a hospital bed, will receive it quickly without having to be admitted to a ward. This will continue to reduce pressures, improve ambulance handover times and improve patient care and safety."

One of the five domains which the CQC judges organisations on is 'well led'. In the Trust's report the CQC complemented the existing executive team for the work over recent months. However, when assessing the well led rating, the CQC raised concerns about the number of interim arrangements, and the need for stability.

Harry Turner, Chairman of the Trust said: "I am pleased that the effort of the executive team has been recognised in this report. The Board is committed to ensuring stability as this is a key feature of a well led organisation. We are currently, actively looking to recruit a permanent executive team and have already commenced the recruitment process for a permanent chief executive. Since the inspection visited us, all of our teams and staff have worked relentlessly to make further advancements so that we can continue to deliver quality safe care for our patients. This is something we will continue to drive over the coming months."

- ends -

For media enquiries, please contact

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Under embargo for 00.01 Wednesday 2 December 2015

Worcestershire Acute Hospitals NHS Trust will receive enhanced support

Following the CQC Chief Inspector of Hospital's recommendation, the NHS Trust Development Authority (NHS TDA) has confirmed that Worcestershire Acute Hospitals NHS Trust will receive intensive support under special measures.

The Trust started to deliver a comprehensive patient care improvement plan earlier this year, and the CQC has identified a number of areas of good practice, including outstanding care in maternity services, recognising how hard Trust staff are working to deliver good care.

The inspection also found that further improvements were needed, and in recognition of the long-term improvement journey ahead, the CQC has recommended that the Trust receives an enhanced level of support under the special measures package. This will ensure the Trust gets intensive resources to help them to deliver sustainable improvements to all patient services.

Jeffrey Worrall, Portfolio Director at the NHS Trust Development Authority said: "We have accepted the Chief Inspector of Hospital's recommendation and will ensure Worcestershire Acute Hospitals NHS Trust continues to receive intensive support to embed long-term improvements to patient services.

"There is an ongoing improvement plan in progress across the Trust and all partners recognise the need for continued, enhanced support to remain in place for the foreseeable future. The Trust will continue to receive advice and guidance from a dedicated Improvement Director, and we will be focussing on strengthening the leadership team. We will also identify high performing organisations for the Trust to work with and focus improvements in specific areas.

"The Trust has made considerable progress in some areas acknowledged by the inspection team, particularly following focussed support for A&E, and they continue to operate in a significantly challenged environment. In this context, staff must be commended for their dedication and for working tirelessly to deliver good care for patients and residents in Worcestershire. We will work with the Trust and health partners to ensure they are supported as they continue to improve services for patients."

Special measures provides an important opportunity to increase support and address significant challenges for care delivery, ensuring the Trust can deliver excellent care for the patients and residents of Worcestershire. Under special measures all services for patients will continue to operate as usual. The CQC inspection findings also reinforced the need to move forward with the acute service reconfiguration programme to secure a sustainable future for patient services and certainty for staff.

The support package for the Trust will include:

- Expert support from an improvement director. This is already in place, and the NHS TDA will expand the remit of this role, to ensure focussed support and improvement leadership continues to build on the achievements so far.
- Identifying several high performing NHS trusts to support specific improvement work streams identified by the CQC inspection. This work will be co-ordinated by the Improvement Director.

- Supporting the further development of the Trust's Patient Care Improvement Plan (PCIP) - which will be approved and assured by the NHS TDA and partners.
- The TDA will work with the Trust to commission resources to support the revised PCIP and make rapid improvements.
- Support to move forward with the acute services reconfiguration programme to secure a sustainable future for patient services.
- Supporting the leadership team which currently includes interim positions, and assisting with substantive recruitment.

ENDS

Notes for Editors

1. Special measures are recommended by the CQC and include a range of interventions the NHS TDA can take to help providers deliver improvements, and support the leadership team with expert resources and guidance. Special measures involves an intensive package of support to help Trusts improve care performance across all areas.
2. For further information on the TDA please contact 0300 123 2669 or email ntda.communications@nhs.net.
3. An independent organisation, the NHS TDA works closely with other important national bodies such as NHS England, the Care Quality Commission and Monitor, to help to ensure they play an important role in providing broader health system leadership to deliver sustainable, high quality care.
4. The NHS TDA brings together a number of functions previously carried out within the Department of Health, Strategic Health Authorities and by the Appointments Commission. It has the core objective of supporting NHS trusts and ensuring that services to patients are of the highest possible quality, including:
 - assurance of clinical quality, governance and risk in NHS trusts;
 - appointments to NHS trusts e.g. of chairs and non-executive members and trustees for NHS charities where the Secretary of State has a power to appoint
 - performance management of NHS trusts.