



CQC focused inspection reports

17 January 2018

Reminder of the CQC process

- Trust has been in special measures since December 2015
- Section 29A warning notice: 11 July 2017 requiring significant improvements by 30 September 2017
- 1 – 3 November 2017 – Urgent and Emergency Care and Medical Care (including older people's care) at Worcesterstershire Royal and Alexandra Hospitals – 4 of 22 core services
- 7 – 9 November 2017 – Governance part of the well-led domain
- Report from November inspections released today
- Unannounced inspection expected January 2018
- Announced inspection 26 – 28 February 2018 – well-led domain



CQC ratings - August 2017

Urgent & Emergency Care

| Domain | Safe | Effective | Caring | Responsive | Well Led | Overall |
|----------------------|------------|----------------------|--------|----------------------|------------|------------|
| Worcestershire Royal | Inadequate | Requires Improvement | Good | Inadequate | Inadequate | Inadequate |
| Alexandra Hospital | Inadequate | Requires Improvement | Good | Requires Improvement | Inadequate | Inadequate |

CQC ratings - January 2018

Urgent & Emergency Care

| Domain | Safe | Effective | Caring | Responsive | Well Led | Overall |
|----------------------|----------------------|----------------------|--------|----------------------|------------|----------------------|
| Worcestershire Royal | Requires Improvement | Good | Good | Inadequate | Inadequate | Inadequate |
| Alexandra Hospital | Requires Improvement | Requires Improvement | Good | Requires Improvement | Inadequate | Requires Improvement |

Urgent and emergency care – Worcestershire Royal

- Patient risk assessments were completed correctly and in a timely manner
- Administration of pain relief had improved from last inspection
- The service monitored the effectiveness of treatment and compared results with other services to improve
- All nursing staff had an appraisal in the last year
- Staff provided emotional support to patients to minimise distress
- Significant improvement in the number of patients waiting more than 12 hours to be admitted
- Hand hygiene best practice followed
- Local leadership team highly visible

Urgent and emergency care – Alexandra Hospital

- Care pathways and protocols based on NICE guidelines introduced
- Improvement in use of the sepsis guidelines
- Culture now focussed on teamwork and putting patients first
- Ambulatory care and frailty pathways operating effectively
- Nurses considered patients' emotional wellbeing during care and comfort rounds
- Patient flow through the hospital had improved
- Calm, quiet environments were provided for patients with dementia or a learning disability
- Local leadership team were highly visible



CQC ratings - August 2017

Medical Care (including older people's care)

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CQC ratings - January 2018

Medical Care (including older people's care)

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Medical care (including older people) – Worcestershire Royal

- Oversight of deteriorating patients and VTE assessment improved
- Patient safety incidents managed well with robust processes for the recording, escalation and sharing of learnings from incidents
- Nutritional support and pain management improved
- Medicine division dashboard and risk management processes were good
- Care and treatment provided based on national guidelines
- Staff felt supported, able to challenge, and felt listened to

Medical care (including older people) – Alexandra Hospital

- The service used safety monitoring results well, shared it with staff, patients and visitors and used information to improve
- Medical notes contained clear treatment plans
- Staff worked together as a team to benefit patients
- Pain management and nutritional support had improved
- Relatives said they felt well supported and communication with staff was open with clear explanations about treatment
- Governance had improved with frameworks in place from board to ward
- There was good collaboration with partner organisations

Outstanding practice

- Pharmacy team in the ED at Worcestershire Royal undertook medicine reconciliation and ensured safe prescribing
- WRH ED liaison group with local prison to reduce prisoner attendance
- Holistic care provided on the Evergreen ward and the focus on providing as normal a home environment as possible
- Alex ED staff worked with mental health liaison team to improve services for patients
- Improved mental health care for patients through alcohol detox therapy

CCQ ratings for Trust overall

| Domain | Safe | Effective | Caring | Responsive | Well led | Overall |
|----------------------|----------------------|----------------------|--------|----------------------|------------|------------|
| Worcestershire Royal | Inadequate | Requires improvement | Good | Inadequate | Inadequate | Inadequate |
| Alexandra Hospital | Inadequate | Requires improvement | Good | Requires improvement | Inadequate | Inadequate |
| Kidderminster H&TC | Requires improvement | Requires improvement | Good | Requires improvement | Inadequate | Inadequate |
| Overall Trust | Inadequate | Requires improvement | Good | Inadequate | Inadequate | Inadequate |

Areas for improvement

- Ensure systems are embedded and operating fully effectively in order to assess and monitor the service
- Ensure divisional reporting of improvement plans to address gaps in care provide assurance that learning and improvement from the mortality review process is occurring
- Ensure the corporate risk register is comprehensive, graded, reviewed and includes mitigating actions or control measures
- Improving privacy for patients in ED corridor
- Ensure complaints are responded to in a timely way
- Improving mandatory training
- Improved timeliness for speciality doctor review of patients in ED
- VTE assessments post 24 hour rate is improved
- Variable dose medication are recorded correctly

Next steps

- Refresh the Quality Improvement plan based on findings
- CQC expected imminently to conduct other core service reviews
- CQC must inspect all services rated 'inadequate' annually
 - Services for children and young people – WRH
 - Outpatients and diagnostic imaging at all three sites
 - Surgery services at the Alexandra Hospital
 - Urgent and emergency services at Kidderminster
- Can inspect other services
- CQC well led review 26 – 28 February