

HEALTH OVERVIEW AND SCRUTINY COMMITTEE 26 NOVEMBER 2018

QUALITY OF ACUTE HOSPITAL SERVICES - UPDATE

Summary

1. The Health Overview and Scrutiny Committee (HOSC) is to receive an update from representatives of Worcestershire Acute Hospitals NHS Trust (the Trust) on the quality of hospital services, and in particular, further progress to address improvements required by the Care Quality Commission (CQC), England's independent regulator of health and social care.
2. HOSC Members will be aware, from previous discussions, especially 17 October 2017 and 29 January 2018 that the Trust has been in special measures since November 2015 is rated inadequate.

Background

3. The CQC served a section 29A notice on the Trust in January 2017, requiring significant improvement by 10 March 2017. The CQC conducted a focussed assessment in early April to assess progress against the s29A notice and the results of that assessment were released in July 2017.
4. The CQC served a further section 29A notice on the Trust as a result of this assessment, which required significant improvement by 30 September 2017.
5. The CQC conducted core service reviews of four services and a focussed assessment on governance in November 2017. The report from that inspection was released on 17 January 2018.
6. The latest CQC inspection was from 23 January to 22 March 2018 with the report published on 5 June 2018. The Trust remains inadequate.
7. The CQC inspects services by asking five key questions:
 - Is it safe?
 - Is it effective?
 - Is it caring?
 - Is it responsive?
 - Is it well-led?

Scrutiny to Date

8. The HOSC has received regular updates on the quality of acute hospital services, as part of its role to monitor the impact of ongoing pressures experienced by many hospital trusts, such as increased activity, greater complexity of patient needs and financial constraints.

9. Links to the minutes of these discussions are available in the background information section of this report.

10. The Trust's updates to the HOSC have focused on the inspection findings and progress to date, priority work streams and plans, as well as the negative impact of the on-going delay to the reconfiguration of acute hospital services in Worcestershire, which were finally approved in July 2017.

Progress on Quality Improvement

11. The Care Quality Commission (CQC) published its latest report on Worcestershire Acute Hospitals NHS Trust on 5 June 2018 following their inspection between 23 January and 22 March 2018. The inspection reported on six of the core services provided by the Trust (urgent and emergency care, surgery, maternity, services for children and young people, outpatients, diagnostic imaging).

12. The report shows that overall Maternity Services had improved from 'requires improvement' to 'good'. Diagnostics had improved from 'inadequate to 'requires improvement', Services for Children and Young People had improved from 'inadequate' to 'requires improvement' at the Worcester site. Outpatients remained as 'inadequate' and Surgery was rated as 'inadequate'.

13. Although the overall rating for the Trust remained as 'inadequate' the CQC recognise improvement and the impact of stable leadership and the overall 'Well-Led' domain improvement from 'inadequate' to 'requires improvement'.

14. The CQC identified outstanding practices in this review including:

- a) the Meadow Birth Centre which had won the MaMa 2017 national birth centre of the year award, in recognition of its outstanding health care environment. Feedback from women who had had their baby in the birth centre was overwhelmingly positive, and staff were often described as having gone "the extra mile".
- b) The service was especially caring and responsive to parents who had suffered a pregnancy loss, such as miscarriage, stillbirth or neonatal death. They were committed to continually improving the care and services they provided for bereaved parents, and had recently raised over £50,000 in charitable donations for a second bereavement suite.
- c) All healthcare support workers in the MIU were enrolled on a Care Certificate course. This is a course that covers 15 standards of care in health and social care.

15. The CQC also identified areas that the Trust needs to continue to improve. This includes further improvement in mandatory training, the monitoring of safe staffing levels, specialty review and privacy and dignity in Urgent Care, referral to treatment and cancer wait times and the further embedding of risk management, incident reporting, clinical audits and shared learning. Unannounced CQC inspections are anticipated throughout 2019.

16. Further improvements have been recognised since receiving the inspection report in June 2018 and the following conditions were lifted by the CQC:

- Section 31 Condition placed on registration (requirement to report 15 minute triage breaches and Harm Reviews) emergency department, Worcestershire Royal Hospital (imposed 30 March 2015, removed 25 July 2018).
- Section 31 Condition, Radiology, Trust wide (imposed 16 August 2016, removed 11 May 2018).

17. The Trust launched its 'Quality Improvement Strategy 2018-2021' on 8 June 2018. The Quality Improvement Strategy, and the plans which underpin it, mark an important step forward for the Trust. The plans were developed with input from staff, patients, carers and other key stakeholders and reflect much of what matters most to those important groups. The Quality Improvement Strategy sets out the ambitious plans over the next three years which will support the Trust in delivering sustained, significant and continuous improvements to the quality and safety of the care provided for the Trust's patients.

Purpose of Meeting

27. HOSC Members are invited to consider and comment on progress being made to address the quality of services at the Trust.

28. In doing so, potential areas of enquiry may include:

- priorities for improvement
- how progress is being driven and managed since the last update to HOSC in January 2018
- winter pressures and how the Trust is coping with this particularly busy period
- other main issues or obstacles to improvement
- progress with bringing stability to the leadership team
- role of partnership working
- managing the impact on patients, families and staff.

29. Following the discussion, HOSC Members are asked to consider whether any further information is required and identify any specific elements for potential future scrutiny at this stage.

Specific Contact Points for this Report

Emma James / Jo Weston, Overview and Scrutiny Officers: 01905 844964 / 844965

Email: scrutiny@worcestershire.gov.uk

Donna Wark, Worcestershire Acute Hospitals NHS Trust

Email: d.wark@nhs.net (Donna Wark, Executive PA)

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:

- Agenda and Minutes of the Health Overview and Scrutiny Committee on 5 July and 29 January 2018, 19 July and 17 October 2017, 27 April, 19 July and 26 September 2016, 16 September and 9 December 2015, 27 April and 16 November 2016

<http://worcestershire.moderngov.co.uk/ieListMeetings.aspx?Committeeld=141>

- Care Quality Commission reports:

(June 2018)

http://www.cqc.org.uk/sites/default/files/new_reports/AAAH2451.pdf

(January 2018)

http://www.cqc.org.uk/sites/default/files/new_reports/AAAH0798.pdf

(June 2017)

http://www.cqc.org.uk/sites/default/files/new_reports/AAAG5822.pdf

(December 2015)

http://www.cqc.org.uk/sites/default/files/new_reports/AAAD7712.pdf