



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 Worcestershire 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



**Worcestershire
Acute Hospitals**
NHS Trust

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



**Worcestershire
Acute Hospitals**
NHS Trust

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)

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

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