

HEALTH OVERVIEW AND SCRUTINY COMMITTEE

17 OCTOBER 2017

QUALITY OF ACUTE HOSPITAL SERVICES - UPDATE

Summary

1. The Health Overview and Scrutiny Committee (HOSC) is to receive an update from the Chief Executive 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 the previous update on 19 July 2017, that the Trust has been in special measures since November 2015 and remains so, following publication of the CQC's latest inspection report (in June this year), which relates to visits to the Trust's hospitals in November and December 2016.

Background

3. The June 2017 CQC inspection report, which is the report following the inspection that occurred in November and December 2016, gave an overall rating of 'inadequate' and recommended that the Trust remained in special measures until further review.
4. 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?

A table of ratings for each key question against services, can be found at page 24 of the CQC inspection report, which is available on the CQC website:

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

5. Overall inadequate ratings are given to:
 - Urgent and Emergency Services
 - Medical care
 - Services for children and young people
 - Outpatients and diagnostic imaging.
6. End of life care is rated as 'good', and each service is rated as 'good' against the key question 'Is it caring?'

Scrutiny to Date

7. Although many members are new to the Committee, 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. Within Worcestershire, a further pressure has been the delay in finalising a reconfiguration of acute hospital services, which has resulted in an on-going period of uncertainty for the Trust.

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

9. The Trust's updates to the HOSC have focused on the initial 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.

Future of Acute Hospital Services in Worcestershire (FoAHSW) Programme

10. Members will recall that the final decision on the Programme was taken by Worcestershire's Clinical Commissioning Groups at their Committee in Common on 12 July 2017.

11. The Trust is now able to concentrate on the next stage which would focus on the implementation of the recommendations.

12. A capital allocation of £29.6m from the Department of Health has been awarded to support the outline business case for capital development agreed as part of the FoAHSW recommendations. The formal funding agreement will be put in place once the Trust has completed the final business case later this financial year.

13. The capital developments include additional inpatient bed capacity, enhancements to the facilities for women and children's services and additional car parking capacity at the Worcestershire Royal Hospital site (Worcester) and upgrades to the theatres, endoscopy and the and the elective care facilities at Alexandra Hospital (Redditch).

14. Capital works are due to start in summer 2018 and the programme of works will be complete by May 2020.

Progress on Quality Improvement

15. 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.

16. The CQC served a further section 29A notice on the Trust as a result of this assessment, which requires significant improvement by 30 September 2017. It is anticipated that the CQC will conduct another focussed assessment during October and the full further inspection of the Trust due at the end of the calendar year.

17. From the 19 July 2017 HOSC, Members will recall that the Trust finalised a Quality Improvement Plan (QIP) in June that contains six domains:

- a) Improving patient outcomes
- b) Operational improvement
- c) Governance
- d) Patient experience and engagement
- e) Safe care
- f) Culture and workforce

18. The September Key Performance Indicator (KPI) report is attached.

19. The section 29A notice identified nine specific areas where improvement was required. A number of these areas required specific action, for example ensuring that the mental health assessment room at the Worcester site met appropriate standards and that all Directors had completed the 'Fit and Proper Persons' process. These areas have been addressed.

20. To support improvement in a number of other areas, senior nursing staff spend each morning in the wards supporting staff in a range of areas to improve quality and safety, including ensuring patient risk assessments are conducted correctly and action taken for those patients who need additional support as a result of those assessments. Additional support has been made available to the Trust to increase safeguarding training.

21. There has been a clear focus on improving flow through the Worcester site to improve the patient experience and safety of those in the Emergency Department. It has been determined that flow is consultant-led and discharge centric. Internal professional standards have been mandated for implementation, discharge targets and times have been agreed, a new frailty pathway will be implemented in mid-October and a new streaming model at the front door, including enhancing the medical and surgical ambulatory emergency care option and collocating primary care after hours will be in place by mid-November.

22. A number of peer reviews have been undertaken across the Trust over the last month to test improvement. These reviews consistently find that patients are, generally, happy with the care provided, find improvements in a number of areas but work still to do to ensure that improvement is consistent across all wards and departments.

23. A range of external reviews have also occurred during this time as part of normal business unrelated to CQC inspection.

- a) A review of the stroke services occurred on 19 September 2017, conducted by the National Clinical Director for Stroke, Professor Rudd. The review report identified improvements across the service as a result of the decision to appoint stroke nurse specialists who provide seven day service and the centralisation of rehabilitation at the Evesham Community Hospital.

- b) The Anaesthesia Clinical Services Accreditation assessment was conducted last week and was very complimentary of the county wide working model and the quality improvement process conducted within the department.
- c) A review by the NHS Improvement Infection Prevention and Control lead has occurred which saw the Trust's overall assessment improve to 'amber' having been 'red' rated at the time of the risk summit held in December 2016.

24. Significant progression has been made on the workforce agenda. A People and Culture Board sub-committee has been formed to take carriage of this issue and provide assurance to the Board on actions. The Committee has met twice, has approved a recruitment and retention plan which builds on work already underway in this area and will approve a People and Culture strategy for the Trust at its next meeting, which incorporates staff wellbeing, workforce planning and the culture program. The culture program is advancing with the Trust's four signature behaviours launched on 6 October.

25. Given the time of year, winter planning is also well advanced. In addition to the items listed above, all of which are designed to decrease admitted patient activity at the Worcester site, the Trust is planning to increase capacity through opening of an additional ward area over winter.

Ambulance Performance

26. The ambulance handover performance is improving across both sites especially at Worcester Royal. Comparing the period of Jan to March and April to September to date, there has been a 19% improvement in the number of handovers within 15 minutes improving from 34.42% to 54.08%. At the Alex there has been an 6% improvement for the same period time period.

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 2016 inspections and the previous update to HOSC in July 2017
- winter pressures and how the Trust will cope 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.

Supporting Information

Appendix 1 – Quality Improvement KPI Dashboard

Contact Points

Worcestershire County Council: 01905 763763

Worcestershire Hub: 01905 765765

Specific Contact Points for this Report

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

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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:

- Agenda and Minutes of the Health Overview and Scrutiny Committee on 19 July 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>
- Worcestershire Acute Hospital NHS Trust Press Release, 20 June 2017
<http://www.worcsacute.nhs.uk/news-and-media/625-worcestershire-acute-hospitals-nhs-trust-response-to-the-cqc-inspection-reports>
- Care Quality Commission report on Worcestershire Acute Hospitals Trust (June 2017)
http://www.cqc.org.uk/sites/default/files/new_reports/AAAG5822.pdf
- Care Quality Commission report on Worcestershire Acute Hospitals Trust (December 2015)
http://www.cqc.org.uk/sites/default/files/new_reports/AAAD7712.pdf