

HEALTH OVERVIEW AND SCRUTINY COMMITTEE 2 MARCH 2020

PERFORMANCE OF ACUTE HOSPITAL SERVICES AT WORCESTERSHIRE ACUTE HOSPITALS NHS TRUST

Summary

1. The Health Overview and Scrutiny Committee (HOSC) is to review performance of acute hospital services at Worcestershire Acute Hospitals NHS Trust (the Trust).
2. Following regular performance updates from the Trust, HOSC members wish to understand more about:
 - the reasons for poor performance of the Acute Hospitals Trust, in particular but not exclusively in A&E
 - the impact on, and roles of, commissioners and health and care providers
3. Representatives from organisations across Worcestershire's health and social care sector have been invited to a 'select committee' style meeting, where discussion with each organisation will take place in turn.

Background

4. The HOSC has received regular updates on the performance of acute hospital services against improvements required by the Care Quality Commission (CQC). Ongoing pressures on Worcestershire's acute hospital services have been well publicised and in November 2015 the Trust was rated as 'Inadequate' and placed in special measures.
5. HOSC members had been encouraged by more recent updates, for example on 9 April 2019, the Trust reported significant improvements in quality. The CQC's May 2019 report of the Trust's care highlighted a wide range of quality and safety improvements that led them to lift the Trust's overall rating to 'Requires Improvement'.
6. Additionally, in January 2020 the Committee was updated on the Trust's new Clinical Services Strategy, which identified 3 key areas to shape future services:
 - End-to-end integrated care
 - Comprehensive and responsive urgent and emergency care
 - High quality, dependable acute and specialist planned care
7. However, the CQC carried out further inspections in December 2019 prompted by patient safety concerns – the focused inspections of the emergency departments at Worcestershire Royal Hospital and Alexandra Hospital, Redditch, found people waited too long for assessment and treatment. They also found patients were treated on corridors too frequently, and not referred to specialists quickly enough.

8. As a result, the CQC opted to use their urgent enforcement powers to ensure the provider took swift action to protect patients from harm. This meant the CQC imposed a range of conditions on the Trust including, but not limited to requiring the Trust to ensure that all patients who arrived by ambulance were clinically assessed within 15 minutes, in order that staff determine the sickest patients or those patients who required time critical care or treatment.

9. The appendix to this report is a pack of background information, which has been prepared for the Committee and includes a summary of the latest position regarding quality, performance and mortality at the Trust, press statements from the Trust and the CQC (following the latest CQC inspection findings) and an extract from the Trust's presentation to HOSC (October) on the CQC ratings.

10. Details of the CQC Inspections and HOSC's previous updates can be found in the background section of this report.

Suggested order for the meeting

11. The meeting will be in a 'select style' format and the following order of proceedings is suggested:

(morning session)

- Introduction and discussion about the aims of the meeting with representative/s from Worcestershire Acute Hospitals NHS Trust
- Questions and Clarification
- Discussion with representatives from Worcestershire County Council (Adult Services and Public Health)
- Discussion with representatives from Worcestershire Health and Care NHS Trust

(afternoon session)

- Discussion with representatives from Worcestershire Healthwatch
- Discussion with representative/s from West Midlands Ambulance NHS Foundation trust
- Worcestershire Clinical Commissioning Groups
- Feedback, clarification and discussion with representative/s from Worcestershire Acute Hospitals NHS Trust
- HOSC member agreement on next steps and whether any further information is required at this stage

Areas of concern for discussion

12. In view of these on-going and escalating pressures on performance of acute hospital services, the HOSC wishes to examine the reasons for poor performance of the Acute Hospitals Trust, in particular but not exclusively in A&E.

13. Additionally, HOSC wants to understand the impact on, and roles of, commissioners and health and care providers in Worcestershire.

14. In order to focus the discussion, HOSC members have identified the following lines of enquiry, although this list is not exhaustive and may be added to depending on the issues raised during the day:

- A&E - ambulance handovers
 - patient trolley and corridor waits
 - monitoring of patients who had been referred to medical and surgical specialties
 - consultant and nurse cover
- Quality Improvement e.g Sepsis – implementation of Sepsis 6 (*6 steps which are designed to reduce mortality in patients with sepsis, and which should be delivered within 1 hour of initial diagnosis*)
- Mortality rates and mortality reviews
- Cancer treatment waiting times
- Discharge from an acute hospital –capacity and processes to ensure efficient flow of patient return home or to alternative appropriate settings
- Adult Social Care – pathways and timeliness of these
- How the organisations work in partnership with the Acute to improve performance
- Partnership working – identify effective practice and any barriers to supporting improvement
- From commissioners - understand services commissioned, resources available and how performance is monitored
- West Midlands Ambulance Trust – has recently taken on the 111 service – how that is changing approaches to calls
- Rate of referral to an acute hospital – decision making by paramedics and others; role of care homes.

Purpose of Meeting

15. Following the discussions with Worcestershire Acute Hospitals NHS Trust and health and social care partners, HOSC Members are invited to consider the issues presented and to agree:

- whether any further information is required
- whether any further scrutiny work is required at this stage
- how to report on its findings

Supporting Information - Appendix

- Summary of Worcestershire Acute Hospitals NHS Trust's quality, performance and mortality (slides)
- Care Quality Commission press release 'Worcestershire Acute Hospitals NHS Trust emergency departments rated Inadequate (13 February 2020): <https://cqc.org.uk/news>
- Statement from Worcestershire Acute Hospitals NHS Trust in response to inspection findings
- CQC ratings – extract from presentation to HOSC (October 2019)

Specific Contact Points for this Report

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Background Papers

In the opinion of the proper officer (in this case the Democratic Governance and Scrutiny Manager) the following are the background papers relating to the subject matter of this report:

- Care Quality Commission December 2019 inspection reports:
Worcestershire Royal Hospital: <https://www.cqc.org.uk/location/RWP50/reports>
Alexandra Hospital: <https://www.cqc.org.uk/location/RWP01/reports>
- Care Quality Commission May 2019 Inspection Report: Worcestershire Acute Hospitals NHS trust - Use of Resources assessment report
<https://www.cqc.org.uk/provider/RWP>
- Performance information from Worcestershire Acute Hospitals NHS Trust Board meetings – latest published up to December 2019:
<https://www.worcsacute.nhs.uk/patient-information-and-leaflets/documents/2505-trust-board-papers-february-2020/file>
- Agenda and Minutes of the Health Overview and Scrutiny Committee on 8 October and 9 April 2019, 26 November, 5 July and 29 January 2018, 19 July and 17 October 2017, 27 April, 19 July and 26 September 2016
[All agendas and minutes are available on the Council's website here.](#)