

CQC Inspection Report

Trust Board	Item: 8
3rd October 2018	Enclosure: D
Purpose of the Report / Paper: To provide the Board with information on strategic and operational issues not covered elsewhere in the agenda.	
For: Information <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input checked="" type="checkbox"/> Decision/approval <input type="checkbox"/>	
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Risk Implications - Link to Assurance Framework or Corporate Risk Register:	The issues outlined in this report touch on many of the Trusts objectives and risks
Link to Relevant Corporate Objective:	The issues outlined in this report touch on many of the Trusts objectives and risks
Document Previously Considered By:	N/A
Recommendations: The Trust Board is asked to note the content of this report.	

CQC Update

CQC Rating

Following the Care Quality Commission (CQC) inspection of the Trust in May 2018, the CQC have awarded the Trust an 'Outstanding' rating for overall quality. This is a great improvement from the Trust previous 'Requires Improvement' rating and means the Trust is the first acute hospital in London to be awarded Outstanding for overall quality and well led. The Trust was also rated as Outstanding for caring.

In May 2018 the CQC inspected Urgent and Emergency Care, Medical Care, Outpatients and Well-led. From these inspections, and taking into account their findings from the hospital as a whole in 2016, the CQC concluded that they saw:

- A consistent and overwhelming focus on safety for our patients and their well being
- Staff going the extra mile every day and using their creativity and initiative to care for our patients
- Staff working effectively, cohesively and happily together in a wide range of teams across the hospital
- Individuals and teams living our values and respecting patients and each other
- Staff working within understood and laid out systems to keep our services safe and effective

The Inspectors reported that *'there was a clear, strong, clinical leadership presence in the emergency department, staff had the skills, knowledge and experience to deliver effective care and treatment, the Trust planned and reviewed staffing levels and skill mix so that people received safe care and treatment, staff took time to interact with patients and those close to them in a respectful and considerate way.'*

The Inspectors also met with patients and reported that *'Patients told us they valued their relationships with staff and felt that they often went the extra mile for them when providing care and support'*

The Trust were delighted that the report highlighted the quality of care provided to our patients and their loved ones and carers stating *'We saw all people treated with kindness, dignity, respect and compassion while they received care and treatment.'*

As with all inspections, the CQC have identified areas for further focus, it should be noted however that the quality report contained no 'Must Do' actions. There was a number 'Should Do' actions for the core services inspected:

Outpatients (2):

- Improve staff hand hygiene
- Improve resus trolley procedures

Emergency Department (5):

- Reduce vacancy levels (mid-grade doctors)
- Improve rates of mandatory training
- Ensure use of patient group directions in administering analgesia
- Improve completion and process for discharge summaries
- Improve time taken to close incidents

Medical Wards (5):

- Improve rates of mandatory training
- Improve medicines stock process
- Lockable record trolleys required
- Develop services towards 7 day week (diagnostics)
- Improve LOS for electives

Well Led (3):

- Implement WRES action plan
- Ensure consistent approach to RCA s and documentation for SIs
- Carry out audits of structured judgement reviews

These actions will be subject to an action plan monitored through the Quality Improvement Committee

NHS Improvement Use of Resources assessment and rating

NHS Improvement are currently planning to assess all non-specialist acute NHS trusts and foundation trusts for their Use of Resources assessments. The Trust underwent its Use of Resources Assessment as part of this roll out on 7th June 2018.

Use of Resources assessments are designed to improve understanding of how effectively and efficiently trusts are using their resources – including their finances, workforce, estates and facilities, technology and procurement – to provide high quality, efficient and sustainable care for patients. The assessments will form part of NHS Improvement's approach to oversight and improvement through the Single Oversight Framework (SOF), identifying support needs and good practice to help drive improvement.

The starting point for Use of Resources assessment is an analysis of trust performance against a small number of initial metrics, local intelligence gathered during NHS Improvement's day-to-day interactions with the trust, as well as any other relevant evidence, such as specific data and analysis drawn from the work of the Operational Productivity directorate within NHS Improvement and made available to trusts through the Model Hospital.

The Trust received a 'requires Improvement' rating for the Use of Resources Assessment.

The report stated that:

- The Trust is proactively managing its resources in the face of operational demands
- The Trust has a detailed understanding of the drivers of its deficit and can demonstrate a plan for 2018/19 financial year that is transformative
- The Trust shows areas of good practice in managing its corporate services and compares well on a range of relevant metrics
- Board members were not reliant on external consultants in terms of operational delivery or cost improvement plan delivery, and instead relied on strong internal leadership within finance and operations teams
- Staff were encouraged to offer ideas for improvement and savings solutions as part of the Trust financial improvement plans
- The Trust has been unable to meet its financial plan for the previous financial year 2017/18 (adverse variance of £6.9m against the agreed control total of £0.9m surplus) and 18% of the CIPs delivered were non-recurrent

It is understood that the main driver for the Trust not achieving a 'Good' rating for Use of Resources was not achieving its financial plan therefore hitting the Control Total for 2018/19 is a key priority.

The link to the CQC Report can be found on: <https://www.cqc.org.uk/provider/RAX?referer=widget3>