

Wiltshire Health and Care CQC Report

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January 2018

Ratings: Wiltshire Health and Care



	Safe	Effective	Caring	Responsive	Well led	Overall rating
Community service for adults	Good	Good	Outstanding ★	Outstanding ★	Outstanding ★	Outstanding ★
Community inpatient services	Good	Good	Good	Good	Good	Good
Community services for people with LD	Good	Good	Good	Good	Good	Good
Urgent care services	Requires improvement	Good	Good	Good	Requires improvement	Requires improvement
Overall	Good	Good	Good	Good	Good	Good

Ratings: Wiltshire Health and Care



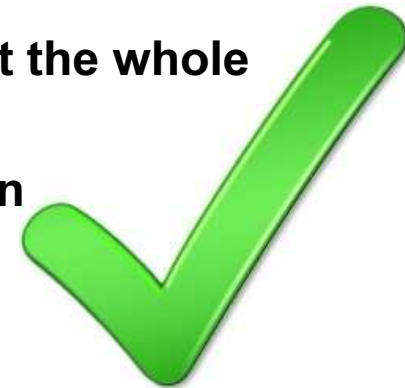
	Safe	Effective	Caring	Responsive	Well-led
Rating for WH&C as provider	Good	Good	Good	Good	Requires improvement

This rating in the first four questions, as is usual, reflected the aggregation of the ratings of the four core services. However, CQC downgraded the rating of the well-led question from good to requires improvement, as there was evidence to support such a variation

Headline findings - did well



- **An open and honest culture**
- **Commitment to delivering care to best practice. Patient independence promoted and needs carefully assessed.**
- **Commitment to high quality care**
- **Compassion towards patients and their families**
- **Great feedback from people who used the services and their families**
- **The organisation met almost all targets to treat people in good time**
- **Commitment to avoid hospital admission to support the whole healthcare community**
- **Dedicated leadership at the heart of the organisation**



Headline findings – do better



- **Vacancies in nursing teams putting pressure on staff**
- **Pathway for detection and management of sepsis needed to be introduced**
- **Limited use of data to show outcomes for patients**
- **Complaints needed to influence change – or it be shown that they were**
- **Public engagement needed to develop**
- **Not all staff thought they had a voice in service design and change**
- **Some medicines' management needed to be improved**
- **Some concerns around staff and patient safety due to the environment in the LD services**
- **'Modernising' visiting times for the wards**



Actions WH&C **MUST** take to improve



Regulation 5 – Fit and proper persons: directors

- **Be able to provide the evidence of how the organisation is ensured that it's directors are fit to hold their post**

Regulation 17 – Good governance

- **Improve governance and assurance processes for the minor injury units**
- **This young organisation needs to Improve governance and assurance processes at board level. Improvements need to be demonstrated, and the data presented needs to move to accurate and dependable analysis**



Actions WH&C SHOULD take to improve



- **Continue to implement the workforce strategy to provide sustainability and resilience for the future**
- **Address the gap in assurance around national guidance being implemented**
- **Use performance reviews to agree upon and progress staff learning and development**
- **Enable staff to help to redesign services for people with a learning disability**
- **Work with commissioners to address the additional work the organisation is carrying out over and above its contract**
- **Continue to bring the voice of staff into service design and change**



Areas of Outstanding Practice



- In Trowbridge Hospital minor injury unit, staff used 'distraction boxes' for children. A charity supplied them on the request of a nurse working on the unit. The toys and games could be cleaned and any broken or missing items replaced by the charity. We also saw staff gave children their own colouring book and pencils to keep them amused and which they could take home.
- The leadership of the specialist community teams.
- The innovative practices for managing continence care.
- The responsiveness of the community teams to patients receiving end of life care.
- The strategies in place to support admission avoidance and early discharge from hospital, such as the high intensity care work and the stroke early discharge team.
- Patients on Mulberry ward (the stroke unit) at Chippenham Community Hospital were actively involved in planning their stroke rehabilitation in partnership with the ward-based therapy team. Patients had a personalised therapy timetable, which was updated weekly and stored at the bedside to enable relatives/carers to be involved in the patient's rehabilitation.
- Staff on Longleat ward at Warminster Community Hospital were using a dementia reminiscence therapy

software package. This included an interactive system that could be used by the patient's bedside. Complex care patients with a cognitive impairment or patients who were living with dementia benefitted from the reminiscence therapy software as it enhanced staff engagement and helped to reduce anxiety and distress.

- A mural on Longleat ward at Warminster Community Hospital had been created by a local artist. The mural displayed scenes of the local area and was developed in partnership with patients, relatives and staff to support reminiscence activities for patients living with dementia. Feedback from patients and their families was being gathered to support the development of further murals on the ward.
- All staff on Mulberry ward (the stroke unit) and staff from community hospitals, including kitchen staff, student nurses and volunteers, had attended training with the speech and language therapists in helping patients who had difficulty with swallowing.
- There were limited facilities on Mulberry ward (the stroke unit) for patients to practice daily living activities following a stroke. Therefore, the occupational therapist had introduced a weekly breakfast club on the ward to enable patients to make their own breakfast in a supported environment.

- **Child distraction boxes**
- **Community leadership**
- **Innovation in continence care**
- **Response to patients at the end of their lives**
- **Admission avoidance strategies**
- **Partnership working with stroke patients**
- **Dementia therapy - including innovative special software, murals, and breakfast clubs**



Our response to CQC report

	Safe	Effective	Caring	Responsive	Well Led	Overall
Overall Provider	Good	Good	Good	Good	Requires Improvement	Good

We are proud of..

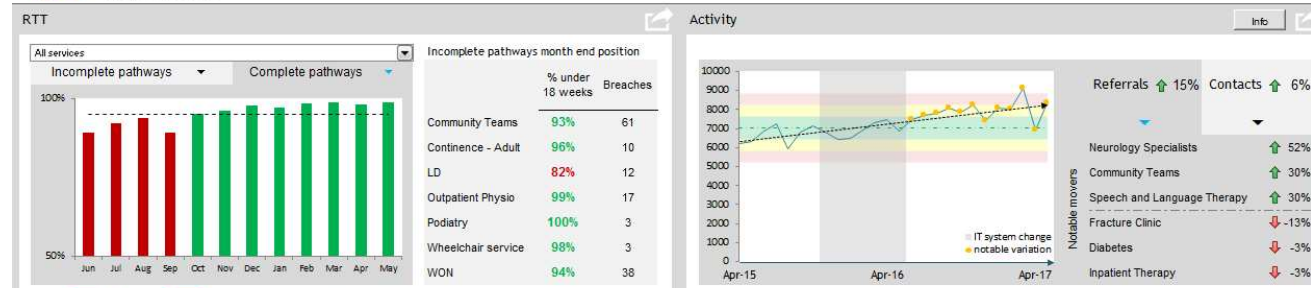
- ‘Staff who worked for this organisation showed an **outstanding commitment** to providing safe, compassionate care to patients and their relatives.’
- ‘There was a **strong, visible, people-centred culture.**’
- ‘Patients were **treated as individuals** and enabled to make their own informed choices.’
- ‘an organisation with a **high level of integrity**, where patients were at the centre of the leadership priorities.’

Since the inspection..

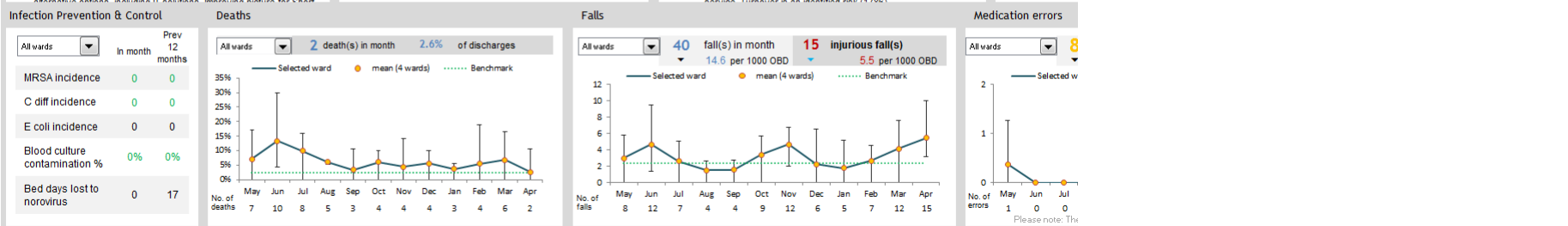
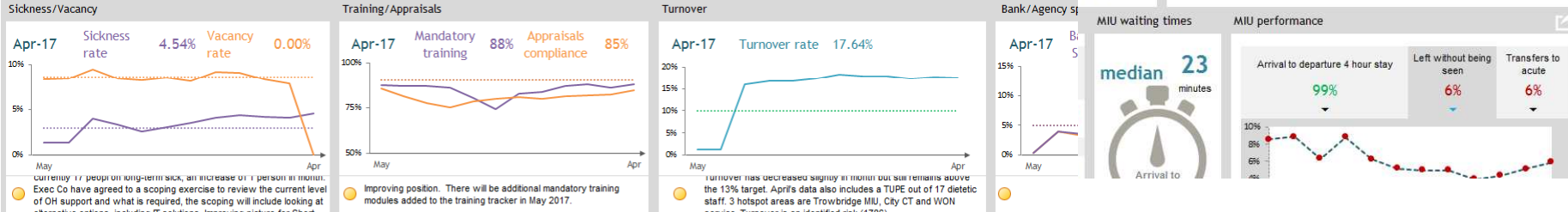
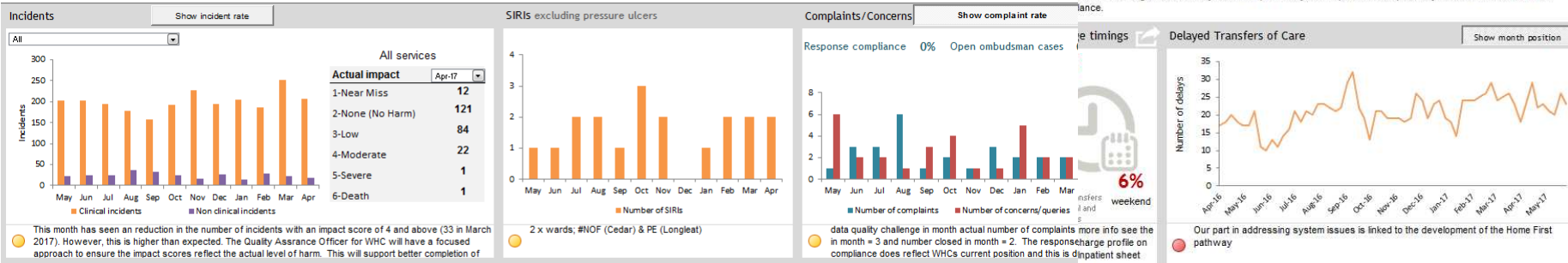
- Additional management resource in place: Chief Operating Officer, communications and engagement, medicines governance and Board Secretary role
- Review of delivery structure in line with the transfer of staff from GWH to WHC

We will keep on improving...

- Further review of Board governance structure this is underway led by the newly appointed board secretary
- Review of clinical leadership structure



and Wheelchair services data excluded in this view of overall activity as not comparable pre and post system station. Trend logic has been adjusted from previous years' reports. See explanatory notes for notable variation





	Safe	Effective	Caring	Responsive	Well Led	Overall
Urgent Care	Requires Improvement	Good	Good	Good	Requires Improvement	Requires Improvement

We are proud of..

- 'Patients received safe care'; 'Staff delivered care with **kindness and compassion**'
- '..care planned and delivered in line with **evidence-based guidance and best practice**'
- Team resilience through difficult period with staff shortages
- Reviewed and revised workforce strategy: new roles, new development posts

Since the inspection..

- Further recruitment success: Band 5 development roles in post; recruited to Band 6 roles
- Staff meetings reconvened, minutes circulated to all
- Senior meetings for planning and development across two units

We will keep on improving...

- Improved staffing position allows more focus on future development
- Linking into Urgent Treatment Centre thinking, further integration with urgent care system

	Safe	Effective	Caring	Responsive	Well Led	Overall
Services for people with learning disabilities or autism	Good	Good	Good	Good	Good	Good

We are proud of..

- 'Staff **understood the individual needs** of people .. and knew how to support and involve them in their care'
- 'Staff morale was very good and teams were **enthusiastic and well-motivated.**'
- 'There was **effective multidisciplinary and inter-agency working.**'

Since the inspection..

- Completion of Nora Fry commissioning review
- Implementing use of Care First for risk flagging and identification:

We will keep on improving...

- Participate in implementing changes following review of commissioned services
- Sustainable solution to lack of psychology resource

Community inpatient services



We are proud of..

- ‘There was **effective multidisciplinary team** working... Nursing staff talked positively about the working relationships with allied health professionals, consultants and GPs’
- ‘There was **outstanding caring** to patients, who were treated with kindness, compassion and respect.’
- ‘leadership was **open and transparent**’

Since the inspection..

- Further investment in facilities: new ceiling track hoists in Mulberry, new patient chairs

We will keep on improving...

- Implementing red / green methodology to support discharge
- Review of skill mix – more use of new types of roles
- Change the way we collect patient feedback
- Introduce self-administration of drugs on all wards



	Safe	Effective	Caring	Responsive	Well Led	Overall
Community adult services	Good	Good	Outstanding	Outstanding	Outstanding	Outstanding

We are proud of..

- The external recognition of outstanding work
- 'Feedback we received from patients was **universally and overwhelmingly positive**'
- 'Patients thought the **staff went the extra mile** and the care often exceeded their expectations'
- 'Services were provided with **outstanding leadership**'; 'A **positive and motivated culture**'

Since the inspection..

- Development of a frailty strategy commenced
- Participating in trainee nursing associate pilot
- Options explored for community staff to safely carry adrenaline
- 'NEWS' template for community working rolled as planned. Sepsis included in 3 day 'Introduction to Community' induction module.

We will keep on improving...

- Further service improvements: more work on Home First; new MSK pathway
- Consistent application of clinical supervision policy
- Access to clinic areas for patients who are disabled

“

Every single member of staff at this hospital is amazing. My mother has had recurring and deteriorating symptoms for months. She has previously been treated at a large hospital. However, since being admitted to Savernake, the quality of care has meant that she has improved to the point that

the rest of her life is going to be the very best it can be for her - and she has been responsible for the decisions made.

Everyone takes the time to make sure that they address all of the causes and not a quick fix of symptoms. They work for the very best interest of the patient and I can not praise them enough.

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Wiltshire
HEALTH AND CARE

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Great Western Hospitals NHS Foundation Trust
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