Care Quality Commission (CQC) inspection – update on progress

Hilary Walker - Chief Nurse – November 2016
Ratings

Requires Improvement

Are the services at this Trust safe? Requires improvement
Are the services at this Trust effective? Requires improvement
Are the services at this Trust caring? Good
Are the services at this Trust responsive? Requires improvement
Are the services at this Trust well-led? Requires improvement

Overall ratings
2 Outstanding 38 Good 18 Requires improvement
1 Inadequate
<table>
<thead>
<tr>
<th>Service</th>
<th>Safe</th>
<th>Effective</th>
<th>Caring</th>
<th>Responsive</th>
<th>Well-led</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Urgent &amp; emergency services</strong></td>
<td>Inadequate</td>
<td>Requires improvement</td>
<td>Good</td>
<td>Requires improvement</td>
<td>Requires improvement</td>
<td>Requires improvement</td>
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<tr>
<td><strong>Medical care</strong></td>
<td>Requires improvement</td>
<td>Requires improvement</td>
<td>Good</td>
<td>Good</td>
<td>Requires improvement</td>
<td>Requires improvement</td>
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<tr>
<td><strong>Surgery</strong></td>
<td>Requires improvement</td>
<td>Good</td>
<td>Good</td>
<td>Requires improvement</td>
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<td>Requires improvement</td>
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<tr>
<td><strong>Critical care</strong></td>
<td>Requires improvement</td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
<td>Requires improvement</td>
<td>Requires improvement</td>
</tr>
<tr>
<td><strong>Maternity &amp; Gynaecology</strong></td>
<td>Requires improvement</td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
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<td>Good</td>
</tr>
<tr>
<td><strong>Children &amp; young people</strong></td>
<td>Requires improvement</td>
<td>Good</td>
<td>Good</td>
<td>Requires improvement</td>
<td>Requires improvement</td>
<td>Requires improvement</td>
</tr>
<tr>
<td><strong>End of life care</strong></td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
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<td>Good</td>
</tr>
<tr>
<td><strong>Outpatients &amp; Diagnostic imaging</strong></td>
<td>Requires improvement</td>
<td>Inspected but not rated</td>
<td>Good</td>
<td>Requires improvement</td>
<td>Requires improvement</td>
<td>Requires improvement</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td>Requires improvement</td>
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<td>Good</td>
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Our Improvement Journey

- The CQC identified a number of must-do and should-do actions across the following areas:
  - Emergency Department
  - Ensuring effective governance processes
  - Safer staffing
  - Caring for patients with mental health needs
  - Learning and Quality Improvement
  - Effective pathways of care, especially delayed discharge
What improvements have we made so far?

- Invested in increased nursing staffing levels in both adult and paediatric ED.
- Improved the quality and timeliness of assessments.
- Improved paperwork so nurses find it easier to record the care they give.
- Improved training rates across a number of key areas including mental health and conflict resolution.
- Improved assessment and care plans for patients with mental health needs.
- Strengthened lines of communication for sharing information and learning from incidents and complaints.
Emergency Department

What do we still need to do?

• Plans for relocating our Observation Unit to better meet the needs of patients with mental health concerns have been approved with building works due to commence in April 2017.

• While improvements have been made there is more work required to ensure consistency in recording patients observations. Work starts in September to redesign patient flow through the department. There has also been a commitment to implement an electronic observations system. Both actions are expected to have positive impacts.

• CQC reviewed our progress in ED in an unannounced visit in April 2016 and again in October 2016. The warning notice has now been lifted in recognition of the progress made.
Safer staffing

What improvements have we made so far?

• Investment in additional midwives – all now recruited.
• Non EU recruitment trip offered posts to large numbers of registered nurses.
• A further 30 Assistant Practitioner roles agreed and progressing.

What do we still need to do?

• Vacancy levels remain high. Continuous efforts are made to recruit and retain scarce Registered Nurses, Allied Health Professionals and Doctors in some specialities.
Mental health

What improvements have we made so far?

• Full review of mental health provision at the front door resulting in:
  ▪ Registered Mental Health nurse available 24hrs / day
  ▪ Enhanced training package and improved training rates
  ▪ Strengthened security arrangements

• Revised Deprivation Of Liberty Safeguards framework established with clear electronic review process

What do we still need to do?

• Support AWP in recruiting Registered Mental Health Nurses so that agency staff are no longer required in ED
Effective pathways of care

What have we done so far?

• Full hospital protocol established and embedded
• Increase in Ambulatory Care and Medical Assessment Capacity
• SAFER patient flow principles in place across non-elective wards
• Early morning pull of patients from assessment areas
• Increased use of the ‘Discharge Lounge’

What do we need to do?

• Develop increased capacity including short stay for elderly care
• Focus on reducing internal patient delays to discharge
• Develop increased weekend working and improve plans for clinical criteria for discharge
Working Together across the Health and Social Care system

- A number of significant challenges face the health & social care services across Swindon
  - Growing population and growing older population
  - Financial pressures for public services
  - Ability to recruit the right calibre and numbers of staff
- Sustainability & transformation plans to innovate, integrate and manage finances