



CQC Inspection Report

**Healthwatch Public Meeting
15th January 2020**

Today

- CQC findings from inspections in May/June 2019 – Report published 20th September 2019
- Action taken
- Next steps

Headlines

- Improved overall rating from inadequate to **requires improvement**



- Recommended removal from Special Measures (with system-wide support in place)



Putting Patients First

<https://youtu.be/MK4MNIHXdNE>

- Improvements across 41 of the 79 domains rated across 6 core services, with 9 of these going up two ratings. Maintained previous ratings in 35 domains.
- Surgery and outpatients received double ratings uplift in ‘well-led’
- Every single service across all hospitals now rated at least **Good** for caring.
- At the Alexandra Hospital, an overall rating of **Good** for outpatient services (up from Inadequate in 2017) and the highest rating – **Outstanding** in the caring category for diagnostic imaging (up from Good in 2017)
- At Kidderminster Hospital, an overall rating of **Good** (up from ‘Inadequate’ in 2017)
- At Worcestershire Royal Hospital an overall rating of **Good** for services for children and young people (up from ‘Requires Improvement’ in 2017)

Further improvements recognised

- Medicines' management
- Infection control
- Incident reporting and sharing learning across the Trust
- Staff engagement with the Trust's improvement journey
- Local and divisional leadership



Improvement examples - 1

Children and Young People

- Mandatory training provided to all staff and the majority of staff had completed
- Enough nursing and medical staff with the right qualifications, skills, training and experience to keep people safe from avoidable harm and to provide the right care and treatment
- Managed patient safety incidents well.



Diagnostics

- Diagnostic and imaging equipment was tested and serviced regularly to ensure it was safe to use (KTC)
- Staff cared for patients with compassion. Feedback from patients confirmed that staff treated them well and with kindness (WRH)
- Staff delivered care to a very high standard and routinely went above and beyond their duties to provide an individualised service (ALX)



Improvement examples - 2

Medical care (incl. older people's care)

- Documented vision and strategy for what staff wanted to achieve, in line with trust's quality improvement strategy (KTC)
- Staff supported patients to make informed decisions about their care and treatment (WRH)
- An open culture where patients, their families and staff could raise concerns without fear (AGH)



Outpatients

- Controlled infection risk well (KTC)
- Treated concerns and complaints seriously, investigated them and shared lessons learned with all staff (WRH)
- Staff completed and updated risk assessments for each patient and removed or minimised risks. Records were clear, up-to-date, stored securely and easily available to all staff providing care (ALX)



Improvement examples - 3

Surgery

- Safe systems and processes were in place for the management of patients' medicines (ECH)
- The service took account of patients' individual needs (KTC)
- Clearly defined governance structure in place (WRH)
- Staff supported patients to make informed decisions about their care and treatment (ALX)



Urgent and Emergency Care

- Improvements made in all core services inspected to address most concerns from last inspection (KTC)
- Managed patient safety incidents well (WRH)
- Staff cared for patients with compassion and kindness (ALX)



Are our services well-led?

- Leadership team focused and driven to drive improvements
- Clear strategy, vision and values underpinning a culture that is patient centred
- The Trust collected, analysed, managed and used information to support its activities
- Understanding of financial challenges and evidence of ownership and understanding of cost improvement plans schemes
- Staff recognised incidents and reported them. Investigations carried out to time and evidence of shared learning cascaded
- The Trust collected, analysed, managed and used information to support its activities.



Areas for improvement

- Manage patient flow effectively to ensure all patients have access to the right care at the right time.
- Not yet fully demonstrable, sustainable improvements in the quality of all patient care and treatment over time.
- Financial management requires consolidation and improvement
- Mandatory Training Compliance
- Safeguarding Training



Alexandra General Hospital

2019



2019

Worcestershire Acute Hospitals NHS Trust

Alexandra Hospital



	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and Emergency Care	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement
Medical Care (including older people's care)	Requires Improvement	Requires Improvement	Good	Good	Good	Requires Improvement
Surgery	Requires Improvement	Good	Good	Requires Improvement	Good	Requires Improvement
Outpatients	Good	N/A	Good	Requires Improvement	Good	Good
Diagnostics	Requires Improvement	N/A	Outstanding	Good	Requires Improvement	Requires Improvement
Overall	Requires Improvement	Requires Improvement	Good	Requires Improvement	Good	Requires Improvement



Kidderminster Hospital & Treatment Centre 2019



2019

Worcestershire Acute Hospitals NHS Trust Kidderminster Hospital and Treatment Centre



	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and Emergency Care	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement
Medical Care (including older people's care)	Good	Good	Good	Good	Good	Good
Surgery	Good	Good	Good	Requires Improvement	Good	Good
Outpatients	Good	N/A	Good	Requires Improvement	Good	Good
Diagnostics	Good	N/A	Good	Good	Good	Good
Overall	Good	Good	Good	Requires Improvement	Good	Good



Worcestershire Royal Hospital 2019



2019

Worcestershire Acute Hospitals NHS Trust Worcestershire Royal Hospital



	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and Emergency Care	Requires Improvement	Good	Good	Inadequate	Requires Improvement	Requires Improvement
Medical Care (including older people's care)	Requires Improvement	Requires Improvement	Good	Requires Improvement	Good	Requires Improvement
Surgery	Requires Improvement	Good	Good	Requires Improvement	Good	Requires Improvement
Children and Young People	Good	Good	Good	Good	Good	Good
Outpatients	Requires Improvement	N/A	Good	Requires Improvement	Good	Requires Improvement
Diagnostics	Requires Improvement	N/A	Good	Good	Requires Improvement	Requires Improvement
Overall	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement



View by site 2019



2019

Worcestershire Acute Hospitals NHS Trust



	Safe	Effective	Caring	Responsive	Well-led	Overall
Worcestershire Royal Hospital	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement
Alexandra Hospital	Requires Improvement	Requires Improvement	Good	Requires Improvement	Good	Requires Improvement
Kidderminster Hospital and Treatment Centre	Good	Good	Good	Requires Improvement	Good	Good
Evesham Community Hospital	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement



Overall Trust Rating 2019



2019

Worcestershire Acute Hospitals NHS Trust



	Safe	Effective	Caring	Responsive	Well-led	Overall
Ratings for the whole Trust	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement

Actions taken

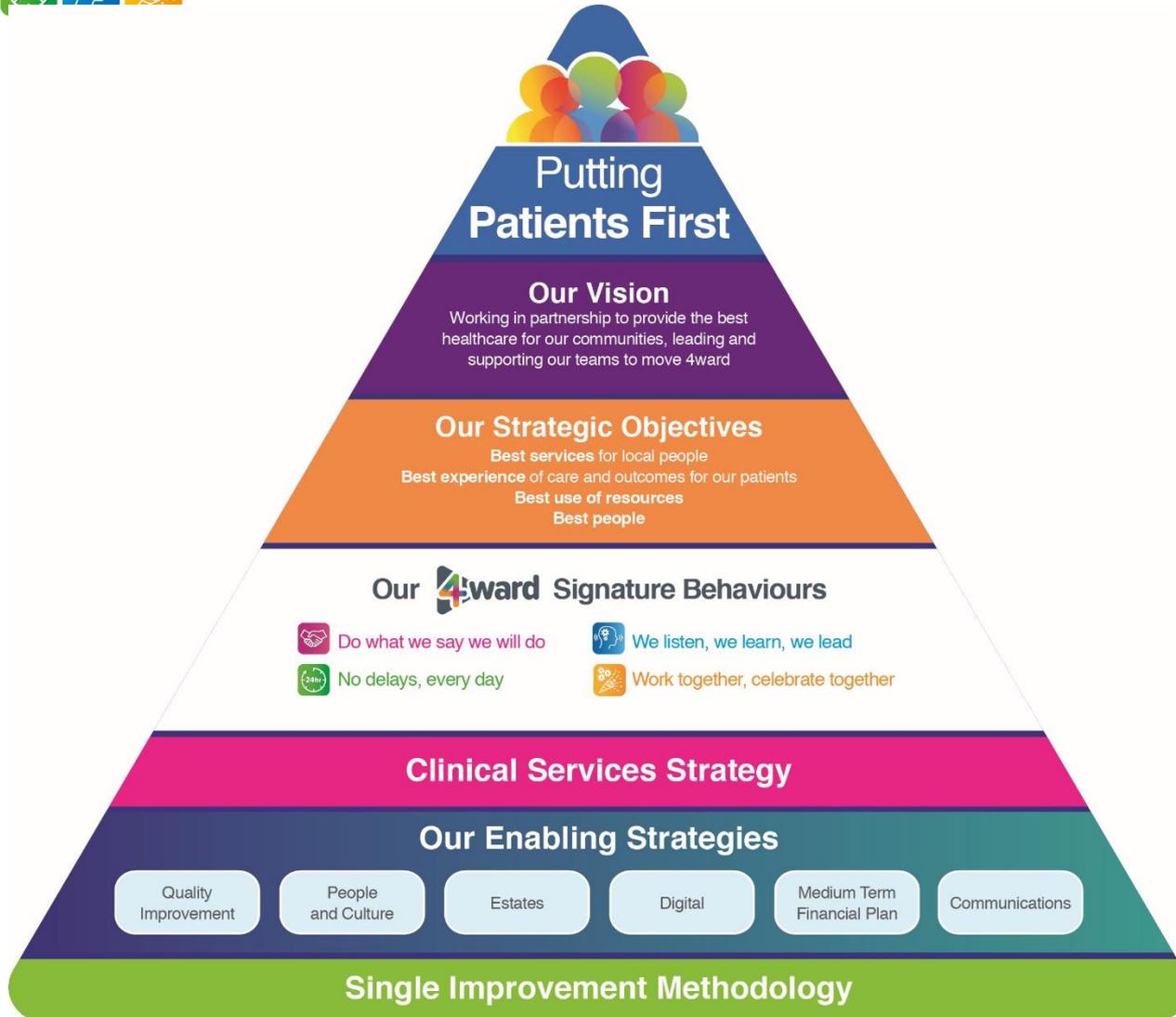
- Detailed action plan drawn up and shared
- Developing Clinical Services Strategy and playing our part in STP
- Continued progress on supporting strategies – ie, Digital; Communications; Estates
- Work on key service/capacity developments – ie, HomeFirst Worcestershire launch
- Financial recovery and workforce transformation
- Path to Platinum Accreditation Programme launch



- Home First Worcestershire Action Plan – focus on safety, timely discharge of patients and patient experience through the Urgent Care pathway:
 1. Safer Red 2 Green
 2. Primary Care Streaming
 3. Clinical Site Management
 4. Long Length of Stay Review
 5. Trust Professional Standards
 6. Trust Workshop Outcomes
- Quality Improvement Strategy Year 2 – 3
- Path to Platinum Accreditation Programme – Ward Accreditation Year 1
- Back to the Floor Programme – focus on fundamentals of care



Next steps





**Work together,
celebrate together**



Further information



The CQC reports and Evidence Appendix are available via the Worcestershire Acute Hospitals NHS Trust home page on the CQC website.

<https://www.cqc.org.uk/provider/RWP>

Scroll down and click 'All reports'



Thank you
any questions?

Jackie Edwards
Deputy Chief Nursing Officer