



Committee	HEALTH & WELLBEING BOARD
Date	26 JULY 2018
Title	CARE QUALITY COMMISSION UPDATE
Report of	MAGGIE OLDHAM, CHIEF EXECUTIVE

1. Summary

The Health & Wellbeing Board was advised in April that a further inspection of the Trust services had been carried out by the Care Quality Commission (CQC) in the spring and was scheduled for publication in June 2018.

The full report has now been published on the CQC website and the Trust remains rated as 'Inadequate'. Overall there has been little change with the exception of improvement in the 'Responsive' domain, and the Trust was consistently rated as Good in the 'Caring' domain.

The Trust did see deterioration in the ratings within the Acute Services, with many services not having been inspected since 2014, and there was improvement in the rating of the Ambulance Service to 'Requires Improvement'.

Improvements were noted within the Mental Health services with the section 31 restriction on acute services lifted, although community mental health services remain 'Inadequate'.

We are clear that the volume of what needs to be done should not be underestimated, and that the change must be part of everything we do and not a standalone process. The CQC recognised the progress we are already starting to make and we must increase the pace now foundations have been set.

2. Objectives

This paper seeks to address the following matters:

- To discuss the CQC inspection findings including highlighted areas
- To talk about changes made since the inspection in January
- To introduce the 'Safe' 10-week process introduced within the Trust
- To confirm arrangements for regulatory requirements being achieved, managed and monitored.

3. CQC report

In April 2017 the Isle of Wight NHS Trust was rated as 'Inadequate' by the CQC following an inspection of some, but not all, of our services. As a result of the CQC's concerns

NHS Improvement placed the Trust in ‘special measures’. Since then all of our staff have been striving to improve the services we provide.

In January and February this year the CQC revisited the Trust to conduct its first full inspection of our all of our services and in June the CQC published its report. The revised ratings for the Trust are below:

Ratings for the whole trust

Safe	Effective	Caring	Responsive	Well-led	Overall
Inadequate ↔ Jan 2018	Requires improvement ↔ Jan 2018	Good ↔ Jan 2018	Requires improvement ↑ Jan 2018	Inadequate ↔ Jan 2018	Inadequate ↔ Jan 2018

The rating for well-led is based on our inspection at trust level, taking into account what we found in individual services. Ratings for other key questions are from combining ratings for services and using our professional judgement.

Overall, the CQC said it found “*clear signs of recovery and improvement*” since its last inspection and there was “*growing momentum*” at the Trust. The CQC acknowledged that the Trust’s recovery was, “*starting from a very low base*” and therefore “*it was too early for the overall rating to change*”. However, although the Trust remains rated as ‘Inadequate’ overall, the CQC identified a number of areas of progress in the report, including several examples of outstanding practice in both acute and ambulance services.

In the context of whether staff are caring, the CQC rated all four of the Trust’s services as ‘Good’ overall. It said: “*Staff treated patients with kindness, respect and compassion, providing emotional support when needed*”, “*involved patients and those close to them in decisions about care and treatment, and promoted privacy and dignity*”. There was also acknowledgment that the Trust is now more responsive, with the rating improving from ‘Inadequate’ to ‘Requires Improvement’, and we saw an improvement in the overall rating for our ambulance services, which moved from ‘Inadequate’ to ‘Requires Improvement’.

4. Outstanding Practice

The report identified a number of areas of outstanding practice across the organisation including:

Acute

- *There was a strong culture of promoting quality and teamwork in the hospital sterilisation and decontamination unit. Staff maintained a full accreditation from the Medicines and Healthcare Products Regulatory Agency (MHRA). They assisted in other departments during the winter plan, to support staffing needs and they had gone the extra mile to maintain business continuity by taking surgical kits to the mainland for sterilisation.*
- *There was an orientation visit to the chemotherapy unit for patients who had received a diagnosis of cancer. This gave them an opportunity to ask questions, get a greater understanding of the unit and what their treatment would entail. They also had access to hospital psychologists who provided continuing emotion support and advice.*
- *The collaboration between the David Hide Asthma and Allergy Research Centre and the Isle of Wight NHS asthma and allergy outpatient service provided an outstanding service for patients in this disease area.*

Critical care

- *Staff of different kinds worked together as a team to benefit patients. Doctors, nurses and other healthcare professionals supported each other to provide good care.*

Ambulance

- *The community first responder programme had been recognised by the Resus Council UK in response to the resuscitation training carried out across the island. The programme had also significantly expanded the number of automated external defibrillators available across the island.*
- *Paramedics from the service were finalists of the ITV Good Morning Britain Health Star Awards 2017. They were recognised for delivering life-saving high dose antibiotics to patients with suspected Sepsis before they reached hospital.*

5. Current position

The Trust is acutely aware that we have not improved our overall rating from 'Inadequate' and is clear that we still have a lot of hard work ahead of us to turn things around.

We have always said that our improvement journey would not be an easy or a short one and we were not expecting to have seen significant improvement at this stage. Turning things around will take time and a lot of hard work. The report provides us with a number of recommendations that will help us continue our improvement journey, and our aim remains to be rated as 'Good' by 2020.

We are building on these small but important steps of progress by continuing at pace to deliver better care and services across the board. This will require continued commitment from everyone at the Trust, as well as continued support from our health and social care partners.

We have a number of key programmes underway across the Trust to support our improvement journey, these include:

- **10 week programme**

The eight services (medicine, surgery, gynaecology, end of life care, mental health crisis, mental health community, mental health inpatient and children's community services) rated as 'inadequate' for 'safe' are all involved in a recovery plan with the support of the Executive team.

Whilst each service has developed a bespoke plan, there are a number of common features to all:

- reporting and learning from incidents;
- mandatory training;
- patient centred documentation of risk and escalation;
- infection control.

- **Staff engagement and development**

We are implementing a number of measures to support and develop our staff at all levels of the organisation, acknowledging that staff engagement is essential to achieving our goal of getting to good.

- **Quality Strategy**

The Trust has developed a Quality Strategy, which was approved at Trust Board in April 2018, with its teams across all of its services to set out clear objectives and a roadmap for us to improve quality in our services.

This was further shared at our recent Quality Summit demonstrating the work that the Trust has done to ensure the foundations are in place for our Getting to Good journey

6. Monitoring progress

The Trust is making full use of the resources available to us from NHS Improvement and NHS England; both through additional resource and external consultancy and has embedded a number of programmes which will start to report through our internal governance processes.

In addition to meeting our reporting obligations to national regulators the Trust has developed a range of internal quality measures and standards to ensure we can review and measure progress throughout our journey. We have monthly meetings with NHSI and the CQC to review progress and consider our ongoing plans for recovery. We are planning to host an extraordinary meeting of the Health Overview & Scrutiny Committee at St Mary's Hospital to demonstrate to Councillors the work we are doing and to further update on progress.

As the CQC rightly concluded, the Trust is in the early stages of its improvement journey and the potential for significant improvement is there.

Maggie Oldham
Chief Executive