

HEALTH OVERVIEW AND SCRUIITY COMMITTEE

6th MARCH 2014

CARE QUALITY COMMISSION INSPECTION, OCTOBER 2014

Report from: Avey Bhatia – Chief Nurse

Summary

This report details findings following Care Quality Commission (CQC) inspection in October 2014. The overall rating for Maidstone and Tunbridge Wells NHS Trust is Requires Improvement. The Quality Improvement Plan is under development with our external stakeholders and will be submitted to the CQC by 16 March 2015.

1. Introduction

The Care Quality Commission (CQC) published the reports of their October 2014 inspection at the Trust on 2nd February 2015. The separate inspection reports for Maidstone Hospital and Tunbridge Wells Hospital have been issued to all staff, and are available on the Trust's website, at www.mtw.nhs.uk/about-the-trust/cqc-reports.asp.

A Quality Summit was held at the Trust on 29th January to discuss the reports and the actions being taken. A wide range of bodies were represented, including West Kent and High Weald Lewes Havens Clinical Commissioning Groups, Kent County Council, Social Services, Healthwatch Kent, the NHS Trust Development Authority, NHS England and Health Education England.

The CQC's recommendations are welcome, particularly the endorsement of the care we give. Actions to address the areas requiring improvement are underway. A detailed action plan is being developed in conjunction with all levels in the Trust and external stakeholders. An action plan will be submitted to the CQC by 16th March.

2. Key achievement

There are a number of areas where the CQC recognised good and outstanding practice. These areas are:

- Caring 'good throughout' – Staff were caring and compassionate and treated patients with dignity and respect.
- Patient Experience – Overall scored better than national average in Friends and Family test
- Nursing levels – generally found to be good
- Collaborative working with partners
- Our staff – praised by the CQC for using this process to help identify and drive through improvements

Outstanding practice

- Maidstone Birth Centre
- Maternity services at Tunbridge Wells
- Mercer ward (Maidstone) and Ward 20 (Tunbridge Wells) focus on Dementia care
- Breast care service provided very good care

3. Key areas for improvement

Trust wide issues

There are key themes within the report that are organisation wide and therefore have impact in many different way and areas. These key themes are described below:

- Patient Flow - (in, through and out of the hospital), we are looking at how patients move through our services and how we manage capacity. We are working with our clinical commissioning Group colleagues to look at ways in improving utilisation of acute beds and community provision.
- Communication – we need to improve our communication systems including access to clinical guidelines and improve record keeping standards
- Leadership – we need to develop and ensure consistent and effective leadership across the organisation
- Culture – we need to ensure staff feel fully engaged and heard within the organisation and continue work on developing an open and transparent supportive culture
- Patient Safety and Governance – we need to review and develop improved systems for reporting incidents, sharing learning and proactively managing risks
- Inconsistency – whilst there were examples of high standards, effective systems, good multidisciplinary working, appropriate behaviours and good care these were not felt to be consistent across the organisation.

Specific issues

There are areas and services identified as needing urgent improvements (compliance actions) and within these areas actions are already underway to address these concerns. The areas of immediate focus are:

- Critical Care
- Organisational governance
- Privacy and dignity
- Translation services
- Children and Young person's services

4. Next steps

The draft plan is being finalised within the organisation and with external stakeholders and will be submitted within the agreed timeframe to the CQC. We shall continue to work at pace to make the changes we need to deliver improved services to our patients.