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UPDATE ON CARE QUALITY COMMISSION INSPECTION

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Summary:

This report seeks to inform the Kent Health Overview and Scrutiny Committee on the summary of the main CQC findings detailed within the Care Quality Commission's Quality Report (published on 7th January 2016) following its' Comprehensive Inspection of Medway NHS Foundation Trust during August and September 2015 and the Trust's response to this, areas of improvements since the 2014 inspection and areas of improvements to be tackled now.

Background

Following a comprehensive inspection of Medway NHS Foundation Trust (MFT) by the CQC in April 2014, the trust was given an overall rating of inadequate and has been subject to further CQC inspections over the last 18 months, namely in May 2014 (Emergency Department and Surgical Services), July 2014 (Emergency Department and Surgical Services) and August 2014 (Emergency Department); as a result of those inspections the CQC undertook Enhanced Enforcement action and imposed conditions on the trusts registration which required us to undertake an initial assessment of all patients who presented to the emergency department within 15 minutes of their arrival.

In November 2014 MFT commenced an 18 month recovery plan in order to bring about a state of stability within the organisation. This plan was based around 5 key themes which covered the breadth of changes and improvements that were required within the hospital to ensure delivery of high quality care.

A further unannounced inspection in December 2014 (Emergency Department and Surgery), saw the Care Quality Commission reporting on some positive changes and noticing improvements.







The Care Quality Commission (CQC) carried out a second Comprehensive Inspection of Medway NHS Foundation Trust on 25th - 27th August 2015, with further unannounced inspections taking place on 8th, 9th & 13th September 2015. During this most recent inspection the CQC were satisfied that the trust was meeting the condition imposed in August 2014 and has since removed this condition from the trusts registration.

Findings

In response to concerns raised by the CQC at the time of the inspection, the Trust developed 5 Remedial Action Plans (RAPs), and which are being progressed. These are related to Cancer, Imaging, the Emergency Department, Referral-To-Treatment (RTT) and Endoscopy.










The Care Quality Commission Quality Report was published on the 7th January 2016 which identified the overarching rating for the Trust as 'Inadequate'.

Ratings

Overall rating for this trust	Inadequate 
Are services at this trust safe?	Inadequate 
Are services at this trust effective?	Requires improvement 
Are services at this trust caring?	Good 
Are services at this trust responsive?	Inadequate 
Are services at this trust well-led?	Inadequate 

In addition to an overarching Trust level rating, each of the eight core services inspected received the following ratings:

Ratings

Overall rating for this hospital	Inadequate 
Urgent and emergency services	Inadequate 
Medical care	Inadequate 
Surgery	Inadequate 
Critical care	Requires improvement 
Maternity and gynaecology	Good 
Services for children and young people	Good 
End of life care	Requires improvement 
Outpatients and diagnostic imaging	Inadequate 

Although we had already recognised many of the issues that the CQC identified as areas for improvement, and had action plans in place, it is clear that we need to accelerate significantly the pace of the work we are doing to turn around the Trust. Notwithstanding this, we accepted the CQC's overall findings and expressed our regret that we were falling short of what the people of Medway and Swale deserve.

Quality Summit

We cannot improve the hospital without the support from a whole range of partners. In this context, it was very helpful that the day after the report, the CQC hosted a Quality Summit which brought together representatives from the Trust, other regulatory bodies and a range of other stakeholders, including Kent and Medway Councils.

Over 90 people attended the summit. In round table sessions, those present explored the key challenges facing the Trust, and the ways in which they can support us to address these. Everyone present made a pledge around the action they would take.

The event was extremely positive – although everyone recognised the scale of the work needed in improving the hospital, all participants committed to working with us to bring about the changes that are needed.

In presenting his summary of the key findings, Professor Sir Mike Richards did however report that the CQC saw several areas of improvement and outstanding practice including:

- The orthotics department, which had also been identified by NHS England as a service to benchmark against, because of the waiting times (90% of all patients seen the same day or next day).
- The maternity team for the multidisciplinary teamwork in providing support for women identified in the antenatal period as requiring an elective caesarean section.
- The Oliver Fisher Neonatal Unit

The report also identifies several examples of good practice:-

- The Intensive and Surgical High Dependency Care Units
- The leadership of the outpatient nursing team
- Overall, that our staff were caring and supportive with patients and those close to them, and that staff responded with compassion to patients in pain and to other fundamental needs.
- Staff treated patients with dignity and respect and people felt supported and cared for as a result.

Our improvement plan

We submitted our improvement plan to the CQC on 8 February. It is centred around six key activities:

- Modernising our Emergency Department, reducing the time it takes for patients to be seen and assessed
- Improving patient safety and care by minimising the number of different doctors that patients see during their stay in hospital
- Accelerating our recruitment drive to bring in the right people with the right skills. This will ensure consistent high quality care by reducing our dependency on interims and agency staff
- Continuing to improve our corporate and clinical governance, which will support both safe and high quality patient care and a productive working culture for staff
- Improving care for patients with cancer, reducing waiting times, replacing our scanners and providing additional clinic appointments for patients to see specialists
- Working closely with our healthcare partners to ensure patients receive the right care in the community, when they are ready to leave hospital. This will free up beds for people coming into the hospital.

We have put in place a specialist team, mainly drawn from colleagues already working within the Trust and from our buddy Trust, Guy's and St Thomas', to co-ordinate and drive the plan, and the team has made a good start in mobilising and engaging staff to generate the improvements needed. It is critical that our staff are fully engaged to generate the improvements needed.

We have a number of key milestones ahead in the next few weeks, including the roll-out of a new way of treating patients that reduces the number of doctors they see and the amount of time they spend in the hospital, the opening of a new waiting area in the emergency department and the launch of an in-house bank of locum nurses and other staff groups which will mean we are less reliant on costly agency staff.

The plan is underpinned by a range of Key Performance Indicators which we have agreed with the CQC, including average length of stay in the hospital, mortality rates and time spent in the emergency department before being seen.

Next steps

Following the Quality Summit, Chief Inspector of Hospitals Professor Sir Mike Richards wrote to the Health Secretary, Jeremy Hunt, informing him that the Trust would remain in special measures for a further three months, that he was impressed by the progress that we were making but added that he would be monitoring our progress closely during this period. Whilst we are not expecting a re-inspection during this period, Professor Sir Mike Richards has stated that he will provide further advice to the Secretary of State regarding our progress.