

HOSC Briefing (January 2017)

Care Quality Commission Report

Introduction

East Kent Hospitals University NHS Foundation Trust (EKHUFT) was re inspected by the Care Quality Commission in September 2016. The CQC's report was published in December and showed widespread improvements to the quality of care patients receive.

The Trust was placed in special measures by Monitor (now NHS Improvement) in 2014 when the CQC rated the Trust 'inadequate'. A year later the Trust was upgraded to 'requires improvement' as a result of "big steps forward" witnessed by the CQC. The Trust remained in special measures to allow more time to fully embed the improvements.

This third inspection for the Trust looked in detail at emergency care, medical services, maternity and gynaecology and end of life care at Kent & Canterbury, William Harvey and Queen Elizabeth the Queen Mother hospitals. It also focussed on how "well led" the Trust was.

The Trust now has no "red" inadequate scores and Sir Mike Richards, England's Chief Inspector of Hospitals, has recommended that the Trust be taken out of special measures as a result of "further significant improvements" for local patients.

NHS Improvement (NHSI) will make the final decision about whether the Trust will come out of special measures. The regulator's decision is expected at the end of February.

The CQC held a Quality Summit on 12 January. This was attended by the Chair of HOSC, NHSI, East Kent Hospitals Trust and local partners. The CQC presented its findings, the Trust gave an update on further improvements it had made since the re inspection in September and NHSI led a discussion about the next steps, which focussed on partnership working.

CQC Report Findings

Key findings include:

- **Safer emergency services at all hospitals**, with the Urgent Care Centre at The Kent and Canterbury Hospital (K&C) upgraded to 'good' overall; safer services at Queen Elizabeth The Queen Mother Hospital's (QEQM) A&E department; and safer, more effective and better-led services at William Harvey Hospital's (WHH) A&E department;
- **Improved medical care at all hospitals**, with services at QEQM upgraded to 'good' overall, more effective at WHH and more responsive at K&C;



- **All hospitals rated 'good' for 'caring'**, with a continued “culture of compassionate care”, staff who put patients first, and patients and carers confident in how involved they are in their or their relatives' care;
- **Outstanding practice was found in the Trust's Improvement and Innovation Hubs**, highlighted as “an established forum to give staff the opportunity to learn about and contribute to the Trust's improvement journey”;
- **Improved leadership**, with a fully established Executive Team and Trust Board, described as a “highly engaged team with a clear and common view on Trust strategy, risk and operational priorities”, who have provided “greater clarity” about the direction of the Trust, with staff “appreciative of the increased visibility and accessibility” of the Executive Team;
- **Improved staffing**, recognising that “significant investment has been made by the Trust to increasing staffing establishment”, with “key appointments made in emergency care, end of life care and maternity” addressing previous gaps;
- **Better culture within the Trust**, which had “improved significantly since 2014” and continues on “a trajectory of improvement with a continued reduction in bullying and harassment”;
- **Improved end of life care**, with better training and resources to support staff caring for patients at the end of their life and their relatives;
- **Improved maternity services**, with more staff, better equipment and new leadership.

The CQC reports also highlighted further areas for improvement, such as recruiting and retaining more staff, enabling more patients to access treatment sooner, improving the flow of patients through our hospitals, fully embedding early signs of improvement in maternity and end of life care, and making financial savings.

As well as the overall Trust rating the CQC gives an individual rating to each of the Trust's three hospitals inspected this year.

- **William Harvey Hospital, Ashford** - rated 'requires improvement' overall, 'good' ratings for critical care and outpatient and diagnostic imaging.
- **Queen Elizabeth The Queen Mother (QEQM) Hospital, Margate** - rated 'requires improvement' overall, with medical care, critical care, services for children and young people, and outpatient and diagnostic imaging all 'good'.
- **Kent and Canterbury Hospital (K&C), Canterbury** – rated 'requires improvement' overall, with the urgent care, critical care, services for children and young people, and outpatient and diagnostic imaging all 'good'.
- The ratings for the Trust's two hospitals in Dover, **Buckland Hospital**, and Folkestone, **Royal Victoria Hospital**, were rated 'good' in 2015 and not re-inspected in September.

The Trust is committed to continuing its improvement journey and building on the progress it has made with a dedicated team, improvement plan and close working relationship with its partners and regulators.

The full report can be [found here](#).

