

Lance McCarthy
Chief executive

Stephanie Lawton
Chief Operating Officer



modern • integrated • outstanding

patient at heart • everyday excellence • creative collaboration

Overview



The Princess Alexandra
Hospital
NHS Trust

- The Care Quality Commission (CQC) carried out their inspection in July and August
- **Urgent and emergency care, medical care, maternity, and how well-led** our trust is overall
- Results published – our overall trust rating remains as **requires improvement**
- **Proud of all the staff who continue to hard work with absolute commitment to patient care and safety**









modern • integrated • outstanding

patient at heart • everyday excellence • creative collaboration

Our rating – summary November 2021

Ratings

Overall trust quality rating	Requires Improvement 
Are services safe?	Requires Improvement 
Are services effective?	Requires Improvement 
Are services caring?	Good 
Are services responsive?	Requires Improvement 
Are services well-led?	Requires Improvement 



Our ratings - detail



The Princess Alexandra
Hospital
NHS Trust

Rating for The Princess Alexandra Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Medical care (including older people's care)	Requires Improvement ↔ Nov 2021	Requires improvement Jul 2019	Good Jul 2019	Good Jul 2019	Requires Improvement ↔ Nov 2021	Requires Improvement ↔ Nov 2021
Services for children & young people	Good Jul 2019	Good Jul 2019	Outstanding Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019
Critical care	Good Mar 2018	Good Mar 2018	Good Mar 2018	Requires improvement Mar 2018	Good Mar 2018	Good Mar 2018
End of life care	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019
Outpatients and diagnostic imaging	Good Oct 2016	Not rated	Good Oct 2016	Requires improvement Oct 2016	Good Oct 2016	Good Oct 2016
Surgery	Requires improvement Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019	Good Jul 2019
Urgent and emergency services	Inadequate ↔ Nov 2021	Good Mar 2020	Good Mar 2020	Requires Improvement ↔ Nov 2021	Inadequate ↔ Nov 2021	Inadequate ↔ Nov 2021
Maternity	Requires Improvement ↔ Nov 2021	Requires Improvement ↔ Nov 2021	Good Jul 2019	Good Jul 2019	Requires Improvement ↔ Nov 2021	Requires Improvement ↔ Nov 2021
Overall	Requires Improvement ↔ Nov 2021	Requires Improvement ↔ Nov 2021	Good ↔ Nov 2021	Requires Improvement ↔ Nov 2021	Requires Improvement ↔ Nov 2021	Requires Improvement ↔ Nov 2021

No change to any of the ratings across the core services inspected.

18 x Must Do's

11 x Should Do's



modern • integrated • outstanding

patient at heart • everyday excellence • creative collaboration

Themes of good practice

- Patient panel – only model of its kind

Across all areas inspected:

- Commitment of staff
- Continuous learning and improving services
- COVID management
- Use of PPE
- Clinical waste disposal
- Establishment reviews
- Management of patient safety incidents
- Review of deaths



Consistent themes for improvement

Across all areas inspected:

- Compliance with mandatory training (general); doctors particularly)
- Compliance with safeguarding training
- Timely completion of clinical risk assessments
- Actions taken as a result of the assessments
- Patient information
- Consistent and high quality clinical documentation



Actions Taken & Work Underway

- PAHT2030
- CQC Must & Should Do's - Quality PMO Structure
- Emergency Department – executive oversight and support, ICS oversight, improvement plan in place with clear milestones, external support commissioned to support governance framework and workstream development, staffing, UTC expansion, system working
- ED Nerve Centre Business Case
- Paediatric services
- Mental Health Quality Forum and system working
- Divisional Management Structures – strengthened and expanded clinical leadership roles, patient safety and governance, nursing and operational (Go live 1/12/21)



The next 12 months

- Progression with PAHT 2030
- New Hospital Development plans OBC/FBC
- Recovery of elective services
- CQC actions Must and Should Dos
- Response to further waves of COVID impacting on ability to recovery and maintain services
- Health and Well Being of Staff
- Engagement and Culture



Building a hospital for the future. Together.

Michael Meredith
Director of strategy and estates

Epping Forest District Council
Overview and Scrutiny Committee
7 December 2021



A recap of a busy year...

- we've come a long way in 12 months
- last September we were concluding our **design brief** following months of detailed engagement
- since then an enormous amount of work has hospital has continued at pace, despite the pressures of Covid-19
- today, everything's in place and we're waiting for the green light to build **our hospital for the future**

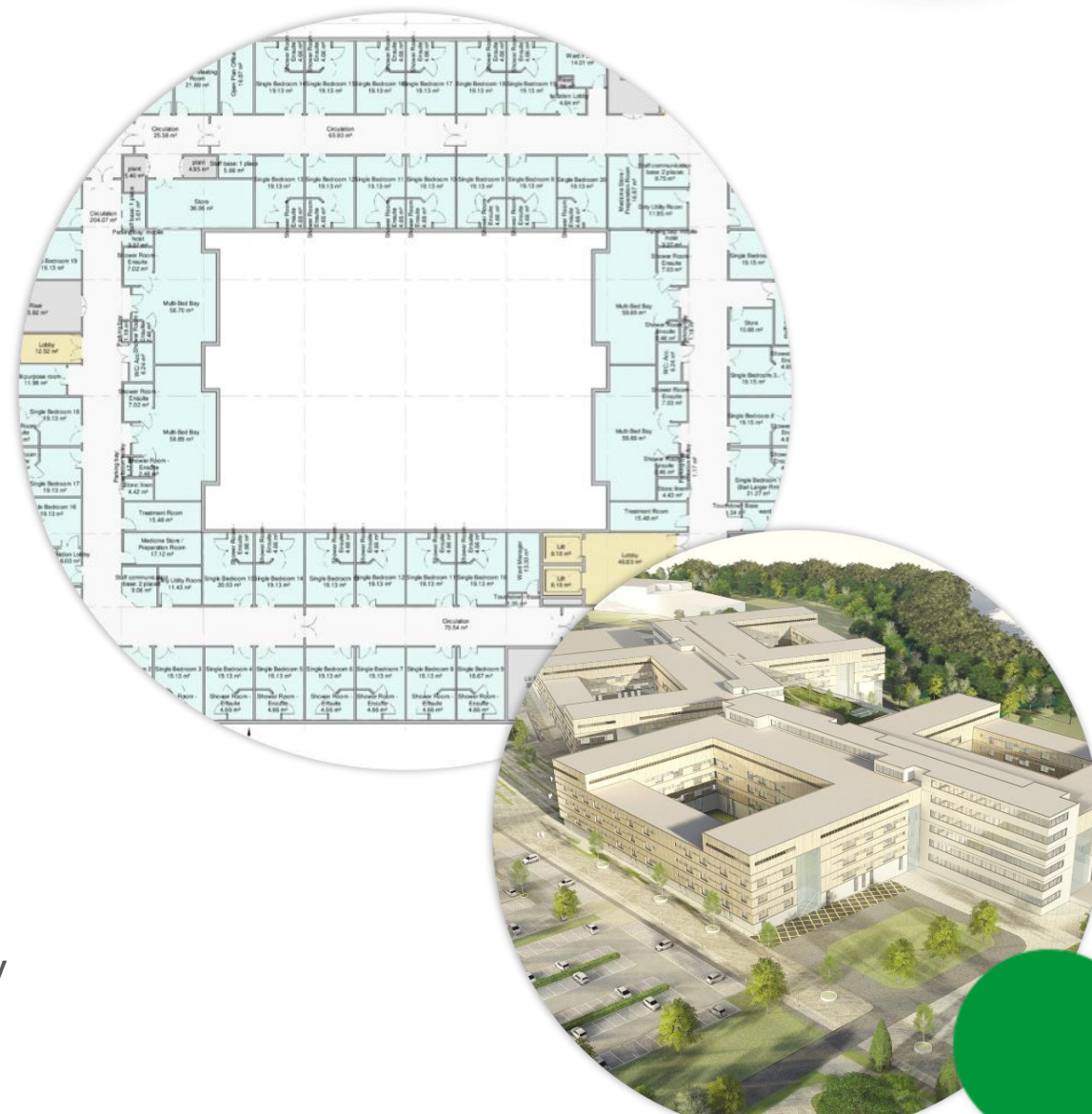
The *New* Princess
Alexandra Hospital



We achieved a huge amount

So far, we have produced:

- the **design brief**
- **demand and capacity** analysis
- new **models of care**
- **schedules of accommodation**
- **1:200** drawings
- **procurement** strategy
- **facilities management** strategy
- **digital** strategy
- **modern methods of construction** strategy
- **net zero carbon** strategy
- **communications and engagement** strategy



We've engaged our communities



Clinicians and system partners fully engaged



Engagement with 100s of staff and wide range of patient groups



Design brief completed



Over **130 hours** of design workshops with over **350 of our people**



70+ meetings reaching a total of **500 stakeholders** to develop engagement strategy



125,500 views on social and web, > **500** responses to events, polls and surveys, **95% excellent rating** for town hall event



#OurNewPAH

We've got everything in place

The *New* Princess
Alexandra Hospital

- **Clinical model** agreed with system partners
- **New ways of working** already underway
- **1:200s signed off** by our clinicians
- **PPA agreed** with local authority
- **OBC 60%** drafted
- **PAHT 2030 now launched**, new hospital critical in delivering transformation



We're ready to go...

- waiting on national **Design Convergence Review** guidance in next coming weeks
- in the final stages of completing the **land purchase**
- **finalising OBC** in 2022
- progressing **enabling works and planning** preparation



In the meantime we're continuing to advise and support the national team. As one of **8 'pathfinders'** we are a high profile, important scheme and are on track to complete in 2027