

# Whipps Cross Hospital CQC inspection report and improvement plan

May 2015





# CQC inspection

- CQC inspection of Whipps Cross Hospital took place in November 2014
- CQC report describes inspectors' judgement on quality of care based on information from their 'Intelligent Monitoring' system, and information provided by staff, patients, the public and partners
- Five domains are used to rate the quality of services:  
*Safe, Effective, Caring, Responsive, Well-led*
- Overall the CQC has rated Whipps Cross as 'Inadequate'
- The CQC have issued 4 Warning Notices plus specific compliance actions
- The Trust Board accepts the findings and is extremely sorry for the failings identified





# CQC inspection

Key concerns from the Whipps Cross inspection:

- Insufficient staffing levels to provide safe care, high use of agency staff and low staff morale
- A persisting culture of bullying and harassment
- Bed occupancy that is too high and high average length of stay
- A failure to meet national waiting time targets





# Compliance and Enforcement actions

- Four warning notices related to the following Regulations under the Health and Social Care Act:
  - Staffing
  - Incidents and learning
  - Flow, escalation, end of life care
  - Complaints and PALS
- Four compliance actions:
  - Safeguarding
  - Consent
  - Records
  - Equipment



# CQC ratings for Whipps Cross

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Inadequate	Inadequate	Requires improvement	Requires improvement	Inadequate	Inadequate
Medical care	Inadequate	Requires improvement	Requires improvement	Inadequate	Inadequate	Inadequate
Surgery	Inadequate	Requires improvement	Good	Inadequate	Inadequate	Inadequate
Critical care	Requires improvement	Requires improvement	Good	Inadequate	Requires improvement	Requires improvement
Maternity and gynaecology	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement
Services for children and young people	Inadequate	Requires improvement	Good	Inadequate	Inadequate	Inadequate
End of life care	Inadequate	Inadequate	Requires improvement	Inadequate	Inadequate	Inadequate
Outpatients and diagnostic imaging	Requires improvement	Not rated	Requires improvement	Inadequate	Inadequate	Inadequate
<b>Overall</b>	Inadequate	Inadequate	Requires improvement	Inadequate	Inadequate	Inadequate





# Areas of outstanding practice

- Effective management of pain relief for children and adults
- ‘Great Expectations’ maternity programme – resulting in a reduction in complaints and increased satisfaction
- Four of our major hospital services at Whipps Cross (surgery, critical care, maternity and gynaecology, and services for children and young people) are rated as ‘good’ for deliver caring treatment





## Other CQC inspections

- Inspection reports on The Royal London and Newham are due to be published this month (May).
- The CQC will publish these and an overall Barts Health provider report
- The CQC has not yet inspected St Bartholomew's, Mile End or Tower Hamlets community health services





# Special measures

- As a consequence of the Whipps Cross CQC report, combined with Trust-wide challenges in meeting national waiting time standards and the Trust's financial position, the NHS Trust Development Authority has placed Barts Health in special measures
- Special measures are designed to deliver service improvements at pace by providing support where it is most needed
- Support includes the appointment of an Improvement Director and the opportunity to partner with a high-performing trust





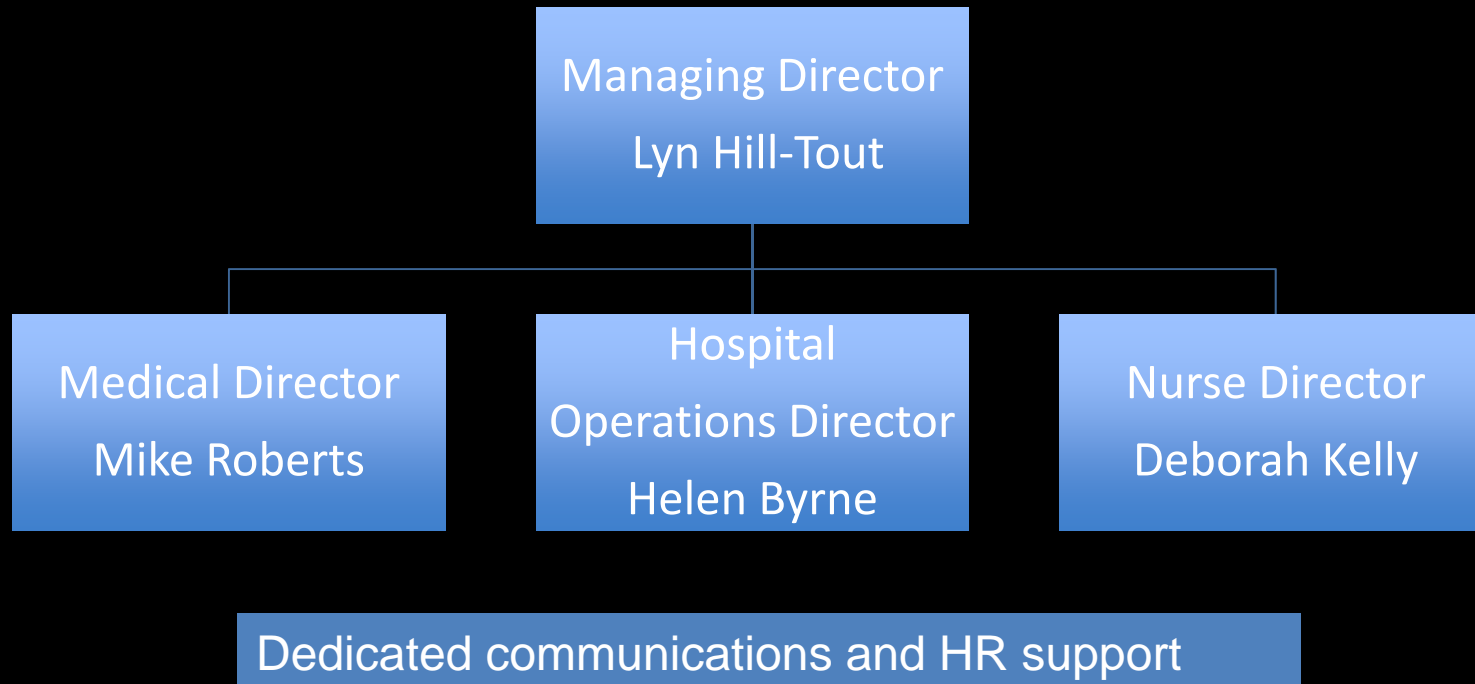


# Governance and site management arrangements

- New permanent site arrangements in place at Whipps Cross
  - Strengthened site leadership team in place
  - Site Management Board
  - Site based leads for each of our Clinical Academic Groups (CAGs)
- Clear lines of accountabilities/responsibilities for site leadership team and CAGs
- Site matron and clinical site team manage day-to-day nursing resources
- Similar model will be in place for The Royal London and Newham



# Strengthening local leadership at Whipps Cross





# Whipps Cross improvement programme

## Principles

- Sustainable improvements
- The improvement programme will be developed in partnership with staff, staff representatives, patients and partner organisations
- Every member of staff has a critical role to play in delivering the necessary improvement
- Whipps Cross will continue to play a vital role in providing acute healthcare to its local populations
- Commitment to transparency with stakeholders, staff and patients about our progress



# Improvement workstreams

Safety and  
effective care

Emergency  
Pathway and  
Patient Flow

Workforce

Organisational  
Development  
and Leadership

Outpatients and  
Medical  
Records

Compassionate  
care and Patient  
Experience





# Priorities

- Patient safety and quality improvement
- Staffing – recruitment and retention
- Staff are engaged and take full part in improvement
- Patients are informed and engaged
- Improvement work will involve the support of our partners e.g. admissions and patient flow
- Commitment to transparency with stakeholders about our progress
  - Monthly summary reports published online and shared with key stakeholders/ stakeholder organisations by email
  - Regular updates to stakeholders through existing arrangements e.g. JHOSC, health scrutiny
  - Specific enquiries/ concerns will be managed in line with usual arrangements
  - Informal briefings as required





# Progress achieved at Whipps Cross

Immediate focus on engaging and involving staff, and setting up infrastructure to support improvement work.

Actions taken to date includes:

## **Workforce**

- Staff engagement programme
- Partnership with staffside representatives – joint working and formal monthly meetings with site leadership team
- Launch of the Guardian Service
- Improvements to local induction process, especially for agency/temporary staff
- Safer staffing (linked to one of our warning notices) – significant progress since the CQC visited in November 2014
- Nurse Establishment Review completed
- Safer Staffing policy agreed with escalation plans in place
- Red Flag procedures in place to better understand impact of staffing deficits on safety
- Educational/training programme in place for staff around safe staffing standards
- Patient materials made available around what to do around concerns in staffing levels





# Progress achieved at Whipps Cross (2)

## Outpatients and medical records

- Daily monitoring of availability of medical case notes for clinic appointments
- Improvement from 70% to 96% availability (as of May 2015) – more work to do
- Extra resources are being put in place for the next three months to clear the backlog of work to merge full and temporary notes to create single set of comprehensive notes

## Compassionate care

- On-site leadership strengthened, with team taking forward key areas of work
- Compassionate Care group established focused on fundamental care needs of patients including End of life care, nutrition and hydration, care rounding
- Engagement with Patients' Panel on priorities – ongoing partnership

## Emergency care and Patient Flow

- New Care Path – positive impact on patient waiting times and breaches in ED
- Patient flow work delivering results including
  - Improvements to 'Gold' and 'Silver' discharges through gold standard board rounds
  - Reduced bed occupancy
- Focus on A&E in Stepping into the Future week (1-8 June)
- High Dependency Unit in progress





# Progress achieved at Whipps Cross (3)

## Safe Effective Care

- Daily safety huddles (seven days a week)
- Ward safety briefings and senior leaders' walkabouts
- A Site Quality and Safety committee (starting in June)
- Giving clinical staff a voice through a Clinical Senate
- Monthly half-day focus in each service on quality and improvement issues
- Clear approach for engaging trainees, students and patients in patient safety work
- Site safeguarding lead
- Agreement with external provider for increasing staff QI (Quality Improvement) capability
- Established a site Treatment Escalation and Resuscitation Committee

## Leadership and Organisational Development

- Strengthened site leadership in place
- Whipps Cross Management Board – including CAGS (clinical academic groups)
- Clear accountabilities for CAGs and site leadership teams
- Enhanced staff engagement underway e.g. briefings, staffside, open access to all staff





# Questions

