



University Hospitals Sussex
NHS Foundation Trust

West Sussex HASC

Dr George Findlay | Chief Executive Officer

March 2024

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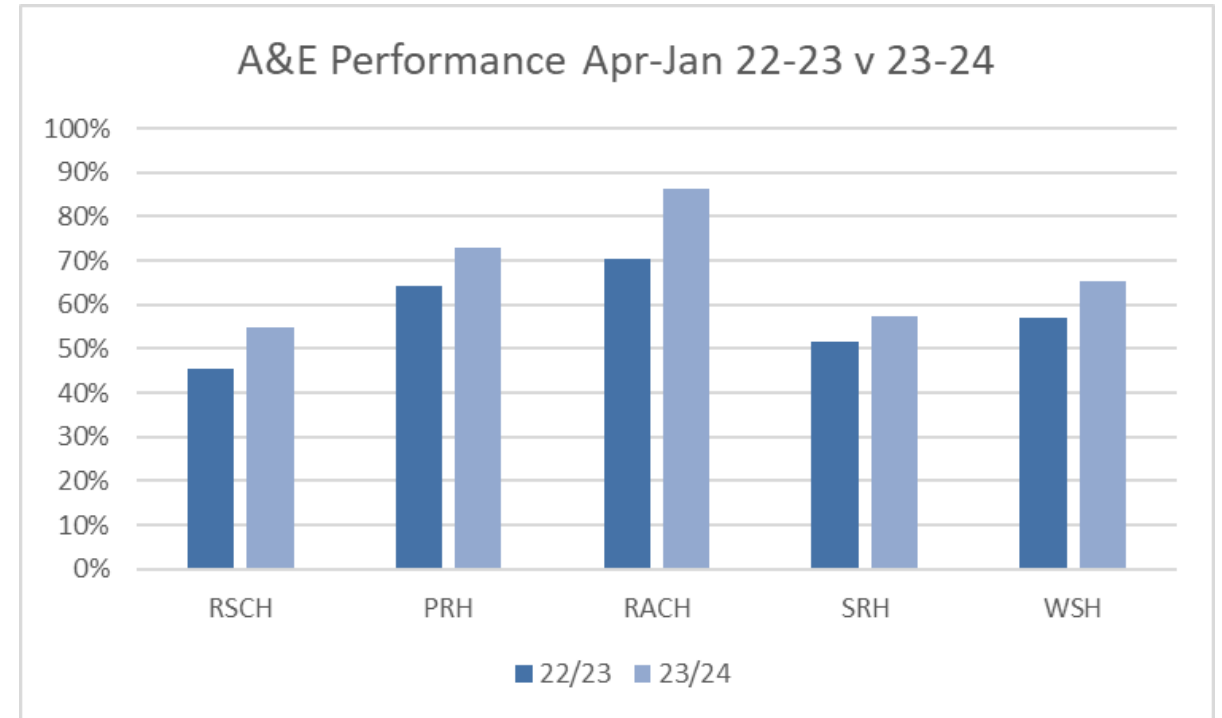
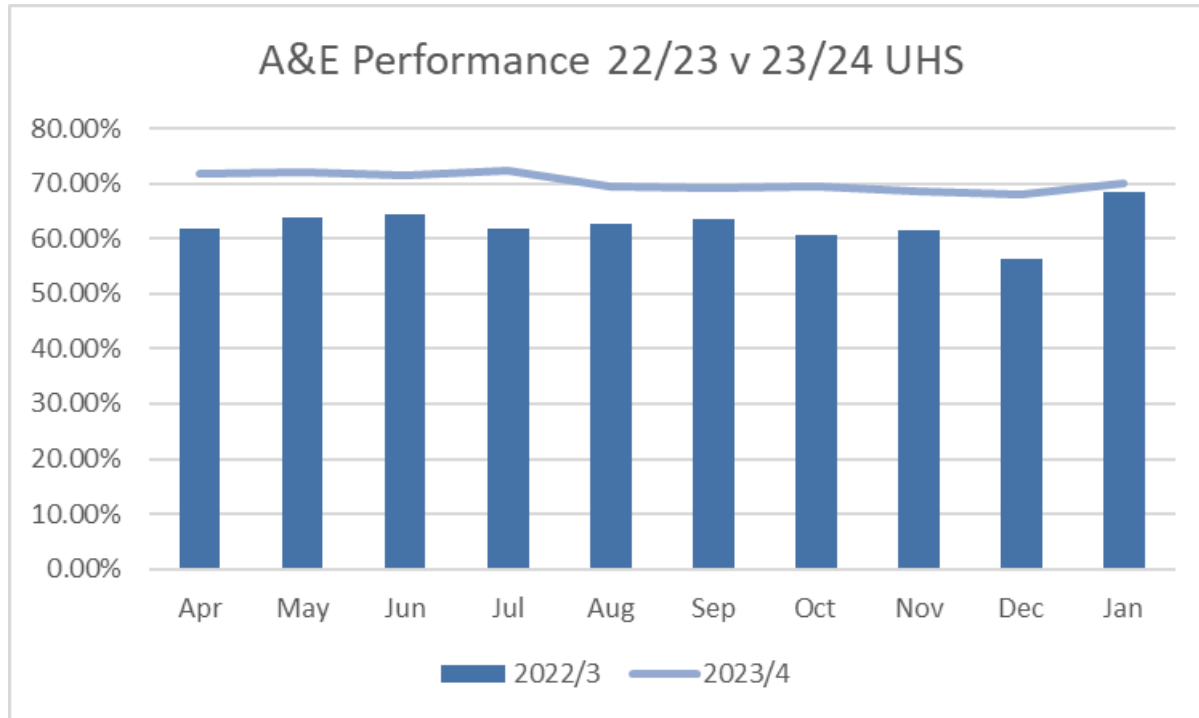
- ▶ Pressures
- ▶ Progress
- ▶ RSCH performance
- ▶ CQC
- ▶ Improvement programmes
- ▶ Challenges
- ▶ Investments

Pressures

- ▶ Too many patients continue to wait too long for both elective and emergency care
- ▶ This is both a national issue and a leading priority for University Hospitals Sussex
- ▶ We are now beginning to make sustained progress in reducing waiting times
- ▶ Exceptional hard work of colleagues – new ways of working and longer hours
- ▶ The last two months have been incredibly challenging – toughest of the winter so far
- ▶ Multitude of issues – high demand for services, high acuity, and difficulties discharging patients

Progress: emergency care

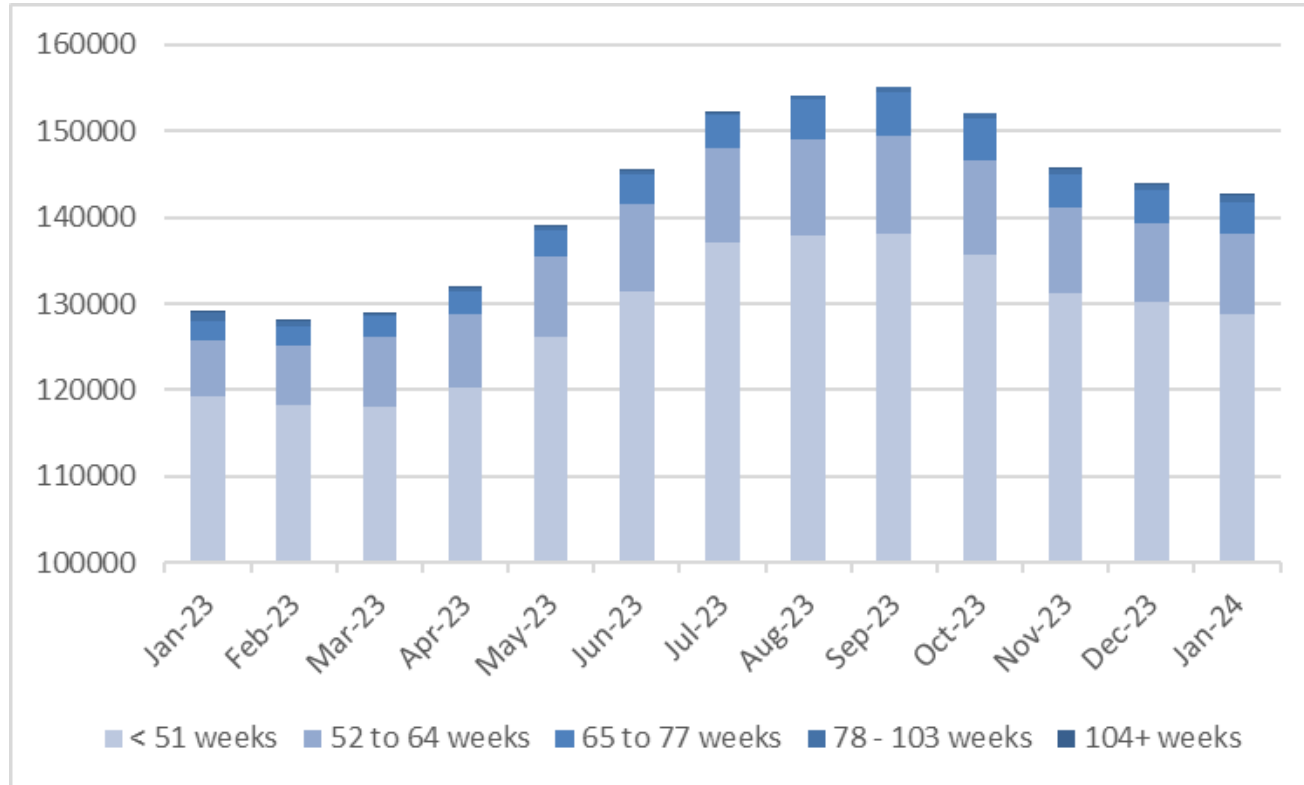
Improvements in our four-hour performance



70% of patients treated, admitted or discharged within four hours in January.

Progress: elective care

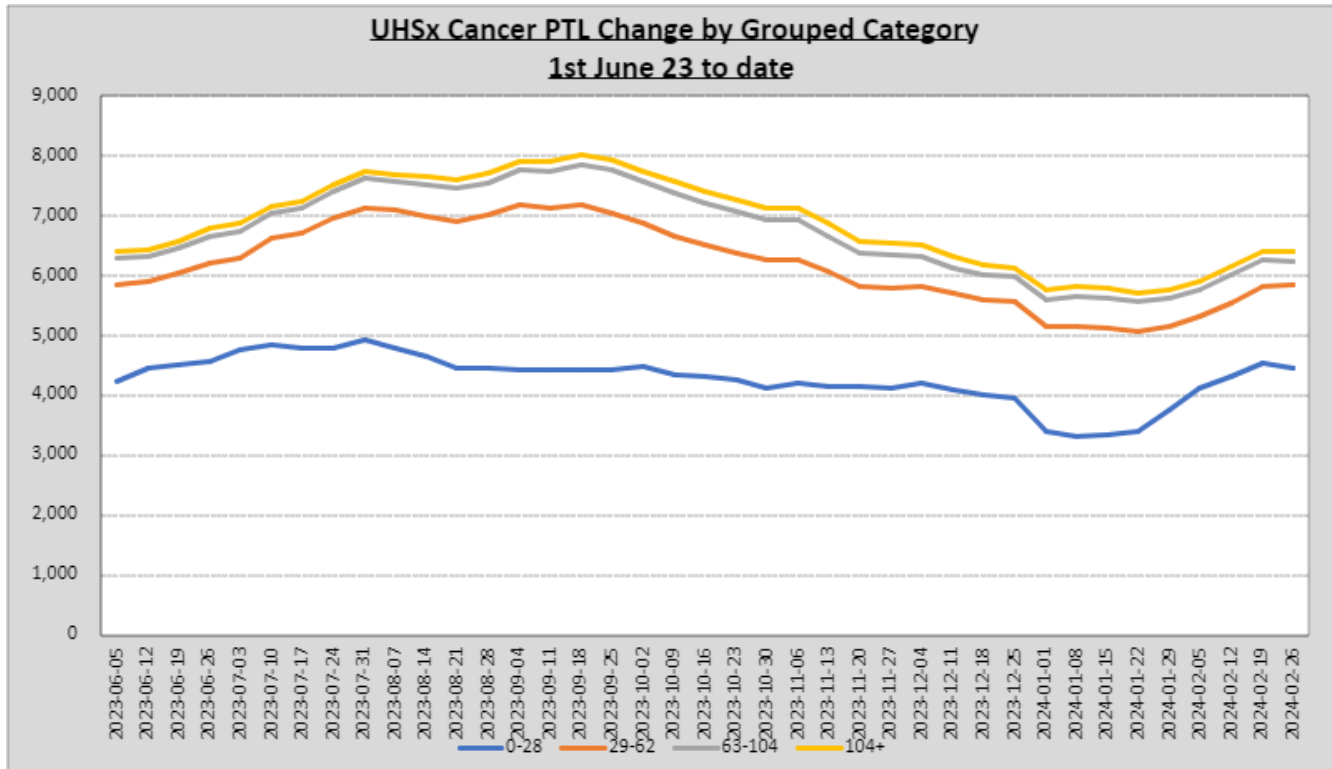
Improvements in our waiting list



Total waiting list reduced by 11,000 patients in 11 weeks leading up to Christmas – reduction sustained into 2024, despite two long periods of industrial action and significant winter pressures

Progress: cancer care

Improvements in our waiting lists



Total waiting list has reduced materially since September.

Regulatory compliance and assurance

Since UHSussex was created in April 2021, we have had numerous inspections from the CQC. RSCH has received eight inspections.

The most recent inspection of our hospitals was in August 2023, looking at Surgery and Medicine at our main hospital sites.

The CQC published four new hospital reports last month, with each hospital now rated as “Requires Improvement” overall.



 Overall: Requires improvement

New reports published February 2023 - themes

- ▶ While each report is distinct and relates to an individual hospital, there are some common themes. For example:

Working well	Requires improvement
Compassion and kindness, privacy and dignity	Pressures on access and responsiveness, especially regarding cancer care
Teams work well together	
Staff involved people and met their needs	Not always getting the basics right, from consistency of reporting to secure storage of notes etc.
Staff supported people to live healthier lives	
Local leaders were visible, skilled and effective	Visibility of senior leadership

- ▶ We are currently preparing our formal response to present to the CQC on 4 April 2024.



University Hospitals Sussex NHS Foundation Trust

Princess Royal Hospital

Inspection report

Lewes Road
Haywards Heath
RH16 4EX
Tel: 01444441881

Date of inspection visit: 1 to 3 August 2023
Date of publication: N/A (DRAFT)

Ratings

Overall rating for this location

Requires Improvement

Are services safe?

Requires Improvement

Are services effective?

Good

Are services caring?

Good

Are services responsive to people's needs?

Requires Improvement

Are services well-led?

Requires Improvement

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St Richard's Hospital

Inspection report

St Richards Hospital
Spitalfield Lane
Chichester
PO19 6SE
Tel: 01243788122
www.westernsussexhospitals.nhs.uk

Date of inspection visit: 1 to 3 August 2023
Date of publication: N/A (DRAFT)

Ratings

Overall rating for this location

Requires Improvement

Are services safe?	Requires Improvement
Are services effective?	Good
Are services caring?	Outstanding
Are services responsive to people's needs?	Requires Improvement
Are services well-led?	Requires Improvement

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Worthing Hospital

Inspection report

Lyndhurst Road
Worthing
BN11 2DH
Tel: 01903205111
www.westernsussexhospitals.nhs.uk

Date of inspection visit: 1 to 3 August 2023
Date of publication: N/A (DRAFT)

Ratings

Overall rating for this location **Requires Improvement**

Are services safe?	Requires Improvement
Are services effective?	Requires Improvement
Are services caring?	Outstanding
Are services responsive to people's needs?	Requires Improvement
Are services well-led?	Requires Improvement

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Royal Sussex County Hospital

Inspection report

Eastern Road
Brighton
BN2 5BE
Tel: 01273696955
www.bsuh.nhs.uk

Date of inspection visit: 1 to 3 August 2023
Date of publication: N/A (DRAFT)

Ratings

Overall rating for this location

Requires Improvement

Are services safe?	Requires Improvement
Are services effective?	Requires Improvement
Are services caring?	Outstanding
Are services responsive to people's needs?	Requires Improvement
Are services well-led?	Requires Improvement

New Surgery ratings

	Overall	Safe	Effective	Caring	Responsive	Well-led
Princess Royal	Requires Improvement	Requires Improvement	Good	Good	Inadequate	Requires Improvement
St Richard's	Requires Improvement	Requires Improvement	Requires Improvement	Good	Inadequate	Requires Improvement
Royal Sussex County	Requires Improvement	Requires Improvement	Requires Improvement	Good	Inadequate	Requires Improvement
Worthing	Requires Improvement	Requires Improvement	Requires Improvement	Good	Inadequate	Requires Improvement

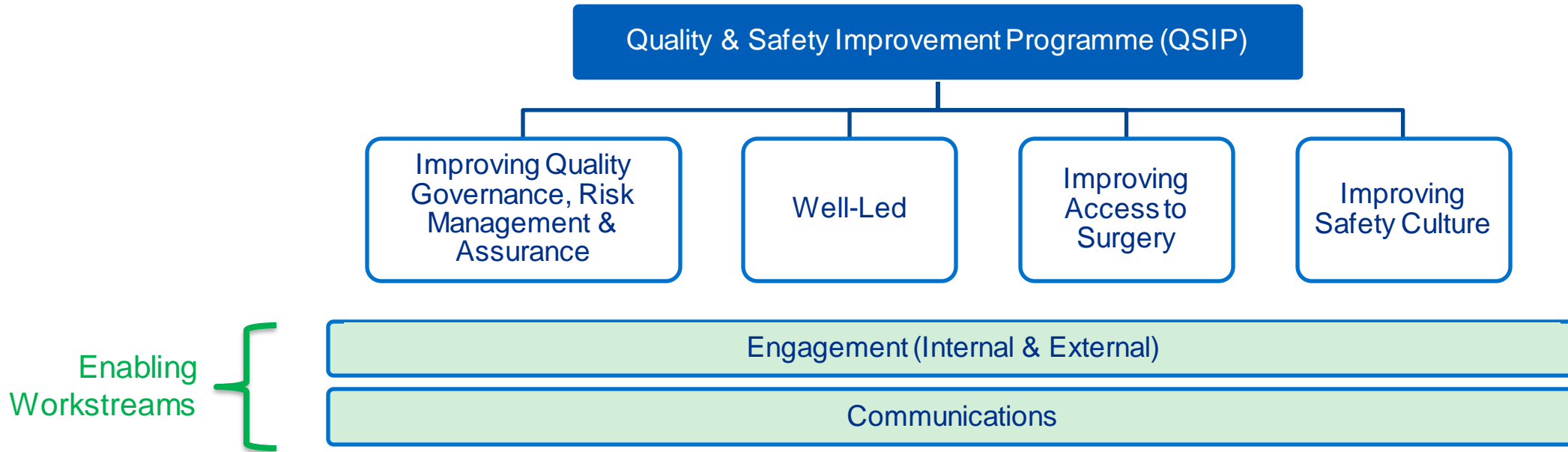
New Medicine ratings

	Overall	Safe	Effective	Caring	Responsive	Well-led
Royal Sussex County	 Requires Improvement	 Requires Improvement	 Requires Improvement	 Good	 Requires Improvement	 Requires Improvement
Worthing	 Requires Improvement	 Requires Improvement	 Requires Improvement	 Good	 Requires Improvement	 Requires Improvement

Must Do actions required

- ▶ Overall, the reports include 72 required actions related to our four main hospitals, plus 13 'should do' actions.
- ▶ All hospital specific improvement actions will be implemented Trust-wide.
- ▶ Taken as a whole, there are around 29 broad themes to be addressed.
- ▶ We are currently preparing our formal response to present to the CQC on 4 April 2024.
- ▶ All actions will be incorporated into our comprehensive and executive led Quality and Safety Improvement Programme (QSIP).

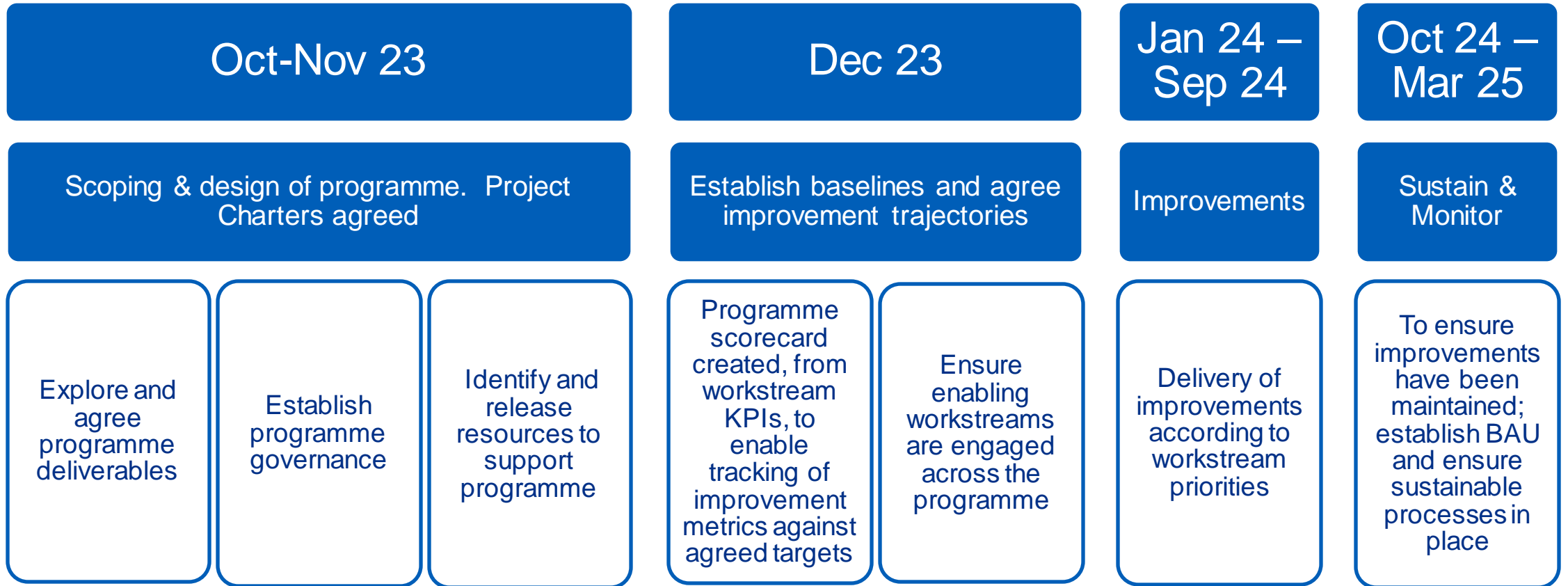
Making improvements through QSIP



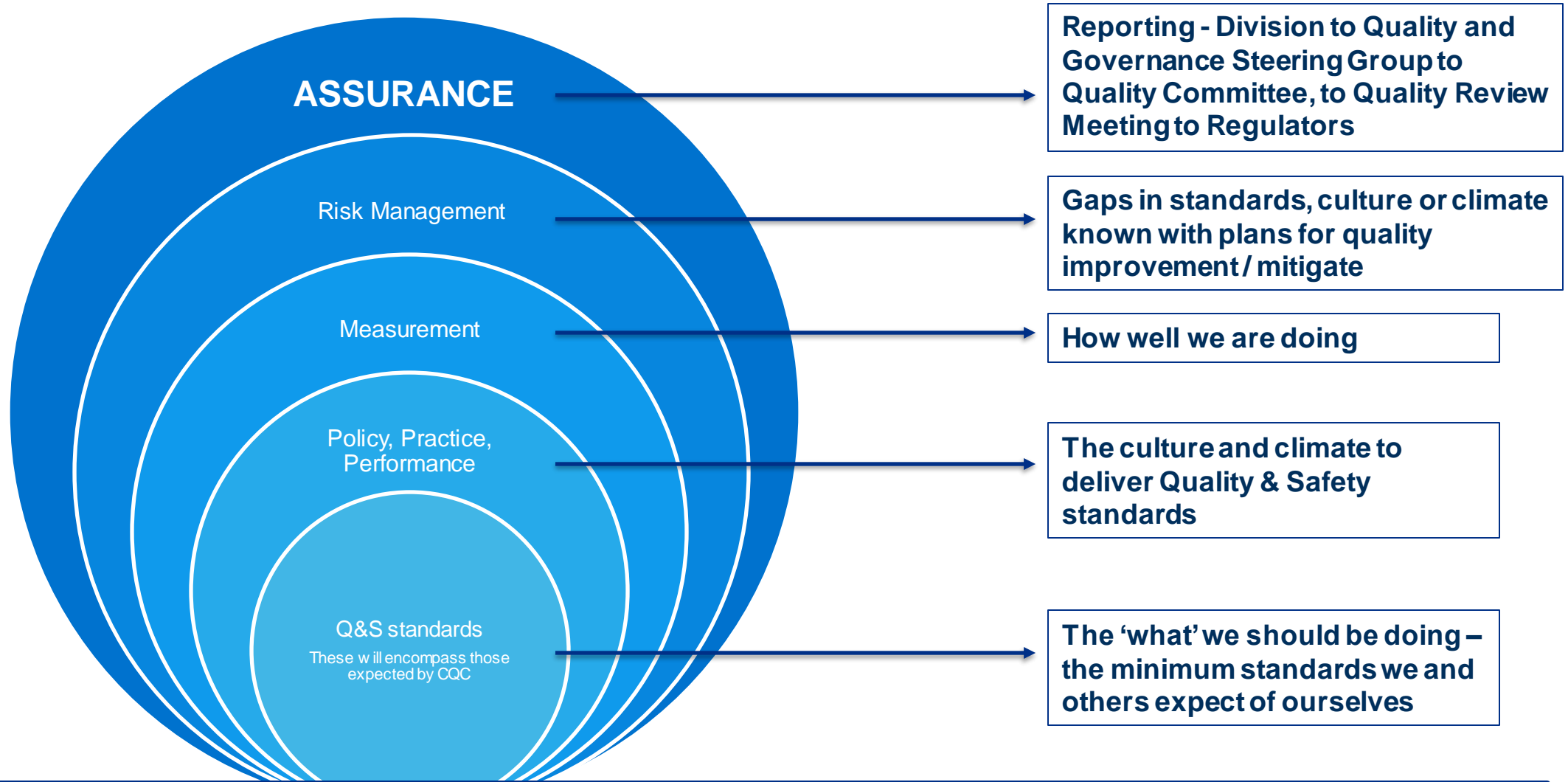
Key deliverables in each workstream:-

Improving Quality Governance, Risk Management & Assurance	Well-Led	Improving Access to Surgery	Improving Safety Culture
<ul style="list-style-type: none"> The standards that need to be delivered The policies that support this The measurement of how well we are doing How we need to improve our gaps The provision of assurance CQC must and should dos 	<ul style="list-style-type: none"> Overseeing the delivery of well-led improvements, based on CQC requirements and best-practice 	<ul style="list-style-type: none"> Focus supporting divisions with onward improvements, many initiated through the Improving General Surgery corporate project Right-sizing theatre capacity across the Trust Ensure the provision of surgery is maximised across the Trust 	<ul style="list-style-type: none"> Improve safety culture in the Trust, ensuring that relevant training is embedded Delivery of a framework tool to help effectively measure safety culture Enhance the effectiveness of reporting and feedback, and embed an open, learning culture

QSIP – Top-Level Programme Plan



QSIP – how we ensure this becomes our BAU



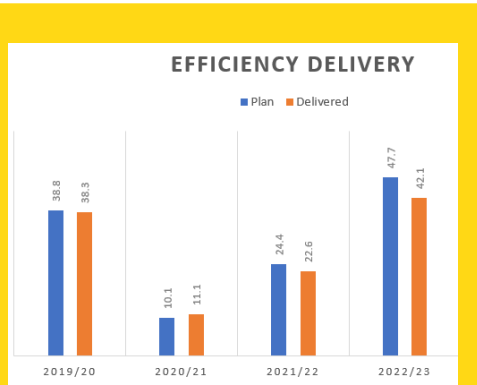
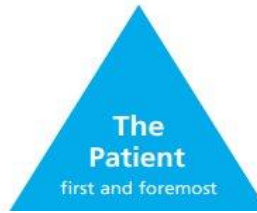
OUTCOME: the creation of ward-to-board evidence bank that provides necessary assurance to all parties at the touch of a button



QSIP supports broader Patient First strategy



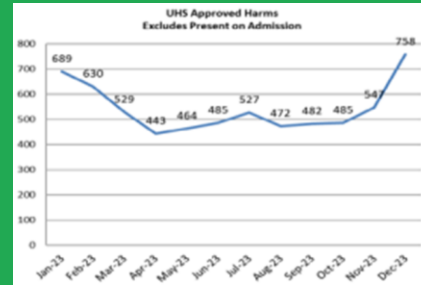
Patient First objectives



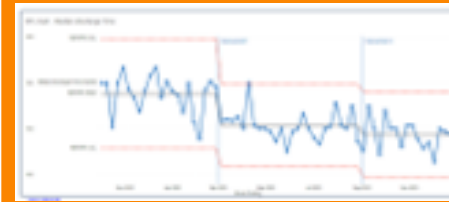
Strong track record of efficiency delivery



Changing our culture for the better



Improving incident reporting

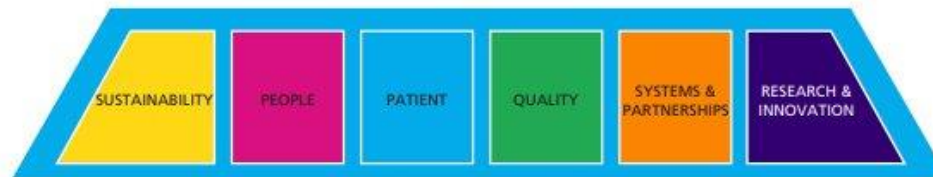


Bringing forward median hour of discharge



Big ambitions for healthcare research and innovation

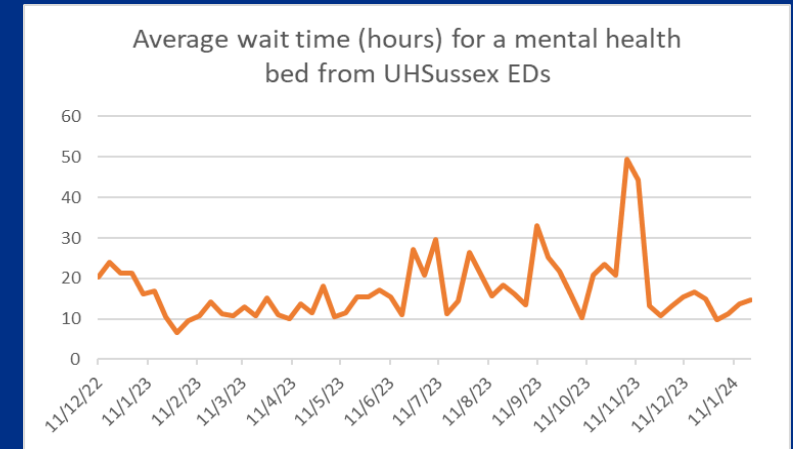
STRATEGIC THEMES



Support

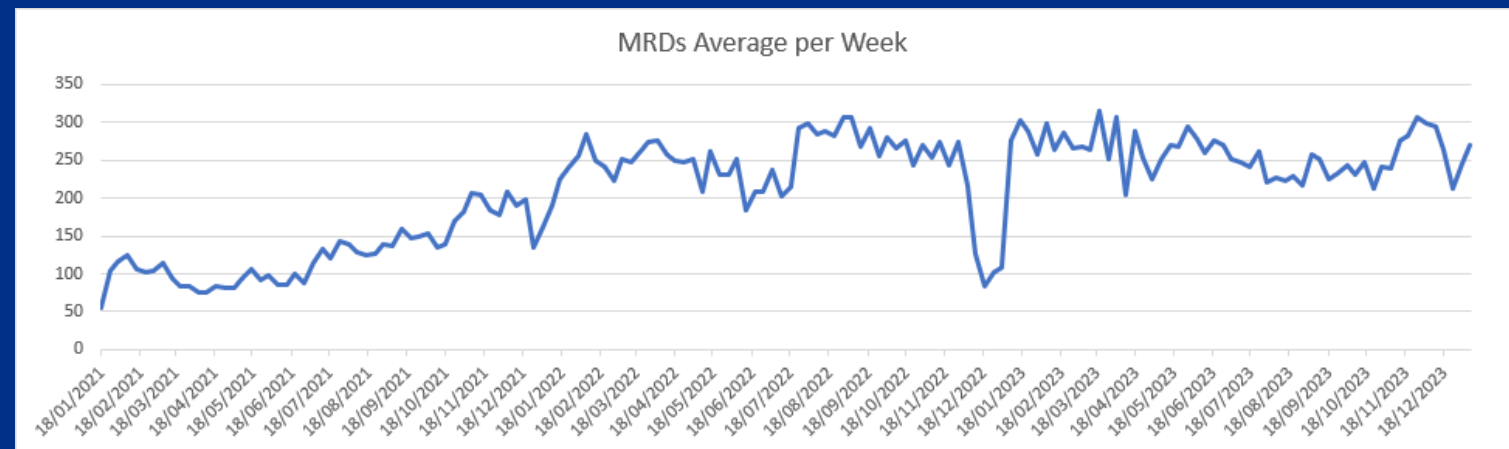
Ongoing support

- Remaining in Oversight level 3
- Developing emergency improvement plans
- Investing in developing Acute Floor at RSCH
- Chief Culture and Organisational Development Officer



Further support

- MFD patients
- Apr 21: 100/day
- Dec 23: 300/day
- Biggest rise in pathway 2



Operation Bramber update

Sussex Police are looking into possible cases of medical negligence – primarily connected to general surgery and neurosurgery at RSCH – between 2015 and 2021.

We are fully supportive of this action and are helping officers in any way we can, but we are not directly involved in their work and cannot directly discuss their inquiry.

We know how difficult this is for patients and their families and doing what we can to support them within the restrictions imposed upon us.

Intense and sometimes misleading media coverage is adding further complexity to a difficult situation and undermining confidence in the safety of our services.

Our data and due diligence, national benchmarking and external reviews show services are safe.

Investing in our hospitals

Louisa Martindale Building new home to more than 30 wards and departments at RSCH.

New Southlands Community Diagnostic Centre open – treated 14,000 patients in first three months.

£50m Acute Floor Reconfiguration programme underway to improve A&E at RSCH.

New Acute Stroke Centre plans approved for St Richard's Hospital.

Revised planning application for new £150m Sussex Cancer Centre being submitted soon.

New restaurants for public and staff opening this summer at Worthing and St Richard's.

Summary

- ▶ Performance beginning to improve
- ▶ But multiple challenges persist
- ▶ Staff working exceptionally hard
- ▶ We must support them and recognise their achievements

Thank you

Thank you for your support

Any questions?