

Response by University Hospitals Sussex NHS Foundation Trust to Care Quality Commission (CQC) Inspection

West Sussex Health & Adult Social Care Scrutiny Committee, 16
September 2022
Dr George Findlay, Chief Executive

Dr Andy Heeps, Chief Operating Officer

Today's agenda

- Background
- Overview of current Care Quality Commission (CQC) ratings by hospital
- A more detailed look at
 - Maternity
 - Surgery at Royal Sussex County Hospital (RSCH)
 - Urgent and Emergency Care at RSCH
 - Upper Gastro-Intestinal (GI) cancer surgery at RSCH
- Summary
- Q&A



Background

University Hospitals Sussex NHS Foundation Trust (UHSussex) was created on 1 April 2021 through the merger of Western Sussex Hospitals and Brighton and Sussex University Hospitals trusts

- UHSussex operates seven hospitals in Sussex, including the RSCH in Brighton and the main district general hospitals in Haywards Heath, Chichester and Worthing
- In September 2021, inspectors from the CQC visited the new Trust to inspect all UHSussex maternity services as well as the surgery service provided at RSCH in Brighton
- A number of issues were raised and improvements sought from the Trust
- In April 2022, the CQC reinspected these services and carried out an unannounced inspection of urgent and emergency care at the RSCH
- In July 2022, the CQC's findings were published, to be discussed today

Overview of CQC ratings

Following its inspections, the CQC downgraded three services and made a number of recommendations for improvements

Maternity

Maternity services at Worthing Hospital, Princess Royal in Haywards Heath and St Richard's in Chichester downgraded to 'Requires Improvement' and at RSCH in Brighton to 'Inadequate'

Surgery

Surgery services at RSCH were rated 'Inadequate'

Urgent and Emergency

Urgent and emergency services at RSCH were rated 'Requires Improvement'



Princess Royal CQC ratings

Princess Royal Hospital

 Overall: Good


Ratings for specific services

Medical care (including older people's care)	8 January 2019	Good	
Services for children & young people	8 August 2014	Good	
Critical care	8 January 2019	Good	
End of life care	10 August 2017	Good	
Maternity	10 December 2021	Requires improvement	
Outpatients	8 January 2019	Requires improvement	
Surgery	8 January 2019	Good	
Urgent and emergency services	8 January 2019	Good	



St Richard's CQC ratings

St Richard's Hospital


 Overall:
Outstanding

Medical care (including older people's care)	20 April 2016	Outstanding	
Services for children & young people	20 April 2016	Outstanding	
Critical care	22 October 2019	Outstanding	
End of life care	20 April 2016	Outstanding	
Maternity	10 December 2021	Requires improvement	
Outpatients	22 October 2019	Good	
Surgery	20 April 2016	Good	
Urgent and emergency services	20 April 2016	Outstanding	



Worthing Hospital CQC ratings

Worthing Hospital

 Overall:
Outstanding

Medical care (including older people's care)	20 April 2016	Outstanding	
Services for children & young people	20 April 2016	Outstanding	
Critical care	22 October 2019	Outstanding	
End of life care	20 April 2016	Outstanding	
Maternity	10 December 2021	Requires improvement	
Outpatients	22 October 2019	Good	
Surgery	20 April 2016	Good	
Urgent and emergency services	20 April 2016	Outstanding	



RSCH CQC ratings

Royal Sussex County Hospital


 Overall: Good

Ratings for specific services

Medical care (including older people's care)

8 January 2019 Good 

Services for children & young people

10 August 2017 Outstanding 

Critical care

8 January 2019 Good 

End of life care

10 August 2017 Good 

Maternity

10 December 2021 Inadequate 

Outpatients

8 January 2019 Requires improvement 

Surgery

10 December 2021 Inadequate 

Urgent and emergency services

8 January 2019 Good 



Requires improvement



Comments on current CQC ratings

We welcome the CQC's inspection of our services and are pleased with the improvements it identified between its first and second visits

- We are confident maternity services are on their way to previous ratings when they are next formally inspected but recognise that we still have further to go in maternity, as well as for surgery and emergency care at RSCH
- We understand the reasons for the downgrade in the rating of urgent and emergency services at RSCH. It is also important to recognise that these are primarily related to issues such as environment and pressures on staffing and demand rather than the efforts of our staff
- The pressures on the NHS are felt across all our services and our people continually step-up to meet the challenges and make sure patients get good care
- We are particularly pleased that the inspectors recognised the dedication of staff and praised colleagues for the care they provide in every service

Maternity – a more detailed look

Significant improvements in staffing and standards of care have been demonstrated in our maternity services

In addition to follow-up visits by the CQC, we have also welcomed NHS England Ockenden review visits that have each returned excellent feedback.

CQC inspectors of maternity said:

“During this re-inspection we met a happier and more motivated workforce. There was recognition that significant improvements to the culture had occurred and they felt hopeful this would continue going forward. No staff reported any bullying behaviour to us during the inspection.”



Maternity improvements noted

The inspectors noted a number of significant improvements at each of our hospitals

- Introduction of Birmingham Symptom Specific Obstetric Triage Tool to manage risk
- Maternity Obstetric Early Warning Score (MEOWS) widely used and compliant
- Staffing has improved (though still challenged at Princess Royal)
- Incidents are managed effectively
- “most staff felt supported, listened to, and felt able to raise concerns” (Worthing)
- Clinical guidelines are up-to-date
- Risk register reviewed and updated
- Low and falling staff-turnover and sickness rates
- No ‘never events’
- New director of midwifery recruited
- Introduction of Patient First improvement approach to maternity service
- One-to-one care 100% of the time (St Richard’s)
- Listening events have enabled staff to talk through the challenges staff face
- 21 midwives have joined the team and unit will be fully staffed by October (RSCH)
- All notes are electronic (RSCH)

RSCH Surgery – a more detailed look

We have increased staffing levels, reinforced minimum safety standards and reduced the number of patients waiting for operations – but we know more improvements are required

CQC inspectors of surgery at RSCH said:

“Leaders were passionate about the service and worked to try to deliver good outcomes for patients despite the challenges the department faced”

Additional actions include

- External review by Professor Peter Dawson commenced 6 July
- Cultural deep-dive undertaken by consultancy Edgcumbe
- Chief Medical Officer chairing a new oversight group on training and education
- Weekly CQC reporting to track incident management




RSCH surgery – improvements noted

The CQC inspectors noted a number of improvements

- Staff use control measures to protect patients, themselves and others from infection and said they have recently been reminded about this
- Only three vacancies – trust has recruited 26 new staff in the department
- Improved incident management - staff recognised and reported incidents and near misses and lessons were learned and shared

The service has also

- Set up an Emergency Care Forum
 - Set up risk assessments for delays to emergency surgery
 - Achieved 90% statutory and mandatory training rates for staff
 - Created all day governance meetings
 - Introduced skills assessments and weekly 30-minute training sessions
- 







RSCH surgery – theatres

Following the CQC visit, we launched a Theatre Improvement Programme to better understand and address challenges

- The programme uses the feedback from the CQC and from colleagues shared during listening events held after the inspection
- The improvement programme has focused on
 - Workforce
 - Training
 - Infection Prevention and Control standards
 - Management of safety incidents
 - Leadership and culture



RSCH Urgent and Emergency – CQC rating

Safe	Requires improvement		
Effective	Good		
Caring	Good		
Responsive	Requires improvement		
Well-led	Good		



RSCH Urgent and Emergency developments


We have opened a new Urgent Treatment Centre in Brighton to reduce pressure on the constrained Emergency Department and introduced new 'fit to sit' areas for patients who do not need the use of a bed

We have secured investment for a business case to develop plans to improve the layout and functionality of the Emergency Department once new space is freed up by services moving into our new £500 million hospital building in 2023



RSCH Urgent and Emergency - improvements noted by CQC

The inspectors praised care in a number of areas

- Staff provided safe emergency care and treatment, enough food and drink and pain relief
 - Staff could call for support from doctors and other disciplines and diagnostic services 24/7
 - Staff treated patients with compassion and kindness and provided emotional support
 - Staff felt respected, supported and valued by immediate leaders.
 - Staff were committed to continually learning and improving services
 - Staff expressed that their ideas were listened to and acted upon
 - Service collaborates with external NHS providers to support safe care and improvements
 - Staff knew how to protect patients from abuse
 - All areas were clean and had suitable furnishings
 - Staff responded quickly to patient calls for assistance
 - Staff completed risk assessments for each patient swiftly
 - Staffing is improving
 - Staff kept detailed records of patients' care and treatment
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RSCH Upper GI cancer surgery update

The CQC made an unannounced inspection of the specialist Upper Gastro-Intestinal cancer surgery service at RSCH in August 2022 and subsequently instructed that planned surgery should be suspended

- The number of patients cared for by the service is very small and so while the potential impact on individuals is significant, thankfully the number of people affected is currently low
- Our priority now is rearranging care for the people directly affected, and we are working with partners to secure this.
- We are also working with the CQC and our partners to agree next steps for the specialist cancer service



Summary

Significant improvements have been made and acknowledged by the CQC but we know we still have outstanding ‘must do’ actions in all services, including:

Maternity

- The service must monitor regular checks on life-saving equipment (must do – all sites)
- Ensure maternity triage ratings are recorded in electronic patient record (must do – RSCH)
- Improve staffing (must do – Princess Royal)

Surgery

- Mandatory training is still below target, despite improvements
- Ongoing delays and cancellations could put some patients at risk
- Low staffing levels led to staff speaking about exhaustion and feeling pressured

Urgent and emergency

- Requires improvement for safety and responsiveness
- Mandatory training and appraisal rates are too low
- Too many patients stay longer than four hours before leaving and 12 hours before admission



Thank you



University Hospitals Sussex
NHS Foundation Trust

**Q&A with chief executive Dr George Findlay and chief operating officer
and deputy chief executive Dr Andy Heeps**

