

CQC Update Stockton Adults and Health Scrutiny Committee



Ruth Dixon; Inspection Manager, Acute Hospitals
Carl Swift: Inspector, Adult Social Care

10 October April 2017

Our purpose



The Care Quality Commission is the independent regulator of health and adult social care in England.

We make sure health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage care services to improve.



Our current model of regulation



Register

We **register** those who apply to CQC to provide health and adult social care services

Monitor, inspect and rate

We **monitor** services, carry out expert **inspections**, and judge each service, usually to give an overall **rating**, and conduct **thematic reviews**

Enforce

Where we find poor care, we ask providers to improve and can **enforce** this if necessary

Independent voice

We provide an **independent voice** on the state of health and adult social care in England on issues that matter to the public, providers and stakeholders

What do the overall ratings mean?



Outstanding

The service is performing exceptionally well.



Good

The service is performing well and meeting our expectations.



Requires improvement

The service isn't performing as well as it should and we have told the service how it must improve.



Inadequate

The service is performing badly and we've taken action against the person or organisation that runs it.

State of Care report (March 2017) and the local picture



- The report captured what we learned from three years' worth of inspections.
- It gave a baseline on quality and safety and also showed it is possible, even in challenging times, to deliver the transformational change that is needed if the NHS is to continue delivering high-quality care into the future.
- Between September 2013 and June 2016 we completed inspections of all 136 NHS acute non-specialist trusts and all 17 specialist trusts. Our inspection reports give a more detailed understanding of the quality of NHS care than ever before – at trust level, and also at an individual core service level.
- **State of Care 2016/17 published on 10 October 2017.**



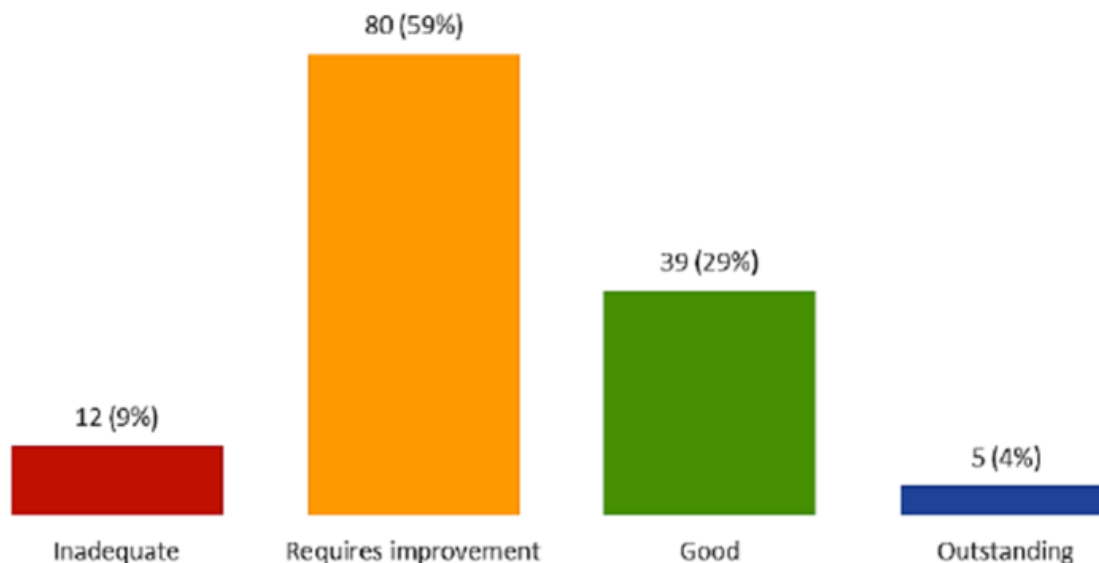
What we found:

- Most hospitals are delivering good quality care and looking after patients well.
- Our reports highlighted many examples of how hospitals are improving and continuing to improve the quality of care they offer, even though there are constraints. We encourage trusts to follow this good practice to improve their own services.
- But we also found that some trusts have blind spots about the quality of care they are delivering in a particular core service, even in some trusts rated good overall.

Acute Hospitals- the national picture



- National picture from State of Care in NHS acute hospitals; (published March 2nd 2017)
- Findings from the end of CQC's programme of NHS acute comprehensive inspections
- NHS acute trust overall ratings (136 trusts)



Key points- nationally



- The safety of hospitals remains our biggest concern, with four out of five trusts needing to improve.
- The majority of hospitals were able to show that their care was effective and achieved good patient outcomes.
- We found numerous examples of services rated good and outstanding for being caring. Where we found issues, these chiefly resulted from poor staffing levels.
- The model of acute care has not developed sufficiently to respond to the changing needs of the population, with less than a third of services rated as good or outstanding for being responsive.
- Across all acute trusts, both at a core service and trust level, high-quality leadership is key to the quality of care a trust provides.

University Hospital North Tees (published Feb 2016)



- Our ratings for University Hospital North Tees

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

- Our ratings for University Hospital Hartlepool

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

- Our ratings for Minor Injuries Unit, One Life Centre

	Safe	Effective	Caring	Responsive	Well-led	Overall
Overall	Good	Good	N/A	Good	Good	Good

University Hospitals North Tees— continued



- Our ratings for Community health services

	Safe	Effective	Caring	Responsive	Well-led	Overall
Overall	Good	Good	Good	Good	Good	Good

- Our overall ratings for North Tees and Hartlepool NHS Foundation Trust

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

South Tees NHS Foundation trust (published October 2016)



- Our ratings for James Cook University Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Overall	Good	Good	N/A	N/A	Good	Good

- Our ratings for The Friarage Hospital

Overall	Good	Good	N/A	N/A	Good	Good
---------	------	------	-----	-----	------	------

- Our ratings for Community Services

Overall Community	Good	Good	N/A	N/A	N/A	Good
-------------------	------	------	-----	-----	-----	------

- Our overall ratings for South Tees Hospitals NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well-led	Overall
Overall	Good	Good	N/A	N/A	Good	Good

Limited as to what can be shared due to current inspection programme; CQC next phase involves more unannounced inspections.

Themes of main concerns in the region:-

- Workforce and staffing
- Delayed transfers of care (impact on patient health and well being & bed availability for others)
- Healthcare associated infections
- Maternity services
- Winter planning

Summary from CQC Primary medical services (PMS)



- Hartlepool and Stockton:- 35 comprehensive reviews conducted.
- All of the practices have been rated with the exception of Out of Hours, Urgent care and independent health.

Of the 35 practices, two are rated as Outstanding



- Eaglescliffe Medical Practice
- Yarm Medical Centre
- The remainder are all good overall (although four are rated as RI in the safe domain).

Three other practices had one Outstanding domain,

- They are Queens Park Medical Centre (responsive),
- Mr William Williams (caring)
- Dr Gittens/ Longwill (responsive).

The purpose of next phase



Our updated approach and our assessment framework to reflect the changing provider landscape

more integrated approach that enables us to be **flexible** and **responsive** to changes in care provision

more targeted approach that focuses on **areas of greatest concern**, and where there have been improvements in quality

greater emphasis on **leadership**, including at the level of overall accountability for quality of care

closer working and **alignment** with NHS Improvement and other partners so that providers experience **less duplication**

Next Phase inspections- hospitals



- Mainly unannounced core service inspections.
- Ongoing monitoring and engagement throughout the year (board meetings/ safety committees/ walk arounds on site/ focus groups with staff).
- An annual announced Well Led review (with input from NHSI) with new additional key lines of enquiry.

Next phase approach for NHS trusts



9 weeks

12 weeks

12 weeks

Provider information request

- Used for monitoring, inspection and rating
- Includes a provider's statement of quality

Regulatory planning meeting

- Internal CQC meeting to determine inspection activity
- Using stakeholder views, CQC Insight, local relationships

Inspection

- Announced well-led inspection
- At least one unannounced core service

Reporting

- Reports will be published on our website

Ongoing monitoring – all year round

- Replacing Intelligent Monitoring with new Insight model
- Strengthened relationship with providers
- Focused inspections if concerns – change core/location rating only
- Continue to listen to people who use services

The updated well-led framework: Key Lines of Enquiry



<p>Does the leadership have capacity and capability to deliver high quality, sustainable care?</p>	<p>Is there a culture of high quality, sustainable care?</p>	<p>Is there a clear vision and credible strategy to deliver high quality sustainable care to people, and robust plans to deliver?</p>
<p>Are there clear responsibilities, roles and systems of accountability to support good governance and management?</p>	<p>Are services well-led?</p>	<p>Are there clear and effective processes for managing risks, issues and performance?</p>
<p>Is robust and appropriate information being analysed and challenged?</p>	<p>Are the people who use services, the public, staff and external partners engaged and involved to ensure high quality sustainable services?</p>	<p>Are there robust systems, processes for learning, continuous improvement and innovation?</p>

Any questions?

