

# HARROW OSC – LNWUHT CQC Report

October 16<sup>th</sup> 2018



## Context

- **Previous CQC inspection in 2015:**
  - followed merger between North West London Hospitals and Ealing Hospital to form LNWH
  - rated us Requires Improvement.
  - Significant work was undertaken to improve emergency pathways, incident reporting, critical care provision, care for patients with dementia, nutrition and hydration on wards, and a range of other projects
- **CQC inspection in 2018:**
  - The CQC issued six potential breaches of legal requirements that the Trust had to put right in advance of the reports publication. The report was published at the end of August and the overall Trust rating remained unchanged as 'Requires Improvement'

## CQC inspection 2018: our ratings

	Safe	Effective	Caring	Responsive	Well-led	Overall
Northwick Park Hospital	Requires improvement Aug 2018	Requires improvement Aug 2018	Good Aug 2018	Requires improvement Aug 2018	Requires improvement Aug 2018	Requires improvement Aug 2018
Ealing Hospital	Inadequate Aug 2018	Requires improvement Aug 2018	Good Aug 2018	Requires improvement Aug 2018	Requires improvement Aug 2018	Requires improvement Aug 2018
Central Middlesex Hospital	Good Aug 2014	Good Aug 2014	Good Aug 2014	Good Aug 2014	Requires improvement Aug 2014	Good Aug 2014
Community Services	Good Aug 2018	Requires improvement Aug 2018	Good Aug 2018	Good Aug 2018	Good Aug 2018	Good Aug 2018
Overall trust	Requires improvement Aug 2018	Requires improvement Aug 2018	Good Aug 2018	Requires improvement Aug 2018	Requires improvement Aug 2018	Requires improvement Aug 2018

## Warning notices: our response

### Ealing Emergency Department:

- **Resuscitaire:**
  - placed new signage prompting staff to check equipment
  - implemented more regular audits to confirm equipment status
- **Grab bag medications relocation:**
  - communicated extensively with staff both verbally and in writing regarding new location of medications

### Critical care (Northwick Park):

- removed two beds in the HDU unit as recommended and redesigned layout to provide optimal space for care
- worked closely with Director of Infection Prevention and Control, and ITU team to introduce additional hand-washing facilities
- medium term plan is to expand the unit further in partnership with commissioners

## Warning notices: our response (2)

### Maternity:

- **Neonatal bleep:**
  - identified cause of technical error
  - carried out full review of entire bleep system
  - reinstated twice daily bleep tests, with exception reports escalated appropriately by Switchboard
  - updated bleep contact list, reflected in obstetric and neonatal guidelines
- **Secure access to maternity ward:**
  - immediately placed security presence in maternity waiting area
  - security presence out of hours 7 pm – 7 am
  - upgraded staff lift to require swipe access to call and operate lift
  - installed new software to strengthen doors
  - 39 CCTV cameras in unit, with four security walkrounds every 24 hours
  - upgraded Delivery Suite doors from theatres to secure access only
  - placed signage to discourage 'tailgating' across department
  - Head of Security produces weekly security reports to maternity, and security discussed at senior midwives' weekly team brief

## Warning notices: our response (3)

### Ealing medical services:

- **Patient assessment and observations:**
  - established NHSI Ealing Intensive Support, including a Quality and Patient Safety Assurance Task and Finish Group
  - reviewed documentation booklet, which is now due to be re-launched
- **Medicines management :**
  - set up a multidisciplinary programme led by our Chief Pharmacist to perform a comprehensive review of practice and implement continuous, Trust-wide improvement initiatives (including spot checks and audits)
- **Safe staffing**
  - reviewed staffing levels as required
  - developing SOP to enhance staffing levels for Level 2 care when required
  - revised rota for junior doctors in place
  - developed a recruitment strategy supported by the NHSI safer staffing enforced undertaking

## Next steps

- **Quality Summit 6<sup>th</sup> November at Ealing Hospital:**
  - Part 1: Overview and Presentation of Report with Q+A
  - Part 2: Stakeholder Engagement in Group work: 5 Key Themes
    - Experience, Staff Engagement and Culture
    - Maternity services
    - Ealing Hospital
    - Continuous Quality Improvement and Transformation
    - Patient Flow and Pathways
- **Continue to work with NHSI Improvement Director, Sheila Adam, to:**
  - implement our action plans
  - identify any areas for further improvement
  - design sustainable solutions
  - support our review of governance and leadership
- **Continue to work with Maternity Improvement Director Barbara Kuypers** on developing and delivering maternity action plan
- **Moving forward with our Transformation programme** to embed quality improvement methodology across all our services.

## Our Transformation Programme

**Our Transformation Programme will look at five different areas to help us make improvements in the way we provide care:**

- **Innovation and improvement:** developing our staff to lead improvements and innovation, including training 30 Improvement Fellows who will help develop long-term solutions to local issues, as well as championing a culture of quality improvement across our Trust.
- **Safe and sound:** working closely with our teams on core safety issues to offer consistently safe and high quality care.
- **Change for patients:** supporting our specialties to develop their clinical vision, and helping them to work out how they can provide that vision to our patients most sustainably and consistently.
- **Connected care:** building a system of care where we can work seamlessly for our patients across acute and community services, with the help of new technology.
- **Fit for the future:** helping both our clinical and non-clinical services to work more efficiently to safeguard our future.