

Agenda Item 7

		THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE	
Boston Borough Council	East Lindsey District Council	City of Lincoln Council	Lincolnshire County Council
North Kesteven District Council	South Holland District Council	South Kesteven District Council	West Lindsey District Council

Open Report on behalf of North West Anglia NHS Foundation Trust

Report to	Health Scrutiny Committee for Lincolnshire
Date:	20 March 2019
Subject:	Update on Developments at North West Anglia NHS Foundation Trust

Summary:

The purpose of this report is to provide a clinical and financial update for North West Anglia NHS Foundation Trust to the Health Scrutiny Committee for Lincolnshire.

Actions Required:

To consider and comment on the information in the report.

1. Background

The purpose of this report is to provide an updated position to the Health Scrutiny Committee for Lincolnshire on the recent clinical and financial developments at North West Anglia NHS Foundation Trust, which oversees the running of Stamford and Rutland Hospital, Peterborough City Hospital and Hinchingbrooke Hospital in Huntingdon. The Trust also runs outpatient and radiology services at Doddington Hospital, Princess of Wales Hospital, Ely and North Cambs Hospital, Wisbech.

2. Update on Clinical Developments

Care Quality Commission Inspection

North West Anglia NHS Foundation Trust was inspected by the Care Quality Commission over a period of five days in June and July 2018. This was the first inspection of the Trust since it was formed on 1 April 2017, as a result of the merger of Peterborough and Stamford Hospitals NHS Foundation Trust with Hinchingsbrooke Health Care NHS Trust. Prior to the merger, Peterborough and Stamford Hospitals was inspected in 2014 and was rated as 'Good', Hinchingsbrooke Health Care NHS Trust was also rated 'Good' when it was re-inspected in 2016.

Inspectors reviewed our services to ensure they are Safe, Effective, Caring, Responsive and Well-Led (which are the CQC's five key lines of enquiry). Inspectors reviewed the following core services at the Peterborough and Hinchingsbrooke sites (Stamford Hospital was not inspected):

Hinchingsbrooke Hospital	Peterborough City Hospital
Urgent and Emergency Care Medical Care Surgery Critical Care Maternity Services End of Life Care Outpatients	Urgent and Emergency Care Medical Care

All core services at Hinchingsbrooke Hospital were inspected because its previous ratings were dissolved at the point of the merger. This meant that Hinchingsbrooke Hospital did not have a rating for any of its core services prior to the inspection taking place. We were particularly disappointed that our services at Stamford Hospital and Peterborough City Hospital that were previously rated as 'good', were not inspected and given the opportunity to show progress towards achieving an 'outstanding' rating.

In addition, inspectors carried out a Well-Led inspection to test the link between the overall management of the Trust and the quality of its services, and a Use of Resources inspection which was led by our regulator, NHS Improvement – these are new components to the inspection regime, which were introduced in 2017.

Inspectors provided high level verbal and written feedback at the time of the inspection, which enabled us to implement immediate actions, where necessary, plus develop, and subsequently work to, an action plan ahead of the report publication.

Following the inspection, in September, the Trust received a draft report for the purpose of factual accuracy checking prior to publication. We responded with more than 100 pages of factual accuracy amendments, but were disappointed to see that many of these inaccuracies were still published in the final report.

Inspection outcome

The CQC published its report on our Trust inspection in October 2018. The CQC gave the Trust the overall rating of 'Requires Improvement'. The Trust did not receive a rating for its Use of Resources inspection.

Ratings for the whole trust

Safe	Effective	Caring	Responsive	Well-led	Overall
Requires improvement ↓ Sept 2018	Requires improvement ↓ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018	Requires improvement ↓ Sept 2018	Requires improvement ↓ Sept 2018

Rating for acute services/acute trust

	Safe	Effective	Caring	Responsive	Well-led	Overall
Hinchingbrooke Hospital	Requires improvement Sept 2018	Requires improvement Sept 2018	Good Sept 2018	Good Sept 2018	Requires improvement Sept 2018	Requires improvement Sept 2018
Stamford and Rutland Hospital	Good May 2014	Good May 2014	Good May 2014	Good May 2014	Good May 2014	Good May 2014
Peterborough City Hospital	Good ↔ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018
Overall trust	Requires improvement ↓ Sept 2018	Requires improvement ↔ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018	Requires improvement ↓ Sept 2018	Requires improvement ↓ Sept 2018

The summary of ratings for each of our two main hospital sites showed Peterborough City Hospital was rated overall as 'Good' although it identified four of the five key lines of enquiry for our Urgent and Emergency Care Service 'Required Improvement'.

Hinchingbrooke Hospital received the overall rating of 'Requires Improvement' – although it also achieved an 'Outstanding' for the Caring aspect of the End of Life Care service provided to patients.

The tables overleaf set out the ratings for each core service at each site:

Peterborough City Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Requires improvement ↓ Sept 2018	Requires improvement ↓ Sept 2018	Good ↔ Sept 2018	Requires improvement ↓ Sept 2018	Requires improvement ↓ Sept 2018	Requires improvement ↓ Sept 2018
Medical care (including older people's care)	Good ↑ Sept 2018	Good ↑ Sept 2018	Good ↑ Sept 2018	Good ↔ Sept 2018	Good ↑ Sept 2018	Good ↑ Sept 2018
Surgery	Good May 2014	Good May 2014	Good May 2014	Good May 2014	Good May 2014	Good May 2014
Critical care	Good May 2014	Good May 2014	Good May 2014	Good May 2014	Good May 2014	Good May 2014
Maternity	Good May 2014	Good May 2014	Good May 2014	Good May 2014	Good May 2014	Good May 2014
Services for children and young people	Good May 2014	Good May 2014	Good May 2014	Good Jul	Good May 2014	Good May 2014
End of life care	Good May 2014	Good Jul 2015	Good May 2014	Good May 2014	Good May 2014	Good May 2014
Outpatients	Good May 2014	N/A	Good May 2014	Good May 2014	Good May 2014	Good May 2014
Overall*	Good ↔ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018

Hinchingbrooke Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Requires improvement Sept 2018	Requires improvement Sept 2018	Good Sept 2018	Requires improvement Sept 2018	Requires improvement Sept 2018	Requires improvement Sept 2018
Medical care (including older people's care)	Requires improvement Sept 2018	Good Sept 2018	Good Sept 2018	Good Sept 2018	Good Sept 2018	Good Sept 2018
Surgery	Requires improvement Sept 2018	Good Sept 2018	Good Sept 2018	Good Sept 2018	Good Sept 2018	Good Sept 2018
Critical care	Requires improvement Sept 2018	Good Sept 2018	Good Sept 2018	Good Sept 2018	Requires improvement Sept 2018	Requires improvement Aug 2018
Maternity	Requires improvement Sept 2018	Good Sept 2018	Good Sept 2018	Good Sept 2018	Requires improvement Sept 2018	Requires improvement Sept 2018
End of life care	Good Sept 2018	Requires improvement Sept 2018	Outstanding Sept 2018	Good Sept 2018	Good Sept 2018	Good Sept 2018
Outpatients	Good Sept 2018	N/A	Good Sept 2018	Good Sept 2018	Good Sept 2018	Good Sept 2018
Overall*	Requires improvement Sept 2018	Requires improvement Sept 2018	Good Sept 2018	Good Sept 2018	Requires improvement Sept 2018	Requires improvement Sept 2018

The inspection report detailed specific areas where each of the core services inspected must improve. The following improvements were listed for Urgent and Emergency Care at Peterborough City Hospital:

- The Trust must ensure that mandatory training attendance improves to ensure

- that all staff are aware of current practices
- The Trust must ensure that systems are put in place to ensure the oversight of checking equipment
 - The Trust must ensure patient records are complete, contemporaneous and inclusive of completed risk assessments relevant to patient care
 - The Trust must ensure fridge temperatures and the temperature of the room where medicines are stored are routinely monitored and action taken to minimise any risks to patients
 - The Trust must ensure that effective systems and processes are in place to safeguard patients from abuse and improper treatment.

In addition, the inspection report listed 27 'must improve' items for the seven core services at Hinchingbrooke Hospital.

The report also listed areas where it recommended the Trust should make improvements. This included three 'should improve' items for the Urgent and Emergency Care service at the Peterborough City Hospital site:

The report also listed 28 'should improve' items for the seven core services at Hinchingbrooke Hospital.

Post Report Actions

Since the publication of the inspection report, we have resolved the 'must improve' actions. The lessons learned from the recommendations are being applied across all our hospital sites and we are using this approach to ensure we make positive improvements consistently across all our core service areas.

We continue to work to a detailed action plan of remaining improvements. Progress against this plan is reviewed at our monthly CQC Steering Group meetings, which are chaired by our Chief Executive. Our plan was submitted to the CQC on 3 December 2018 to show our compliance against key areas highlighted in its report.

The Trust is continuing with its own CQC-style internal inspections of ward areas across all three acute hospital sites to maintain assurance that services are consistently run to high standards of care. These in-house inspections are called CREWS inspections – and rate our wards against the CQC's five key lines of enquiry (Caring, Responsive, Effective, Well-led and Safe). John Van Geest Ward was inspected under this initiative in August 2018 and was rated 'outstanding'.

Our Chief Nurse, Jo Bennis, also leads senior-level walkabouts across our hospitals to see first-hand the improvements in action. Plus, we regularly welcome colleagues from other external organisations to conduct their own assurance visits.

The Trust has since fed back to the CQC on aspects of the inspection that caused concern among our senior management team. These aspects included:

- We submitted more than 100 pages of feedback on the draft report with factual accuracies, most of which were not corrected before the report was published
- Inspectors did not acknowledge the work still in progress as a result of our merger or that we are still in the early days of progressing on integration and our

clinical strategy – in fact there were no inspectors on the inspection team that had previous experience of reviewing recently-merged trusts, which was a request made by the Trust ahead of the inspection

- Looking at the areas of good within the report, it is hard to see how the overall aggregated rating of 'Requires Improvement' for the Trust was made.

The CQC has taken our feedback on board and we hope to receive some formal feedback. Trust Chairman Rob Hughes and Chief Executive Caroline Walker met with Ted Baker, Chief Inspector of Hospitals to discuss the Trust's CQC inspection experience.

Next Inspection

We are anticipating a re-inspection of services in the next few months so that CQC inspectors can see the progress we have made against the areas identified. We also expect that inspectors may visit Stamford Hospital at their next opportunity, given that the site was last inspected in 2014.

We are engaging with our staff across all hospitals to remind them of the likelihood of a re-inspection to ensure they continue to maintain our high standards of quality care.

Financial Update 2018/19

The Trust achieved its control total of £38.9m, set by our regulator NHS Improvement, for our first year of operation as a merged organisation in 2017-18. As a result of this, we received a System Transformation Funding bonus of £5.7m.#

However increasing cost pressures in 2018/19 – linked to greater activity and additional staffing costs through agency and staffing bank – have resulted in a more challenging year for Trust finances. At the end of the first quarter of the financial year 2018-19 we had already identified that our monthly spending rate was on course to be £10m higher than our control total of £46.5m set for 2018/19 by our regulator.

A financial recovery plan was drawn up to identify and implement key actions for reducing spend and increasing efficiencies for the remainder of the financial year. Continued higher staff and activity costs impacted upon the progress of the recovery plan.

In January 2019, the Trust board of directors held an extraordinary meeting to discuss the Trust's financial position as we entered the final quarter of the year. Due to continued high levels of monthly spend, plus substantial under-performance against our 2018-19 savings plan, the board concluded we would notify our regulator that we would not be able to meet the control total of £46.5m deficit that was agreed for the year.

We are working with our senior teams across all clinical divisions within the Trust to urgently refocus the implementation of cost controls to improve our financial performance. This includes suspending all discretionary non-pay expenditure until the new financial year

As usual, our priority is patient safety and quality. We will not affect the quality of patient care, and all necessary patient-related spending is being maintained. We are also committed to the ongoing costs of training for staff.

A verbal update on the latest financial position will be provided to the committee at the meeting.

EU Exit Preparations

Along with all other NHS organisations, we have been taking note of national guidance and preparing for any potential impact of a 'no deal' exit from the European Union. This includes planning for any potential concerns, such as medication shortages, supplies of consumables, staff retention and staffing of external support services.

We have been working with our teams across all hospital sites to test their Business Continuity Plans and are meeting regularly with our local health system partners to review any updated national guidance and apply it locally.

We hugely value our 500 EU staff and have been working with them for some time on supporting their plans to settle in this country and continue working for the NHS.

NHS Long Term Plan

The NHS Long Term Plan was launched on Monday 7 January 2019, and sets out the way the NHS wants to improve care for patients over the next 10 years. It describes three main ambitions that NHS provider organisations, such as ours, will work on with their local health, community and social care partners to deliver improvements.

These ambitions are:

- Making sure everyone gets the best start in life
- Delivering world-class care for major health problems
- Supporting people to age well

We look forward to working with our partners across South Lincolnshire, Cambridgeshire and Peterborough, in integrated care systems, as well as patients and staff, over the coming months, to turn the NHS Long Term Plan ambitions into real improvements in services for local people for the longer term.

We are pleased that the plan has committed to providing high quality care and better health outcomes for patients and their families, through every stage of life. Our aim is to keep people healthy so that they do not become so unwell that they need hospital care.

An example of how this is already developing in the area we serve can be demonstrated in our collaboration with local health partners, which has resulted in a Neighbourhood Team being based in the former Hurst Ward area at Stamford Hospital. The team comprises a range of professionals and organisations, including mental health workers, GPs, community nurses and therapists, social care services and voluntary organisations. By supporting individuals to self-care and self-manage, they prevent ill health and help keep people out of hospital. In many cases, thanks to support from

neighbourhood teams, patients can also be discharged from the hospital without unnecessary delays.

Paediatric Services Expansion at Stamford Hospital

Earlier this year we announced that a greater number of paediatric dietary, respiratory and allergy clinics are now being offered at Stamford Hospital to help more children attend consultant appointments closer to home.

Over 150 children will benefit from this much-needed addition to children's services in South Lincolnshire – which was put in place as part of our Trust's Clinical Strategy implementation. It means our younger patients no longer have to visit Peterborough City Hospital, as they would have previously been required to do.

Our outpatient areas at Stamford Hospital were made more child-friendly as part of the hospital redevelopment work that was completed in 2016. This is great news for families with children.

3. Conclusion

The Committee is asked to note the contents of the report.

4. Consultation

This is not a consultation item.

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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