

# Agenda Item 5

		<b>THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE</b>	
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 United Lincolnshire Hospitals NHS Trust

Report to	<b>Health Scrutiny Committee for Lincolnshire</b>
Date:	<b>16 March 2022</b>
Subject:	<b>United Lincolnshire Hospitals NHS Trust - Care Quality Commission Inspection Report - February 2022</b>

### Summary:

On 8 February 2022, the Care Quality Commission (CQC) published its inspection report on United Lincolnshire Hospitals NHS Trust (ULHT), following inspections during October and November 2021. The CQC's overall rating for ULHT has remained as 'Requires Improvement'. The overall rating of ULHT could not change as the CQC did not inspect all services on all sites. However, the CQC has welcomed the widespread improvements at ULHT, which are set out in the report.

The inspection report was considered by the ULHT Board of Directors on 1 March, who noted the report and the requirement for the Trust to submit its action to the CQC by 10 March 2022.

The Trust's Chief Executive, Andrew Morgan, and its Deputy Chief Executive and Director of Nursing, Dr Karen Dunderdale, are due to attend the meeting of the Committee for this item.

### Actions Requested:

To consider the information presented on the inspection report by the Care Quality Commission on United Lincolnshire Hospitals NHS Trust, published on 8 February 2022; and the Trust's actions in response to the inspection report.

## 1. Background

The Care Quality Commission (CQC) undertook an unannounced core-service inspection and an announced 'well-led' inspection during the months of October and November 2021 at United Lincolnshire Hospitals NHS Trust.

The CQC published its findings on 8 February 2022, together with a media release, which is attached at Appendix A. The CQC has recognised the widespread improvements the Trust have made in the quality and safety of services since the last inspection in 2019. The CQC commented that this was particularly impressive against the Covid-19 backdrop. Positive comments were also made about the Trust having a strong cohesive team with collective leadership at Board level. As a result of the inspection, the overall Trust CQC rating remains 'Requires Improvement'. The overall rating of ULHT could not change as the CQC did not inspect all services on all sites.

Attached as Appendix B are the key findings of the report (pages 1 - 25). The full report is available on the CQC's website: [United Lincolnshire Hospitals NHS Trust \(cqc.org.uk\)](https://www.cqc.org.uk)

For reference the contents of the full inspection report are set out below: -

	Pages
<b>The Overall Findings (Appendix B to this report)</b>	<b>1-25</b>
<b>Pilgrim Hospital Detailed Findings:</b>	<b>26-122</b>
Urgent and Emergency Services	26-61
Maternity	62-67
Medical Care (including Older People Care)	69-92
Children and Young People	93-122
<b>Lincoln County Detailed Findings:</b>	<b>123-215</b>
Maternity	124-132
Medical Care (including Older People Care)	133-153
Children and Young People	154-186
Urgent and Emergency Services	187-215

## 2. Comparisons with 2019

Comparisons with the previous ratings in 2019 are set out below:

Overall Trust Ratings 2019					
Safe	Effective	Caring	Responsive	Well-Led	Overall
Requires Improvement →← Oct 2019	Requires Improvement →← Oct 2019	Good ↔ Oct 2019	Requires Improvement →← Oct 2019	Requires Improvement →← Oct 2019	Requires Improvement →← Oct 2019

Overall Trust Ratings 2022					
Safe	Effective	Caring	Responsive	Well-Led	Overall
Requires Improvement Feb 2022	Good Feb 2022	Good Feb 2022	Requires Improvement Feb 2022	Good Feb 2022	Requires Improvement Feb 2022

Ratings by Hospital Site 2019						
	Safe	Effective	Caring	Responsive	Well-Led	Overall
County Hospital Louth	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018
Lincoln County Hospital	Requires Improvement →← Oct 2019	Requires Improvement →← Oct 2019	Good ↔ Oct 2019	Requires Improvement →← Oct 2019	Requires Improvement →← Oct 2019	Requires Improvement →← Oct 2019
Pilgrim Hospital	Inadequate ↓ Oct 2019	Requires Improvement →← Oct 2019	Requires Improvement ↓ Oct 2019	Requires Improvement ↑ Oct 2019	Requires Improvement ↑ Oct 2019	Requires Improvement ↑ Oct 2019
Grantham and District Hospital	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018
Trust Overall	Requires Improvement →← Oct 2019	Requires Improvement →← Oct 2019	Good ↔ Oct 2019	Requires Improvement →← Oct 2019	Requires Improvement →← Oct 2019	Requires Improvement →← Oct 2019

Ratings by Hospital Site 2022						
	Safe	Effective	Caring	Responsive	Well-Led	Overall
County Hospital Louth	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018
Lincoln County Hospital	Requires Improvement →← Feb 2022	Good ↑ Feb 2022	Good ↔ Feb 2022	Requires Improvement →← Feb 2022	Requires Improvement →← Feb 2022	Requires Improvement →← Feb 2022

Ratings by Hospital Site 2022						
	Safe	Effective	Caring	Responsive	Well-Led	Overall
Pilgrim Hospital	Requires Improvement ↑ Feb 2022	Good ↑ Feb 2022	Good ↑ Feb 2022	Requires Improvement ↔ Feb 2022	Requires Improvement ↔ Feb 2022	Requires Improvement ↔ Feb 2022
Grantham and District Hospital	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018
Trust Overall	Requires Improvement Feb 2022	Good Feb 2022	Good Feb 2022	Requires Improvement Feb 2022	Good Feb 2022	Requires Improvement Feb 2022

Ratings for Lincoln County Hospital Site 2019						
	Safe	Effective	Caring	Responsive	Well-Led	Overall
Medical Care (including older people's care)	Requires Improvement ↔ Oct 2019	Requires Improvement ↓ Oct 2019	Good ↔ Oct 2019	Requires Improvement ↔ Oct 2019	Requires Improvement ↓ Oct 2019	Requires Improvement ↔ Oct 2019
Services for Children and Young People	Requires Improvement ↔ Oct 2019	Requires Improvement ↓ Oct 2019	Good ↔ Oct 2019	Requires Improvement ↓ Oct 2019	Requires Improvement ↓ Oct 2019	Requires Improvement ↓ Oct 2019
Critical Care	Good ↔ Oct 2019	Good ↔ Oct 2019	Good ↔ Oct 2019	Outstanding ↔ Oct 2019	Good ↔ Oct 2019	Good ↔ Oct 2019
End of Life Care	Requires Improvement Mar 2015	Good Mar 2015	Good Mar 2015	Good Mar 2015	Good Mar 2015	Good Mar 2015
Surgery	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018
Urgent and Emergency Services	Inadequate ↓ Oct 2019	Inadequate ↓ Oct 2019	Requires Improvement ↓ Oct 2019	Inadequate ↓ Oct 2019	Inadequate ↓ Oct 2019	Inadequate ↓ Oct 2019
Outpatients	Requires Improvement Jul 2018	N/A	Good Jul 2018	Requires Improvement Jul 2018	Requires Improvement Jul 2018	Requires Improvement Jul 2018
Maternity	Good Oct 2019	Good Oct 2019	Good Oct 2019	Good Oct 2019	Good Oct 2019	Good Oct 2019
Overall	Requires Improvement ↔ Oct 2019	Requires Improvement ↔ Oct 2019	Good ↔ Oct 2019	Requires Improvement ↔ Oct 2019	Requires Improvement ↔ Oct 2019	Requires Improvement ↔ Oct 2019

Ratings for Lincoln County Hospital Site 2022						
	Safe	Effective	Caring	Responsive	Well-Led	Overall
Medical Care (including older people's care)	Good ↑ Feb 2022	Good ↑ Feb 2022	Good ↔ Feb 2022	Good ↑ Feb 2022	Good ↑ Feb 2022	Good ↑ Feb 2022
Services for Children and Young People	Good ↑ Feb 2022	Good ↑ Feb 2022	Good ↔ Feb 2022	Good ↑ Feb 2022	Good ↑ Feb 2022	Good ↑ Feb 2022
Critical Care	Good Oct 2019	Good Oct 2019	Good Oct 2019	Outstanding Oct 2019	Good Oct 2019	Good Oct 2019
End of Life Care	Requires Improvement Mar 2015	Good Mar 2015	Good Mar 2015	Good Mar 2015	Good Mar 2015	Good Mar 2015
Surgery	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018	Good Jul 2018
Urgent and Emergency Services	Requires Improvement ↑ Feb 2022	Requires Improvement ↑ Feb 2022	Good ↑ Feb 2022	Requires Improvement ↑ Feb 2022	Requires Improvement ↑ Feb 2022	Requires Improvement ↑ Feb 2022
Outpatients	Requires Improvement Jul 2018	Not Rated	Good Jul 2018	Requires Improvement Jul 2018	Requires Improvement Jul 2018	Requires Improvement Jul 2018
Maternity	Requires Improvement ↓ Feb 2022	Good ↔ Feb 2022	Good Oct 2019	Good Oct 2019	Good ↔ Feb 2022	Good ↔ Feb 2022
Overall	Requires Improvement ↔ Feb 2022	Good ↑ Feb 2022	Good ↔ Feb 2022	Requires Improvement ↔ Feb 2022	Requires Improvement ↔ Feb 2022	Requires Improvement ↔ Feb 2022

Ratings for Pilgrim Hospital Boston 2019						
	Safe	Effective	Caring	Responsive	Well-Led	Overall
Medical Care (including older people's care)	Requires Improvement ↔ Oct 2019	Requires Improvement ↓ Oct 2019	Requires Improvement ↓ Oct 2019	Requires Improvement ↓ Oct 2019	Requires Improvement ↔ Oct 2019	Requires Improvement ↔ Oct 2019
Services for Children and Young People	Inadequate ↓ Oct 2019	Requires Improvement ↔ Oct 2019	Good ↔ Oct 2019	Requires Improvement ↑ Oct 2019	Inadequate ↓ Oct 2019	Inadequate ↓ Oct 2019
Critical Care	Good ↔ Oct 2019	Good ↔ Oct 2019	Good ↔ Oct 2019	Good ↔ Oct 2019	Good ↔ Oct 2019	Good ↔ Oct 2019
End of Life Care	Good Mar 2015	Good Mar 2015	Good Mar 2015	Good Mar 2015	Good Mar 2015	Good Mar 2015
Surgery	Good Jul 2018	Good Jul 2018	Good Jul 2018	Requires Improvement Jul 2018	Good Jul 2018	Good Jul 2018
Urgent and Emergency Services	Inadequate ↔ Oct 2019	Inadequate ↔ Oct 2019	Requires Improvement ↑ Oct 2019	Inadequate ↔ Oct 2019	Requires Improvement ↑ Oct 2019	Inadequate ↔ Oct 2019

Ratings for Pilgrim Hospital Boston 2019						
	Safe	Effective	Caring	Responsive	Well-Led	Overall
Outpatients	Requires Improvement Jul 2018	N/A	Good Jul 2018	Requires Improvement Jul 2018	Requires Improvement Jul 2018	Requires Improvement Jul 2018
Maternity	Good Oct 2019	Requires Improvement Oct 2019	Good Oct 2019	Requires Improvement Oct 2019	Requires Improvement Oct 2019	Requires Improvement Oct 2019
Overall	Inadequate ↓ Oct 2019	Requires Improvement ↔ Oct 2019	Requires Improvement ↓ Oct 2019	Requires Improvement ↑ Oct 2019	Requires Improvement ↑ Oct 2019	Requires Improvement ↑ Oct 2019

Ratings for Pilgrim Hospital Boston 2022						
	Safe	Effective	Caring	Responsive	Well-Led	Overall
Medical Care (including older people's care)	Good ↑ Feb 2022	Good ↑ Feb 2022	Good ↑ Feb 2022	Good ↑ Feb 2022	Good ↑ Feb 2022	Good ↑ Feb 2022
Services for Children and Young People	Good ↑↑ Feb 2022	Good ↑ Feb 2022	Good ↔ Oct 2019	Good ↑ Feb 2022	Good ↑↑ Feb 2022	Good ↑↑ Feb 2022
Critical Care	Good Oct 2019	Good Oct 2019	Good Oct 2019	Good Oct 2019	Good Oct 2019	Good Oct 2019
End of Life Care	Good Mar 2015	Good Mar 2015	Good Mar 2015	Good Mar 2015	Good Mar 2015	Good Mar 2015
Surgery	Good Jul 2018	Good Jul 2018	Good Jul 2018	Requires Improvement Jul 2018	Good Jul 2018	Good Jul 2018
Urgent and Emergency Services	Requires Improvement ↑ Feb 2022	Requires Improvement ↑ Feb 2022	Good ↑↑ Feb 2022	Requires Improvement ↑ Feb 2022	Requires Improvement ↑ Oct 2019	Requires Improvement ↑ Feb 2022
Outpatients	Requires Improvement Jul 2018	N/A	Good Jul 2018	Requires Improvement Jul 2018	Requires Improvement Jul 2018	Requires Improvement Jul 2018
Maternity	Good Oct 2019	Requires Improvement Oct 2019	Good Oct 2019	Requires Improvement Oct 2019	Requires Improvement Oct 2019	Requires Improvement Oct 2019
Overall	Requires Improvement ↑ Feb 2022	Good ↑ Feb 2022	Good ↑ Feb 2022	Requires Improvement ↔ Feb 2022	Requires Improvement ↔ Feb 2022	Requires Improvement ↔ Feb 2022

### 3. Trust Board Consideration

On 1 March 2022 the CQC's report was submitted to the ULHT Board of Directors, who acknowledged the widespread improvements made and recognised that further improvements would be required; and endorsed the preparation of an action plan to be submitted to the CQC, as required, by 10 March 2022.

**4. Consultation**

This is not a direct consultation item.

**5. Conclusion**

The Committee is requested to consider the information in this report on the CQC’s inspection report of ULHT, and ULHT’s actions planned in response to the findings in the report.

**6. Appendices – These are listed below and attached to this report**

Appendix A	Care Quality Commission Media Release – Published on 8 February 2022
Appendix B	Care Quality Commission Inspection Report on United Lincolnshire Hospitals NHS Trust (Pages 1-25)

**7. Background Papers**

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

**CARE QUALITY COMMISSION MEDIA RELEASE**  
**ISSUED: 8 FEBRUARY 2022**

**CQC Finds Widespread Improvement at United Lincolnshire Hospitals NHS Trust**

The Care Quality Commission (CQC) has welcomed widespread improvements at United Lincolnshire Hospitals NHS Trust following an inspection of its medical, maternity, urgent and emergency services and services for children and young people. The CQC carried out the inspection in October at Pilgrim Hospital and Lincoln County Hospital, as part of continual checks on the safety and quality of healthcare services.

As a result of the inspection, the overall trust rating remained requires improvement. The trust ratings for being effective and well-led went up from requires improvement to good. Safe and responsive remained as requires improvement and caring remained as good.

The ratings for medical care and children's and young people's services at Lincoln County Hospital moves from requires improvement to good. Children's and young people's services at Pilgrim Hospital went up from inadequate to good. Urgent and emergency services went up from inadequate to requires improvement and maternity services at Pilgrim Hospital went up from requires improvement to good.

Ted Baker, Chief Inspector of Hospitals said: "Our inspection of United Lincolnshire Hospitals NHS Trust found many areas that had improved since we last inspected which is good news for people receiving care. I would like to congratulate the trust and all its staff for the progress they have made. It is particularly impressive set against the backdrop of the Covid-19 pandemic. The trust has had historic issues, particularly regarding concerns with Pilgrim Hospital's urgent and emergency department and maternity services and was in special measures for several years.

"Staff and their leaders must be commended for the steps they've taken towards improving patient care in these previously troubled areas. We rated well-led as good. Leaders across the trust understood the challenges that staff were facing and worked hard to support colleagues in a compassionate way.

"We saw a marked improvement across maternity, medical care and services for children and young people. Staff morale had improved with initiatives in place to promote wellbeing. For example, staff on the maternity ward could share positive messages and feedback to their colleagues by leaving messages in a 'Ta jar'. These messages were then shared directly with individuals which made them feel respected and valued.



“While widespread improvements had been made, there are still concerns regarding access and flow in the urgent and emergency department at Lincoln County Hospital. People continued to experience delays in accessing the service and receiving care promptly. Waiting times from referral to treatment and arrangements to admit, treat and discharge patients were still below national standards.

“I recognise the enormous pressure NHS services are under across the country, especially in the urgent and emergency department, but it is important they do all they can to mitigate risks to patient safety while facing these pressures. We continue to monitor the trust closely and leaders know where we expect to see improvements and where to sustain areas where good patient care is already being delivered.”

At Lincoln County Hospital, inspectors found:

- The children and young people’s service had 24-hour access to mental health liaison support if staff were concerned about a child or young person’s mental health. Staff could access the internal mental health team who could attend to patients at any time, day or night
- On medical wards, staff knew about and dealt with any specific risk issues. The trust had processes in place to ensure patients received specialist care when required
- The trust had worked hard over the last year to recruit staff onto medical wards and had recruited several overseas nurses which resulted in reduced vacancy rates
- When patients transferred to a new area, there were no delays in staff accessing their records. The trust had an electronic system on which staff recorded observations, key information and treatment plans. This was accessible on all wards and enabled staff to quickly identify areas of risk and treatment plans
- In the maternity department, facilities and equipment concerns were not always responded to in a timely manner to ensure the environment met the needs of women. For example, one woman told us the toilet in their room was out of order and another room had blinds that didn’t work
- Whilst improvements had been made in A&E, patients could not always access emergency services when needed and receive treatment within agreed timeframes and national targets.

At Pilgrim Hospital, inspectors found:

- Maternity leaders displayed enthusiasm to improve services for women, babies and staff. Staff spoke positively about the culture and were supported to carry out their roles effectively
- Staff knew how to protect patients from harassment and discrimination, including those with protected characteristics under the Equality Act. Staff knew how to identify adults and children at risk of, or suffering, significant harm and worked with agencies to protect them
- Staff gave patients emotional support and advice when they needed it. Patients confirmed staff were caring and sensitive to their emotional state. We observed staff reassuring patients and taking time to interact with them despite being extremely busy

- The design of the A&E department did not always follow national guidance. However, action had been taken to improve the department, including; a new x-ray room, an additional triage room, a waiting room, and a paediatric emergency department.

Inspectors also found the following outstanding practice:

- The trust had been part of the 'Lincolnshire Stroke Transformation: 100 Day Challenge'. Significant work had taken place to implement a 'one team' approach to establishing a community-based stroke rehabilitation service that was able to support stroke survivors seven days a week
- In the neonatal unit, staff had implemented an electronic 'ear' in the nursery. The device was programmed to signal a red light when noise levels increased above a certain level. It was thought that noise levels need to be moderated for neonates to keep them feeling safe and happy
- The neonatal unit had two transitional rooms where parents stayed with their neonate for a few days to get accustomed to caring for their premature baby. The room was furnished with a double bed, wardrobe, kitchen, lounge area with TV, and bathroom facilities
- The trust was the first in the country to be formally accredited by the 'Academy of FAB NHS Stuff'. The trust now had FAB Experience Champions who acted as local leads for patient experience. This work aimed to engage with patients, families and their carers to improve care.