

Care Quality Commission (CQC) inspection update

April 2021

The CQC inspections in January

- In January, CQC inspectors visited:
 - three wards at Roseberry Park
 - one ward at Cross Lane Hospital and
 - one ward at West Park Hospital
- The CQC had concerns about our risk management processes, which they felt were complex and difficult to follow.
- Due to these concerns, and subsequent enforcement action, the CQC has rated our acute wards for adults of working age and psychiatric intensive care units 'inadequate' for both safe and well-led.
- This rating is an individual service rating and does not affect our overall trust CQC rating which remains 'requires improvement'.

Actions

- The report highlights issues we had already identified as needing improvement
- Whilst we were working to address these issues we have also taken immediate actions - a huge amount of work has taken place since the January inspections.
- This is fundamentally about doing all that we can to make our services as safe as they can be - ultimately improving the experience for people who use our services, their families and carers and our staff.

Actions

- These actions include:
 - Rapid quality improvement events have been held, involving people from a range of different teams and disciplines, to look at how we can improve risk management and introduce ways to simplify processes
 - Audit of every inpatient record to ensure there was an up to date risk assessment
 - Masterclasses and support for staff in using the new processes
 - 100% inpatient wards using new safety summary/safety plan for risk assessment and management
 - Currently reviewing community safety summary/safety plans with a roadmap for high and medium risk community patients (some services such as IAPT have individual arrangements for risk assessment)
 - Updated the supportive observation and engagement procedure
 - Reviewed and streamlined environmental risk process
 - Introduced improved training for staff around harm minimisation and risk management
 - Introduced a practice development team on our inpatient wards
 - Reviewed staffing and Board has approved additional front line staff posts

Assurance and oversight

- We have provided assurance to the Care Quality Commission (CQC) that effective systems are in place in our wards to help keep patients safe - and that further improvements are already underway.
- The Trust's improvement programme is being overseen and reviewed by an external quality assurance board which includes representatives from NHS England and Improvement, commissioners and the CQC.
- New assurance schedule launched 8th April includes ongoing supportive audit and programme of improvement
- Directors visits monthly focussed on learning from incidents
- Plan for peer review in May and external stakeholders

Further actions

- In addition to the ongoing improvement work we are:
 - Spending £3.6 million on recruiting 80 more care staff across our inpatient wards – with further investment planned across wider services in the future.
 - Making significant investment in technology (such as electronic patient record, including CITO, and systems such as Oxehealth) that will free up staff to spend more time on patient care.
- Launch of Our Journey To Change