



Hampshire Hospitals  
NHS Foundation Trust



## CQC Update Health and Adult Social Services (Overview & Scrutiny) Committee

20 November 2018



Andover War Memorial Hospital

Basingstoke and North Hampshire Hospital

Royal Hampshire County Hospital

# Overall results

**Ratings for the whole trust**

| Safe                                  | Effective                             | Caring                | Responsive                            | Well-led                              | Overall                               |
|---------------------------------------|---------------------------------------|-----------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 | Good<br>↔<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 |

The rating for well-led is based on our inspection at trust level, taking into account what we found in individual services. Ratings for other key questions are from combining ratings for services and using our professional judgement.

**Rating for acute services/acute trust**

|  | Safe                                  | Effective                             | Caring                                 | Responsive                            | Well-led                              | Overall                               |
|--|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Andover War Memorial Hospital            | Requires improvement<br>↓<br>Jun 2018 | Good<br>↑<br>Jun 2018                 | Good<br>↔<br>Jun 2018                  | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↔<br>Jun 2018 | Requires improvement<br>↔<br>Jun 2018 |
| Royal Hampshire County Hospital          | Requires improvement<br>↔<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Outstanding<br>↔<br>Jun 2018           | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 |
| Basingstoke and North Hampshire Hospital | Requires improvement<br>↔<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 |
| <b>Overall trust</b>                     | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 | Good<br>↔<br>Jul 2018                  | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 |

Ratings for the trust are from combining ratings for hospitals. Our decisions on overall ratings take into account the relative size of services. We use our professional judgement to reach fair and balanced ratings.

# Andover War Memorial Hospital

| Ratings for Andover War Memorial Hospital    |                                       |                                       |                              |                                       |                                       |                                       |
|--|---------------------------------------|---------------------------------------|------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
|  | Safe                                  | Effective                             | Caring                       | Responsive                            | Well-led                              | Overall                               |
| Urgent and emergency services                | Good<br>↑<br>Dec 2017                 | Good<br>↑<br>Dec 2017                 | Good<br>↑<br>Dec 2017        | Good<br>↑<br>Dec 2017                 | Good<br>↑<br>Dec 2017                 | Good<br>↑<br>Dec 2017                 |
| Medical care (including older people's care) | Requires improvement<br>↓<br>Jun 2018 | Good<br>↔<br>Jun 2018                 | Good<br>↔<br>Jun 2018        | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 |
| Surgery                                      | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↔<br>Jun 2018 | Good<br>↔<br>Jun 2018        | Requires improvement<br>↔<br>Jun 2018 | Inadequate<br>↓<br>Jun 2018           | Requires improvement<br>↓<br>Jun 2018 |
| Maternity                                    | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015        | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 |
| End of life care                             | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2016                 | Outstanding<br>↔<br>Nov 2015 | Good<br>↔<br>Nov 2015                 | Outstanding<br>↔<br>Nov 2015          | Outstanding<br>↔<br>Nov 2015          |
| Outpatients                                  | Good<br>↔<br>Nov 2015                 | Not rated                             | Good<br>↔<br>Nov 2015        | Good<br>↔<br>Nov 2015                 | Requires improvement<br>↔<br>Nov 2015 | Good<br>↔<br>Nov 2015                 |
| <b>Overall*</b>                              | Requires improvement<br>↓<br>Jul 2018 | Good<br>↑<br>Jul 2018                 | Good<br>↔<br>Jul 2018        | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↔<br>Jul 2018 |

# Basingstoke and North Hampshire Hospital

|  | Safe                                  | Effective                             | Caring                                 | Responsive                            | Well-led                              | Overall                               |
|--|---------------------------------------|---------------------------------------|--|---------------------------------------|---------------------------------------|---------------------------------------|
| Urgent and emergency services                | Inadequate<br>↓↓<br>Jul 2018          | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018  | Requires improvement<br>↔<br>Jul 2018 | Inadequate<br>↓↓<br>Jul 2018          | Inadequate<br>↓↓<br>Jul 2018          |
| Medical care (including older people's care) | Requires improvement<br>↔<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018  | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 |
| Surgery                                      | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↔<br>Jun 2018 | Good<br>↔<br>Jun 2018                  | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 |
| Critical care                                | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Outstanding<br>↔<br>Nov 2015           | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 |
| Maternity                                    | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                  | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 |
| Services for children and young people       | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Outstanding<br>↔<br>Nov 2015           | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 |
| End of life care                             | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Outstanding<br>↔<br>Nov 2015           | Outstanding<br>↔<br>Nov 2015          | Outstanding<br>↔<br>Nov 2015          | Outstanding<br>↔<br>Nov 2015          |
| Outpatients                                  | Good<br>↔<br>Nov 2015                 | Not rated                             | Outstanding<br>↔<br>Nov 2015           | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 |
| <b>Overall*</b>                              | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 |

# Royal Hampshire County Hospital



Hampshire Hospitals  
NHS Foundation Trust

|  | Safe                                  | Effective                             | Caring                       | Responsive                            | Well-led                              | Overall                               |
|--|---------------------------------------|---------------------------------------|------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| Urgent and emergency services                | Inadequate<br>↓↓<br>Jul 2018          | Requires improvement<br>↓<br>Jul 2018 | Good<br>↔<br>Jul 2018        | Requires improvement<br>↔<br>Jul 2018 | Inadequate<br>↓↓<br>Jul 2018          | Inadequate<br>↓↓<br>Jul 2018          |
| Medical care (including older people's care) | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Good<br>↔<br>Jun 2018        | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 |
| Surgery                                      | Requires improvement<br>↔<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Good<br>↔<br>Jun 2018        | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 | Requires improvement<br>↓<br>Jun 2018 |
| Critical care                                | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Outstanding<br>↔<br>Nov 2015 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 |
| Maternity                                    | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015        | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 |
| Services for children and young people       | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Outstanding<br>↔<br>Nov 2015 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 |
| End of life care                             | Good<br>↔<br>Nov 2015                 | Good<br>↔<br>Nov 2015                 | Outstanding<br>↔<br>Nov 2015 | Good<br>↔<br>Nov 2015                 | Outstanding<br>↔<br>Nov 2015          | Outstanding<br>↔<br>Nov 2015          |
| Outpatients                                  | Requires improvement<br>↔<br>Nov 2015 | Not rated                             | Outstanding<br>↔<br>Nov 2015 | Good<br>↔<br>Nov 2015                 | Requires improvement<br>↔<br>Nov 2015 | Requires improvement<br>↔<br>Nov 2015 |
| <b>Overall*</b>                              | Requires improvement<br>↔<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 | Outstanding<br>↔<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 | Requires improvement<br>↓<br>Jul 2018 |

Andover War Memorial Hospital

Basingstoke and North Hampshire Hospital

Royal Hampshire County Hospital

# Safe



## Concerns

- Deteriorating patients
- Mandatory training
- Infection control processes
- Equipment checks
- Medicine storage
- Nurse staffing levels
- Layout of the ED's

## Positives

- Safeguarding processes protected patients
- Safe reported incidents, & lessons were learned
- Infection rates good

# Effective

## Concerns

- Appraisal rates & supervision
- No strategy for 7 day working
- MHA and MCA
- Policies out of date
- Staff training
- Health promotion material

## Positives

- Nutrition & hydration needs were met
- Pain relief was well provided
- Audit participation
- Re-attendance rate in ED low

# Caring

## Concerns

- Privacy & dignity – care in corridors
- Clinical conversations in public
- Occasions where patients not treated with compassion

## Positives

- Feedback from patients consistently positive
- Staff provided emotional support
- Staff involved patients in care decisions
- Friends & Family better than national average



# Responsive

## Concerns

- Non-elective length of stay is high
- Single sex breaches
- Accessible Information standard not in place in ED
- Complaints responses not fast enough
- Theatre utilisation poor
- Not meeting 95% in 4 hours

## Positives

- Winter plans in place
- Met the needs of local people
- Frailty and Dementia team
- Complaints taken seriously and lessons learned

# Well Led

## Concerns

- Awareness of risks at senior level
- Action not taken to address risks
- Managers not acting on poor behaviour
- Report quality
- QI methodology not embedded

## Positives

- Clear overarching vision
- Data used monthly at divisions
- Staff recognition schemes
- QI strategy
- Managers promoted a positive culture

# Overarching themes

- Staffing
- Estate and equipment
- Governance and Assurance
- Lack of nursing voice

# Actions

- Section 29 action plan developed and on track
- Section 31 action plan developed, report submitted to CQC weekly and on track
- Further regulatory requirements including all Must dos and Should dos action plan developed and submitted to CQC on 10 October 2018

# Action taken to date

- Appointed two divisional directors of nursing - Medicine  
- Surgery
- Board agreed a new Quality Workforce Sub-committee
- A comprehensive action in both Emergency Departments to ensure paediatric nurse on every shift
- New Governance arrangements
- Weekly nursing workforce meeting
- Emergency Department paediatric area moved to a different location
- Review of single sex accommodation and changes made include single sex endoscopy list
- Revised policy eg: mixed sex, medicine management
- Each ward has developed its own action plan

# Assurance processes

- Monthly Quality Recovery Group –chaired by CEO
- Weekly Operational Recovery Group – chaired by CNO
- Quarterly NHSI/NHSE oversight meetings