

# CQC Report Summary

The CQC report of March 2018 inspection is published on Wednesday 6<sup>th</sup> June. Areas inspected and new ratings are as follows:

## At Conquest Hospital

Urgent and Emergency services rated as **Good** (was **Requires Improvement**)

Medical care (including older peoples care) rated as **Good** (no change)

Surgery rated as **Good** (no change)

Maternity rated as **Good** (was **Requires Improvement**)

Overall **Requires Improvement** (no change)

## At Eastbourne DGH

Urgent and Emergency services EDGH rated as **Requires Improvement** (no change)

Medical care (including older peoples care) rated as **Good** (was **Requires Improvement**)

Outpatients rated as **Good** (was **Requires Improvement**)

Overall **Requires Improvement** (no change)

## Key Messages

- CQC rated the Trust as 'Good' or 'Outstanding' in almost all of the services they inspected in March 2018
- The CQC noted the Trust has made a marked improvement in the quality of its care and concludes that the Trust no longer needs to be in special measures for quality.
- Trust's overall rating remains as 'requires improvement' because not all services were inspected by CQC.

## Key Findings

Some of the key findings under each domain are as follows:

### Safe

- There had been significant improvements in how the trust learned from incidents. The reporting culture had improved with staff of all grades and disciplines having an understanding of the importance of reporting incidents.
- Assessing and responding to patient risk had improved with demonstrably better outcomes.
- Mortality rates had improved and the trust was within the expected range. Much work had been done around sepsis management with improved outcomes and better early recognition.
- Infection prevention and control was now a real strength.

### Effective

- The trust had recruitment policies and procedures together with job descriptions to help ensure staff who were employed were experienced, qualified, competent and suitable for their post.
- The trust provided care and treatment to patients based on national guidance and evidence of its effectiveness, monitored through dashboards and audits.
- Staff from different departments and disciplines worked together as effective multidisciplinary teams for the benefit of patients.
- Outcomes for patients were improved with specific improvements in the assessment of risk of Venous thromboembolism (VTE) reducing the number of VTE related incidents.

## Caring

- Staff treated patients with compassion, dignity and respect. Staff involved patients and their carers in decisions about their care and treatment.
- On a number of occasions staff, “went the extra mile”. All the staff spoken to placed compassion and empathy as integral to providing good care.
- Staff considered all aspects of a patient’s wellbeing, including the emotional, psychological and social.
- The feedback received from patients and their loved ones showed they were satisfied with the services provided.

## Responsive

- The referral to treatment times and the trusts ability to meet some key performance indicators remained a challenge.
- Waiting times for some specific appointments had worsened slightly.
- The trust worked with commissioners and other external bodies to make sure it planned and delivered services according to the needs of local people.
- Access and flow had improved across the trust. There was robust site management and a clear continuous monitoring of the state of occupancy and acuity.
- Staff throughout the organisation worked to ensure individual needs were met. Patients and carers with additional needs were supported.
- The trust treated concerns and complaints seriously and investigated them.

## Well-led

- The trust had improved and made improvements whilst experiencing significant financial challenge. Despite the financial difficulties, the trust board and staff remained unanimously committed to maintaining and improving the quality and safety of patient care.
- There was a very clear vision and objectives that were known to all staff. The goal of ‘Outstanding by 2020’ had, for many staff, become genuinely possible rather than simply a strapline displayed on posters.
- There had been a palpable improvement in the organisational culture. All staff groups and all grades of staff talked to us about having pride in their work. Staff felt engaged, valued and listened to.
- Local leaders were taking on the values of the board and senior leaders. A clear message of zero tolerance of bullying and inappropriate behaviour had been given out by several executive directors at the start of their tenure.

## Outstanding practice

The CQC noted outstanding practice in a number of areas. A few examples are listed below:

- Innovative measures and the identification of new roles partially mitigated recruitment challenges and promoted opportunities for staff already in post to develop new skills. The introduction of the matron’s assistant role meant matrons could dedicate their time to improve safe high quality care, as their assistant undertook the majority of their administrative duties.
- An innovative local project which created a new NHS role of ‘Doctors’ Assistant’ had earned national recognition.
- Saw and heard about many examples of particularly compassionate care being provided by staff, even when working under pressure in very busy circumstances.
- The engagement work that the trust was doing internally and externally had been the basis for cultural change across the organisation and with stakeholders.

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