

**SUPPLEMENT TO THE AGENDA FOR**

# **Health & Social Care Overview and Scrutiny Committee**

**Monday 12 December 2016**

**2.00 pm**

**Council Chamber, The Shire Hall, St. Peter's Square, Hereford,  
HR1 2HX**

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<b>7. WYE VALLEY NHS TRUST CARE QUALITY COMMISSION (CQC) INSPECTION</b>	<b>3 - 22</b>



# CQC inspection report and WVT sustainability plan November 2016

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Update to HOSC  
Jane Ives – Managing Director

AGENDA ITEM 7



Compassion • Accountability • Respect • Excellence

Wye Valley **NHS**  
NHS Trust



# Our Ratings - 2015

	Safe	Effective	Caring	Responsive	Well-led	OVERALL
A&E	Inadequate	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement
Medical Care	Inadequate	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement
Surgery	Requires improvement	Requires improvement	Good	Inadequate	Requires improvement	Requires improvement
Critical Care	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement
Maternity and Family Planning	Inadequate	Requires improvement	Good	Good	Requires improvement	Requires improvement
Children and young people	Inadequate	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement
End of life care	Requires improvement	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement
Outpatients	Inadequate	Inspected but not rated	Good	Inadequate	Inadequate	Inadequate
OVERALL	Inadequate	Requires improvement	Good	Inadequate	Requires improvement	Inadequate

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# Inspection Outcome September 2016

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Requires Improvement	Good	Good	Requires Improvement	Good	Requires Improvement
Medical care	Good	Requires Improvement	Good	Requires Improvement	Good	Requires Improvement
Surgery	Good	Requires Improvement	Good	Inadequate	Requires Improvement	Requires Improvement
Critical Care	Good	Good	Good	Requires Improvement	Good	Good
Maternity and Gynaecology	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement
Services for children and young people	Good	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement
End of life care	Good	Good	Good	Good	Good	Good
Outpatients and diagnostic imaging	Requires Improvement	Inspected but not rated	Good	Inadequate	Requires Improvement	Requires Improvement
Overall	Requires Improvement	Requires Improvement	Good	Inadequate	Requires Improvement	Requires Improvement
Overall Trust	Requires Improvement	Requires Improvement	Good	Inadequate	Requires Improvement	Requires Improvement



# Outstanding practice

Play workers who regularly made arrangements for long term patients to have days out to different places

Children's and young people's ambassador group - involved in the service redesign

Non-invasive ventilation pathway bundle - increased level of care within the patient's own home

New clinic for patients with epilepsy had enlisted the support of a patient with epilepsy; their views had helped the clinic develop

Gilwern Assessment Unit – dementia-friendly environment

# Improvement required

Access to  
outpatient services

Staff receiving  
mandatory training

Waiting times and  
monitoring  
patients on the  
waiting list

Risks must be  
identified on the  
risk register

Governance  
oversight of  
incident reporting

# Special measures

‘The trust was placed into special measures in October 2014. Due to the improvements seen at this inspection, I have recommended to NHS Improvement that the special measures are lifted.’

Professor Sir Mike Richards, Chief Inspector of Hospitals



# Next steps

- Continue our improvement journey – aim for good, then outstanding
- Deliver the next phase of our Quality Improvement Plan
- Improve our sustainability and strengthen our governance through a partnership with South Warwickshire NHS Foundation Trust (SWFT)

# Sustainability Plan



# First Impressions

- Good hospital, strong culture, support from community
- Understandable focus on CQC issues
- Distraction has led to a severe financial problem
- Need to move from a reactive approach to a proactive approach
- Need to focus on more than just the hospital
- Need a clear articulated plan

# 1. Deliver A&E standard

- Implement National Plan recommendations and 7 day working solutions, assess contribution from community flow including community hospital length of stay improvement and admission avoidance

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## 2. Deliver RTT standard

- Address reporting compliance and develop capacity plans to deliver sufficient elective activity in house

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# 3. Financial Benchmark with SWFT

- Carry out financial benchmarking exercise (income and expenditure) between WV T and SWFT and from this inform 2 year Financial Recovery Plan

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# 4. Reduce spend on Agency Nursing

- Develop an agency reduction plan which focuses on skill mix and safe staffing review, effective rostering, staff engagement, bank relaunch with supporting Comms campaign

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# 5. Medical Workforce Review

- Carry out a review of medical workforce and job planning reducing the requirement for locum staff and ensuring sufficient in house capacity exists to deliver national standards

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# 6. Progress One Herefordshire

## Plan

- Develop new model of care in collaboration with 2G NHSFT, Taurus GP Federation, Hereford CCG and Herefordshire County Council

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# 7. Review and Streamline Governance

- Review leadership portfolios, divisional structure and supporting governance arrangements ensuring delivery of agreed corporate objectives and effective use of management capacity

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# 8. Assess Clinical Sustainability

## Models

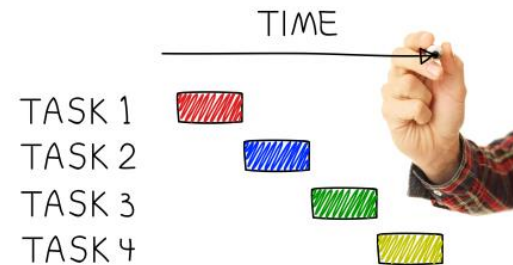
- Agree sustainable acute delivery model as part of Sustainability and Transformation Plan



# 9. Agree Financial Recovery Trajectory with NHSI

- Negotiate revised control total or other financial support package including agreement with CCG on income/fines exposure

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# 10. Review Organisational Sustainability

- Agree sustainable long term corporate model for WVT in partnership with SWFT

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