

Board of Directors Meeting

Report

Subject: KEOGH REVIEW - UPDATE

Date: 31st July 2014

Author: SHIRLEY A CLARKE, DEPUTY DIRECTOR OF CORPORATE SERVICES

Lead Director: PAUL O'CONNOR, CHIEF EXECUTIVE

EXECUTIVE SUMMARY

Sir Bruce Keogh, NHS Medical Director undertook a review of the quality of the care and treatment being provided by those hospital trusts in England which had been persistent outliers on mortality statistics. This trust, along with 13 others fell into the scope of the review.

The initial Rapid Response Review took place on 17th and 18th June 2013, and resulted in a report and risk summit which identified 13 urgent actions and 10 high and medium actions.

An assurance review was undertaken by the Keogh panel, 4th December 2013, following review of evidence, the panel agreed whether they were 'assured', 'partly assured' or not assured' that the trust had implemented the actions agreed following the initial RRR

The review assessed the Trusts 23 actions and recorded 6 as 'assured' and 17 as 'partly assured'. No areas were recorded as 'not assured'.

The actions identified from the Assurance Review in December were consolidated with actions from the parallel CQC inspection and the PWC report in respect of quality governance.

Once the all actions have been implemented there will be an audit of the relevant areas to ensure sustainability is achieved and evidenced.

Our recent CQC inspection and subsequent report recommended the Trust remain in special measures for a further 6 months. The Trust has three weeks from the publication of the report to develop an action plan to address the issues raised. The Keogh actions will be amalgamated into that action plan therefore this will be the last separate report to trust board in this format, future reports will include all the CQC and Keogh actions. Regular updates in respect of the Trusts buddying arrangements will continue.

The Executive Director Leads for each of the actions have provided a report on progress and recommend their revised assessment of the position at July 2014 together with a forecast of the date when each action will achieve full assurance.

As part of our Special Measure conditions the Trust was allocated 'buddying' arrangements with other Trusts.

The Trust has agreed buddying arrangements with Newcastle Upon Tyne NHS Foundation Trust. The agreement covers four work streams where the Trust has requested support:

1. Delivery of Integrated Improvement Programme
2. Enhancing relationships with Primary Care to deliver vertically integrated patient pathways
3. Business intelligence and analysis

4. Improved Trust Board Quality Governance process

All work stream leads have visited NUTH and met with their corresponding colleagues in order to progress the work plans.

Payment schedules have been agreed and are progressing in line with guidance. The first payment will be invoiced in Q2.

RECOMMENDATION

Board members are invited to:

1. To note the progress in respect of each of the Keogh actions.
2. To note the progress with the buddying arrangements.
3. To note this is the final report in respect of updates regarding the Keogh actions as these will be amalgamated into the CQC action plan

Relevant Strategic Objectives (please mark in bold)	
Achieve the best patient experience	Achieve financial sustainability
Improve patient safety and provide high quality care	Build successful relationships with external organisations and regulators
Attract, develop and motivate effective teams	

Links to the BAF and Corporate Risk Register	
Details of additional risks	n/a
Links to NHS Constitution	Duty of Quality
Financial Implications/Impact	
Legal Implications/Impact	Failure to deliver against the Keogh Actions increases likelihood of continuance of Regulatory enforcement action
Partnership working & Public Engagement Implications/Impact	n/a
Committees/groups where this item has been presented before	n/a

REPORT

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Lead Director: PAUL O'CONNOR, CHIEF EXECUTIVE

Rapid Response Review

Sir Bruce Keogh, NHS Medical Director undertook a review of the quality of the care and treatment being provided by those hospital trusts in England which had been persistent outliers on mortality statistics. This trust, along with 13 others fell into the scope of the review.

The initial Rapid Response Review took place on 17th and 18th June 2013, and resulted in a report and risk summit which identified 13 urgent actions and 10 high and medium actions.

An assurance review was undertaken by the Keogh panel, 4th December 2013, following review of evidence, the panel agreed whether they were 'assured', 'partly assured' or not assured' that the trust had implemented the actions agreed following the initial RRR

Where it was agreed that the trust had fully implemented an action and the outcomes of that action were apparent, an outcome of 'assured' was recorded. Where there was evidence of progress with implementation, but implementation was not complete, the outcomes were not yet evident or it was too early to tell if the changes were embedded and sustainable, the panel recorded an outcome of 'partly assured'. Where there was no evidence that implementation had started, or significant concerns remained, the panel recorded an outcome of 'not assured'.

The review assessed the Trusts 23 actions and recorded 6 as 'assured' and 17 as 'partly assured'. No areas were recorded as 'not assured'.

Our recent CQC inspection and subsequent report recommended the Trust remain in special measures for a further 6 months. The Trust has three weeks from the publication of the report to develop an action plan to address the issues raised. The Keogh actions will be amalgamated into that action plan therefore this will be the last separate report to trust board in this format, future reports will include all the CQC and Keogh actions. Regular updates in respect of the Trusts budding arrangements will continue.

The results are listed below together with the Executive Director leads report regarding progress and their recommend revised assessment of the position at July 2014 together with their assessment of when the action will achieve full assurance.

	Update	Formal Assessment December 2013	Position July 2014	Forecast full assurance	Owner
1	Complaints and support staff	Partly Assured	Assured	Original forecast June 2014 Revised forecast July 2014	S Bowler
<p>April Update</p> <p>No backlog- benchmarking with other trust shows us in a strong performance position</p> <p>Weekly monitoring of performance – following legislation</p> <p>Complaints posters and evidence of divisional ownership</p> <p>Implementation of difficult workforce change continues to progress. Key posts will be advertised shortly</p> <p>Director of Nursing and CEO have had a positive meeting with Healthwatch</p> <p>May 2014 update</p> <p>Implementation of difficult workforce change continues to progress, consultation ended 21st May 2014. Key posts are to be advertised as soon as consultation completed.</p> <p>Positive informal feedback from CQC inspection will be fully assured in June 2014</p> <p>June Update</p> <p>Interviews for key appointments in the Complaints team are ongoing and expect to be concluded in July.</p> <p>We are awaiting the formal report from CQC after their inspection in April to provide assurance in respect of the Trust complaints process</p> <p>July Update</p> <p>Normal processes in place. The workforce restructure has been completed. Training has commenced for the new team, the new patient experience manager will commence on 15th September and the new Datix module for complaints is being implemented which will help with theme and trend analysis</p>					
2	Nursing and medical staffing levels and nurse skill mix	Partly Assured	Assured for nursing assuming the investment will take 2 years but	March 2014	S Bowler

			monitoring and remedial action are undertaken daily via actions identified.		
3	Fluid management	Partly Assured	Partly Assured	Original forecast April 2014 Revised forecast July 2014	S Bowler
<p>April Update</p> <p>All proposed actions implemented.</p> <p>Embedding and sustaining monitored on an ongoing basis</p> <p>A point prevalence audit has been undertaken on 7 wards . The draft report shows significant improvement. Consistency improving but requires further support</p> <p>May 2014 update</p> <p>Appointment of 7 practice development matrons. First role is to drive and sustain care and comfort rounds and accountability handover to improve documentation. Increase emphasis on nutrition nursing matrix results at 21st May 2014 meeting</p> <p>June Update</p> <p>Workshop with ward leaders and senior nurses 10th June to recognize needs in respect of documentation and prepare action plan.</p> <p>Executive Director of Nursing and Executive Medical Director preparing Trustwide communication regarding accurate completion of documentation and accountability. Documentation has been discussed at the grand round.</p> <p>July Update</p> <p>Remains partly assured as a result of CQC feedback which recognised the progress so far but requires more work going forwards around accountability, responsibility and ownership of documentation</p>					
4	Strategic Direction	Partly Assured	Assured,	April 2014	Paul O'Connor
<p>April update</p> <p>'Plan on a Page was approved at the Trust Board meeting in March 2014 and has subsequently</p>					

	<p>been further improved and adapted and is now being used in the <i>Quality for All</i> presentations being rolled out across the Trust. The Trust is active on the “Better + Together” Programme Board and full details of the programme and its constituent programmes have been discussed and agreed at a Board to Board meeting between the Trust and its 2 local CCGs. The first 5 projects within the “Better + Together” programme are agreed as:</p> <ul style="list-style-type: none"> • Integrated Community Teams (PRISM) rollout • Intermediate Care Design • Care Planning in Care Homes • Transfer to Assess • Elective Referral Gateways <p>Final position for Newark Surgery has been agreed and communicated to all staff and stakeholders which has brought the implementation planning phase of the Newark Strategy to completion. Divisions have worked with the Director of Strategic Planning & Commercial Development to articulate a Strategic Direction which has been submitted to Monitor on 4th April. Trust Chief Executive and Director of Strategic Planning & Commercial Development joined with County Council and other partners in a collective visit of the Spanish Integrated Care Model, to further assist “Better + Together” development. Supporting strategies approved by Trust Board include:</p> <ul style="list-style-type: none"> • Quality Strategy Phase 1 • IT Strategy • Estates Strategy Phase 1 • Workforce and Organisational Development Strategy • Patient Experience Strategy • Service Improvement Strategy • Newark Strategy 					
5	Newark Hospital strategy, facilities and governance	Assured	Assured	Dec 2013	J Tufnell	
<p>April Update</p> <p>Outstanding action is the surgical review implementation. Plan to communicate the decision on 4 April following comprehensive discussions with main GP providers.</p>						
6	Board development and development of a quality focus at Board level	Partly Assured	Partly Assured	September 2014	K Rogers	
<p>April Update</p> <p>Board development Programme began on 23rd January, facilitated by Foresight Partnership (authors of the Intelligent Board).</p> <p>Following this event a programme of development time out sessions have been included in the annual meeting scheduler and a proposed Board development timeline is included in the March Chairman’s Report.</p> <p>Furthermore, Board are alerted to the information included in the QGF submission in March that articulates further activity of the Board in connection with quality focus enabling a</p>						

	<p>reduction in the self-assessed QGF score from 4.0 to 3.5.</p> <p>May 2014 Update Each of the QGF questions have been allocated an exec owner who has developed and agreed actions with a trajectory when a score of 0.0 will be achieved.</p> <p>There will be external evaluation of the Board towards the end of the year.</p> <p>July Update Data Quality Masterclass took place in July attended by Board members and senior colleagues Clarity regarding Board Development session in Q3 regarding the link to clinical and quality governance. Further work with Newcastle under the 'buddying arrangements' to support development in the executives thinking regarding focus and presentation of information to Board. Positive commentary concerning the Board and Well led domain captured in the CQC report</p>				
7	Ward performance information and organisational learning	Partly Assured	Assured	March 2014	S Bowler
8	Patient locations and patient moves	Partly Assured	Assured	Original forecast May 2014 Revised forecast July 2014	J Tufnell
	<p>April 2014</p> <p>The risk assessment process for patient moves is being regularly audited. A meeting has taken place with Duty Nurse Managers, Ward Leaders and divisional teams to understand and address issues with ensuring this is embedded in our practice. This is now being robustly monitored with relevant actions taking place where practice is falling short of the requirements.</p> <p>The outlier policy has been reviewed to ensure the definition of an outlier is very clear and consistently understood across the Trust and has been uploaded to the intranet.</p> <p>May update</p> <p>A further audit is being undertaken at the end of May to ensure the risk assessment process is embedded and consistently utilised at which point the Quality Improvement Group will assess if this action is now fully assured</p> <p>June update</p> <p>Clinical staff are currently auditing the risk assessment process, this will be complete prior to board for verbal update that this action is now fully assured</p> <p>July update</p> <p>Improved audit process. Weekly monitoring by DNM's to ensure embedded process.</p>				

	The recent CQC report confirmed the hospital policy was adhered to and the decision tool was completed ensuring no patients transferred after 11pm.				
9	Handovers	Partly Assured	Assured	March 2014	S Bowler
10	Patient experience	Partly Assured	Assured	March 2014	S Bowler
11	NEWS roll out	Partly Assured	Assured	March 2014	S Bowler
12	Whistleblowing policy	Assured	Assured	Dec 2013	K Fisher
13	Supporting structures and services	Partly Assured			J Tufnell
	Radiology	Partly Assured	Assured	March 2014	
	Clinical Typing	Partly Assured	Assured	March 2014	
	Junior Doctors	Partly Assured	Assured	April 2014	
	<p>April update</p> <p>The team on 4 December identified concerns from Junior doctors that they felt under pressure.</p> <p>It is known that admitted patient numbers are not increasing however the acuity of patients is. Actions undertaken – CEO and Chairman more accessible to Junior doctors, positive LETB visit.</p> <p>There is clear evidence of actions following the LETB and educational visits. Clinical Director for Surgery has spoken to specific specialties in relation to consultant support for juniors. This has been triangulated with the ward confirming more active consultant involvement in Ward Rounds.</p>				
14	Anesthetists	Partly Assured	Assured	Original forecast Sept 2014	A Haynes

				Revised to Fully Assured May 2014	
	<p>April – May update</p> <p>Project initiated through Elective Programme Board in respect of Pre-operative Assessment, named clinical lead.</p> <p>Current Pre-operative Assessment being reviewed and monitored by Head of Service for Anesthetics</p>				
15	Staff development	Assured	Assured	Dec 2013	K Fisher
16	Communication with patients	Partly Assured	Assured	March 2014	S Bowler
17	Ability to rescue	Partly Assured	Assured	April 2014	A Haynes
	<p>April update</p> <p>The National Early Warning Score (NEWS) was introduced in Feb 2013 as part of a package of measures to improve the monitoring of sick patients. Nursing metrics audits confirm high completion rates for vital signs and NEWS which has resulted in a higher call out for the Critical Cared Outreach Team (CCOT) from an average of 150 calls to over 220 per month.</p> <p>The number of cardiac arrests has significantly reduced and in line with this the rate of cardiac arrest per 1000 bed days which now stands at 1.8 is 53% lower than in 2010.</p> <p>There has been a corresponding reduction in unexpected admission to ITU</p> <p>The CCOT team was expanded in October 2013 and since that point the numbers have consistently been below the mean.</p> <p>The Association of UK University Hospitals (AUKUH) acuity and dependency audit shows that the number of sick patients hence acuity of work has increased over this time period.</p> <p>VitalPac has begun to roll out across the wards and will facilitate patient monitoring and CCOT</p>				
18	Maintaining the pace of change	Partly Assured	Assured	March 2014	P O'Connor
19	Governors	Assured	Assured	Dec 2013	K Rogers

20	Organisational learning	Partly Assured	Partly Assured	Sept 2014	A Haynes
<p>April – July update The Trust has initiated new training programmes for clinicians on quality improvement and patient safety.</p> <p>QI training for clinicians and clinical teams forms a cornerstone of the Trust's new service improvement strategy.</p> <p>The strategy includes a comprehensive service improvement capability framework and an extensive deployment plan for embedding quality improvement skills within the clinical workforce, as an integral part of delivering QI projects to support achievement of trust objectives.</p>					
21	A & E	Assured	Assured	Dec 2013	A Haynes
22	Medicines Management	Partly Assured	Assured	Original forecast July 2014 Revised to Fully Assured May 2014	A Haynes
<p>April – May update A number of actions are being progressed:</p> <ul style="list-style-type: none"> • A regular Medicines Safety Bulletin relating themes from incident reporting • “Incident of the Week” presentations at the weekly Grand Round • Better capture of incidents on Datix to give higher quality data • In line with the NHS England Patient Safety Alert on improving Medication Error published last month the trust has a Board level director (the medical director) responsible for incident reporting and learning, has an existing Medicines Safety Group which will take local action and is in the process of creating a job description for a Medication Safety Officer to represent it on the new national network • A pilot of missed doses is underway on wards 23 and 24 with a plan to roll out across the trust <p>Medicines Management is a theme of the Patient Safety Steering Group which monitors ongoing projects. This has successfully overseen the implementation of alerting for medication on renal impairment on all wards Mon-Fri 9-5 and 7 days a week on EAU</p>					
23	Infection control	Assured	Assured	Dec 2013	A Haynes

The actions identified from the Assurance Review in December were consolidated with actions from the parallel CQC inspection and the PWC report in respect of quality governance.

In order to ensure actions are embedded specific actions in relation to nursing are raised and addressed through the Nursing Care Forum.

Once all of the actions have been implemented there will be an audit of the relevant areas to ensure sustainability is achieved and evidenced.

Buddying Arrangements

As part of our Special Measure conditions the Trust was allocated 'buddying' arrangements with other Trusts.

The Trust has agreed buddying arrangements with Newcastle Upon Tyne NHS Foundation Trust. The agreement covers four work streams where the Trust has requested support:

1. Delivery of Integrated Improvement Programme
2. Enhancing relationships with Primary Care to deliver vertically integrated patient pathways
3. Business intelligence and analysis
4. Improved Trust Board Quality Governance process

Each work stream has an assigned responsible director:

- Work stream 1, Medical Director
- Work stream 2, Director of Strategic Planning and Commercial Development
- Work stream 3, Director of Operations
- Work stream 4, Director of Corporate Services/Company Secretary

The Trust has submitted the work plans to Monitor together with a financial breakdown of the support required in order to allow our partner trust access up to £250,000 from Monitor. A payment schedule is being developed to enable Monitor to release payments to Newcastle on a monthly basis.

All work stream leads have visited NUTH and met with their corresponding colleagues in order to progress the work plans.

The detailed payment schedule has been agreed by Monitor and invoices will be raised in line with the guidance received, the first payment is due in Q2

RECOMMENDATION

Board members are invited to:

1. To note the progress in respect of each of the Keogh actions.
2. To note the progress with the buddying arrangements.
3. To note this is the final report in respect of updates regarding the Keogh actions as these will be amalgamated into the CQC action plan