

# Our 2018 CQC Inspection Rating



Dedicated to Outstanding care

# We will cover...

- What we wanted to achieve
- Our overall 2018 rating
- Mansfield Community Hospital, Newark Hospital and King's Mill Hospital 2018 ratings
- Our historical rating
- Use of Resources
- What this means for us – we have made progress and have more to do
- The future

# We wanted to....

- Show that the quality of care we provide to our patients has improved ✓
- Show we are improving from a cultural and engagement perspective ✓
- Show we are aware we are on a journey and there is lots more we need to do ✓
- We hoped for a “Good” rating overall.....



Sherwood Forest Hospitals  
NHS Foundation Trust

We're proud  
the CQC has  
rated us as

**Good**

overall and

**Outstanding**

for our care

Thank you to all  
#TeamSFH staff  
and volunteers



# What do the CQC look for?

- **Are they safe?** Safe: you are protected from abuse and avoidable harm.
- **Are they effective?** Effective: your care, treatment and support achieves good. outcomes, helps you to maintain quality of life and is based on the best available evidence.
- **Are they caring?** Caring: staff involve and treat you with compassion, kindness, dignity and respect.
- **Are they responsive to people's needs?** Responsive: services are organised so that they meet your needs.
- **Are they well-led?** Well-led: the leadership, management and governance of the organisation make sure it's providing high-quality care that's based around your individual needs, that it encourages learning and innovation, and that it promotes an open and fair culture.

# Mansfield Community Hospital



Sherwood Forest Hospitals  
NHS Foundation Trust

Safe

Effective

Caring

Responsive

Well led

Overall

Community Health Inpatient Services

Overall

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# Mansfield Community Hospital



Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
Community Health Inpatient Services	Good 2018	Good 2018	Outstanding 2018	Good 2018	Good 2018	Good 2018
Overall	Good	Good	Outstanding	Good	Good	Good

These are a fantastic set of ratings and reflect the hard work and patient focus of the team at MCH. Thank you and well done!

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# The CQC said about Mansfield Community Hospital....



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There were multiple examples of how staff exceeded patient expectations and provided individualised, compassionate care that significantly improved individual experiences.

There had been demonstrable, substantial improvements in the areas we previously found for improvement that were under each ward team's control. This included stabilised leadership, improvements in training and induction and a reduction in the use of agency staff.

Rehabilitation was at the heart of care and treatment in the hospital and staff, both clinical and non-clinical, had taken on additional training to be able to provide extended roles.

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# Newark Hospital

Sherwood Forest Hospitals  
NHS Foundation Trust

Safe

Effective

Caring

Responsive

Well led

Overall

Urgent and emergency services

Medical care (including older people's care)

Outpatients

Surgery

End of life care

Diagnostic imaging

Overall

Dedicated to Outstanding care

# Newark Hospital

Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
Urgent and emergency services	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Medical care (including older people's care)						
Outpatients						
Surgery						
End of life care						
Diagnostic imaging						
Overall						

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# Newark Hospital

Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
Urgent and emergency services	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Medical care (including older people's care)	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Outpatients						
Surgery						
End of life care						
Diagnostic imaging						
Overall						

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# Newark Hospital

Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
Urgent and emergency services	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Medical care (including older people's care)	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Outpatients	Good 2018	N/A	Good 2018	Good 2018	Good 2018	Good 2018

Surgery

These consistently Good ratings are really positive – thank you and well done. Newark Hospital is so important for the care we provide to our patients.

End of life care

Diagnostic imaging

There are also services not rated in 2018 whose ratings from previous visits apply.

Overall

# Newark Hospital

Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
Urgent and emergency services	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Medical care (including older people's care)	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Outpatients	Good 2018	N/A	Good 2018	Good 2018	Good 2018	Good 2018
Surgery	Good 2015	Requires Improvement 2015	Good 2015	Good 2015	Requires Improvement 2015	Requires Improvement 2015
End of life care	Requires Improvement 2014	Requires Improvement 2014	Good 2014	Requires Improvement 2014	Requires Improvement 2014	Requires Improvement 2014
Diagnostic imaging						
Overall						

Dedicated to Outstanding care

# Newark Hospital

## Sherwood Forest Hospitals NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
Urgent and emergency services	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Medical care (including older people's care)	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Outpatients	Good 2018	N/A	Good 2018	Good 2018	Good 2018	Good 2018
Surgery	Good 2015	Requires Improvement 2015	Good 2015	Good 2015	Requires Improvement 2015	Requires Improvement 2015
End of life care	Requires Improvement 2014	Requires Improvement 2014	Good 2014	Requires Improvement 2014	Requires Improvement 2014	Requires Improvement 2014
Diagnostic imaging						
Overall	Good	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement

# The CQC said about Newark Hospital....

Our Requires Improvement rating for Newark Hospital was affected by ratings we have not inspected this time. During this inspection we found ALL of the THREE core services we inspected were Good because:

- We saw staff providing compassionate care throughout our visit. Patients spoke highly of the care they received.
- When concerns were raised or things went wrong, the approach to reviewing and investigating causes had improved.
- Sharing learning from incidents had improved with a culture that encouraged shared learning.
- There were effective clinical governance procedures and quality measurement processes.
- The trust had effective systems for identifying risks, planning to eliminate or reduced them, and coping with both the expected and unexpected.



# King's Mill Hospital

Sherwood Forest Hospitals  
NHS Foundation Trust

Safe    Effective    Caring    Responsive    Well led    Overall

Urgent and emergency services

Medical care (including older people's care)

Maternity

End of life care

Outpatients

Diagnostic imaging

Surgery

Critical Care

Services for children and young people

Overall



# King's Mill Hospital

Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
Urgent and emergency services	Good 2018	Good 2018	Good 2018	Good 2018	Outstanding 2018	Good 2018
Medical care (including older people's care)						
Maternity						
End of life care						
Outpatients						
Diagnostic imaging						
Surgery						
Critical Care						
Services for children and young people						
Overall						

# King's Mill Hospital

Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
Urgent and emergency services	Good 2018	Good 2018	Good 2018	Good 2018	Outstanding 2018	Good 2018
Medical care (including older people's care)	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Maternity						
End of life care						
Outpatients						
Diagnostic imaging						
Surgery						
Critical Care						
Services for children and young people						
Overall						

# King's Mill Hospital

Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
Urgent and emergency services	Good 2018	Good 2018	Good 2018	Good 2018	Outstanding 2018	Good 2018
Medical care (including older people's care)	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Maternity	Good 2018	Good 2018	Outstanding 2018	Good 2018	Good 2018	Good 2018
End of life care						
Outpatients						
Diagnostic imaging						
Surgery						
Critical Care						
Services for children and young people						
Overall						

# King's Mill Hospital

Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
Urgent and emergency services	Good 2018	Good 2018	Good 2018	Good 2018	Outstanding 2018	Good 2018
Medical care (including older people's care)	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Maternity	Good 2018	Good 2018	Outstanding 2018	Good 2018	Good 2018	Good 2018
End of life care	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Outpatients						
Diagnostic imaging						
Surgery						
Critical Care						
Services for children and young people						
Overall						

# King's Mill Hospital

Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
Urgent and emergency services	Good 2018	Good 2018	Good 2018	Good 2018	Outstanding 2018	Good 2018
Medical care (including older people's care)	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Maternity	Good 2018	Good 2018	Outstanding 2018	Good 2018	Good 2018	Good 2018
End of life care	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Outpatients	Good 2018	N/A	Good 2018	Good 2018	Outstanding 2018	Good 2018
Diagnostic imaging						
Surgery						
Critical Care						
Services for children and young people						
Overall						

# King's Mill Hospital

	Safe	Effective	Caring	Responsive	Well led	Overall
Urgent and emergency services	Good 2018	Good 2018	Good 2018	Good 2018	Outstanding 2018	Good 2018
Medical care (including older people's care)	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Maternity	Good 2018	Good 2018	Outstanding 2018	Good 2018	Good 2018	Good 2018
End of life care	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Outpatients	Good 2018	N/A	Good 2018	Good 2018	Outstanding 2018	Good 2018
Diagnostic imaging	Good 2018	N/A	Good 2018	Requires Improvement 2018	Good 2018	Good 2018

Surgery

Critical Care

Services for children and young people

Overall

These are a brilliant set of ratings and indicate huge progress.

We also had services at KMH not visited in 2018 so their historical ratings are used.

# King's Mill Hospital

Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
Urgent and emergency services	Good 2018	Good 2018	Good 2018	Good 2018	Outstanding 2018	Good 2018
Medical care (including older people's care)	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Maternity	Good 2018	Good 2018	Outstanding 2018	Good 2018	Good 2018	Good 2018
End of life care	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018	Good 2018
Outpatients	Good 2018	N/A	Good 2018	Good 2018	Outstanding 2018	Good 2018
Diagnostic imaging	Good 2018	N/A	Good 2018	Requires Improvement 2018	Good 2018	Good 2018
Surgery	Requires Improvement 2015	Good 2015	Good 2015	Good 2015	Good 2015	Good 2015
Critical Care	Requires Improvement 2015	Requires Improvement 2015	Good 2015	Requires Improvement 2015	Requires Improvement 2015	Requires Improvement 2015
Services for children and young people	Requires Improvement 2015	Good 2015	Good 2015	Good 2015	Good 2015	Good 2015
Overall	Requires Improvement	Good	Good	Good	Good	Good

# The CQC said about King's Mill Hospital...

Our rating of this hospital improved. During this inspection we found SIX of the SIX core services we inspected were Good because:

- Sharing learning from incidents had improved with a culture that encouraged shared learning.
- Staff demonstrated a kind and caring approach towards patients and their families. It was obvious staff had a positive relationship with patients and we saw staff spending time talking to patients and their families.
- There was effective clinical governance procedures and quality measurement processes.



# Previous SFH ratings

	Safe	Effective	Caring	Responsive	Well led	Overall
2015	Inadequate	Requires Improvement	Good	Requires Improvement	Inadequate	Inadequate
2016	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement



# SFH Overall

Sherwood Forest Hospitals  
NHS Foundation Trust

Safe      Effective      Caring      Responsive      Well led      Overall

King's Mill Hospital

Mansfield Community Hospital

Newark Hospital

Overall

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# SFH Overall

Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
King's Mill Hospital	Requires Improvement	Good	Good	Good	Good	Good
Mansfield Community Hospital	Good	Good	Outstanding	Good	Good	Good
Newark Hospital	Good	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement
Overall	Requires Improvement	Good	Outstanding	Good	Good	Good

**Good** overall and **Outstanding** for caring is fantastic.

Well done and thank you.

CQC provided us with 47 ratings for services in 2018; 42 were Good, four were Outstanding and only one was Requires Improvement.

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# SFH Overall

Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall
King's Mill Hospital	Requires Improvement	Good	Good	Good	Good	Good
Mansfield Community Hospital	Good	Good	Outstanding	Good	Good	Good
Newark Hospital	Good	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement
Overall	Requires Improvement	Good	Outstanding	Good	Good	Good

Four of our five domains improved, our overall rating improved and safe remained as RI because not all core services were visited in 2018.

# The CQC said about SFH Overall.....

“Throughout the inspection we found a demonstrable culture of high quality, sustainable care which was delivered across specialties, divisions, trust locations and staff groups.”

# NHS Trusts in East Midlands



Sherwood Forest Hospitals  
NHS Foundation Trust

	Safe	Effective	Caring	Responsive	Well led	Overall	Date
Sherwood Forest Hospitals FT	Requires Improvement	Good	Outstanding	Good	Good	Good	2018
Kettering General Hospitals NHS Trust	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement	2018
United Lincolnshire NHS Trust	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement	2018
University Hospitals of Leicester NHS Trust	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement	2018
Northampton General Hospitals NHS Trust	Good	Good	Good	Good	Good	Good	2017
Chesterfield Royal FT	Requires Improvement	Good	Good	Requires Improvement	Good	Good	2017
Derby Royal FT	Requires Improvement	Good	Good	Good	Good	Good	2016
Nottingham University Hospitals NHS Trust	Requires Improvement	Good	Good	Good	Outstanding	Good	2016

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# Use of Resources

Requires  
Improvement

- This is a new domain for 2018.
- This rating requires us to reduce our £46m financial deficit.
- The Private Financing Initiative payments are only part of this.
- We must recognise that greater than 50% of our deficit is within our control:
  - Further improve our recruitment and retention rates to reduce the reliance on high cost agency and locum staff.
  - Further ensure we have efficient processes to ensure we get the most we can from every pound we spend.

# Thank you

- This is a fantastic report and these are the ratings we deserve.
- We are really pleased with the overall Good rating and Outstanding rating for caring.
- Whilst the RI for safety is disappointing, it is the best we could have achieved given the services not visited since 2014 and 2015. Of the TEN areas visited for safety in 2018, all TEN were rated Good.
- We have four core services with areas of Outstanding:
  - Caring MCH
  - Caring Maternity at KMH
  - Well led Urgent and Emergency Care at KMH
  - Well led Outpatients at KMH
- Every area at Newark reviewed either improved or kept Good. The only RI areas there are ones not inspected this time.



# Our Future

- We are now in a good place and we continue to be backed by the CQC and NHSI.
- We are in control of own destiny, but we must sustain and build on our 2018 rating.
- No Trust has moved from Inadequate to Outstanding. I believe we are only the third Trust to move by two ratings overall.
- We have an opportunity in the next 12 – 24 months to get to Outstanding which is where we should aim to be.

# My views

- You have done really well – thank you.
- I believe we consistently treat our patients like we expect our friends and family to be treated.
- We are all different, but consistently applying the values of kindness, support, encouragement and honesty will help make SFH outstanding. This does not preclude difficult conversations but poor behaviour is no longer acceptable and will not be tolerated.

# Further communication

- Divisional leads and corporate leads will be presenting the detailed information.
- Ten staff presentations today but this information is embargoed until tomorrow morning – this cannot be shared on social media.

# 2019....

	Safe	Effective	Caring	Responsive	Well led	Overall
2018	Requires Improvement	Good	Outstanding	Good	Good	Good
2019						

The following will be visited in 2019 and can change their ratings:

- Surgery – KMH
- Critical Care – KMH
- Services for Children and Young People – KMH
- Surgery – Newark
- End of Life Care – Newark
- Diagnostic Imaging – Newark
- Other services may also be visited

Every overall rating can also change in 2019. It's time for our next chapter.

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# Four areas of focus

- Safe patient care is our primary aim.
- We must treat our patients and each other with kindness.
- We need to further improve our financial position whilst maintaining safety.
- We can now be more confident about our ability to inspire change outside of SFH.

We're proud  
the CQC has  
rated us as

**Good**

overall and

**Outstanding**

for our care

Thank you to all  
#TeamSFH staff  
and volunteers

An improvement in ratings represents an improvement in the care we provide to our patients.

This is why the ratings are important.

We hope you are proud of your contribution and we are really proud of you. Everyone contributed in 2018 and we will need everyone to play their part in 2019.

Well done and thank you  
Sherwood Forest Hospitals NHS FT Board