

# CQC Inspection Report

Briefing for SOAG

November 2021



# What we will cover today

- An overview of the report
- What it tells us about our organisation
- Our overall ratings
- Our next steps



# Core Services inspected



- Urgent and emergency services
- Medical care
- End of life services
- Maternity services

In addition, the well-led inspection

# Overall position

The Trust has made progress, but we remain rated as inadequate overall, with requires improvement for effective & well-led





# CQC Feedback



**We have made some good progress, and this has been recognised by the CQC:**

*“...found some progress which – if sustained – would lay the foundations to considerably improving patient care”*

*“I recognise the enormous pressure NHS services are under across the country... Despite these pressures, the trust has made progress. It has benefited from more effective leadership that has helped drive improvements, and it has a much better understanding of the challenges it faces.”*

*“...it is providing more effective care overall”*

*“Staff were caring and compassionate... (inspectors) recognised the exceptionally dedicated and caring approach of its staff, despite being under considerable scrutiny”*

**This is down to all of you – thank you everyone.**

# Headlines from 2021 inspection

## Some real positives

Compassionate care, leadership, multi-disciplinary working and mental health provision, challenges and plans





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Safeguarding, commitment to continual learning & improvement, open and transparent culture



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Safeguarding, commitment to continual learning & improvement, open and transparent culture

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End of life care, workforce, risk assessments, mandatory training compliance





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Safeguarding, commitment to continual learning & improvement, open and transparent culture

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End of life care, workforce, risk assessments, mandatory training compliance

## Some ongoing issues

IPC practice, care planning, staffing



# Good practice – well done



- Emotional support given to patients, families and carers
- Improved safeguarding practices
- Mental Health provision improved
- MDT working
- Safety culture improved

# Where we need to improve



- Meeting individual patient needs
- Assessment and response to patient risk
- Quality and storage of records
- Infection Prevention and Control practices
- Practice in relation to pain relief
- Further work on leadership – management of risk and performance, culture & governance



# Consolidated ratings – where we were (RSH)

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Medical Care (inc. Older peoples care)	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate
Children & Young People	Good	Good	Good	Good	Good
Critical Care	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement
End of Life Care	Inadequate	Inadequate	Good	Requires Improvement	Inadequate
Surgery	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement
Urgent and Emergency Services	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate
Maternity	Inadequate	Requires Improvement	Good	Requires Improvement	Requires Improvement
Outpatients	Requires Improvement	Not Rated	Good	Requires Improvement	Good

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## Medical Care

### Good practice

- Staff treated patients with compassion and kindness
- The service planned and provided care in a way that met the needs of local people

### Areas for Improvement

- Control of infection risk was not always well managed
- Staff did not always complete and update risk assessments for each patient

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## End of life care

### Good practice

- Patients treated with kindness and compassion
- End of life care resource boxes to support staff – with kindness hearts and memory stones for families

### Areas for Improvement

- Effective system to ensure identification of patients at end of life needed
- Staff did not always assess and monitor patients regularly to see if they were in pain, or give pain relief in a timely way

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## Urgent and Emergency Care

### Good practice

- Colleagues were focused on the needs of patients receiving care, with an open culture to raise concerns
- Staff worked together as a team to benefit patients and supported each other to provide good care

### Areas for Improvement

- Patients did not always have timely access to the service when they needed it
- Infection risk not always controlled well

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## Medical Care

### Good practice

- Patients treated with compassion and kindness
- Leaders had skills and abilities to run the services

### Areas for Improvement

- Staff did not keep detailed records of patients' care and treatment
- Shortages within staffing



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## End of life care

### Good practice

- Staff felt respected and valued
- Swan rooms in place to support patients receiving end of life care

### Areas for Improvement

- Key services not always available 7 days a week to support timely patient care
- Staff did not always receive, and keep up to date with their mandatory training

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## Urgent and Emergency Care

### Good practice

- Patients treated with kindness and compassion
- Patient safety incidents managed well, with staff recognising and reporting incidents appropriately

### Areas for Improvement

- Patients did not always have timely access to the service
- The service not always designed in a way that met the needs of communities

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## Maternity (inpatient services)

### Good practice

- Staff were passionate about providing the highest levels of care and committed to improving services
- Women were treated with kindness and compassion

### Areas for Improvement

- Training compliance fell below Trust targets
- Not always enough maternity staff with the right qualifications, skills, training and experience

# Outstanding practice – well done



## Maternity

*“Midwifery staff showed immense levels of resilience as they were able to continue to provide high levels of care to women and babies and maintained a positive and caring attitude during extremely challenging circumstances.”*



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# Consolidated ratings today – PRH

Service	Safe	Effective	Caring	Responsive	Well Led	Overall
Medical Care (inc. Older peoples care)	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement
Children & Young People	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate	Inadequate
Critical Care	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement
End of Life Care	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate	Inadequate
Surgery	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement	Requires Improvement
Urgent and Emergency Services	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement
Maternity	Requires Improvement	Good	Good	Good	Requires Improvement	Requires Improvement
Outpatients	Good	Not Rated	Good	Good	Good	Good
Maternity (inpatient services)	Requires Improvement	Good	Good	Good	Requires Improvement	Requires Improvement
Overall	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate	Inadequate

# Consolidated ratings – where we were (Trust)

Royal Shrewsbury Hospital	Safe	Effective	Caring	Responsive	Well Led
Medical Care (inc. Older peoples care)	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate
Children & Young People	Good	Good	Good	Good	Good
Critical Care	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement
End of Life Care	Inadequate	Inadequate	Good	Requires Improvement	Inadequate
Surgery	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement
Urgent and Emergency Services	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate
Maternity	Inadequate	Requires Improvement	Good	Requires Improvement	Requires Improvement
Outpatients	Requires Improvement	Not Rated	Good	Requires Improvement	Good

Princess Royal Hospital	Safe	Effective	Caring	Responsive	Well Led
Medical Care (inc. Older peoples care)	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate
Children & Young People	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate
Critical Care	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement
End of Life Care	Inadequate	Inadequate	Requires Improvement	Requires Improvement	Inadequate
Surgery	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement
Urgent and Emergency Services	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate
Maternity	Requires Improvement	Good	Good	Good	Requires Improvement
Outpatients	Good	Not Rated	Good	Good	Good
Maternity (inpatient services)	Requires Improvement	Good	Good	Good	Requires Improvement



# Consolidated ratings – where we are now (Trust)

Royal Shrewsbury Hospital	Safe	Effective	Caring	Responsive	Well Led
Medical Care (inc. Older peoples care)	Inadequate	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement
Children & Young People	Good	Good	Good	Good	Good
Critical Care	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement
End of Life Care	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate
Surgery	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement
Urgent and Emergency Services	Inadequate	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement
Maternity	Inadequate	Requires Improvement	Good	Requires Improvement	Requires Improvement
Outpatients	Requires Improvement	Not Rated	Good	Requires Improvement	Good

Princess Royal Hospital	Safe	Effective	Caring	Responsive	Well Led
Medical Care (inc. Older peoples care)	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement
Children & Young People	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate
Critical Care	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement
End of Life Care	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate
Surgery	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement
Urgent and Emergency Services	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement
Maternity	Requires Improvement	Good	Good	Good	Requires Improvement
Outpatients	Good	Not Rated	Good	Good	Good
Maternity (inpatient services)	Requires Improvement	Good	Good	Good	Requires Improvement

# Overall ratings

Royal Shrewsbury Hospital	Safe	Effective	Caring	Responsive	Well Led	Overall
Overall	Inadequate	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement	Inadequate

# Overall ratings

Royal Shrewsbury Hospital	Safe	Effective	Caring	Responsive	Well Led	Overall
Overall	Inadequate	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement	Inadequate

Princess Royal Hospital	Safe	Effective	Caring	Responsive	Well Led	Overall
Overall	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate	Inadequate

# Overall ratings

Royal Shrewsbury Hospital	Safe	Effective	Caring	Responsive	Well Led	Overall
Overall	Inadequate	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement	Inadequate

Princess Royal Hospital	Safe	Effective	Caring	Responsive	Well Led	Overall
Overall	Inadequate	Inadequate	Requires Improvement	Inadequate	Inadequate	Inadequate

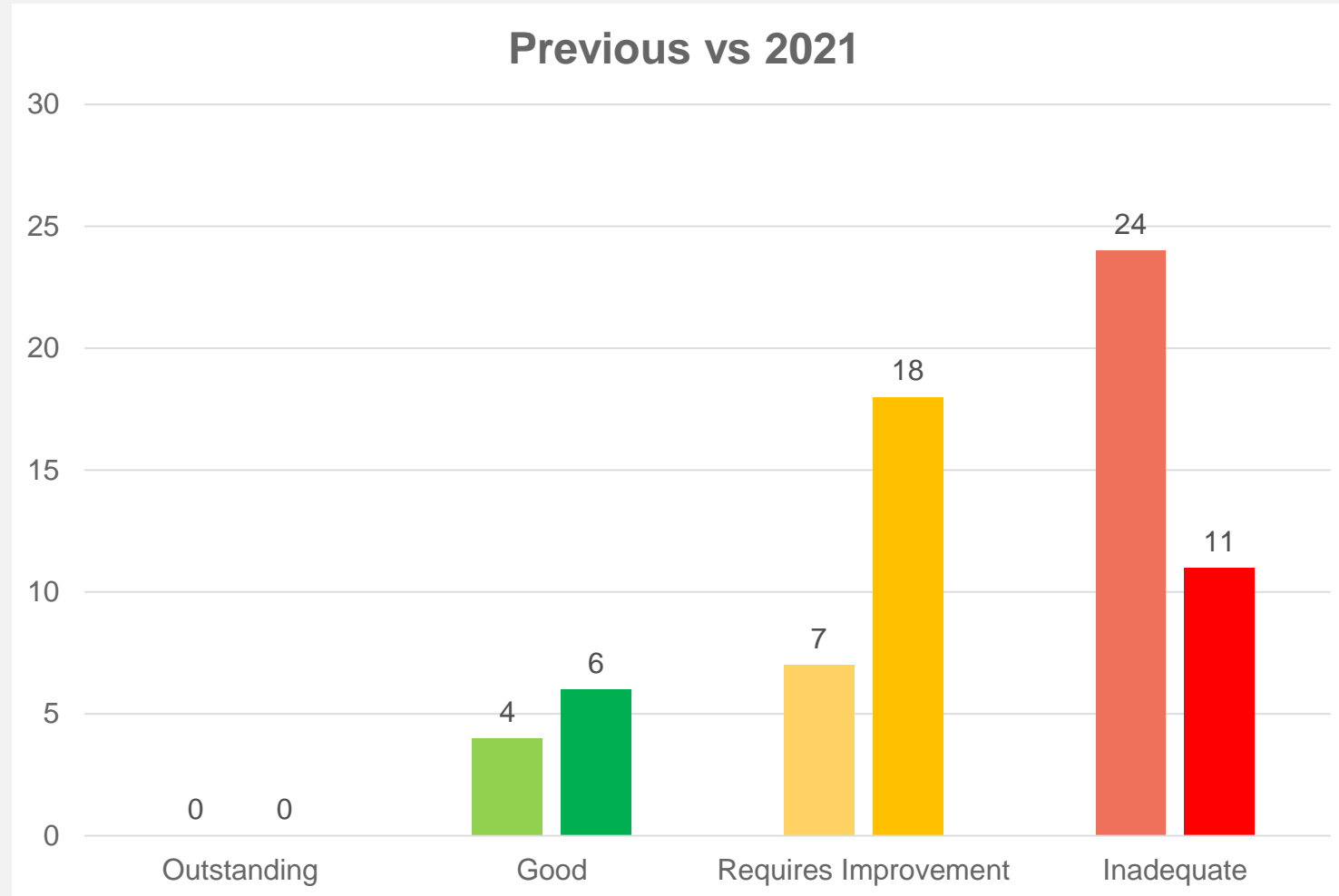
Trust Overall	Safe	Effective	Caring	Responsive	Well Led	Overall
Overall	Inadequate	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement	Inadequate

# What's changed in the ratings

Royal Shrewsbury Hospital	Safe	Effective	Caring	Responsive	Well Led	Overall
Medical Care (inc. Older peoples care)	Inadequate ↔↔	Requires Improvement ↑	Requires Improvement ↔↔	Requires Improvement ↑	Requires Improvement ↑	Requires Improvement ↑
Children & Young People						
Critical Care						
End of Life Care	Inadequate ↔↔	Inadequate ↔↔	Requires Improvement ↓	Inadequate ↓	Inadequate ↔↔	Inadequate ↔↔
Surgery						
Urgent and Emergency Services	Inadequate ↔↔	Requires Improvement ↑	Requires Improvement ↑	Inadequate ↔↔	Requires Improvement ↑	Inadequate ↔↔
Maternity						
Outpatients						

Princess Royal Hospital	Safe	Effective	Caring	Responsive	Well Led	Overall
Medical Care (inc. Older peoples care)	Requires Improvement ↑	Requires Improvement ↑	Good ↑	Requires Improvement ↑	Requires Improvement ↑	Requires Improvement ↑
Children & Young People						
Critical Care						
End of Life Care	Inadequate ↔↔	Inadequate ↔↔	Requires Improvement ↔↔	Inadequate ↓	Inadequate ↔↔	Inadequate ↔↔
Surgery						
Urgent and Emergency Services	Requires Improvement ↑	Good ↑↑	Good ↑	Requires Improvement ↑	Requires Improvement ↑	Requires Improvement ↑
Maternity						
Outpatients						
Maternity (inpatient services)	Requires Improvement ↔↔	Good ↔↔	Good ↔↔	Good ↔↔	Requires Improvement ↔↔	Requires Improvement ↔↔

# We are on a journey



# Summary of Must Do and Should Do

	Royal Shrewsbury Hospital		Princess Royal Hospital	
Service	Must do	Should do	Must do	Should do
Medical Care (inc. Older peoples care)	10	13	12	13
Children & Young People				
Critical Care				
End of Life Care	11	8	13	8
Surgery				
Urgent and Emergency Services	12	7	5	6
Maternity			3	16
Outpatients				

**Trust wide  
Must do**

**5**



# Our next steps



- Embrace the feedback
- Continue our Getting to Good improvement journey
- Work together
- Read the report
- Take actions in our areas
- Deliver our plans for the benefit of our patients and communities and colleagues

# Any Questions?

