

CQC Inspection Report for Mid and South Essex NHS Foundation Trust

1. Background

The Trust has a responsibility and duty in respect of responding to regulatory conditions, warning notices, requirement notices and actions issued by the Care Quality Commission (CQC). The purpose of this report is to present to the Board an overview of the recently published CQC inspection report for Mid and South Essex NHS Foundation Trust and the response and plans for improvement.

2. Introduction

The CQC carried out an unannounced inspection of core services during July and August followed by the Trust-wide well led inspection in September. The core services inspected were as follows:

- Urgent and emergency Care at Southend Hospital
- Medicine at Basildon Hospital
- Maternity at all sites
- Surgery at all sites

The CQC inspection report was published on 1 December 2021.

3. Key Findings and highlights

3.1 Trust Ratings

The trust has been rated as 'Requires Improvement' overall, with ratings of 'Good' for the Caring and Effective domains and 'Requires Improvement' for Safe, Responsive and Well-led where this has been rated.

Table 1 shows the overall ratings for the Trust. The rating for well-led is based on the CQC inspection at trust level, taking into account what they found in the individual services. The ratings for the other key questions are from combining ratings for services using their professional judgement. The rating change compares the ratings previously attributed to Southend University Hospital NHSFT as the acquiring organisation.

Rating for acute services/acute trust

	Safe	Effective	Caring	Responsive	Well-led	Overall
Southend University Hospital	Requires Improvement ↔ Dec 2021	Good ↔ Dec 2021	Good ↔ Dec 2021	Requires Improvement ↔ Dec 2021	Requires Improvement ↓ Dec 2021	Requires Improvement ↔ Dec 2021
Basildon University Hospital	Not rated	Not rated	Not rated	Not rated	Not rated	Not rated
Broomfield Hospital	Not rated	Not rated	Not rated	Not rated	Not rated	Not rated
Overall trust	Requires Improvement ↔ Dec 2021	Good ↔ Dec 2021	Good ↔ Dec 2021	Requires Improvement ↔ Dec 2021	Requires Improvement ↓ Dec 2021	Requires Improvement ↔ Dec 2021

Rating change since last inspection	Same	Up one rating	Up two ratings	Down one rating	Down two ratings
Symbol *	↔	↑	↑↑	↓	↓↓

Month Year = Date last rating published

Table 1

3.2 Highlights

- The CQC rated 'Caring' as Good throughout
- Staff treated patients with compassion and kindness
- Staff were focused on the needs of patients receiving care
- Staff provided emotional support to patients, families and carers and supported them to understand their condition and make decisions about their care and treatment
- The removal of 'Inadequate' in Maternity at Basildon
- Leaders had the skills and abilities to run the Trust
- The trust focused on improvement and sustainability of services - working with the wider health economy to improve patient pathways
- There were effective governance processes throughout the Trust and with partner organisations - although this needs further embedding
- Leaders and teams used systems to manage performance
- Leaders and staff engaged with patients, staff, equality groups, the public and local organisations to plan and manage services
- The trust encouraged innovation and participation in research
- Outstanding practice was noted by Basildon SDEC in keeping COVID-19 patients out of hospital

3.3 Site and Core Service Ratings

The following tables detail the ratings for each site and core service. As the acquiring trust, the previous ratings for Southend Hospital have been retained.

Rating for Southend University Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Medical care (including older people's care)	Requires improvement Mar 2020	Good Mar 2020	Good Mar 2020	Good Mar 2020	Good Mar 2020	Good Mar 2020
Services for children & young people	Good Apr 2018	Good Apr 2018	Good Apr 2018	Good Apr 2018	Good Apr 2018	Good Apr 2018
Critical care	Requires improvement Aug 2016	Good Aug 2016	Good Aug 2016	Good Aug 2016	Good Aug 2016	Good Aug 2016
End of life care	Good Apr 2018	Good Apr 2018	Good Apr 2018	Good Apr 2018	Good Apr 2018	Good Apr 2018
Surgery	Requires Improvement ↔ Dec 2021	Good ↔ Dec 2021	Good ↔ Dec 2021	Requires Improvement ↔ Dec 2021	Requires Improvement ↓ Dec 2021	Requires Improvement ↔ Dec 2021
Urgent and emergency services	Requires Improvement ↔ Dec 2021	Not rated	Good Mar 2020	Not rated	Requires Improvement ↔ Dec 2021	Requires Improvement ↔ Dec 2021
Outpatients	Good Mar 2020	Not rated	Good Mar 2020	Requires improvement Mar 2020	Good Mar 2020	Good Mar 2020
Maternity	Requires Improvement ↔ Dec 2021	Requires Improvement ↓ Dec 2021	Good Mar 2020	Good ↔ Dec 2021	Requires Improvement ↓ Dec 2021	Requires Improvement ↓ Dec 2021
Overall	Requires Improvement ↔ Dec 2021	Good ↔ Dec 2021	Good ↔ Dec 2021	Requires Improvement ↔ Dec 2021	Requires Improvement ↓ Dec 2021	Requires Improvement ↔ Dec 2021

Rating for Basildon University Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Maternity	Requires Improvement ↑ Dec 2021	Requires Improvement ↑ Dec 2021	Not rated	Good Dec 2021	Requires Improvement ↑ Dec 2021	Requires Improvement ↑ Dec 2021
Medical care (including older people's care)	Requires Improvement Dec 2021	Good Dec 2021	Good Dec 2021	Good Dec 2021	Requires Improvement Dec 2021	Requires Improvement Dec 2021
Surgery	Requires Improvement Dec 2021	Good Dec 2021	Good Dec 2021	Requires Improvement Dec 2021	Requires Improvement Dec 2021	Requires Improvement Dec 2021
Overall	Not rated	Not rated	Not rated	Not rated	Not rated	Not rated

Rating for Broomfield Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Maternity	Requires Improvement Dec 2021	Requires Improvement Dec 2021	Not rated	Good Dec 2021	Requires Improvement Dec 2021	Requires Improvement Dec 2021
Surgery	Requires Improvement Dec 2021	Good Dec 2021	Good Dec 2021	Requires Improvement Dec 2021	Requires Improvement Dec 2021	Requires Improvement Dec 2021
Overall	Not rated	Not rated	Not rated	Not rated	Not rated	Not rated

4. Areas for improvement Trust wide

4.1 Well led

- Further development of culture and leadership visibility across the trust
- FOM - further developing the vision and roles and responsibilities
- Embedding the new governance structure and model for learning from incidents and never events

4.2 Safety

- Ensuring adequate numbers of staff with the right skills and experience
- Compliance with mandatory training and appraisals
- Completion of clinical risk assessments and appropriate review of clinical risks
- Maintenance and monitoring of clinical equipment
- Checking and secure storage of medicines
- Ensure accurate record keeping and storage of patient records
- Monitoring and documentation of the deteriorating patients' NEWS scores is accurate

4.3 Effective

- Ensure relevant audits are undertaken to specific departments
- Ensure policy alignment across the trust

4.4 Responsive

- Continue to improve referral to treatment times (RTT)

5. Areas for Improvement Maternity

Maternity services were rated as 'Requires Improvement' across all 3 sites and whilst the ratings had declined for the Southend and Broomfield sites (when compared to the previous legacy trust reports), an improvement was seen for the Safe, Effective and Well-led domains on the Basildon site from 'Inadequate' to 'Requires Improvement'.

5.1 Well Led

- Ensure leadership and governance structures are fully embedded
- Ensure incidents are investigated and closed in a timely manner
- Robust systems are in place to support staff
- Ensure all staff have access to all necessary information to enable them to complete their roles

5.2 Safety

- Ensuring adequate numbers of staff with the right skills and experience, including dedicated triage midwives and super-numerary coordinators
- Compliance with mandatory, speciality, safeguarding and new born hearing training and appraisals
- Ensure up to date cleaning records
- Ensure effective IPC practices and compliance with uniform policy
- Must ensure robust process in place for triaging women
- Ensure MDT handover include anaesthetists
- Completion of risk assessments and embedding of
- Maintenance and monitoring of equipment
- Checking and secure storage and medicines
- Ensure carbon monoxide monitoring is completed
- Ensure accurate record keeping and storage of patient records

6. Next Steps

- The existing CQC action plan has been reviewed and any previous actions that relate to the new MUST or SHOULD take actions have been linked into the new improvement plan.
- A deep dive is taking place of any existing actions not linked to the new report to determine whether
 - the improvement has been achieved and sustained and is ready for presentation to the Evidence Assurance Group for closure
 - the action remains in progress and is to be transferred to the new improvement plan
- A revised approach is being taken in response to the MUST and SHOULD take actions to ensure that robust improvement plans are in place, improvement is achieved and sustained. Where possible the improvement plan is being linked to existing improvement work streams and projects to avoid duplication and to ensure the organisation focuses on relevant areas. Where existing quality improvement plans or projects are not already in place, these are being worked up and will link into one of the trust improvement work streams.