Special Measures Action Plan

Colchester Hospital University NHS Foundation Trust

9th September 2015
Colchester Trust - Our improvement plan & our progress

Background and summary of actions

Colchester Hospital University NHS Foundation Trust (CHUFT) provides a range of hospital services for the people of Colchester, north east Essex and south Suffolk. The Trust employs over 4,000 members of staff and each year over 400,000 people attend outpatient clinics, around 75,000 patients visit A&E, we treat around 90,000 inpatients and we deliver over 4,000 babies.

Keogh review – February 2013

In February 2013 the Prime Minister asked Professor Sir Bruce Keogh, Medical Director of NHS England, to undertake a review of the quality of care and treatment at 14 hospital trusts that had higher than average mortality rates over the previous two years. This group of Trusts included Colchester Hospital University NHS Foundation Trust.

The review of CHUFT referred to “great examples of excellent care being delivered to patients” but it also noted a number of areas where improvements were necessary. Professor Sir Bruce Keogh made a number of recommendations designed to bring about quality improvements. These included:

- The need for better processes to recognise and treat deteriorating patients
- A review of staffing and skill mix
- Improved communication and engagement with staff
- Improved complaints management processes

CQC cancer services review – November 2013

In the summer of 2013 a member of Trust staff contacted the Keogh review team with information about alleged waiting list manipulation in respect of cancer services which the Keogh team passed on to the Care Quality Commission (CQC). The CQC then undertook an inspection of the hospital in August and September of 2013.

The CQC identified “serious concerns” and said staff reported to the CQC that they were “pressured to change data... to make it seem people were being treated in line with national guidelines”. The CQC’s Chief Inspector of Hospitals, Professor Sir Mike Richards, recommended that Monitor place CHUFT into special measures.

The Trust immediately apologised, commissioned an independent review and indicated that, “If there is any evidence that any of our staff have inappropriately adjusted and reported cancer figures, the Trust will take the strongest possible action against them.”

Monitor subsequently decided that CHUFT had breached its licence to provide health services and decided to put the Trust into special measures. This meant:

- The Trust had to develop an action plan to put right the concerns highlighted by the CQC in respect of cancer services
- An Improvement Director would be appointed by Monitor
- A high performing Foundation Trust - the Royal Marsden, an NHS Foundation Trust with a world-leading reputation for cancer services - would be asked to offer support to CHUFT.

During 2014 the Trust has developed and implemented a cancer improvement plan, this has involved reviewing and redesigning all cancer pathways. These pathways, with the exception of dermatology have been externally assured. In December 2014 the Trust published 2 independent investigations – the Troop Taylor Brown report (http://www.colchesterhospital.nhs.uk/The%20Final%20Report%20of%20the%20Independent%20Investigation.pdf) and the Retrospective review (http://www.colchesterhospital.nhs.uk/Retrospective%20review%20-%20Report.pdf). The broad conclusions of these report was that there was no evidence of either systematic data manipulation in cancer services or a culture of systematic bullying and harassment within the Trust.
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Background and summary of actions

CQC full hospital inspection – May 2014
The Chief Inspector of Hospitals inspected our Trust in May 2014 and published the findings on the CQC website in July 2014. The Trust was rated overall as ‘requires improvement’ and made a number of specific recommendations relating to services provided at both Colchester General Hospital and Essex County Hospital. The Trust published its improvement plan to address the issues and concerns raised by the CQC at the end of August 2014.

CQC inspection of A and E and EAU – November 2014
The improvement plan was recast in January 2015 following the CQC visit in November 2014. It is reviewed weekly by Shane Gordon and the Nursing and operational teams. Over the last month good progress has been made to further refine and agree actions as well as giving confidence that actions are being delivered. A slide pack was attached in July’s submission, this was a schedule of proposed changes to the improvement plan that have been agreed by the Executive Team. The improvement plan was also discussed with partners at the Improvement Board on Monday 15 June 2015. In relation to the section 31 notice which pertains to A and E and EAU – the trust is required to report every week to the CQC. The most recent submissions to the CQC is attached showing that we are compliant with the Section 31 notices. Further work is being undertaken to strengthen the audit arrangements for assessing compliance.

NHS England Assurance Visit
As part of an assurance of our improvement journey NHS England visited the trust on 28th April 2015. Their one day visit was supplemented by a suite of documents and evidence provided beforehand. The final report form NHS England is attached. Overall the message as one of good progress but recognising that there is still significant work to do. This position aligns with the Trusts assessment of progress. The issues and actions identified will be incorporated into the Improvement Plan. The one area where the Trust has received an ‘inadequate’ rating is on Sepsis. Angela Tillett is leading work to add momentum to our change programme. An update of progress on this specific area will be outlined by Angela at the meeting. The trust continues with its own internal preparation for the CQC visit in September including the Peer visits – update of progress and key issues is included within the papers.

Risk Summit – August 2015
A Risk summit was held with Colchester hospital’s regulators, commissioners and partners to take stock of the Hospital’s improvement progress and any concerns. It was agreed to focus on 10 priority areas (known as work streams). Related actions were transferred from the existing Improvement plan and additional actions were added taking into account points raised from the July 2015 CQC report. These were consolidated into a focused 4 month plan to conclude end of December 2015. Please find the link to this plan Which is linked below: (http://www.colchesterhospital.nhs.uk/improvement_plan.pdf)

The published report can be found on the CQC website: http://www.cqc.org.uk/location/RDEE4

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<thead>
<tr>
<th>Overall Rating</th>
<th>Inadequate</th>
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<tr>
<td>Are services safe?</td>
<td>Inadequate</td>
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<tr>
<td>Are services Effective?</td>
<td>Requires improvement</td>
</tr>
<tr>
<td>Are Services caring?</td>
<td>Requires improvement</td>
</tr>
<tr>
<td>Are services responsive?</td>
<td>Inadequate</td>
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<tr>
<td>Are services well-led?</td>
<td>Inadequate</td>
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The Trust will provide an update monthly via the embedded document above
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On-going assessment

- As part of the Trust's on-going assessment of progress, with support of Monitor, a team led by Dr David Levy visited the trust on 28th April 2015.
- Their report can be found at [http://www.colchesterhospital.nhs.uk/nhs_england_site_visit_april_2015.pdf](http://www.colchesterhospital.nhs.uk/nhs_england_site_visit_april_2015.pdf)
- It was noted by the team that the Trust have good progress in a total of 30 areas. It found 5 were good, 24 required improvements, 1 inadequate.
- The issues identified have been incorporated into the Improvement Plan.
- CQC is scheduled to revisit 15-18 September 2015.

Who is responsible?

- Our actions to address the improvements required have been agreed by the Trust Board and is monitored monthly by the Executive Team.
- An Improvement Board with representation from Trust Directors, North East Essex Clinical Commissioning Group, Healthwatch Essex and Essex County Council has been established to provide assurance to the Trust Board of Directors, patient and the public that progress is being made against the plan.
- The Quality & Patient Safety Committee monitors progress monthly before it is presented to each Board meeting.
- Our Chief Executive, Lucy Moore is ultimately responsible for implementing actions in this Improvement Plan.
- The Improvement Director assigned to Colchester Hospitals NHS Foundation Trust is Sue Lewis, who will be acting on behalf of Monitor and in concert with the relevant Regional Team of Monitor to ensure delivery of the improvements and oversee the implementation of the action plan overleaf. Should you require any further information on this role please contact specialmeasures@monitor.gov.uk
- If you have any questions about how we're doing, contact Ann Alderton, ann.alderton@colchesterhospital.nhs.uk

How we will communicate our progress to you

- We will update this progress report every month while we are in special measures.
- There will be regular updates on NHS Choices and subsequent longer term actions may be included as part of a continuous process of improvement.
- We will develop a patient forum to ensure that improvements we make best meet the needs of our patients.

Chair / Chief Executive Approval (on behalf of the Board):

<table>
<thead>
<tr>
<th>Chair Name: Alan Rose</th>
<th>Signature:</th>
<th>Date: 09.09.15</th>
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<tbody>
<tr>
<td>Chief Executive Name: Lucy Moore</td>
<td>Signature:</td>
<td>Date: 09.09.15</td>
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<tr>
<td>Oversight and improvement action</td>
<td>Agreed Timescale for Implementation</td>
<td>Action owner</td>
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<tr>
<td>Establish an Improvement Board to provide assurance that improvement actions are delivering with representation from Colchester Hospital Directors, North East Essex Clinical Commissioning Group, Healthwatch Essex and Essex County Council.</td>
<td>September 2014</td>
<td>Lucy Moore, CEO</td>
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<td>Regular Performance Review meetings with Monitor to track delivery of actions</td>
<td>August 2014</td>
<td>Lucy Moore, CEO</td>
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<td>Programme of visits/assessments based on CQC key lines of enquiry</td>
<td>August 2014 onwards</td>
<td>Director of Nursing</td>
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<td>Monthly Executive team review of progress prior to Improvement Board.</td>
<td>October 2014 onwards</td>
<td>Lucy Moore, CEO</td>
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<td>Meetings of the Quality &amp; Patient Safety committee (QPS) which will review evidence from the Improvement Board on progress against the improvement plan.</td>
<td>Monthly October 2014 onwards</td>
<td>Tom Fleetwood, Non-Executive Director &amp; Chair of QPS committee.</td>
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<td>Monthly review by the Trust Board.</td>
<td>September 2014 onwards</td>
<td>Peter Wilson, Interim Trust Chair</td>
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<td>Monthly updates of this Improvement plan will be published on our website and NHS Choices website.</td>
<td>September 2014 onwards</td>
<td>Lucy Moore, CEO</td>
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<td>Actions from November and December 2014 visit consolidated with current Improvement plan into a new Improvement plan.</td>
<td>February 2015</td>
<td>Lucy Moore, CEO</td>
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<td>A focused 4 month Improvement plan has been developed, this includes actions from the CQC July 2015 report and actions from the previous Improvement plan, related to 10 work streams agreed at the August Risk summit</td>
<td>December 2015</td>
<td>Rachel Webb, Director of Strategy and Transformation</td>
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