



CQC Inspection Report

York Teaching Hospital NHS Foundation Trust

October 2015

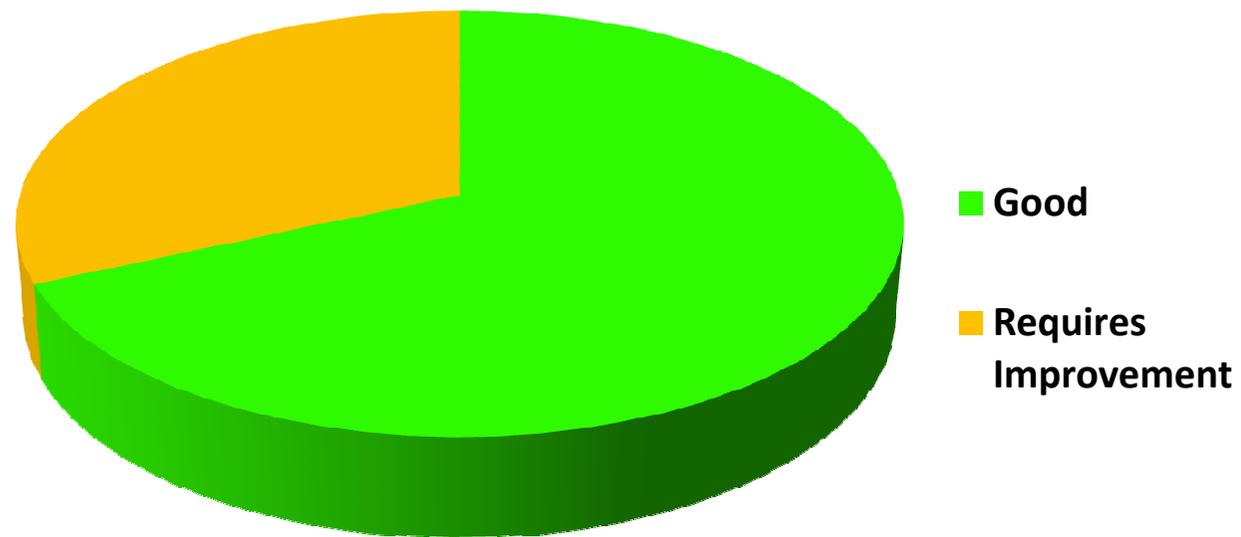
The Context

- Complex Agenda
 - Integrating two community services (2011)
 - Trust acquisition (2012)
 - Acquired organisations in severe difficulty
 - North Yorkshire community economically challenged
- 5 year integration programme

CQC Inspection Report

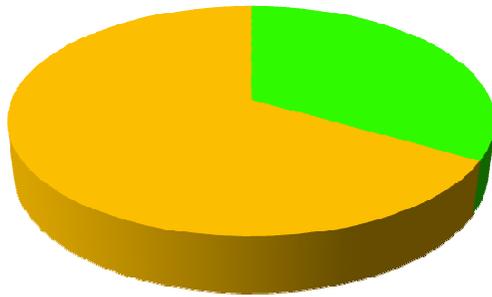
- Highlights
 - Caring and compassionate
 - Patients are treated with dignity and respect
 - Committed to best treatment with best outcomes
 - Open and honest
 - Examples of innovation
 - Excellence in End of Life Care
 - Praise for Community Services, Community Hubs
 - Positive partnership working, alliances

Overall Trust Ratings

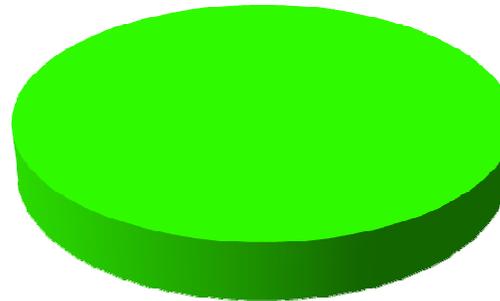


Combined Ratings for Domains

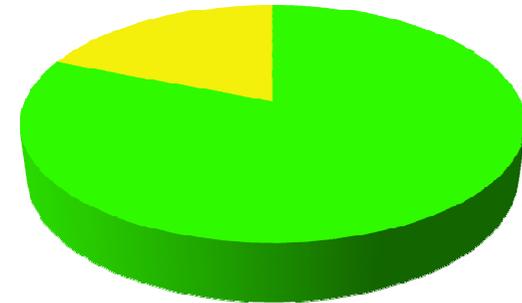
Safe



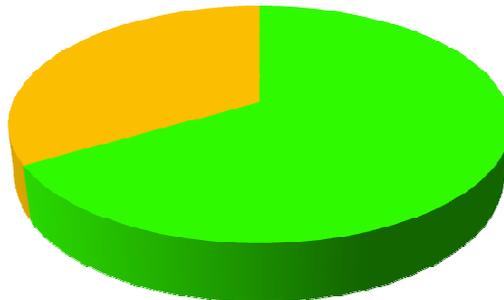
Caring



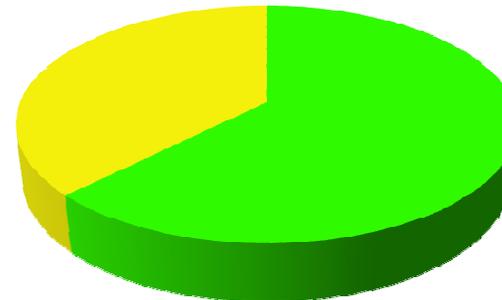
Effective



Responsive

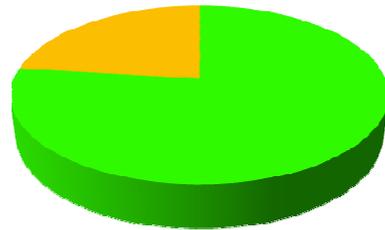


Well-led

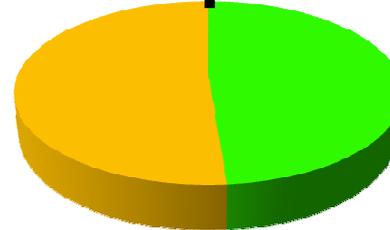


Combined Ratings for Sites

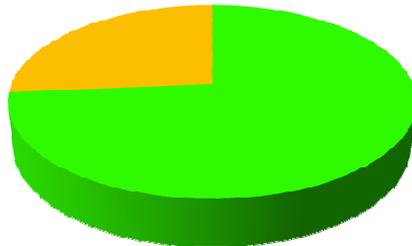
York Hospital



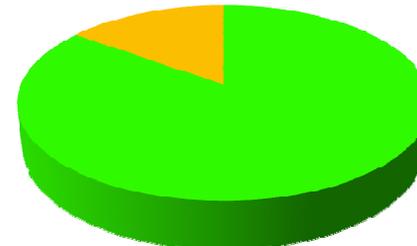
Scarborough Hospital



Bridlington Hospital



Community Services



Key Findings – no surprises

- Nurse staffing and ability to recruit to some key posts
- Challenges in meeting some national targets
- Statutory and Mandatory Training
- Challenges with acquired services (staff engagement)

Required Actions

- **Emergency Department**
 - 15 minute assessment implemented with immediate effect
 - (tripartite whole system engagement, Emergency Care Improvement Programme)
- **Statutory & Mandatory Training**
 - 89% compliance overall
 - Sanctions for non-compliance
- **Staffing levels**
 - Chief Nurse daily staffing meetings
 - Acuity and dependency audits in line with best practice
 - Regular skill mix reviews

Response

- **Safety**

- Systematic reduction in SHMI post acquisition
- SHMI always within expected range
- Centralisation of services in difficulty

- **Staffing**

- Nurse staffing levels safe, flexed to meet risk
- Appropriate funded establishment
- 74 RNs starting in October
- Currently recruiting overseas (60 RNs Jan 2016)
- Development of non-registered workforce
- Progressive development of Advanced Care Practitioners

- **Performance**
 - Waiting times improving
- **Governance**
 - Statutory & Mandatory training compliance 89%
 - Learning from incidents
 - Governance review
- **Staff Engagement**
 - History of disengagement and pre-existing low morale in acquired services
 - Continued priority

Other actions

- Improve patient flow
- Critical Care – access to dietetics & pain management
- Equipment Testing
- Strategic Planning and communication
- Policy & protocol harmonisation
- Safeguarding lone workers
- Security of records

Next steps

- Communication
- Reflection
- Response required within one month

Questions?