

# **Clinical Quality & Patient Safety**

## **January 2015 (November 2014 data)**

This section presents a review of published clinical quality data as of 23rd January 2015.

# Executive Summary

The clinical quality and patient safety report is compiled from data and information available as of Friday 23rd January 2015.

## Executive Summary:

**Note: This is an exception report as agreed at November Governing Body with a more detailed report to be submitted to the February Governing Body meeting to include:-**

- **Quarter 3 data on all providers**
- **Quarter 3 Adult and Child safeguarding information**
- **Quarter 3 Out of Hours and 111 data**

This report is a summary update on quality issues for all NHS West Norfolk Clinical Commissioning Group (WNCCG) providers in terms of clinical effectiveness, patient safety and patient experience.

- A quality dashboard has been developed and will include data by provider for the month of November.
- A Red, Amber, Green (RAG) rating has been used for each provider to quantify the level of risk /concern.

These are defined as:- **Red – Not Assured**

**Amber – Partial Assurance**

**Green – Full Assurance**

## Key Risks:

### **The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust (QEHLK)**

- The Trust remains in special measures
- Clostridium Difficile cases above trajectory for 2014/15. 4 cases reported for November and RCAs for these cases have been completed.
- Friends and Family response rates for A&E and Inpatients were both below target for November.
- The total number of hospital acquired pressure ulcers has increased slightly from 11 in October to 13 in November.
- Recruitment to vacancies within registered nursing and midwifery and allied health professionals remains a risk

### **Norfolk Community Health and Care (NCH&C)**

- Staffing levels within Community Nursing and Therapy services and the risk to service provision.
- The percentage of West locality MSK physiotherapy patients seen within 18 weeks remains below target at 75%.
- Outcome of the report in to the CQC inspection undertaken in September 2014. The Trust overall rating was GOOD

### **Norfolk & Suffolk NHS Foundation Trust (N&SFT)**

- Numbers of WNCCG patients placed out of area - 5 patients in November.
- Caseload numbers for Adult Community and DCLL services.
- Recruitment to vacancies and the impact of vacancies on service delivery.

The report in to the NSFT unexpected deaths in West Norfolk CCG will be reported at the January 2015 Board meeting. The review in to the 2 outstanding cases will be undertaken on the 28<sup>th</sup> and 29<sup>th</sup> January 2015

## **Care Homes**

Quality themes identified as key risks include:-

- Workforce recruitment and retention
- Retaining engagement with the Care Home sector
- Decreasing level of nursing bed capacity across West Norfolk

# The Queen Elizabeth Hospital, King's Lynn — Executive Dashboard

## QEHLK

Month  
Position

Care Quality Commission



Mortality



Patient Safety



Workforce



Mixed Sex Accommodation



### Associated Risks:

- **CQC/Monitor – The Trust remains in special measures**
- **C. Diff cases above trajectory for 2014/15**
- **Vacancy numbers within nursing and midwifery and allied health professional staff groups**
- **Increase in hospital acquired pressure ulcers from October**
- **Reduced response rates for the Friends and Family Test.**
- **Inpatient Friends and family Test scores benchmark poorly against other Trusts**

### QEHLK – Response

- **CQC/Monitor:** The Trust remains in special measures and a CQC/Monitor special measures action plan is in place. This is monitored at CQRM and the quality oversight meetings.
- **Clostridium Difficile (C.Diff)** – There were 4 cases of C.Diff reported in November and RCAs for these have been completed. The number of cases year to date is 31. The Director of Infection Prevention and Control (IP&C) at QEHLK has developed a Trust wide action plan for infection prevention and control which has been shared with the CCG.
- **Staff vacancies** - The vacancy rate for registered nurses has increased to 9.3% from 5.8% in October. This is mainly due to an increase in funded establishment.
- **Pressure ulcers** – The total number of hospital acquired pressure ulcers has slightly increased from 11 in October to 13 in November. Overall the trend is reducing however this number benchmarks high when compared to other Trusts. Other Trusts report only avoidable pressure ulcers per 1000 bed days and QEHLK will move to reporting this to enable improved benchmarking.
- **Friends and Family Test** - The response rate has fallen below target for November. This relates to poor response rates in MAU and Terrington. The Associate Director is working closely with the teams in these areas to address this. The Trust wide inpatient score for Friends and Family Test benchmarks 9th out of 9 Trusts in the region. Work is ongoing with the ward sisters to review all comments, complaints and issues raised to address key concerns.

### NHS West Norfolk CCG - Actions

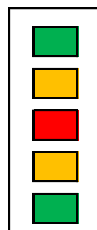
- WNCCG attend RCA review meetings to review the C.Diff RCAs with QEHLK. The CCG also review cases for their suitability for submission through the appeals process. Of the 31 cases year to date, 3 have been successfully appealed at the time of this report
- Review of IP&C action plan at CQRM
- Joint visits undertaken with the IP&C team to review progress with action plans following C.Diff outbreaks. Further visit planned for February.
- Pressure ulcer RCAs are reviewed and signed off by the CCG and trends are reviewed at CQRM.
- Friends and family Test data is reviewed at CQRM along with a monthly patient experience report provided by the Associate Director for Patient Experience.
- Workforce data is reviewed at CQRM and progress with recruitment is reviewed. The Director of Nursing workforce strategy includes international and local recruitment and different ways of working including development of band 4 roles.

# Norfolk Community Health & Care — Executive Summary

## NCH&C

Month  
Position

Care Quality Commission  
Patient Safety  
Workforce  
Patient Experience  
Bed Indicators



## Associated Risks

- **Staffing levels within Community Nursing and Therapy services and the impact on service provision**
- **Increase in QIRs associated with home monitoring of INR**
- **Increased waiting times for MSK physiotherapy**
- **Outcome of the report following the CQC inspection undertaken in September 2014**

## NCH&C – Response

- NCH&C provide commissioners with a monthly update on recruitment to vacancies. The position as at the 12<sup>th</sup> November is:-

<b>% Vacancy</b>	12.06%
Coastal	5%
Swaffham & Downham	9.42%
Kings Lynn	18.15%

- Narrative provided regarding one complaint in the West relating to a delay in receiving care by community nursing team. NCHC are working with GP practices to improve communication in regard to incoming referrals.
- Referral rates for MSK physiotherapy in West Norfolk have stabilised at a higher rate than has historically been the case. NCH&C are currently reviewing the MSK service delivery model and will present the revised model to commissioners in February 2015.
- Following NCH&C's review of the QIRs relating to INRs, an INR Pathway has been developed for the use by community nurses carrying out INR testing using CoaguCheck and this is audited weekly.
- The CQC report following the inspection carried out in September 2014 will be discussed with WNCCG at CQRM. The Trust were rated as **GOOD** by the CQC

## NHS West Norfolk CCG – Actions

- The CQC report following the inspection in September 2014 will be reviewed at CQRM
- Monthly monitoring of quality indicators at CQRM
- Review of recruitment to vacancies on a monthly basis
- Review of QIRs and responses received is undertaken by the Quality team
- QIR themes and trends are monitored and reviewed at CQRM.

## Note: Recruitment Update

As of December 2014 the NCH&C position with regard to recruitment to the Community Nursing and Therapy service in West Norfolk is as detailed below:-

% Vacancy	6.95%
Coastal	0%
Swaffham & Downham	9.42%
Kings Lynn	7.78%

# Norfolk & Suffolk Foundation Trust — Executive Summary 1 of 1

## NSFT

Month  
Position

Care Quality Commission



Patient Safety



Adult Community Data



Child, Family & Young Person Data



Dementia and Care in Later Life



### Associated Risks

- **Risks associated with workforce capacity and recruitment to vacancies and the impact on service delivery.**
- **Out of area placement of WNCCG patients**
- **Caseload numbers for Adult Community and DCLL services and the impact on waiting times for services**

### NSFT – Response

- **Workforce** - The Trust are undertaking repeated efforts to recruit. The Locality is using local advertising to attract applicants and there are currently adverts out seeking recruitment to vacancies in Acute Services, CFYP and Adult Community. An advert for band 5 nurses is out concurrently to continue to try and fill existing band 5 vacancies but also to provide backfill for any incumbent band 5 staff who successfully apply for one of the new band 6 posts.
- **Out of area placements** – At the end of November there were 5 WNCCG patients placed out of area. NSFT have acknowledged that the problem is not only about number of beds but include a range of other issues which include the effectiveness of community teams and the role played by other agencies in moving on those patients ready for discharge. NSFT reported that a senior member within the Trust continues to lead on reviewing all individuals placed out of Trust as well as the places being used for these placements.
- **Caseload numbers** - NSFT board are aware that caseload numbers for Adult Community service (136%) and DCLL (149%) remain higher than target caseload. Referral rates remain higher than expected resulting in an upward pressure on caseload numbers. Remedial actions in place include:-  
 Adult Community - a review of the Locality structure and AAT function is currently underway. Additional WTE agreed to establish Flexible Assertive Community Treatment extended hours capacity to the community team.  
 DCLL – A paper detailing a review of the DCLL pathway will be presented to WNCCG Governing Body meeting in January 2015..

### NHS West Norfolk CCG – Actions

- All data reviewed at monthly CQRM
- Locality narrative quality report provided by NSFT reviewed at CQRM
- The issue of patients placed outside area is currently being discussed at Contract and Performance Group meetings. The November 14 Contract and Performance Group meeting requested that NSFT submit an action plan on how they intend to resolve issues impacting on the number of Out of Trust placements.
- Report in to the review of unexpected deaths in West Norfolk to be discussed at January 2015 Board meeting. The review in to the 2 remaining cases will be undertaken at the end of January.

## Care Homes

A total of 3 visits occurred for November. A full audit was completed in one home. Action plans are in place for those homes already audited.

Themes and trends remain the same as in other homes already audited which include workforce recruitment and care plan documentation.

A West Norfolk Care Home Forum took place discussing 7 Day Services specifically looking at safe and appropriate resident discharge from the Acute to the Private Sector. Feedback was very positive from those managers who attended and this is now going to be an ongoing bi monthly event.

Discussion has taken place with Norfolk Independent Care looking at further engagement with the Care sectors across domiciliary care and care homes to work closer together.

A care home provider has announced it is removing its registration for nursing beds from its home.

### Associated Risks

- Workforce retention and recruitment remains an issue
- Retaining engagement of the care home sector
- Decrease in nursing bed availability in the region

### Care Homes – Response

Audit completed in one home this month and remaining homes are monitored and engagement continues through various channels. Cross working with Norfolk County Council ongoing to ensure that information is captured and timely responses regarding changes in registration is discussed.

NHS West Norfolk CCG – Actions  
Care Home forum commenced November 2014. Well attended by managers and support teams. Discussion around 7 day provision of service. Topics discussed were use of 111/out of hours services, Multidisciplinary community teams and facilitating discharge from hospital setting into care setting. Quality Team Manager from Norfolk County Council attended to ensure residential services included in discussion. Reported at the WNCCG Patient Safety Committee