

**Report for: Health and Social Care
Scrutiny Sub-
Committee**

Date of Meeting:	11 November 2021
Subject:	Update from LNWHT on CQC Inspection of Services at Northwick Park Hospital
Responsible Officer:	Lisa Knight, Chief Nurse, London North West University Healthcare NHS Trust
Scrutiny Lead Member area:	Health: Councillor Michael Borio
Exempt:	No
Wards affected:	All
Enclosures:	A presentation to be undertaken by the Trust at the meeting reflecting latest progress with the Maternity Improvement Plan (CQC Report available from CQC or Trust website: R1K01 Northwick Park Hospital (cqc.org.uk))

Section 1 – Summary and Recommendations

This report provides an update on the Care Quality Commission (CQC) inspection in April 2021 of Maternity and A&E services provided by London North West University Healthcare NHS Trust (LNWHT) at Northwick Park Hospital.

Recommendations:

The Sub Committee is asked to:

1. Consider the findings of the CQC report and provide any comments / issues that are to be raised with the Trust.
2. Note the Trust's progress in responding to the findings of the CQC report.

Section 2 – Report

CQC Inspection of Services at Northwick Park Hospital

Findings from the CQC report about maternity services

In April 2021, inspectors from the Care Quality Commission (CQC) conducted an unannounced focused inspection of the A&E and maternity departments at Northwick Park Hospital. The Trust's overall CQC rating remains Requires Improvement.

However, the CQC rated the maternity service as Inadequate. We recognise that we must make significant improvements in our maternity service, both to improve the care we offer our local communities, and to make it a better place to work. The CQC report reinforces the need to build a supportive and compassionate culture within the service. We have developed a full maternity improvement plan, and already undertaken a significant amount of work to make this cultural change, with further improvements both planned and underway.

Following the inspection, we also made a number of immediate changes to our clinical processes and systems in maternity to improve our care. This has included enhancing the support we offer to Black and Asian women, and to those who do not speak English as a first language. We recently completely refurbished the maternity department to offer those who use our service a better and more modern environment in which to give birth.

CQC found that we need to improve:

- clinical systems and processes, particularly triage
- maternity documentation, particularly around documenting risk assessments of domestic violence

- the service's culture, including stopping bullying, and supporting staff to feel confident in raising concerns
- team-working within the service, with doctors, midwives and other healthcare professionals needing to work more closely together
- the speed with which patient safety incidents were reported, and how effectively the team shared lessons arising from incidents across the service
- risk management processes and governance within the service
- the process for making sure all policies were up to date
- the number of staff members who had completed their mandatory training.

The inspectors also found some areas of good practice. In particular, they found:

- That the service had developed its Maternity Improvement Plan to respond to the issues within the service, and this plan incorporated suggestions from engagement with the wider maternity team
- Well controlled infection risk, with the service keeping equipment and premises visibly clean
- A high level of medicine safety, with good systems and processes and secure storage arrangements
- That staff offered good feedback about our new Divisional Clinical Director, Dr Nitu Sengupta.

What we're doing to improve:

Our new Maternity Improvement Plan addresses the issues in the service. It is focussed around three key themes:

- Workforce, culture and leadership
- Women-centred care
- Safe, effective care.

We have already made substantial improvements to our systems and processes, and introduced a new leadership team who are working closely to engage with the team.

Read key actions from the maternity improvement plan at <https://www.lnwh.nhs.uk/maternity-improvement-plan>

Further detail on current progress will be covered within a presentation at the scrutiny committee meeting.

Findings from the CQC report about the Emergency Department

The CQC did not rate the Emergency Department (ED) during this inspection, as they cannot rate a service during a focussed inspection.

They found significant improvements and noted that:

- ED staff members feel respected, supported and valued
- The team promotes equality, diversity and an open culture
- The department was the best performing in London at the time of the inspection.
- There is a good safety culture in the department, with learning from both incidents and near misses shared across the whole team
- Clinical records are mostly detailed, up to date and kept securely
- Staffing was appropriate to provide the right care safely
- The service's leaders are visible, approachable and skilled
- The service has good systems in place to manage performance and were prepared for unexpected events.

The inspectors did state that we must introduce a better system for reminding staff to change the filters on reusable masks. The report also notes our challenges in recruiting nurses to the department, but recognises that we have a clear plan in place to help us do this.

Emergency Department: what we're doing to improve:

- We have already recalled staff members who are due a new reusable mask filter
- We have a good system for doing this consistently in future.

Ward Councillors' comments

Not applicable as report relates to all wards.

Financial Implications

There are no financial issues for the Council associated with this report.

Performance Issues

There are no performance issues associated with the Council with this report.

Environmental Impact

There is no environmental impact for the Council associated with this report.

Risk Management Implications

There are no risk management implications for the Council associated with this report.

Equalities implications / Public Sector Equality Duty

An Equalities Impact Assessment has not been undertaken for this report.

Council Priorities

The work of the North West London University Healthcare NHS Trust and its services at Northwick Park Hospital relate most to the delivery of the council priority:

- Addressing health and social care inequality

Section 3 - Statutory Officer Clearance

Not required for this report.

Mandatory Checks

Ward Councillors notified: No, as it impacts on all wards

Section 4 - Contact Details and Background Papers

Contact: Simon Crawford, Deputy Chief Executive, Email: simon.crawford1@nhs.net

Background Papers: CQC inspection report can be found at: [R1K01 Northwick Park Hospital \(cqc.org.uk\)](https://www.cqc.org.uk)