

PROVISION OF HEALTH SERVICES IN THE BOROUGH

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Papers with report	Appendices A - D
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REASON FOR ITEM

To enable the Committee to review the work being undertaken with regard to the provision of health services within the Borough.

OPTIONS AVAILABLE TO THE COMMITTEE

1. Question the witnesses using the suggested questions/key lines of enquiry
2. Ask additional questions as required
3. Make recommendations to address issues arising from discussions at the meeting

INFORMATION

Background

The Care Quality Commission (CQC) is the independent regulator of health and adult social care services in England. It is responsible for assessing and reporting on the performance of all NHS organisations in England against measures and priorities set by Government.

The organisation's assessment of core standards includes standards concerned with safety and cleanliness, safeguarding children, infection control, dignity and respect, and privacy and confidentiality. The assessment of existing commitments includes indicators concerned with waiting times for inpatient and outpatient treatment, and ambulance response times. The assessment of national priorities includes indicators concerned with patient reported experience of services, infection rates, waiting times for cancer treatment and a range of public health measures. By measuring, monitoring and highlighting performance in these areas, the CQC attempts to make a difference to the experience of patients and to the standard of patient care.

The CQC NHS performance ratings for 2008/09 were published on 15 October 2009. Each of the 392 NHS trusts assessed received a rating consisting of two parts: an overall quality score and a score for financial management. These scores were both awarded on a four point scale: excellent, good, fair or weak.

In 2008/09, slightly more organisations score good or excellent for overall quality, with there also being a notable rise in organisations scoring good or excellent for financial management:

Table 1: Comparison of overall quality scores

Overall quality scores	Excellent	Good	Fair	Weak
2008/09 overall quality scores – number of trusts assessed = 392	58 (15%)	186 (47%)	128 (33%)	20 (5%)
2007/08 overall quality scores – number of trusts assessed = 391	100 (26%)	138 (35%)	131 (34%)	22 (6%)
2006/07 overall quality scores – number of trusts assessed = 394	65 (16%)	121 (31%)	175 (44%)	33 (8%)
2005/06 overall quality scores – number of trusts assessed = 570	25 (4%)	207 (36%)	286 (50%)	52 (9%)

Source: NHS Trust ratings 2006-09

Bold indicates Hillingdon PCT overall quality score for each year

Italics indicates Hillingdon Hospital overall quality score for each year

Table 2: Comparison of financial management scores

Overall financial management scores	Excellent	Good	Fair	Weak
2008/09 financial management scores – number of trusts assessed = 392	103 (26%)	176 (45%)	102 (26%)	11 (3%)
2007/08 financial management scores – number of trusts assessed = 391	94 (24%)	145 (37%)	132 (34%)	20 (5%)
2006/07 financial management scores – number of trusts assessed = 394	57 (14%)	91 (23%)	142 (36%)	104 (26%)
2005/06 financial management scores – number of trusts assessed = 570	19 (3%)	71 (12%)	270 (47%)	210 (37%)

Source: NHS Trust ratings 2006-09

Bold indicates Hillingdon PCT financial management score for each year

Italics indicates Hillingdon Hospital financial management score for each year

Hillingdon PCT

Based on the CQC assessment for 2008/09 (attached as Appendix A), the quality of commissioning services by Hillingdon PCT for local Residents is 'fair' (meaning that the trust performed adequately in terms of the overall quality score). The financial management rating is also 'fair' as the organisation has been assessed as performing adequately with regard to its financial arrangements and performance. Hillingdon PCT has not been chosen by the CQC to receive an inspection over the summer.

Commissioning Services

With regard to the PCT's performance against core standards in the seven key areas of health and healthcare in 2008/09, the organisation has been rated as compliant in all areas except the following which were not met:

- Safety: C04e – clinical waste

- Patient Focus: C13c – confidentiality of information

The existing commitments assessment looked at performance against long-standing targets that were mostly set during the Department of Health's 2003-2006 planning round. Whilst it has 'achieved' on most of these indicators, which are mainly concerned with waiting times and access to services, the PCT 'failed' in the *Category B calls (19minute)* and 'underachieved' in the *Commissioning of EIP*.

The national priorities assessment looked at performance against priorities set during the Department of Health's 2008-2011 planning round and includes goals for the whole of the NHS such as reducing health inequalities and improving the health of the population. Although Hillingdon PCT rates as 'achieved' on 10 indicators, it is rated as 'poor', 'failed' or 'underachieved' on the following indicators:

Underachieved

- Access to primary care
- Breastfeeding initiation (rated as 'achieved' in 2005/06, 2006/07 & 2007/08)
- CVD mortality rate
- Immunisation
- Access to primary dental services
- Pregnant women: 12 week appointment

Failed

- Teenage conception rates
- Chlamydia screening (rated as 'achieved' in 2005/06 & 2006/07)

Poor

- Experience of patients (rated as 'satisfactory' in 2006/07 & 2007/08)

Provider Services

With regards to the core standards in 2008/09 relating to providing services, Hillingdon PCT scored 'Fully Met'. Whilst the PCT is compliant in almost all of the indicators, it scored as 'not met' in the following areas:

- Safety: C04b – safe use of medical devices
- Safety: C04e – clinical waste
- Patient focus: C13c – confidentiality of information

Hillingdon Hospital NHS Trust

2008/09 is the second year that Hillingdon Hospital had been rated as 'good' in its quality of services which covers a range of areas including safety of patients, cleanliness and waiting times. This score is made up of three assessments: *Meeting core standards* which the hospital is rated as 'Almost met', *Existing commitments* which is rated as 'Fully met' and *National priorities* which is rated as 'good'. The organisation has also been rated as 'good' for the third year in its quality of financial management and has not been selected to receive an inspection over the summer.

In a recent survey of trusts in England, patients rated Hillingdon Hospital as 'satisfactory' in terms of their overall experience.

As well as providing an overall rating, the CQC assessments look at how well healthcare organisation perform in a number of different areas of interest to patients and the public (a copy

of the assessment it attached at Appendix B). Hillingdon Hospital's scores in these assessments are as follows:

- Safety and cleanliness: 12/14
- Waiting to be seen: 12/12
- Standard of care: 7/7
- Dignity and respect: 9/9
- Keeping the public healthy: 5/5
- Good management: 18/18

The two assessments not met within safety and cleanliness are:

- Incidence of MRSA bacteraemia - the CQC stated that the number of MRSA blood infections reported by the trust was not in line with the planned reductions for 2008/2009; and
- Decontamination of re-usable medical devices - the CQC stated that the organisation did not meet the standard of having systems in place to ensure that medical devices which can be re-used were properly cleaned in well-run decontamination facilities.

Central & North West London NHS Foundation Trust – Mental Health

Quality of services provided by Central & North West London NHS Foundation Trust has been rated as 'good' in the 2008/09 CQC assessments (attached at Appendix C) – the Foundation Trust had previously been rated as 'excellent' in 2006/07 and 2007/08. Its quality of financial management is rated as 'excellent' for the second year running, as the Foundation Trust had been assessed as performing strongly with a relatively low financial risk. It had 'Fully met' the core standards and is rated as 'good' in respect of the national priorities. The Foundation Trust is not one of those chosen to receive an inspection over the summer.

With regards to complying with the Department of Health's core standards in the seven key areas of health and healthcare, the Foundation Trust is rated as 'compliant' on all indicators. However, the organisation is rated on National Priorities as 'under achieved' in relation to *Delayed transfers of care*, *Completeness of the MHMDS* and *Green light toolkit*. It also scores as 'below average' regarding *Experience of patients*.

GPs

The CQC report for 2008/09 identified that the proportion of patients who were not satisfied with their ability to book a suitable appointment with their GP was too high. There were a number of other indicators included within the Hillingdon PCT assessment that were relevant to GPs.

A new walk-on medical centre had recently been opened in Hayes that would be open from 8am to 8pm, 365 days a year. The had been designed to help when Residents and visitors to the Borough were unable to see their own GP. The centre could treat minor illnesses and injuries such as:

- Wounds, e.g. superficial cuts, bruises, minor burns, animal bites and provide tetanus boosters
- Muscle and joint injury, e.g. strains, sprains and back pain
- High temperature, headaches and dizziness
- Urgent initial treatment relating to acute asthma and airway obstruction

- Health screening and chronic disease surveillance including blood pressure, blood sugar and cholesterol testing
- Lifestyle and sexual health

Royal Brompton & Harefield NHS Foundation Trust

The application by Royal Brompton & Harefield NHS Trust for foundation trust status was approved in May 2009 and effective from June 2009. The authorisation by Monitor was thought to be an endorsement of the services offered by the Foundation Trust as well as its strategic direction and future plans.

In the CQC report (attached at Appendix D), the Foundation Trust was rated as 'excellent' regarding its quality of services in 2008/09, maintaining this score for the second consecutive year. This score was made up of three assessments: *Meeting core standards* which rated as 'Fully met', *Existing commitments* which rated as 'Fully met' and *National priorities* which rated as 'Excellent'.

The organisation has also been rated as 'excellent' in its quality of financial management, compared to the previous two years where the Trust had scored 'good'. The Trust had been assessed as performing strongly with arrangements appearing to operate effectively and financial targets met for at least the past two years. The organisation has not been selected to receive an inspection over the summer.

Witnesses

The following stakeholders have been confirmed as attending the meeting:

- Professor Yi-Mien Koh: Chief Executive, Hillingdon Primary Care Trust (PCT)
- Jacqueline Totterdell: Director of Operations, Hillingdon Hospital
- Noreen Rice: Service Manager, Riverside Centre, Central & North West London NHS Foundation Trust – Mental Health
- Robyn Doran: Director of Operations, Central & North West London NHS Foundation Trust – Mental Health
- Dr Mitch Garson: Chair of Hillingdon Local Medical Committee (LMC)
- Mark Lambert: Director of Finance and Performance, Royal Brompton & Harefield NHS Foundation Trust
- Robert Craig: Director of Operations, Royal Brompton & Harefield NHS Foundation Trust

SUGGESTED SCRUTINY ACTIVITY

Members to question representatives from the PCT, Hillingdon Hospital, London Medical Committee, Central & North West London NHS Foundation Trust – Mental Health and Royal Brompton and Harefield NHS Foundation Trust on the health services provided within the Borough and decide whether to take any further action.

BACKGROUND REPORTS

- NHS Performance Ratings 2008/09 – An overview of the performance of NHS Trusts in England, Care Quality Commission
- www.cqc.org.uk

SUGGESTED KEY QUESTIONS/LINES OF ENQUIRY

1. What measures have been put in place to improve patient satisfaction regarding their ability to book appointments with GPs?
2. What impact, if any, is the new walk-in medical centre in Hayes expected to have on the urgent care centre? When will the service provided by the walk-in centre be reviewed? Are there plans to introduce similar centres elsewhere in the Borough?
3. Has the introduction of the urgent care centre at the hospital weakened the case for the retention of A&E?
4. The CQC assessment stated that the PCT had not met two of the core standards in the seven key areas of health and healthcare in relation to Commissioning Services and three within Provider Services. What measures are being put in place by the PCT to ensure that the core standards are met in future?
5. What action has been/will be taken to address the incidence of MRSA bacteraemia and decontamination of reusable medical devices at Hillingdon Hospital?
6. Following the completion of Healthcare for London's consultation on stroke and major trauma, what action has been taken by Hillingdon Hospital regarding the stroke unit/TIA service plans and the urgent care unit?
7. What impact has shorter hospital stays had on GPs and is the infrastructure in place to cope with the increased demand on the GP service?
8. Has the introduction of the urgent care centre at the hospital weakened the case for the retention of A&E?
9. What impact has practice based commissioning had on the delivery of services to Borough residents?
10. What procedures have been put in place to ensure that Centre & North West London NHS Foundation Trust retains its CQC financial management rating of 'excellent' in the next assessment?