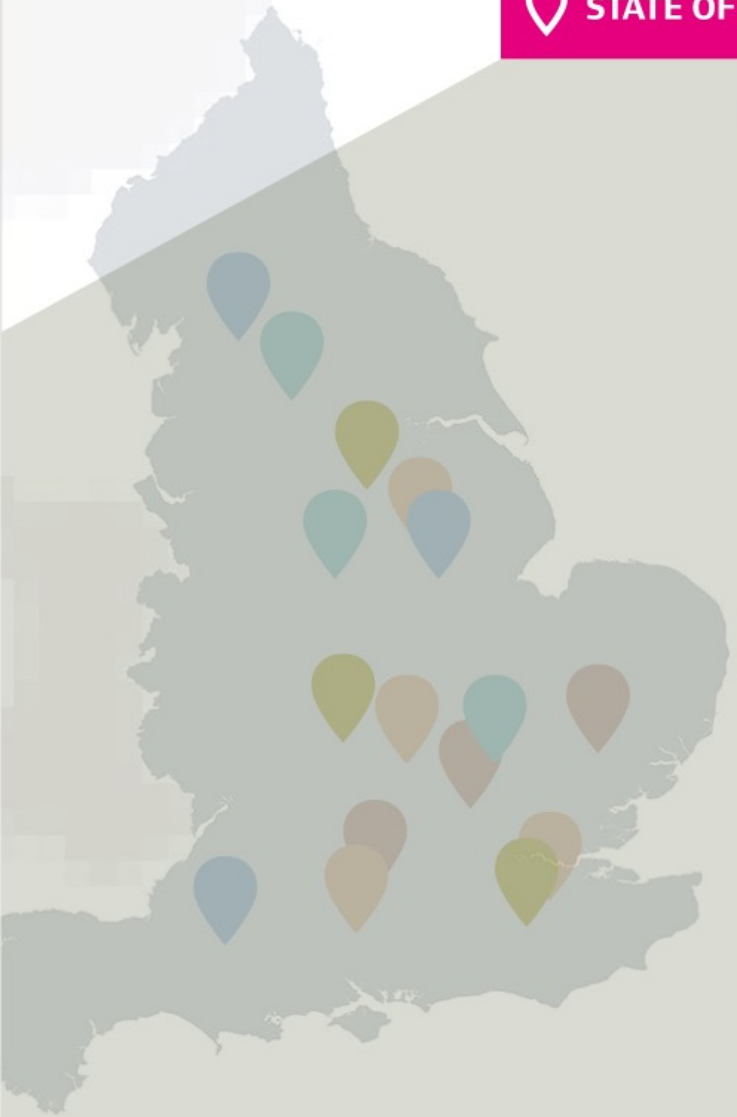
Care Quality Commission

STATE OF CARE



State of Care

October 2017

#stateofcare

Unique oversight of health and care

- Full picture of the quality of health and social care in England, with ratings for all sectors
- Now have a baseline from which to draw conclusions about quality and safety of care and what influences this

- 21,256 adult social care services
- 152 NHS acute hospital trusts
- 197 independent acute hospitals
- 18 NHS community health trusts
- 54 NHS mental health trusts
- 226 independent mental health locations
- 10 NHS ambulance trusts
- 7,028 primary medical care services

- Is it safe?
- Is it effective?
- Is it caring?
- Is it responsive?
- Is it well-led?

- Increasingly, CQC will report on quality of areas and coordination across services – for care fit for the 21st century

Congratulations to staff

- Results are a credit to frontline staff, managers and leaders

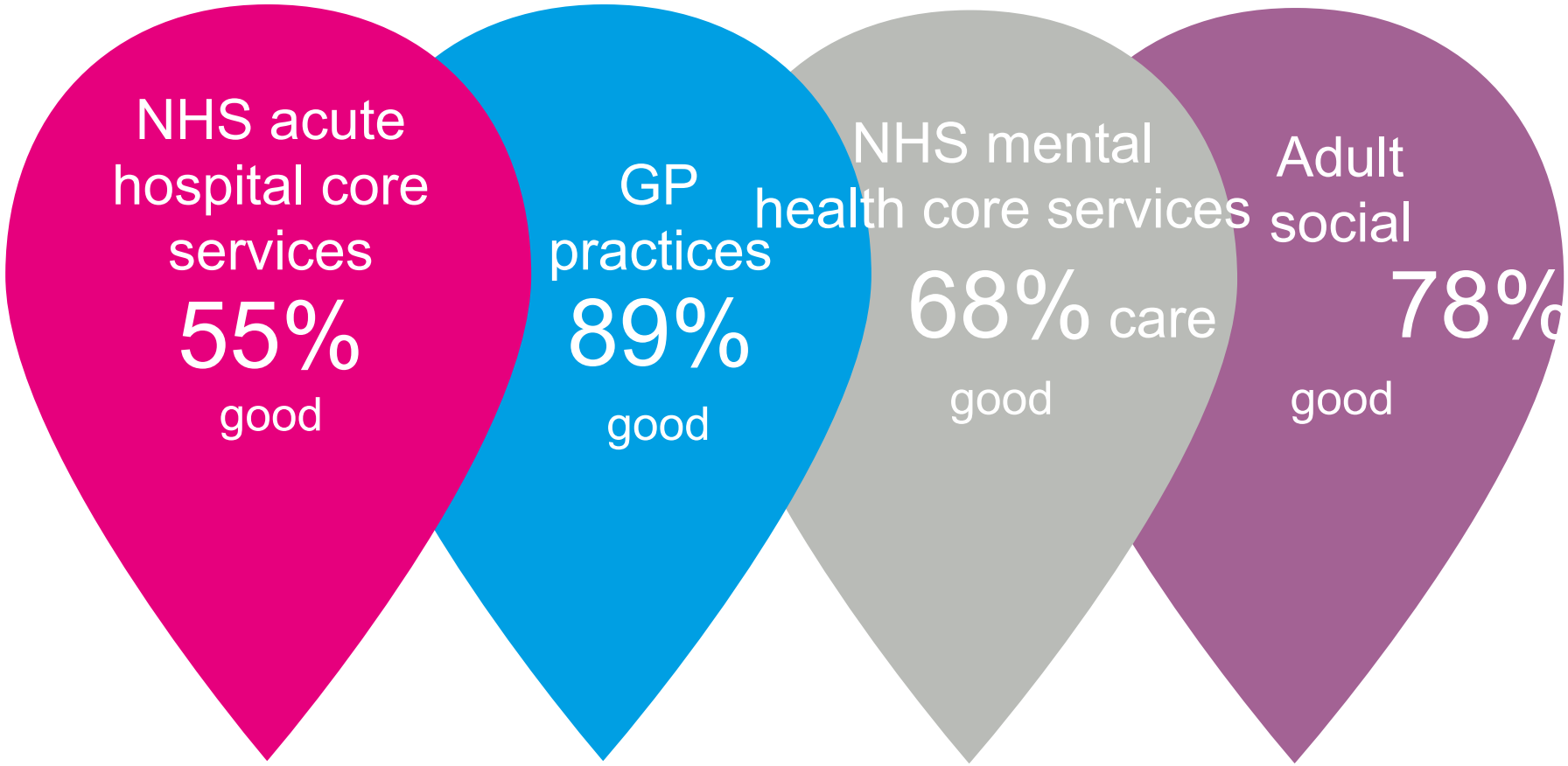
Health and care services are at full stretch – which impacts upon people

Increased complexity of demand = new challenges
Providers must change to meet complexity and challenges
Future quality of care is precarious

- Providers struggling to cope with more complex demand
- People waiting over four hours at A&E
- More planned operations cancelled and people waiting longer
- Increasing demand for mental health services, affecting waiting time
- Fewer nursing home beds
- Adult social care providers handing back contracts
- One in eight older people are not receiving help they need

The quality of care across England is mostly good

Much is encouraging – despite challenging circumstances, most people are still getting high quality care



Improvement

- Common factors leading to improvement:
  - Patient-centred care
  - Strong leadership
  - Positive culture
  - Shared vision
  - Outward looking approach
  - Involving people, communities, partners and collaborating

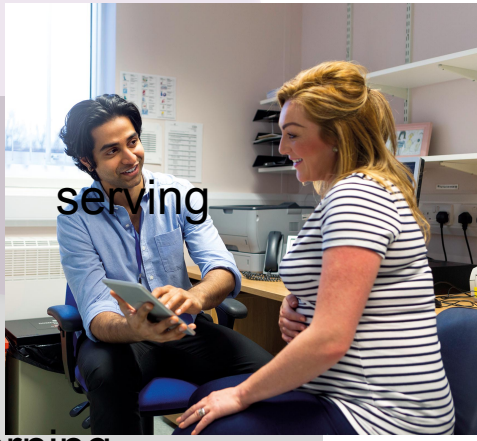
Of those services originally rated inadequate, most have improved

Hospitals	GP practices	Mental Health	Adult social care
80%	80%	100%	82%

Detailed sector findings

- How should the system improve?
- First, some findings from the sectors

Primary medical services



- GP quality is good – 89% good and 4% outstanding – serving 52 million people
- High-performing GP practices collaborating and using non-traditional roles to support and reduce referrals
- Safety is main concern for GPs - poor risk management, learning from incidents and poor leadership
- Rising demand not matched by workforce growth in general practice
- 61% of urgent care and out-of-hours rated good and 8% outstanding
- Online services improving people's access to care – initial concerns around safety and safeguarding have improved on re-inspection
- Improved access needed to speech and language, occupational therapies and diagnostics for children with autism

Adult social care

- 78% rated good, but 19% rated requires improvement and 1% (303 locations) inadequate
- Caring rated best – 92% good and 3% outstanding. Safe and well-led poorest – 22% requires improvement and 2% inadequate
- High-performing services have strong leaders – innovative registered managers known to staff, people using the service, carers and families had a positive impact
- High-quality services are person-centred – staff get to know people as people, understanding their interests, likes and dislikes
- Most enforcement for poor care relates to governance, safety, staffing and person-centred care
- *Quality matters* joint commitment developed

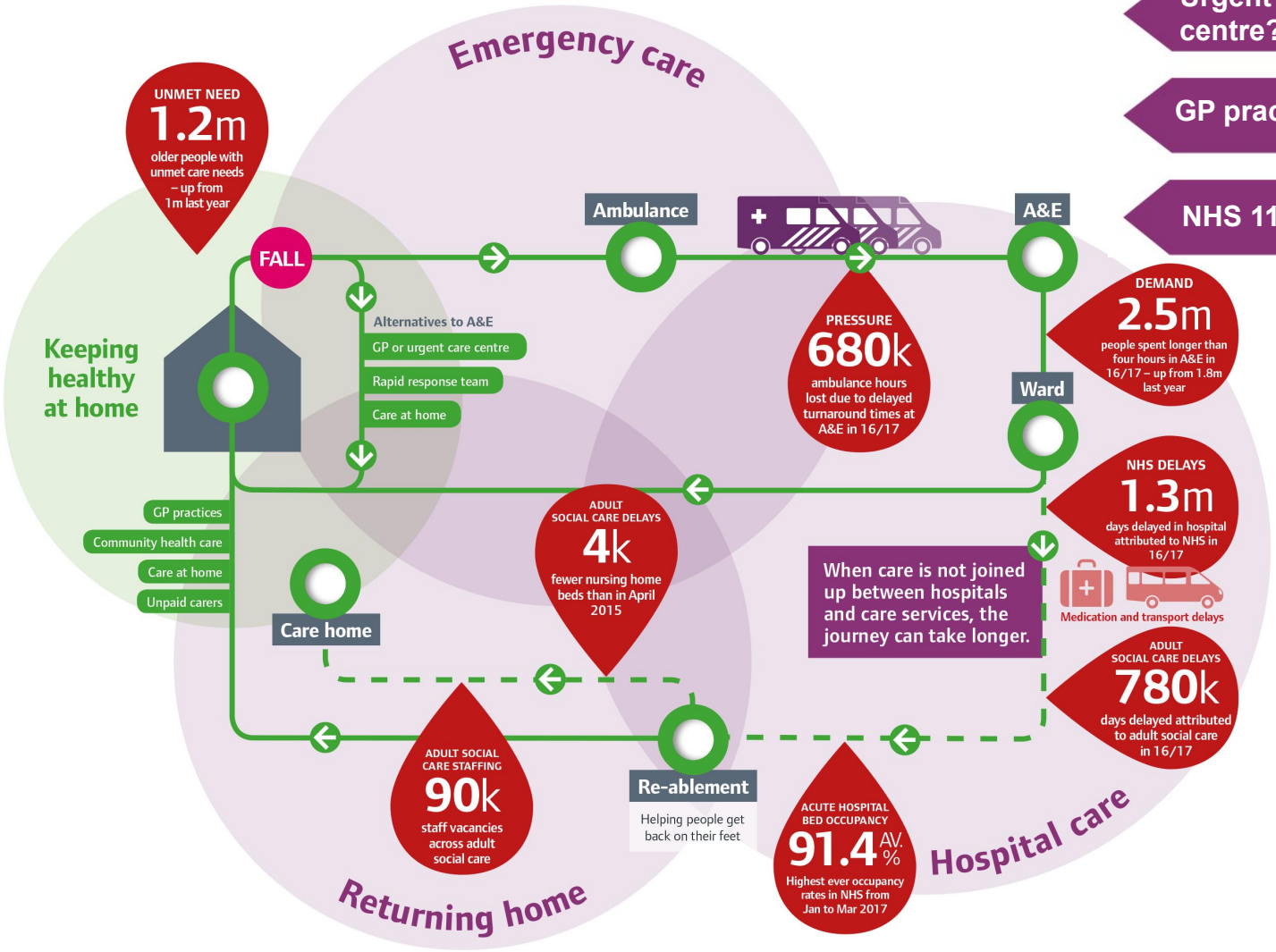
Mental health

- 68% of NHS core services good and 6% outstanding. In independent services, 72% good and 3% outstanding
- About one quarter of NHS and independent services rated requires improvement, 1% of NHS and 2% of independent inadequate
- Numbers in ‘locked rehabilitation wards’ too high – often long stay wards that institutionalise patients, rather than a step back to independent life
- Wide variation in use of physical restraint for challenging behaviour. Low levels = staff trained to anticipate and de-escalate behaviours
- Some patients in dormitories with strangers or mixed sex wards.

NHS hospitals

- 55% acute hospitals core services rated good and 6% outstanding - 51% and 5% last year
- Most community health services good (66%) or outstanding (6%). Of 10 ambulance trusts, 3 good and one outstanding
- Pockets of poor care exist, even in services rated good. Large variation in quality – within hospitals and between hospitals in a trust
- In NHS acute hospitals core services, safety remains a concern but improving – 5% inadequate vs 6% last year
- Too much reliance on agency staff, and emergency departments with not enough medical staff
- Good leadership at all levels, with strong staff engagement and a positive organisational culture drives improvement and quality care

What happens if I have a fall?



Urgent care centre? → A&E?

GP practice? → Care home?

NHS 111? → Re-ablement?

I am 78
I have hip and knee problems
Sometimes I have difficulty remembering
I live alone and I want to stay independent

Local collaboration and joined-up care

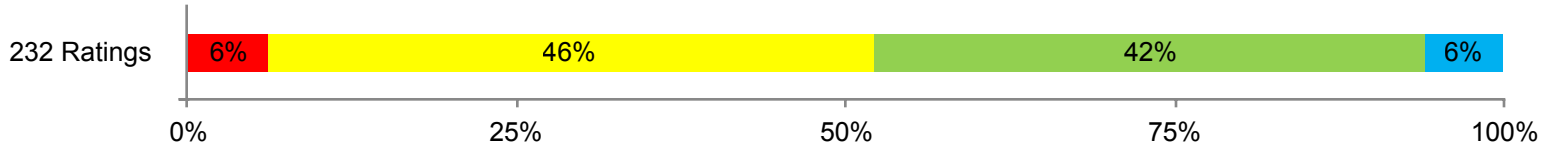
Complexity + challenges = collaboration

Golden thread connecting vision to delivery

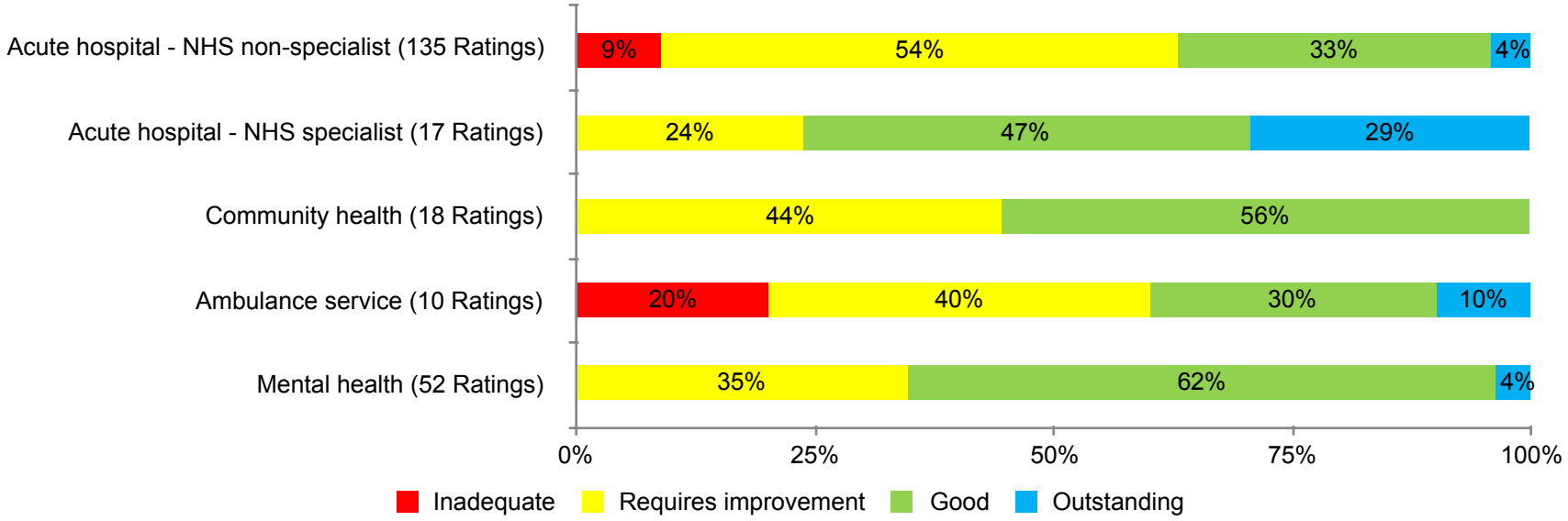
- Putting people first
- Shared vision and strong leadership
- All staff to share that vision and deliver to action
- Work together as part of a system

Current Ratings: NHS Trusts

Latest Provider Level Ratings Overall



Provider Level Ratings by Sector



Current Ratings: NHS Trusts

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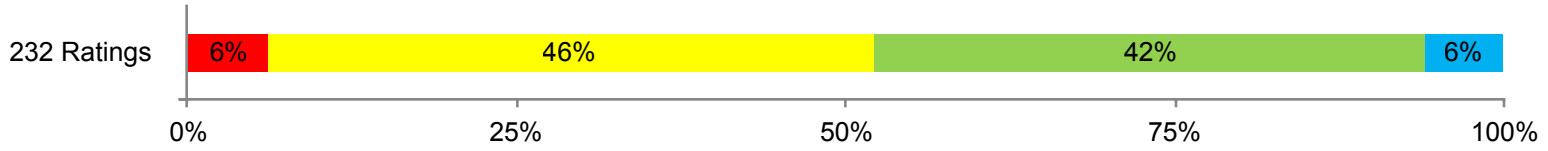
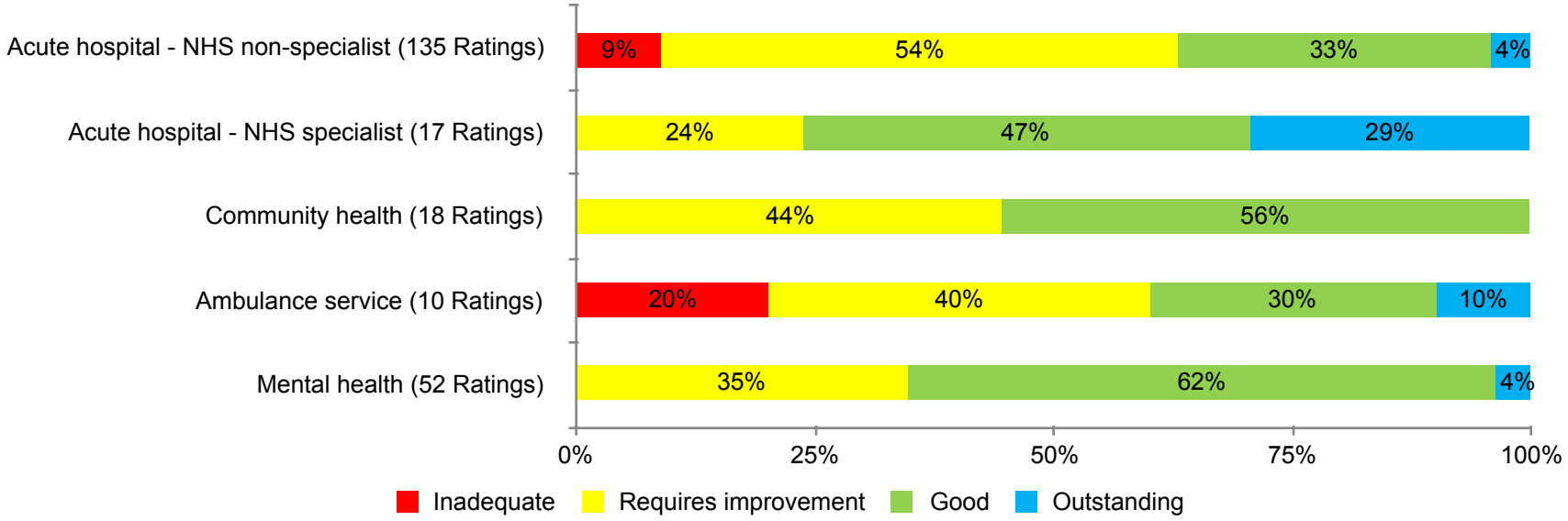
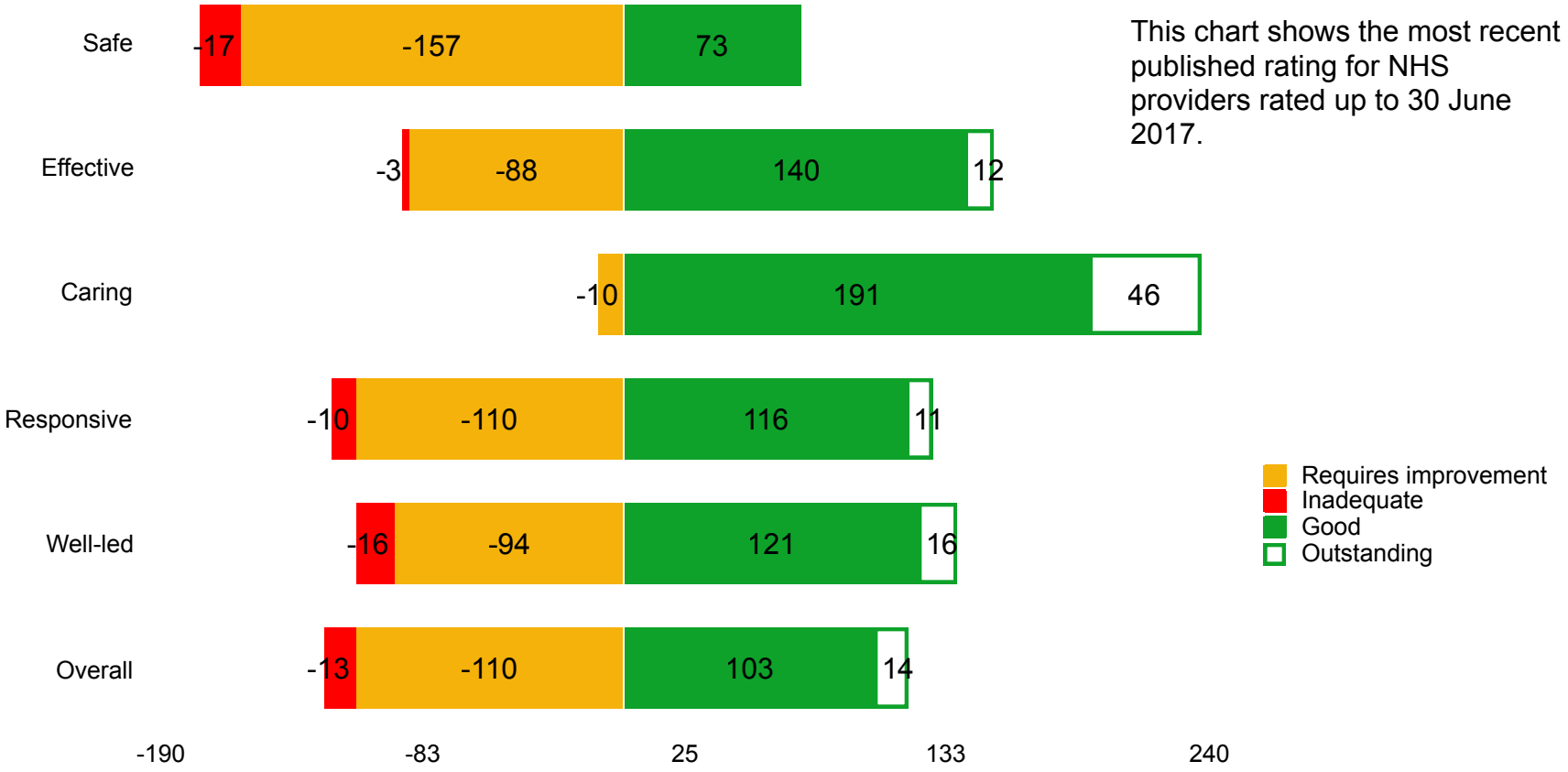


Provider Level Ratings by Sector



Variation by Key Question (All NHS Trusts)

Current Ratings by NHS trust providers (numbers)



This chart shows the most recent published rating for NHS providers rated up to 30 June 2017.

Variation between Acute trusts/locations

	Safe	Effective	Caring	Responsive	Well-led	Overall
Accident and emergency	Outstanding	Inspected but not rated	Good	Outstanding	Outstanding	Outstanding
Medical care (including older people's care)	Good	Good	Outstanding	Outstanding	Outstanding	Outstanding
Surgery	Good	Good	Good	Outstanding	Outstanding	Outstanding
Intensive / critical care	Outstanding	Good	Outstanding	Good	Outstanding	Outstanding
Maternity and family planning	Good	Good	Good	Good	Good	Good
Services for children and young people	Requires Improvement	Good	Outstanding	Good	Good	Good
End of life care	Good	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding
Outpatients	Good	Inspected but not rated	Good	Outstanding	Good	Good
Overall	Good	Good	Outstanding	Outstanding	Outstanding	Outstanding

	Safe	Effective	Caring	Responsive	Well-led	Overall
Accident and emergency	Requires Improvement	Inspected but not rated	Requires Improvement	Inadequate	Requires Improvement	Requires Improvement
Medical care (including older people's care)	Inadequate	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement	Inadequate
Surgery	Inadequate	Good	Requires Improvement	Inadequate	Inadequate	Inadequate
Intensive / critical care	Good	Good	Good	Requires Improvement	Good	Good
Maternity and family planning	Inadequate	Requires Improvement	Requires Improvement	Requires Improvement	Inadequate	Inadequate
Services for children and young people	Good	Good	Good	Good	Good	Good
End of life care	Requires Improvement	Good	Good	Requires Improvement	Good	Requires Improvement
Outpatients	Requires Improvement	Inspected but not rated	Good	Inadequate	Requires Improvement	Requires Improvement
Overall	Inadequate	Requires Improvement	Requires Improvement	Inadequate	Inadequate	Inadequate

Improvement

Wexham Park 2014

	Safe	Effective	Caring	Responsive	Well-led	Overall
Accident and emergency	Requires Improvement	Inspected but not rated	Requires Improvement	Inadequate	Requires Improvement	Requires Improvement
Medical care (including older people's care)	Inadequate	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement	Inadequate
Surgery	Inadequate	Good	Requires Improvement	Inadequate	Inadequate	Inadequate
Intensive / critical care	Good	Good	Good	Requires Improvement	Good	Good
Maternity and family planning	Inadequate	Requires Improvement	Requires Improvement	Requires Improvement	Inadequate	Inadequate
Services for children and young people	Good	Good	Good	Good	Good	Good
End of life care	Requires Improvement	Good	Good	Requires Improvement	Good	Requires Improvement
Outpatients	Requires Improvement	Inspected but not rated	Good	Inadequate	Requires Improvement	Requires Improvement
Overall	Inadequate	Requires Improvement	Requires Improvement	Inadequate	Inadequate	Inadequate

Wexham Park 2015

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Good	Good	Good	Outstanding	Outstanding	Outstanding
Medical care (including older people's care)	Good	Good	Good	Good	Good	Good
Surgery	Good	Good	Good	Good	Outstanding	Good
Critical Care	Good	Good	Outstanding	Good	Outstanding	Outstanding
Maternity and Gynaecology	Good	Good	Good	Good	Good	Good
Services for children and young people	Good	Good	Good	Good	Good	Good
End of life care	Good	Good	Good	Good	Good	Good
Outpatients and Diagnostic Imaging	Good	Inspected but not rated	Good	Good	Good	Good
Overall	Good	Good	Good	Good	Outstanding	Good

Medical Devices findings

Positive findings were most common within:

• Suitability of available medical devices - 81% reported that a sufficient quantity of equipment was available on wards to ensure the delivery of safe care that meets patients' needs

• Access to medical devices - 87% reported medical devices as suitably stored and easy to access

• Medical device maintenance - 82% reported that robust processes for the servicing and maintaining of medical devices were in place and routinely monitored in line with trust policy and/or manufactures guidelines

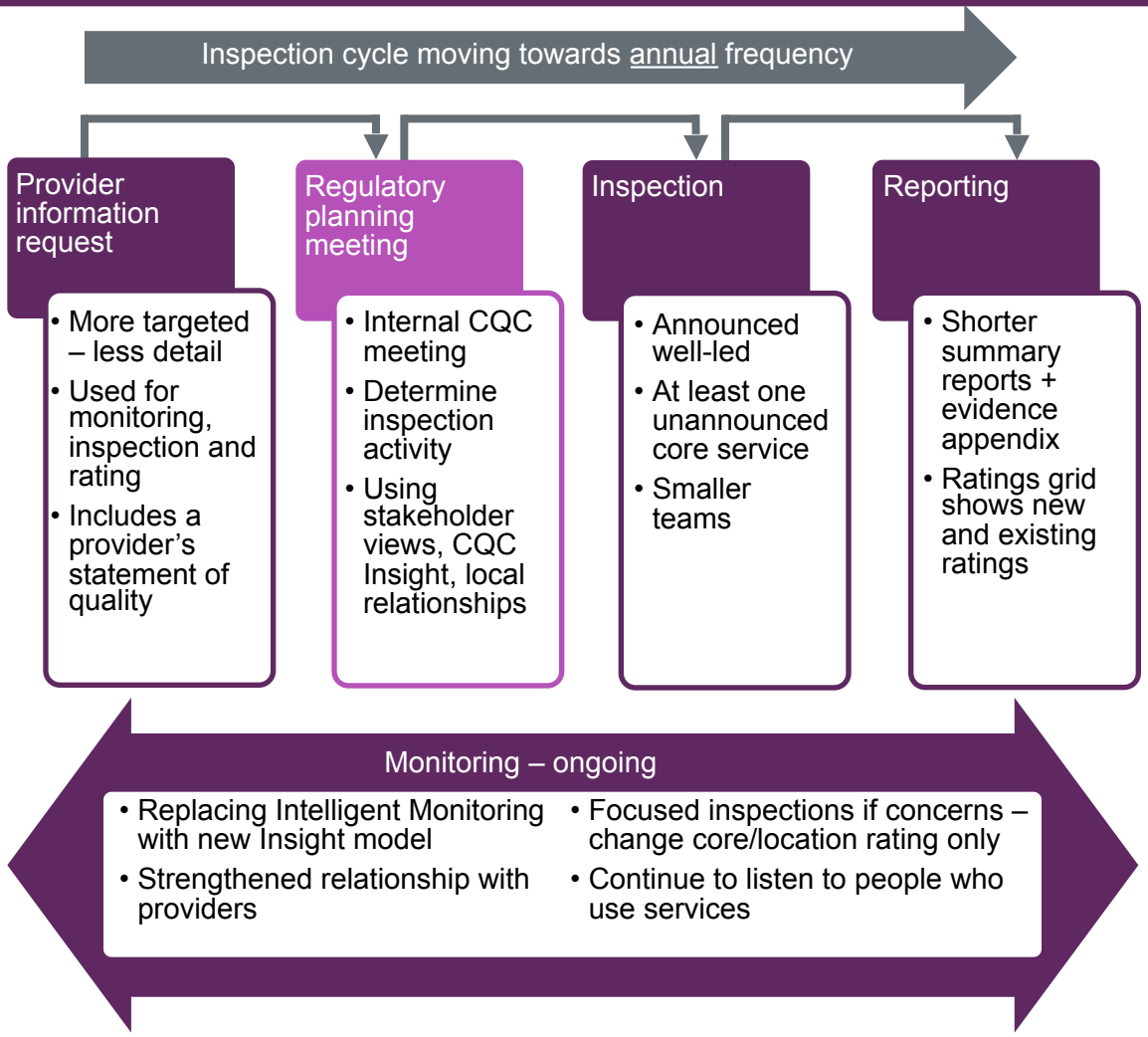
However,

• 25% reported inconsistencies with the regular checking of equipment

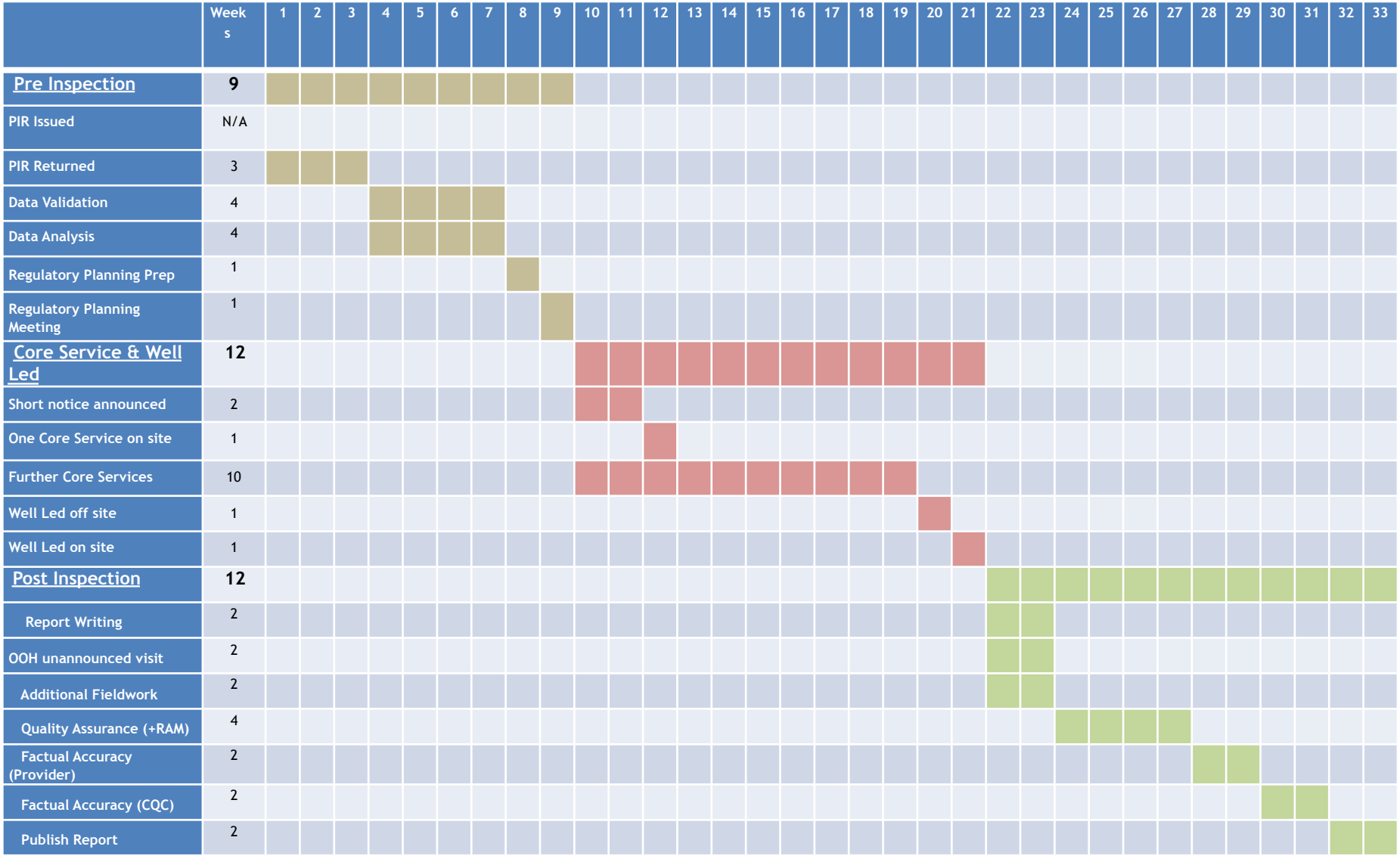
• 31% reported that medical devices/equipment available on resus trolleys for emergency care was not checked daily (in line with trust policy), creating a risk to patient safety

Introduction to CQC ‘Next phase’ methodology and well-led assessment

Hospitals next phase approach for NHS trusts



Hospitals NHS Next Phase End to End Inspection Process



The well-led framework: Key Lines of Enquiry

Care Quality Commission

Is there the **leadership capacity and capability** to deliver high-quality, sustainable care?	Is there a clear **vision** and credible **strategy** to deliver high-quality sustainable care to people, and robust plans to deliver?	Is there a **culture** of high-quality, sustainable care?
Are there clear responsibilities, **roles** and systems of accountability to **support good governance** and m**anagement**?	Are services well-led?	Are there clear and effective processes for managing **risks**, issues and **performance**?
Is appropriate and accurate **information** being effectively processed, challenged and acted on?	Are the **people** who use services, the public, **staff** and **external partners engaged** and involved to ensure high-quality sustainable services?	Are there robust systems and processes for **learning**, continuous **improvement** and **innovation**?

Questions