

## **Worcestershire Health Overview and Scrutiny Committee**

### **15<sup>th</sup> March 2024**

### **Update on Outcomes of Care Quality Commission (CQC) Inspection of Herefordshire and Worcestershire Health and Care NHS Trust (Including Hill Crest Mental Health Ward).**

CQC did an unannounced inspection on 21<sup>st</sup> and 22<sup>nd</sup> July 2023 and an action plan was issued to address the concerns raised. A further inspection was carried in January 2024 and the Trust was given an overall rating of “requires improvement”.

The overall trust quality rating was as follows:

Are services safe?	Requires improvement.
Are services effective?	Requires improvement.
Are services caring?	Good
Are services responsive?	Good
Are services well-led?	Requires improvement.

#### **What did the trust do?**

- Appointed an Improvement director to lead the development and implementation of an improvement plan.
- Trust has developed and commenced delivery of 2 key plans:
  1. Overall, Trust improvement Plan Covering
    - a. Culture and Equality Diversity and Inclusion
    - b. Systems, process, and structures
    - c. Regulatory and accreditation
    - d. Communication and planning
    - e. Risk management.
    - f. Corporate and administrative services
  2. A focussed plan covering.
    - a. The CQC must dos at both organisational and service level
    - b. The CQC should dos at service level (organisational level captured within the overall improvement plan)

#### **Hill Crest Ward (Mental Health Ward in Redditch) – 18-bed unit**

The concerns of CQC were:

- Poor patient experience in relation to insufficient staff
- High use of temporary staff and poor quality of care delivered by some temporary staff.
- Lack of proactivity in dealing with sexual safety incidents
- Lack of therapeutic activity for patients

Lot of actions have been taken and when they gave the report the status was as follows:

- Quality concerns much diminished
- No human resource issues.
- 7 complaints since September 2023
- Patient activity programme established.
- Good feedback from staff
- Positive report from Onside advocacy service
- Top performing ward on “Quality audit” – record keeping.

- Staffing levels continue to be a challenge but mitigated through blocked booked agency arrangements.

The Trust's assessment of the current service at Hill Crest is that it is sustainable at an acceptable level of quality because of mitigation in place. The ward remains a poor design for acute provision and remains isolated.

### **Acute Dermatology Service Provision**

- During 2022/23 the Dermatology service saw more than 13,000 appointments for patients with severe inflammatory skin disorders and skin cancer (new and follow-up)
- A series of resignations and retirements by the Consultants and the Trust's difficulty in recruiting permanent staff, had a serious adverse impact on the dermatology services.
- Led to longer waiting times and challenges in maintaining services.
- The Trust has several interim arrangements in place, to provide a more stable service moving forward.
- A contract with private sector provider – Health Harmonie has eased the situation.
- Waiting lists are validated by the Trust's Nurse Consultant with medical oversight of a locum consultant dermatologist.
- Waiting times are improving.
- Trust is working for digital/remote, and AI supported working to further improve the services.

Cllr Bakul Kumar  
15<sup>th</sup> March 2024