

**Report: CQC Compliance Inspection Results and actions,  
Sept 2015**

**Lewisham's Healthier Communities Select Committee**

**2nd March 2016**

**By: Quality Team: South London and Maudsley NHS Foundation Trust**

## 1. Introduction

The Care Quality Commission (CQC) carried out an inspection of services within the Trust on the week of 21st- 25th September 2015.

The number of visits has been broken down below:

TYPE	#VISITED BY CQC
INPATIENT	53 (+ 8 Revisits)
COMMUNITY	24 (+ 4 Revisits)

The Inspection carried out involved the following care pathways:

### Areas visited

Care Pathways
Acute wards for adults of working age and PICUs
Long stay/rehabilitation mental health wards for working age adults
Forensic inpatient/secure wards
Child and adolescent mental health wards
Wards for older people with mental health
Wards for people with a learning disability or autism
Community-based mental health services for adults of working age
Mental health crisis services and health-based places of safety
Community-based mental health services for older people
Community mental health services for people with a learning disability or autism
Community mental health services for children and young people

## 2. Outcomes

The CQC published its final report and ratings on their website on the 8th January 2016 which are outlined below:

Final updates for publication						
Name of provider	SLAM					
	Safe	Effective	Caring	Responsive	Well-led	Overall
Acute wards for adults of working age and psychiatric intensive care units (PICU's)	Inadequate	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement
Long stay/rehabilitation mental health wards for working age adults	Requires Improvement	Good	Good	Good	Good	Good
Forensic inpatient / secure wards	Requires Improvement	Good	Good	Requires Improvement	Good	Requires Improvement
Child and adolescent mental health wards	Good	Good	Good	Good	Good	Good
Wards for older people with mental health problems	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Good	Requires Improvement
Wards for people with a learning disability or autism	Good	Outstanding	Outstanding	Good	Outstanding	Outstanding
Community-based mental health services for adults of working age	Requires Improvement	Good	Good	Good	Good	Good
Mental health crisis services and health based places of safety	Requires Improvement	Good	Good	Good	Good	Good
Specialist community mental health services for children and young people	Good	Good	Good	Good	Good	Good
Community-based mental health services for older people	Requires Improvement	Good	Good	Good	Good	Good
Community mental health services for people with a learning disability or autism	Good	Outstanding	Outstanding	Good	Outstanding	Outstanding
Overall	Requires Improvement	Good	Good	Good	Good	Good

← Overall provider

Following the final report published on the 8<sup>th</sup> January 2016, the Trust has recently drafted and submitted action plans to the CQC which cross over both localised improvements and Trust wide developments which include but are not exhaustive:

- Improving risk assessment processes
- Improving food
- Reducing restraint
- Improving environmental safety
- Ensuring equipment safety
- Ensuring inpatients' rights

Also

- Checking of personal alarms
- Safe carriage of medicines
- Completion of Fit and Proper Person's check

### **3. Detailed Outcomes and Actions**

Further details regarding key areas are broken down further below:

#### **Improving risk assessment processes**

The inspection found that in some areas risk assessments carried out did not have consistent completion, or sufficiently detailed, responsively up dated, recorded in right place and linked to actions.

Whilst inconsistent practices regarding risk assessments came up across the Trust particular areas of concerns were acute wards, Older adults' wards and home treatment teams. The actions that have been agreed following the visit include:

#### **Actions**

- Redesign of ePJS
- EObs project
- Revising and strengthening training
- Ongoing audit

#### **Improving food**

The findings from the CQC visit outlined that the Trust should be responding better to individual and cultural need. This was found to be an issue particularly in forensic wards and Older Adults wards

#### **Actions**

- New menu developed
- Improve menu booking
- Retendering of catering contract
- Tighter monitoring and feedback
- Regular patient feedback, centrally collated

#### **Reducing restraint**

A 'Must Do' action for the Trust was to reduce the incidence of restraint, particularly prone, and improve recording. This was an issue Trustwide in all inpatient services, particularly acute adult wards.

#### **Actions**

- Improve detail/process of reporting (complete)
- Complete Trust Violence Reduction Strategy (including NICE guidance)
- Roll out 4 Steps to Safety on all inpatient wards
- Review training to ensure best practice and emphasis on accurate recording

## **Improving Environmental Safety**

The visit highlighted the need for ensuring specific risks are managed (fire escape), removal of blind spots, fully implementing fire precautions, always ensuring that specific ligature risks are clinically managed safely. This was an issue particularly Place of Safety, Heather Close, ES1.

### **Actions**

- Specific actions for Place of Safety, ES1, Heather Close
- Completion of ligature reduction programme
- Visual management - audit of environmental risks

## **Ensuring equipment safety**

The CQC highlighted the need across the Trust for consistent speedy access to ligature cutters, consistent and timely checks on all equipment in all inpatient wards; particularly Rehabilitation wards, acute wards, Greenvale.

### **Actions**

- Review of emergency equipment standards
- Improved audit processes re: equipment
- Centralised online equipment audits to improve governance

## **Staffing numbers and right skills**

Sufficient staff available on acute wards, staff fully confident to work with people with dementia on Older People's Wards, were all issues picked up during the CQC visit. This was for all services but particularly Acute Wards, Kent CAMHs and Wards for Older Adults

### **Actions**

- Continue current focus on recruitment, including focused reward schemes
- Continue to develop new and innovative workforce models
- Improved vacancy adverts and social media campaigns
- Outdoor recruitment campaign (e.g escalators at Waterloo Underground)
- Process improvements in recruitment system – speedier and more efficient to reduce delays
- Increase in notice periods
- Review of training needs in Older Adults services

### **Ensuring Inpatient's rights**

The visit highlighted the need for the Trust to improve in ensuring that privacy and dignity needs are sensitively met and that informal patients are fully aware of their rights and that blanket restrictions do not prevent individual needs being met. This was raised as an issue in all inpatient areas, particularly Acute Wards, Hayworth Ward, Heather Close, Tony Hillis Unit.

#### **Actions**

- Standards to be developed and audited re: observation windows on bedrooms
- Development of standardised information re: informal patient rights which will be made fully visible and available in different forms on relevant wards
- Review of restrictive practices on Rehabilitation Wards to ensure individual needs can be met.

### **4. Trust Quality Summit and ongoing work**

There was a Trust Quality Summit on the 20th January 2016 with stakeholders including representation from the Health and Scrutiny Committees; the CQC outlining the final feedback and results and partners worked together to consider how they could help the Trust achieve the improvements required. The CQC's report provides the Trust with an agenda and action plan for making necessary improvements for issues that was raised and will form much of the Trust Quality Priorities for the forthcoming year.