

Leeds Health & Wellbeing Board

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Report of: CEOs of Leeds Teaching Hospitals Trust, Leeds Community Healthcare, Leeds and York Partnership Foundation Trust; Director of Children's Services, Leeds City Council

Report to: The Leeds Health and Wellbeing Board

Date: 10 June 2015

Subject: Summary of recent CQC and Ofsted inspections in Leeds

Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

Recently, all three NHS provider trusts in Leeds have been inspected by the Care Quality Commission on the quality of their care; in addition, there has been a recent unannounced Ofsted inspection of services for children in need of help and protection, children looked after and care leavers; and the effectiveness of partnership working, including the Leeds Safeguarding Children Board. This paper offers a brief summary of these inspections, in order to prompt a discussion of the implications for the Leeds Health and Social Care system.

Recommendations

The Health and Wellbeing Board is asked to:

- Note the summaries of the four inspections, included as appendices to this report
- Comment on the implications of these inspections for the Leeds Health and Social Care system

1. Purpose of this report

- 1.1 To bring to HWBB member's attention a series of recent quality and systems inspections of partners in Leeds.

2. Background information

- 2.1. The Care Quality Commission (CQC) is the independent regulator of health and adult social care services in England. Its purpose is to make sure health and social care services provide people with safe, effective, compassionate, high-quality care, and encourage care services to improve. Its role is to monitor, inspect and regulate services to make sure they meet fundamental standards of quality and safety. NHS provider Trusts are inspected on a scheduled basis by a large team which assessed all aspects of a trust's delivery, and works to answer the following questions about services under their management:

- Are they safe?
- Are they effective?
- Are they caring?
- Are they responsive to people's needs?
- Are they well-led?

- 2.2. The 3 NHS Provider Trusts in Leeds were all recently subject to a full CQC inspection: Leeds Teaching Hospitals NHS Trust's inspection was carried out over 4 days and commenced on 17 March 2014, including a weekend follow-up visit at the end of March; Leeds and York Partnership Foundation NHS Trust's inspection was carried out over one week and commenced on the 29 September 2014; Leeds Community Healthcare NHS Trust's inspection was carried out over 1 week and commenced on the 24 November 2014.

- 2.3. Ofsted carry out unannounced inspections of services for children in need of help and protection, children looked after and care leavers; and the effectiveness of partnership working, including the Leeds Safeguarding Children Board, was therefore a key test of the progress that this work and investment has made. The recent inspection in Leeds took place over four weeks and commenced on 20th January 2015 and concluded on 11th February 2015. It was carried out in line with the Ofsted inspection framework, which is available on the website: www.ofsted.gov.uk.

- 2.4. Some key messages from these four inspections are highlighted below, and more extensive information is included in the appendices.

3 Main issues

3.1 CQC inspection of services at Leeds Teaching Hospitals NHS Trust

The CQC undertook a comprehensive inspection of the Trust in March 2014. The inspection visit was preceded by a detailed programme within the Trust to prepare for the inspection, led by the Chief Nurse. This involved engaging with a wide range of staff groups at all levels of the organisation and the provision of information to the CQC inspection team to assist with their inspection. The inspection was extremely thorough, involving visits to a wide range of clinical areas across the Trust. The CQC returned to do an unannounced visit at the LGI and St James's Hospital locations on Sunday, 30 March 2014 to complete their inspection, focusing on the care provided to patients out of hours during the weekend (Sunday). The judgements made by the CQC following their inspection relating to the 5 key questions for the Trust overall were:

Overall rating for this Trust	Requires Improvement
Are services at this Trust safe?	Requires improvement
Are services at this Trust effective?	Good
Are services at this Trust caring?	Good
Are services at this Trust responsive?	Requires improvement
Are services at this Trust well-led?	Requires improvement

The Trust was given an overall rating of Requires Improvement. The Trust produced a framework and response to the actions that the Trust must and should take to improve quality and safety. Partner organisations were given opportunity to consider the Trust's response and to offer ways in which they could provide support to enable these actions to be implemented. It was recognised that some of the actions would require some investment both in the medium and longer-term, particularly relating to staffing and equipment replacement. An action plan was developed in response to the recommendations identified in the report which has been regularly reviewed and updated with management leads during 2014/15, and also discussed at regular meetings with the TDA. Subsequent reports on progress have been provided to the Quality Committee and Trust Board, and progress has been discussed with commissioners at NHS West Leeds CCG at the monthly quality meetings. The actions plans were also reviewed at Scrutiny Board for Health in September and December 2014.

3.2 CQC inspection of services at Leeds and York Partnership Foundation Trust

The CQC undertook a comprehensive inspection between 29th September and 5th October 2014. The looked at the Trust as a whole and visited 11 core services across Leeds and York and engaged with a number of our external partners to help inform their findings.

The inspectors found many areas of good practice and received many positive comments about care from service users and carers. This included care for women with personality disorders at Clifton House in York, the “meaningful and extensive” activities for patients at the Newsam Centre in Leeds and the crisis assessment service at the Becklin centre in Leeds.

The CQC commented that everywhere they visited they found our staff treated service users with “kindness, dignity and respect”.

The overall rating for the trust is Requires Improvement (further details in the relevant appendix)

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

The Trust has been given five “compliance actions” at Provider Level which means these are areas that require immediate attention to address essential standards of quality and safety. These include:

- Safety and suitability of premises
- Systems for identifying, handling and responding to complaints
- Ensuring staff receive appropriate training, supervision and appraisals
- Ensuring there are enough suitably qualified, skilled and experienced staff at all times to meet patients’ needs
- Eliminating mixed sex accommodation

The Trust has already taken action to address these concerns. A comprehensive action plan has been developed and submitted to the CQC. This has addressed in detail all of the ‘must’ and ‘should’ do actions. The action plan has been shared with the commissioners and scrutiny boards and is overseen by the Trust’s CQC Fundamental Standards Group chaired by the Director of Nursing.

CQC inspection of services at Leeds Community Healthcare

The CQC undertook an inspection of the Trust 24-27 November 2014. The inspection focussed on some services more than others. The focus was mainly on adult services, in particular the two in-patient units (South Leeds Independence Centre and Community Intermediate Care Unit), Child and Adolescent Mental Health (CAMHs) and the Dental Service. There was less of a focus on Children’s Services. The Trust’s Prison and Police Custody services were not inspected.

The CQC report was published in April 2015. The judgements made by the CQC relating to the 5 key questions for the Trust overall were:

Overall rating for this Trust	Requires Improvement
Are services at this Trust safe?	Requires improvement
Are services at this Trust effective?	Good
Are services at this Trust caring?	Good
Are services at this Trust responsive?	Requires improvement
Are services at this Trust well-led?	Good

The Trust was given an overall rating of Requires Improvement.

At the CQC Summit, 20 May 2015, partners indicated their support for progressing key actions, some of which reflect system-wide challenges e.g. staff recruitment, agreeing the service model for South Leeds Independent Centre, identifying appropriate premises for the Tier 4 CAMHS in-patient service and ensuring reasonable waiting times for all CAMHS services.

The Trust has a robust action plan for addressing the CQC's recommendations which is monitored closely by the Executive Team. Progress is being reported to the Trust's Quality Committee and Board. The full action plan will be submitted to the CQC by the end of the month.

3.3 OFSTED inspection of services for children in need of help and protection, children looked after and care leavers; and the effectiveness of partnership working, including the Leeds Safeguarding Children Board

The outcome of the inspection is that Ofsted has rated services in Leeds as 'Good' overall. There are five key areas that contribute to this overall judgement and on four of these: children who need help and protection; children looked after and achieving permanence; adoption performance; and experience and progress of care leavers, Leeds is rated as 'good'. In the fifth area, 'leadership, management and governance' we are rated as 'outstanding'. Alongside this, the Leeds Safeguarding Children Board (LSCB) was also found to be 'good'. In the inspection report Ofsted comment very positively on the Leeds journey of improvement, 'The local authority has taken a thoughtful and methodical approach to improvement and has followed the child's journey. Firm foundations underpin the effectiveness of services. Leeds has placed a considerable emphasis on creating an environment where good quality social work can flourish.' Over the course of the four weeks, the inspectors recognised the clear strategic direction being taken across the city, the partnership approach that underpins this and the centrality of children's services to Leeds' wider ambitions.

To put the Ofsted judgement of Children's Services in Leeds in a national context, of over 40 local authorities inspected so far under the current inspection framework,

only eleven including Leeds have been rated as 'good' overall (none are outstanding overall). Leeds is one of only four authorities to be given an 'outstanding' judgement in one of the key ratings. Of the eight core cities (the biggest cities in England outside London), seven have been inspected so far and Leeds is the first to be judged to be 'good'. Leeds is also the first core city to have improved its rating since the previous comparable inspection. Ofsted has not identified any priority or immediate actions for Leeds to respond to; however, as is the case for all authorities inspected, Ofsted requires Leeds to respond within 70 days of the publication of the report to state how the identified areas for improvement will be addressed. A post-inspection action plan is in the process of being developed and will be provided to the Secretary of State and Her Majesty's Chief Inspector in advance of the deadline, which for Leeds is 3rd July 2015.

4 Health and Wellbeing Board Governance

4.1 Consultation and Engagement

4.1.1 The organisations covered by this paper all carry out extensive consultation and engagement as part of their work, whether through Children and Young People's Voice and Influence activity, the membership base of NHS Trusts, Public and Patient Involvement work, and through work with Healthwatch.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 While there are no direct Equality/Diversity/Cohesion or integration implications of this paper, all organisations concerned are actively involved in work in this area, and the raising of the standard of quality care in the city contributes directly to access and equality issues.

4.3 Resources and value for money

4.3.1 There are no direct resources/value for money implications arising from this paper.

4.4 Legal Implications, Access to Information and Call In

4.4.1 There are no legal of access to information implications of this paper. It is not subject to call in.

4.5 Risk Management

4.5.1 The inspections covered above all highlight areas of quality improvement for organisations in Leeds, which includes identifying several risks of poor quality healthcare. Board members may wish to take a view on the cumulative implications of these inspections and the overall risk to the system.

5 Recommendations

5.1 The Health and Wellbeing Board is asked to:

- Note the summaries of the four inspections, included as appendices to this report
- Comment on the implications of these inspections for the Leeds Health and Social Care system