

Great Western Hospital NHS Foundation Trust

Adults Care, Adults Health and Housing

Overview and Scrutiny Committee

Date: 19 September 2017

Author:	Kevin McNamara, Director of Strategy
Wards:	Swindon
Locality Affected:	Swindon
Parishes Affected:	Swindon

1. Purpose and Reasons

- 1.1 This report provides the Adults Care, Adults Health and Housing Overview and Scrutiny Committee with an update of key issues relating to Great Western Hospitals NHS Foundation Trust.
- 1.2 A key purpose of the Adults Care, Adults Health and Housing Overview and Scrutiny Committee is to hold providers of healthcare services to account. As a provider of healthcare in Swindon, Great Western Hospitals NHS Foundation Trust is required to provide information on the planning and provision of healthcare services within the Borough and consult with the Committee on any planned substantial changes or developments.

2. Recommendations

The Committee is recommended to:

- 2.1 Note the report.
- 2.2 Identify any areas of concern or interest that require further investigation.

3. Detail

- 3.1 This is a general update from Great Western Hospitals NHS Foundation Trust.
- 3.2 **Latest rating by the Care Quality Commission (CQC)**

In August, the CQC published their most recent review of Trust services following a routine inspection in March.

While awarded the same requires improvement rating that followed the 2015 inspection, the Trust has been commended for "significant action" over the last two years.

Nearly two thirds of services are now rated as either good or outstanding and Emergency Department staff were rated as outstanding for their caring approach to patients.

Further information on the subject of this report can be obtained from Kevin McNamara, Director of Strategy, Great Western Hospitals NHS Foundation Trust - 01793 604676, kevin.mcnamara@gwh.nhs.uk

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The table below gives a detailed breakdown of how the Trust performed in this most recent inspection.

Our ratings for Great Western Hospital						
	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Requires improvement	Good	Outstanding	Requires improvement	Good	Requires improvement
Medical care	Requires improvement	Requires improvement	Good	Requires improvement	Good	Requires improvement
Surgery	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement
Critical care	Requires improvement	Good	Good	Good	Good	Good
Services for children and young people	Requires improvement	N/A	N/A	N/A	Requires improvement	Requires improvement
Outpatients and diagnostic imaging	Requires improvement	N/A	Good	Requires improvement	Good	Requires improvement
Overall	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement

There was praise for the Trust's culture of innovation, with the Cardiology Department highlighted as leading the way in their field after the team implanted the country's first four-lead pacemaker.

A good rating was also received for being an effective healthcare provider, with the Trust making great strides in getting some of its most essential services, such as mental health support and X-ray, operating across seven days.

There remain improvements to be made. In particular, how we respond and provide safe care during our busiest periods. This will be a growing challenge as the local population continues to grow due to significant house building in and around Swindon and, while recognising there are significant constraints on national monies, we are in the process of developing a case to look at what hospital capacity will be needed to accommodate this growth over the next ten years and beyond.

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The Trust is now in a stronger position to implement change and address some of our operational challenges since becoming the provider of community healthcare in Swindon. This creates more opportunities to provide a more seamless experience for patients moving between hospital, the community and home.

3.3. New provider of Swindon Walk-In Centre

Since the beginning of August the Trust has been the provider of the Swindon Walk-In Centre in the centre of town on a caretaker basis at the request of Swindon CCG.

This provides the Trust with an opportunity to improve internal processes between local same day, urgent and emergency services. For the first time in the town, Emergency Department, Urgent Care Centre and Walk in Centre Services will all be provided by the same organisation under the same clinical management teams.

The Walk-In Centre service, operating out of the new Muse building, provides local people with a treatment option for minor illnesses and injuries, without needing an appointment, between 8am and 6pm, seven days a week, including bank holidays.

3.4. Progress in community nursing

Since the Trust took responsibility for adult community services in Swindon in October 2016, a major focus has been on bringing in more permanent nurses.

The Community Nursing team provides in-home support to patients unable to attend a local GP practice or who require some on-going nursing support following discharge from hospital.

They provide care to around 1,400 patients each month and play an essential role in keeping people well and out of hospital.

Historic problems with recruitment, training, systems, processes and governance have meant the service did not always perform at a standard being seen elsewhere.

However, in the last 12 months, significant improvement work has taken place and the service is now in a much stronger position, especially since more permanent staff are being recruited.

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The coming months will see further changes introduced, many of which will result in patients and primary care practices being better served by the community teams.

These changes include a named nurse being placed in each practice and the Single Point of Access (telephone triage) moving from SwICC at GWH to the Community Nursing Team base in North Swindon.

As improvements become embedded, more and more staff are showing an interest in joining the community teams.

With more staff now applying for these roles, we are looking at ways in which this increase in headcount can benefit other areas experiencing continuing recruitment challenges.

3.5 Emergency Department update

The most pressing operational challenges at present continues to be the Emergency Department's performance against the national target of admitting, transferring or discharging 95 per cent of patients within four hours of arrival.

Traditionally, this has been a target that is either met or missed depending on the time of year, with performance often struggling during winter but picking up again during the warmer months.

However, in recent years, patient demand has been consistently high all year which makes performance a constant challenge.

At the time of writing this report, the last full month's performance (July) shows that the Trust treated, admitted or discharged 87.4 per cent of patients in four hours or less, which is broadly the same as the previous month.

We continue to see an increase in people needing hospital admission, with the number of admissions increasing by six and seven per cent respectively when compared with June and July last year.

Delayed transfers of care continue to be a source of significant pressure for the Emergency Department and will be a key focus for the Trust and wider health and social care system as we get closer to winter.

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An improvement plan, which has the aim of improving operational performance together with safety at the most busy times, is now in place alongside work looking at wider hospital capacity.

With nearly twice as many people now attending the Emergency Department than in 2002, the Trust is looking at how much extra space is needed to safely meet the additional demand.

3.6 Revolutionary genomic project

The Trust has been named as the first in the region to join Oxford's NHS Genomic Medicine Centre, which is part of the national 100,000 Genomes Project.

The innovative project is working to establish a world class genomic medicine service in the NHS, which will give scientists and doctors a better understanding of the complete genetic coding of an individual - their genome - and the way it works. This will help the NHS to better understand the DNA which cause rare diseases and certain cancers, develop more personalised treatment options and prevent and treat diseases that are passed from one generation to another.

As an official partner, the Trust is inviting patients with certain rare diseases and their family members to take part in whole genome sequencing.

3.7 Celebrating staff

The Trust's eighth Staff Excellence Awards were held in June celebrating staff working within the Great Western Hospital and within the Trust's community healthcare services across Swindon.

Nine awards were handed out at the event, celebrating everything from introducing innovative ways of working, making a difference behind the scenes and changing the lives of local people.

One event cannot possibly do justice to all of the Trust's 4,500 staff, who go above and beyond every day often in challenging circumstances, but it goes some way to show how truly appreciated every single one of the team is.

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4. Alternative Options

4.1 None.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

5.1 None.

Legal and Human Rights Implications

None.

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

5.2 None.

Diversity Impact Assessment

5.3 None.

Risk Management

5.4 None.

6. Consultees

6.1 The Director of Finance (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

7. Background Papers

7.1 None.

8. Appendices

8.1 None.