



*Getting to Good*  
YEAR TWO



- Trust aim for 2019 was to move from 'Inadequate' to 'Requires Improvement' overall
- Trust aim is to 'get to good by 2020'
- Quality Improvement much broader than CQC inspection; however, the inspection findings are a useful measurable outcome of quality
- 2018/19 improvement plan focussed on:
  - Safety Recovery
  - Year 1 of the Quality Strategy
  - Regulatory actions, including Section 31 for Community Mental Health Services
  - Quality Governance systems and processes
  - Compassionate Leadership
  - Leadership Development
  - Organisational Development/Culture

## Quality Improvement Plan



2018 CQC Ratings



2019 Ratings



Trust Wide

|               | Safe                      | Effective                   | Caring      | Responsive                  | Well-led                  | Overall                     |
|---------------|---------------------------|-----------------------------|-------------|-----------------------------|---------------------------|-----------------------------|
| Acute         | Requires Improvement<br>↑ | Requires Improvement<br>↑   | Good<br>→ ← | Requires Improvement<br>→ ← | Requires Improvement<br>↑ | Requires Improvement<br>↑   |
| Community     | Good<br>↑ ↑               | Good<br>→ ←                 | Good<br>→ ← | Requires Improvement<br>↓   | Good<br>↑ ↑               | Good<br>↑ ↑                 |
| Mental Health | Inadequate<br>→ ←         | Inadequate<br>↓             | Good<br>→ ← | Requires Improvement<br>↑   | Inadequate<br>→ ←         | Inadequate<br>→ ←           |
| Ambulance     | Good<br>↑                 | Requires Improvement<br>↑   | Good<br>→ ← | Good<br>→ ←                 | Requires Improvement<br>↑ | Requires Improvement<br>→ ← |
| Overall Trust | Requires Improvement<br>↑ | Requires Improvement<br>→ ← | Good<br>→ ← | Requires Improvement<br>→ ← | Requires Improvement<br>↑ | Requires Improvement<br>↑   |

# Ratings for a Combined Trust

# 2018 Report

|                                      | Safe                      | Effective                   | Caring      | Responsive                  | Well-led                  | Overall                   |                                      |
|--------------------------------------|---------------------------|-----------------------------|-------------|-----------------------------|---------------------------|---------------------------|--------------------------------------|
| Urgent & Emergency Services          | Inadequate<br>→ ←         | Requires Improvement<br>→ ← | Good<br>→ ← | Requires Improvement<br>→ ← | Inadequate<br>↓           | Inadequate<br>↓           | Urgent & Emergency Services          |
| Medical Care                         | Inadequate<br>→ ←         | Inadequate<br>→ ←           | Good<br>→ ← | Requires Improvement<br>↑   | Inadequate<br>→ ←         | Inadequate<br>→ ←         | Medical Care                         |
| Surgery                              | Inadequate<br>↓ ↓         | Requires Improvement<br>↓   | Good<br>→ ← | Requires Improvement<br>↓   | Requires Improvement<br>↓ | Requires Improvement<br>↓ | Surgery                              |
| Critical Care                        | Good<br>→ ←               | Good<br>→ ←                 | Good<br>→ ← | Requires Improvement<br>↓   | Good<br>→ ←               | Good<br>→ ←               | Critical Care                        |
| Maternity                            | Requires Improvement      | Good                        | Good        | Good                        | Requires Improvement      | Requires Improvement      | Maternity                            |
| Gynaecology                          | Inadequate                |                             |             |                             | Requires Improvement      | Requires Improvement      | Gynaecology                          |
| Services for Children & Young People | Requires Improvement<br>↓ | Good<br>→ ←                 | Good<br>→ ← | Requires Improvement<br>↓   | Requires Improvement<br>↓ | Requires Improvement<br>↓ | Services for Children & Young People |
| End of Life Care                     | Inadequate<br>↓           | Inadequate<br>↓             | Good<br>→ ← | Requires Improvement<br>→ ← | Inadequate<br>↓           | Inadequate<br>↓           | End of Life Care                     |
| Outpatients                          | Good                      |                             | Good        | Good                        | Requires Improvement      | Good                      | Outpatients                          |
| Diagnostic Imaging                   | Requires Improvement      | Requires Improvement        | Good        | Good                        | Requires Improvement      | Requires Improvement      | Diagnostic Imaging                   |
| Overall                              | Inadequate<br>↓           | Inadequate<br>↓             | Good<br>→ ← | Requires Improvement<br>→ ← | Inadequate<br>↓           | Inadequate<br>↓           | Overall                              |

# 2019 Report

| Safe                      | Effective                   | Caring                    | Responsive                  | Well-led                    | Overall                     |
|---------------------------|-----------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|
| Requires Improvement<br>↑ | Requires Improvement<br>→ ← | Good<br>→ ←               | Requires Improvement<br>→ ← | Requires Improvement<br>↑   | Requires Improvement<br>↑   |
| Inadequate<br>→ ←         | Inadequate<br>→ ←           | Requires Improvement<br>↓ | Requires Improvement<br>→ ← | Inadequate<br>→ ←           | Inadequate<br>→ ←           |
| Requires Improvement<br>↑ | Requires Improvement<br>→ ← | Good<br>→ ←               | Inadequate<br>↓             | Requires Improvement<br>→ ← | Requires Improvement<br>→ ← |
| Good                      | Good                        | Good                      | Requires Improvement        | Good                        | Good                        |
| Requires Improvement      | Good                        | Good                      | Good                        | Requires Improvement        | Requires Improvement        |
| Inadequate<br>→ ←         | Inadequate                  |                           | Requires Improvement        | Requires Improvement<br>→ ← | Inadequate<br>↓             |
| Requires Improvement      | Good                        | Good                      | Requires Improvement        | Requires Improvement        | Requires Improvement        |
| Good<br>↑ ↑               | Good<br>↑ ↑                 | Good<br>→ ←               | Good<br>↑                   | Good<br>↑ ↑                 | Good<br>↑ ↑                 |
| Good                      |                             | Good                      | Good                        | Requires Improvement        | Good                        |
| Requires Improvement      | Requires Improvement        | Good                      | Good                        | Requires Improvement        | Requires Improvement        |
| Requires Improvement<br>↑ | Requires Improvement<br>↑   | Good<br>→ ←               | Requires Improvement<br>↑   | Requires Improvement<br>↑   | Requires Improvement<br>↑   |

## Acute

# 2018 Report

|                                      | Safe                      | Effective                   | Caring      | Responsive  | Well-led        | Overall                     |
|--------------------------------------|---------------------------|-----------------------------|-------------|-------------|-----------------|-----------------------------|
| Community Health Services for Adults | Requires Improvement<br>↑ | Requires Improvement<br>→ ← | Good<br>→ ← | Good<br>→ ← | Inadequate<br>↓ | Requires Improvement<br>→ ← |
| Community Health Services for C&YP   | Inadequate<br>↓           | Good<br>↑                   | Good<br>→ ← | Good<br>→ ← | Inadequate<br>↓ | Inadequate<br>↓             |
| Overall                              | Inadequate<br>→ ←         | Requires Improvement<br>→ ← | Good<br>→ ← | Good<br>→ ← | Inadequate<br>↓ | Inadequate<br>↓             |

# 2019 Report

|                                      | Safe        | Effective   | Caring      | Responsive                | Well-led    | Overall     |
|--------------------------------------|-------------|-------------|-------------|---------------------------|-------------|-------------|
| Community Health Services for Adults | Good<br>↑   | Good<br>↑   | Good<br>→ ← | Requires Improvement<br>↓ | Good<br>↑ ↑ | Good<br>↑   |
| Community Health Services for C&YP   | Good<br>↑ ↑ | Good<br>→ ← | Good<br>→ ← | Good<br>→ ←               | Good<br>↑ ↑ | Good<br>↑ ↑ |
| Overall                              | Good<br>↑ ↑ | Good<br>↑   | Good<br>→ ← | Requires Improvement<br>↓ | Good<br>↑ ↑ | Good<br>↑ ↑ |

# Community

# 2018 Report

# 2019 Report

|  | Safe                   | Effective              | Caring                 | Responsive               | Well-led                 | Overall                |
|--|------------------------|------------------------|------------------------|--------------------------|--------------------------|------------------------|
| Acute Wards for adults of working age & psychiatric intensive care units                               | Requires Improvement ↑ | Good ↑                 | Good → ←               | Good ↑                   | Good ↑                   | Good ↑                 |
| Long-stay or rehabilitation mental health wards for Wards for Older People with Mental Health problems | Requires Improvement ↑ | Requires Improvement ↑ | Good ↑                 | Good ↑                   | Requires Improvement ↑   | Requires Improvement ↑ |
| Community-based Mental Health services for adults of working age                                       | Inadequate → ←         | Requires Improvement ↑ | Requires Improvement ↓ | Requires Improvement ↑   | Inadequate → ←           | Inadequate → ←         |
| Mental Health crisis services & health based places of safety  | Inadequate → ←         | Inadequate → ←         | Good ↑                 | Inadequate → ←           | Requires Improvement → ← | Inadequate → ←         |
| Specialist Community Mental Health services for C&YP   | Inadequate → ←         | Requires Improvement ↑ | Good ↑                 | Inadequate → ←           | Inadequate → ←           | Inadequate → ←         |
| Community Mental Health services for people with a learning  | Good ↑                 | Good ↑                 | Good → ←               | Requires Improvement → ← | Good ↑                   | Good ↑                 |
| Overall  | Good → ←               | Good → ←               | Good → ←               | Good → ←                 | Requires Improvement ↓   | Good → ←               |
| Overall  | Inadequate → ←         | Requires Improvement ↑ | Good → ←               | Inadequate → ←           | Inadequate → ←           | Inadequate → ←         |

|  | Safe                     | Effective                | Caring                   | Responsive               | Well-led                 | Overall                  |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Acute Wards for adults of working age & psychiatric intensive care units         | Requires Improvement → ← | Requires Improvement ↓   | Good → ←                 | Good ↑                   | Requires Improvement ↓   | Requires Improvement ↓   |
| Long-stay or rehabilitation mental health wards for working age adults           | Inadequate ↓             | Requires Improvement → ← | Good → ←                 | Good → ←                 | Requires Improvement → ← | Requires Improvement → ← |
| Wards for Older People with Mental Health problems                               | Inadequate → ←           | Inadequate ↓             | Requires Improvement ↓ ↓ | Good → ←                 | Inadequate → ←           | Inadequate → ←           |
| Community-based Mental Health services for adults of working age                 | Inadequate → ←           | Inadequate → ←           | Good → ←                 | Inadequate → ←           | Inadequate ↓             | Inadequate → ←           |
| Mental Health crisis services & health based places of safety                    | Requires Improvement ↑   | Requires Improvement → ← | Good → ←                 | Requires Improvement ↑   | Inadequate → ←           | Requires Improvement ↑   |
| Specialist Community Mental Health services for C&YP                             | Good ↑                   | Good ↑                   | Good → ←                 | Requires Improvement → ← | Good ↑                   | Good ↑                   |
| Community Mental Health services for people with a learning disability or autism | Good → ←                 | Good → ←                 | Good → ←                 | Good → ←                 | Requires Improvement ↓   | Good → ←                 |
| Overall  | Inadequate → ←           | Inadequate ↓             | Good → ←                 | Requires Improvement ↑   | Inadequate → ←           | Inadequate → ←           |

## Mental Health

# 2018 Report

Ambulance 2018 Report

|                             | Safe                        | Effective                   | Caring           | Responsive                  | Well-led                    | Overall                     |
|-----------------------------|-----------------------------|-----------------------------|------------------|-----------------------------|-----------------------------|-----------------------------|
| Emergency & Urgent Care     | Requires Improvement<br>↑   | Requires Improvement<br>→ ← | Good<br>→ ←      | Requires Improvement<br>→ ← | Inadequate<br>→ ←           | Requires Improvement<br>↑   |
| Patient Transport Service   | Requires Improvement<br>→ ← | Requires Improvement<br>↓   | Outstanding<br>↑ | Good<br>→ ←                 | Requires Improvement<br>→ ← | Requires Improvement<br>→ ← |
| Emergency Operations Centre | Requires Improvement<br>↓   | Requires Improvement<br>→ ← | Good<br>→ ←      | Requires Improvement<br>↓   | Inadequate<br>→ ←           | Requires Improvement<br>→ ← |
| Overall                     | Requires Improvement<br>↑   | Requires Improvement<br>→ ← | Good<br>→ ←      | Good<br>→ ←                 | Inadequate<br>→ ←           | Requires Improvement<br>↑   |

# 2019 Report

Ambulance Ratings

|                             | Safe                        | Effective                   | Caring             | Responsive  | Well-led                    | Overall                     |
|-----------------------------|-----------------------------|-----------------------------|--------------------|-------------|-----------------------------|-----------------------------|
| Emergency & Urgent Care     | Good<br>↑                   | Good<br>↑                   | Good<br>→ ←        | Good<br>→ ← | Requires Improvement<br>↑   | Good<br>↑                   |
| Patient Transport Service   | Requires Improvement<br>→ ← | Good<br>↑                   | Outstanding<br>→ ← | Good<br>→ ← | Requires Improvement<br>→ ← | Requires Improvement<br>→ ← |
| Emergency Operations Centre | Good<br>↑                   | Requires Improvement<br>→ ← | Good<br>→ ←        | Good<br>→ ← | Requires Improvement<br>→ ← | Requires Improvement<br>→ ← |
| Overall                     | Good<br>↑                   | Requires Improvement<br>→ ← | Good<br>→ ←        | Good<br>→ ← | Requires Improvement<br>↑   | Requires Improvement<br>→ ← |

# Ambulance



# 2018 Ratings

Primary Care Service

Safe      Effective      Caring      Responsive      Well-led      Overall

111 Service

|                      |                      |      |      |            |                      |
|----------------------|----------------------|------|------|------------|----------------------|
| Requires Improvement | Requires Improvement | Good | Good | Inadequate | Requires Improvement |
|----------------------|----------------------|------|------|------------|----------------------|

Urgent Care Service

|                      |                      |      |                      |            |                      |
|----------------------|----------------------|------|----------------------|------------|----------------------|
| Requires Improvement | Requires Improvement | Good | Requires Improvement | Inadequate | Requires Improvement |
|----------------------|----------------------|------|----------------------|------------|----------------------|



# 2019 Ratings

Primary Care Service

Safe      Effective      Caring      Responsive      Well-led      Overall

111 Service

|      |                      |      |      |      |      |
|------|----------------------|------|------|------|------|
| Good | Requires Improvement | Good | Good | Good | Good |
|------|----------------------|------|------|------|------|

Urgent Care Service

|      |      |      |      |      |      |
|------|------|------|------|------|------|
| Good | Good | Good | Good | Good | Good |
|------|------|------|------|------|------|

## Primary Care Service

## Safe

Safety huddles  
Safeguarding  
Infection, prevention and control  
Estates  
Equipment  
Clinical waste management  
Medicines management  
Incident and near miss reporting

## Effective

Mostly compliant with national guidance and evidence based practice  
Consent  
Mental Health Act (mostly)  
Mental Capacity Act (mostly)  
Pain control  
Audits of care and treatment

**Caring – Good overall,  
Outstanding in PTS**

## Responsive

Complaints and concerns treated seriously, investigated and shared lessons  
Easy for people to give feedback  
Services inclusive – mostly took account of patients' individual needs and preferences  
Reasonable adjustments made to help patients access services

## Well Led

Experienced leadership team & Governance processes  
10 week improvement cycles  
Quality strategies  
Staff committed to continuous improvement with examples of innovation  
Leadership development programmes  
Basis of a structure for overseeing performance, quality & risk with Board members  
System-wide working

**Overall – good practice**

## Safe

- Mandatory training – particularly resuscitation
- Patient flow/bed occupancy
- Deteriorating patient
- Risk assessments in mental health
- Clinical record keeping
- Sharing lessons
- Warning notices

## Effective

- Lack of consistent monitoring of effectiveness and clinical outcomes
- Nutrition and hydration
- Frailty pathway not yet in place
  - Seven-day working
  - Stroke pathway
  - Appraisals
  - Psychological therapies

Caring - RI in Medicine  
& MH wards for older  
people.

## Responsive

- Complaints response times
- National target delays – OT, children with autism, 52 weeks, RTT
- Access to some services – podiatry, community chronic pain assessment and physiotherapy
- No audits for Rapid Assessment Community Response Service

## Well Led

- No overall Trust Strategy
- Staff survey results
- Equality and diversity – day to day work and career progression
- Support and supervision of junior doctors
- IT and business systems
- Information governance

**Overall – areas for improvement**



- Delivery of the Isle of Wight Health and Care Plan
- Deteriorating patient, including the introduction of VitalPac
- Documentation, including the introduction of Medical Audit
- Mental health in physical health settings/Physical health in mental health settings
- Mental Health Act/Mental Capacity Act/Deprivation of Liberty
- Learning – clinical audits, serious incidents, incidents, inquests, complaints
- Dementia
- Trust Strategy
- Staffing levels
- Quality Strategy delivery (Trust-wide, Acute, Ambulance, Community & Mental Health)
- Quality Account delivery
- Regulatory action compliance (Trust-wide, Acute, Ambulance, Community & Mental Health)
- Medical Leadership
- Organisational development and culture

## Quality Improvement Plan – November 2019 to December 2020



- Day 1: Leading Improvement/Project Management
- Day 2: Measurement for Improvement
- Day 3: Sustainability/Engaging others
- Day 4: Process Mapping & Creativity
- Day 5: Demand & Capacity



### Cohort 1 Dates

Wednesday 11<sup>th</sup> December 2019  
Wednesday 8<sup>th</sup> January 2020  
Wednesday 12<sup>th</sup> February 2020  
Wednesday 11<sup>th</sup> March 2020  
Wednesday 8<sup>th</sup> April 2020

### Cohort 2 Dates

Tuesday 14<sup>th</sup> April 2020  
Tuesday 12<sup>th</sup> May 2020  
Tuesday 9<sup>th</sup> June 2020  
Tuesday 14<sup>th</sup> July 2020  
Tuesday 11<sup>th</sup> August 2020

### Cohort 3 Dates

Thursday 30<sup>th</sup> July 2020  
Thursday 20<sup>th</sup> August 2020  
Thursday 17<sup>th</sup> September 2020  
Thursday 15<sup>th</sup> October 2020  
Thursday 19<sup>th</sup> November 2020

# Quality, Service Improvement & Redesign (QSIR) Training



**Any Questions?**