

**Nottinghamshire County Council
Health and Scrutiny Committee – 4th November 2013**

Sherwood Forest Foundation Trust Keogh Update

1. KEOGH Review Identifies Areas for Improvement

In June 2013, as part of a programme of reviews at 14 NHS Trusts with higher than average mortality rates, two announced and one unannounced visits took place at Sherwood Forest Hospitals Foundation Trust by a team consisting of lay members and a range of clinical professionals. The findings were presented at a Risk Summit in July and a resulting action plan was developed by the Trust. Since July the Trust has been working to improve against each of the areas of concern highlighted.

This paper aims to provide the Health Overview Committee with an update against those where the Trust has reported achievement and sets out areas to be addressed in the coming months.

2. Update on actions to be delivered to date.

The action plan identified thirteen overarching areas for improvement by the Trust, this section covers those implemented by the Trust.

- **Complaints backlog** to be cleared and new process to be developed – the Trust has reported that the backlog of complaints has been cleared and a more robust complaints process has been developed
- **Nurse staffing levels and skill mix** – the Trust have reported Intentional Rounding (nurse ward rounds) has been implemented and a nurse has been appointed to ensure all areas are supported in delivering benefits to patient care and experience through this process. The Trust took immediate action in response to nurse staffing levels at night by either increasing the qualified staffing levels from 2 to 3 or when this was not possible due to lack of availability of staff/agency staff then 1 additional qualified nurse worked between two wards. The CCG has undertaken two unannounced out of hours visits since the Keogh review, one to Newark Hospital and one to Kings Mill. On the Kings Mill site improvements in patient care associated with the additional qualified nurse were identified. At Newark Hospital nurse staffing was adequate for the number of patients on the wards at the time of the visit but the team did hear concerns over the number of staff moves to cover staffing on Sconce Ward. The current changes are a temporary measure until a full nursing review is completed.
- **Fluid management** - the Trust have added fluid management and nutrition to induction days and set up specific training on fluid management for staff. A review the protected meal times and red jug policy has also been undertaken. An assurance model has been developed to monitor compliance.

- **Newark Hospital** – in reviewing staffing cover at Newark (including anaesthetist cover) the Trust has suspended intra abdominal surgery at Newark. Patients are being treated at Kings Mill. The Trust has reviewed its procedure for ensuring that Newark hospital always has medical cover at night even during episodes of sickness.
- **Development of focus on quality at Board level** - A patient story at Board meetings has been implemented. A wide ranging quality report was submitted to the Board meeting in August. All Board meetings are now in public.
- **Ward performance information and organisational learning** - All wards now have quality and safety dashboards and a process for discussing results has been agreed with NHS England.
- **Concerns over patient location and high number of patient moves** – Trust reports bed modelling is complete along with the implementation of bed management meetings, including forward planning.
- **Handovers** (at the time of the review nurses only had 20 minutes to handover patients) – handover times have been extended and all nurses get a full handover.
- **NEWS(National Early Warning System)** roll out – policy reviewed, rolled out and sent to all appropriate staff.
- **Supporting structures and services** - backlog in radiology cleared and terms of reference for review agreed with Clinical Commissioning Group. Clinic letters now being sent by 10 working days.

3. Sherwood Forest Hospitals Actions to be delivered in coming months

The action plan also set out a number of areas in which longer timescales were appropriate.

- **Nurse staffing** – a full review will be presented to the Chief Nurse of Midlands and East, NHS England, for review prior to presentation at the Trust Board
- **Strategic direction** – there are a eleven strategies to be delivered:

By end of October:

- Clinical strategy to submitted to Monitor**
- Nursing Strategy to be published**
- Patient Experience to be published**
- Quality Strategy to be agreed by Trust Board**
- Newark Hospital Strategy**

By end of November

- Organisational Development by November**

By end of December

- vii. Communications strategy
- viii. Workforce strategy

By end of January

- ix. Estates strategy
- x. Information Technology

By end of March 2014

- xi. Research Strategy

4. Clinical Commissioning Group (CCG) actions identified through the Keogh review

The actions identified as being led by or requiring CCG input were are follows:

Consider Nottingham University Hospitals (NUH) becoming full partners in the Mid Nottinghamshire Review – **NUH are partners.**

To consider setting up a review of mortality rates for Newark residents – **a review covering Newark, Sherwood, Mansfield and Ashfield residents has been commissioned** (terms of reference are being presented on the agenda)

CCG to be involved in a Newark Strategy review – **Strategic Direction developed**
Programme of unannounced visits to the Trust to assess adequacy of staffing – **completed**

Radiology backlog terms of reference to be agreed with CCG – **completed.**

Finally, a visit from a panel consisting of a selection of the original Keogh team will take place before the end of the year to assess delivery against each action.

Dr Amanda Sullivan
Chief Officer

NHS Newark and Sherwood and Mansfield and Ashfield Clinical Commissioning Groups