

**Results of our  
Care Quality  
Commission  
inspection**  
Published January 2018





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**West Hertfordshire  
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**70**  
YEARS  
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1948 - 2018

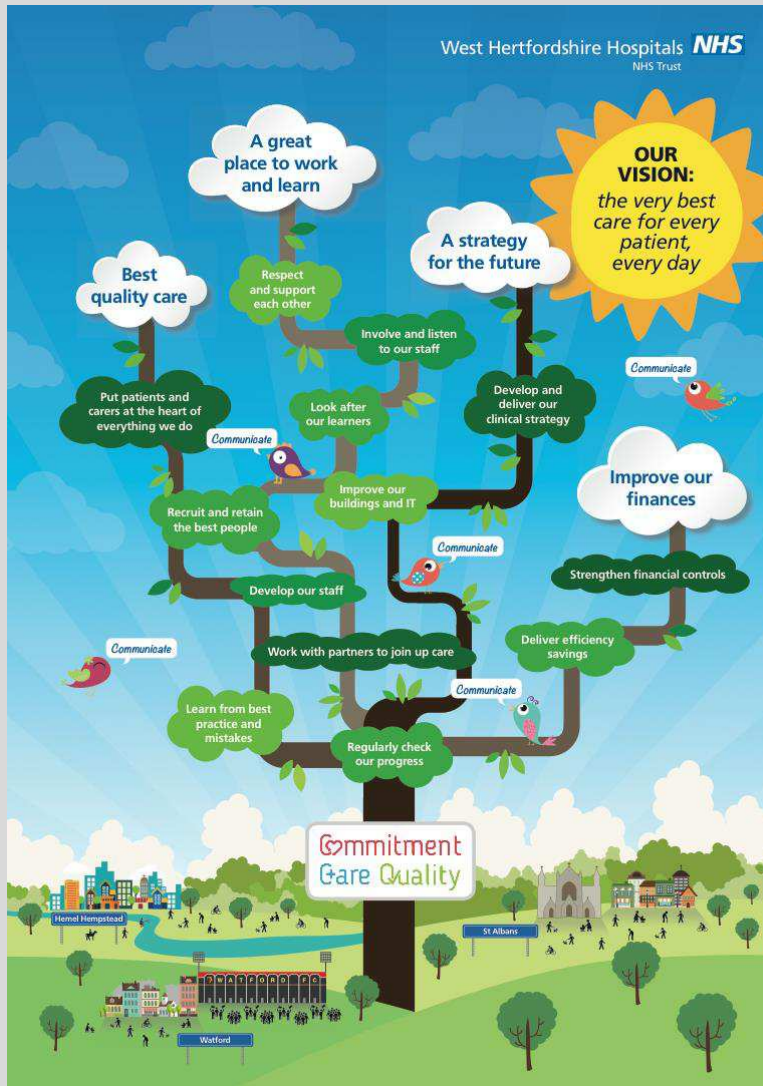
## Our vision

### Our aims are:

- To deliver the best quality care for our patients
- To be a great place to work and learn
- To improve our financial sustainability
- To develop a strategy for the future

### Our values:

- Commitment, Care, Quality



**OUR VALUES**  
Commitment  
Care Quality

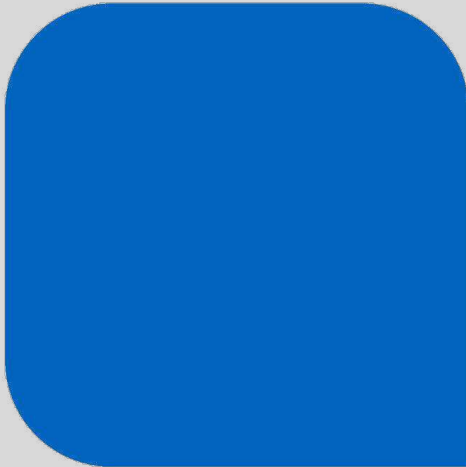


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### **Watford General Hospital**

- Inpatient emergency and intensive care
- Elective care for higher risk patients
- Outpatient and diagnostic services
- 600 beds and 9 theatres
- Women's and children's services

### **Hemel Hempstead Hospital**

- UTC open seven days a week, 8am-10pm
- Diagnostic services, incl. MRI and pathology
- Outpatient services
- Endoscopy and bowel cancer screening services
- Herts Community Trust operates intermediate care beds on site



### **St Albans City Hospital**

- Elective care (inpatient low risk and day case)
- Outpatient and diagnostic services
- 40 beds and 6 theatres
- Minor Injuries Unit open 7 days a week, 9am-8pm,



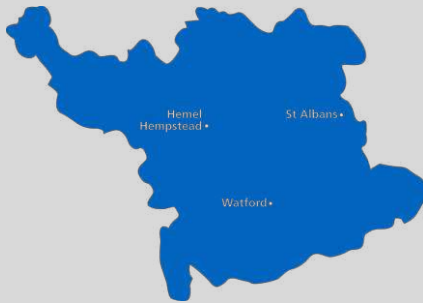
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## About us...



Our local hospitals at Watford, Hemel Hempstead and St Albans cover a catchment area of

over **500,000** people

**140,000** emergency patients treated

**460,000** outpatient attendances

**47,000** planned operations



**5,000**  
babies  
delivered



with **4,800**  
staff and **340**  
volunteers



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## The inspection

- The Care Quality Commission (CQC) assesses five aspects of a site or service – safe, caring, responsive, effective and well led – and awards them ratings: inadequate, requires improvement, good or outstanding
- Each hospital is given an overall rating and the trust is given an overall rating
- In 2015 we were rated ‘inadequate’ overall and went into special measures
- In 2016 we were rated ‘requires improvement’ overall and remained in special measures.
- Our latest inspection took place 31 August to 1 September 2017. The CQC inspectors visited all three West Herts hospitals and also made unannounced visits to all three sites on 12 September
- They interviewed frontline staff and the leadership team, spoke to patients and relatives and took soundings from key stakeholders. They reviewed nearly 1,000 documents: policies, data and additional information in relation to specific questions



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## The headlines

### West Hertfordshire Hospitals NHS Trust is out of special measures!

- We have demonstrated sustained improvements across the board
- We were rated as 'requires improvement' for safe, effective, responsive and well led and we were rated 'good' for caring
- Our overall rating remains 'requires improvement' but we have achieved a significant increase in the number of services rated as 'good'
- Eight services were rated 'good' (compared to five in 2016)
- Four services were rated as 'requires improvement' (five in 2016); one was rated as 'inadequate' (two in 2016, although one is no longer run by us)
- 45 individual quality ratings of 'good' compared to 32 in 2015
- Only three individual ratings of 'inadequate' compared to eight in 2016



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## What the inspectors observed

- All staff treat patients in a respectful and considerate manner
- A positive culture, focused on improving patient outcomes and experience
- Patients and relatives are included decisions about their treatment and care
- Staff are proud to work at the trust
- Leadership is strong, supportive and visible
- Women are positive about the care they receive on maternity and gynaecology wards. One woman and her partner said their experience was “amazing, really impressed”
- Parents and children said the service was “wonderful”. Staff treat children with kindness, dignity and respect and always go the extra mile
- Family members are happy with the end of life care their relatives receive



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## Where did we do well?

- Three services achieved 'GOOD' across ALL FIVE ELEMENTS: maternity; children and young people; surgery at St Albans
- Outpatients and diagnostic imaging at Watford significantly improved their ratings
- Hemel Hempstead Hospital overall has moved from 'inadequate' to 'requires improvement'. There is a NOT A SINGLE ASPECT of any service at Hemel Hempstead that has an inadequate rating – a massive change from nine red ratings last year to none this year
- St Albans City Hospital also now has NO inadequate ratings
- Nationally, 55% of hospitals' core services are rated 'good' – we achieved 61.5% so we are ABOVE THE NATIONAL AVERAGE





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## Good practice – many examples

- Staff knowledge of the duty of candour (openness and transparency) is evident
- The emergency department has significantly improved the management and treatment of sepsis
- Staff understand their responsibilities to raise concerns, record and report safety incidents and near misses
- Staff are confident about reporting safeguarding concerns to protect adults and children from harm, abuse and neglect



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## Good practice – many examples

- There is shared learning from complaints through ward meetings, teaching sessions, huddles and newsletters
- Significant progress with governance – a new committee structure enables the board to operate strategically
- Equality and diversity is promoted within the trust
- The trust board and executive team are focused on patient safety and quality of care



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## Outstanding practice – many examples

- Innovations in the children’s emergency department to tackle mental health and suicide awareness. The design and space of this department enables quick interventions and is unique for a district general hospital
- The “iSeeU” initiative enabling women to use face-time technology to see their baby receiving care and treatment on the neonatal care unit
- Focused recruitment and career development programme for band 5 nurses
- At Hemel Hempstead and St Albans, the phlebotomy service engages with people in vulnerable circumstances, for example home visiting



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## Outstanding practice – many examples

- At Hemel Hempstead staff take photos of X-rays, dressings etc to help people with cognitive impairment understand their treatment
- At St Albans the enhanced recovery care pathways are effective in helping patients recover more quickly after surgery
- The diagnostic imaging service audited best practice – staff embraced the importance of changing practice, especially in difficult casualty situations
- Electronic referrals for infants with prolonged neonatal jaundice resulting in quicker referrals and results



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## Areas for improvement

- Urgent and emergency services – rated ‘good’ for effective and caring but ‘inadequate’ overall:
  - We have restructured and strengthened clinical leadership in our emergency department, and opened a new, expanded clinical decision making unit
  - We will improve reporting of incidents, identification of risk and management of risk registers to provide assurance that the service always runs safely and effectively
- Learning from incidents – strengthen how we share learning across the trust
- Mental capacity – where a patient lacks capacity to make an informed decision or give consent, make a formal decision-specific mental capacity assessment
- Minor Injuries Unit at St Albans – ensure there are effective triage and streaming systems
- Quality – our new Quality Commitment describes how the organisation can make it easier for our staff to deliver great service and care, and support collaboration between departments so they can work and learn from one another



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## Our strengths

- Mortality rates consistently lower (better) than expected for over two years
- Stroke service consistently achieving the highest rating AA star
- Performance on cancer waiting times remains strong
- A new MRI/CT scanner means we now offer both modalities of cardiac imaging – one of very few district general hospitals to do so
- Referral to treatment times have improved since the last inspection and are similar to the England average
- Staff engagement is good – we scored highly in the 2016 annual staff survey



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## Our ratings

- Ratings for each site – Watford General Hospital, Hemel Hempstead Hospital, St Albans City Hospital
- Ratings for the trust overall
- Comparison of ratings in 2015, 2016, 2017



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## Watford General Hospital

Our **2015** overall rating was 'inadequate'

Overall	Safe	Effective	Caring	Responsive	Well-led	Overall	Key
Urgent and emergency services							
Medical care							
Surgery							
Critical care							
Maternity and gynaecology							
Services for children and young people							
End of life care							
Outpatients and diagnostic imaging							





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## Watford General Hospital

Our **2016** overall rating was 'requires improvement'

Overall	[Progress bars]					Requires improvement	
	Safe	Effective	Caring	Responsive	Well-led	Overall	Key
Urgent and emergency services	Inadequate	Requires improvement	Good	Inadequate	Inadequate	Inadequate	Inadequate
Medical care	Requires improvement	Good	Good	Requires improvement	Good	Requires improvement	Requires improvement
Surgery	Requires improvement	Good	Good	Requires improvement	Good	Requires improvement	Good
Critical care	Good	Good	Good	Requires improvement	Good	Good	Good
Maternity and family planning	Requires improvement	Good	Good	Good	Good	Good	Good
Services for children and young people	Requires improvement	Good	Outstanding	Good	Requires improvement	Requires improvement	Requires improvement
End of life care	Good	Requires improvement	Good	Good	Good	Good	Good
Outpatients and diagnostic imaging	Requires improvement	Not rated	Requires improvement	Requires improvement	Requires improvement	Requires improvement	Requires improvement



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## Watford General Hospital

Our **2017** overall rating is 'requires improvement'

Overall							
	Safe	Effective	Caring	Responsive	Well-led	Overall	Key
Urgent and emergency services							<b>Inadequate</b>
Medical care							<b>Requires improvement</b>
Surgery							<b>Good</b>
Critical care							<b>Outstanding</b>
Maternity and family planning							<b>Not rated</b>
Services for children and young people							<b>Not rated</b>
End of life care							<b>Not rated</b>
Outpatients and diagnostic imaging							<b>Not rated</b>





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## Hemel Hempstead Hospital

### Our 2016 overall rating was 'inadequate'

	Safe	Effective	Caring	Responsive	Well-led	Overall	Key
Overall							
Urgent and emergency services							
Medical care							
End of life care							
Outpatients and diagnostic imaging							





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## St Albans City Hospital

### Our **2015** overall rating was 'inadequate'





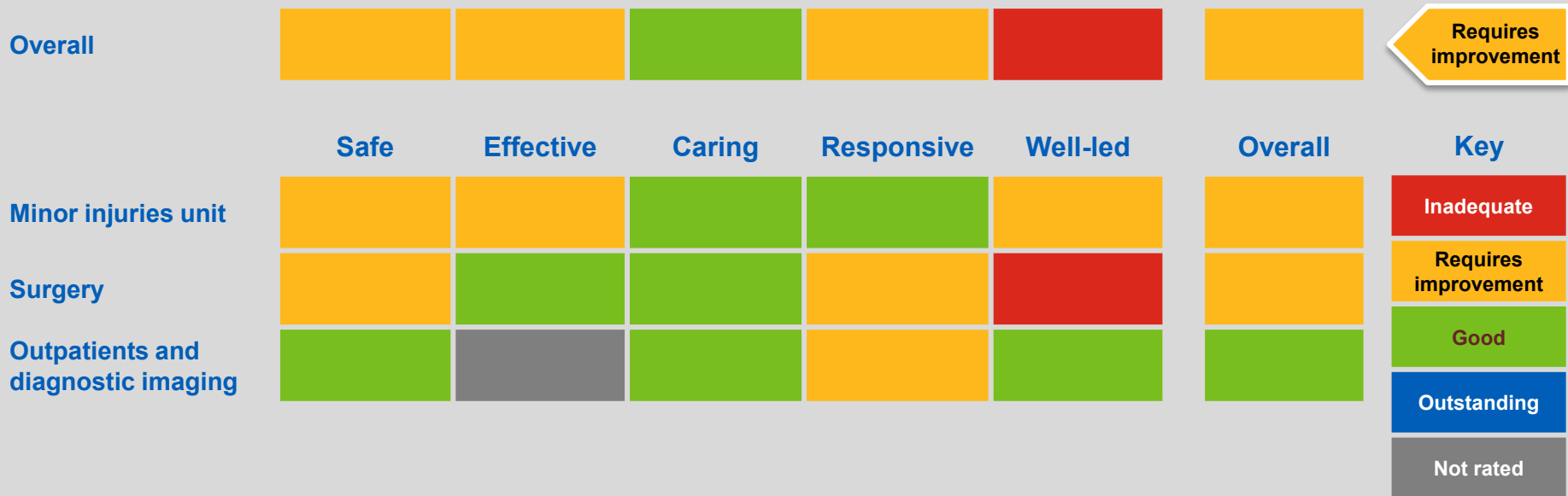
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## St Albans City Hospital

Our **2016** overall rating was 'requires improvement'





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## St Albans City Hospital

### Our **2017** overall rating is 'requires improvement'

	Safe	Effective	Caring	Responsive	Well-led	Overall	Key
Overall	Requires improvement	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement
Minor injuries unit	Requires improvement	Requires improvement	Good	Good	Requires improvement	Requires improvement	Inadequate
Surgery	Good	Good	Good	Good	Good	Good	Requires improvement
Outpatients and diagnostic imaging	Requires improvement	Not rated	Good	Good	Good	Good	Good





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## Overall trust rating

	Safe	Effective	Caring	Responsive	Well-led	Overall	
2017	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Requires improvement
2016	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Requires improvement
2015	Red	Yellow	Yellow	Yellow	Red	Red	Inadequate



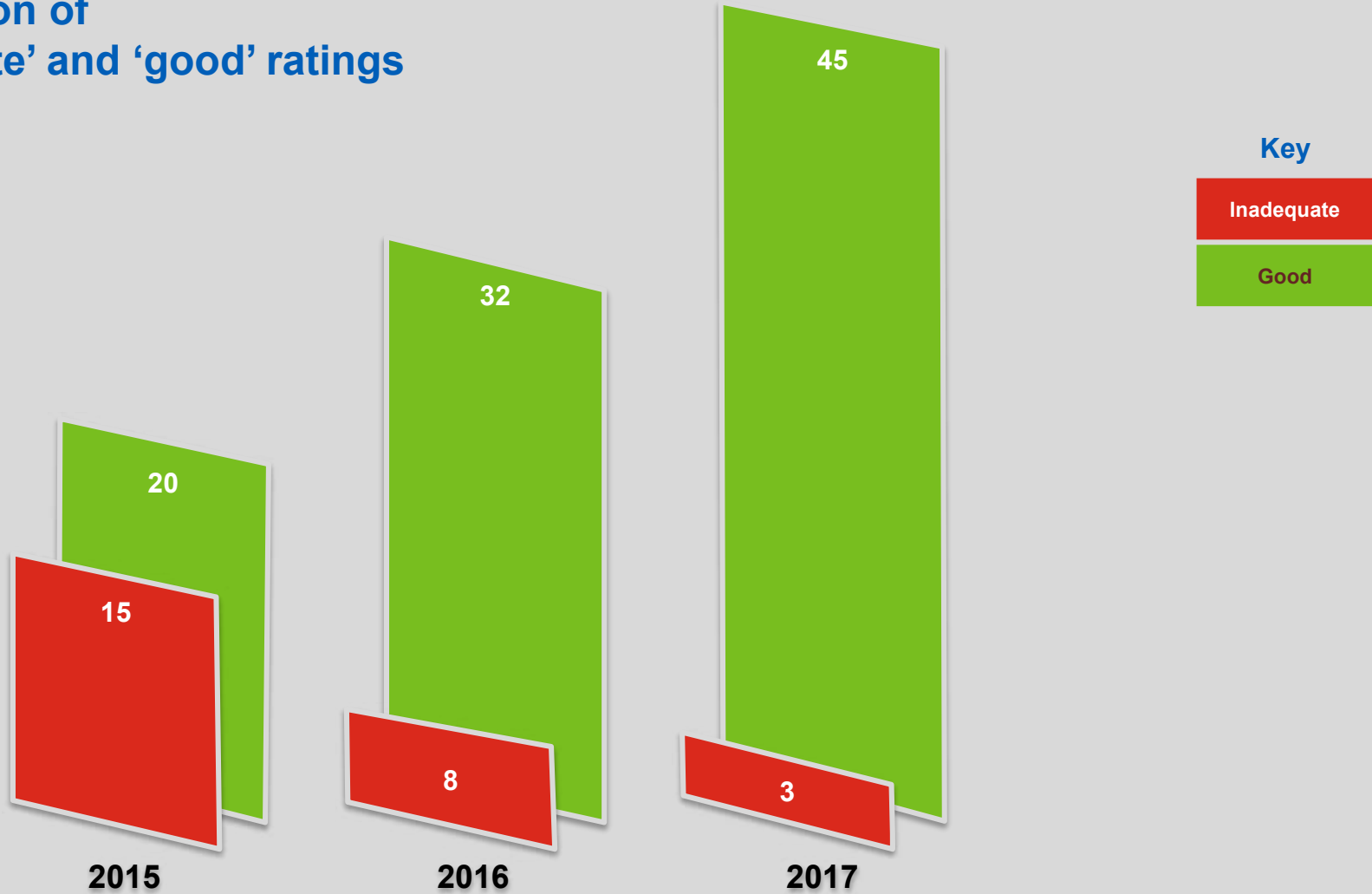
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## Comparison of 'inadequate' and 'good' ratings





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## In conclusion

- We are no longer in special measures
- We are rated 'good' for caring
- We've made significant improvements across the board
- There is a positive culture
- Staff are proud to work at the trust
- We know where we need to improve
- Leadership is strong, supportive and visible
- Our Quality Commitment will help us to deliver great service and care, and support collaboration between departments
- Patient safety at the heart of everything we do

**Thank you to all our staff!**



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**OUR VALUES**

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