

Blackpool Teaching Hospitals NHS Foundation Trust

Blackpool Fleetwood Hospital

Quality Report

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This report describes our judgement of the quality of care at this hospital. It is based on a combination of what we found when we inspected, information from our 'Intelligent Monitoring' system, and information given to us from patients, the public and other organisations.

Ratings

Overall rating for this hospital

Good



Outpatients

Good



Summary of findings

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Summary of this inspection

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Summary of findings

Overall summary

- Blackpool Victoria, which is the main hospital site and the focus of much of its work
- Clifton Hospital, which currently has four wards, mainly for elderly care and rehabilitation (with one outpatient clinic)
- Fleetwood Hospital.

This report relates to the Fleetwood Hospital site.

Fleetwood Hospital is a community unit that serves residents from Wyre and surrounding areas.

It is located approximately eight miles north of the main trust headquarters.

There is an outpatient department which houses seven consulting suites, one of which has been adapted for Audiology. It also provides diagnostic Radiology services on the site. Fleetwood Hospital's outpatient clinics include ear, nose and throat and gynaecological services. There is also a small ulcer clinic.

At this hospital we looked at outpatient clinics.

We spoke with patients and members of the public in the outpatients department.

Overall we found that services provided at the Fleetwood hospital were provided in an, effective, caring manner, that they were responsive to the needs of those using the services and were well led.

Patients records were difficult to locate, and the information within them was not easy to find. This could delay patients access to care and hinder decision making.

Patients we spoke to were very positive about the care they received. Patients were very complimentary about the caring nature of the staff. Volunteers supported the patients during their time in the hospital.

However, patients we spoke to did not know how to make a complaint nor how to make the trust aware of any comments on the service. The trust is losing valuable feedback and development opportunities for its services.

There was good leadership of the outpatient service.

Summary of findings

The five questions we ask about hospitals and what we found

We always ask the following five questions of services.

Are services safe?

We spoke to patients in all areas of the outpatients departments in Fleetwood. Overall, patients felt the staff at the hospital were providing a safe service.

We observed that it was difficult to find information in the patients notes; and that records were difficult to locate. We concluded that access to hospital records is a challenge for outpatient services at Fleetwood and that this may delay access and hinder decision making.

We concluded that the majority of staff were up to date in mandatory training, including safeguarding vulnerable adults and child protection training. All staff told us that they had annual appraisals. Appraisals and training are an important part of the ongoing development of staff to ensure their knowledge is up to date.

Staff knew where to access emergency equipment, and had checked it regularly. This meant that in an emergency, appropriate equipment would be available.

The areas were clean and tidy.

Requires improvement



Are services effective?

We concluded that services are effective. The trust allocate staff with the relevant skill mix and knowledge to the different outpatient departments. We saw that staff in all outpatient areas were extremely busy, but staffing levels were sufficient to meet the needs of the patients. This meant that there were enough staff to respond to their needs.

Staff knew how to respond to vulnerable patients and patients with specific needs.

Not sufficient evidence to rate



Are services caring?

We concluded that services were caring. Patients were all very positive about the care provided by staff. They told us “Staff are really friendly” and “The staff are always welcoming”.

The chaplaincy team provided pastoral care and support.

We were told by patients we spoke to that the staff were always supportive. There were volunteers throughout the outpatient departments, assisting people with directions and offering support.

Good



Are services responsive to people's needs?

The service in the hospital was responsive to patient's needs.

Requires improvement



Summary of findings

The outpatient department had access to chaperones, social workers and staff trained in working with vulnerable patients. Waiting times to be seen were good, which meant that patients were seen on time and avoided waiting overly long.

Fleetwood Hospital has a car park for patients directly in front of the hospital. Patients told us that it made it easier to get there on time and meant that they did not have to worry about the logistics of getting to the hospital.

We concluded that there was an opportunity to improve services through encouraging feedback from users of the service. We spoke to patients and relatives who told us that they did not know how to make a complaint at the trust. In all of the outpatient departments we visited, there was little knowledge of the Patient Relation Services (PRS) that had previously been called the Patient Advice and Liaison Services.

The staffing levels on all outpatients departments were adequate, although staff were observed to be extremely busy.

Are services well-led?

Services at Fleetwood Hospital were well led.

We saw how the trust was monitoring the outpatient departments and improving the services it provided. For example, it had initiated the Jubb Report, which looked at actions required in response to previous incidents within the trust.

The Outpatients Survey 2013 showed that the trust has been in the top 20 of all NHS trusts for 11 questions out of 39 questions.

We saw there were clear leadership structures in place and staff were very supportive of their colleagues. Outpatient staff said that they were well supported in their roles.

Good



Summary of findings

What we found about each of the main services in the hospital

Outpatients

We found that the patient experience in outpatient services at Fleetwood was good. Patients told us that waiting times were always low, that they were often seen on time and that they were generally happy with the service they received.

We found that patients received effective, safe and appropriate care. The outpatient areas at Fleetwood were clean and well maintained.

We found that all of the outpatient areas respected patients' privacy and dignity by seeing patients in consultation rooms.

Good



Summary of findings

What people who use the hospital say

Listening event

We held a public listening event on 14 January 2014 attended by over 40 people from Blackpool and the surrounding areas.

Some people told us about of the difficulties they, or their relatives, had experienced at the trust. Some of these were still part of ongoing discussion or investigation by the trust. Some people told us about the good care they had received. All of the stories we heard were recorded on paper and were used to inform the inspection team's visit on the following days.

People told us that staff in outpatients approached them in a very friendly manner, that they treated them with dignity and listened to them.

They also told us that there were challenges for those people who had hearing difficulties, as they were sometimes unable to hear their name being called for their appointment.

Survey data

The Care Quality Commission undertook a detailed survey of the people from the Blackpool area who had recently used the services of Blackpool Teaching

Hospitals NHS Foundation Trust. The survey was carried out by RAISE on our behalf who have significant experience with Health and Social Care along with community and voluntary services.

They received 60 responses from people who had used that services of Blackpool Teaching Hospitals NHS Foundation Trust. Their survey focused on the key questions that the CQC inspection team also look at. They found that of the 60 responses 59 people (97%) had used services within the last 12 months.

Against the five questions that CQC look at:

- 58% said they felt services were safe
- 56% said they felt services were effective
- 63% said they felt services were caring
- 60% said they felt services were responsive to their needs
- 53% said they felt services were well led.

Of those we asked, 63% of people knew how to make a complaint to the trust; 17 people had made a complaint in the past 12 months; and of those, nine people (53%) felt it had not been properly investigated; a further four people were not sure (don't know).

Areas for improvement

Action the hospital SHOULD take to improve

- Access to medical records in the Fleetwood Hospital outpatients department is difficult. The trust should ensure a timely access to medical records to outpatients services

- Filing of records and accessing information does not support good quality clinical decision making. The trust should take steps to improve this.
- The Patient Relations Service is not well known to patients. Those using the service do not know how to make complaints or their view known to the trust.

Good practice

Our inspection team highlighted the following areas of good practice:

- Many patients commented on the good quality and supportive care they received from the staff. patients

- particular noted the caring attitude and approach of the staff. We received many positive comments from patients we spoke to, all who were appreciative of individuals and team approach to their care.
- We saw that the overall pastoral care to people attending the service was highly supportive.

Blackpool Fleetwood Hospital

Detailed findings

Services we looked at:
Outpatients

Our inspection team

Our inspection team was led by:

Chair: Professor Sir Mike Richards, Chief Inspector of Hospitals, Care Quality Commission (CQC)

Team Leader: Tim Cooper, Head of Hospital Inspections Care Quality Commission.

The team had 36 members, including CQC inspectors, experts by experience, lay representatives and medical and nursing clinical specialists.

Those members attending the Fleetwood Hospital site included a CQC Inspector, a clinician and an expert by experience.

Background to Blackpool Fleetwood Hospital

Fleetwood Hospital is part of Blackpool Teaching Hospitals NHS Foundation Trust. It provides outpatient clinic services.

On the day our or visit, the hospital was providing ear, nose and throat, and gynaecology clinics. It was also running a nurse-led small ulcer clinic.

Why we carried out this inspection

Blackpool Teaching Hospitals NHS Foundation Trust was originally inspected by Professor Sir Bruce Keogh and his team during June 2013. This was part of a selected review process informed by higher than expected mortality rates. The data for the Keogh review informed the planning for this visit.

The Secretary of State for Health has asked that all trusts in the original Keogh inspection were included early in the new CQC process.

We inspected this trust as part of our new in-depth hospital inspection programme. We chose this trust because it represented the variation in hospital care according to our new Intelligent Monitoring Model. This looks at a wide range of data, including patient and staff surveys, hospital performance information and the views of the public and local partner organisations.

How we carried out this inspection

In planning for this visit we identified information from local and national data sources. Some of these are widely

Detailed findings

in the public domain. We developed 111 pages of detailed data analysis which informed the thinking of the inspection team. The trust had the opportunity to review this data for factual accuracy, and corrections were made to the data pack from their input.

We sought information in advance of the visit from national and professional bodies (for example the Royal Colleges and central NHS organisations). We also sought views locally from commissioners and local Healthwatch.

The CQC inspection model focuses on putting the service user at the heart of our thinking. We therefore held a well-publicised listening event on 14th January 2014. This was held before the inspection began and helped inform the thinking of the inspection team. Over 40 local residents and service users attended the listening event, and each had the opportunity to tell their story, either in small groups or privately with a member of the inspection team.

We received information and supporting data from staff and stakeholders both before and during the visit.

To get to the heart of patients' experiences of care, we always ask the following five questions of every service and provider:

- Is the service safe?
- Is the service effective?
- Is the service caring?
- Is the service responsive to people's needs?
- Is the service well-led?

During our visit we held a number of well attended staff focus groups. These were well publicised by the trust in advance.

During our visit we also spoke with patients in each of the service areas, where this was possible. We actively sought their views on the service they were attending. We aimed to talk to a large enough number in each area to develop a representative view of those who may use the service.

During our visit we examined notes and medical records. We checked departmental records for cleaning and maintenance checks and also for staffing levels.

During our visit we undertook individual interviews with trusts senior management and directors. We also undertook ad hoc interviews with a number of staff throughout the visit where we felt this may clarify or add weight to a line of enquiry.

Outpatients

| | |
|------------|---|
| Safe | Requires improvement  |
| Effective | Not sufficient evidence to rate  |
| Caring | Good  |
| Responsive | Requires improvement  |
| Well-led | Good  |

Information about the service

Fleetwood Hospital is a location providing outpatient services for the Blackpool Teaching Hospitals NHS Foundation Trust. Fleetwood Hospital’s outpatient clinics include ear, nose and throat and gynaecological services. There is also a small ulcer clinic

Summary of findings

Patients received effective, and appropriate care. The outpatient areas at Fleetwood were clean and well maintained.

Patient experience in outpatient services at Fleetwood Hospital was good. Patients told us that they did not have to wait in clinic and that they were generally happy with the service they received.

We found that all of the outpatient areas respected patients’ privacy and dignity. We also noted that if English was not a patient’s first language an interpreter could be booked in advance of their appointment.

We saw there were clear leadership structures in place and staff were very supportive of their colleagues. Outpatient staff said that they were well supported in their roles.

Outpatients

Are outpatients services safe?

Requires improvement 

Safety and performance

Staff told us they were busy, but felt supported by their colleagues and senior staff. Staff worked as a team and covered for any absences so that bank and agency staff were not used. Staff in all outpatients departments were very busy, however we saw that patients were seen by the appropriate clinician.

Learning and improvement

Staff knew how to report incidents and a committee has been set up to learn from incidents and share that learning.

Systems, processes and practices

The Resuscitation equipment was available in all of the outpatients areas we visited. This equipment had been checked regularly by a designated nurse and the equipment was in working order. Staff were aware of where the resuscitation packs were so that in an emergency these could be easily accessed and known to be working.

We reviewed five patient records and found that the documentation relating to patients' clinic was not filed appropriately. Staff told us that they sometimes had problems locating the relevant up-to-date records; this will impact on the quality and timeliness of decision making in clinic. Information in patients records must be easy to access and available in the clinic.

We saw that the outpatient service had good processes for booking and managing patients. Patients reported that they felt well supported.

Monitoring safety and responding to risk

All staff were aware of how to respond to an incident and told us they would complete an incident report on the trust's IT reporting system. All staff spoken with told us they would also liaise with a senior member of staff and report the incident verbally.

Patients told us they were very satisfied with the care given.

Anticipation and planning

Staff told us that they would monitor patients' health, and if they deemed them to be ill they would fast track them through their appointments.

Patients told us they felt that the environment protected their needs.

Are outpatients services effective? (for example, treatment is effective)

Not sufficient evidence to rate 

Using evidence-based guidance

All staff we spoke with talked us through their training, and the majority were up to date in mandatory training, including safeguarding vulnerable adults and child protection training. All staff told us that they had annual appraisals.

Performance, monitoring and improvement of outcomes

The trust monitors service delivery activity through its quality committee. Where an incident is recognised to be severe, the trust service is involved in an immediate (with 24 hours) response.

Staff, equipment and facilities

Staffing rotas for outpatients departments across the trust showed that levels of staff were adequate. This ensures there are sufficient resources to meet individual needs.

We saw that the outpatient facilities were clean, tidy and well maintained.

Multidisciplinary working and support

The sister responsible for staffing levels told us that they allocate staff with the relevant skill mix and knowledge to the different outpatient departments. All staff spoken with told us they worked as a team and supported each other.

All of the staff we spoke with said that senior staff supported them in their roles. The majority were up to date in mandatory training, including safeguarding vulnerable adults and child protection training. All staff told us that they had had their annual appraisals.

Are outpatients services caring?

Good 

Compassion, dignity and empathy

We saw that staff were respectful and friendly to patients.

Outpatients

There were volunteers throughout the outpatient departments, assisting people with directions and offering support. Patients in the breast care clinic were very positive about the staff support they had received. They said they had had “fantastic support from staff and that they had been seen by “lovely staff; always friendly”.

We spent time with the Chaplin and a team member who informed us that they provide emotional support and follow the patient journey with the family. The Chaplin and team were available to work across the trust at any location they were required. There was a directory available at the trust that had 24-hour contacts for all religious faiths

Involvement in care and decision making

We spoke to seven patients regarding the information they received in relation to their treatment. The majority of patients were aware of why they were seeing a consultant or nurse. We were told that the consultant and nurses would explain the reason for their appointments. We observed staff discussing an appointment with a patient, ensuring they were fully aware of the treatment being provided.

The Outpatients Survey 2013 showed that the trust had been in the top 20% of all NHS trusts for 11 questions out of 39 questions.

Trust and communication

Patients were all very positive about the care provided by staff. They told us “staff are really friendly” and “the staff are always welcoming”. We saw that staff were respectful towards patients in all areas. All patients were seen in private in a consultation room.

Patients told us that staff were always supportive.

Are outpatients services responsive to people’s needs?

(for example, to feedback?)

Requires improvement 

Meeting people’s needs

Patients we spoke with told us that they were seen on time when they had an outpatients appointment. Staff would inform patients if their appointments were going to be

delayed. We were told that “The staff are wonderful here, always on time” and “I much prefer coming here for my outpatients appointment, I’m always on time and the staff are always very friendly”.

The outpatient department had access to chaperones, social workers and staff trained in working with vulnerable patients. We observed patients being supported by different staff. The majority of patients were supported by a friend or relative.

Vulnerable patients and capacity

Information was available to patients in clinics. If English was not a patient’s first language an interpreter could be booked in advance of their appointment

All staff we spoke with talked us through their training, and the majority were up to date in mandatory training, including safeguarding vulnerable adults and child protection training.

Access to services

Waiting times to be seen were good, which meant that patients were seen on time and avoided waiting overly long.

Leaving hospital

Fleetwood Hospital has a car park for patients directly in front of the hospital. Patients told us that it made it easier to get there on time and meant that they did not have to worry about the logistics of getting to the hospital.

Learning from experiences, concerns and complaints

We spent time talking to seven patients across all outpatients departments in Fleetwood Hospital. The majority of patients were unaware of how to make a complaint and the existence of the Patient Relations Service (PRS) (formerly the Patient Advice and Liaison Service (PALS)). We did see leaflets in the outpatient departments. However, there were new leaflets advertising the PRS and old leaflets for PALS.

The service is missing valuable opportunity to learn and respond to the needs of those using it.

Outpatients

Are outpatients services well-led?

Good 

Governance arrangements

We spent time talking to the Deputy Director of Operations and Scheduled Care Division, who was responsible for managing the outpatients departments at the trust. We were seen how they were monitoring the departments and improving the services provided. For example a report the trust had commissioned into breast care (the Jubb Report) had wider implications in outpatients. This looked at actions required in response to notifiable incidents. We saw that the arrangements were improving here.

Leadership and culture

Frontline staff we spoke with were not aware of the executive leadership for outpatients. However, they were very positive about the sisters in charge in outpatients, who

they said were supportive. We were told by the Deputy Director of Operations and Scheduled Care Division that he did not spend as much time as he would like walking around and talking to staff and patients in the outpatient departments.

Patients are satisfied with the care given. The Outpatients Survey 2013 showed that the trust had been in the top 20% of all NHS trusts for 11 of 39 questions.

Learning, improvement, innovation and sustainability

We spoke to patients and relatives who told us that they did not know how to make a complaint at the trust. We spent time talking to patients and staff in all outpatient departments we visited.

The trust have a newsletter that shares learning across all clinical services. Staff at Fleetwood Hospital have access to this information.