

# The Hillingdon Hospitals NHS Foundation Trust

## Quality Report

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This report describes our judgement of the quality of care at this trust. 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 trust

Requires improvement



Are services at this trust safe?

Requires improvement



Are services at this trust effective?

Requires improvement



Are services at this trust caring?

Good



Are services at this trust responsive?

Requires improvement



Are services at this trust well-led?

Requires improvement



# Summary of findings

## Letter from the Chief Inspector of Hospitals

When we inspected in October 2014, we told that the trust that it must make improvements, which included:

- Make sure it complies with infection prevention and control standards and monitors cleanliness against national standards.
- Assure itself that the ventilation of all theatres meets required standards.
- Make sure that staff are appropriately trained in safeguarding both adults and children, and that the trust regularly monitors and assesses the completion of actions agreed at weekly 'safety net' meetings.
- Make sure that all staff understand their responsibilities in relation to the trust's systems and processes that exist to safeguard children.
- Make sure patients and visitors are protected against the risks associated with unsafe or unsuitable premises.
- Make sure that there equipment is properly maintained and suitable for its purpose.
- Make sure that equipment is available in sufficient quantities in order to ensure the safety of patients and to meet their assessed needs.
- Make sure that all staff receive the full suite of mandatory training that is required to minimise risks to patient safety.
- Make sure patients are protected against the risks associated with the unsafe use and management of medicines.
- Make sure that early warning system documentation is appropriately maintained and that all staff react appropriately to triggers and prompts.

Our key findings from this inspection were as follows:

- The inspection took place approximately three months after we published our comprehensive inspection report in February 2015. We found that the trust had responded appropriately to many of the key issues we highlighted at that time. In some areas however, custom and practice had not changed, despite systems and processes being implemented to deliver changes in practice.
- We observed improved practice in some areas in relation to hand hygiene and the use of personal protective equipment, however, some staff in A&E and on medical wards were not following best practice.
- We observed improved practice in the management of medicines in most departments. Where there were known issues plans were in place and steps had been taken to begin to address these issues and mitigate the risks. However, we found best practice was not always followed by all staff, with daily checks occasionally not happening as necessary and some areas left unsecured.
- It was evident that the trust had taken significant action to address estates deficiencies highlighted by the previous inspection. The trust had restructured its estates function, provided the capital works to the operating theatres and had moved to a less reactive, more planned maintenance service.
- The comprehensive work programme for theatres was on going at the time of our visit. The works to the operating theatres, both to date and planned, and the commitment to annual maintenance were in line with the Health Technical Memorandum (HTM) 03-01.
- The trust had implemented a new estates compliance reporting process to provide the organisation with a collective understanding of its risks and level of compliance against best practice and legal requirements.
- The trust was cleaning and auditing in line with the National Specifications for Cleanliness in the NHS.
- Children presenting to the trust's A&E were appropriately safeguarded as effective systems and processes were in place. Staff received appropriate training which had increased their awareness and key staff were deployed to oversee practice and promote good practice.
- Equipment was clean and staff had enough equipment to meet patient needs. Further supplies could be accessed in a timely way when required.
- Mandatory training figures had improved, the divisions we reviewed having made sure the targeted number of staff received mandatory training, including for infection prevention and control and safeguarding.

# Summary of findings

- Early warning score documentation was completed accurately and staff responded correctly to triggers and prompts as required.

Areas for improvement:

The provider must continue to review progress and performance against each of the musts listed in the February 2015 provider report.

It must also provide the commission with an action plan detailing how it will address the failures detailed in the requirement notice at the end of this report.

**Professor Sir Mike Richards**  
**Chief Inspector of Hospitals**

# Summary of findings

## Background to The Hillingdon Hospitals NHS Foundation Trust

The current Hillingdon Hospital opened its doors in 1967 and the trust was awarded foundation status in April 2011. The trust employs over 2,500 staff.

The trust provides services to the residents of the London Borough of Hillingdon, and increasingly to those living in the surrounding areas of Ealing, Harrow, Buckinghamshire and Hertfordshire giving them a total catchment population of over 300,000 people.

Hillingdon is a diverse suburban borough, with a large young population and an increasing proportion of older

people. 25% of the population is under 18 years of age, while the proportion aged over 85 is set to rise by 22% by 2020. The proportion of the population from an ethnic background has risen to 28% of the total, and is projected to rise to 37% in 2020.

Hillingdon is the nearest district general hospital to London's Heathrow Airport, the busiest airport in Europe in terms of passenger numbers.

## Our inspection team

Our inspection team was led by:

**Inspection Manager:** Damian Cooper, Care Quality Commission

CQC inspectors were joined on the inspection team by specialist facilities and estates advisors.

## How we carried out this inspection




This was a focused inspection to follow-up on two enforcement notices that were issued to the trust in December 2014, after our comprehensive inspection in October 2014. After the previous inspection, the trust was rated as inadequate for the safety domain and they were rated inadequate for safety for the Urgent and emergency, Medical care, Surgery and Services for children and young people core services at Hillingdon Hospital.

For this focused inspection, we reviewed the progress against the measures in the two enforcement notices and aspects of the safety domain where the trust was not meeting the required standards in October 2014.

We visited nine medical wards at Hillingdon Hospital, the hospital's A&E, AMU, a surgical ward, surgical theatres and children's wards.

# Summary of findings

## Our judgements about each of our five key questions

|   | Rating   |
|---|--|
| <p><b>Are services at this trust safe?</b></p> <p>The safety domain rating was reviewed as a result of our follow-up inspection in May 2015. The provider rating for safety was changed from Inadequate to Requires Improvement. More detailed findings can be found in our May 2015, Hillingdon Hospital location inspection report.</p> <p>The inspection took place approximately three months after we published our comprehensive inspection report in February 2015. We found that the trust had responded appropriately to many of the key issues we highlighted at that time and that they had taken significant action to address estates deficiencies highlighted by the previous inspection. In some services however, custom and practice around medicines management and infection prevention and control had not improved, despite systems and processes being implemented to deliver changes in practice.</p> <p>The comprehensive work programme for theatres was on going at the time of our visit. The works to the operating theatres, both to date and planned, and the commitment to annual maintenance were in line with the Health Technical Memorandum (HTM) 03-01.</p> <p>The trust was cleaning and auditing in line with the National Specifications for Cleanliness in the NHS.</p> <p>Children presenting to the trust's A&amp;E were appropriately safeguarded as effective systems and processes were in place. Staff received appropriate training which had increased their awareness and key staff were deployed to oversee practice and promote good practice.</p> | <p><b>Requires improvement</b> </p>   |
| <p><b>Are services at this trust effective?</b></p> <p>This domain was not inspected against nor its rating reviewed as part of this inspection. Please refer to our October 2014 inspection report.</p>  | <p><b>Requires improvement</b> </p> |
| <p><b>Are services at this trust caring?</b></p> <p>This domain was not inspected against nor its rating reviewed as part of this inspection. Please refer to our October 2014 inspection report.</p>   | <p><b>Good</b> </p>                 |

# Summary of findings

## **Are services at this trust responsive?**

This domain was not inspected against nor its rating reviewed as part of this inspection. Please refer to our October 2014 inspection report.

**Requires improvement**



## **Are services at this trust well-led?**

This domain was not inspected against nor its rating reviewed as part of this inspection. Please refer to our October 2014 inspection report.

**Requires improvement**



# Overview of ratings

## Our ratings for Hillingdon Hospital

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

## Our ratings for Mount Vernon Hospital

|                                    | Safe                 | Effective | Caring | Responsive           | Well-led             | Overall              |
|------------------------------------|----------------------|-----------|--------|----------------------|----------------------|----------------------|
| Minor injuries unit                | Requires improvement | Not rated | Good   | Requires improvement | Requires improvement | Requires improvement |
| Medical care                       | Requires improvement | Good      | Good   | Requires improvement | Good                 | Requires improvement |
| Surgery                            | Requires improvement | Good      | Good   | Requires improvement | Requires improvement | Requires improvement |
| Outpatients and diagnostic imaging | Good                 | Not rated | Good   | Requires improvement | Requires improvement | Requires improvement |
| <b>Overall</b>                     | Requires improvement | Good      | Good   | Requires improvement | Requires improvement | Requires improvement |

# Overview of ratings

## Our ratings for The Hillingdon Hospitals NHS Foundation Trust

|         | Safe                 | Effective            | Caring | Responsive           | Well-led             | Overall              |
|---------|----------------------|----------------------|--------|----------------------|----------------------|----------------------|
| Overall | Requires improvement | Requires improvement | Good   | Requires improvement | Requires improvement | Requires improvement |

### Notes

Four individual ratings and one overall rating were reviewed as a result of this inspection. These were the ratings for safe in Urgent and emergency services, Medical care, Surgery, Services for children and young people and the overall rating for safe for Hillingdon Hospital. All other ratings are taken from our October 2014 inspection findings and subsequent report.

At the time of our inspection in October 2014, we were not confident that we were collecting sufficient evidence to rate effectiveness for neither Urgent and emergency services / Minor injuries unit nor Outpatients and diagnostic imaging.



This section is primarily information for the provider

## Requirement notices

### Action we have told the provider to take

The table below shows the legal requirements that were not being met. The provider must send CQC a report that says what action they are going to take to meet these requirements.

| Regulated activity                       | Regulation   |
|--|--|
| Treatment of disease, disorder or injury | Regulation 12 HSCA (RA) Regulations 2014 Safe care and treatment<br><br>12.—(1) Care and treatment must be provided in a safe way for service users.<br><br>(2) Without limiting paragraph (1), the things which a registered person must do to comply with that paragraph include—<br><br>(h) assessing the risk of, and preventing, detecting and controlling the spread of, infections, including those that are health care associated |

This section is primarily information for the provider

## Enforcement actions

### Action we have told the provider to take

The table below shows the legal requirements that were not being met. The provider must send CQC a report that says what action they are going to take to meet these requirements.