



2 Western Gateway
Royal Victoria Dock
Custom House
London
E16 9DR

020 3688 2300
www.newhamccg.nhs.uk

18th June 2015

Cllr Ann Munn, Chair
Inner North East London Joint Health Overview & Scrutiny Committee
Hackney Council
Area K, 2nd Floor
Hackney Service Centre
1 Hillman Street
London
E1 1DY

Dear Cllr Munn

CCG's response to CQC Inspection reports on Barts Health NHS Trust

Thank you for your letter concerning the Care Quality Commission (CQC) inspection reports for Newham University Hospital and the Royal London hospitals. I understand that when a report with a judgement of a hospital as inadequate is published the question of what organisations with a responsibility to scrutinise quality have been doing will arise. It is unfortunate that we did not have the opportunity to explain our position at the Joint Overview and Scrutiny Committee directly but it was our understanding that Clinical Commissioning Group (CCG) officers were not required for the meeting as the JOSCC wanted to hear directly from Barts Health NHS Trust.

First, I wanted to confirm that Newham CCG has been actively monitoring the quality of services at Newham University Hospital since our inception through a range of mechanisms: We have instituted a system for GPs to raise concerns regarding individual patient care through our Amber Alerts system that the Trust responds to ensure there is a proactive rather than retrospective approach to concerns that GPs see in their patients' journey through the hospital. In addition, we have a schedule of Quality Assurance visits through members of our Quality Committee, including our GP Board Lead for Quality and Nurse Board member, and Quality Team. Service areas and wards are selected based on hard and soft intelligence. This results in us working with the Trust to make improvements in areas that will have a direct or indirect impact on patient quality. In addition, we have agreed a range of Quality related Key Performance Indicators which we monitor on a monthly basis and this is another source of intelligence that enables us to understand quality across the Trust and Newham site.

It is through our local system of monitoring quality of care at the hospital that Newham CCG reached our view that the judgement of Newham University Hospital as inadequate is not reflected in what we have found at the hospital. However, we are clear that the hospital requires improvement and that this is not

Newham Clinical Commissioning Group

Chair: Dr Zuhair Zarifa
Chief Officer: Steve Gilvin



good enough for the residents of Newham. We believe that this was clear from our statement. The methodology of the CQC means that a hospital is rated as inadequate if two of the domains are rated as inadequate. The domain of End of Life Care was rated inadequate particularly due to the absence of a replacement for the Liverpool Care Pathway and the CCG and the Trust agree that the replacement pathway and work to introduce it has been unduly delayed. The second area rated inadequate is Medical Care which was a surprise to the CCG as this is one of the areas where the hospital service has been valued by GPs.

The CCG has raised directly with the Barts Health NHS Trust Board on a number of occasions our concern for there to be a stronger focus on the management of each hospital to ensure there is more proactive response to problems on the site and to managing flow through the hospital. This was highlighted by the CQC as one of the causes of the problems that they reported - the absence of visible on-site leadership to address immediate problems and concerns in the hospital. This is why we have welcomed the report's focus on the need for this model to change and the Trust's subsequent response to swiftly put these individual site management teams in place.

Finally we have also used the levers we have in our contract with Barts Health NHS Trust along with our colleague CCGs to raise our concerns about the failure of the Trust to meet the NHS Constitution standards in relation to the A & E and Referral to Treatment time standards in addition to other quality concerns. It is important to add that Newham University Hospital consistently achieves the 95% target for patients waiting less than 4 hours in A&E and that the CQC rated Urgent and Emergency Care at the site as good. The CCG strives to achieve a balance between holding the Trust to account for its performance and supporting clinicians in the hospital who the CQC concluded are caring and providing good clinical care within systems that need improvement.

We would be happy to come and discuss this in detail with the JOSOC at a future meeting and provide more detail to our approach.

Yours sincerely



Dr Zuhair Zarifa
Chairman

cc. Members of INEL JHOSC
Steve Gilvin, Chief Officer, Newham CCG
Jane Milligan, Chief Officer, Tower Hamlets CCG
Paul Haigh, Chief Officer, City and Hackney CCG
Alwen Williams, Chief Executive Officer, Barts Health NHS Trust
Dr Steve Ryan, Chief Medical Officer, Barts Health NHS Trust
Hayley Marle, Hospital Inspections Directorate, CQC