

HEALTH SCRUTINY PANEL - MONDAY, 21ST MARCH, 2016

SUPPLEMENTARY PAPERS

The following Papers were tabled at the meeting.

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
4.	CQC Inspection Report on Wexham Park Hospital	1 - 18	

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Chief Executive Presentation



**Slough Health Scrutiny Committee
Monday 21 March 2016**

Andrew Morris – Chief Executive

Wexham Park CQC 2014 Results

	Safe	Effective	Caring	Responsive	Well-led	Overall
Accident and emergency	Requires Improvement	Inspected but not rated	Requires Improvement	Inadequate	Requires Improvement	Requires Improvement
Medical care (including older people's care)	Inadequate	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement	Inadequate
Surgery	Inadequate	Good	Requires Improvement	Inadequate	Inadequate	Inadequate
Intensive / critical care	Good	Good	Good	Requires Improvement	Good	Good
Maternity and family planning	Inadequate	Requires Improvement	Requires Improvement	Requires Improvement	Inadequate	Inadequate
Services for children and young people	Good	Good	Good	Good	Good	Good
End of life care	Requires Improvement	Good	Good	Requires Improvement	Good	Requires Improvement
Outpatients	Requires Improvement	Inspected but not rated	Good	Inadequate	Requires Improvement	Requires Improvement
Overall	Inadequate	Requires Improvement	Requires Improvement	Inadequate	Inadequate	Inadequate

Frimley Health Wexham Park - Objectives



**Get the
culture right**



**Raise and
sustain
performance**



**Improve the
infrastructure**



**Improve
governance,
quality and
safety**



**Financial
recovery**

A positive culture



- Low morale
- Poor engagement
- Low levels of ownership
- Poor accountability
- Lack of trust in management
- Lack of direction



- Shared vision and values
- Strong, capable leadership
- An engaged workforce
- Sustainable organisational design, clear roles and accountability
- A performance management culture and recognition and development of employees



What makes a difference?

- Leadership at all levels
- Values & behaviours – customer care
- Clarity on governance
 - Safety
 - Outcomes
 - Experience
- Integration funding
- Being clear what ‘good’ looks like

Wexham Park CQC 2015 Results

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Good	Good	Good	☆ Outstanding	☆ Outstanding	☆ Outstanding
Medical care	Good	Good	Good	Good	Good	Good
Surgery	Good	Good	Good	Good	☆ Outstanding	Good
Critical care	Good	Good	☆ Outstanding	Good	☆ Outstanding	☆ Outstanding
Maternity and gynaecology	Good	Good	Good	Good	Good	Good
Services for children and young people	Good	Good	Good	Good	Good	Good
End of life care	Good	Good	Good	Good	Good	Good
Outpatients and diagnostic imaging	Good	Not rated	Good	Good	Good	Good
Overall	Good	Good	Good	Good	☆ Outstanding	Good

Emergency Department Wexham



Emergency Department Wexham



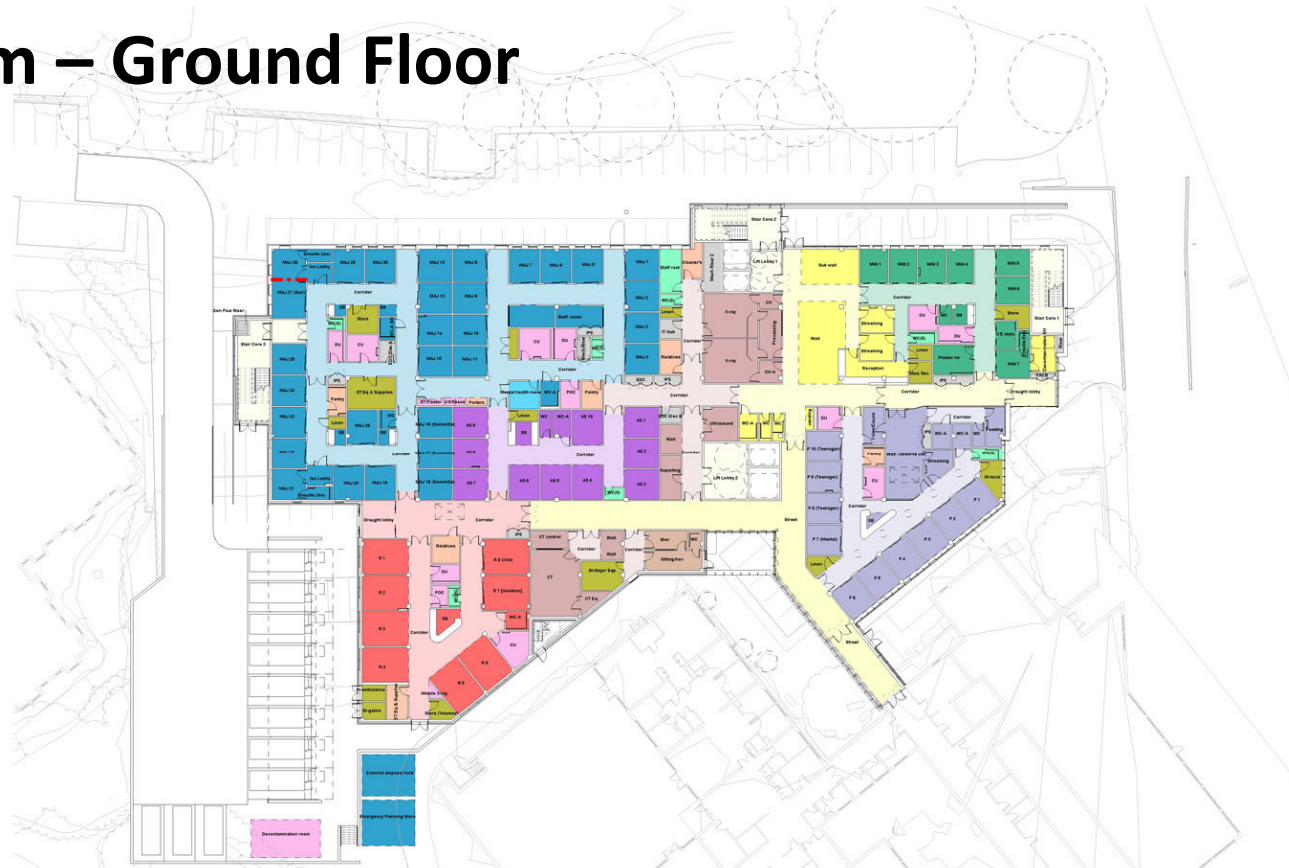
Office

Up to 72hours
34 beds and 16 beds

Up to 24 hrs (inc EDDU)
34 bed 20 cubicles/ 10 recliners

Up to 4 hours

Emergency Department Wexham – Ground Floor



Emergency Department - Wexham

£49m investment



Redevelopment of Maternity

En suites in all delivery rooms including Midwifery Led Unit

New bereavement suite with discreet access.

Separate maternity and gynaecology outpatient waiting areas

Improved outpatient consulting and waiting area in outpatients

Fully equipped Gynaecology procedure rooms for Colposcopy/ early pregnancy and urodynamic





Heatherwood Hospital Site Plan

Heatherwood Hospital

6 operating theatres

48 beds

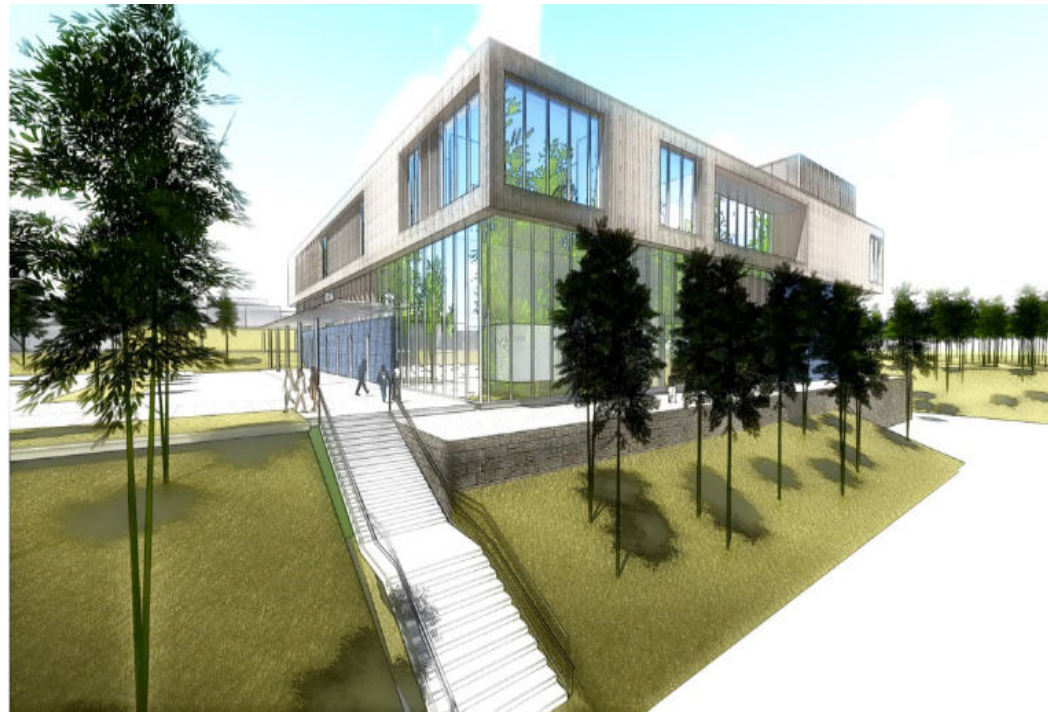
16 day case beds

Outpatients

Diagnostics

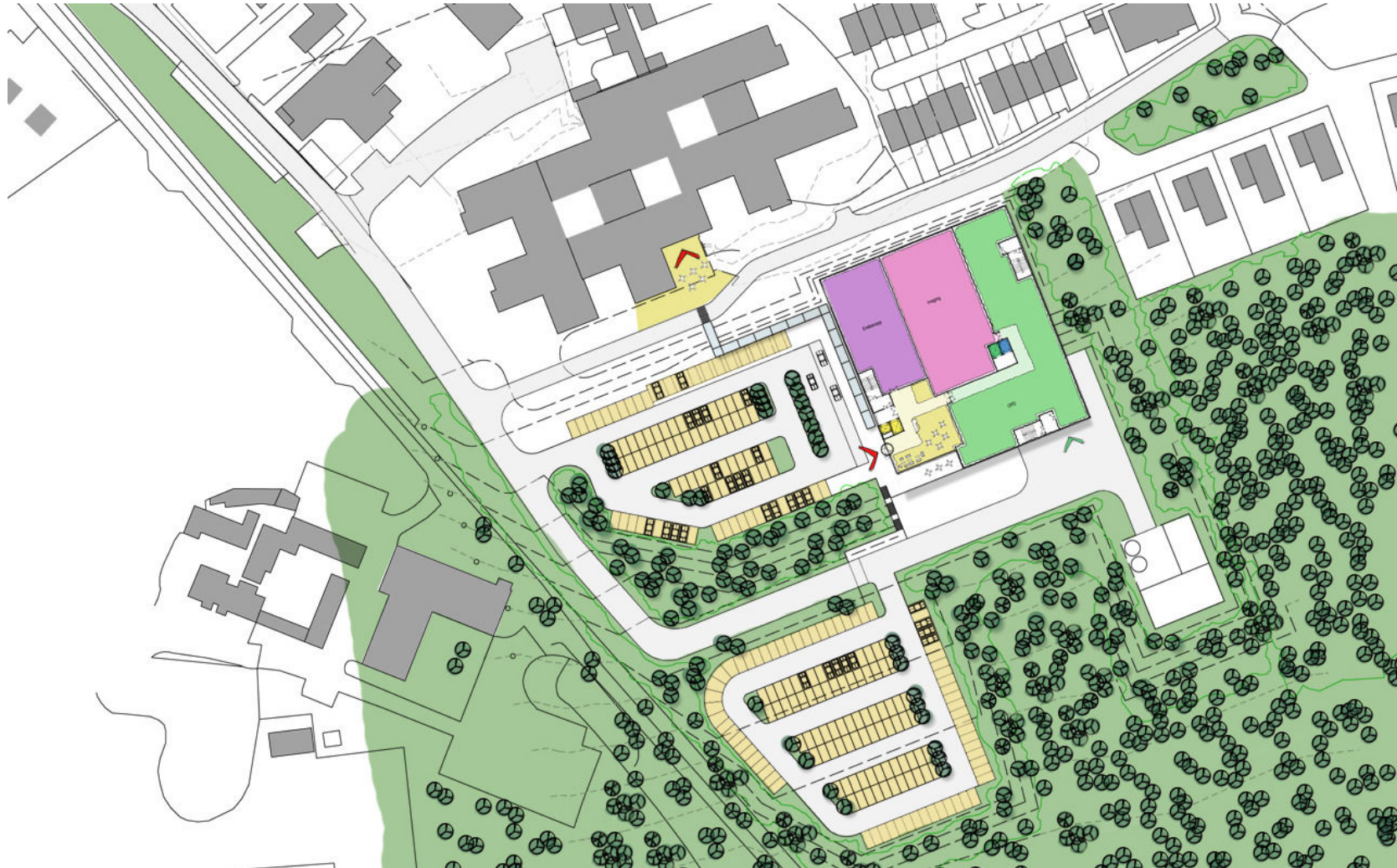
Will move some additional activity from Frimley

Need to sell part of the site to generate the funding

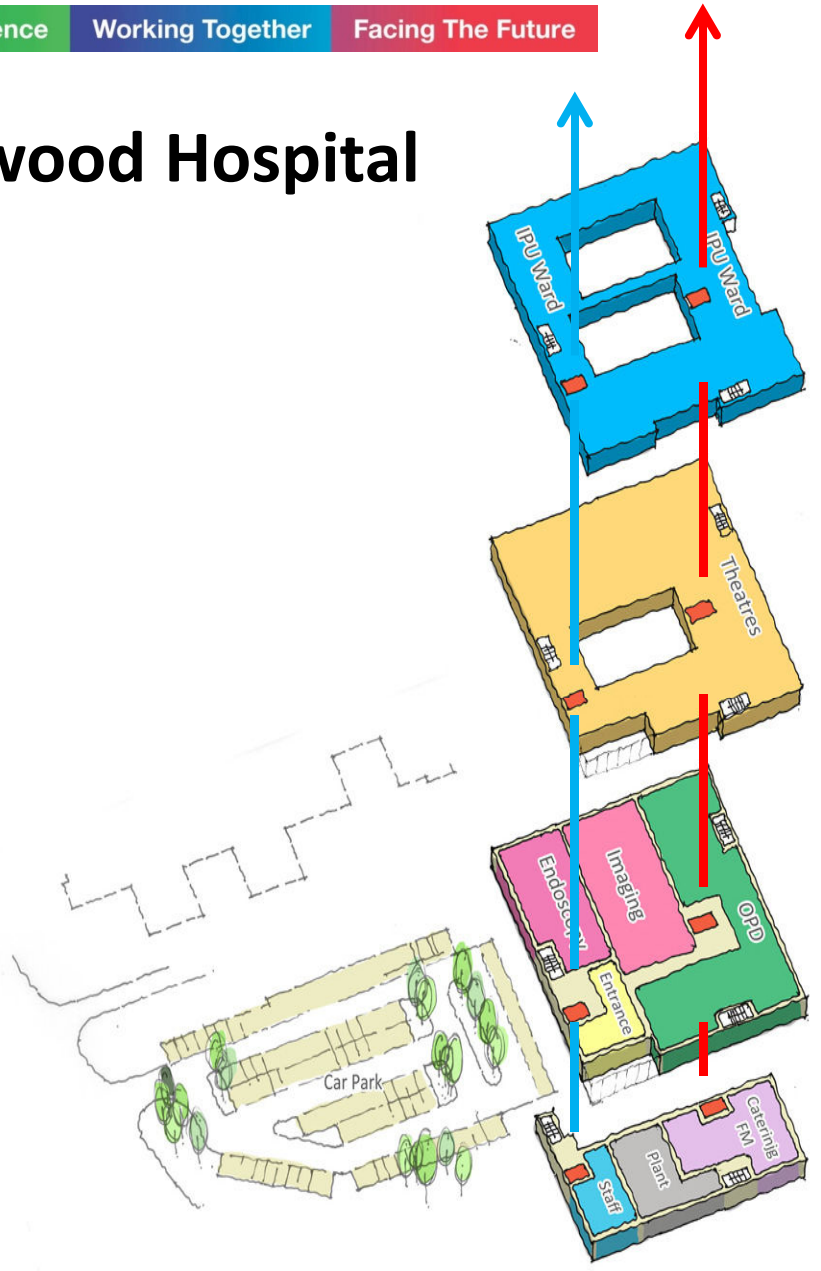


£72m

Heatherwood Hospital



Heatherwood Hospital



Clinical Strategy

Wexham Park



Hyper-acute

- **Cardiology**
PPCI & complex cardiology on-site
- **Vascular**
Repatriation from Oxford

Acute

- 7-day consultant delivered service
- Stroke rehab and ESD
- New ED & Assessment Areas
- Frailty service
- High Dependency Care
- Improve/extend paediatric HDU

Cancer

- On site radiotherapy (LINAC)
- Tertiary centre treatment pathways

Elective

- Secure additional elective activity
- New Ophthalmology service
- New Maternity Unit

Integrated Care

- New Vision of Care
- Patient Information Sharing

Heatherwood



New Elective Centre

6 theatres
48 beds
16 daycase beds

- Orthopaedics
- General Surgery
- Urology
- Gynaecology
- Lithotripsy
- Radiology – X-ray, CT & MRI
- Outpatient Department, including Children's clinic
- Pre-Operative assessment
- Therapies
- Private Patients Suite
- Administration
- Training and meeting facilities

Enabling work

Frimley Park



Hyper-acute

- **Stroke**
Further develop HASU
- **Vascular**
Repatriation from Oxford
- **Renal**
On-site dialysis (7-day service)

Acute

- 7-day consultant delivered service
- Frail elderly service
- Improved Paediatric Assessment Unit
- Expand Cystic Fibrosis service

Cancer

- Increase range of chemotherapy
- New Breast Unit

Elective

- Lithotripsy
- Increase PP Income
- New MRI Unit

Integrated Care

- Vanguard
- Locality Hubs
- Patient Information Sharing

Enabling work

Increased acute medical beds at FPH and WP Investment in additional car-parking at FPH and WP
Backlog maintenance at WP IT infrastructure at all three sites Transformation

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