









University Hospitals Sussex
NHS Foundation Trust

Brighton & Hove HOSC

Dr George Findlay | Chief Executive Officer
12 July 2023

CQC report

Ratings

Overall trust quality rating	Requires Improvement 
Are services safe?	Requires Improvement 
Are services effective?	Outstanding 
Are services caring?	Outstanding 
Are services responsive?	Requires Improvement 
Are services well-led?	Inadequate 

CQC report – your hospital site



	Safe	Effective	Caring	Responsive	Well-led	Overall
Royal Sussex County Hospital	Inadequate ↓↓ May 2023	Good →← May 2023	Outstanding →← May 2023	Requires Improvement →← May 2023	Inadequate ↓↓ May 2023	Inadequate ↓↓ May 2023
Princess Royal Hospital	Requires Improvement ↓ May 2023	Good →← May 2023	Good →← May 2023	Good →← May 2023	Requires Improvement ↓ May 2023	Requires Improvement ↓ May 2023
Southlands Hospital	Good Oct 2019	Good Oct 2019	Good Oct 2019	Good Oct 2019	Good Oct 2019	Good Oct 2019
St Richard's Hospital	Good →← May 2023	Outstanding →← May 2023	Outstanding →← May 2023	Outstanding →← May 2023	Good ↓ May 2023	Outstanding →← May 2023
Worthing Hospital	Good →← May 2023	Outstanding →← May 2023	Outstanding →← May 2023	Outstanding →← May 2023	Good ↓ May 2023	Outstanding →← May 2023
Overall trust	Requires Improvement ↓↓ May 2023	Outstanding →← May 2023	Outstanding →← May 2023	Requires Improvement ↓↓ May 2023	Inadequate ↓↓↓ May 2023	Requires Improvement ↓↓ May 2023

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Well-led inspection report: Negative findings

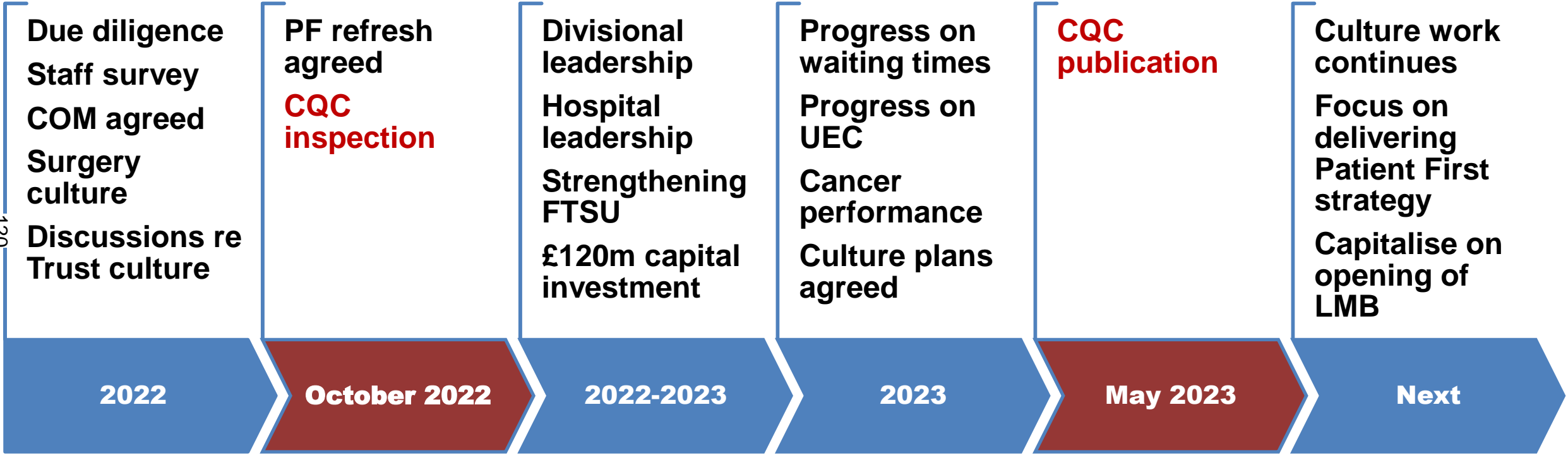
- Leadership visibility and communication
- Support for staff
- Speaking up
- Culture
- Improvement actions required
- System Oversight Framework recommendation

Well-led inspection: Positive findings

- Improvement strategy
- Leaders' experience, capacity and capability
- Praise from patients
- Executive team's skills, knowledge and experience
- New operating model

Timeline

120



Reflections

- Timing was tough seven months ago when last inspection took place
- The CQC findings largely echo what we already knew at the time
- Huge amount of improvement work already underway and showing results
- Also, the CQC found many positives about care, frontline teams, and how we are organised to meet our challenges

But...

- ... we mustn't underestimate these findings, or dismiss them.
- Some people feel unheard, and our challenges are significant
- Delivering care is really tough, winter was immensely difficult and operational pressures continue – people are tired, and under pressure

Progress to date

Elective care

Tackling 78-week waiters, then 65-week waits

Urgent and emergency care

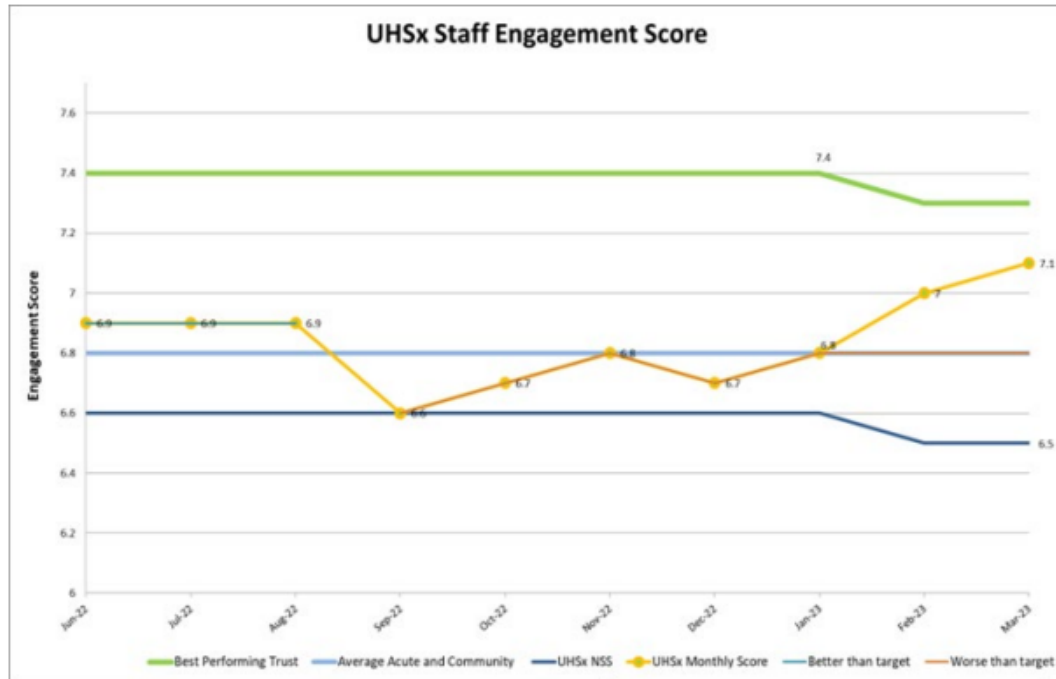
Huge demands, improving performance

Cancer care

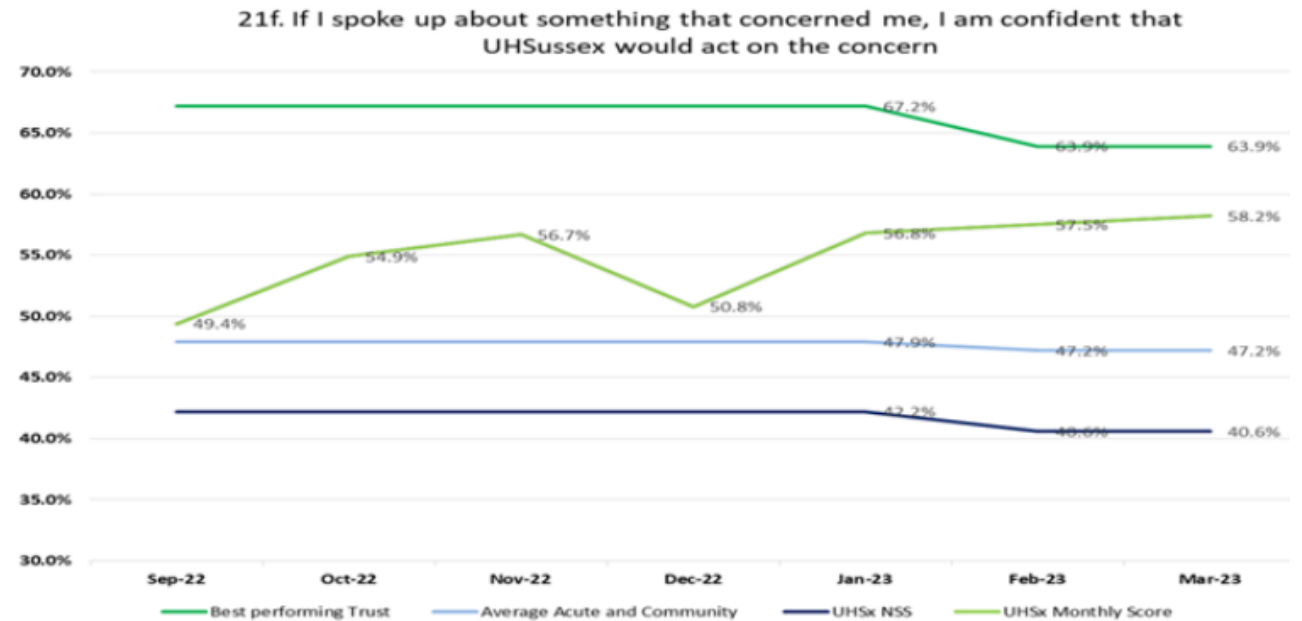
Rising demands, some performance stronger than ever

Speaking up - progress

True North



Breakthrough Objective



What comes next?

Patient

Vision

Excellent care every time

Breakthrough

Clear communication

Sustainability

Vision

Making the most of our
resources

Breakthrough

Improving productivity

People

Vision

A great place to work

Breakthrough

Staff voices count

Quality

Vision

Best outcomes

Breakthrough

Fewer falls | Earlier intervention

Systems & Partnerships

Vision

Accessible care

Breakthrough

Home for lunch

Research & Innovation

Vision

Evidence-based
improvement

Breakthrough

Taking part

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Address CQC actions

8 x *must do* actions, including:

- Trust must ensure all staff report incidents via trust reporting system
- Trust must ensure it reviews current medical staffing levels in Surgery
- The trust must ensure it seeks and acts quickly on feedback from staff

5 x *should do* actions, including

- The trust should consider reviewing current staff engagement processes
- The trust should review how incidents are being graded
- Trust should ensure the Freedom to Speak up Guardian and the Freedom to Speak up champions have sufficient resources

Capitalise on developments

New Louisa Martindale Building

- £500 million new hospital building now open
- New home for more than 30 wards / departments
- State-of-the-art, purpose-built facilities
- Great for morale, recruitment and improvement

£48 million Emergency Department rebuild

- Expanding ED into newly vacated clinical space
- Modernise department to C21st standards
- Improve patient experience and outcomes
- Plus, at same time complete Stages 2&3 of 3Ts



Any questions?

