



**Report to:** Blackburn with Darwen Health and Well-being Board

**From:** Cllr Kate Hollern Chair

**Date:** 23<sup>rd</sup> September 2013.

**TITLE OF REPORT**

**Keogh Review – Informal discussion outcomes.**

**1. Purpose of the report**

To update the Board following informal discussions with the East Lancashire Hospitals Trust, Blackburn with Darwen Clinical Commissioning Group, Blackburn with Darwen Health and Wellbeing Board representatives and Blackburn with Darwen Health Scrutiny members as to progress made since the publication of the Keogh Review.

**2. Action required of the Health and Well-being Board**

To agree the recommendations outlined in point 5.

**3. Background**

**Pre Keogh team review**

Once it became known that East Lancashire Hospital Trust was to be reviewed by the Keogh team {as a result of high mortality ratios} plans were put into place to ensure Members at Blackburn with Darwen Borough Council were fully briefed on the key issues that could arise from such a review.

**All-Member briefing**

An awareness session for all elected Members took place on 10<sup>th</sup> June and was supported by Mark Brearley Chief Executive and Mrs Renike Schram Medical Director East Lancashire Hospital Trust (ELHT). Both representatives addressed several questions asked by the members in a lively and engaging debate. A further session for the Health and Adults Overview and Scrutiny Committee was facilitated by the Director of Public Health, along with a further briefing for the Chair and Vice Chair of the Committee. As part of the awareness session, members were given an explanation of the differences in mortality ratios and the methods of recording (including the time lapse post discharge of 30 days). Amongst other issues, members were advised of the key differences mortality rates and avoidable deaths. At the end of the meeting there was an agreement to update members about the findings once the Keogh Review concluded.

**Preparing for the Keogh Review outcomes**

In the run up to the release of the Keogh Review, members of Blackburn with Darwen Health and Wellbeing Board, Blackburn with Darwen HealthWatch and the Council's Overview and Scrutiny Committee had all suggested some level of involvement once the

outcomes of the Review were known. Subsequently, an informal discussion with ELHT and Blackburn with Darwen Clinical Commissioning Group (CCG) was arranged for 3<sup>rd</sup> September between Blackburn with Darwen Health and Wellbeing Board representatives (Cllr Kate Hollern as Chair and Cllr Mohammed Khan, the Executive Member for Health and Adult Social Care) the Chair of Blackburn with Darwen Healthwatch, the Chief Executive of Blackburn and Darwen AgeUK and 4 members of the Health and Social Care Overview and Scrutiny Committee (the Chair, Vice Chair and members from the opposition groups). As well as discussing local action taken or planned following the Keogh review, it was hoped that the discussion would provide an opportunity for partners to discuss how they could work together to support positive outcomes once the review summit takes place in September.

#### **4. Issues for consideration**

##### **Formal Scrutiny of the Keogh Review**

The informal discussion that took place on the 3<sup>rd</sup> September was not intended to replace the formal scrutiny process. This will take place following the scheduled Review Summit once there is a clear understanding of which elements of the action plan have been delivered and any areas which need further resources and support have been identified so that scrutiny can add value to the process: In order to facilitate this, arrangements are currently underway to arrange a joint review with our Scrutiny colleagues at Lancashire County Council with a view to agreeing a series of recommendations to the Trust.

##### **Outcome of informal discussion with the ELHT and the CCG**

In the meantime, following the informal discussion held on 3<sup>rd</sup> September, the working group drew some conclusions and agreed the following recommendations to the Trust and CCG.

#### **5. Recommendations**

##### **Conclusions and recommendations:**

We recognise the good practice in the Trust as mentioned but not necessarily highlighted in the Review.

The group recognised that health is everyone's concern. Improved mortality outcomes within the hospital will depend in part on effective Council public health and social care services and high standards of primary care if we are all to make a sustainable impact on the life chances of residents across the borough. We all have a role to play in delivering and maintaining a successful health economy.

The following recommendations are made to promote better positive outcomes for the community, recognising that they will require careful management and mainstreaming into the new ways of working the Trust is developing

1. The Inquiry talked about six themes of cultural change: values and standards, openness, transparency, information, compassion and care, leadership and culture change. We ask that Trust leadership to learn just one: pause, listen, reflect and improve.
2. There needs to be better communication with a joined up approach, using the resources that different public sector and community and voluntary sector partners

have to directly engage with the public and hear their views, as well as getting consistent messages out to the community about the Trust, The Trust should demonstrate how it is making best use of the 2,000 plus people it has recruited to be members as part of the Foundation Trust application.

3. We commend the change from process driven, written responses to complaints to face to face resolution. However there needs to be a rigorous process in place to deal with this within any timescales promised.
4. We also commend the shift in emphasis from complaints to feedback which will include compliments, concerns and complaints to provide a more rounded / balanced picture of how the community view the Trust but urge the Trust to apologise when mistakes are made
5. We recommend involving the voluntary sector as part of the solution to the current problem.
6. The Trust should consider how the third sector and local authority deal with feedback and learn and build on their experiences.
7. We commend the attempt to redesign and improve care pathways, and support the principle that not everyone needs to attend the Emergency Department. However there needs to be much better signposting to alternatives. We would like to see how this has been demonstrated in three months' time.
8. We would like to see more local information about action being taken in response to the Keogh Review on the ELHT website and where bulletins or updates are promised within set times, these need to be kept.
9. We acknowledge that the draft action plan that was circulated has a great deal of useful and important commitments for the Trust to implement over the coming months. As partners with a shared commitment to improving the life chances of Blackburn with Darwen residents, we want to give you the assurance of our support in its implementation. Please do not hesitate to contact us if you feel there may be ways we can assist with implantation of improvements identified in this plan.
10. We have concerns that there seem to be a mosaic of organisations in a complex regulatory environment holding the Trust to account – we would like to see a simplified (one easily read by the public) chart of who takes responsibility on the event of specific failures - It would be helpful to list failure scenarios and accountability.
11. We ask that the Trust explore ways of incorporating Voluntary Sector and Councillors feedback on the Trust to support a gathering of soft information in respect of the revised feedback process, with strict reassurances that any information shared in this way will not be used for other reasons. We also ask that a clear and defined process for doing that is shared agreed and understood.
12. In order to maintain an ongoing dialogue, and discuss responses to the recommendations we recommend that a similar meeting be scheduled for three months time.

**Cllr Kate Hollern**  
**10<sup>th</sup> September 2013**

**Ben Aspinall:**

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