Dear Sir or Madam,

We thought it might be useful to patients, their relatives, friends and our commissioners to summarise our response to the Care Quality Commission’s latest inspection report, setting out the actions we are taking to improve care at Windermere Independent Hospital. The inspection took place on the 9th of November 2016 and was published on the 24th of March 2017.

The Care Quality Commission rated Windermere ‘Good’ for being ‘Caring’ and ‘Responsive’. They noted: ‘We saw genuine caring interactions between staff and patients. The hospital had adopted a positive approach to risk management. Patients had risk assessments and robust risk management plans that were individualised and updated regularly. Patients had comprehensive admission assessments and care plans showed assessments and reviews took place in a timely way following discussion with patients or people who knew the patient well. An externally validated learning programme offering courses that build on the strengths and interests of an individual was available to patients.’ They also noted that: ‘Carers of patients less able to tell us about their care felt involved and said communication with staff was good.’

However, although the Care Quality Commission noted progress and improvement it rated Windermere Independent Hospital as ‘requires improvement’ in three areas and ‘requires improvement’ overall.’ We value the Care Quality Commission’s view of how we deliver care and recognise that we need to continue to improve our service.

We are now some time on from the inspection and have already taken action to improve the care and support we offer but we recognise that there are areas in which work is needed, and we want to reassure you that we are taking appropriate actions. We believe that setting out these actions will help everyone interested in care at Windermere Independent Hospital to understand the inspection report and how we are improving the care we offer.

**Report findings and actions**

*The Care Quality Commission asked us to ensure that staff recruitment and retention is prioritised, and that the range of disciplines involved in care is effective in meeting the psychological and physical needs of patients.*

To ensure that we improved in this area:

A Clinical Psychologist was appointed in November 2016 and is currently undertaking three sessions per week. The fourth session is at castle Lodge

An occupational therapist has been recruited to start July 2017
Nurse recruitment is proving difficult in the current climate. However, we have made good progress. We have one new staff nurse in post and we have another staff nurse due to start with us in July.

A new Clinical Lead Nurse is due to start with us in August 2017

We also have a new Unit Manager due to start with us August/September.

We are working towards recruiting a further two staff nurses.

*The Care Quality Commission asked us to ensure that all staff have the opportunity to complete mandatory and legislative training in a timely manner.*

To ensure that we improved in this area:

We have recruited a new operational trainer.
Refresher and induction training is part of our ongoing commitment to keep our staff training updated.
We monitor e-learning compliance for all staff and take action as required.
Management of Actual or Potential Aggression training for all staff employed within the service is now been delivered.
Current compliance with Mandatory & statutory training is above 85%. We continue to review compliance monthly to ensure a percentage of 85% or above.

*The Care Quality Commission asked us to ensure that ward managers have sufficient time to complete regular and effective supervision of staff.*

To ensure that we improved in this area:

Recruitment has been targeted and is ongoing.
Heads of Departments and Charge Nurses have received ‘Igniting Leadership’ training and regular Supervision and Appraisal is ongoing.
Supervision has been diarised for all staff, to be completed by early August.
Unit Managers have designated time for management responsibilities.

*The Care Quality Commission asked us to ensure that there is a robust process to assess, review and manage risk.*

To ensure that we improved in this area:

The risk register was aligned with the National Patient Safety Agency risk matrix and uploaded on to the hospital intranet for all to access.
This process is audited through clinical governance meetings and regular reviews of the risk register. Risk issues identified remain largely unchanged: however, the risk rating has significantly reduced in some key areas due to ongoing training and recruitment.
The Care Quality Commission asked us to ensure that staff cleaning throughout the hospital is comprehensive and that linen trolleys are stored away from patient areas.

To ensure that we improved in this area:

Cleaning schedules and working hours have been reviewed across the service, with unit-based schedules for support worker teams and for housekeepers to follow. These are reviewed on a regular basis to ensure completion to standards.

Trolleys containing dirty linen have now been relocated to non-patient areas within all units and are no longer stored within patient bathrooms or showers on any unit.

Further recruitment is required for bank support.

Accountability for change

We were pleased that the Care Quality Commission rated Windermere Independent Hospital ‘good’ for being ‘caring’ and ‘responsive’. They noted progress in important areas and that at a review, ‘All knew the patient concerned well and were aware of their needs. The patient was treated with kindness, dignity, respect and compassion. The patients’ detention under the Mental Health Act, care pathway and future were discussed with reference made to his capacity and best interests,’ that: ‘Discharge planning was evident in each of the 15 care records we checked,’ and that: ‘Staff supported individuals to access chosen activities away from the hospital in the local community. The basic premise of the staff was to risk assess positively, only care planning restrictions if there was evidence that the patient needed a specific intervention to achieve their goal safely.’

Nonetheless, we recognise that we need to continue to improve services at Windermere Independent Hospital. We are working hard to ensure that we meet Care Quality Commission requirements for improvements. We are monitoring our progress carefully, audited through regular visits from senior managers. We also have regular engagement meetings with our designated inspector from the Care Quality Commission where our action plan is reviewed for ongoing compliance.

As acting Hospital Director for Windermere Independent Hospital these actions are currently accountable to me. If you would like to talk about any of the issues this raises I and my team would be pleased to do so.

Sincerely,

Janet Dodsworth

Acting Hospital Director, 16/06/2017