



South London and Maudsley Quality Programme
Delivering services that are safe, effective,
compassionate and high-quality.

South London and Maudsley 
NHS Foundation Trust

Health & Social Care Sub Committee

25th September 2018



CQC ratings 2017

	Safe	Effective	Caring	Responsive	Well-led	Overall
Acute wards for adults of working age and psychiatric intensive care units	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement
Community-based mental health services for adults of working age	Requires Improvement	Requires Improvement	Good	Requires Improvement	Good	Requires Improvement
Mental health crisis services and health-based place of safety	Requires Improvement	Good	Good	Good	Good	Good
Wards for children and young people	Good	Good	Good	Good	Good	Good
Community-based mental health services for children and young people	Good	Good	Good	Good	Good	Good
Forensic inpatient/secure wards	Requires Improvement	Good	Good	requires Improvement	Good	requires Improvement
Wards for long-stay/rehabilitation - working age adults	Requires Improvement	Good	Good	Good	Good	Good
Wards for older adults	Requires Improvement	Good	Good	Good	Good	Good
Community-based mental health services for older adults	Requires Improvement	Good	Good	Good	Good	Good
Community-based mental health services - learning disabilities or autism	Good	Outstanding	Outstanding	Good	Outstanding	Outstanding
Wards for people with learning disabilities or autism	Good	Outstanding	Outstanding	Good	Outstanding	Outstanding
Trustwide	Requires Improvement	Good	Good	Good	Good	Good

Scope and Purpose

Purpose

- CQC Compliance, Well Led Inspection

Scope

- July 2018 (2 weeks) - Compliance Inspection
- 5 Pathways Inspected
 - Acute
 - Specialist services- Eating Disorders and Lishman Unit
 - Crisis Services
 - Forensic Inpatient
 - Community based mental health services for Older people
- August 2018 (1 week)- Well Led Inspection

Overall verbal feedback

- Recognised improvement in pathways
 - Specialist services- Eating Disorders and Lishman Unit
 - Crisis Services
 - Forensic Inpatient
 - Community based mental health services for Older people
- Risk assessments and care plans Improved

BUT

- Improvement is needed in the acute wards

Regulation 29A warning notice

Two key areas of concern

- Unwarranted variation
 - time, place and issue
- Unknown unknowns - not sighted on quality issues

Diagnosis

- Structure and Governance
 - CAG structure and span of control
 - Directorate to floor governance
- Culture and leadership
 - Individual excellence and assumed autonomy
 - Accountability and action against fundamental standards of care
 - QI vs IQ
- Demand and Flow
 - Bed pressures – fatigue and habituation
 - Partner agency cuts and system pressures (e.g. LAs,ED)
 - Chronic underfunding of services



Agreed focus of improvement

1. Fundamental standards of care
2. Leadership and culture
3. Governance
4. Pathway flow and discharge planning
5. Key enablers – IT, estates and BI .
6. Communication

