

Annual performance ratings 2005/2006

Summary of results for North West London Hospitals NHS Trust

This report summarises the results of the Healthcare Commission's annual performance rating for 2005/2006 for North West London Hospitals NHS Trust.

Executive and non-executive members of the board and others involved in the management of healthcare services for North West London Hospitals NHS Trust may want to use this summary as a starting point for exploring the strengths and weaknesses of the organisation's performance in our annual health check. Other groups, including overview and scrutiny committees and patient and public involvement forums, may also find the summary useful for monitoring the way local healthcare services are planned and run.

The Healthcare Commission's annual health check scores organisations in the NHS on many aspects of their performance, including how well they manage their finances (use of resources) and the quality of the services they provide (quality of services). These scores are based on a range of information gathered throughout the year. This includes information about whether organisations in the NHS are meeting the targets and standards set by the Government.



More detailed information about the results for North West London Hospitals NHS Trust is available on the Healthcare Commission's website at www.healthcarecommission.org.uk.

Overall rating

In 2005/2006, the trust was rated:

- Weak for use of resources
- Fair for quality of services

This means that the organisation failed to demonstrate that it has adequate arrangements for managing its use of resources. Some areas for improvement were also highlighted by our assessment of quality of services.

Detailed results for North West London Hospitals NHS Trust

Use of resources

The score for use of resources is based on how well an organisation in the NHS manages its finances. This could include how it plans and reports on its financial performance, how it monitors the money it spends, and how it makes sure that the services it offers to patients represent good value for money.

North West London Hospitals NHS Trust was scored weak for use of resources.

This score was based on information received from the Audit Commission.

Further information on the performance of this organisation for use of resources can be found on the Healthcare Commission's website at www.healthcarecommission.org.uk, and on the Audit Commission's website at www.auditcommission.gov.uk.

Quality of services

The score for quality of services covers a range of areas within a healthcare organisation that can affect the care and treatment a patient receives, including access to services, safety and the way an organisation is run. In particular, it reflects whether an organisation provides the basic standard of care required by the Government and whether it strives to improve the care and treatment it provides for patients.

North West London Hospitals NHS Trust scored fair for quality of services. This score was based on the results it received in the following areas.

Component	Results
Getting the basics right	
Assessment of compliance with core standards	Partly Met
Existing national targets	Almost Met
Making and sustaining progress	
New national targets	Good
Review of substance misuse	Not Applicable
Review of tobacco control	Not Applicable
Review of services for children in hospital	Fair
Review of adult community mental health services	Not Applicable
Review of admissions management	Fair
Review of diagnostic services	Fair

Review of medicines management	Fair
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This organisation could not achieve an overall score of good for quality of services because it received a score of partly met in core standards.

Appendix A sets out the rules that are used to determine which score an organisation receives for quality of services.

Assessing compliance with core standards

In 2005/2006, we asked organisations in the NHS to declare publicly how well they had met the core (basic) standards set by Government. In many cases, other groups from within the local community, including overview and scrutiny committees and patient and public involvement forums, were also asked to give their views on the performance of their local healthcare organisation. This assessment was designed to reflect an organisation's performance over the whole year and recognises those organisations that improved their level of compliance throughout the year.

North West London Hospitals NHS Trust was given a score of partly met for the assessment of compliance with core standards.

This organisation was selected for an inspection based on the results of our cross checking process, which compared its declaration of compliance with core standards with the data we collected from other organisations, including the Commission for Social Care Inspection, the Criminal Records Bureau and the Mental Health Act Commission. The purpose of the inspection was to judge whether the evidence used by the organisation was adequate to support its declaration.

The inspection found that the evidence used by this organisation to demonstrate its compliance was adequate.

Meeting existing national targets

By looking at whether organisations are meeting existing national targets set by Government, we can get a better understanding of, for example, how patients gain access to the healthcare services they need and how long they have to wait for care and treatment in the NHS. Healthcare organisations must be able to demonstrate each year that they are meeting these targets.

North West London Hospitals NHS Trust was given a score of almost met for existing national targets.

North West London Hospitals NHS Trust was assessed against 12 of the 13 existing national target indicators. The organisation achieved 10 indicators, underachieved 1 indicator and failed to meet 1 indicator. The performance of this organisation against the indicators for each of the existing national targets is shown in the table below. These indicators are measures that capture how a particular aspect of a service should be provided. Please note: organisations in the NHS are assessed against all indicators that relate to their various functions.

Acute/Specialist

Indicators	Level of performance	Trusts achieving indicator (%)
Total time in A&E: four hours or less	Achieved	93%
All cancers: two week maximum wait from urgent GP referral to first outpatient appointment	Achieved	98%
Patients seen at rapid access chest pain clinics within 14 days of referral by their GP	Achieved	79%
Patients waiting longer than three months for revascularisation (coronary artery bypass graft or percutaneous transluminal coronary angioplasty)	Not applicable	95%
Cancelled operations and patients not admitted within 28 days of cancellation	Failed	37%
Thrombolysis: increasing the proportion of heart attack patients who receive thrombolysis within 60 minutes of calling for help	Underachieved	47%
Delayed transfers of care	Achieved	84%
Convenience and choice: availability of required information about the organisation to help patients to use 'choose and book'	Achieved	100%
All cancers: one month maximum wait from diagnosis to treatment	Achieved	96%
All cancers: maximum two month wait from urgent GP referral to treatment	Achieved	59%
Number of inpatients waiting longer than the standard time for their treatment	Achieved	83%
Number of outpatients waiting longer than the standard time for their appointment	Achieved	92%
Convenience and choice: booking of elective (inpatient and day case) and outpatient appointments	Achieved	90%

Further information on the performance of this organisation in meeting existing national targets can be found on the Healthcare Commission's website at www.healthcarecommission.org.uk.

Meeting new national targets

The Government's new national targets focus on the ways in which healthcare organisations can help to improve the health of the population in England. They are targets for the entire NHS. Our assessment looked at the contribution of individual healthcare organisations in meeting these new national targets.

North West London Hospitals NHS Trust was given a score of good for new national targets.

North West London Hospitals NHS Trust was assessed against all of the 12 new national target indicators. The organisation achieved 9 indicators, underachieved 2 indicators and failed to meet 1 indicator. The performance of this organisation against the indicators for each of these new national targets is shown in the table below. Please note: organisations are assessed against all indicators that relate to their various functions.

Acute/Specialist

Indicators	Level of performance	Trusts achieving indicator (%)
Participation in audits	Achieved	97%
Completeness of hospital data on smoking during pregnancy and on initiation of breastfeeding	Failed	84%
Process in place for identifying and managing obesity in secondary care	Achieved	64%
Percentage of patients getting access to genito-urinary medicine (GUM) clinics within 48 hours of contacting the clinic	Achieved	54%
Experience of patients: results of 2005 survey of inpatients	Satisfactory	88%
Change in hospital bed days (number of patients multiplied by length of stay) following emergency admissions	Underachieved	89%
Patients waiting longer than 26 weeks for an MRI or CT scan at the end of March 2006	Achieved	94%
Number of MRSA infections compared with the planned reductions	Underachieved	53%
Proportion of data with useful ethnic group coding	Achieved	62%
Does the trust comply with key elements of national guidelines on treating people who have self-harmed?	Achieved	68%
Smoke-free NHS: recording of smoking status and reducing smoking	Achieved	75%
Does the organisation have the right processes in place to help patients who misuse drugs?	Achieved	73%

Further information on the performance of this organisation in meeting the new national targets can be found on the Healthcare Commission's website at www.healthcarecommission.org.uk.

Reviews

Our improvement reviews look at whether healthcare organisations are striving to improve the care and treatment they provide to patients. They focus on areas of priority for the NHS, including the experiences of specific groups within the general population, and help organisations to identify where and how they can better perform.

Services for children in hospital

The Healthcare Commission has a statutory duty to “pay particular attention to the need to uphold the rights and welfare of children”. This review examined the quality of healthcare for children in hospital, based on the standards in the National Service Framework for Children, Young People and Maternity.

North West London Hospitals NHS Trust was given a score of fair for this review.

The review of services for children in hospital examined the performance of healthcare organisations against six service areas. The scores given to this organisation for each service area are shown in the table below.

Service area	Score
Inpatient care	Good
Outpatients	Weak
Emergency services	Fair
Emergency care	Fair
Planned surgery	Weak
Day care	Weak

Further information on the performance of North West London Hospitals NHS Trust for this review can be found on the Healthcare Commission's website at www.healthcarecommission.org.uk/serviceproviderinformation/reviewsandinspections/improvementreviews.cfm.

The acute hospital portfolio

Reviews carried out under the acute hospital portfolio help us to monitor whether the services provided by healthcare organisations represent good value for money. These reviews look closely at how specific areas or services work and provide healthcare organisations with practical tools to help them to become more efficient and effective.

Management of admissions

Our review of the management of admissions looked at the experiences of patients who are admitted to hospital for elective surgery (from a waiting list) or in an emergency. This included whether they were admitted to the right bed or ward or whether they had to stay longer in hospital than necessary.

North West London Hospitals NHS Trust was given a score of fair for this review.

The review of the management of admissions assessed organisations against 15 indicators. These indicators are measures that capture how a particular aspect of a service should be provided. The scores for this organisation for each indicator are shown in the table below.

Indicator	Score (1-5)
Theme: Appropriateness	3.200
Do patients have to share a room or bay with patients of the opposite sex?	3
Number of patients suspended from the waiting list (as a percentage of the total number of patients on the waiting list, including suspensions, for four procedures)	3
Number of patients suspended from the waiting list for more than six months (as a percentage of the total number of patients on the waiting list, including suspensions, for four procedures)(scored from 1 – 4)	4
Percentage of beds occupied by outliers (patients admitted for medical treatment but placed on a surgical ward, or visa versa)	3
Percentage of patients who stayed in an admissions unit for longer than 48 hours before being transferred to a ward	3
Theme: Efficiency - medical beds	3.500
Percentage of bed days (number of patients multiplied by the length of stay) that could be saved if the average hospital stay was reduced for patients admitted on certain days of the week	4
Percentage of bed days that could be saved if the average length of stay for patients with myocardial infarction was in line with the 25% of organisations with the shortest average length of stay (scored from 1- 4)	3
Theme: Efficiency - surgical beds	3.333
Percentage of admissions, across four procedures, in which patients were admitted on the day of their operation	4
Percentage of bed days that could be saved if the length of stay for six surgical procedures was reduced, in line with the 25% of organisations with the shortest average length of stay	3
Theme: Elective access	1.667
Did elective patients (admitted from a waiting list) think that they had been given a choice of admission dates?	3

Did elective patients with similar needs wait similar lengths of time for admission?	1
Percentage of elective patients who had their operation cancelled within seven days of their notified admission date or on the day of their operation for a non-clinical reason	1
Theme: Emergency access	3.000
Average time spent in A&E by patients who were subsequently admitted to hospital	3
Patients' perceptions of the length of time they had to wait for a bed on a ward	3
Percentage of those admitted to hospital from A&E who spent more than four hours in the A&E department	3

Further information on the performance of North West London Hospitals NHS Trust for this review can be found on the Healthcare Commission's website at www.healthcarecommission.org.uk/serviceproviderinformation/reviewsandinspections/acutehospitalportfolio.cfm.

Diagnostic services

Our review of diagnostic services looked specifically at endoscopy, imaging and pathology services. It considered, among other things, how long people wait for the results of tests, the efficiency of diagnostic services and the way in which healthcare organisations ensure that the services they provide are accurate and appropriate.

North West London Hospitals NHS Trust was given a score of fair for this review.

The review of diagnostic services assessed organisations against 14 indicators. These indicators are measures that capture how a particular aspect of a service should be provided. The scores for North West London Hospitals NHS Trust for each indicator are shown in the table below.

Indicator	Score (1-5)
Theme: Clinical quality	3.016
Endoscopy: Are key clinical indicators monitored or audited, what caecal intubation rates are achieved (if known), are there satisfactory arrangements for out of hours emergency endoscopies and is scoping equipment sufficiently modern to facilitate accurate	5
Imaging: How long does it take to report examinations on patients referred for a scan from A&E, outpatient clinics or GPs? (scored from 1 to 4)	3
Imaging: What percentage of x-rays and scans referred from A&E and GPs are formally reported?	3
Pathology: Are clinical biochemistry, haematology, microbiology, histopathology and cytology laboratories accredited?	3
Pathology: How long on average does it take to carry out and report 10 common pathology tests?	1
Theme: Efficiency	3.188
Endoscopy: Are the facilities and staff of endoscopy units used efficiently, with few unused sessions, above average activity per endoscopy room and above average numbers of procedures (weighted by type) per member of staff?	3
Endoscopy: Are there sound arrangements for managing endoscopy units, and for gaining access to adequate information and IT? Are key management issues monitored?	4
Imaging: When compared with the average, does the trust have more staff in relation to the number of imaging examinations (weighted by type) and is ultrasound equipment used as intensively?	4
Pathology: Are inpatient thyroid function tests or full blood counts repeated inappropriately? (scored from 1 to 4)	2
Pathology: When compared with the average, does the trust have more staff in relation to numbers of requests for tests met by each major pathology discipline?	3
Theme: Experiences of service users	2.498
Endoscopy: How long do patients have to wait for a gastroscopy, flexible sigmoidoscopy or colonoscopy?	3
Endoscopy: Is adequate information given to patients before and after the procedure? Is formal consent obtained at an appropriate time? Do facilities support privacy?	2
Imaging: Are there appropriate facilities and policies for carrying out radiological examinations of children?	2

Imaging: How many patients had to wait more than 13 weeks for a MRI or CT scan, for non-obstetric ultrasound, or for a barium study in relation to the number of patients examined each year?	3
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Further information on the performance of North West London Hospitals NHS Trust for this review can be found on the Healthcare Commission's website at www.healthcarecommission.org.uk/serviceproviderinformation/reviewsandinspections/acutehospitalportfolio.cfm.

Management of medicines

Our review of medicines management explored how organisations in the NHS are improving the way in which they use medicines. We looked at a range of issues, including what information was given to patients, how risks were handled, and the development of pharmacy services on wards in hospitals.

North West London Hospitals NHS Trust was given a score of fair for this review.

The review of medicines management assessed organisations against 21 indicators. These indicators are measures that capture how a particular aspect of a service should be provided. The scores for North West London Hospitals NHS Trust for each indicator are shown in the table below.

Indicator	Score (1-5)
Theme: Clinical Focus Score	2.571
Average number of hours of training by pharmacy staff (standardised and scored from 1 - 4)	3
Comprehensiveness of risk management for unlicensed aseptic preparation	2
Contribution of pharmacy staff, including their role in recommending changes to medication, identifying allergies and educating patients on their medicines (for each inpatient seen)	3
Effectiveness of barriers to prevent prescribing or administration errors linked to patients' allergies	4
Measures in place for managing anti-microbial prescribing	1
Measures in place to manage controlled drugs	2
Percentage of unlicensed drugs for which an adequate risk management system is in place (scored as 1, 3 or 5)	3
Theme: Efficiency and Capability Score	3.000
Available clinical pharmacy time, time spent with patients and time spent developing prescribing and administration practices (for each inpatient admitted, scored from 1 – 4)	3
Implementation of National Institute for Health and Clinical Excellence guidelines	3
Percentage of patients using medicines that they brought into hospital	3
Percentage of pharmacy staff with a personal/performance development plan which had been agreed in the previous 12 months	3
Percentage of specialties in which alternative prescribing or dispensing options have been used	2
Percentage of time spent on clinical activity (scored from 1 – 4)	3
Progress on developing a strategy for medicines management and for contributing to clinical policies and risk register	4
Theme: Patient Focus Score	3.143
Comprehensiveness of information about medicines that is shared with patients	4
Percentage of elective patients whose records contain high quality information from their GP	3
Percentage of patients on more than four medicines who received a comprehensive medication review	5
Percentage of patients who had their medicines dispensed prior to their discharge from hospital (standardised and scored from 2 – 4)	2

Percentage of patients who have a complete and accurate medicines record for their stay in hospital	4
Percentage of patients who received a medication review within 24 hours of admission (scored from 1-4)	3
Progress towards self-administration of medication by patients	1

Further information on the performance of North West London Hospitals NHS Trust for this review can be found on the Healthcare Commission's website at www.healthcarecommission.org.uk/serviceproviderinformation/reviewsandinspections/acutehospitalportfolio.cfm.

Appendix A

Key rules for aggregation for the score for quality of services

1. The score for quality of services will be excellent, good, fair or weak.
2. A trust that is not met in core standards will automatically be weak for quality of services
3. A trust that is not met in existing national targets will automatically be weak for quality of services (Note Learning Disability trusts are not assessed against existing national targets)
4. To be excellent for quality of services, a trust must achieve the highest scores for core standards (fully met), existing national targets (fully met) and new national targets (excellent)
5. Results from the new national targets, improvement reviews and acute hospital portfolio are only used to move the scores of trusts between excellent, good and fair. These results are not used to move the scores of trusts to weak.
6. Each organisation that existed for 2005/2006 will receive one overall score for quality of services.
7. Where an organisation is assessed against only one review, the score for that review will not be included in the overall score for quality of services.

Exception

The single exception to the general rules outlined above, is that mental health trusts that receive the lowest score for existing national targets (not met), will be limited to a maximum score of fair for quality of services – rather than an automatic score of weak. The reason for this exception is that mental health trusts only have 2 existing national targets, and it would be unfair to automatically move the trusts to weak on the basis of such a small set of targets.