



## DEBATE PACK

Number CDP 2016-0143 , 11 July 2016

# Performance of North Middlesex University Hospital NHS Trust

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## Summary

A Westminster Hall debate on the Performance of North Middlesex University Hospital NHS Trust will be held on Tuesday 12 July from 2.30 pm to 4.00 pm. It will be opened by Joan Ryan.

This briefing contains a summary, links to reports, relevant press and parliamentary coverage and statistics.

## Contents

1.	<b>Summary</b>	<b>2</b>
2.	<b>Press articles</b>	<b>3</b>
3.	<b>Press releases</b>	<b>5</b>
4.	<b>Parliamentary questions and debates</b>	<b>12</b>
5.	<b>A&amp;E waiting times</b>	<b>18</b>

The House of Commons Library prepares a briefing in hard copy and/or online for most non-legislative debates in the Chamber and Westminster Hall other than half-hour debates. Debate Packs are produced quickly after the announcement of parliamentary business. They are intended to provide a summary or overview of the issue being debated and identify relevant briefings and useful documents, including press and parliamentary material. More detailed briefing can be prepared for Members on request to the Library.

# 1. Summary

On 14 April 2016 the Care Quality Commission (CQC) carried out an unannounced inspection of North Middlesex University Hospital. The CQC inspectors found that the treatment model for patients was not effective and issued a warning notice that its accident and emergency department must make “significant improvements”. The hospital has until 26 August to make improvements to the quality of care it provides or further action may be considered by the regulator.

The CQC report, published on 6 July, found that medical care at North Middlesex requires some improvement and rates the urgent and emergency services as ‘inadequate’. In particular, it found that the hospital’s A&E department had insufficient middle grade and consultant grade emergency department doctors which resulted in “excessive delays in seeing a doctor and moving patients to specialist wards”.

North Middlesex University Hospital Trust has accepted the CQC findings. The hospital has begun a programme of improvements to address the concerns outlined by the CQC, such as delays in patients seeing a doctor and the need for greater leadership in the A&E department. These include:

- a new clinical director of the hospital’s A&E department
- a new nursing lead in A&E who has previously led improvements in other A&E departments
- gaining five additional middle grade doctors and consultants on loan from other London trusts to bolster its A&E medical team.

North Middlesex University Hospital will receive support in making further improvements to its A&E service from the Royal Free London NHS Foundation Trust.

North Middlesex University Hospital, together with NHS Improvement and other partners, has also launched a new programme, known as “[Safer, Faster, Better](#)”, which is designed to speed up the flow of patients through A&E and to help it achieve the national target of seeing, treating, admitting or discharging 95% of patients within four hours. The hospital’s performance against the national four hour waiting time measure fell from 94% last summer to 66% in January 2016. In June 2016 it had risen to 77%. The trust says it expects that the hospital will get back to achieving 95% by March 2017. The hospital’s A&E department is one of London’s busiest, seeing around 500 patients a day. It met or came close to the 95% target until July 2015.

Follow this link to get a [full copy of the CQC's report](#).

## 2. Press articles

### Health service Journal (HSJ), 6 July 2016

[CQC: North Middlesex A&E 'has turned a corner'](#)

The Care Quality Commission has rated a trust's accident and emergency department 'inadequate' but said it had "turned a corner" and made improvements since April

### Guardian, July 6 2016

[North Middlesex hospital chief executive leaves over A&E failings;](#)

Care Quality Commission report says shortage of doctors and nurses and lack of vital equipment risking patients' health

### Independent, July 6 2016

[North Middlesex Hospital patient lay dead for more than four hours in 'inadequate' A&E department](#)

Report finds there are not enough competent doctors to treat patients at night

### The Guardian, June 19 2016

[North Middlesex A&E staff describe unit as unsafe and unsupported;](#)

Report reveals treatment allegedly so poor that doctors working at unit would not advise their friends and relatives to use it

### The Guardian, June 15 2016

[North Middlesex hospital A&E faces closure on safety grounds;](#)

Exclusive: Move would be first in NHS history, as internal documents seen by the Guardian show junior staff often left in charge of casualty unit

### The Guardian, June 15 2016

[MPs round on Jeremy Hunt over 'meltdown' at North Middlesex hospital;](#)

Labour MPs Joan Ryan and David Lammy say closure of nearby A&E centre has led to higher demand at North Middlesex

### HSJ, 6 June, 2016

[CQC orders hospital chief to improve A&E performance](#)

The Care Quality Commission has taken the unprecedented step of telling a chief executive they must improve their trust's accident and emergency performance

**HSJ, 17 March 2016**

[London trust's A&E performance plummets to worst in England](#)

A London hospital trust has become the worst performing in the country on accident and emergency performance

**HSJ, 4 March 2016**

[Thirty worst A&E trusts called to London summit](#)

The 30 worst performers on the accident and emergency four hour standard were summoned to London by regulators this week

**HSJ, 2 January 2014**

[North Middlesex expands A&E as Chase Farm's closes](#)

North Middlesex University Hospital Trust has expanded its accident and emergency department to meet increased demand after nearby Chase Farm Hospital's A&E closed at the beginning of last month

## 3. Press releases

### Care Quality Commission (CQC)

#### [CQC inspectors find emergency care at North Middlesex University Hospital to be Inadequate](#)

6 July 2016

The Chief Inspector of Hospitals has published a report on urgent and emergency care services at North Middlesex University Hospital following an unannounced inspection by the Care Quality Commission in April. The service has been rated Inadequate.

The inspection of the emergency department and two of the hospital's medical wards was in response to a number of serious incidents which had raised concerns about the standards of care. CQC was also aware of a number of safeguarding incidents for patients on the hospital's medical wards.

At the time of the inspection, CQC inspectors raised their immediate concerns, and subsequently issued a Warning Notice requiring the trust to significantly improve the treatment of patients attending the emergency department.

CQC has been working closely with colleagues at NHS Improvement, NHS England, Health Education England and the General Medical Council to ensure patient safety is improved.

Last week inspectors returned to the accident and emergency department to check on steps taken by the trust to deal with CQC's main concerns.

**The Chief Inspector of Hospitals, Sir Mike Richards said:** "People going to the emergency department at the North Middlesex University Hospital NHS Trust are entitled to a service that provides safe, effective, compassionate and high quality care. When we inspected we found that patients were waiting for a long time to be seen, without being assessed by a doctor in the first place.

"North Middlesex University Hospital is one of the busiest A and E departments in London - so it is worrying that we found that there were not enough experienced doctors on call to deal with demand. We have strongly encouraged the trust to engage with other organisations across the local health and social care system to resolve this challenging issue.

"We have already seen some progress since that original inspection. A new leadership team is in place in the emergency department, there are moves to appoint more senior doctors – and I note that the trust is calling on consultants from other departments within the hospital to provide the routine daily support to A and E which is so badly needed.

"The evidence from our latest inspection last week is that North Middlesex's emergency department has turned a corner, but there is still much more that needs to be done. We will be watching their progress very closely."

During the inspection in April inspectors found there were significant delays in the initial assessment of patients on arrival, in their subsequent assessment by a doctor, and in moving them to specialist wards. They also raised concerns there were insufficient middle grade doctors and consultants on duty. Doctors from other parts of the trust were slow to come and review patients and were not supportive of staff in the emergency department.

The rapid assessment and treatment of all patients arriving by ambulance was led and undertaken by nurses without an input from a doctor.

Patient flow was poorly managed and the trust's performance waiting times, were poor. In February 2016, only 67.2% of patients were seen and treated within the national four hour target, compared to an England average of 88%.

At the time of the inspection the emergency department had lacked an established clinical director to provide leadership for more than six months. Trust management was seen by staff as overbearing and unsupportive to staff. The culture meant that staff did not feel comfortable in raising concerns.

On the medical wards inspectors found there was good consultant support and availability and the number and skill mix of doctors was satisfactory. Inspectors observed daily multidisciplinary team meetings and good team working in patient care and on ward rounds. However, there were, on occasions, insufficient numbers of nurses per shift.

There was a lack of respect and dignity in the way patients were treated on the medical wards and inspectors found that patients' needs were not always met appropriately. Patients' safety was being compromised through omissions in risk assessments, and through inconsistencies and inaccuracy in completing care records and observation charts.

Patients were not getting the food and drink they needed. Trained staff were not following the medication policy in the safe storage, recording and administration of medicines.

The trust has supplied an action plan setting out the steps it will take to address the concerns identified in the Warning Notice and report. CQC will continue to monitor the trust closely and inspectors will return in the near future to check that the required improvements have been made and are being sustained. A full report of the latest inspection will be published in due course.

## North Middlesex University Hospital NHS Trust

### [North Middlesex University Hospital accepts Care Quality Commission's report and acknowledges need for improvements](#)

Wednesday, July 6, 2016

North Middlesex University Hospital has recognised that urgent improvements must be made to its accident and emergency department following a Care Quality Commission (CQC) report.

The report, published today (6 July), follows the health regulator's inspection of the hospital's A&E department on 14 April 2016. It finds that medical care requires some improvement, but rates the urgent and emergency services as 'inadequate'.

The hospital has already begun a programme of improvements to address the concerns outlined by the CQC, such as delays in patients seeing a doctor and the need for greater leadership in the A&E department. These include:

- a new clinical director of the hospital's A&E department who started work last week (27 June)
- a new nursing lead in A&E who has previously led improvements in other A&E departments
- gaining five additional middle grade doctors and consultants on loan from other London trusts to bolster its A&E medical team.

These actions will be built on in the coming weeks to make further improvements to the care and timeliness of service patients receive in the A&E department.

North Middlesex University Hospital will receive support in making further improvements in A&E from the Royal Free London NHS Foundation Trust. Chief executive Julie Lowe is currently on leave. In her absence, Libby McManus, currently at the Royal Free London NHS Foundation Trust and previously the interim chief executive at Chelsea and Westminster Hospital NHS Foundation Trust, has agreed to take on the role of interim chief executive at North Middlesex from Thursday (7 July), with David Sloman, chief executive of the Royal Free, taking on the role of accountable officer on an interim basis.

North Middlesex University Hospital medical director Dr Cathy Cale said:

"We are extremely sorry for the current problems in A&E and for the long waiting times for some patients. We are committed to getting back to the standards that we and our patients expect and, working with our health partners, are taking all the necessary steps to address the concerns raised, particularly the shortage of doctors which lies at the heart of it."

Andrew Hines, NHS Improvement acting interim executive managing director for London, said:

“North Middlesex University Hospital is facing complex challenges and it will take time to put improvements in place. However, the CQC have recognised that progress is already being made and working with the Royal Free London will provide staff and patients with additional support to make and embed further improvements.”

The CQC inspection team also visited two medical wards and found good consultant support and multi-disciplinary team working but some inconsistencies in nursing care and that patients’ needs were not always met appropriately. As a result the medical care at the hospital has been rated as “requires improvement”. The hospital has taken action to improve the flow of patients through these wards which was one of the key underlying problems identified.

The hospital, together with partners, has launched a new programme, known as “Safer, Faster, Better”, which is designed to speed up the flow of patients through A&E and to help it achieve the national target of seeing, treating, admitting or discharging 95% of patients within four hours.

The hospital’s performance against the national four hour waiting time measure fell from 94% last summer to 66% in January but is now climbing again. In June it reached 77%. It’s expected that the hospital will get back to achieving 95% by March 2017.

The hospital’s A&E department is one of London’s busiest, seeing around 500 patients a day. It met or came close to the 95% target until July 2015.

## Health Education England

### [Joint statement from HEE and GMC in relation to North Middlesex University Hospital Trust](#)

6 July 2016

Professor Ian Cumming, Chief Executive, Health Education England and Niall Dickson, Chief Executive, General Medical Council, said:

Significant concerns have been raised about the care provided in the emergency department at North Middlesex University Hospital Trust and about the lack of proper support for and supervision of doctors in training. We are pleased to see that a number of key improvements have already been made and a programme of further measures is being put in place over the next few weeks. This includes the recruitment of a new clinical director, additional medical staff and other changes to relieve the pressure on the department and support doctors in training. There is more to be done to make sure that the improvements can be sustained and that the department can cope in the long term with the extra pressures it faces.

In the meantime the GMC and HEE - the two organisations responsible for postgraduate medical training - have placed conditions on the continuation of medical training posts in the emergency department



and the situation will be closely monitored with daily rigorous checks. We have made it clear that we will not hesitate to act if we consider patients or staff are being put in unsafe situations.

Please find the joint technical report on NMUH from both the GMC and HEE in the related documents section below for more information.

Related Documents

- [GMC HEE DOCUMENT NMUH July 2016 \(.pdf\)](#)  
[192.23 KB](#)

## CQC

### [North Middlesex University Hospital NHS Trust told to improve services in emergency department](#)

6 June 2016

The Care Quality Commission has informed North Middlesex University NHS Trust it must make significant improvements in the quality of the health care it provides in the emergency department (ED).

CQC has issued a Warning Notice requiring the trust to significantly improve the treatment of patients attending the ED.

CQC inspectors visited the trust as part of an unannounced inspection in April 2016. The inspectors found that the treatment model for patients was not effective.

Inspectors found there were delays in the initial assessment of patients, in their assessment by a doctor and in moving them to specialist wards and that there were insufficient middle grade doctors and consultants.

North Middlesex University Hospital Trust has been given until 26 August 2016 to make the improvements.

CQC's Deputy Chief Inspector of Hospitals, Professor Edward Baker said: "People going to the emergency department at the North Middlesex University Hospital NHS Trust are entitled to a service that is safe, effective and responsive. When we inspected we found that patients were not receiving the quality of care that they should have been.

"We have strongly encouraged the trust to engage with other organisations across the local health and social care system to resolve this challenging issue. We will continue to monitor the trust closely, and will be returning for further inspections of the hospital to check that the service has improved."

CQC will publish a full report of its findings in due course.

## North Middlesex University Hospital NHS Trust

### [Hospital accepts Care Quality Commission's A&E warning notice and vows to tackle doctors' shortage](#)

Monday, June 6, 2016

North Middlesex University Hospital has accepted the findings of a Care Quality Commission warning notice which says its accident and emergency department must make "significant improvements".

The notice follows the health regulator's inspection of the hospital's A&E department on 14 April 2016. The team found the hospital's A&E department had insufficient middle grade and consultant grade emergency department doctors which resulted in "excessive delays in seeing a doctor and moving patients to specialist wards".

The hospital has until 26 August to make significant improvements to the quality of care it provides or further action may be considered by the regulator.

North Middlesex University Hospital chief executive Julie Lowe said:

"We appreciate the CQC's acknowledgement of our difficulties and the impact of the shortage of middle grade and consultant emergency department doctors which has led them to issue the warning notice.

"We have one of London's busiest A&E departments and we performed well against the waiting time targets until last summer. However, we currently have only seven out of 15 emergency department consultants in post and seven out of 13 middle grade emergency doctors. It's a strain on our A&E team and it's making waiting times for some patients unacceptably long.

"We have undertaken extensive recruitment exercises and despite our best efforts have, so far, been unable to fill all the posts, although we have made good progress in recent weeks with the support of partners.

"We are working hard with our health partners to resolve the issues and bring the service back to the standard both we and our patients expect us to achieve."

A new clinical director of the hospital's A&E department starts work later this month.

The hospital, together with partners, has launched a new programme, known as "Safer, Faster, Better", which is designed to speed up the flow of patients through A&E and to help it achieve the national target of seeing, treating, admitting or discharging 95% of patients within four hours.

The changes include new clinical pathways which will divert some patients away from A&E to the hospital's assessment units and greater collaboration with community care providers to speed up the discharge of inpatients.

The A&E four-hour performance target, which reached a low of 66% earlier this year, has begun to rise with a figure of 72% reached last month.

Ms Lowe added: "We are grateful to our health partners for their continued support and to our hardworking A&E team who continue to make patient safety their key priority."

It's estimated that the hospital will get back to achieving the 95% target towards the end of the year.

In the meantime, patients are requested to use other NHS services such as their GP, local pharmacy or urgent care centres, rather than A&E whenever possible.

The hospital's A&E department is one of London's busiest, seeing around 500 patients a day. It met or came close to the 95% target until July 2015.

## 4. Parliamentary questions and debates

### [Engagements](#)

**Asked by:** Mr David Burrowes

One report that perhaps will not get so much attention is the Care Quality Commission's report into North Middlesex University hospital, which confirms that the emergency care there is inadequate. Why has it taken so many years and why does it need regulators to tell us what many of my constituents know: for too long, there has been inadequate care and too few doctors and consultants? Will the Prime Minister assure me that we now have in place the right plans and the right numbers of doctors and consultants to ensure that my constituents get the care that they deserve?

**Answering member:** The Prime Minister

My hon. Friend raises an important point, which is that the CQC is now acting effectively at getting into hospitals, finding bad practice and reporting on it swiftly. In some cases, that bad practice has always been there, but we have not been as effective as we should have been at shining a light on it. North Middlesex University hospital has one of the busiest emergency departments in the country. Its practice was unacceptable. We now have a new clinical director at the trust, additional senior doctors in place at A&E and a change in governance. Under this Government, we set up the role of the chief inspector of hospitals, to have a zero-tolerance approach to such practice and to ensure that things are put right.

06 Jul 2016 | Members' contributions | 612 c879

[North Middlesex Hospital: Accident and Emergency Departments](#)

**Asked by:** Ryan, Joan

To ask the Secretary of State for Health, what steps he plans to take in response to the announcement by Health Education England that it will not allow postgraduate training to continue in North Middlesex University Hospital NHS Trust's emergency department because of concerns about support and supervision of trainee doctors at that hospital.

**Answering member:** Ben Gummer

We understand that no announcement has been made by Health Education England (HEE) about ceasing postgraduate training in North Middlesex University Hospital NHS Trust's emergency department.

We are determined to make the National Health Service the safest and most transparent healthcare system in the world, transforming patient safety and changing the culture of the NHS to support patients and doctors alike.

Patient safety is the key concern of the Government. HEE's role is to ensure that trainees have access to safe, high quality learning. Excellence in healthcare education leads to safe, high quality care for patients in both the short term and the long term.

HEE continues to work with the Trust, NHS Improvement, NHS England and the General Medical Council (GMC) to support the Trust and ensure it has an achievable action plan for trainees to meet GMC standards.

HEE has required the Trust to have sufficient middle grade and senior cover so that junior doctors are appropriately supported. The Trust has appointed a Clinical Director to lead the improvement work required. Enhanced oversight arrangements imposed by NHS Improvement and NHS England will ensure that rotas are safely staffed. Additional support has been provided to the Trust by other NHS organisations.

01 Jul 2016 | Written questions | 40749

[North Middlesex Hospital: Accident and Emergency Departments](#)

**Asked by:** Ryan, Joan

To ask the Secretary of State for Health, what representations officials, advisers and Ministers of his Department have made to the Chief Executive and Chair of North Middlesex University Hospital NHS Trust since May 2015 on the standard of care in that hospital's emergency department.

**Answering member:** Ben Gummer

The Department has not approached the Chief Executive or Chair of North Middlesex University Hospital NHS Trust directly about this matter.

NHS Improvement is responsible for overseeing hospital trusts. It offers the support that providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable.

NHS Improvement is continuing to work alongside NHS England and the local health and care system to ensure that the Trust has the resources it needs to ensure that patients receive safe, high quality care.

01 Jul 2016 | Written questions | 40747

[North Middlesex Hospital: Accident and Emergency Departments](#)

**Asked by:** Ryan, Joan

To ask the Secretary of State for Health, what contingency plans his Department has for the event of the closure of North Middlesex University Hospital NHS Trust's emergency department.

**Answering member:** Ben Gummer

NHS England is the responsible organisation for emergency planning and resilience in London. As such, it has well-established contingency plans in place which take effect in the event of emergency departments (EDs) having to temporarily reduce their scope of operations in order to ensure the best standards of patient care, our central concern.

As the Rt. hon. Member is aware, following an unannounced inspection by the Care Quality Commission (CQC) at North Middlesex University Hospital NHS Trust, the CQC issued a Warning Notice. The Warning Notice, published on 6 June 2016, requires the trust to significantly improve the treatment of patients attending its emergency department.

The CQC is responsible for assessing whether the Trust is providing the right standard of care and ensuring that improvement plans meet the level of improvement required.

NHS Improvement is working alongside NHS England and the local health and care system to ensure that the Trust has the resources it needs to ensure that patients receive safe, high quality care.

We are informed by NHS Improvement that, in order to address the poor performance at the Trust's ED, it has devised a plan titled **Safer, Faster, Better**. This is a whole system programme with the primary objective of improving performance, patient experience and outcomes for patients.

27 Jun 2016 | Written questions | 40763

[North Middlesex Hospital: Accident and Emergency Departments](#)

**Asked by:** Ryan, Joan

To ask the Secretary of State for Health, what recent assessment he has made of the standard of treatment in North Middlesex University Hospital NHS Trust's emergency department.

**Answering member:** Ben Gummer

NHS England is the responsible organisation for emergency planning and resilience in London. As such, it has well-established contingency plans in place which take effect in the event of emergency departments (EDs) having to temporarily reduce their scope of operations in order to ensure the best standards of patient care, our central concern.

As the Rt. hon. Member is aware, following an unannounced inspection by the Care Quality Commission (CQC) at North Middlesex University Hospital NHS Trust, the CQC issued a Warning Notice. The Warning Notice, published on 6 June 2016, requires the trust to significantly improve the treatment of patients attending its emergency department.

The CQC is responsible for assessing whether the Trust is providing the right standard of care and ensuring that improvement plans meet the level of improvement required.

NHS Improvement is working alongside NHS England and the local health and care system to ensure that the Trust has the resources it needs to ensure that patients receive safe, high quality care.

We are informed by NHS Improvement that, in order to address the poor performance at the Trust's ED, it has devised a plan titled **Safer, Faster, Better**. This is a whole system programme with the primary objective of improving performance, patient experience and outcomes for patients.

27 Jun 2016 | Written questions | 40751

[North Middlesex Hospital: Accident and Emergency Departments](#)

**Asked by:** Ryan, Joan

To ask the Secretary of State for Health, what discussions he has had with NHS England on that body's efforts to recruit additional accident and emergency specialists from other hospitals in London to work in the emergency department at North Middlesex University Hospital NHS Trust.

**Answering member:** Ben Gummer

NHS Improvement (NHSI) is working alongside NHS England and the local health and care system to both improve patient care in the emergency department at North Middlesex University Hospital NHS Trust and to assure Health Education England (HEE) and the General Medical Council that patients are safe and that trainee doctors receive adequate support.

Ministers in the Department have held regular discussions and received updates from NHSI, NHS England and HEE and will continue to do so.

27 Jun 2016 | Written questions | 40746

[North Middlesex Hospital: Accident and Emergency Departments](#)

**Asked by:** Ryan, Joan

To ask the Secretary of State for Health, what steps he plans to take in response to the decision by the Care Quality Commission to issue a warning notice to North Middlesex University Hospital NHS Trust regarding the standard of care in the emergency department at that hospital; and if he will make a statement.

**Answering member:** Ben Gummer

Patient safety remains a key priority for the Government and whilst progress has been made there is clearly much more to be done. The Department is aware of the situation at North Middlesex University Hospital NHS Trust and the relevant regulatory bodies, led by NHS Improvement, are taking appropriate action.

The Warning Notice, issued to North Middlesex University Hospital NHS Trust by the Care Quality Commission (CQC) on 6 June 2016 requires the trust to significantly improve the treatment of patients attending the emergency department (ED).

NHS Improvement has given assurance that North Middlesex University Hospital carried out immediate actions to support the staffing concerns raised by the regulators.

A new Clinical Director and an experienced Medical Director have been appointed to provide the ED with dedicated substantive leadership. The Clinical Director will provide leadership to the department and oversee the recruitment to currently vacant posts. In addition, there is also focus on reducing the medical work load in the ED through added support from other clinical services and professionals. This includes the appointment of new matrons and a new dedicated service manager with extensive ED experience.

Further, local general practitioners are increasing the level of support they provide to the department both to prevent admissions and to improve discharges. All of these measures will be in place by the end of June 2016.

On staffing, the local National Health Service is working with the Trust to ensure it can provide emergency care to the required standards. NHS Improvement and NHS England have put in place enhanced oversight mechanisms to assure themselves that services remain safe at all times.

An external specialist review of the consultant and middle grade rotas for June, July, August and September has been commissioned to provide independent assurance of the appropriate competencies within each rota.

NHS Improvement will continue to work with system colleagues, Health Education England and the General Medical Council to assure themselves that the improvements being put in place meet the requirements that they need to see from both the Trust and the system both in the short term and the long term.

27 Jun 2016 | Written questions | 40745

[NHS Improvement](#)

**Asked by:** Lammy, Mr David

To ask the Secretary of State for Health, pursuant to the Answers of 6 June 2016 to Questions 37441 and 38348, why North Middlesex Hospital is not being supported by the Emergency Care Intensive Support Team via the Emergency Care Improvement Programme.

**Answering member:** Ben Gummer

We are advised by NHS Improvement that North Middlesex University Hospital NHS Trust was not supported by the Emergency Care Intensive Support Team (ECIST) during 2015/16 as it did not fall within the criteria at the time of selection for enrolment in the Emergency Care Improvement Programme.

However, following concerns regarding the Emergency Department waiting time performance at the Trust, we are aware that NHS Improvement and NHS England jointly arranged a review of the system's emergency care pathway by the North West Utilisation Management Unit.

We understand that in response to the findings the system has developed a 'safer, faster, better' programme to address issues across the pathway.

We are informed that the Trust requested support from ECIST at the end of April 2016. A tailored support programme is currently being developed. This will include visits from clinicians and improvement managers from ECIST.

09 Jun 2016 | Written questions | 39536



[North Middlesex Hospital: Accident and Emergency Departments](#)

**Asked by:** Lammy, Mr David

To ask the Secretary of State for Health, what assessment he has made of the effectiveness of the provision of A&E services at North Middlesex Hospital.

**Answering member:** Ben Gummer

We are advised that NHS Improvement (NHSI) is working with NHS England to bring together colleagues from across the local health and social care system to support North Middlesex University Hospital NHS Trust (NMUH) to work to deliver improvements to patients.

We are informed by NHSI that to address the poor performance in NMUH's accident and emergency, it has devised a plan titled **Safer, Faster, Better**. This is a whole system programme with the primary objective of improving performance, patient experience and outcomes for patients. This will build on the recent Salford Royal NHS Foundation Trust analysis of the trust's emergency care pathway, and complement previous reviews identifying root causes of the problem.

23 May 2016 | Written questions | 37439

[North Middlesex Hospital: Accident and Emergency Departments](#)

**Asked by:** Osamor, Kate

To ask the Secretary of State for Health, what assessment his Department has made of the safety of care provided by North Middlesex Hospital's A&E department since its receipt of a notification of a risk summit.

**Answering member:** Jane Ellison

Patient safety in hospitals remains a key priority for the United Kingdom and whilst progress has been made there is clearly much more to be done.

We understand that on 17 February 2016, NHS England and the NHS Trust Development Authority jointly convened a Risk Summit to discuss issues identified with the quality and safety of care in the emergency department at North Middlesex University Hospital NHS Trust.

All organisations present at the Risk Summit have committed to working together to reduce pressure on the emergency department and ensure patient safety.

An improvement plan is now being implemented to address the quality and safety issues raised.

24 Mar 2016 | Written questions | 31519

[NHS Spending](#)

06 Jul 2016 | HC Deb | 612 cc978-1009

[NHS in London](#)

24 Mar 2016 | HC Deb | 607 cc647-694WH

## 5. A&E waiting times

<b>A&amp;E waiting (Type 1 services) at North Middlesex University Hospitals NHS Trust</b>			
As at Q4:	Total attendances (Type 1 departments)	Number waiting over 4 hours	% waiting over 4 hours
2004-05	27,808	1,166	4.2%
2005-06	29,738	1,790	6.0%
2006-07	29,001	1,015	3.5%
2007-08	26,907	783	2.9%
2008-09	27,837	714	2.6%
2009-10	26,952	781	2.9%
2010-11	28,285	1,078	3.8%
2011-12	30,428	1,225	4.0%
2012-13	31,898	1,825	5.7%
2013-14	45,931	2,022	4.4%
2014-15	45,677	3,549	7.8%
2015-16	43,397	14,164	32.6%

Source: NHS England A&E waiting time data

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