

By email

Silas Nicholls  
Chief Executive  
Southport and Ormskirk Hospital NHS Trust  
Town Lane  
Kew  
Southport  
PR8 6PN

Care Quality Commission  
Citygate  
Gallowgate  
Newcastle Upon Tyne  
NE1 4PA

Telephone: 03000 616161  
Fax: 03000 616171

[www.cqc.org.uk](http://www.cqc.org.uk)

Date: 28 August 2019

Your account number: RVY  
Our reference: INS2-6197305121

Dear Mr. Nicholls

### **CQC inspection of Southport and Ormskirk Hospitals NHS Trust**

Following your feedback meeting with Nick Smith, Lorraine Bolam and Deborah Lindley on 22 August 2019. I thought it would be helpful to give you written feedback as highlighted at the inspection and given to you and your colleagues at the feedback meeting.

This letter does not replace the draft report and evidence appendix we will send to you, but simply confirms what we fed-back on 01 August 2019 and provides you with a basis to start considering what action is needed.

We would encourage you to discuss the findings of our inspection at the public session of your next board meeting. If your next board meeting takes place prior to receiving a final or draft inspection report and evidence appendix, this correspondence should be used to inform discussions with the board. When scheduling a discussion of this letter, or the draft report, please inform your CQC Regional Communications Manager, who is copied in to this letter.

### **An overview of our feedback**

We inspected well led between 20 and 22 August 2019.

We thanked you for your hospitality and shared with you the positive interactions we had encountered from the staff with them freely sharing information and discussing their work at the hospitals.

We discussed the improvement work in both mortality and the emergency department, both of which have reflected and identified learning which has led to improvements in care. Demonstrating that patients are receiving safer care.

We expressed our concerns regarding the process for management and governance of complaints. Namely the timeliness of response and the need to take these as an opportunity for learning and improvement.

We also shared that people had shared with us concerns of poor culture in some areas of the trust which you may want to review and address at pace.

Finally, we talked with you about the significant changes within the leadership of the trust and how these had led to early changes in practice, time was needed for them to mature and embed to truly become sustained and fully effective.

Further to the additional focus groups that were held this week we must also advise you that there is some discord amongst the staff within facilities which I am sure you are aware but should also be reviewed. We will share more detail through our normal channels of communication.

A draft inspection report will be sent to you once we have completed our due processes and you will have the opportunity to check the factual accuracy of the report. I am also copying this letter to NHS Improvement/NHS England.

Could I take this opportunity to thank you once again for the arrangements that you made to help organise the inspection, and for the cooperation that we experienced from you and your staff.

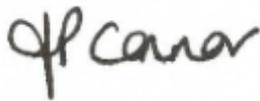
If you have any questions about this letter, please contact me through our National Customer Service Centre using the details below:

Telephone: 03000 616161

Write to: CQC  
Citygate  
Gallowgate  
Newcastle upon Tyne  
NE1 4PA

If you do get in touch, please make sure you quote or have the reference number (above) to hand. It may cause delay if you are not able to give it to us.

Yours sincerely



Judith Connor

**Head of Hospitals Inspection**

**c.c.** Neil Masom, Chair  
Marie Boles, NHS England/NHS Improvement  
David Fryer, CQC regional communications manager