



AIHO - Patient experience, safety
and quality forum meeting

Lone wolves and superheroes -
learning the lessons from Paterson
and others

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Objectives

- Tell you about us and our work
- Overview of the findings of our report for Spire
- Describe common themes from a number of cases we have investigated



About Verita

Services

- Investigations and reviews
- Training
- Diagnostics
- Consultancy

Sectors

- Health
- Charities
- Business to government
- Education



The Paterson case - our report



- In April 2013 Spire commissioned an independent review into how the hospitals responded to concerns about Paterson
- The executive summary was published in 2014
- Executive summary available at www.verita.net (see library section)

About Paterson



- Consultant breast surgeon employed by Heart of England NHS Foundation Trust (HEFT)
- A significant sized private practice - carried out in Spire hospitals
- Practising privileges at Spire Parkway since 1998 and Spire Little Aston since 1993

Our review - key findings about Paterson



- Conducted a wide range of clinical work - including treatment of breast cancer & colonoscopies
- Concerns first come to light in 2007 - HEFT, GPs, patient complaints
- Reluctant to take direction - *“a difficult consultant”*
- Avoided MDT requirements/incomplete cancer data
- Paterson was suspended in August 2011

Our review - key findings about Spire



- Missed opportunities
- Communication between HEFT & Spire
- Spire management structure - flat, devolved
- Consultants as customers
- Medical advisory committees
- Practising privileges
- Appraisals
- Clinical outcomes
- Clinical adverse events
- Complaints or concerns

Newspaper headlines from trial in 2017



- The Times described him as a "*liar who betrayed patients who adored him*"
- The Daily Mail demanded to know why the NHS failed to stop him
- The Daily Telegraph accused him of "*cruelty beyond understanding*" and said the health service must reduce the likelihood of it happening again





Verita's interview with the Guardian - superheroes and lone wolves

- Four investigations reveal common traits in the abuse or malpractice by clinicians:
 - Professionals being given a *“glorified”* status
 - Individuals create space to operate as a *“lone wolf”*
 - Staff and systems failing to detect & act on *“weak signals”*
 - Lack of clarity for patients, parents and staff on the practical protection safeguarding and other policies should provide

Summary



- Explored Paterson report findings
- Examined common themes from 4 investigations



What does the future hold?

- There is a government commissioned investigation
- Main themes:
 - patient experience
 - safety and quality of care
 - systems and processes
- Insurers are becoming more diligent in qualifying claims



Action

The findings & recommendations in our investigation are relevant to all independent healthcare providers

- Review the 15 recommendations made in our report and look at the investigation terms of reference.
How does your organisation measure up?
- Develop an audit trail and narrative - evidence of your intention
- Publicise your improvements - reputational and commercial benefits in doing so





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IMPROVEMENT THROUGH INVESTIGATION