

## REPORT TO THE TRUST BOARD (PUBLIC)

<b>REPORT TITLE</b>	Well Led Update Report
<b>AUTHOR</b>	Taff Gidi, Company Secretary
<b>EXECUTIVE SPONSOR</b>	Caroline Walker, Chief Executive
<b>DATE OF MEETING</b>	10 August 2021
<b>PRESENTED FOR</b>	Information
<b>ITEM PREVIOUSLY CONSIDERED BY</b>	N/A

**Presented For: Definitions**

Information	For information only. Not to be discussed at meeting unless members have specific questions.
Discussion	For discussion and possibly future decision. This includes items presented for assurance.
Decision	For approval and/or when any other decision is required

### PURPOSE OF THE REPORT

This report is to update the Board on progress implementing the Well Led Improvement Plan and other steps being taken to prepare for the next CQC Well Led inspection.

### RISKS RELEVANT TO THE PAPER

Risk ID	Risk Description
N/A	

**RISK APPETITE RELEVANT TO THE PAPER** (insert relevant section from Risk Appetite Statement from Risk Management Policy)

DOMAIN	TRUST RISK APPETITE LEVEL	DESCRIPTION OF RISK APPETITE
<b>Compliance/Regulatory</b>	<b>Minimal (ALARP)</b> - (as little as reasonably possible) Preference for ultra-safe delivery options that have a low degree of inherent risk and only for limited reward potential	Want to be very sure we would win any challenge. Similar situations elsewhere have not breached compliances.

### THE BOARD IS ASKED TO:

- note the update provided on the Well Led Action Plan and approve the proposed revised deadlines.
- note the actions being taken to prepare for the next CQC Well Led inspection.

**STRATEGIC GOALS THIS REPORT SUPPORTS** *(Check all that apply)*

Delivering outstanding care and experience	<input checked="" type="checkbox"/>
Recruiting developing and retaining our workforce	<input checked="" type="checkbox"/>
Improving and developing our services and infrastructure	<input checked="" type="checkbox"/>
Working together with local health and social care providers	<input checked="" type="checkbox"/>
Delivering financial sustainability	<input checked="" type="checkbox"/>

**OTHER IMPLICATIONS OF THE PAPER**

<b>Legal/ Regulatory Relevance:</b>	NHS Act 2006  NHS Improvement License : FT4: Foundation Trust Governance  Health and Social Care Act 2008 (Regulated Activities) Regulations 2014: Regulation 17
<b>NHS Constitution Delivery</b>	N/A
<b>Freedom of Information Release</b>	This report can be released under the Freedom of information Act 2000

**Equality and Diversity Implications** *(Check all that apply)*

Age	Gender	Ethnicity	Disability	Pregnancy/ Maternity	Marriage/ Civil Partnership	Religion/ Belief	Sexual Orientation	Gender Reassignment
<input checked="" type="checkbox"/>								
<i>Additional comments</i>								

## 1. EXECUTIVE SUMMARY

- 1.1 The Board last received an update on the Trust's Well Led Improvement Plan in March 2021. At that meeting, the Board agreed a refreshed improvement plan which combined outstanding actions from the previous improvement plan with new actions from the Independent Well Led Review conducted by Arden & GEM.
- 1.2 Attached in Appendix 1 is the Well-Led Improvement Plan 2021 showing the latest position.
- 1.3 Where actions have not been delivered by the previously agreed deadline, an update is provided on progress and a revised deadline date is proposed.
- 1.4 We are starting to prepare for any CQC Inspection of the Trust that we anticipate will take place before the end of this financial year and the associated document requests.
- 1.5 It is important for the Board to be aware that CQC have published a revised strategy for how they will approach inspections in the future which is yet to be translated into what this will mean for inspections in practice. However, they have already indicated that they will be moving to a digital solution for collating and managing document requests from Trusts. Therefore, we will need to be ready to respond to any changes in approach.

## 2. CQC WELL LED INSPECTION

- 2.1 The last CQC Well Led Inspection was conducted in 2019 with the report published on 20 December 2019 and a rating of Requires Improvement.
- 2.2 Due to the pandemic, CQC suspended a majority of routine inspections in March 2020.
- 2.3 In March 2021, CQC published new guidance on their approach to regulating Acute Trusts as the NHS continues to recover from Covid-19 as shown below:

### Hospital services

For hospital services (including independent health and mental health services), we will be continuing with our current risk-based approach to regulation, undertaking inspection activity where there is a clear risk to safety. We will also:

- return to inspect and rate NHS trusts and independent healthcare services that are rated as inadequate or requires improvement, or where new risks have come to light, and develop plans to review ratings for all hospital providers to make sure they are still appropriate based upon our latest assessment of risk
- carry out some core service with well-led inspections of mental health trusts and independent mental health providers
- prioritise high risk independent healthcare services for inspection, for example, cosmetic surgery services, independent ambulance services, and those where closed cultures may exist
- closely monitor how hospitals are ensuring robust infection prevention and control and carry out focused IPC inspections where we have concerns about a provider's oversight of infection risk
- conduct Mental Health Act (MHA) monitoring visits to ensure the rights of vulnerable people are protected
- carry out focused inspection activity in emergency departments where our data monitoring and local intelligence indicates that increased pressure is having a direct impact on the quality and safety of care
- roll out a programme of focused inspections of safety in NHS maternity services where data and local intelligence identifies concerns about the quality of care; these inspections will look closely at issues such as teamworking and culture, and experiences of staff and patients.

- 2.4 As the Trust is currently rated as Requires Improvement overall and has seen significant pressures in our emergency department and maternity services, we anticipate that this may mean the Trust will have a CQC inspection including a Well Led inspection before the end of this financial year.
- 2.5 Recognising the significant effort required to manage a CQC inspection and the continue pressures related to recovering from Covid-19, the Trust wants to ensure that we are proactively managing our preparations to minimise disruption for frontline teams when the inspection eventually happens.
- 2.6 The Chief Nurse is the Executive Lead with primary responsibility for managing the relationship with the CQC and leading overall on CQC inspections. The Company Secretary has been asked to lead on preparation of the Trust for the CQC Well Led part of the inspection.
- 2.7 The Trust normally gets 8 – 10 weeks' notice of an impending CQC Well Led Inspection. The plan is to ensure we have a plan that can be pulled off the shelf when the notice is received for managing the inspection process. To this end, we have now initiated the process for preparing for a CQC Well Led Inspection as follows:
- The Company Secretary met with the Chief Nurse, Deputy Company Secretary and Care Quality Support Manager to review how the trust has previously prepared for past inspections and start to develop an action plan for the next inspection;
  - The Trust will be reviewing CQC reports from Trusts that were recently rated as outstanding to ensure that any lessons that can be learnt can be identified and implemented; and
  - The Trust will start to build an evidence base of documents normally requested by CQC so that these are on hand to be provided once requested.
  - A Task & Finish Group will be established to coordinate the preparations and the inspection.
- 2.8 It is important for the Board to be aware that CQC have published a revised strategy for how they will approach inspections in the future which is yet to be translated into what this will mean for inspections in practice. However, they have already indicated that they will be moving to a digital solution for collating and managing document requests from Trusts. Therefore, we will need to be ready to respond to any changes in approach.