

Council of Governors

Date:	10 th March 2022
Agenda item:	10
Title:	CQC Well-Led Briefing
Items:	Presentation

Care Quality Commission Well Led Inspection – What to expect?

Council of Governors
10 March 2022



Aims of the session

- To signal to the Council of Governors our intention to prepare for an inspection
- Gain a general understanding of the CQC Well Led inspection process

Care Quality Commission – What does it do?



- The Care Quality Commission (CQC) monitors, inspects and regulates health and social care services.
- One of our key regulators
- The Trust was fully inspected in 2018 and rated overall as 'GOOD'

Trust's current CQC ratings

Ratings for Royal United Hospital, Bath

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Requires improvement ↔ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018	Requires improvement ↔ Sept 2018	Requires improvement ↓ Sept 2018	Requires improvement ↔ Sept 2018
Medical care (including older people's care)	Good ↔ Sept 2018	Good ↑ Sept 2018	Good ↔ Sept 2018	Good ↑ Sept 2018	Good ↔ Sept 2018	Good ↑ Sept 2018
Surgery	Good ↑ Aug 2016	Good ↑ Aug 2016	Good ↔ Aug 2016	Requires improvement Aug 2016	Good ↑ Aug 2016	Good ↑ Aug 2016
Critical care	Good ↑ Sept 2018	Good ↑ Sept 2018	Good ↔ Sept 2018	Good ↑ Sept 2018	Good ↑ Sept 2018	Good ↑ Sept 2018
Maternity	Good ↑ Sept 2018	Good ↔ Sept 2018	Outstanding ↑ Sept 2018	Outstanding ↑ Sept 2018	Outstanding ↑ Sept 2018	Outstanding ↑ Sept 2018
Services for children and young people	Good ↔ Sept 2018	Good ↔ Sept 2018	Outstanding ↔ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018	Good ↔ Sept 2018
End of life care	Good ↑ Aug 2016	Good ↑ Aug 2016	Outstanding ↑ Aug 2016	Outstanding ↑ Aug 2016	Good ↑ Aug 2016	Outstanding ↑ Aug 2016
Outpatients and Diagnostics	Good ↑ Aug 2016	Not rated	Good ↑ Aug 2016	Requires improvement Aug 2016	Good ↑ Aug 2016	Good ↑ Aug 2016
Overall*	Good ↑ Sept 2018	Good ↔ Aug 2018	Outstanding ↔ Sept 2018	Requires improvement ↔ Sept 2018	Good ↔ Sept 2018	Good ↑ Sept 2018

*Overall ratings for this hospital are from combining ratings for services. Our decisions on overall ratings take into account the relative size of services. We use our professional judgement to reach fair and balanced ratings.

CQC Inspection - Getting better and quicker at checking services and showing what care is like for people

- They will visit services to **listen to feedback** or if they hear ‘**care is poor**’
- They will have greater emphasis on **data & continual assessment** through data
- They will improve use of **technology to analyse data & information**
- Improve processes with Providers – less point prevalence in style & more focus on **continual assessment and dialogue**
- Changing ratings (scores)
- Changing report style, easier to read, more public friendly & in different formats

CQC Inspection – Top priority is keeping people safe

- Safety – want to see services ensuring this is the most important element
- They will check that **‘services are strong’ at keeping people safe**
 - Agreeing what safe services look like
 - **Staff feel confident to tell the CQC** if they have worries about their workplace
 - Services **learn** when things go wrong
 - They will improve **their intelligence about safety**
 - They will be **quicker to take action** if people tell them they have concerns about services



Trust fined £733,000 in groundbreaking CQC prosecution

- Trust previously pleaded guilty to failing to provide safe care to Harry and Sarah Richford
- Family say fines are not the right sentence for trusts
- Judge accepts East Kent is making improvements

An acute trust has been fined £733,000 for failing to meet fundamental standards of care, in a groundbreaking case brought by the Care Quality Commission.

Alison Moore

CQC Inspection - Helping services improve



- Identify **where services need support & work with other organisations** to ensure they get the help they need
- **Share** examples of **good practice**: reports, events & other guidance
- New technology – enhance their knowledge of **technology & share** with services how they can use it

CQC Inspection - Five quality questions

- Safe
- Caring
- Effective
- Responsive
- Well Led



What is the CQC Inspection Process?

- CQC undertake a **core services inspection** that focuses on safe, effective, caring, responsive and well led. Following this they undertake a Trust wide inspection to inspect how well the Trust is led.
- **Well led** will assess:
 - Leadership and governance at Trust Board and Executive Team level;
 - The overall organisation vision and strategy;
 - Organisation-wide governance, management and approach to improvement; and
 - Organisational culture and levels of engagement.
- The well led inspection of the core services inspection will also be considered.

CQC Focus – Well Led



- CQC focus - Assessment of the leadership and governance of the Trust Board and executive team-level; the overall organisational vision and strategy; organisation-wide governance, management, improvement; and organisational culture and levels of engagement.
- The Council of Governors regarded as a key component of the Trust's leadership

- **What will the Well Led Inspection focus on?**
Key Lines of Enquiry (or KLOE)

<p>1</p> <p>Is there the leadership capacity and capability to deliver high quality, sustainable care?</p>	<p>2</p> <p>Is there a clear vision and credible strategy to deliver high quality, sustainable care to people, and robust plans to deliver?</p>	<p>3</p> <p>Is there a culture of high quality, sustainable care?</p>
<p>4</p> <p>Are there clear responsibilities, roles and systems of accountability to support good governance and management?</p>	<p>Are services well led?</p>	<p>5</p> <p>Are there clear and effective processes for managing risks, issues and performance?</p>
<p>6</p> <p>Is appropriate and accurate information being effectively processed, challenged and acted on?</p>	<p>7</p> <p>Are the people who use services, the public, staff and external partners engaged and involved to support high quality sustainable services?</p>	<p>8</p> <p>Are there robust systems and processes for learning, continuous improvement and innovation?</p>

CQC Likely Areas of Focus – Current Issues

- Board and senior leader visibility – W1
- Strategy, vision and values cascade – W2
- Duty of candour – W3
- Staff wellbeing – W3
- Equality and Diversity – W3
- Concerns and feedback from staff and service users driving change – W3,7&8
- Line of sight to the Board – W4
- Board's risk appetite – W5
- Assurance of appropriate physical health for Mental Health patients – W5
- Assurance of appropriate support for Mental Health, Learning Disability and dementia patients/service users in physical health settings – W5
- Safeguarding, quality and workforce – W5
- HR intelligence (safe staffing and well-being , capacity and capability, appraisal, mandatory training) - W6
- Standard quality improvement methodology – W8

Our Aim – to be as prepared as possible

- We want to focus on **showcasing** what we do well **and re-enforcing our values**
 - Working together
 - Everyone matters
 - Making a difference
- We want to **demonstrate awareness** of risks and mitigations
- Ensure it is clear that the **safety of our patients** is at the forefront of all we do
- We want all **staff and governors to have the confidence** to be honest and open in their responses through a culture of openness and transparency.
- We want our **improvement culture to shine through** in all we do



What next ?

- Launch of comprehensive Trust-wide Communications Plan
- Decide members of Governors Focus Group and agree date for future briefing session(s)
- Distribute Governors briefing pack
- Mock interviews and 1 : 1 briefing/coaching sessions for key individuals, including the Lead and Deputy Governors
- Keeping the Council of Governors regularly informed

Key Lines of Enquiry (KLOE)

Safe?
Effective?
Caring?
Responsive?
Well-led?

Business as usual

Inspection

- CQC Communication Plan
- Governor CQC Focus Group
- Governor briefing pack
- Mock interviews and 1 : 1 coaching/ briefing session(s) for Lead and Deputy Governors
- Regular CQC updates