

Council of Governors

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





Royal United Hospitals Bath

NHS Foundation Trust



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?



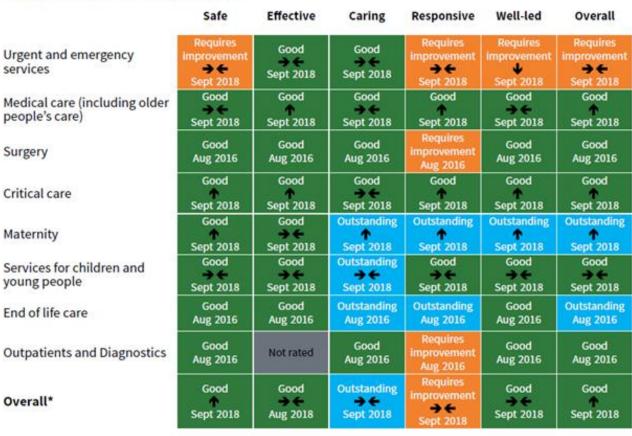
 The Care Quality Commission (CQC) monitors, inspects and regulates health and social care services.

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



^{*}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 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)

Is there the leadership capacity and capability to deliver high quality, sustainable care?

Is there a clear **vision** and credible **strategy** to deliver high quality, sustainable care to people, and robust plans to deliver?

3

Is there a **culture** of high quality, sustainable care?

Are there clear responsibilities, **roles** and systems of accountability to support good governance and management?

Are services well led?

5

Are there clear and effective processes for managing **risks**, issues and **performance**?

6

Is appropriate and accurate **information** being effectively processed, challenged and acted on?

Are the **people** who use services, the public, **staff** and **external partners engaged** and involved to support high quality sustainable services?

8

Are there robust systems and processes for learning, continuous improvement and innovation?

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

• CQC

Plan

pack

Communication

 Governor CQC Focus Group

Governor briefing

1:1 coaching/

Governors

 Regular CQC updates

