

## Briefing for Cathy Elliott, Trust Chair

The Care Quality Commission (CQC) carried out a reactive provider well-led assessment of Cygnet Health Care Limited between the 2 July 2019 and 2 August 2019, with a short notice announced assessment at the provider's offices on 2, 3 and 12 July 2019. CQC have to date only carried out 3 reactive well led assessments of Independent Healthcare Providers.

Key findings and what the Trust might learn from this. I have only addressed those key findings where the trust may have lessons to learn. There were in total 16 key findings. Of those 10 were critical in nature and 6 were positive findings. Key findings are written in italics.

*Governance systems and processes were not effective in maintaining sustainable and high-quality care. The systems and processes in place had not prevented or identified significant issues. Not all senior leaders could provide a clear explanation of how governance systems and processes were implemented in the organisation. Data provided to the board lacked interpretation or analysis to support the board in highlighting concerns and considering appropriate action.*

Bradford District Care NHS Foundation Trust (BDCFT) governance systems and processes are in the process of being reviewed, strengthened and refined, with the appointment of a new Head of Quality Governance and Patient Safety. As an organisation, BDCFT is data rich but there is limited analysis provided to support the board in highlighting concerns. There is a need to develop robust analysis of information or interpretation of the information provided. The development of a standardised approach to dashboards will progress this issue. We are already in the process of reviewing the integrated performance report and committee dashboards.

*The well led review identified that Improvements and learning from incidents were not consistently implemented across all locations. Inspection activity found examples where the same issues identified in one location were also identified in another location.*

*Care and treatment did not always include best practice.*

BDCFT is reviewing its approach to learning in order to make improvements and ensure that learning from incidents, complaints, duty of candour and FTSUG findings alongside, quality checks and internal and external visits are shared. There is work to be done in supporting corporate/operational teams to understand what learning is and how to use it to inform improvements in a way that goes beyond transactional responses.

Overall, best practice is included when developing care and treatment, however recent CQC inspections have found that care and treatment do not always include best practice especially in relation to risk, care planning and person-centred care. The trust is developing a new approach to internal and external accreditation to ensure that best practice is always included. It was noted within the well led review that Cygnet did not have many wards (20 nationally) engaged in accreditation schemes. The trust currently has accreditation in a small number of areas, and it would be beneficial to extend this as part of the above work.