

## Board of Directors

**25 June 2020**

<b>Paper title:</b>	Update on Well-led Preparations	<b>Agenda item</b>  <b>13</b>
<b>Presented by:</b>	Paul Hogg, Director of Corporate Affairs	
<b>Prepared by:</b>	Paul Hogg, Director of Corporate Affairs	

Purpose of the report		
To update the Board of Directors on arrangements for the next phase of preparations for the Trust's well-led inspection by the Care Quality Commission (CQC).	For approval	
	For discussion	
	For information	<b>X</b>

Executive summary		
<p>The Board will be undertaking four areas of work between June and September in preparation for the forthcoming well-led inspection by the CQC: a desktop review; a facilitated Board development webinar; an evaluation questionnaire seeking views on the Board's readiness for a well-led inspection; and a 'check, challenge and coaching session' for individual Board members.</p>		
Do the recommendations in this paper have any impact upon the requirements of the protected groups identified by the Equality Act?	<p><b>State below 'Yes' or 'No'</b></p> <p><b>No</b></p>	If yes please set out what action has been taken to address this in your paper

Recommendations
<p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> <li>Note the work underway as outlined in the paper; and</li> <li>Consider any other support required at this stage of the preparations.</li> </ul>

<b>Strategic vision</b>				
Please mark those that apply with an X				
Providing excellent quality services and seamless access	Creating the best place to work	Supporting people to live to their fullest potential	Financial sustainability growth and innovation	Governance and well-led
				X

<b>Care Quality Commission domains</b>				
Please mark those that apply with an X				
Safe	Effective	Responsive	Caring	Well Led
				X

<b>Relationship to the Board Assurance Framework (BAF)</b>	The work contained with this report links to the following strategic risk(s) as identified in the BAF: <ul style="list-style-type: none"> <li>N/A.</li> </ul>
<b>Links to the Corporate Risk Register (CRR)</b>	The work contained with this report links to the following corporate risk(s) as identified in the CRR: <ul style="list-style-type: none"> <li>N/A.</li> </ul>
<b>Compliance and regulatory implications</b>	The following compliance and regulatory implications have been identified as a result of the work outlined in this report: <ul style="list-style-type: none"> <li>Provision of a Foundation Trust to have a membership</li> <li>Links to best governance practice as articulated in the Foundation Trust Code of Governance and the work of the Governors.</li> </ul>

## Update on Well-led preparations

### Background

Over the last few months, the Board has continued to make preparations for the next well-led inspection by the Care Quality Commission (CQC). Preparations have included:

- Discussions with Deloitte, our external reviewer from 2019, with a ‘one year on’ approach to our well-led action plan (February 2020);
- Receipt of the CQC’s inspection report into our adult acute inpatient wards and the Psychiatric Intensive Care Unit (PICU), results in a Good rating across all 5 domains (May 2020);
- An evaluation of corporate governance practices during COVID-19 as part of the Trust’s Recovery Programme; and
- Planning of key governance meetings that the CQC will be observing in June and July. The next set of observations are:
  - 25 June 2020 - Private and Public Board of Directors;
  - 2 July 2020 - Private and Public Council of Governors;
  - 3 July 2020 - Quality and Safety Committee;
  - 23 July 2020 - Mental Health Legislation Committee; and
  - 30 July 2020 - Private and Public Board of Directors.

### Preparations for well-led (June to September 2020)

During June through to August/September, the Board of Directors will be undertaking some development work with MIH Solutions that will focus on four key areas:

- A desktop triangulation review undertaken by MIH Solutions of key documents, including recent CQC inspection reports and subsequent action plans, the most recent staff survey results, well-led governance reviews, our strategic framework and key Board and Committee papers;
- A 90-minute facilitated and interactive Board development webinar for all Board members (11.00am – 12.45pm on 28 July) to explore what ‘Well-led’ looks like for a mental health, community and learning disability Trust. The Board will receive a summary of feedback and recommendations based on upon the desktop review, discuss a shared understanding of i) likely ‘key lines of enquiry’ and the kinds of questions that inform them; and ii) expectations of Executive and Non-Executive Directors, and other colleagues;
- A tailored, online evaluation questionnaire for Board members (completed in July) that will help align thinking at a strategic level and test the Board’s readiness for a well-led inspection; and
- Following the proposed webinar, a series of personal ‘check, challenge and coaching’ sessions with Board members (diarised in August where possible), to help test out and explore areas of the well-led inspection from the perspective of each individual role on the Trust Board (e.g. Chair of a Committee, Executive Director Lead).

This work will be completed in time for a further Board report in September 2020. The Quality Governance team are progressing the wider preparations with core services ahead of any full CQC inspection and the report is expected to include details of this work ahead of peer inspections and internal assessments against the five domains assessed by the CQC.

Board members are asked to note the key areas of delivery between June and September.