

# 'Go See' Visits Framework

## *Know Your Business, Run Your Business, Improve Your Business*

The Bradford District Care NHS Foundation Trust (BDCFT) approach to continuous, lean, improvement is described within the principles and techniques of the Care Trust Way. There are a number of key philosophies that underpin the lean approach to continuous improvement, one of which is 'Go See'.

'Go See' is based on the concept of a Gemba walk, which was developed by Taiichi Ohno, one of the leading pioneers in the development of lean management. The Go See visit offers an opportunity for Executives to leave their daily routine, see where the real work happens and build relationships with staff based on mutual trust. Go See visits are an opportunity to get an overview of what is going on in the workplace, offering the ability to gain insights into potential improvement opportunities. As such, the Care Trust Way embraces the principle of Go See not just for Executives, but for all leaders across the Trust including Non-Executive Board members.

'Go See' visits are a vehicle for the Trust to '*Know its Business, Run its Business and Improve its Business*' at both an operational and a strategic level.

**Know your Business** – leaders will have a first-hand knowledge of the work being done, there will be strong relationships built on trust. Executives and Non-Executives are able to gain knowledge and assurance to underpin the conversations they are having and experience further opportunities for triangulation across a variety of different platforms.

**Run your Business** – leaders are better able to understand the opportunities for improvement, have increased visibility of what is going on in each place and are able to make better decisions because of this. Executives and Non-Executives can make better strategic decisions underpinned by an in-depth knowledge of the business and first-hand views from Trust experts on what it feels, looks, and sounds like to them and their colleagues within the service.

**Improve your Business** – leaders are able to support local improvement opportunities based on the first-hand knowledge and experiences they have of services. Trends and themes identified as part of Go See are collated and triangulated with other sources of learning to help Executives and Non-Executives identify systemic issues and receive assurance as to the embeddedness of improvements to further support sustainability.

This framework seeks to set out the types of 'Go See' visits that happen across BDCFT, the leaders standard work that is involved when conducting the visits, the expectations of the services being visited and the mechanisms for identifying, analysing and reporting on the opportunities for learning identified.

## 1. Types of Go See visits

The types of Go See visit that leaders across the Trust engage in are described in the table below.

Type of visit	Purpose	Membership	Process
1. Quality & Safety Visits	Pre-scheduled visits using the Care Quality Commission Key Lines of Enquiries as a core framework for testing the quality and safety of service delivery across operational teams	Run by the Compliance Lead	Sat within the Nursing Directorate – local process
2. Senior leader walk arounds*	Regular (routine) visits by senior leaders to their areas of responsibility. Visits build on Daily Lean Management conversations and check / assure against these, looking at people / performance (including quality and sustainability), and improvement (including opportunities for learning)	Senior leaders (Executive and Associate Directors, General managers / Deputy Directors)	Standard leaders work – outcome fed back into DLM processes
3. Strategic Programme Executive Sponsor visits	Planned visits relating to Strategic Programme delivery. The visits are used to provide assurance against the exception reports being received at the Accountability and Guiding Group for the programme.	Executive and Associate Directors and process owners	Standard leaders work – report back into STAG as part of the assurance process
4. Executive/Associate Director ad hoc visits	Responsive visits to probe issues / celebrate successes. The visits allow Executive/Associate Directors to support in unblocking local issues where necessary, share learning, gain additional assurance and help teams feel both supported and recognised	Executive Directors	Standard leaders work – report back into intelligence collection process
5. Committee planned visits	Planned visits relating to specific themes under discussion at the Board Committee. Liaison with central intelligence collection process will highlight any additional trends/themes to be discussed further / actions which need testing for embeddedness and opportunities for sharing learning	Non-Executive Directors with Executive Directors Observed by Governors to provide an opportunity for NED assurance	Standard leaders work – report back to Committee and into intelligence collection process Escalation and Assurance process to the public Board meeting Overview of engagement opportunities to public Council of Governors meetings

Type of visit	Purpose	Membership	Process
6. NED/ED planned visits	Visits to support identification of systemic issues and celebrating success. Standard work would look at high level people (morale / safety), performance (including quality & finance as well as service delivery) and improvement (work undertaken, successes celebrated, areas for improvement work identified and opportunities to share learning).	Non-Executive Directors with Executive / Associate Directors Observed by Governors	Standard leaders work – report back to Board and into intelligence collection process Overview of engagement opportunities to public Council of Governors meetings
7. Chair/CEO visits	Strategic level activity focussing on morale, improvement work and sharing vision and values	Chair / CEO	Standard leaders work - report back to Board and into intelligence collection process Inform communications (eg e-comms) and staff briefings

***\*to note:** Go See visits are a core part of the leader standard work at all levels of the organisational structure, not just at a senior leadership level. Everyone is a leader and an expert within their field.*

*Where practical, Go See visits will be supported by coaches from within the organisation in order to further support embedding of Care Trust Way principles within this process.*

## 2. Leaders Standard Work

1. [Quality and Safety Visits](#) and 2. [Senior Leader walk arounds](#) – the standard work for this type of visit sits outside of this framework

Leader Standard Work relating to the following are at [Appendix A](#) and can be printed or used electronically to support visits.

3. [Strategic Programme Executive Sponsor visits](#)
4. [Executive/Associate Director ad hoc visits](#)
5. [Committee planned visits](#)
6. [Non-Executive and Executive / Associate Director planned visits](#)
7. [Chair / Chief Executive Planned visits](#)

## 3. Process and Expectations

### 3.1 Notification of services

Except for ad hoc visits, services will be notified in advance of the proposed visit. Notification will include:

- The planned date of the visit and duration
- Whether the visit will be in person or virtual
- Who will be attending the visit
- The purpose of the visit, including (where applicable) any specific topics or areas of focus to be discussed
- Who should be available as a minimum as part of the visit
- How the people involved in the visit will feed back and the timescales for this

#### The process of notification:

- [3. Strategic Programme Executive Sponsor visits](#) – the strategic programme process owner will make the arrangements for the visits and will notify all meetings / teams involved of the intended visit.
- [4. Executive / Associate Director ad hoc visits](#) – as an ad hoc visit there is no requirement for advance notice, although in some cases this may prove beneficial to guarantee minimum attendance
- [5. Committee Planned Visits](#) – the dates of the visits by Committees will be prescheduled as part of the Committee work plan. The meeting before a planned visit the team/service will be selected and the Corporate Governance Team will be responsible for notifying the team/ service manager, plus the relevant General Manager / Deputy Director by email immediately after the meeting.
- [6. Non-Executive and Executive Director Planned visits](#) – the dates of the visits will be prescheduled as part of the Board work plan. The schedule of visits will be shared annually in advance and made available on Connect. A month prior to the next meeting, the Corporate Governance Team will be responsible for reminding the team/ service manager, plus the relevant General Manager / Deputy Director by email

- **7. Chair / Chief Executive Planned visits** - the dates of the visits will be prescheduled as part of the Board work plan. The schedule of visits will be shared annually in advance and made available on Connect. A month prior to the next meeting, the Corporate Governance Team will be responsible for reminding the team/ service manager, plus the relevant General Manager / Deputy Director by email

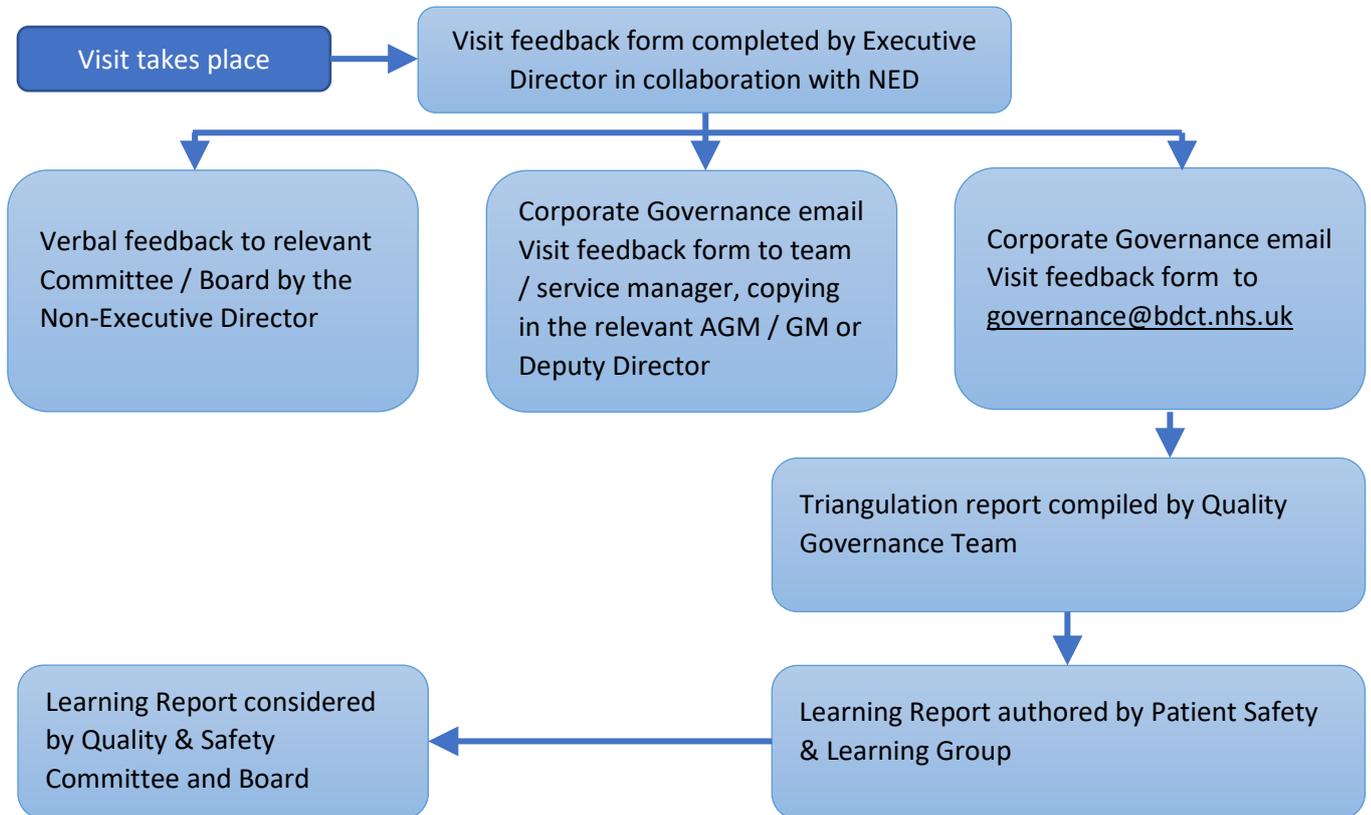
### 3.2 Preparing for visits

Each type of visit has an element of pre-work associated with it in order for it to be purposeful and impactful.

- **3. Strategic Programme Executive Sponsor visits** – the Executive Sponsor will be expected to have engaged in conversation, check and challenge through the relevant Accountability and Guiding Group (AGG) prior to making a visit. This will allow early identification of areas to explore with teams.
- **4. Executive / Associate Director ad hoc visits** – Directors will liaise with the Quality Governance Team to identify any recurring themes / issues identified relevant to the service Directors will respond to, and take note of, issues escalated via Daily Lean Management routes of escalation.
- **5. Committee Planned visits** – As part of the support provided by the Corporate Governance Team to the Non-Executive Director Chair of the Committee, during the planning process for the upcoming year's business, a discussion will take place with the Chair and lead Executive to identify the two service visits for the upcoming year. This will be cross referenced against the plans underway for service visits within Quality Governance to avoid duplication, an overview of high-level trends / themes identified and circulated to Committee members by Corporate Governance one week prior to the visit taking place.
- **6. Non-Executive and Executive/ Associate Director Planned visits** - As part of the support provided by the Corporate Governance Team to the Non-Executive Directors, during the planning process for the upcoming year's business, a discussion will take place with the Chair and Executive Team to identify planned visits across the year aligned to the work plan of the Board. This will be cross referenced against the plans underway for service visits within Quality Governance to avoid duplication, an overview of high-level trends / themes identified and circulated to participants by Corporate Governance one week prior to the visit taking place.
- **7. Chair / Chief Executive Planned visits** – As part of the support provided by the Corporate Governance Team to the Chair of the Board, during the planning process for the upcoming year's business, a discussion will take place with the Chair and Chief Executive to identify planned visits across the year aligned to the work plan of the Board. This will be cross referenced against the plans underway for service visits within Quality Governance to avoid duplication, an overview of high-level trends / themes identified and circulated to the Chair and Chief Executive by Corporate Governance one week prior to the visit taking place.

### 3.3 Feeding back to teams / services after visits

Following the visits (with the exception of ad hoc Executive/ Associate Director visits), the Non-Executive Director, lead Executive, and Committee Secretariat will work together to agree the outputs which will be reported back through the governance process as outlined below



The templates for sharing feedback are at [Appendix A](#). Except for ad hoc visits, where the outcome is expected to form part of the Daily Lean Management Process, all Go See visits should be supported by feed back to the teams / services involved. This should take two forms:

- **Immediate feedback on the day** from the Executive Director leading the visit. This should include expressing appreciation for the engagement of teams, reflecting on the key messages heard during the visit and identifying next steps
- **Reflective feedback** – all planned visits should use the template at Appendix A to capture the outcome of a visit and share it back with the team visited. The template should be completed and shared within 5 working days of the visit

**Urgent intervention** – where there is an immediate risk to safety of staff or service users identified during the visit, the Executive/Associate Director is expected to make an immediate intervention to support mitigation of the issues identified.

### 3.4 Expectations for teams involved in visits

In order to make visits meaningful, the following expectations should be shared with teams taking part in visits:

- **Engagement** – all team members who can be available should be supported to be available to engage in the visit unless urgent operational issues prevent this.
- **Being prepared** – the team/service manager is expected to communicate in advance with the team, sharing the information provided in the notification so that individuals are aware of the purpose of the meeting and prepared for the discussion.
- **Openness and candour** – the purpose of the visit is to share learning, identify opportunities for improvement and demonstrate the successes of the team. To support this, the team should be supported to be open to the conversation and to be willing to share their thoughts and opinions and take advantage of the opportunity to demonstrate their successes and share learning.

In some instances, the visit will need to be virtual. Where this is the case the following expectations, as described within the Working From Home Policy will apply:

- **Video** – individual will be expected to use their videos when engaging in these visits as a default
- **Presentation** – all team members attending a virtual visit should demonstrate a professional standard of dress

### 3.5 Expectations for Non-Executive and Executive/Associate Directors and Governors involved in visits

All visits will be led by the Executive/Associate Director involved in the visit, supported by the Non-Executive Director, with Governors in attendance to learn more about the Trust services and to provide them with an opportunity to see the Non-Executive Directors fulfil their role and receive assurance on this.

In order to ensure timely and effective outcomes from this meeting, the following expectations will apply:

- **Prioritisation** – reflecting on the capacity constraints within teams, it is an important principle that once a team has been notified that a visit will take place, this occurs as scheduled unless there are exceptional circumstances. Where at all possible deputies should be used as an alternative to cancellation or rearrangement of visits.
- **Timeliness of feedback** – Executive/Associate Directors are responsible for collating the feedback from all members of the visiting team and ensuring that the feedback template is completed and sent back to the team / service within 5 working days, copied to the Corporate Governance Team.
- **Reporting back to Committee / Board** – the Non-Executive Director is responsible for ensuring key learning is shared with Committees / Board for those visits they attend. An assurance report will be presented on Non-Executive Director engagement to the Council of Governor meetings held in public.

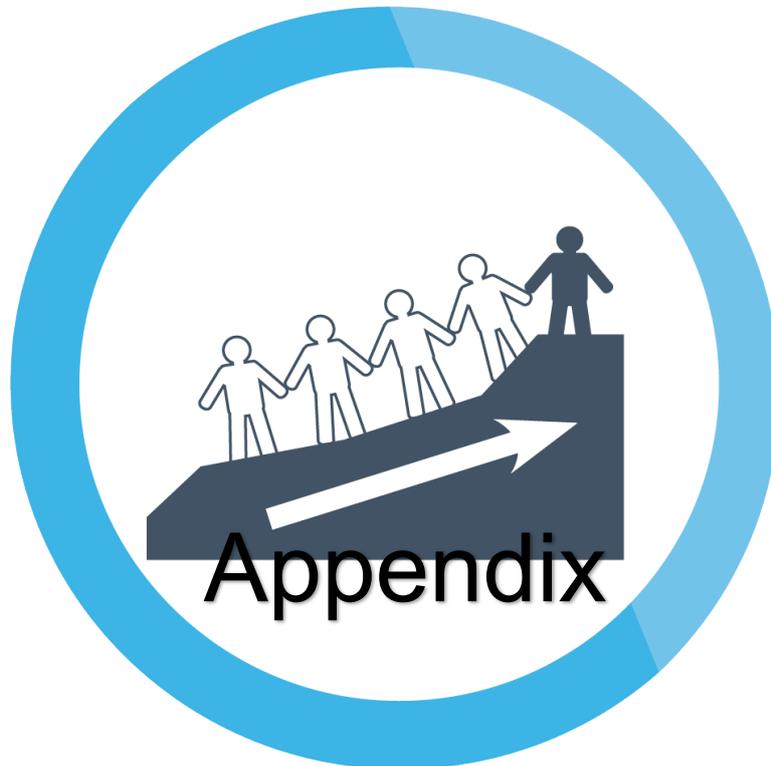
#### **4. Identifying opportunities for learning**

One of the main reasons for conducting Go See visits is to identify opportunities for learning. Immediate learning is shared on the day as part of the immediate feedback, and as part of the reflective feedback using the template in Appendix A.

As well as this immediate learning, the Trust also uses these visits to triangulate with intelligence from other sources to support wider identification of systemic issues and therefore putting in place mitigations to address these.

The Trust is committed to continuous learning and actively encourages feedback opportunities. Go See visits further strengthen our learning framework by providing additional opportunities for triangulation, and rich feedback opportunities. The intelligence that is gathered within this framework is analysed as part of the Trust's wider approach to learning and supports internal and external discussion that ultimately drives enhanced decision making and oversight. It also supports all colleagues to become leaders and embrace the Care Trust Way methodology.

The trends and themes identified in these visits, the opportunities for sharing good practice and the understanding of the context within which teams are delivering their activity will be recorded by the Quality Governance Team and used to inform the Quality and Safety Triangulation Report along with information collated from near misses, incidents, serious incidents, complaints, concerns, clinical audit activity and quality and safety visits. The Triangulation Report will be considered by the Patient Safety and Learning Group, who will in turn author a Learning Report to inform the work of committees and the Board.



## **Leader standard work**

ensuring leaders  
go see, ask why and  
show respect.

---

## Executive Sponsor visits

**Purpose:** These visits are used to provide assurance against the exception reports being received at the Accountability and Guiding Group (AGG) for the programme.

**Frequency:** At least monthly to enable reporting back into the AGG

**Mechanism:** Attending workstream task & finish groups, attending improvement events, visiting teams where changes have been implemented

### Pre work / data collected prior to the visit

Reported position through AGG and review of tactical escalation report

**How to identify where to visit:** Attendance will be agreed at the Accountability and Guiding Group (AGG) meeting prior to the visit taking place

### Key Lines of Enquiry / agenda:

<p style="text-align: center;"><b>People</b></p> <ul style="list-style-type: none"> <li>• Stakeholder engagement</li> <li>• Capacity to deliver</li> <li>• Morale / welfare</li> <li>• Celebration of success</li> </ul>	<p style="text-align: center;"><b>High quality questions</b></p> <p><i>How are you? Really?</i></p> <p><i>What improvement work is your team is involved in?</i></p> <p><i>Can you tell us how it contributes to Better Lives Together?</i></p> <p><i>How are you able to contribute to the improvement work?</i></p> <p><i>Do you feel like you're given time/space to think about improvements?</i></p> <p><i>What is working well/making a difference?</i></p>
<p style="text-align: center;"><b>Performance</b></p> <ul style="list-style-type: none"> <li>• Delivery of milestones</li> <li>• Delivery of metric changes</li> <li>• Impact on quality of services (SU/carer and staff perspective)</li> </ul>	<p style="text-align: center;"><b>High quality question</b></p> <p><i>Do you have visibility of your current improvement work?</i></p> <p><i>Do you know what you're trying to achieve?</i></p> <p><i>What is on track? What is off track?</i></p> <p><i>Do you know why?</i></p> <p><i>Do you know what your service users/carers think?</i></p> <p><i>What is your biggest challenge?</i></p> <p><i>What is your biggest concern?</i></p>
<p style="text-align: center;"><b>Improvement</b></p> <ul style="list-style-type: none"> <li>• Progress of planned improvement activities</li> <li>• Identification of potential areas of improvement</li> </ul>	<p style="text-align: center;"><b>High quality questions</b></p> <p><i>What are you and the team working on?</i></p> <p><i>What problem are you trying to solve?</i></p> <p><i>What is today's priority?</i></p> <p><i>What help do you need to prioritise/remove barriers?</i></p> <p><i>What have you learnt this week?</i></p> <p><i>What is not working so well?</i></p> <p><i>What would you like to share with the wider organisation?</i></p>

### Response to teams and services following a visit

<b>Visit to</b>		<b>Visit Date</b>	
<b>Visit by</b>		<b>In attendance</b>	
<p>Dear Colleagues          Thank you for taking the time to meet with us recently. Below is a summary of what we heard during our visit and what actions were agreed in response to this.</p>			
<b>What we heard</b>		<b>Actions that we agreed with you</b>	
<b>People</b>		<b>By the Trust</b>	
<b>Performance</b>		<b>By Senior Leaders within the Care Group / Department</b>	
<b>Improvement</b>		<b>By you</b>	

## Executive /Associate Director Ad Hoc visits

**Purpose:** The visits allow Executive / Associate Directors to support in unblocking local issues where necessary, gain additional assurance and help teams feel both supported and recognised.

**Frequency:** As and when required – identified through escalation from DLM / significant events / key strategic/tactical risks

**Mechanism:** Visiting teams - in person, virtual visits where this is not possible

**Pre work / data collected prior to the visit:** Intelligence from quality and performance governance (quality directorate / DLM escalation) – Current performance, systemic issues, local issues, areas of improvement / learning and successes. Last ED visit notes

**How to identify where to visit:** Visits will be agreed as an outcome of escalation

### Key Lines of Enquiry / agenda:

People	High quality questions
<ul style="list-style-type: none"> <li>• Morale / welfare</li> <li>• Current position</li> <li>• Issues relating to trigger for the visit</li> <li>• Celebration of success</li> <li>• Partnerships and engagement</li> </ul>	<p><i>How are you? Really?</i></p> <p><i>How does it feel working here at the moment?</i></p> <p><i>How well do you think you're performing as a team?</i></p> <p><i>Do you feel supported?</i></p> <p><i>What are you most proud of this week?</i></p> <p><i>Do you feel well connected to the external partners that support this service's delivery?</i></p>
Performance	High quality question
<ul style="list-style-type: none"> <li>• Current position</li> <li>• Issues relating to trigger for the visit</li> </ul>	<p><i>Do you have visibility of your current position?</i></p> <p><i>What is on track? What is off track?</i></p> <p><i>Do you know why?</i></p> <p><i>What is your biggest challenge?</i></p> <p><i>What is your biggest concern?</i></p>
Improvement	High quality questions
<ul style="list-style-type: none"> <li>• Identification of potential areas of improvement</li> <li>• Understanding local learning and making links to share learning</li> </ul>	<p><i>What are you and the team working on?</i></p> <p><i>What problem are you trying to solve?</i></p> <p><i>What is today's priority?</i></p> <p><i>What help do you need to prioritise/remove barriers?</i></p> <p><i>What have you learnt this week?</i></p> <p><i>What would you like to share with the wider organisation?</i></p>

### Response to teams and services following a visit

<b>Visit to</b>		<b>Visit Date</b>	
<b>Visit by</b>		<b>In attendance</b>	
<p>Dear Colleagues          Thank you for taking the time to meet with us recently. Below is a summary of what we heard during our visit and what actions were agreed in response to this.</p>			
<b>What we heard</b>		<b>Actions that we agreed with you</b>	
<b>People</b>		<b>By the Trust</b>	
<b>Performance</b>		<b>By Senior Leaders within the Care Group / Department</b>	
<b>Improvement</b>		<b>By you</b>	

## Committee Planned Visits

**Purpose:** Planned visits relating to specific themes under discussion at the Board Committee.

**Frequency:** 2 x per year for each Committee – to be scheduled so that only one visit per month maximum from a Committee

**Mechanism:** Visiting teams - in person, virtual visits where this is not possible

**Pre work / data collected prior to the visit:** Single topic from business of Committee for further exploration and Intelligence from quality governance (quality directorate) – previous visits, systemic issues, local issues, areas of improvement / learning and successes

**How to identify where to visit:** Attendance will be pre-scheduled across a 12 month period as part of the Board cycle of events, linked to the annual work plan for the Committee, with guidance from the Executive Management Team on key areas of strategic focus for that year.

### Key Lines of Enquiry / agenda:

People	High quality questions
<ul style="list-style-type: none"> <li>• Morale / welfare</li> <li>• Current position</li> <li>• Celebration of success</li> <li>• Partnerships and engagement</li> </ul>	<p><i>How are you? Really?</i></p> <p><i>How does it feel working here at the moment?</i></p> <p><i>How well do you think you're performing as a team?</i></p> <p><i>Do you feel supported?</i></p> <p><i>What are you most proud of this week?</i></p> <p><i>Do you feel well connected to the external partners that support this service's delivery?</i></p>

Performance	High quality question
<ul style="list-style-type: none"> <li>• Current position</li> <li>• Issues relating to areas of importance identified at Committee</li> </ul>	<p><i>Do you have visibility of your current position?</i></p> <p><i>What is on track? What is off track?</i></p> <p><i>Do you know why?</i></p> <p><i>What is your biggest challenge?</i></p> <p><i>What is your biggest concern?</i></p>

Improvement	High quality questions
<ul style="list-style-type: none"> <li>• Identification of potential areas of improvement</li> <li>• Understanding local learning and making links to share learning</li> </ul>	<p><i>What are you and the team working on?</i></p> <p><i>What problem are you trying to solve?</i></p> <p><i>What is today's priority?</i></p> <p><i>What help do you need to prioritise/remove barriers?</i></p> <p><i>What have you learnt this week?</i></p> <p><i>What would you like to share with the wider organisation?</i></p>

### Response to teams and services following a visit

<b>Visit to</b>		<b>Visit Date</b>	
<b>Visit by</b>		<b>In attendance</b>	
<p>Dear Colleagues          Thank you for taking the time to meet with us recently. Below is a summary of what we heard during our visit and what actions were agreed in response to this.</p>			
<b>What we heard</b>		<b>Actions that we agreed with you</b>	
<b>People</b>		<b>By the Trust</b>	
<b>Performance</b>		<b>By Senior Leaders within the Care Group / Department</b>	
<b>Improvement</b>		<b>By you</b>	

## Non-Executive and Executive/Associate Director Planned Visits

**Purpose:** Visits to support identification of systemic issues and celebrating success.

**Frequency:** 12 visits per year in total (1 per month)

**Mechanism:** Visiting teams - in person, virtual visits where this is not possible

**Pre work / data collected prior to the visit:** Intelligence from quality governance (quality directorate) – previous visits, systemic issues, local issues, areas of improvement / learning and successes

**How to identify where to visit:** Attendance will be pre-scheduled across a 12 month period as part of the board cycle of events, linked to the annual work plan for Board Development, and the Board Assurance Framework, with guidance from the Executive Management Team on key areas of strategic focus for that year. Underlying focus linked to the delivery of the Better Lives, Together strategy and key upcoming milestones.

### Key Lines of Enquiry / agenda:

People	High quality questions
<ul style="list-style-type: none"> <li>• Morale / welfare</li> <li>• Current position</li> <li>• Celebration of success</li> <li>• Partnerships and engagement</li> </ul>	<p><i>How are you? Really?</i></p> <p><i>How does it feel working here at the moment?</i></p> <p><i>How well do you think you're performing as a team?</i></p> <p><i>Do you feel supported?</i></p> <p><i>What are you most proud of this week?</i></p> <p><i>Do you feel well connected to the external partners that support this service's delivery?</i></p>

Performance	High quality question
<ul style="list-style-type: none"> <li>• Current position</li> <li>• Issues relating to areas of importance identified at Committee</li> </ul>	<p><i>Do you have visibility of your current position?</i></p> <p><i>What is on track? What is off track?</i></p> <p><i>Do you know why?</i></p> <p><i>What is your biggest challenge?</i></p> <p><i>What is your biggest concern?</i></p>

Improvement	High quality questions
<ul style="list-style-type: none"> <li>• Identification of potential areas of improvement</li> <li>• Understanding local learning and making links with other areas to share learning with</li> </ul>	<p><i>What are you and the team working on?</i></p> <p><i>What problem are you trying to solve?</i></p> <p><i>What help do you need to prioritise/remove barriers?</i></p> <p><i>What have you learnt this week?</i></p> <p><i>What would you like to share with the wider organisation?</i></p>

### Response to teams and services following a visit

<b>Visit to</b>		<b>Visit Date</b>	
<b>Visit by</b>		<b>In attendance</b>	
<p>Dear Colleagues          Thank you for taking the time to meet with us recently. Below is a summary of what we heard during our visit and what actions were agreed in response to this.</p>			
<b>What we heard</b>		<b>Actions that we agreed with you</b>	
<b>People</b>		<b>By the Trust</b>	
<b>Performance</b>		<b>By Senior Leaders within the Care Group / Department</b>	
<b>Improvement</b>		<b>By you</b>	

## Chair / Chief Executive Planned Visits

**Purpose:** Focussing on morale, improvement work and sharing vision and values.

**Frequency:** 12 visits per year in total (1 per month)

**Mechanism:** Visiting teams - in person, virtual visits where this is not possible

**Pre work / data collected prior to the visit:** Intelligence from quality governance (quality directorate) – previous visits, systemic issues, local issues, areas of improvement / learning and successes

**How to identify where to visit:** Attendance will be pre-scheduled across a 12 month period as part of the board cycle of events linked to the annual work plan for Board Development, and the Board Assurance Framework, with guidance from the Executive Management Team on key areas of strategic focus for that year. Underlying focus linked to the delivery of the Better Lives, Together strategy and key upcoming milestones.

### Key Lines of Enquiry / agenda:

People	High quality questions
<ul style="list-style-type: none"> <li>• Morale / welfare</li> <li>• Current position</li> <li>• Celebration of success</li> <li>• Partnerships and engagement</li> </ul>	<p><i>How are you? Really?</i></p> <p><i>How does it feel working here at the moment?</i></p> <p><i>How well do you think you're performing as a team?</i></p> <p><i>Do you feel supported?</i></p> <p><i>What are you most proud of this week?</i></p> <p><i>Do you feel well connected to the external partners that support this services delivery?</i></p>

Performance	High quality question
<ul style="list-style-type: none"> <li>• Sharing vision and values</li> <li>• Sharing key messages of importance to the Trust</li> <li>• Asking for feedback on issues of importance to the Trust</li> </ul>	<p><i>Do you know what the trust priorities are?</i></p> <p><i>Do you know how you/your team are supporting the delivery of these?</i></p> <p><i>Do you know how this connects to Better Lives Together?</i></p> <p><i>What is your biggest challenge?</i></p> <p><i>What is your biggest concern?</i></p>

Improvement	High quality questions
<ul style="list-style-type: none"> <li>• Identification of potential areas of improvement</li> <li>• Understanding local learning and making links with other areas to share learning with</li> </ul>	<p><i>What are you and the team working on?</i></p> <p><i>What problem are you trying to solve?</i></p> <p><i>What help do you need to prioritise/remove barriers?</i></p> <p><i>What have you learnt this week?</i></p> <p><i>What would you like to share with the wider organisation?</i></p> <p><i>What else do you think we should be focused on?</i></p>

### Response to teams and services following a visit

<b>Visit to</b>		<b>Visit Date</b>	
<b>Visit by</b>		<b>In attendance</b>	
<p>Dear Colleagues          Thank you for taking the time to meet with us recently. Below is a summary of what we heard during our visit and what actions were agreed in response to this.</p>			
<b>What we heard</b>		<b>Actions that we agreed with you</b>	
<b>People</b>		<b>By the Trust</b>	
<b>Performance</b>		<b>By Senior Leaders within the Care Group / Department</b>	
<b>Improvement</b>		<b>By you</b>	