

8 October 2020
Item No 8

Council of Governors: Summary Sheet

Title of Paper: CQC: Progress on Trust's Back to Good Action Plan

Presented By: Beverley Murphy, Executive Director of Nursing & Professions, and Chief Operating Officer.

Action Required:

For Information	<input checked="" type="checkbox"/>	For Ratification	<input type="checkbox"/>	For a decision	<input type="checkbox"/>
For Feedback	<input type="checkbox"/>	Vote required	<input type="checkbox"/>	For Receipt	<input type="checkbox"/>

To which duty does this refer:

Holding non-executive directors individually and collectively to account for the performance of the Board	X
Appointment, removal and deciding the terms of office of the Chair and non-executive directors	
Determining the remuneration of the Chair and non-executive directors	
Appointing or removing the Trust's auditor	
Approving or not the appointment of the Trust's chief executive	
Receiving the annual report and accounts and Auditor's report	
Representing the interests of members and the public	X
Approving or not increases to non-NHS income of more than 5% of total income	
Approving or not significant transactions including acquisitions, mergers, separations and dissolutions	
Jointly approving changes to the Trust's constitution with the Board	
Expressing a view on the Trust's operational (forward) plans	
Consideration on the use of income from the provision of goods and services from sources other than the NHS in England	
Monitoring the activities of the Trust to ensure that they are being conducted in a manner consistent with its terms of authorisation and the constitution	
Monitoring the Trust's performance against its targets and strategic aims	

How does this item support the functioning of the Council of Governors?

Governors must ensure that the Trust meets its statutory objectives and operates with the best interests of the public and within the terms of its Provider Licence

Author of Report:	Julie King
Designation:	Interim Director of Quality
Date:	30 th September 2020

Council of Governors

Date: 8 October 2020

Subject: Care Quality Commission: Back to Good – Progress Update

From: Interim Director of Quality

Authors: Julie E. King

1. Purpose

<i>For approval</i>	<i>For a collective decision</i>	<i>To report progress</i>	<i>To seek input from</i>	<i>For information/assurance</i>	<i>Other (Please state below)</i>
				X	

To update the Council of Governors on progress with the August 'Back to Good Board', and a position statement for September on the progress of actions in response to the CQC Section 29A warning notice issued in February 2020.

2. Summary

Work is progressing across the seven 'Back to Good Programme' work streams with increasing consultation and involvement across services and teams. The 'Back to Good Board' (the Board) is now established with monthly meetings, where work stream leads feedback developments and updates on progress in the improvement plan.

The Board met on 26th August 2020, and in addition to hearing progress reports across the seven work streams, there was a focus on three areas:

- NEWS2
- Staffing on Acute Wards
- Dormitories and Seclusion

NEWS2 – Physical Health Work Stream

Our current position concerning the deployment of NEWS2 has been incorporated into the Physical Health Strategy and significant progress has been made in developing the system and integrating it with Insight. This work is now largely complete with NEWS2 available in a test environment across both desktop and mobile tablet platforms. The focus over the next few weeks will be on completing the implementation plan (including training, support and liaising with services). The NEWS2 project team report on a weekly basis with any exceptions feedback to the Physical Health work stream and thereafter, onto the 'Back to Good Board'.

Staffing on Acute Wards – Rapid Improvement Acute Work Stream.

The Board heard the current position (including planned leavers in the next 2 months) across Stanage, Burbage, Maple and Psychiatric Intensive Care Unit (PICU) wards, and was pleased to note the successful recruitment of nursing staff. The recent implementation of weekly monitoring of vacancies, leavers, sickness and maternity leave, has resulted in real-time information being available for monitoring and planning purposes.

Dormitories and Seclusion

The Board was updated on the progress, challenges and next steps relating to the eradication of dormitories programme. Work on the dormitories for Maple and Dovedale 1 wards have commenced and are scheduled to be completed within the next month. The work on Stanage and Burbage has been delayed and will not now commence until March 2021. This is due to the need for work on Dovedale 2 to commence, which is dependent on the relocation of Perinatal Services. The specifications for dormitories and seclusion works for Stanage and Burbage wards are complete and agreed for Dovedale 2. The Board gave support to the suggestion of using Grenoside site for older adults to assist with the relocation of Perinatal Service.

Progress on Care Quality Commission Actions

As of September 2020, 27% of actions were complete and ratified by the Care Standards Team, 11% were complete and awaiting checking, 36% were open and on track to complete, 26% have been reported as an exception for an extension of timescale. Exception is the term used when a change has been requested, either an extension to the target date or an amendment in the sub-action. There were three main themes relating to the need for extension requests these are:

- Dependency on IT updates following the system upgrade in September
- Policy development, which needs to be completed before training and implementation can be achieved
- Changes to estates work scheduling

Completed actions do cover all the urgent actions as required by the Section 29A warning notice.

Progress with Section 31 and 29A Notices

In February 2020, we received two notices from the CQC, a Section 31 notice received immediately following the inspection relating to people under the age of 18 years accessing the Psychiatric Decisions Unit (PDU) and on 13th February a Section 29A warning notice relating to four areas:

- staffing on acute wards, particularly the imbalance of experience;
- compliance with mandatory training and supervision;
- physical health monitoring;
- governance

Immediate action to address concerns for both notices was taken, which included ceasing access to the PDU for people under the age of 18 years.

Section 29A Warning Notice Follow Up inspection

The CQC undertook an unannounced focussed inspection across the acute inpatient services from 25th to 28th August 2020, visiting Burbage, Stanage, Endcliffe, Maple, Dovedale and G1 wards, and the Decisions Unit. Since this inspection we have been responding to information/data requests. We have not yet received the draft report with the findings from the inspection, but anticipate that this will be with us within the next month. The inspection was confined to the areas of concern outlined in the Section 29A notice received in February 2020.

3. Next Steps

Work stream leads between now and the next Board meeting be will developing:

- A vision statement specific to their work stream
- Advise on what we are going to measure to show difference
- Advise what will each outcome be over time

The overarching programme will continue to:

- a) Closely monitor all indicators in relation to the S29A notice to ensure that improvements made are sustained.
- b) Respond to any findings from the quality assurance and resilience testing process.
- c) To agree a clear timescale and plan to transition arrangements for the delivery, monitoring and scrutiny of S29A actions into the overall work programme (Back to Good) as the work streams further develop their work plans and expected outcomes. This will support a move from compliance to a more change and improvement focussed approach that underpins practice development.
- d) Work to continue to develop and refine our Programme Management approach and supporting infrastructures and processes.
- e) Outputs and outcomes from the work streams will be used to refine, update and enhance our Improvement Plan.

4. Required Actions

The Council of Governors is requested to:

- a) Note the progress made in relation to the S29A notice.
- b) Note the oversight and scrutiny in place and that work continues to identify potential areas of risk to delivery.
- c) To also note that remedial actions are being identified wherever possible to maximise the Trust's opportunity to demonstrate significant improvement as required.
- d) Note that support is being made available to all teams and services as required to support them to deliver.
- e) Note that agreed systems of quality assurance and resilience testing are in place

5. Monitoring Arrangements

The Council of Governors will receive regulars progress update on the Trust's improvement journey. The Section 29A warning notice action plans are monitored through a weekly CQC S29A action plan oversight call (led by the Medical Director), the Quality Assurance Committee and Trust Board.

6. Contact Details

For further information, please contact:

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