

Board of Directors Item 2.3a

Subject: EECS and CQC Quality Assessments Corporate Division
Date of Meeting: 28th November 2022
Presented by: Sue Pemberton, Director of Nursing, Quality & Safety

BAF Reference	Impact on BAF
Baf 1	To provide assurance on CQC and quality standards within the medicine division.

Level of assurance (please tick one)					
To be used when the content of the report provides evidence of assurance					
<input checked="checked" type="checkbox"/>	Acceptable assurance	<input type="checkbox"/>	Partial assurance	<input type="checkbox"/>	Low assurance
	Controls are suitably designed, with evidence of them being consistently applied and effective in practice		Controls are still maturing – evidence shows that further action is required to improve their effectiveness		Evidence indicates poor effectiveness of controls

1. Executive Summary

The Excellent, Efficient, Compassionate and Safe assessments (EECS) have been on-going in the Trust since 2015. This is an assessment tool to provide assurance of the quality standards across the clinical areas and departments. The assessments have evolved and changed over time; the content is aligned with CQC key lines of enquiry, with additional requirements set by the Trust. Due to overlap with both the EECS and our internal CQC mock inspections, a decision was made to integrate the EECS and the CQC mock inspections to prevent duplication and provide a thorough review of a ward/department/service from October 2021.

The EECS assessments detail a comprehensive review of clinical/non-clinical standards in wards and departments. The document is located within the Tendable app which is a tool to collate the evidence in relation to the standards. The assessments are completed by senior leaders within the organisation, independent of the area being assessed. The purpose of the EECS is to ensure that care delivery across our wards, departments and clinical services are monitored as a minimum annually, with the aim of providing assurance of the Trusts standards, to the Board of Directors. Following each assessment robust action plans are developed, which are progressed through divisional governance structures, until completed.

The Corporate division has been assessed in its entirety throughout quarter two 2022 and completed in September 2022. The assessments were conducted within Estates department,

Medical Engineering department and Support Services. The overall outcomes were good with some outstanding features. Areas for improvement have been highlighted as per section 3.

2. Background

During the Covid pandemic and the introduction of the Tendable app at LHCH (Previously named Perfect ward) a review was conducted in April 2021 of the Trusts' EECS assessment process and together with our approach to CQC mock inspections. Tendable is an app-based smart inspection tool for use in a variety of clinical settings, which allows users to complete quality inspections digitally, and receive instantaneous reporting based on inspection results.

The aim of the EECS assessment is to achieve a green rating against all assessment criteria. When an area achieves three consecutive green assessments and 90% or over in the third assessment overall, they can then apply for Gold status. Many of our wards, clinical areas and departments have now progressed through x3 green assessments and achieved GOLD status.

The new focus of the EECS/CQC plan ensures we gain a divisional overview of care delivery and services. In addition, services such as end of life are asked to complete a self-assessment against the key lines of enquiry as set out by the CQC. The assessment also involves the triumvirate completing a self-assessment of well led, which is followed up with a short interview with the Director of Nursing.

3. Corporate Division outcomes of EECS and CQC mock inspection Quarter 2 2022

The areas within the corporate division are listed below with the outcome of the EECS or service review.

Section	Area	Outcome	Key Themes	Improvements Required
1.	Estates Department	99% Outstanding	<ul style="list-style-type: none">Outstanding for risk, claims and incidents.Patient and family, no complaints in the last 6 months.Speak out safely, no concerns raised from Estates this financial year.Infection prevention – patient infection figures not applicable to estates. However, estates helpful, cooperative, and receptive when addressing various issues such as water safety.Staff training rated good, mandatory training 94% compliantBudget compliance outstanding, remained	<ul style="list-style-type: none">Manager to look at communication for the team to ensure a wider knowledge and understating of Trust incidents/issues for non-clinical staff.

			<p>under spent due to good budgetary control from budget holder and provided updates when required.</p> <ul style="list-style-type: none"> • Appraisals currently at 78% with a plan in place to be 100% by end of appraisal window. • Well led team who are responsive and conscientious. • Good teamwork, nice atmosphere, and all demonstrate Trust values and behaviours. 	
2.	Medical Engineering department	98% Outstanding	<ul style="list-style-type: none"> • Good for risk, claims and incidents, no incidents reported since January 2022. • Patient and family experience- no complaints. • Speak out safely, no concerns raised. • Infection prevention – patient infection figures not applicable to Medical Engineering and no formal audits undertaken from Medical Engineering. Although always helpful and cooperative when dealing with issues. • Staff training rated outstanding, 100% compliant with mandatory training. • Budget compliance outstanding, remained under spent due to good budgetary control from budget holder and provided updates when required. • Appraisals currently at 100% with 2022 appraisals started and on schedule for August. • Introduction of new workshop Lead/Deputy manager post. 	<ul style="list-style-type: none"> • Equipment maintenance requires improvement, short fall in medical equipment checks with areas, plans for medical equipment KPI's

			<ul style="list-style-type: none"> • Department Communication meetings held monthly • Two weekly planned maintenance meetings • Concerns flagged from staff survey addressed with monthly team updates. • The group discussed Medical Engineering. The EECS assessor found that the Medical Engineering team are committed to the Trust, a good team and has no concerns. The assessor stated when he visited the team, he spoke to the apprentice who was well informed about the Trust values, ethos, and security numbers. The Executive lead for the service expressed that she is pleased with the team's progress and leadership and that the manager is proactive when dealing with issues and has a fresh perspective, bringing new insight and improvements to the Team. 	
3.	Support Services	97% Outstanding	<ul style="list-style-type: none"> • Positive feedback received from the assessors, staff across hygiene services, porters, switchboard, and catering- are all friendly, welcoming, approachable, and knowledgeable • Impressive succession planning in place • Staff members were very complimentary of their managers • All staff say they feel part of the team, they feel supported, respected, and know to speak up if they are not confident about anything. 	<ul style="list-style-type: none"> • Review of Xray porters service demand and resource, it forms part of wider trust piece of work involving patient flow. Staff are involved and being listened to, managers exploring different ways of working and benchmarking against other Trusts.

			<ul style="list-style-type: none"> • Switchboard staff are noted to be particularly knowledgeable and helpful • Workforce and leadership showed excellent leadership, communication is good, visible, and well respected, Clear and interesting notice boards • Managers listened to staff concerns regarding appraisals and worked to make it less daunting and more meaningful • All patients spoken to felt very satisfied with support services Lovely comments about the cleanliness of the wards • Staff feedback on education, that they felt very supported in their development • Management able to provide comprehensive information around training and dissemination of Trust info • Rostering is thorough and transparent 	
4. Corporate Staff Group Discussions			<p>CQC domains from a Patient's perspective</p> <p>Safe –staff thought that patients are safe, they all work together to ensure this, to do the best job to ensure safety, They raise incident reports, ensure cleanliness and safety, and infection prevention measures help. Med Eng- We have an open culture of safety reporting and no reprisals,</p> <p>Effective – staff said that the care is effective, and they know this from feedback, they interact with patients, the information patients receive gives them reassurance, Med Eng- We receive good feedback</p> <p>Caring – The staff expressed that they all contribute and witness kindness, caring staff, and try to make patients be at ease by being friendly, they reassure or</p>	<p>CQC domains from Staff perspective</p> <p>Safe – Xray porter- we report to line managers, that sometimes staff don't feel safe, patients can be abusive when transferring the patients in wheelchairs, we stay calm and escalate, We feel safe, if we report things they are usually dealt with quickly, Medical Engineering- Feel safe they have some lone workers who feel safe, they all look after each other,</p> <p>Effective – X-ray busy – porters feel burnt out and they did over covid but nothing has changed, they feel under pressure and have told their managers,</p>

		<p>sometimes just have a chat to ensure patients don't need anything.</p> <p>Responsive - Staff reported that they like to go the extra mile for patients, and give them what they need and go out of our way to chat, get slippers, newspapers, etc</p> <p>Well led- The hospital is definitely well led, we have safety huddles, Be civil Be kind is amazing- we use it a lot and remind people manners cost nothing, good communication is passed onto teams from managers, such as policies, procedures, business continuity</p> <p>Staff were able to recall the Trusts vision, mission and values and behaviours also good knowledge about FTSU.</p> <p>Strategic objectives -Hard to remember and retain all six, staff didn't know them but knew we had them</p>	<p>"they said they would be looking at staffing levels but have been saying that for a while", they feel they need more staff.</p> <p>Caring – Domestic staff feel supported, they say the Trust is providing a lot of support such as the staff gym, foodbanks, etc although it can be hard to get an appointment at the gym because some staff have booked the same slot very far in advance.</p> <p>Responsive- Staff felt they can speak out in lots of ways, there are good flexible working patterns available, example given where a manager helped a mum fit work around collecting her kids from school, also where reception hours were changed following a staff suggestion. Managers are very responsive in support services for hygiene staff.</p> <p>Well led- Staff feel they know and could approach the Director of Nursing and the Chief Executive they feel managers are visible, good feedback of how Executives attended a retirement party and how much it meant to them to see their colleague made a fuss of, "it went a long way"</p>
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4.Summary and conclusion

The focus of the EECS/CQC plan ensures we gain a divisional overview of care delivery and services. The Corporate division has been assessed and has achieved good and outstanding ratings in most areas, with some areas identified as requires improvement. The Corporate division will formulate an action plan to address all areas for Improvement and this will be monitored through divisional governance.

5.Recommendations

To receive assurance of the standards within the corporate division.

Appendix one

Evaluation - Key Actions

Area	Action	Lead	Timescale
Estates	Manager to look at communication for the team to ensure a wider knowledge and understating of Trust incidents/issues etc for non-clinical staff.	A Hope	Dec 2022
Medical Engineering	Equipment maintenance requires improvement, short fall in medical equipment checks with areas, Trajectory agreed and monitored through H&S committee for medical equipment KPI's.	D Harrison	Dec 2022
Support Services	Review of Xray porters service - demand v resource, forms part of wider trust piece of work involving patient flow. Staff are involved and being listened to, managers exploring different ways of working and benchmarking against other trusts.	S Hindley	Dec 2022