24/25 MIAA Insight

Changes to the Well-Led Framework

September 2024



## **Background and Context**

It is good practice for NHS organisations to regularly review their leadership and governance arrangements to ensure they are not only fit for purpose but maximise the organisation's ability to meet its objectives.

From April 2024 new well-led guidance for NHS trusts came into force. The guidance developed jointly by the Care Quality Commission (CQC) and NHS England aligns to the Single Assessment Framework.

Guidance on well-led developmental reviews is currently being reviewed.

This Insight highlights the key changes to the well-led framework and outlines how MIAA approach developmental reviews in this area.

## Changes to the Well-Led Framework

## Previous Framework 8 KLOEs

- Leadership capacity/capability
- Vision & Strategy
- Culture
- Roles, Responsibilities, Accountabilities
- Managing risk & performance
- Use of information
- Engagement public, staff, partners
- Learning & continuous improvement

# New Framework Key Questions and Quality Statements

- Shared Direction & Culture
- Capable, compassionate & inclusive leaders
- Freedom To Speak Up New
- Workforce Equality, Diversity & Inclusion New
- Governance, management & sustainability
- Partnerships & Communities
- Learning, Improvement & Innovation
- Environmental sustainability New

## Well-Led - CQC Key Question

#### **Quality Statements – Links to Regulations**

- Shared direction and culture regulations 10,12 and 17 Dignity and respect, Safe care and treatment and Good governance. May also consider regulation 9 Person-centred care
- Capable, compassionate and inclusive leaders –
  regulations 18, 19 and 7 Staffing, Fit and proper persons
  employed and Requirements relating to registered
  managers. May also consider regulation 5 Fit and proper
  persons directors
- Freedom to speak up regulations 10, 12 and 17 May also consider regulation 9
- Workforce equality, diversity and inclusion regulations 17 and 18
- Governance, management and sustainability regulations 17 and 18
- Partnerships and communities regulations 12 and 17)
- Learning improvement and innovation regulation 17
- Environmental sustainability sustainable development regulation 17

#### **CQC Scoring framework**

#### First Assessment

- For the quality statements chosen for the assessment, the scores agreed will be based entirely upon the new assessment.
- For the remaining quality statements, the scores agreed will be based on CQC's previous findings.
- The date of the corresponding CQC assessment will be provided alongside the score given.

There are **3 exceptions** to this approach, which impact the well-led key question, where specific topics have moved from one key question to another or are new to the assessment framework.

#### All services

The initial scores for the 'workforce wellbeing and enablement' quality statement will be based on the rating for the well-led question. This is because this topic area has moved from the well-led key question to the caring key question in the new Single Assessment Framework.

An initial score will not be applied for the 'environmental sustainability' quality statement. This is because it is a new area.

Services previously inspected using the adult social care framework only

The initial scores for the 'care provision, integration and continuity' quality statement will be based on the rating for the well-led key question.

## MIAA Approach to Well-Led

#### Shared direction and culture

- Vision and values
- Strategy and plan
- Objectives
- Stakeholder involvement
- Addressing challenges
- Local and national context
- Alignment
- Monitoring and review of delivery
- Understanding challenges
- Addressing behaviours

Capable, compassionate and inclusive leaders

- Experience, capacity, capability and integrity
- Skill mix & experience
- Culture of health, wellbeing, safety & compassion
- Proactive listening
- Proactive risk management
- · Building equity
- Modelling positive behaviours
- Leadership development

Freedom to speak up

- Culture of speaking up
- Communication & feedback
- Positive behaviours
- Active promotion
- Training & support
- Policies and procedures

Workforce equality, diversity and inclusion

- Equality, diversity & inclusion culture
- Equitable treatment and staff empowerment
- Processes, structures and use of nationally mandated programmes
- Actions taken to address bullying and harassment
- Fairness in recruitment and career progression
- Engaging staff

#### Well-Led Review

#### Governance, management and sustainability

- Understanding and effectively meeting personal accountability
- Governance, assurance, risk & accountability structures
- Effective decision-making Partnership arrangements
- Continuous improvement
- Robust data and systemsClinical & internal audit
- Emergency preparedness

#### Partnership and communities

- Meaningful collaboration to improve services and address challenges
- Building relationships
- Shared planning & decisionmaking
- Stakeholder engagement & feedback
- Governance and management of partnerships

#### Learning, improvement and innovation

- Shared purpose and vision
- Systematic approach to improvement
- Quality improvement methods
- Capability and capacity
- Research, innovation & improvement approach and governance
- Investment in people & culture
- Quality assurance & management

#### Environmental Sustainability

- Commitment to environmental sustainability
- Appropriate governance and leadership support
- Processes and measurement of actions to improve care, reduce carbon emissions and environmental harm
- Stakeholder and partner involvement

## MIAA Approach to Well-Led



Our review approach is tailored to the organisation and its ambitions:

- What does the Trust want from the review? (assurance/ action/ experience/ preparation)
- Where does the Trust want to focus? (Board and Senior leadership/ wider organisation/ external stakeholders)
- What does the Trust want to focus on? *(evidence/culture/known 'gaps')*
- How does the Trust want to receive the feedback? *(report/workshop/development session/action plan)*
- Who does the Trust want to be involved and how? (face to face/ virtual/ surveys/ focus groups/ interviews)
- Does the Trust already have a self-assessment? (test this vs develop this as part of the review)
- Understand the new framework and which elements will attract focus.
- Reflect on what's changed since the last CQC inspection.

'From our experience this provides an efficient and effective approach to bringing together a cohesive picture of the governance instruments, leadership and behaviours, scrutiny, control and processes in operation.

## Why MIAA?

MIAA Values:







Values driven organisation

Values reflected in our approach: supportive / collaborative / coaching

Expertise, Skills & Experience

Tried & Tested Methodology

**Ability to Mobilise** 

**Shared Learning** 

Client Focused Engagement

Flexible & Responsive

**Quality Assurance / Accredited Systems** 

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