

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

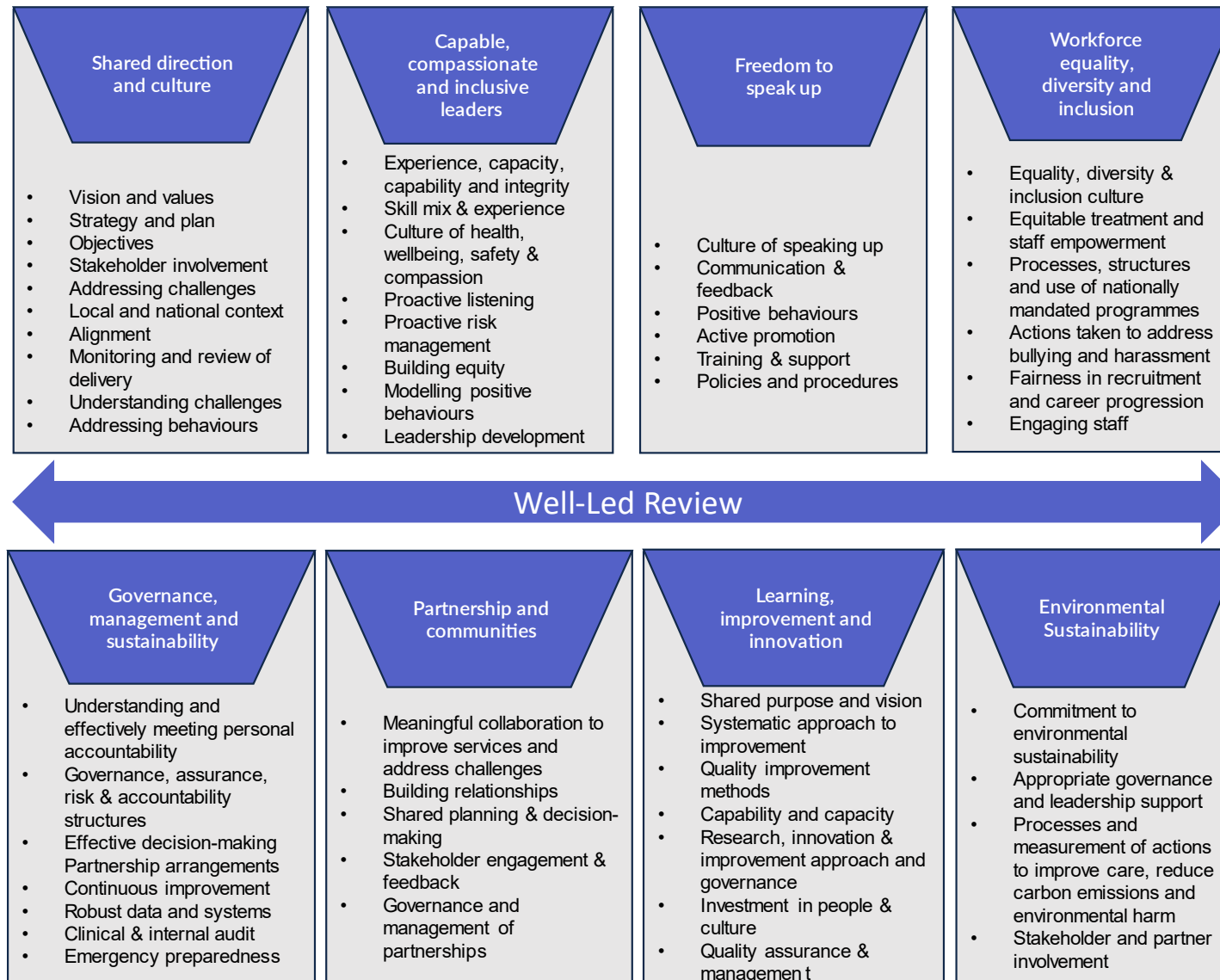
The initial scores for the 'workforce wellbeing and enablement' quality statement will be based on the rating for the well-led question. This is because this topic area has moved from the well-led key question to the caring key question in the new Single Assessment Framework.

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

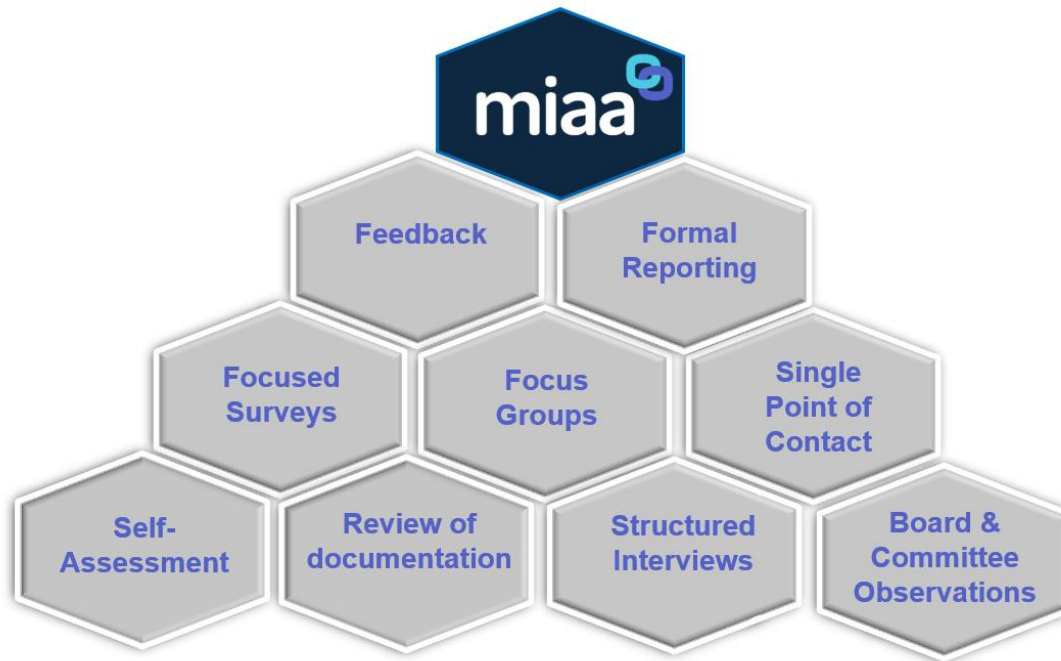
Services previously inspected using the adult social care framework only

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



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:



TRUST



**RESPECT &
COMPASSION**



**INNOVATION &
EXCELLENCE**

**Values driven
organisation**

**Tried & Tested
Methodology**

**Client Focused
Engagement**

**Values reflected in
our approach:
supportive / collaborative
/ coaching**

Ability to Mobilise

Flexible & Responsive

**Expertise, Skills
& Experience**

Shared Learning

**Quality Assurance /
Accredited Systems**

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