



Care Quality Commission Inspection

Together, we do extraordinary things



“Our trust mission is to provide excellent care with compassion.”

Who we are and what we do

Dear colleagues,

The Care Quality Commission (CQC) are the regulators of healthcare. They have an important job to do in testing standards for our patients and ultimately want all trusts to achieve a good or outstanding rating by ensuring the fundamental standards of care are delivered within healthcare settings.

The CQC have recently indicated that they will be undertaking a system inspection in Lancashire and South Cumbria. This is our first system inspection, signalling an important change in recognition of the important role all health and social care providers play in providing a good experience for our communities. This means the CQC will be inspecting services including GPs, North West Ambulance Service, nursing homes, urgent care, mental health and acute hospital providers. This is a new kind of inspection that is welcomed by the NHS.

This is our opportunity to showcase the phenomenal work you, our colleagues, have delivered during the pandemic. Despite the challenges we continue to face we have much to be proud of and share with the CQC.

The inspectors want to hear examples of good practice, what you are really proud of and the improvements you have made within your services, balanced with any challenges you are facing, and how you and your team plan to address these in a constructive and open manner.

We are on a continuous improvement journey as an organisation and we recognise there is still lots to do. However, there has been much achieved in unprecedented times and I would like the inspectors to leave appreciating those accomplishments.

I know you will welcome the inspection team with the same respect and care that you show every day to our patients and their families.

**Kevin McGee,
Chief Executive**

Always Safety First is our response to the national patient safety strategy and sets out our vision and plan to have highly reliable systems and processes in place to reduce the risk of harm and promote a safety culture.

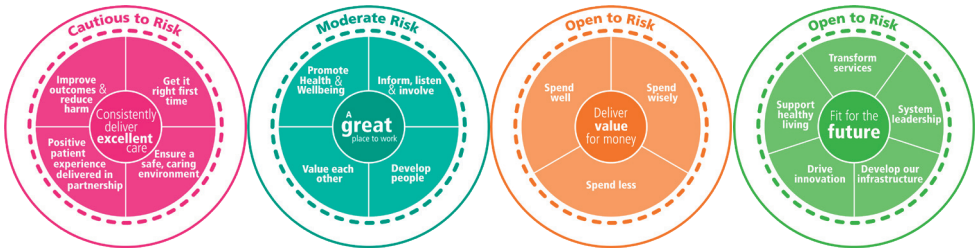
Our aims

To provide outstanding and sustainable healthcare to our local communities

To offer a range of high quality specialist services to patients in Lancashire and South Cumbria

To drive health innovation through world class education, training and research

Our ambitions



Our values

We will achieve our aim to provide excellent care with compassion by being a clinically-led organisation, with an unwavering commitment to continuously improving what we do and how we do it.



Caring and compassionate: We treat everyone with dignity and respect, doing everything we can to show we care.



Recognising individuality: We appreciate differences, making staff and patients feel respected and valued.



Seeking to involve: We will always involve patients and families in making decisions about care and treatment, and are always open and honest.



Team working: We work together as one team, and involve patients, families, and other services, to provide the best care possible.



Taking personal responsibility: We each take personal responsibility to give the highest standards of care and deliver a service we can always be proud of.



The inspection will be based around these five questions:

Is it safe?

Patients are protected from physical, psychological, or emotional harm or abuse.

Is it caring?

Patients are treated with compassion, respect and dignity, and care is tailored to their needs.

Is it responsive?

Our services are delivered in such a way that they meet the needs of our patients.

Is it effective?

Patients' needs are met and care is in line with national guidelines and NICE quality standards, and promotes the best chance of getting better.

Is it well-led?

There is effective leadership, governance and clinical involvement at all levels, and a fair, open culture exists which learns and improves.

Our organisation and our services will be rated one of the following:

Outstanding

Good

Requires Improvement

Inadequate

The rating we receive is important as this tells our patients, their families and carers what they can expect when accessing our services. Our aim is to achieve a rating of good.

Our current CQC rating is:
Requires Improvement

What to expect during the inspection

The inspection involves a number of elements:

Review of information gathered

Inspectors are already looking at a wide range of information about us from patient and staff experience surveys through to performance and quality data.

Well-led inspection

During a well-led inspection, inspectors will meet with a range of staff by prior arrangement, and seek their feedback.

Core service inspection

During an unannounced core service inspection, the inspectors will provide us with 30 mins notice of arrival on site. This can happen at any time and is typically initiated either as part of a response to a concern or as part of routine inspection work.

System Level inspection

During a system level inspection the inspectors will select patient pathways to follow from the patient's home to hospital through to discharge and to the final destination for the patient. The CQC are looking to test the effectiveness of system working, team relationships across a number of services, and how services work together to get the right outcomes for patients.

The Inspection team

- The inspectors will be a mix of CQC staff, specialist advisors who are peers from other hospitals, and patients who have experienced NHS services.
- We can expect up to 20 members of the inspection team.
- The inspectors will be well informed about our services ahead of the inspection.
- All inspectors will be wearing an identity badge with a coloured lanyard. If they are not please ask them to produce one.

What to do during the inspection

General principles:

- Be open, honest, and welcoming.
- Ensure patient confidentiality is maintained.
- Always check with patients before allowing observations of care.
- Know your service, your strengths and your challenges.
- Celebrate your achievements and quality improvements.

What to expect during the inspection

- Welcome the inspectors to your ward/department and introduce yourself.
- Ask to check their identity badge before disclosing any information.
- Ensure the most senior member of your team is called to meet and guide the inspectors around your service.
- If the inspectors arrive out of hours, ensure a member of your team involves the on-call manager immediately.
- Be open, honest, and as helpful as possible.
- If you don't understand the question, or don't know the answer, that's ok – ask for clarification or state where you will go for the information and then get back to them as soon as possible.

Interviews and focus groups

- The inspectors will hold 1:1 interviews with key members of staff.
- Staff on the interview list will receive notification in advance.
- The inspectors may hold a variety of focus groups.

- Focus groups may be specific to staff groups and bands; including clinical and non-clinical staff.
- The focus groups are your opportunity to engage with the CQC and promote the work of your service or team.

Accessing patient records and additional documentation

- The inspectors will want access to patient records.
- The inspectors will want to view a variety of documents including: policies, standard operating procedures, protocols, information leaflets, observation monitoring sheets, audit reports, and action plans.
- The inspectors can access paper and electronic records but access should be supervised by a staff member.
- The inspectors are allowed to 'view only' but not to take anything away with them. Should they request copies of your documentation, you must note the request and inform the Governance Team via **cqc@lthtr.nhs.uk**, as soon as possible.

Identifying concerns

- If the inspectors raise an immediate concern you should act promptly.
- Inform your ward/department manager, divisional manager, and send an email to **cqc@lthtr.nhs.uk** or call **07725611321** or **07930442701** as soon as possible.

How you can prepare for the inspection

There are lots of things you can start to do now to ensure you are prepared for the inspection; these are things you probably already know and do.

- Keep informed – attend briefings, talk to your team, colleagues, and managers.
- Make sure you know your managers and the executive team.
- Ensure patient assessments, risk assessments, risk registers, policies, procedures, and protocols are accurate and up to date.
- Check your notice boards for out of date information and update regularly.
- Know your service! What are your strengths and challenges; what improvements have you made recently, and what else are you planning to do?
- Understand your staffing levels, harms data, incident data, and trends.

- Know how to raise a concern e.g. safeguarding, incident reporting, whistleblowing.
- Understand your role in relation to assessing mental capacity and Deprivation of Liberty (DoLs).
- Understand how lessons are learnt and how improvements in care and treatment occur.
- Ensure your mandatory training, essential training, and appraisal is up to date.

After the inspection

- The inspectors will provide some initial feedback on the last day on site.
- If possible hold a 'debrief' with your team and thank them for their contributions.
- All data, information and feedback will be reviewed and final report produced.
- It will take several weeks for the final report and rating to be announced.

How you can prepare for the inspection

What are you proud of?

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What do your patients say about your service?

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What new ways of working have you tried/or are you aware of?

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How good is the service you provide?

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What quality improvements have you made/or are aware of in your service recently?

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What areas are your team trying to improve? Why and how are you doing this?

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If you would like more information or advice, please contact:

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