

## APPENDIX 3

### Tees Valley Joint Health Scrutiny Committee

Friday 18<sup>th</sup> March 2022

#### Tees, Esk & Wear Valleys NHS Foundation Trust (TEWV) Response to recent CQC inspection

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#### SUMMARY OF DISCUSSION POINTS

1. Following their attendance at the SBC Adult Social Care and Health Select Committee meeting in February 2022, senior TEWV representatives attended the Tees Valley Joint Health Scrutiny Committee (TVJHSC) on Friday 18<sup>th</sup> March 2022 to further respond to their mid-2021 Care Quality Commission (CQC) inspection which was subsequently published on the 10<sup>th</sup> December 2021.
2. Led by the TEWV Chief Executive (Brent Kilmurray) and supported by the TEWV Chair (Paul Murphy) and TEWV Executive Director of Corporate Affairs and Involvement (Ann Bridges), a presentation was given – see **Appendix 2**. Some key highlights included:
  - TEWV appointing two individuals with lived-experience to director-level posts (commencing mid-2022).
  - Trust has recruited 2,300 staff in the last year, with an additional 5% full-time equivalent posts now part of the overall workforce. The emphasis has moved to retention.
  - Action Plan in relation to the mid-2021 CQC inspection findings was co-created with frontline staff and included input from patients.
  - A safeguarding expert has been embedded to manage / address issues in a more timely manner.
  - New model of care launched in February 2022 which sets the tone for the Trust's future direction – focus on engaging with staff so they are able to better influence the service, further development of skills, and more visibility from leadership /clinical team.
  - New operational structure will be live from the 1<sup>st</sup> April 2022.
3. Following the presentation, TVJHSC Members responded to the information provided. Key discussion points were summarised as follows:
  - Patient voice / experience to be more at the heart of what the Trust do – Head of Co-Creation appointed to, and lived-experience staff to work closely with professionals.
  - Mental health and wellbeing of staff is a significant issue – assurance given that COVID-related stress levels are picked-up through existing mechanisms (e.g. absence records).
  - Addressing concerns around the Trust's 'culture' was being done through better engagement with staff (Healthcare Assistants Forum noted), lived-experience input, strengthening the skills of leaders to engage with the workforce, providing avenues

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- to raise concerns, and having ‘accountability conversations’ in relation to tackling sub-standard practice.
- Experiences of harassment, bullying or abuse from staff / management towards black and minority ethnic background staff (page 14 of the CQCs report published on the 10<sup>th</sup> December 2021), and concerns from those staff with a disability (page 15), are being addressed via work regarding those with protected characteristics, eliminating undue biases, and engaging with relevant communities (who have already expressed encouragement about the Trust’s intent).
  - In response to a question on whether the Trust’s huge footprint was creating problems, Members heard that TEWV had concentrated its focus on two specific geographical areas – Durham / Tees Valley, and North Yorkshire.
  - Recruiting new Medical Director (previous postholder is leaving the NHS).
  - Open invitation to Members to visit TEWV services (inc. Forensic Service) to get further assurance (the TEWV Chair had recently conducted his own unannounced visits).
  - Members reiterated the need for more tangible evidence of impact / progress, including data on staff (satisfaction, sickness, bank / agency use) and patient / family feedback (noted that information requested by SBC had still not been received).
  - Members felt the repeated concerns around ‘culture’ suggested TEWV’s claim that this was limited to pockets of its provision may be misplaced. As such, Members needed evidence of staff voices / feedback to establish any positive shift. Members suggested that the Committee could have input into questions being put to TEWV staff – TEWV offered to circulate the existing survey to see if Members felt this was appropriate.
  - TEWV highlighted previous concerns in relation to its crisis service which is now rated ‘Good’ – proves that the Trust can address issues.
4. The Lead Inspector from the CQC was also in attendance to provide an update in respect of the CQC’s recent inspection report findings – this was summarised as follows:
- CQC will be paying particular attention to progress regarding senior leadership (well-led) and establishing if TEWV has a grip on issues within the organisation.
  - Have regularly engaged with TEWV during the interim period (time between the inspection and the deadline for required actions to be undertaken as a result of the Section 29A notice) and have seen the Trust taking action. However, the impact of these actions will only be established once the CQC revisits and talks to staff / patients / families.
  - Continue to review information received from TEWV (and from the public in relation to TEWV) – the CQC revisit will be unannounced and is usually within six months.
5. AGREED for a further TEWV-only Committee meeting to be scheduled in the near future (likely to be in May 2022 following the forthcoming purdah period). The TVJHSC was open to all Members of the SBC Adult Social Care and Health Select Committee attending this additional meeting.