

Progress on our CQC Action Plan

Date **February 2021**

Areas to work on

Managing Covid 19

CQC raised concerns around our processes to manage the high pressure of the first of Covid-19 wave.

We have done

- Learned from what worked well in first phase
- Put more staff and resources into PTS, A&E, call handling and clinical triage
 - Monitored patient safety in real time
- Focused strategic leadership at each command level
- Consistent approach to information and reporting
 - Reinforced importance of PPE
 - Implemented surge protocols

This means

- EEAST has performed strongly in this phase to date
 - We have provided a safe service for our patients
- We have supported other hospitals and ambulance trusts to care for patients
 - Incident reporting was high, but with low harm to patients
- Our response has been praised by the regional NHS and our partners
 - We have demonstrated our flexibility and professionalism in very challenging times

Bullying, harassment and discrimination

CQC SAID... "Leaders did not prioritise addressing long-standing concerns with bullying and harassment," and "the Trust must undertake a review of systems to protect staff and patients from inappropriate behaviours."

- Surveyed all staff on their experiences of bullying, harassment and discrimination
 - Encouraged staff to 'speak up, speak out and stop it'
 - Actively supported staff speaking out in confidence
- Reviewing the experience of victims of sexual harassment to learn how they can be better treated and supported
 - Put support in place for managers

- More staff are raising concerns
- We are learning from staff about specific areas we need to tackle and improve
 - Long-standing problems and concerns are now being dealt with
 - Closer working with union colleagues
 - Suspension cases, systems and processes are being reviewed

Governance

CQC SAID... "There was a lack of oversight and poor governance arrangements for action plans and to HR processes."

- Restructured our committees with clear metrics and escalation
- Improved assurance reporting to Board and Audit Committee
 - Strategic oversight of performance, delivery and planning
 - Key substantive roles filled
- Senior Management Group established to support decision making
 - Action plan approach established and implemented
- Centralised governance functions to improve oversight and accountability

- More effective checks and challenges by the Board
 - Trust can proactively manage risks
 - Clear escalation policies
- Better responses through effective management and decision making at the right level
- Regulators and commissioners have the assurance and information they need

Next month's updates will include HR, employee relations and organisational planning