



Deloitte Forensic Report into the Red 3/Green 5 Pilot & Defib Review

Key findings

Geraint Davies

**Acting Chief Executive & Director of
Commissioning**

8 April 2016



R3/G5 Key Elements

- + Re-Triage R2 “In the Stack”
- + Up to 10 Minutes R2
- + Clock stop



Background

- ✚ Recognition of environment in which Trust was operating:
 - ✚ Difficult winter
 - ✚ High demand
 - ✚ Ebola outbreak

- ✚ Key findings from Deloitte Report (as outlined by Monitor):
 - ✚ Poor governance
 - ✚ Inadequate disclosure
 - ✚ Unclear clinical accountabilities
 - ✚ Non-unitary Board



Poor Governance:

- + Inadequate governance arrangements around the OSDG
- + Project governance inadequate – no agreed timeframe, no benefit realisation identified, review criteria not agreed
- + Failure to follow due process:
 - + Decision of CEO to proceed despite concerns raised about the Pilot
 - + Action taken by Chair of OPGWG
- + Lack of timely and clear Board and Committees papers



Inadequate Disclosure

- + Key Board Committees not fully informed of Pilot, unable to scrutinize
- + Trust Board not fully informed of Pilot in detail
- + Informal relationship with Commissioners
- + Commissioners not fully appraised of all details of Pilot



Clinical Accountability Unclear

- + Clinical accountability confused between Medical and Clinical Director
- + Medical Director disengaged from the development of the pilot
- + No Quality Impact Assessment undertaken



Non-unitary Board

- + Non-Executive and Executive Directors did not work together effectively to create a Unitary Board
- + Style of Chair
- + Executive Directors failure to disclose to the Board
- + Missed opportunities by NEDs to challenge & provide oversight
- + Silo-based working amongst Executive Directors
- + Board focus



Next Steps

- + Initial Actions:
 - + Resignation of Chairman
 - + CEO taking mutually agreed leave of absence while the Trust considers the findings of the report and determines the appropriate actions; Geraint Davies Acting Chief Executive
 - + Interim Chair, Sir Peter Dixon, appointed by Monitor & started on 15 March 2016
 - + Full Deloitte report published on 15 March 2016



Next Steps

+ Further Actions:

- + Joint Recovery Plan to be agreed with Commissioners/Monitor to address R3/Quality Concerns
- + Patient Impact Review to be completed by June 2016
- + Nature of any Governance Review to be agreed with Monitor
- + Process/timetable for appointing permanent Chair to be agreed with Monitor



Defibrillator review

- + Independent review undertaken by RSM (Internal Auditors) at Trust's request, following Daily Telegraph article
- + Review confirmed not compliant with AACE additional guidance from 1/1/14 to 15/11/15
- + Report discussed with commissioners and Monitor
- + Actions addressed by Audit Committee and being taken forwards