

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







R3/G5 Key Elements

- ♣ Re-Triage R2 "In the Stack"
- ♣ Up to 10 Minutes R2
- Clock stop





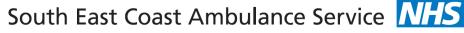
NHS Foundation Trust

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







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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





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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





South East Coast Ambulance Service Non-unitary Board NHS Foundation Trust

- 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





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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

