

# Well-led

These are examples of the types of evidence we will look at. They are not full lists and we do not expect you to have everything we include here.

## For all quality statements under well-led

### Evidence categories

#### Feedback from staff and leaders

- feedback from staff collected by CQC and the provider
- feedback from leaders
- whistleblowing

## Shared direction and culture

We have a shared vision, strategy and culture that is based on transparency, equity, equality and human rights, diversity and inclusion, engagement, and understanding and meeting the needs of people and our communities.

## Evidence categories

Feedback from staff and leaders, also this specific category.

### Processes

- business plans
- equality, diversity, and inclusion policy
- monitoring service objectives
- vision, aims and strategy

## Capable, compassionate and inclusive leaders

We have inclusive leaders at all levels who understand the context in which we deliver care, treatment and support and embody the culture and values of their workforce and organisation. They have the skills, knowledge, experience and credibility to lead effectively and do so with integrity, openness and honesty.

## Evidence categories

Feedback from staff and leaders, also this specific category.

### Processes

- evidence of compliance with schedule 3 and Fit and Proper Person Requirements
- leadership development and training
- recruitment and induction records

## Freedom to speak up

We create a positive culture where people feel that they can speak up and that their voice will be heard

## Evidence categories

Feedback from staff and leaders, also this specific category.

### Processes

- mechanisms for seeking and responding to staff feedback
- whistleblowing records

## Workforce equality, diversity and inclusion

We value diversity in our workforce. We work towards an inclusive and fair culture by improving equality and equity for people who work for us.

## Evidence categories

Feedback from staff and leaders, also this specific category.

### Processes

- equality, diversity and inclusion policies and training
- flexible working arrangements, reasonable adjustments and staff use of assistive technology
- records of any incidents towards staff
- workforce or EDI strategy and associated objectives and action plans

# Governance and assurance

We have clear responsibilities, roles, systems of accountability and good governance to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.

## Evidence categories

Feedback from staff and leaders, also this specific category.

### Processes

- business continuity plans and risk register
- governance arrangements and organisational structure (roles and responsibilities)
- information security, data protection and GDPR arrangements
- quality management, systems and reporting
- workforce planning

# Partnership and communities

We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement.

## Evidence categories

Feedback from staff and leaders, also these specific categories.

### People's experience

- feedback from people collected by CQC, the provider, local community groups and other stakeholders
- give feedback on care

## Feedback from partners

- commissioners and other system partners
- health and care professionals working in or with the service

## Processes

- examples of sharing learning and best practice
- records of collaboration
- Trusted Assessors/Discharge to Assess schemes

# Learning, improvement and innovation

We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research.

## Evidence categories

Feedback from staff and leaders, also this specific category.

## Processes

- embedding learning and making improvements
- engagement in innovation initiatives

# Environmental sustainability – sustainable development

We understand any negative impact of our activities on the environment and we strive to make a positive contribution in reducing it and support people to do the same.

## Evidence categories

Feedback from staff and leaders, also this specific category.

### Processes

- green and carbon reduction plans and policies
- processes for recycling
- staff training in environmental sustainability