Trust-wide well-led subject areas

W1 Leadership

Skills, knowledge, experience, integrity on appointment and ongoing. Challenges to quality and sustainability and action needed. Visibility and approachability. Leadership strategy, priorities and succession planning. MH

W2 Vision and Strategy

Robust and realistic vision, values and strategy which staff understand and their role. Strategy aligned with local H&SC plans and services meet population needs. Progress against strategy monitored and reviewed.

W3 Culture

Staff feel supported, respected and valued and proud to work in the organisation. Culture centred on people. Openness and honesty without fear of retribution. Staff development, safety and well being. Performance management. Equality and diversity. Collaborative, positive team working and conflict resolution.

W4 Governance

Effective accountability, governance and management at all levels. Effective arrangements with partners and third party providers. Discharge of powers re MHA 1983.

W5 Management of risks, issues and performance

Assurance and escalation. Current and future performance. Clinical and internal audit. Risk and mitigation. Seasonal and demand variation. Disruption to staff or facilities. Impact on quality and sustainability. Financial pressures compromising care.

W6 Information Management

Holistic performance management. Quality and sustainability. Access to and challenge of information. Quality of information. IT systems. Submission of data and notifications to external bodies. Data security. Learning from security breaches.

W7 Engagement

Use of people's views and experience. People and staff engagement, including those with protected characteristics, in decision making. Positive relationships with external partners. Understanding of systems challenges and population needs. Transparency and openness about performance

W8 Learning, continuous improvement and innovation

Continuous learning, improvement and innovation. Improvement skills, tools and methods. Learning from mortality and death. Working together to solve problems and drive improvement and innovation. Systems to support innovation and improvement e.g. objectives, rewards, data systems and processes.