

## 8.1 Recommendation 1: *Annual review of implementation*

This suggested that there should be an annual review by all organisations within healthcare, including the Department of Health, of their progress towards implementation, with follow up review by the House of Commons Select Committee. Including those listed in the schedule many organisations did so at least once, and NHS trusts, for example, included an account of their activity in one or more annual Quality Accounts, and the Select Committee also reported on implementation.<sup>96</sup> However, perhaps inevitably, such reviews effectively petered out, although the report has continued to be referenced in most discussions on improving the NHS and protecting patients from harm. Of course there have been many inquiries and reviews since, all with recommendations, some repeating or echoing the Mid Staffordshire ones, and others suggesting different ways of achieving the same goals. It might help the inevitable confusion if there was a more systematic way of consolidating inquiry and review recommendations as they are published into themes and then collectively monitoring their implementation and effect.

## 8.2 Recommendation 2: *Values*

With regard the five bullet points in this recommendation there is probably a mixed picture of implementation. I would suggest that:

- (a) there is now a common set of core values as evidenced by the NHS Constitution [see above];
- (b) it is doubtful whether all leadership is capable of involving all staff in those values, although much effort is put into that;
- (c) the system undoubtedly recognises the need for the values of transparency, honesty and candour, all of which are enshrined in regulation and policy throughout the system, but whether these are universally applied may be open to question;
- (d) there is much more information available on the attainment of values and standards though annual reporting requirements, incident reporting, safety investigations and CQC inspections, among other measures;
- (e) there are tools available to measure organisations' culture, but I doubt any of them are applied consistently throughout the system. I believe that all healthcare providers would certainly be expected to adopt tools or methods to enable them to do this.

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<sup>96</sup> House of Commons Health Select Committee *After Francis: making a difference* 18 September 2013 HC 657  
<https://publications.parliament.uk/pa/cm201314/cmselect/cmhealth/657/657.pdf> [downloaded 20 February 2024]