








Large scale reviews and enquiries



More dynamic, more insightful, less costly routes to getting big answers...

There have been around 120 Public Inquiries (as the legal term) into health-related incidents since the Ely psychiatric hospital scandal in 1969. Many key strategic policy changes have come about as a result of Public Inquiries including Duty of Candour, DBS checks, and other key regulations (Timmins, Ely and After 2018). However, there are a number of sizeable challenges associated with public inquiries which don't always provide the answers in a relatable form, for those who so desperately need them. More, Public Inquiries are often demanded when people have lost faith in the handling of an investigation or review, where there is a lack of evident independence on behalf of the review team or the billpayer, or there is the appearance of a scope which has been reduced or adapted in some way.

In addition to this Public Inquiries might:

-  **Take years to conclude (increasing the risk of harm);**
-  **Costs millions to the taxpayer;**
-  **Be hidebound by restrictions;**
-  **Involve political influence or be used for political means;**
-  **Not be delivered by investigators with deep subject expertise;**
-  **Not have teams with extensive experience at working with families and other stakeholders; and**
-  **Not have the best dynamic analytic capability available to support findings.**

Conversely...

The critical things that people actually want from an investigation, be that a Public Inquiry or a review are:

- **The fully independent surfacing of the truth and a route to justice and remedy.**
- **Responsiveness, to not have to wait years for answers.**
- **To be heard, respected and to be participant to deciding what the review examines.**
- **To affect change at a national level, to determine future policy decisions.**

... Can this be delivered without a Public Inquiry and extract the same insight and accountability?... **we say yes.**



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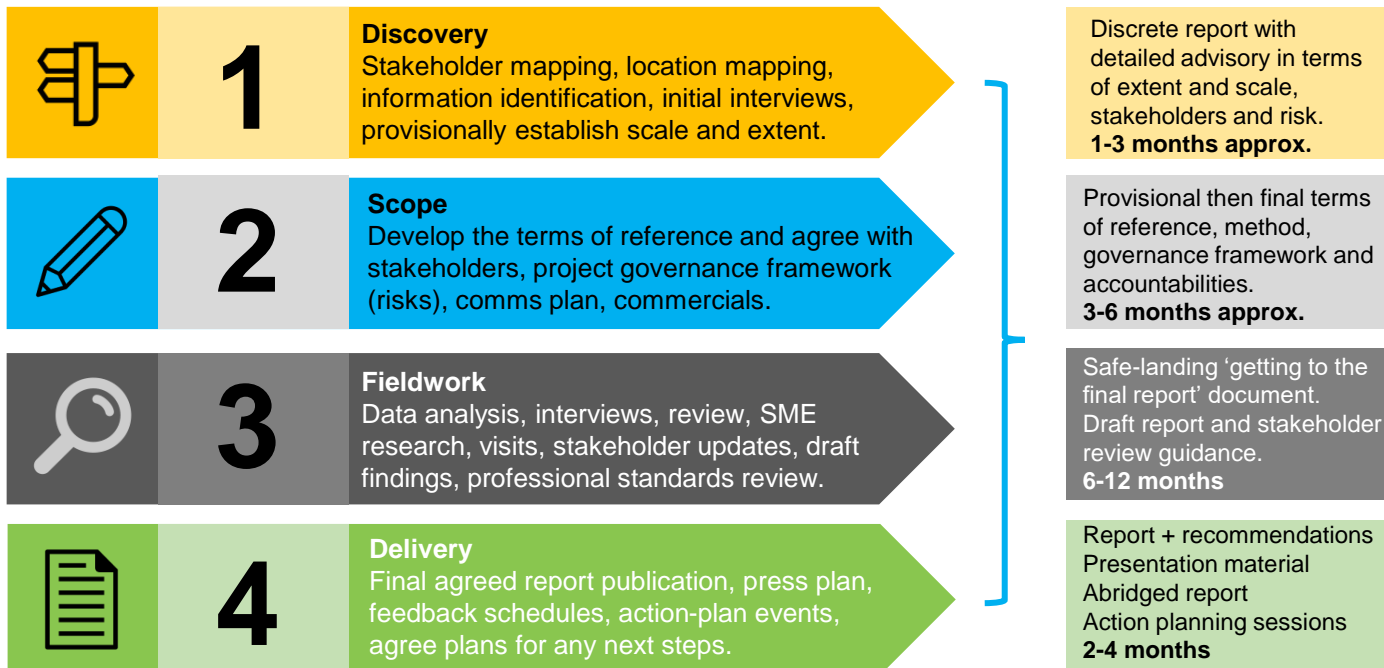
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HEALTH & SOCIAL CARE CONSULTING

About the Niche approach...

A large-scale review, enquiry or Multi-Population Serious Incident (MPSI) is different to a 'normal' investigation (although no two investigations mirror each other). Under the current Serious Incident Framework (SIF) a large-scale review requires a much more **strategic approach**, a more **expansive governance framework**, **legal involvement**, confidence with the uses of **big data** and a vast range of experience in **communications, support, engagement and project management**. The skills needed to deliver a large-scale review are extensive and require safe handling and experience.

Phase and outline of method



How can stakeholders be assured of change?

Niche are experienced at developing Terms of Reference and for ensuring that the scope is expansive enough to make recommendations up to the national level. Additionally, when stakeholders are mapped at the outset this will include the relevant Government and Regulatory Bodies who will also be aware of the reporting schedule for the work. Some of the key agencies we frequently involve in our work include:

• NHS England Improvement	• CQC	• Prisons Service
• Department of Health	• HM Coroner	• Local Authority
• Police service	• Housing	• All NHS Sectors

Action-orientated recommendations

The quality of the analysis is vital to the success of the recommendations and in turn, the quality of the recommendations is vital to the success of the change. If recommendations are poorly articulated then it is unlikely that the resultant action will affect the necessary change. At Niche we always ensure that we work closely with all agencies to ensure that the actions which are proposed are going to deliver the desired outcome, therefore, we see it as part of our routine reporting style to articulate the desired outcome and to develop the action collaboratively with each body. Niche has also developed methods to review action implementation and to understand whether the action has achieved the desired outcome. Applying these checks and balances is one of the most important parts of the change cycle and families and stakeholders will want to be assured that the review or investigation has demonstrated improvements and resulted in real, sustainable change.

**insight
integrity
impact**



Kate Jury- Partner

Kate has extensive experience of leading and delivering investigations, including large-scale forensic reviews involving thousands of data and evidence points. Kate is a governance specialist and understands the requirements of multi-population reviews.



Mary-Ann Bruce- Partner

Mary-Ann has led on large scale reviews and continues to develop methods to analyse patient safety data in a reliable format. Mary Ann works closely with Kate on large-scale review methods, ensuring that families and stakeholders are core to the process.

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