

## How CQC is supporting the development of new care models

### Context

CQC is committed to supporting the delivery of the Five Year Forward View, which sets a clear direction for health and social care services in England to integrate and transform so they better meet the needs of people who use them. We recognise the need to become increasingly nimble and to develop our approach to support, not obstruct, these changes.

Our recently published strategy, [Shaping the future](#), outlines our determination to encourage innovation, improvement and sustainability in care. We are building our understanding to assess new care models and are adapting our regulatory approach to make sure we can register, inspect and rate them. We will learn alongside providers who offer new care models and will encourage innovation through more flexible and effective regulation, while ensuring people receive safe, effective and compassionate care. As outlined in our strategy, we are committed to increasing our efficiency and effectiveness, and reducing the cost of regulation, so we will ensure these principles guide our approach to regulating new models.

Sustainability and Transformation Plans (STPs) are expected to accelerate the development of new models. Similarly, devolution deals are supporting greater autonomy to shape services at a local level. In a rapidly changing world, it is important that providers are aware of how CQC can support and learn with them so that services across the country are prepared for the future.

### Our offer: a supportive offer in a time of change

CQC, along with our system partners, will support services to innovate, collaborate and improve. In particular, we will work closely with vanguard providers, STP footprint leads and our system partners across health and social care and are committed, where possible, to addressing any regulatory obstacles that may stifle progress.

In doing so, we will not compromise our focus on high quality care. Innovation and change will lead to periods of uncertainty and risk as new structures are adapted and new ways of working are embedded. We will therefore expect new models to assure us they have thought through how to ensure quality and manage the potential risks to people using services, both while making changes and once these are embedded. Our supportive approach outlined in this document is designed to ensure regulation is not an unnecessary barrier to innovation, but continues to protect people and supports those who want to provide effective and creative solutions to meeting people's needs.

Our supportive offer is built on the following principles:

#### 1. Listening and learning

We will listen to providers and will learn with them. When providers are designing new care models, we would like to be involved early in the process so that we

can have a good understanding of the model in order to effectively regulate it. Some of these relationships are already well developed, and others are just starting. In response to providers' feedback, we have developed a question and answer document about new care models, including answers to common registration queries. We listened to GPs who wish to federate and have updated our existing guidance on GP federations based on their feedback. We will be developing additional guidance to support providers and STP footprints as new models develop and will use what we learn to address questions that have been raised with us.

In delivering our new strategy we are developing our approach so we can efficiently and effectively regulate providers, including new and innovative care models, and encourage improvement. We will not have all the answers, and hope to work in partnership with new care models to develop our approach. This includes encouraging providers of new care models to tell us, through the named points of contact we have set up for Vanguard sites, what they are finding challenging. We are encouraging any provider with a query about establishing new care models to get in touch through our dedicated [mailbox](#).

## **2. Supporting innovation**

We will support providers of new care models in building an environment that encourages them to try new things and to learn from setbacks in the spirit of continuing to develop integrated services.

We are keen to ensure regulation does not get in the way of innovation, but will continue to take proportionate action if we identify a service which is not delivering the fundamental standards of care. We will work with providers to ensure our response is the right one and always in the best interest of people using services. We expect all providers of new models to explain to us how they are assuring themselves of quality, to manage the risks to people using services during periods of change and to be clear about who is accountable in the event of standards not being met. For us, supporting innovation means working with providers and the local system to help understand and resolve challenges that may be experienced with our regulatory processes – from registration through to enforcement. In particular, making sure that when we inspect, we share what we find so that we encourage others to adopt high quality models appropriate to their local needs.

Supporting innovation includes looking at our existing regulatory processes to see if it meets the demands of how care will be delivered in the future. Changes in care delivery models, and particularly the move to deliver better integration, may have an impact across our operating model. We will work with providers to explore options to develop our approach in order to effectively regulate them, so that we continue to provide transparent and fair judgements.

## **3. Working with national regulators and system partners**

We are part of the Five Year Forward View board which provides a clear vehicle to offer system leadership and alignment, and we are developing close working relationships with NHS Improvement and NHS England to make it easier to share information about new care models. We are also looking to work more closely with local authorities. Together, we are working to align what we do and reduce duplication. Ultimately, we will continue to work with national regulators to ensure our regulation enables and encourages high quality, sustainable care.

We are also talking to system partners, including the Royal Colleges, the British Medical Association, Association of Directors of Adult Social Services, social care trade associations, and Healthwatch to provide a consistent, coherent approach that supports and encourages new care models. We are learning from them what they see as the implications of new and innovative care models, and are listening to how they feel CQC could adapt in order to provide a supportive environment that continues to ensure that people are receiving safe, effective and compassionate care.

We recognise that the development of STPs will have implications for new care models, which is why we are making sure we have named contacts and senior engagement across all 44 STP footprints.

### **How we are supporting those leading on new models of care**

- We have a dedicated mailbox for enquiries about new models of care: [enquiries-newmodelsofcare@cqc.org.uk](mailto:enquiries-newmodelsofcare@cqc.org.uk).
- We have established regional networks of inspectors supporting new models so that it is easier for providers to work with us. These will include named points of contact for each vanguard, and registration specialists for new care models.
- We have established a New Care Models National Group so that we can learn from what we are hearing across the country, using this knowledge to inform changes to our regulatory model and share this information with national and local partners.
- We are developing our registration function so that we can learn alongside new models and flexibly and effectively register them.
- We are reviewing our registration and inspection guidance, considering the needs of new models, as part of our next phase development.
- We are evolving our inspection model and strengthening our key lines of enquiry so that we can effectively inspect, rate and report on the impact of new care models.
- We will explore how CQC works with services where innovation or change leads to poor quality care, because we understand not all change will be successful.
- Our recently published [place-based reports](#) about North Lincolnshire, Salford and Tameside, and our [thematic reviews](#) looking at integration are exploring CQC's role beyond reporting on individual providers. We will continue to develop our thinking in partnership.

- We are undertaking a programme of planned engagement that underpins our collaborative approach to new models of care and wider changes to our regulatory model.
- We are providing feedback on STPs to encourage new models also seek to address broader quality issues across the whole of health and social care.
- We are listening to the feedback from key partners to understand how CQC could build a supportive environment that ensures people receive safe, effective and compassionate care.

### **Key points to remember**

- If you have a question about new models of care then you can email [enquiries-newmodelsofcare@cqc.org.uk](mailto:enquiries-newmodelsofcare@cqc.org.uk).
- Every vanguard site will have a named point of contact at CQC who will be in touch to establish an ongoing relationship. Similarly, each STP has a dedicated point of contact.
- A central team has been established to help you work through more complex queries and to share learning to make it easier for others who will go through the same process in the future.