

MEETING	PUBLIC BOARD MEETING 22 January 2019
Agenda Item Paper Number	6 CM/01/20/06
Agenda Title	Executive Team report to the Board
Sponsor	Ian Trenholm, Chief Executive
Author	Emily Muir, Policy Adviser to the Chief Executive

PURPOSE OF PAPER:

This is a paper for the Board to **note**.

Introduction

The report this month provides an update on the following matters:

1. Performance report: December 2019
2. Improving regulation in closed environments
3. Upcoming publication: 2019 Maternity Survey
4. Upcoming publication: Mental Health Act report
5. Launch of CQC's First Podcast Series
6. Learning Disability "Declare Your Care" campaign
7. Give Feedback on Care form launch
8. Upcoming publication: Getting to the Right Care in the Right Way: Digital Triage in Health Services
9. Experts by Experience Contract Award
10. Preparing for the UK's exit from the EU
11. Information and cyber security risk

Chief Executive's report

1. Performance report: December 2019**Public and Providers**

1.1 Registration: The focus in registration has been on clearing a backlog of historic applications, with an expectation that this would impact the Key Performance Indicator (KPI) whilst the work is undertaken. Overall year to date performance is now below KPI for all four types of registration due to this issue (slide 4). Performance in November was however better than anticipated with performance in processing cancellations and refusals both providing an upturn, refusals in particular reached its highest performance this year at 34% in KPI, despite a three-fold increase in volumes compared to the Q2 monthly average.

1.2 Inspections: In November, Hospitals continued to deliver on their commitment for return to ratings by undertaking over 90% of inspections within KPI (slide 8). Delivery of Requires Improvement, and Requires Improvement plus Inadequate, inspections in PMS is below target (83% and 67% respectively); however the volumes undertaken for Requires Improvement plus Inadequate are low, with only three inspections missing the KPI (slide 6). ASC delivered above KPI performance for all return to ratings inspections, their best in month performance this year, although numbers inspected were lower than the Q2 monthly average (slide 7).

1.3 Urgent Actions: In November, we responded to 75% of urgent actions within 3 days against a target of 70% (slide 10), an improvement of 7% from September.

1.4 Safeguarding: This month, 95% safeguarding alerts were referred within 1 working day (97% year to date (YTD)) after dipping below the target of 95% in September and October. Concerns requiring mandatory actions within 5 working days continue to increase month on month, bringing YTD performance nearer target at 92% (slide 12).

1.5 Ratings: There have been six suspension of ratings between April and November 2019.

1.6 Reports: YTD, 89% of reports have been published within KPI, nearing the target of 90%, with the median number of days to publish at 29 working days. PMS (slide 14) continue to perform on or above target each month. ASC (slide 16) are below target at 89% for November (as in October and August) but are achieving 90% YTD. Hospitals have not been able to sustain the steady improvement reported through Q2, decreasing in October and dropping further in November to 47% of reports published in KPI. Monthly volumes are at their lowest this year (slide 15) and factual accuracy and enforcement consistent with the last 3 months' volumes. Issues with digital publisher which may impact reporting remain unresolved but are still under investigation.

Finance

1.8 Finance Revenue: CQC revenue budget has a net underspend at the end of November of £2.4m and is projecting a full year surplus of £1.6m (0.7%).

The net financial position for 2019/20 consists of a projected underspend on revenue expenditure of £3.8m and a deficit on income of £2.2m. The deficit (0.9%) is a result of changes to registered providers compared to budget planning.

The focus for Executive and Finance Business Partners is currently on run rates of spend considering the 2020/21 business planning taking place.

Finance Capital: Expenditure to date is £7.4m, with a forecast of £13.7m against a full year budget of £15m.

People and Learning

1.9 HR: Turnover is currently 10.81% and is within the target range of 10-12% (slide 23). Sickness levels remains low at 3.71% (slide 25).

Annex 1: Performance Report

Chief Inspector of Adult Social Care's report

Nil report.

Chief Inspector of Hospital's report

2. Improving regulation in closed environments

Regulation of similar environments

- We have rated 13 mental health hospitals that admit people with a learning disability and or autism inadequate since May 2019.
- The provider well-led review of Cygnet Health Care Ltd has been published.

Closed environments update

- Supporting Information on closed environments was published on 1 November. We are doing a series of internal engagement events with inspectors, including webinars.
- We have a number of policy projects beginning on this work, including work with the University of Warwick on how we assess Positive Behavioural Support (PBS) on inspections.

Of the two independent reviews commissioned by the Board, one is complete (for publication on 22 January 2020) and one is progressing, with publication of Part 1 anticipated early this year.

Review of restraint, prolonged seclusion and segregation

- One of our recommendations from the interim thematic review was to review those in segregation and, as a matter of urgency, to convene a separate group to look at what a better, more preventative pathway would look like for people at a high risk of being segregated. The Secretary of State accepted these recommendations in full and asked us to start work.
- There is currently a CitizenLab engagement exercise to gather feedback on the two 'summit events' – domestic and international.
- We held two joint events with the Department of Health and Social Care, BILD RRN (British Institute for Learning Disabilities Restraint Reduction Network), and NHS England to bring together experts on in this area. We started this piece work straight away, but we will give a full view of what we've found about restrictive practices as a whole, as well as recommendations in our final report.

3. Upcoming publication: 2019 Maternity Survey

The maternity survey is part of the NHS Patient Survey Programme delivered by CQC on behalf of NHS England and the Department of Health and Social Care. The survey looks at the experiences of women aged 16 and over who gave birth between 1 and 28 February 2019 in NHS hospitals in England. Survey questions ask women about all aspects of their maternity care from the

first time they saw a clinician or midwife, during labour and birth, through to the care provided at home in the weeks following the arrival of their baby. The survey runs every year and provides NHS trusts with feedback that they can use to inform service improvements. The results also feed into CQC's intelligence about NHS trusts, which directs the focus of our inspections. Full results for England, as well as individual results for each trust, are due to be published in January 2020.

4. Upcoming publication: Mental Health Act Annual Report

This is our annual statutory report to Parliament on our Mental Health Act (MHA) monitoring activities. This year's report focuses more strongly on the human rights of people detained under the MHA. The report will be laid in Parliament on 5 February and published in February 2020.

Chief Inspector of Primary Medical Services' report

Nil report.

Chief Operating Officer's report

Nil report.

Chief Digital Officer's report

Nil report.

Executive Director of Strategy and Intelligence's report

5. Launch of CQC's First Podcast Series

The first four episodes of the first series of CQC Connect, the new podcast series CQC is producing, will be on:

1. How the public share their experiences of care with us and what we do with that, including looking at the new give feedback on care service.
2. Reflections from Ted Baker on State of Care 2018/19.

3. Malte Gerhold in conversation with a digital triage provider (DoctorLink) and think tank (NESTA) on how we approach innovation.
4. Reflections from Rosie Benneyworth, Tim Ballard and Janet Hall on what Outstanding looks like in general practice.

Our podcasts can be found on SoundCloud, Apple Podcasts, Spotify, Stitcher and TuneIn. We will continually evaluate the performance of the podcasting, partly by monitoring numbers of listeners but mainly focusing on how episodes change understanding, sentiment and behaviour, and will continue to adapt our approach based on evaluation. We are already planning new episodes to complement future organisational objectives and upcoming pieces of work.

6. Learning Disability “Declare Your Care” campaign

This is the fourth and final spike of CQC’s year-long, public awareness raising campaign #DeclareYourCare which launched nationally on 19 February 2019. The focus of this final part of the campaign is on encouraging people with a learning disability, their family, carers and advocates to feedback about their experiences of care.

7. Give Feedback on Care form launch

Our new service ‘Give feedback on care’, that captures feedback on the quality of care from members of the public, is now live on our website. The service (www.cqc.org.uk/givefeedback) has replaced ‘Share your experience’, and has been designed around the needs of the public using the service and our own colleagues using the information. We have released the service gradually, with the first people using the service in June 2019. Since then, there has been an increase in the proportion of people able to send us their feedback online, and a significantly higher completion rate.

8. Upcoming report: Getting to the Right Care in the Right Way: Digital Triage in Health Services

Our report *Getting to the right care in the right way: Digital triage in health services*, from CQC’s first regulatory sandbox pilot, will be published on 23 January 2020.

Supported by the Department for Business, Energy and Industrial Strategy (BEIS) through its Regulators’ Pioneer Fund, the sandbox is a space where providers can work collaboratively with CQC to look at how new ways of working fit with regulation. This pilot focused on the use of digital triage tools in healthcare services. We worked with providers, people who use services, clinicians, technology suppliers and other stakeholders to build a consensus on what is needed to deliver high-quality care when using these tools. We have used the findings to identify what updates we could consider to our own methods to help us regulate these services

better. We also present recommendations for other parts of the healthcare system. There is an excellent opportunity to use the insight and data generated by digital triage tools to improve care, and we need to work collectively to understand how best to do this.

9. Experts by Experience (ExE) Contract Award

We re-started the procurement process in April 2019 and, following engagement with the market, the Invitation to Tender was released in August. The evaluation of bids took place in November and in December it was agreed (by the evaluation panel, ExE expert by experience programme Board, CQC Executive Team and CQC Board) to award the new Experts by Experience contract to the organisation Choice Support. From 1 April 2020 Choice Support will continue delivery of ExE services through a new single national contract, across all four regions.

We have made some key developments and improvements in the contract as a result of feedback from ExE, Inspection teams and ongoing learning from delivery of the programme. We have also made provision in the contract for the delivery of additional services to support CQC's current and future regulatory model. We have written to all current Experts by Experience to inform them of the contract award and to reassure them of our continued commitment in the programme and next steps for them. We are committed to the successful continuation of the Experts by Experience programme and we are working with Remploy and Choice Support to ensure that the move to a new contract happens as smoothly as possible.

10. Preparing for the UK's exit from the EU

A deal has been agreed in principle regarding the UK's exit from the EU which has now passed through the House of Commons. Both the UK and the EU still need to approve and sign the withdrawal agreement before starting to negotiate new arrangements. If ratification of a deal has not happened by 31 January 2020 the legal default is still that the UK will leave the EU without a deal, under which all current arrangements with the EU would lapse. Should the deal be ratified, as is largely anticipated, an 'implementation period' for negotiating a new trade deal will be in place with the EU until December 2020. During this time, existing arrangements with the EU remain unchanged until new UK legislation is agreed. Because a deal has been agreed in principle, the Government and arms-length bodies, including CQC, have been asked to stop planning for a no deal scenario. We will continue to maintain a core team to ensure that any emerging issues can be managed, and work escalated again should the need arise. We will continue to provide further updates on our approach as additional information becomes available.

11. Information and cyber security risk



There are no significant incidents to report.