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| MEETING | PUBLIC BOARD MEETING 22 April 2020 |
| Agenda Item Paper Number | 4 CM/04/20/04 |
| Agenda Title | Executive Team Report to the Board |
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PURPOSE OF PAPER:

All items in this confidential paper are for the Board to **note**.

Introduction

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

Chief Executive's report

1. Activity of Interest since the last meeting
2. Upcoming activity of interest

Chief Inspector of Adult Social Care's report

3. Covid -19 response Update

Chief Inspector of Hospital's report

4. Update on recently completed Inspections
5. Update on closed cultures

Chief Inspector of Primary Medical Services' report

Verbal update

Chief Operating Officer's report

Verbal update

6. Performance update

Executive Lead of Engagement, Policy and Strategy Directorate's report

7. Parliamentary activity of interest

8. Recent Publication: Sing machine learning in diagnostic services: A report with recommendations from CQC's regulatory sandbox
9. Forthcoming Publications: update

Chief Digital Officer's report

Verbal Update

10. Information and cyber security risk

People Directorate's report

11. Covid-19 Response
12. People Plan
13. Pulse Survey May 2020

Chief Executive's report**1. Activity of interest since the last meeting: focus on Covid-19 planning and support**

During the last month, the Leadership team has been primarily focused on the direct response to Covid-19 both internally in how we approach our role and core purpose, and externally in how we support providers and stakeholders. We have met weekly, in addition to our Gold and Silver command leadership structure, to ensure that we are united and consistent in our approach, messaging and collaboration with colleagues, providers and stakeholders.

We must be adaptable, flexible to changing priorities, whilst also ensuring we inform national messaging and solutions in all sectors. In order to do this, I am glad that we have operational capability achieved with a shift in ways of working. This has come about from hard work and determination of colleagues. We have supported our colleagues to smoothly transition to homeworking with the support they need and mechanisms to feedback and request help where necessary. I have led weekly calls with all colleagues of which there has been good feedback. By undertaking a skills audit we are also able to skills match with volunteer opportunities, to directly support the NHS and system partners.

There has been a lot of activity to support the Covid-19 response. We have been involved in the development of the Nightingale Hospitals and taken a lead in communications with adult social care (ASC) providers and the national response for ASC more widely. Over the Easter weekend we saw a magnificent effort from our colleagues to a call for help on booking the testing of social care workers who were self-isolating with Covid-19 symptoms. We were able to use our new technology and

mobilise colleagues across the country. This digital service was created during the course of 24 hours, and during the following week was extended to help book all key workers in 'drive-in' testing.

2. Upcoming activity of interest

It will be important for us to stay ahead of the curve in collating information from providers and people using services. This will help us prioritise our actions. We will continue to talk to the health and social care sectors and government. Through our new online tool, we will ensure we have a fuller, more accurate picture of what is happening, how the sector is coping and where they need support and help. Colleagues are linking into international responses to Covid-19 and learning from a number of countries. We are at the beginning of those conversations and look forward to hearing some concrete ideas in the near future.

Our core work still continues, though performance expectations have changed and will continue to iterate. The Transformation programme continues to progress as does work on Registration and national policy areas such as mental health, where we remain closely involved.

Chief Inspector of Adult Social Care's report

3. Response to Covid-19 in Adult social care

We have a strong relationship with our ASC providers and stakeholders in all aspects of our role as regulator. This is unique and provides us the opportunity to support the sector. We have been involved in working together to:

- Collate better data and information re Covid-19
- Support better national engagement of the sector in decision making with system partners
- Develop innovative technology solutions to create positive change at pace.
- Support our colleagues to support the sector through volunteering

For further details, please see the ASC section in the Covid-19 response overview (item 5).

Chief Inspector of Hospital's report

4. Update on recently completed Inspections

We have paused our main inspection activity whilst we respond to Covid-19, however we will publish approximately seven inspection reports to the end of April 2020. Further to this, 45 inspection reports were published between 23rd March and 7th April 2020.

5. Closed Environments update

Following the publication of Prof Murphy's report (part 1) last month, we are taking forward the recommendations, and clarifying where recommendations will receive independent consideration in part 2 of her review.

Analysis of the equality and human rights impact in relation to our regulatory response to COVID 19, which includes issues about closed cultures, was published on 8th April. We are developing work to maximise our ability to identify and respond to closed cultures within the current constraints of the COVID 19 pandemic, including in our Mental Health Act review methodology (published 8th April) and our interim methodology for all sectors (to publish).

Chief Inspector of Primary Medical Services' report

Dr Benneyworth is our lead on Covid-19 and will provide a verbal update at the meeting. Further information is also provided in item 5.

Chief Operating Officer's report

6. Performance Update

Further detailed information on our performance to end February 2020 is provided in an annexe to this paper.

In addition, the Directorate continues to lead the organisation in the Change Programme and support our response to the Covid-19 outbreak.

Executive Lead of Engagement, Policy and Strategy Directorate's report**7. Parliamentary activity of interest**

Due to COVID-19, Parliament has been in recess for most of this month. However, we have continued to engage with parliamentarians on our response to the COVID-19 outbreak and have briefed senior parliamentarians (including the shadow health team and relevant select committee chairs and members) on all our external communications and engagement activity so far.

Following the election of Sir Keir Starmer MP (Labour, Holborn and St Pancras) as Labour leader, and the subsequent reshuffle of the Shadow Cabinet, we have begun a programme of engagement with the new shadow health team, including an introductory letter from our Chair and CEO to relevant shadow secretaries of state and shadow ministers, to brief them on CQC's role and purpose (and our current approach in the context of COVID-19), or to congratulate them on their re-appointment.

On 19 March, Debbie Ivanova (Deputy Chief Inspector for Adult Social Care), and members of the Engagement team held a call with Helen Hayes MP (Labour, Dulwich and West Norwood) to brief her on our closed environment work and on the current status of the Restraint, Seclusion and Segregation Review.

On 8 April, Chris Day (Director of Engagement) held a virtual meeting with Dr Rosena Allin-Khan MP (Labour, Tooting), the new Shadow Minister for Mental Health to brief her on CQC's role and purpose and our interim approach to Mental Health Act Reviews during the pandemic.

8. Recent Publication: Sing machine learning in diagnostic services: A report with recommendations from CQC's regulatory sandbox

The pilot focused on the use of machine learning applications for diagnostic purposes in healthcare services. We have used the findings to identify and consider where we need to update our current regulatory methods, and what work we need to do to get this right. Key findings include:

- Providers that use machine learning in diagnostic services need good governance.

- Most suppliers of machine learning applications in diagnostics will not need to register with CQC, only those that deliver clinical activity themselves.
- CQC will need other national bodies to develop technical standards and assess against them in order to regulate these providers effectively.
- There are two gaps around assurance of machine learning systems that national bodies need to address, these are around clinical validation of algorithms, and on guidance for hospitals on how to implement machine learning devices within clinical pathways to ensure high-quality care.
- Technology suppliers need to clearly communicate what their products, solutions and devices do and how they perform to reduce risk to patients.

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 and other organisations to look at how best to regulate new ways of working. We have a commitment to publish the findings from the sandbox.

Report on our website: <https://www.cqc.org.uk/what-we-do/how-we-work-people/machine-learning-diagnostic-screening-services>

News story: <https://www.cqc.org.uk/news/stories/using-machine-learning-diagnostic-services>

9. Forthcoming Publications: update

Due to the COVID-19 pandemic and the resource this rightly commands from CQC and the health and social care sector, we will not be publishing any publications for the foreseeable future. For the publications originally scheduled for publication from March – June 2020, we will be monitoring the situation and re-schedule for a more appropriate.

Chief Digital Officer's report

CDO will give verbal update

10. Information and cyber security risk

There are no significant incidents to report.

People Directorate

11. Covid-19 Response

The People Directorate's key focus continues to be supporting the organisational response to Covid-19, leading the Working Group for Silver Command and working at pace to support colleagues through this unusual and difficult time. Key achievements include;

- Mobilising 70+ volunteers into Covid-19 related secondments outside CQC
- Working with Finance colleagues to create a business-critical capacity plan which identifies our "must do" and "should do" activity and the resource required. We will continue to review this regularly.
- A 24/7 HR Services reporting line is now in place to respond to urgent calls.
- The development of a Covid-19 reporting protocol, and the development of an Employee Information Pack which includes Frequently Asked Questions documents, guidance and tools for all colleagues and line managers around key topics to support them through Covid-19. This includes webinars, guidance and newsletters around working from home and employee wellbeing.
- The Academy working at pace to redesign critical learning and development products for virtual delivery, including mental health awareness for line managers, mental health first aid training for our Speak up Ambassadors and learning to support the change in our Regulatory Methodology.

12. People Plan Update

Alongside the Covid-19 response, People Directorate colleagues have continued to deliver on the activities within the People Plan which are outlined below:

Employee Experience:

We have successfully delivered on our timeline to transfer our payroll activity to Northumbria Healthcare with the first payment run taking place on Friday, 17 April 2020. This follows Northumbria Healthcare successfully completing our second payment run last month.

We continue to deliver to timeline on the first tranche of our Policy and Procedure review work.

Employee Insights:

An 'organisational health' People Data Hub is being finalised and was presented at Resources Committee on 15 April. Feedback was extremely positive, and we are now developing a training pack for line leaders to help them the data available to them, alongside upskilling the HR Business Partners to support Senior Leadership Teams as part of our next steps to roll-out.

Leadership and Change/ Line Management Capability:

Success Profiles (behavioural indicators) at each grade are now at the test phase. Workshops have commenced with colleagues at each grade which will inform any further adaptations.

Consultation with key stakeholders on the framework for line management capability has been completed.

We are finalising our four key leadership and line management offers; short-term online support for leaders / line managers over the coming weeks; a short-term formal mandatory offer of learning resources; alongside developing thinking on the longer-term leadership strategy.

Inclusion and Wellbeing:

Following the difficult decision to postpone the launch of the Diversity and Inclusion strategy in light of contingency planning for Covid-19, work has continued on a range of activities within the strategy. We have completed a comprehensive Equality Impact Assessment on our internal response to Covid-19 being completed which will be published on the intranet shortly by our People Plan Inclusion champion.

Reward and Recognition:

A Task and Finish group continues to research how we structure our approach to recognition in the short, medium and longer-term. We are currently compiling reward options and analysing our internal data to develop key principles for the future.

Organisational Design and Change:

The Organisational Development team continue to work with Transformation and Change colleagues on the 'Transforming Our Organisation' programme. Work is underway to review how we approach the cultural inquiry work adapting from face to face workshops to a virtual offer.

13. Pulse Survey – May 2020

We have decided to carry out a short pulse survey in early May. The Organisational Development team will work with Social Optic to develop the survey with approximately 10 questions (generally that number is about right for a short pulse survey). The pulse survey will include a couple of specific questions around how people are feeling in the current environment – focused on wellbeing and remote working. The remaining questions will focus on the priority areas from the main survey last autumn (as discussed with the Board in February): managing change and communication; senior leadership visibility; and experience of our values. We will also include one free text question.