

Meeting	<b>PUBLIC BOARD MEETING 22 October 2015</b>
Agenda item Paper Number	<b>4 CM/10/15/04</b>
Item title	<b>Chief Executive's report to the Board</b>
Sponsor	<b>Chief Executive – Chief Executive Officer</b>
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**PURPOSE OF PAPER:**

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

**Introduction**

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

Standing items:

1. Performance Report
2. Update on recruitment
3. Update on staff development and the Academy
4. Update from the Adult Social Care Directorate
5. Update from the Primary Medical Services and Integration Directorate
6. Update from the Hospitals Directorate

Further items:

7. State of Care report publication

**1. Performance Report**

The attached annex sets out an abridged report covering performance against key performance indicators in the areas of registration; inspection; final reports timeliness; and enforcement. The data is correct to the end of September 2015 (4 October for inspection).

The key area to draw to the Board's attention is the inspection programme: there are plans and actions in place across each of the three inspection directorates to address an improvement of performance in delivering the inspection programme and business plan commitments.

The current position is that we expect the NHS acute programme will be delivered to target March 2016 and for the remaining NHS sectors June 2016. Further planning is required for the independent health sectors to enable us to meet the December 2016 commitments. Currently we are behind in our trajectories to have rated all adult social care, and GPs and out of hours, services by 30 September 2016.

In summary, the time it has taken to both recruit the required numbers of inspectors and to ensure they are fully trained to conduct inspections, and the lower than expected level of productivity required as all inspectors get up to 'full speed' in delivering our new approach, has also contributed to the current position.

The implications for delivering the plan in 2016/17 depend on finalisation of the Spending Review, CQC receiving a budget allocation for 2016/17, and final agreement on fees for 2016/17. No decisions have been made on these three important influences so I propose that discussing the programme for 2016/17 is deferred until such time it is clear what the decision is in respect of these three issues. Undoubtedly, with CQC being asked to consider 25% and 40% reduction in 'grant in aid' there will be implications.

Close monitoring of the position will continue with regular reporting at Directorate, Executive and Board level.

### **Adult Social Care ratings**

Since 1 October 2014, the Adult Social Care (ASC) Directorate has carried out over 8,800 comprehensive ratings inspections across community based adult social care services, hospice services and residential social care services and, as of 12 October, we have published 8,318 ratings as follows; 42 (<1%) as "outstanding", 4,889 (58%) as "good", 2,829 (34%) as "requires improvement" and 558 (7%) as "inadequate".

### **GP and Out of Hours ratings**

From 1 October 2014 to 8 October 2015, 1839 GP and Out Of Hours inspection reports with ratings have been published: 70 (3.8%) "outstanding"; 1466 (80%) "good"; 226 (12%) "requires improvement"; and 77 (4.2%) "inadequate".

### **Hospitals**

The Hospitals Directorate has now undertaken the following numbers of comprehensive inspections.

- 113/138 (82%) acute non-specialist NHS Trusts / Foundation Trusts
- 8/18 (44%) acute specialist trusts / Foundation Trusts
- 15/18 (83%) stand alone community health trusts
- 4/10 (40%) ambulance trusts
- 42/56 (75%) mental health trusts

To the end of September 2015, we have issued 143 ratings across NHS Trusts and NHS Foundation Trusts. This includes focussed inspection ratings. Results are as follows:

	Outstanding	Good	Requires Improvement	Inadequate	Total
Acute non-specialist trusts	2	16	73	14	<b>105</b>
Acute specialist trusts	0	3	3	0	<b>6</b>
Community health services	0	8	4	0	<b>12</b>
Ambulance trusts	-	-	1	-	<b>1</b>
Mental Health Trusts	0	6	12	1	<b>19</b>
<b>Total</b>	<b>2</b>	<b>33</b>	<b>93</b>	<b>15</b>	<b>143</b>

## 2. Update on recruitment

We have made 563 new Inspector appointments so far against our target of 600 by December 2015. We have also made 81 new Inspection Manager appointments. October assessment schedules are busy with 50 individual assessment events running across the country.

### Adult social care

190 new Inspector and 30 Inspection Manager appointments have been confirmed in ASC. We are currently recruiting to 25 Inspector vacancies across Central, London and South and most adverts are now closed. One new advert launched this week for Central West. In Registration, there are two roles in recruitment.

### Primary medical services

There are 4 Inspection Manager and 22 Inspector vacancies remaining and shortlisting is underway for all of these roles. Assessments are happening this month and next. Further adverts are live for inspector roles in London and the South. We are also running assessment centres to fill five Children's Services Inspector vacancies and a Team Leader role.

### Hospitals

Work is ongoing to fill the remaining 92 Inspector and 18 Manager vacancies across the Hospitals Directorate and the latest adverts have attracted a strong pipeline of new candidates. Shortlisting and assessments have now begun and new offers are being made. We are launching further media for our harder to fill geographies.

### Intelligence

Campaign underway to recruit 11 Senior Analysts within Surveys and Qualitative (six perm and five FTC's). Assessments have begun for Quantitative Senior Analysts and Analyst Team Leaders with five successes so far at Team Leader level and a further 22 candidates still to be assessed this month.

### 3. Update on Staff Development and the Academy

Building staff capability is critical to delivering our purpose and continues to be a clear priority set out in the CQC Business Plan.

#### **Training for inspection directorate staff**

A total of 444 new inspectors have completed the new six week role specific induction programme designed to equip inspection staff with the skills to effectively undertake inspection for the Commission.

Training on the Mental Capacity Act, enforcement, the duty of candour and the fit and proper person requirement continues, with completion percentages rising month on month. The Academy has recently carried out significant improvements around completion reporting, enabling more accurate and timely data to line managers and directorates to identify which members of staff still need to complete specific learning, and all required learning is now automatically added to staff training records in ED.

#### **Training for Strategy and Intelligence directorate staff**

The core training within the Strategy and Intelligence directorate (S&I) covers two areas:

- Data Analysis and Insight, for Intelligence colleagues; and
- Structured Problem Solving, for Policy and other colleagues.

To date 132 members of staff have been trained across these two areas. Benefits realised so far include establishing a clear and consistent way of working across the directorate, with improvements in the data insight offered to operational colleagues, and improved policy making in framing our new regulatory approach. Consultancy spend in developing new policy has been reduced as a result of having more capable staff.

Following agreement by the Executive Team, a further 248 colleagues will also benefit from this training, ensuring that close to 80% of S&I staff will have been trained in one or both areas. The cost of this will be determined through a robust procurement process – it is anticipated this cost will be in a range from £359k to £530k (including VAT and the external supplier procurement fees) across the two areas. The planned approach will ensure that a strong cohort of existing staff training in the Structured Problem Solving area will be able to coach and mentor others in the future, following a successful “viva” to test the application of their skills on a CQC project. Robust evaluation and monitoring of the work will continue, including pre and post-learning scores.

This procurement will enable the organisation to continue to deliver its commitment to deliver appropriate training to all its staff, and the wider organisational benefits ensuing will continue underpin the work required to deliver our core purpose.

#### **4. Update from the Adult Social Care directorate**

##### **Illegal Workers in the Care Industry**

The government announced a crackdown on illegal workers in August with a focus on the care industry and the media reported that raids would be carried out to identify and deal with these workers.

The Home Office (UK Visas and Immigration) is now taking action to address this issue through a series of visits to care services, including Domiciliary Care Agencies and care homes. CQC has been working closely with Home Office officials to develop plans to effectively manage the consequences of the activity that may impact on the quality of care provided. CQC will be passed the relevant information about the services to be targeted in due course which will allow arrangements to be put in place so that CQC can work with local authorities to safeguard people where this is necessary.

#### **5. Update from the Primary Medical Services and Integration Directorate**

##### **GP and Out of Hours**

To date, four practices in Special Measures have been reinspected and reports published. Two have successfully left Special Measures:

- The Priory Avenue Surgery which was rated “requires improvement”; and
- The Rowlands Gill Medical Centre which was rated “good”.

Two others did not demonstrate the required improvements at reinspection and were again rated “inadequate”:

- Dharmana’s Family and General Practice: Dr Dharmana applied for cancellation of registration with CQC. The practice will close in December 2015. In the meantime they continue to receive support from NHS England and NHS Liverpool CCG.
- Dr Michael Florin: Action is currently being considered in line with our enforcement policy.

There is continual dialogue with the GP stakeholders, including the Royal College of GPs and British Medical Association, through the GP Advisory Group and the GP Intelligence Advisory Groups.

##### **Dental inspections**

The new approach to dental inspections is now well underway. Comprehensive dental inspections began in April 2015 and 300 inspections have been undertaken since then, with 239 reports published.

We are working closely with key stakeholders through the Regulation of Dental Services Programme Board, which includes representatives from NHS England, General Dental Council, Healthwatch England, Department of Health and the Chief Dental Office for England.

Whilst as yet we are not rating dental practices, notable practise have been identified and will be shared widely with the sector.

## 6. Update from the Hospitals Directorate

In total, there are currently 16 Trusts in Special Measures. Three trusts have been put into Special Measures since the last update.

Trust	Date the Trust was put into Special Measures
West Hertfordshire Hospitals NHS Trust	10/09/2015
East Sussex Healthcare NHS Trust	18/09/2015
Cambridge University Hospitals NHS Foundation Trust	22/09/2015

## 7. State of Care report publication

This report will be laid in Parliament on 14 October 2015, and published at a launch event on 15 October. It will be available on CQC's website from 15 October. I will provide a verbal update at the meeting.

The Board is asked to **note** these items.

**Name:** David Behan  
**Title:** Chief Executive  
**Date:** 13 October 2015