

Adult social care Trade Associations meeting



9 August 2017

Agenda



No.	Agenda item	Lead	Time
1.	Welcome and introductions	Debbie Ivanova	10.00
2.	Minutes and actions from last meeting	Debbie Ivanova Gabrielle Jones	10.05
3.	Ratings and updates	Debbie Ivanova	10.15
4.	Issues raised by Trade Associations	Debbie Ivanova	10.30
5.	Ratings Review update	John Forrest	10.40
6.	Customer Support Services Modernisation Programme	Fiona Tuffs	11.00
9.	AOB	Debbie Ivanova	11.25

Welcome and introductions

Minutes and actions from last meeting

Ratings and updates

Current ratings published up to 31/07/2017

(Ratings slides shared with Trade Associations in advance of the meeting, hard copies distributed with papers)

Investigation into CQC's actions in relation to Hillgreen Care Ltd



- On 27 July The Times published an article alleging that CQC was involved in the 'cover-up' of the rape of a resident in a service for people with learning disabilities in November 2015 – the Colne Road site in north London run by the provider, Hillgreen Care Ltd.
- The article also questioned the nature and timeliness of CQC's enforcement actions against the provider.
- In response, Sir David Behan has commissioned an independent investigation, which will report publicly to the CQC Board and identify:
 - what has happened
 - what we should have done differently
 - recommendations to strengthen our future work

Next phase consultation closed



- The second consultation on the next phase of CQC's approach to its regulation closed on Tuesday 8 August
- A third next phase consultation will be held to seek views how we will regulate and rate independent healthcare services

Annual report and accounts for 2016/17 published



- On Tuesday 18 July, we published our annual report and accounts setting out:
 - What we have achieved in 2016/17
 - The further work we have planned to deliver the ambitions of our five-year strategy for a more targeted, responsive and collaborative approach to regulation

Annual report on managing controlled drugs published



- This report was published on 18 July and highlights CQC's activity in relation to our controlled drug responsibilities, including our role with controlled drug intelligence networks (CD LINs), the National Group on Controlled Drugs and the Cross-Border Group for safer management of controlled drugs.
- It sets out key changes to legislation, provides an overview of prescribing data and prescribing trends for controlled drugs across England in the primary care sector and also makes three recommendations to strengthen existing arrangements.
- The Medicines Optimisation team will return to this meeting at a future date to lead a longer discussion on medicines. If you or your members have particular issues you would like covered during this session, please email them to coproductionevents@cqc.org.uk.

Issues raised by Trade Associations

Ratings Review update

John Forrest, Ratings Review Manager

Customer Support Services modernisation programme

**Fiona Tuffs, Director of Change Delivery for
Corporate & Customer Services**

- Overview of the modernisation programme
 - Background
 - Strategic review recommendations
 - Programme objectives
 - Summary of programme status
- Update on post go-live
 - Performance recovery
 - Future plans

- In summer 2015 an external organisation was commissioned to undertake an external strategic review of CQC's Customer Support Services, including:
 - National Customer Service Centre (central call and processing centre in Newcastle)
 - Business Support across the five CQC directorates
- The review was put in place to help us plan for the future (against background of budget reductions which would impact us from 2016)
- The health and social care landscape continues to change, and so do people's concerns about the quality of care, and we cannot stand still in how we handle this

- National Customer Service Centre:
 - Established in April 2009 - limited modernisation since then
 - Significant change was required to meet the current demands of CQC
- Business Support:
 - Activities centralised in April 2015
 - Since then a considerable degree of understanding has been built around work processes and the business support requirements of each of the directorates

- Strategic review highlighted a number of recommendations to help improve Customer Support Services.
- These recommendations were agreed and taken forward as the principles underpinning the modernisation programme:
 - Centralisation of all repeatable processes where its possible to do so
 - Removal of all non/low value activity
 - Define specialist/distinct support to be embedded within each directorate
- The modernisation programme's aim was to embed the three principles to create a more efficient, effective Customer Support Service

Programme objectives

- Effective communication and engagement with staff
- Focus on identifying the most appropriate skills and cost effective operational model
- Centralisation of all transactional activity to make the best and most effective use of resource
- Identify all business critical specialist support requirements and implement the most cost effective support framework to support the business needs
- Contact Team modernisation and efficiencies
- Defined measurable benefits of the activity

Cost benefit

- Annual saving anticipated to be around £1.8m
 - This is indicative as we have not completed populating the new structure meaning vacant posts are included, but based on an indicative salary cost
- This means that redundancy costs will be recovered and a saving of approximately £1m made in 2017/18 with ongoing annual savings of £1.8m to 2020

- National Customer Service Centre (NCSC) and Directorate Support new ways of working, operating models and structures are now live
- Directorate Support
 - Went live on 6 February 2017
- NCSC
 - Went live on 10 April 2017
 - Induction of new staff recruited into NCSC from an external recruitment campaign started on 18 April
 - Three induction groups started each week up to 2 May
 - Total of 26 new staff working as Customer Contact Advisors and Administrators

- Of 83 staff who were placed at risk of redundancy:
 - 44 secured an alternative role within CQC
 - 3 resigned
 - 36 were made redundant (10 of which taking retirement)
 - Last leavers from the programme left on 5 April

Next steps

- Modernisation programme officially closed in May 2017
- Programme board agreed to a 6-month post go-live review of the operating structures and roles within NCSC and Directorate Support
- Currently in the planning stages of this review

Registrations

- In June 84% of registration applications were processed by NCSC within 5 days, compared to a target of 90%. Sustained improvement from April when performance stood at 56%
- Performance below target as colleagues join new teams and undertake training aimed at making NCSC more customer-focused and efficient
- Returning performance to within target has been made more difficult by higher than expected turnover and time taken to get new colleagues working at pace, however performance is largely in line with expectation of the modernisation programme
- Underspends from other areas have been made available for overtime and recruitment to posts sooner than planned in order to support performance recovery
- Performance expected to be on track in July and productivity is being monitored and closely managed

Monitor

- In each month of Q1 2017/18 NCSC triaged 100% of Safeguarding Alerts received within one day
- Processing of Safeguarding Concerns stood at 91% in June compared with a target of 90%
 - Improvement from 61% in April and 86% in May
- Improvement plan for NCSC is on track and performance on target in July

Future plans

- Modernisation programme aimed to build a stronger NCSC that would take us into a future where we can become a centre of excellence in support of the four priorities in ‘*Shaping the Future*’ CQC’s strategy for 2016-2021

- Three key expectations from new ways of working:



- **High achievement:** staff will be expected to be part of creating a high performing team, owning performance and development



- **Great people:** a great place to work, aspiring to exceed performance but find opportunities to develop and grow skills and knowledge. A place where we will celebrate individual and team success



- **Customers first:** during the year we will commence a new focus of listening to what our customers say about us and hear how we can improve from their perspective

AOB