

Social Partnership Forum meeting with CQC – Action Note



Wednesday 7 September 2016

Chair – Rebecca Smith & Jon Restell

Attendance:

Jon Restell, MIP	Dianne Kennard, DH
Rebecca Smith, NHS Employers	Jinjer Kandola, Herts NHS FT
Andrea Sutcliffe, CQC	Paul Cracknell, Norfolk Community Health & Care NHS Trust
Mike Richards, CQC	Josie Irwin, RCN
Tina Roberts, CQC	Elaine Sparkes, CSP
Rachel Heyes, NHS Employers	Jon Skewes, RCM
Bernadette El-Hadidy, NHS Employers	James Shepherd, SPF secretariat
Giles Crompton-Howe, DH	

CQC Strategy for 2016 to 2021

- The CQC Strategy for 2016 to 2021, [Shaping the Future](#), was published in May 2016.
- CQC will continue to monitor and inspect services to identify, celebrate and promote good practice and highlight where improvements are required and, if necessary, use its legal powers to take action.
- CQC has completed inspections of NHS providers and will complete all inspections by April 2017. They will use the inspection data as a baseline and, along with intelligence from the arm's length bodies (ALBs), trade unions, staff, public and patients and information sources such as the NHS Staff Survey and Friends and Family Test, do more targeted inspections focusing on areas of concern.
- CQC's budget will reduce by £32 million by 2019/20 so the organisation is looking at ways to be more efficient. Targeted inspections are one aspect of this. They will also, with the ALBs, have a co-ordinated approach to requests for and use of data; better run their estate and use of IT and look for savings from their travel and subsistence budget.
- Priority three of [CQC's four priorities](#) in its Strategy is to promote a single shared view of quality. This is assessed using five key questions they will ask of every service: Is it safe? Is it effective? Is it caring? Is it responsive? Is it well-led?
- CQC's role is being expanded so they will, working closely with NHS Improvement, look at how well providers are using resources.

Place based inspections, new care models and Sustainability & Transformation Plans (STPs)

- CQC main interest in the STPs are how they will improve the quality of services.
- Two place based inspections have taken place in North Lincolnshire and Trafford and Tameside. There needs to be further consideration of the most appropriate way to rate integrated care – whether individual components of services should be rated or an aggregated rating be used.
- CQC, as part of their inspection process, will ask how well services are integrated and encourage effective system working.

SPF initiative to tackle bullying and harassment in the NHS – CQC's involvement

- The SPF is working on an initiative to promote well-led organisations with a positive cultures in order to tackle high levels of bullying and harassment experienced by NHS staff. They will do this using a three pronged approach, focussing on the system, organisation and team/individual level. SPF is linking in with other work being undertaken on culture, health and wellbeing and leadership.
- SPF asked CQC for guidance on metrics to get information on culture and bullying and harassment in organisations and to measure the impact of initiatives. CQC see the NHS Staff Survey as an important source of information. They are encouraging providers to request all staff complete the survey, not just a sample, as this provides more information on the experience of specific staff groups, such as BME staff. CQC see questions on recommending your organisation as a place to work, in the Staff Friends and Family Test, and those on bullying and harassment, in the NHS Staff Survey, as good indicators of culture. They shared an example of how staff engagement scores have been turned around quickly at Wexham Park because of a clear focus on culture and governance. CQC are working with Michael West on identifying whether organisations are well-led.

- CQC had issues with its culture and levels of bullying and harassment. They commissioned an independent organisation to undertake a review and provided staff the opportunity to contribute to the review on a confidential basis. CQC has a zero tolerance approach to bullying. They highlighted the need to focus on values as well as having governance and systems in place to identify and tackle bullying behaviour.
- CQC agreed to link in with the Workforce Issues Group on use of metrics in tackling bullying and harassment and to establish if the questions CQC uses to identify whether services are well-led, could be used as part of the SPF initiative. CQC's work to tackle bullying and harassment internally could be developed into a case study and be used as part of the SPF initiative.

Action: CQC to be invited to send a representative to the Workforce Issues Group meeting on 17 October to contribute to discussions on metrics to support the SPF initiative to tackle bullying and harassment and share learning from work they are undertaking to support a positive culture in CQC.

Any other business

- Partners agreed that it was important for NHS Improvement to be involved in this group.

Action: NHS Improvement to be invited to nominate a representative to attend the SPF meetings with CQC.

Next meeting:

Thursday 10:30 to 12noon, 16 February 2017, London.