

From: Collins, Diane On Behalf Of Behan, David
Sent: 05 December 2014 17:07
To: DL-ALL-CQC-USERS
Subject: Message from David Behan, Chief Executive

Dear colleague,

Three themes in this week's message: money and accountability; relationships with key partners; and some further reflections on how we are doing.

When I worked in the Department of Health (DH) my weekends would be frequently interrupted by work - would I speak with the Minister about xxxxx or the press office would require a briefing on yyyyy. Sadly, I did not mind, I saw it as part of the job. Indeed those conversations were amongst some of the more relaxed and enjoyable. In my role with CQC there are fewer weekend interruptions so I was surprised to receive a call from the DH last Sunday morning advising me that the Chancellor was to announce on the Andrew Marr Show that there would be additional funding for the NHS next year. The detail was explained and I thought – "that is a good result for the NHS." This is new money to the NHS and will help to deliver the Five Year Forward View and it is targeted at things that matter so it will make a difference. I shared with my senior colleagues. "What about adult social care?" Andrea asked.

The theme of money ran throughout the week.

On Wednesday the Chancellor set out his Autumn Statement and confirmed the Sunday announcement of new money for the NHS but he also set out the future spending plans for public services which will see further reductions in public spending over the next five years of about £30bn. The commentators and political parties are now engaged in a lively debate about the content and implications for public services of the budget.

The budget is further confirmation that the economic, political and therefore financial climate that health and care will be delivered in over the next 5 years is unprecedented, unlike any other period in any of our working lives. The financial context within which we judge quality and safety will continue to be challenging. We will need to be very clear about the relationship between finance and quality in the services we inspect. We will also need to be clear that the resources available to CQC will become constrained. We will need to demonstrate our productivity and impact - how we deliver value for money - the difference we make. There is good work being undertaken on evaluation but this will be something we will all need to embrace over the next period. My belief is that the money rather than politics will be a bigger influence on the work we undertake and on the organisation.

We are about to begin the business planning process where we will set out our plans for 2015/16 for the work we will undertake and the resources we will have available to do this work. It is clear that there will be a Spending Review after the General Election next year and we will need to be able to provide evidence on what impact we have made and whether we provide value for money in time to inform the Spending Review.

On Friday we attended the quarterly accountability meeting with the Department of Health where we account for our performance as an organisation, particularly in respect of our Grant in Aid. The performance report to the Board is the key document we use as a basis for discussion. We also discussed the importance of the work we are undertaking on impact and value for money.

I also met with Jo Maehre and Molly Corner as they are leading the work to draw together the background material for David Prior and my attendance at the Health Select Committee on 16 December 2014 for our annual accountability meeting. It is impossible to predict what we will be asked about but we will need to answer questions on our progress and I anticipate there will be questions on recruitment, Access to GP records, how we work with other regulators such as Monitor, value for money etc

Relationships is the second theme.

Resources was an area touched on when I met Tom Winsor, HM Chief Inspector of Constabulary. Tom is the first HMCI since late 1880s, who was not a previously serving Police Officer. He has just secured a significant increase in resources for this year to deliver the new approach to inspecting police forces. He regards his end user as the public. We undertake important work with all four inspectorates (Prison, Probation, Courts and Constabulary) and these are important relationships for CQC. We will continue to meet to share intelligence, experience and work.

I also met with Jane Dacre the recently installed President of the Royal College of Physicians. Jane has agreed to spend some time on an inspection which will allow her to have a more detailed first hand understanding of our work.

David Prior and I met Sharon Allen, Chief Executive of Skills for Care (SfC) and her new Chair, Dame Moira Gibb. Skills for Care plays a very important role in adult social care as they are one of the very few improvement resources that are available to the sector. We know the challenges of a low paid, largely unqualified workforce and the importance therefore of ensuring that the workforce does have access to training and development which we know is so important for safe, quality services. Our relationship with SfC is very important.

Today, Friday Rebecca Lloyd-Jones and I met the Chief Coroner for England, HHJ Peter Thornton to discuss our relationship with Coroner Courts. This is a new post and given the number of Regulation 28 reports from Coroners Courts to CQC, where they refer matters of quality and safety to us or the number of cases where we are asked to contribute evidence to Coroner Courts, this is another important relationship. The advantage of a Chief Coroner is that we can have one conversation rather than lots of conversations. This will be particularly important in identifying any patterns and trends that are emerging from Coroner Courts findings, especially in relation to quality and safety. We offered to provide content to any training events for Coroners where we could explain our role. Interestingly he was in the process of completing guidance to Coroners on DoLS.

I have spoken at two conferences this week: A Patient Safety Conference at Salford University where I shared some of the key findings from the State of Care Report and I was very proud to be asked to give the 10th Annual National Care Forum Lecture exploring regulation, quality in a time of austerity. My message was: whilst this is a time of unprecedented austerity in public services, engaging staff through good leadership is critical to delivering safe, quality services. The correlation between engaged staff and quality outcomes is inarguable, which brings me to my third theme – listening to our staff.

This week I held three open door sessions where I have met a range of staff in London in two sessions and Preston. I have a final session in Nottingham next week. I have asked the question why did people book a slot with me? The replies have been very similar: people wanted to tell me what it was like to work in CQC at the present time, and that “rather than moan or whinge we (they) wanted to come and tell me” what they thought. In Preston on Thursday I was told by two colleagues that they had discussed the open door session but some team members felt that there was no point – “nothing would change “- but they felt that they wanted to come and speak to me

because they knew that whilst there was not a magic wand it was important they shared their experience. I am pleased that they did. Having authentic conversations about difficult issues is key to finding improvements. If we do not discuss where improvements are required; if we do not listen to each other and use the discussions as a spring board we will not progress. These conversations are more important than the ones I have held with national leaders and which I have shared with you in the above paragraph. They are critical for the delivery of our values into practice and will help us to be the organisation we want to become.

Today you will have caught the BBC News and learned that we have had to amend some of the data in the GP intelligent monitoring we published last week. We had spotted the problem ourselves, we have been putting it right and we have apologised to the GPs affected. This does not change the model or our approach but by acting like this we are modelling our value of integrity.

Some thanks and congratulations on which to end.

Firstly, congratulations to Cohort C, the 22 new inspection colleagues who graduate on Friday from their role specific training and will be joining their teams in all three inspection directorates. Well done to you all.

Well done to the team that have worked on the A&E Survey which we published this week to good effect.

Thanks for your continuing work, professionalism and resilience.

Have a good weekend

David

