

Shaping the future: CQC's strategy 2016 to 2021



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CQC purpose and role



Our purpose

We make sure health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage care services to improve

Our role

We register, monitor, inspect and regulate services to make sure they meet fundamental standards of quality and safety and we publish what we find, including performance ratings to help people choose care



Why a new strategy?

A changing environment

Use and delivery of regulated services is changing

CQC must deliver its purpose with fewer resources

Adapt and improve

We want to become more efficient and effective to stay relevant and sustainable for the future

The public, and organisations that deliver care, have told us we have improved but we know there is more to do



Ambition



Our ambition for the next five years:
A more targeted, responsive and collaborative approach to regulation, so more people get high-quality care



Four priorities to achieve our strategic ambition

1. Encourage improvement, innovation and sustainability in care
2. Deliver an intelligence-driven approach to regulation
3. Promote a single shared view of quality
4. Improve our efficiency and effectiveness



We will know we have succeeded when...



- 1.** People trust and use our expert, independent judgements about the quality of care
- 2.** People have confidence that we will identify good and poor care and that we will take action where necessary so their rights are protected
- 3.** Organisations that deliver care improve quality as a result of our regulation
- 4.** Organisations are encouraged to use resources as efficiently as possible to deliver high-quality care

What will stay the same?

- Our **purpose, role and operating model** - inspections will continue to be central to our assessments of quality
- Our **work with the public** to understand and focus on what matters to people
- Our role in **protecting and promoting equality and human rights** - including for people being cared for under the Mental Health Act or the Mental Capacity Act Deprivation of Liberty Safeguards



What we will do differently

- Support innovation by working with providers delivering care in new ways
- Focus more on the quality of care for population groups and how well care is coordinated across organisations
- Rate how well NHS Trusts are using their resources



- Focus resources towards higher-risk applications at registration
- Build and use our insight to target our inspections where risk is greatest or quality improving

What we will do differently



- Expect providers to describe their own quality against our five key questions
- Share data sets with partners, other regulators and commissioners on care quality

- Improve the experience of providers and the public by moving as many interactions as possible online
- Invest in our internal systems and improve our processes to make sure that we can work efficiently and effectively



Overview of NHS trust inspections



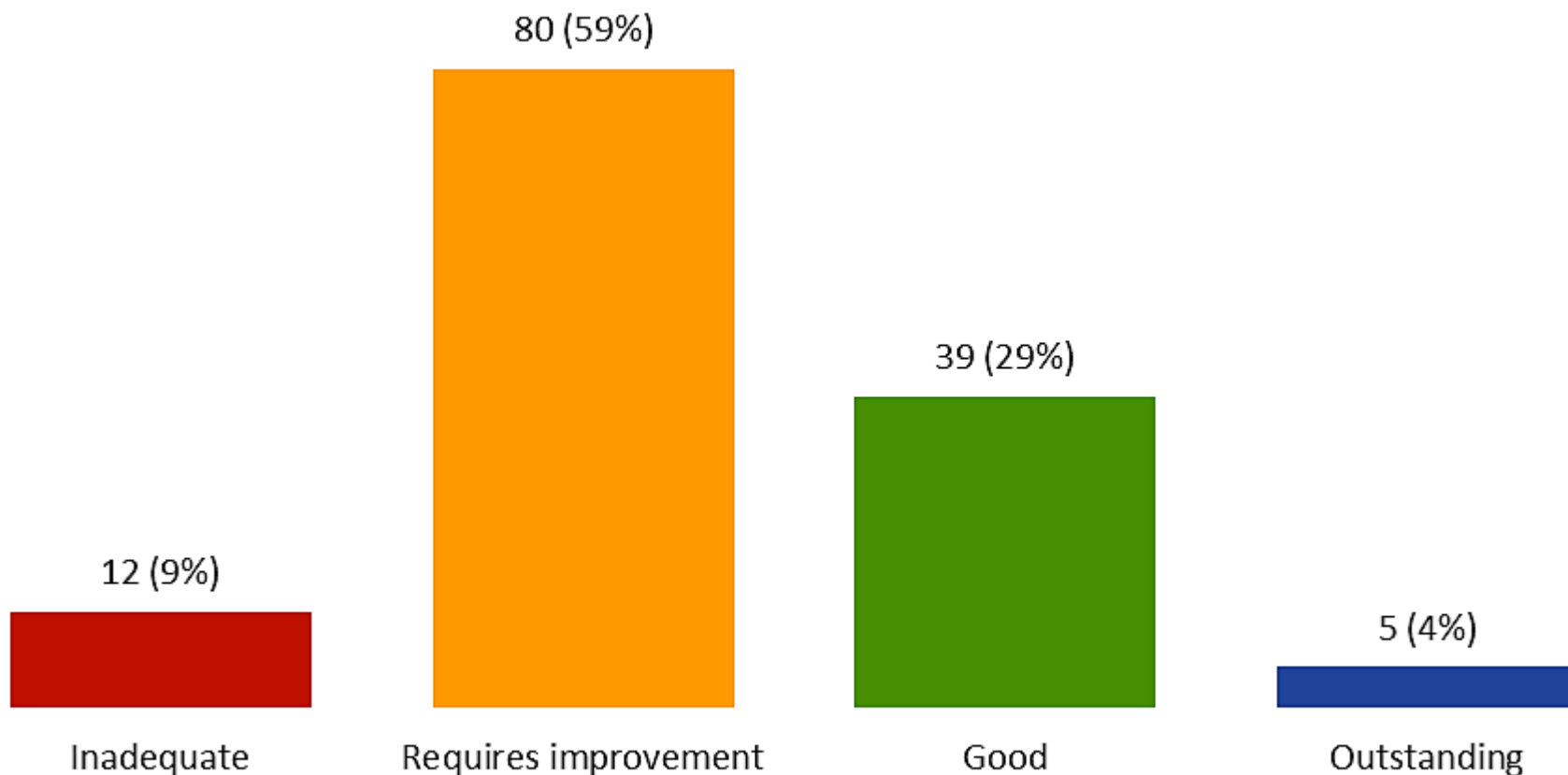
Since September 2013 – 289 inspections

Over 2 years – 190 NHS trust inspections;

- 97 Acute trust inspections
- 14 Specialist trust inspections
- 10 Ambulance trust inspections
- 11 Community trust inspections
- 58 Mental health trust inspections



NHS trusts overall ratings (136 trusts, as @ 31/12/2016)



25 NHS hospitals were in special measures, 11 have improved. This equates to over 5 million people now receiving better care.

What will our strategy mean for hospital inspections?

- Focus on core services that require improvement
- Separate out core services to ensure the focus is appropriate and inspect additional core service where needed.
- Update ratings based on smaller, more focused inspection; use more unannounced inspections
- Introduce as assessment of well-led at trust level
- Produce shorter reports



Hold an annual review of each provider to determine where to focus our inspection activity for the year ahead



Outstanding

The service is performing exceptionally well.



Good

The service is performing well and meeting our expectations.



Requires improvement

The service isn't performing as well as it should and we have told the service how it must improve.



Inadequate

The service is performing badly and we've taken action against the person or organisation that runs it.

- Use of CQC Insight and ongoing engagement with trust and other stakeholders.
- Ongoing evidence gathering throughout the year
 - Staff to demonstrate good/outstanding ward/unit practice.
 - CQC focus groups held on site throughout the year.
- Making greater use of unannounced inspections.
- Short notice announced inspection 4-6 weeks.
- Inspection of selected core services plus annual trust well-led inspection.
- CQC team size to reflect number of core services inspected.
- Shorter, more succinct reports

Trust ratings grid

Ratings for Somewhere General Hospital

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent & emergency services	Requires improvement ↔↔ Feb 2017	Good ↑ Feb 2017	Good ↔↔ Feb 2017	Requires improvement ↔↔ Feb 2017	Good ↔↔ Feb 2017	Requires improvement ↔↔ Feb 2017
Medical care (including care for older people)	Requires improvement ↔↔ Feb 2017	Good ↑ Feb 2017	Outstanding ↑ Feb 2017	Good ↑ Feb 2017	Good ↔↔ Feb 2017	Good ↑ Feb 2017
Surgery	Good ↔↔ Feb 2017	Good ↑ Feb 2017	Good ↔↔ Feb 2017	Good ↑ Feb 2017	Good ↔↔ Feb 2017	Good ↑ Feb 2017
Critical care	Good ↑ Feb 2017	Good ↔↔ Feb 2017	Good ↔↔ Feb 2017	Good ↑ Feb 2017	Good ↔↔ Feb 2017	Good ↑ Feb 2017
Maternity and gynaecology	Good ↑ Feb 2017	Good ↔↔ Feb 2017	Good ↔↔ Feb 2017	Good ↔↔ Feb 2017	Good ↑ Jan 2014	Good ↑ Feb 2017
Children and young people's services	Good ↑ Feb 2017	Good ↔↔ Feb 2017	Good ↔↔ Feb 2017	Good ↔↔ Feb 2017	Good ↑ Feb 2017	Good ↑ Feb 2017
End of life care	Good ↔↔ Feb 2017	Good ↔↔ Feb 2017	Outstanding ↑ Feb 2017	Good ↔↔ Feb 2017	Outstanding ↑ Feb 2017	Outstanding ↑ Feb 2017
Outpatients and diagnostic imaging	Good ↔↔ Feb 2017	Not rated	Good ↔↔ Feb 2017	Good ↔↔ Feb 2017	Good ↔↔ Feb 2017	Good ↔↔ Feb 2017
Overall	Requires improvement ↔↔ Feb 2017	Good ↑ Feb 2017	Outstanding ↑ Feb 2017	Good ↑ Feb 2017	Good ↑ Feb 2017	Good ↑ Feb 2017

Ratings for SATH



Royal Shrewsbury Hospital:

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent & emergency services	Requires improvement	Good	Good	Requires improvement	Good	Requires improvement
Medical care	Good	Good	Good	Good	Good	Good
Surgery	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement
* Critical care	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement
Maternity & Gynaecology	Good	Good	Good	Good	Good	Good
* Children & young people	Good	Good	Good	Good	Good	Good
End of life care	Good	Requires improvement	Good	Requires improvement	Good	Requires improvement
* Outpatients & Diagnostic Imaging	Requires improvement	Inspected but not rated ¹	Good	Good	Good	Good
Overall	Requires improvement	Good	Good	Requires improvement	Requires improvement	Requires improvement

Princess Royal_{Safe}

	Effective	Caring	Responsive	Well-led	Overall
Urgent & emergency services	Requires improvement	Good	Good	Requires improvement	Requires improvement
Medical care	Requires improvement	Good	Good	Good	Good
Surgery	Requires improvement	Good	Good	Requires improvement	Requires improvement
* Critical care	Requires improvement	Requires improvement	Good	Requires improvement	Requires improvement
Maternity & Gynaecology	Requires improvement	Good	Good	Good	Requires improvement
* Children & young people	Good	Good	Good	Good	Good
End of life care	Requires improvement	Requires improvement	Good	Requires improvement	Good
* Outpatients & Diagnostic Imaging	Requires improvement	Inspected but not rated ¹	Good	Good	Good
Overall	Requires improvement	Requires improvement	Good	Requires improvement	Requires improvement

