

From: Collins, Diane On Behalf Of Behan, David

Sent: 19 December 2014 12:46

Subject: Message from David Prior and David Behan

Dear colleague,

This final message of the year is a joint message from David Prior and myself.

We want to begin by saying a big thank you to each and every one of you for your contribution to the important work we undertake in CQC ensuring people are provided with care which is safe, effective, compassionate and high quality.

During the past 12 months we have transformed the way we inspect health and care services; we have changed our methods of inspection; the way that we are organised and managed.

Whilst many colleagues have commented about the pace and scale of change, we know that all of you are supportive of the need for change and the direction of change. Those we regulate now comment that our approach is much more robust "getting under the surface" of services much more effectively.

It is worth reflecting on the achievements of the past 12 months. We have:

- Published signposting documents for adult social care, mental health, community health, PMS, ambulance, independent healthcare services, dentistry and substance misuse services.
- Published draft sector handbooks
- Published State of Care, dementia and diabetes thematics and MHA, DoLS and Controlled Drugs reports.
- ASC, PMS, MH and CHS inspection methodologies designed developed and piloted
- New organisational structure of 3 specialist Inspection directorates, Strategy and Intelligence and Corporate and Customer Services
- Over 300 hundred staff, including Deputy Chief Inspectors recruited
- Inspectors trained in new approach
- Adult social care, GP (in hours and out-of-hours)
- NHS Acute, MH and CHS operating the new approach for inspections and with ratings published
- Provider handbooks published for Adult social care, GP, NHS Acute, MH and CHS
- Recruitment campaigns for inspectors, analysts and other staff and manager roles live across the organisation
- CQC Academy operating a service within CQC for training and development
- New corporate induction module in use for joiners
- Role specific training available for existing and new staff
- New operating model agreed
- Second phase of tailored recruitment campaigns agreed and underway for MH and nurse secondments
- New CQC values launched following consultation across organisation
- CQC Knowledge & Information Strategy and Public Engagement Strategy agreed
- Fit and Proper person and Duty of Candour regulations come into force for use by Inspectors
- Dentistry, independent health, substance misuse inspection methodologies designed, developed and piloted

- Academy curriculum available on Learning Management System
- Fundamental standards, FPPR and DoC guidance, training and support developed and training provided for staff across CQC
- New function of market oversight for corporate ASC providers ready for operation from April 15

This is an impressive list of achievements, all made possible by the commitment and dedication of you all. Although the values of Excellence, Caring, Integrity and Teamwork were not finalised until October they have been influential throughout the year.

It has been deeply impressive.

We both feel very privileged to work with you in our capacities as Chair and Chief Executive of CQC.

We also acknowledge that it has been a challenging year for all of you.

The biggest issue we have had to address is the fact we do not have the number of staff we need to carry out all of our responsibilities. We understand the impact this is having on a number of colleagues to address these issues.

There are 68 new inspector colleagues in the recruitment pipeline who will start work in the New Year.

In the Hospital directorate 116 candidates are being booked into an assessment centre. In mental health we have received 159 new applications. Shortlisting is in the process of completion with 58 candidates booked into assessment centres.

In ASC directorate 583 applications were received. Shortlisting is now taking place but not yet complete with 78 going through to assessment centres.

In PMS directorate 126 applications are being shortlisted with 23 proceeding to assessment centres.

In Registration 129 applications were received. Shortlisting is not yet complete and so far 22 are shortlisted.

Similarly in Children's Services 85 applications were received and are currently being shortlisted.

We know we need to recruit about 550 inspectors and a number of analysts during 2015. I am optimistic that there will be interest in these roles and during 2015 new colleagues will join us and help us to deliver. In the meantime payment of overtime and time off in lieu in line with our established policies has been confirmed. In those situations they are helpful.

Your health and wellbeing is fundamental and we hope that you will see we are working hard to ease the pressures. We have reduced the number of inspections we planned to undertake this year and we will plan the work for next year based on the people we have available.

We would like to welcome Darrin Cutting, who is joining CQC as the new Head of Academy, Sandy Jones who joins us as Board Secretary. Also congratulations to Kate Harrison who has been appointed as Director of Finance, Commercial and Infrastructure. Kate secured this post in an open competition having previously held the post of Director of Strategy and Business Development on secondment to CQC from the West Midlands Ambulance Service.

Well done to the team in Adult Social Care who closed Merok Park Nursing Home under s.31 powers last week. They took a difficult decision but it was the right decision. Well done.

There are times when the magnitude, importance and scale of our responsibilities can seem daunting; and it is clear that we will only achieve our purpose if we work together as a team. It is better to light one candle than curse the darkness.

Over the past few months, we have recognised the great religious celebrations, so we would like to wish you a happy and peaceful celebration of the birth of Christ.

Whatever you are doing over the holiday period we hope you are able to spend time relaxing with family and friends.

Happy Christmas to you and your families.

David and David