

LaingBuisson
EVENTS

Health and care is changing - CQC's Strategy Consultation

10 February 2021

#CQC

INTELLIGENCE + INSIGHT

THANK YOU TO OUR PARTNERS

Bevan Brittan 



Welcome & Introduction

#CQC

Stephen Dorrell



Non-Executive Director
LaingBuisson

Welcoming the panel



David James
Head of Adult Social
Care Policy
CQC



Chris Drysdale
Regulatory Policy
Manager - ASC
CQC



Siwan Griffiths
Partner
Bevan Brittan



Carlton Sadler
Partner
Bevan Brittan



Dr Pete Calveley
CEO
Barchester Healthcare

Introducing



David James
Head of Adult Social
Care Policy
CQC

#CQC

The world of health and social care is changing. So are we.

David James

Head of Adult Social Care Policy

Bevan Brittan & LaingBuisson Webinar on CQC 5
year strategy, Feb 10th 2021



Our purpose is even more vital than ever

We're changing how we regulate to improve care for everyone

The pandemic has renewed the focus on inequalities in health and care

We need to be more flexible to manage risk and uncertainty

It's now not enough to look at how one service operates in isolation

We need to look at how health and care services work as a system



Our strategic themes

Built on four interlinked themes that determine the changes we want to make.

Throughout each theme we aim to improve people's care by looking at:

- how well systems are working, and
- reducing inequalities

We'll implement our new strategy over the next five years so we can be flexible and adapt to changes in health and care.



People and communities

We want to be an advocate for change, with our regulation driven by people's needs and their experiences of health and care services, rather than how service providers want to deliver them.

This means focusing on what matters to the public, and to local communities, when they access, use and move between services.



Smarter regulation

We'll keep pace with changes in health and care, providing up-to-date, high-quality information and ratings for the public, providers and all our partners.

We'll regulate in a more dynamic and flexible way so we can adapt to the future changes that we can anticipate – as well as those we can't.



Safety through learning

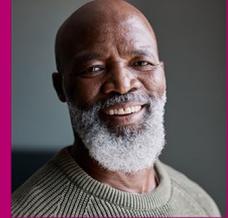
We want all services to have stronger safety and learning cultures. Health and care staff work hard every day to make sure people's care is safe. But safety is still a key concern as it's consistently the poorest area of performance in our assessments.



It's time to prioritise safety: creating stronger safety cultures, focusing on learning, improving expertise, listening and acting on people's experiences, and taking clear and proactive action when safety doesn't improve.

Accelerating improvement

We'll do more with what we know to drive improvements across individual services and systems of care. We'll use our unique position to spotlight the priority areas that need to improve and enable access to support where it's needed most.



We want to empower services to help themselves, while retaining our strong regulatory role. The key to this is by collaborating and strengthening our relationships with services, the people who use them, and our partners across health and care.

How we'll engage with you in the future

- We're changing the way that we consult and work with you on regulatory changes.
- We'll be able to hear people's views constantly through a range of ways in real time as we develop our future ways of regulating.
- Where we do need to consult, we'll do that in a more targeted and responsive way.
- Importantly, it will mean we'll spend less time planning for formal consultations and more time listening to you.



How can I get involved?

Main strategy consultation

- Respond by 5pm on **4 March 2021**
- The quickest and easiest way to respond is through our online form:
www.cqc.org.uk/Strategy2021

For consultation 2

- Respond by 5pm on **23 March 2021**
- <https://surveys.cqc.org.uk/regulatorychanges>
- regulatorychanges@cqc.org.uk



Introducing



Siwan Griffiths
Partner
Bevan Brittan



Carlton Sadler
Partner
Bevan Brittan

#CQC

CQC - Draft 5 Year Strategy

Carlton Sadler, Partner, Healthcare Regulatory

Siwan Griffiths, Partner, Healthcare Regulatory

9 February 2021



Some thoughts...

- **Collection and Use of Data**

- What is different this time to previous strategies?
- Are data sets across the sectors standardised?
- Need for providers to have clear digital data and interoperability.

- **New definitions of quality and safety**

- Clearer standards - “Good” and “Outstanding” care.
- Universal definition of “Safe Care”.
- New KLOEs?

- **Ratings and Reports**

- How dynamic and fluid will change of ratings be?
- Transparency, consistency and discretion.
- Shorter reports – balanced with sufficient evidence?



Some thoughts...

- **More prominent voice for the service users**
 - More activity and innovation needed by provider to collect and act on feedback.
 - How will feedback be used proportionately?
 - CQC responding to those sharing experiences.
- **Safety Cultures**
 - Need for specific expertise within services and clear investment in improving safety through learning, training and use of data.
 - Where improvement takes too long or not sustainable, quicker use of powers.
- **Technology**
 - Data collection.
 - Service delivery.



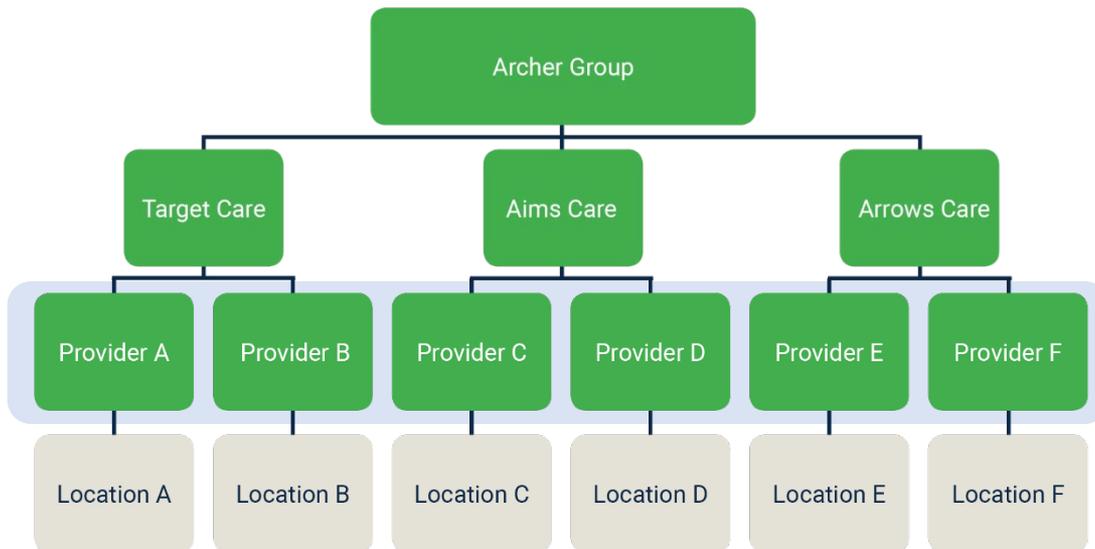
Registration of Group Companies

- **Expanding the definition of what it means to “carry on” a regulated activity.**

“This will make sure that we register all the parts of an organisation that are responsible for directing or controlling care; importantly, this will make sure they can be held accountable”.



Structure (an example)



Registration of Group Companies – The Test?

- Accountability – Definition of providers “carrying on”
- Entities **managing and delivering assurance and auditing** systems or processes ... **to which entities delivering that activity are accountable.**
- Entities **developing and enforcing common policies** on matters such as staffing levels, clinical policy, governance, health and safety, pay levels and procuring supplies that must be followed by entities providing regulated activity.
- Entities with the right to make **employment decisions** concerning people who:
 - work in support of the delivery of regulated activity
 - run individual care settings that deliver regulated activity.

Some thoughts...

- **Improvement**
 - Raising the bar for “Good”.
 - Special Measures.
 - Benchmarking.
- **Sector working**
 - Regulation 12(2)(i) – *“where responsibility for the care...is shared with, or transferred to, other persons, working...to ensure the health, safety and welfare of the service users”*.
 - Commissioning?
- **CQC to look at how services meet their social and ethical responsibilities, such as environmental sustainability.**

Introducing



Dr Pete Calveley
CEO
Barchester Healthcare

#CQC



Dr Pete Calveley, CEO

Quality Dashboard



Overview of All Services

December 2020 Data

Click Service Name for navigation options

Division Region Service Sort By

Service Name	Nursing Residents %	Predicted days until next inspection	Days since last inspection	QIR V2 Inspections Rank	QIR V1 Inspections Rank	Clinical Rank	L&D Rank	HR Rank	Nurses Rank	Other Rank
Adlington Manor	100	277	449	53	999	58	95	163	161	44
Alice Grange	78	669	57	199	999	206	66	121	135	51
Appletree Grange	0	283	443	80	999	223	78	21	234	232
Arbour Court	100	273	534	220	999	3	161	203	109	113
Arbour Lodge	100	-337	926		999	192	191	8	24	183
Archview Lodge	100	94	338	127	999	95	6	6	21	87
Ashby House	100	-249	975	18	999	187	119	234	135	94
Ashchurch View	67	311	415	160	999	83	148	126	169	113
Ashcombe House	97	-249	975	127	999	158	47	189	151	167
Ashfields	0	-313	1,039	11	999	120	89	52	234	62
Ashford House	100	347	379	80	999	156	157	180	142	129
Ashlar House	100	-262	988	217	999	228	127	115	123	196
Ashminster House	79	-164	890	176	999	34	187	163	173	214
Atfield House	100	10	716	112	999	25	80	163	59	113
Austen House	96	126	463	91	999	185	111	167	129	157
Awel Y Mor	100	66	366	220	999	121	54	146	198	127
Badgeworth Court	80	96	630	199	999	147	142	224	109	189
Balclutha Court	100	-36	468	80	999	193	94	24	51	33
Bamfield Lodge	47	311	121	91	999	169	132	131	51	196
Beaufort	97	-574	1,163	160	999	26	234	186	186	180
Bedewell Grange	0	257	469	15	999	58	91	35	234	13
Begbrook	86	-149	581	80	999	10	107	146	42	82
Billingham Grange	100	-572	1,004		999	95	134	102	190	39
Bloomfield	100	304	128	18	999	196	76	45	51	67
Bluebell Park	80	-283	1,009	57	999	135	98	214	129	55
Bod Hyfryd	100	-65	497	127	999	129	24	17	47	199



QIR/CQC inspections

Rank: 176 Ashminster House (064) - Michelle Macadangdang - Op Beds: 56 - Home Nursing is 80%

Date Revi...	Quality Quotient Score	Days Since	Blue	Green	Amber	Red	Black	NA %	Total Ratings	No Of Issu
10.11.2020	Quality Quotient is 87	88	2	27	2	1	0	0	32	14
14.01.2020	Quality Quotient is 69	390	3	23	4	1	1	0	32	18
30.09.2019	Quality Quotient is 63	491	1	25	3	3	0	0	32	21



...

Total Core Red/Black Issues		5
S2	Confidentiality of records	1
S17	Driving continuous improvement	1
S13	Support for those with protected characteristics	1
C8	Tissue viability risk management	1
CA	Staffing Outcomes	1



England - External Inspections							
Ext Insp Date	Days Since	Overall	Safe	Effective	Caring	Responsive	Well Led
15.08.2018	909	G	G	G	G	G	G
22.06.2017	1328	RI	RI	RI	G	RI	RI
19.05.2015	2093	G	G	G	G	G	G

External Inspections Legend	
O	Outstanding
G	Good
RI	Requires Improvement
I	Inadequate
NS	Not Scored

Clinical Dashboard



Clinical Dashboard

QIR V2	QIR V1	L&D	Back to Overview
HR	Nurses	Other	

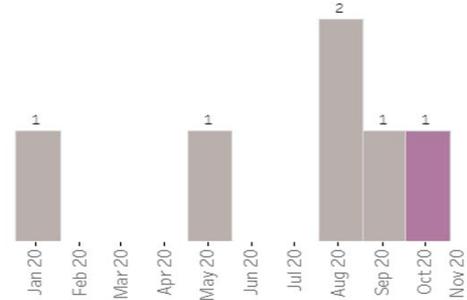
December 2020 Data

Rank: 228 Ashlar House (097) - Sam Koroma - Op Beds: 36 - Home Nursing is 100%

KPI	Period	Value	% res	Group Avg(%)	Rank
<i>click a KPI to update the trend chart</i>					
Mi Skin Training	Current M	94		97.73	27
Home Acquired Pressure Ulcers	Last 3M	0	0.0	3.78	234
Home Acquired Pressure Ulcers People	Last 3M	0	0.0	3.23	234
Running Total Home Acq Pressure Ulcers		0	0.0	3.26	234
External Pressure Ulcers	Last 3M	1	3.5	1.80	43
External Pressure Ulcers People	Last 3M	1	3.5	1.80	43
Running Total External Pressure Ulcers		2	7.0	2.32	173
Skin Tears	Last 3M	0	0.0	13.79	234
Skin Tears People	Last 3M	0	0.0	10.03	234
Footsteps Training	Current M	97		98.20	52
Witnessed Falls	Last 3M	2	7.0	17.60	166
Witnessed Falls People	Last 3M	2	7.0	11.95	158
Found On Floor	Last 3M	1	3.5	60.04	232
Found On Floor People	Last 3M	1	3.5	28.37	232
Total Falls	Last 3M	3	10.5	77.33	228
Total Falls People	Last 3M	3	10.5	33.32	226
Fractures	Last 3M	0	0.0	1.81	234
Dysphagia Training	Current M	98	0.0	98.46	64
Choking	Last 3M	0	0.0	1.32	234
Catheter UTIs	Last 3M	3	10.5	2.00	7
Med Errors	Last 3M	0	0.0	0.00	234
Nutrition Over 3	Last 3M	0	0.0	6.60	234

Found On Floor Trend

Hover for more details or click to update the view at bottom of dashboard



Resident Details for "Found On Floor" for last 12 months

Click on Go to CG to open the incident URL. Events that occurred in the last three months are coloured purple.

009700055/20	October 21, 2020
009700044/20	September 1, 2020
009700035/20	August 6, 2020
009700033/20	August 4, 2020
009700022/20	May 30, 2020
009700002/20	January 28, 2020

- [Go to CG](#)



View Accident/Incident Details for [REDACTED]

Number: 006400216/20 Date Occurred:* 12/12/2020 Time:* 15:01-16:00

Brief Summary*

[REDACTED] was sitting on a wheelchair in the dining room as she decline to transfer into an armchair. The Nurse on duty was on duty trying to stand and then sit back on the wheelchair, slid off the wheelchair on to the floor. The Nurse on duty examine and observe a slight abrasion on outer area of left ankle area cleaned and dressed. T 36.6 and [REDACTED] refuse to have her blood pressure taken. [REDACTED] next of kin informed.

Did the Person Fall?:* Yes Reason for Fall:* Tripping, slipping, loss of balance

Where did it happen?*: Memory Lane

Severity Code:* 1 - No Injury/Near Miss

Incident Type:* Fall - No Injury

RIDDOR Notified? Duty of Candour Applies

Person(s) Involved

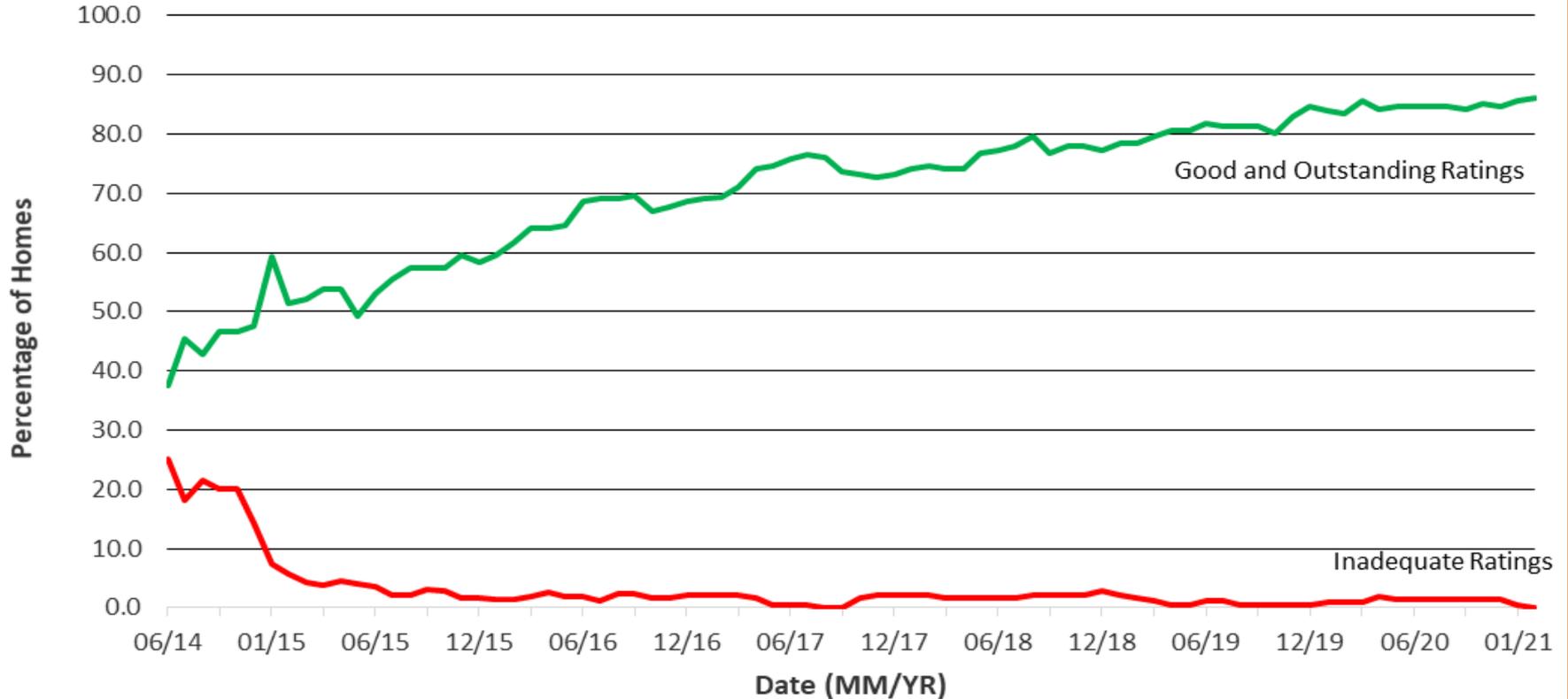
Person Type	Full Name	Unique Number	Injured?	Linked SOVA Referral
Resident/Service User	[REDACTED]	[REDACTED]	Yes	[REDACTED]

Attachments

There are currently no Attachments.

Quality Improvement

CQC New Style Ratings Full History





BARCHESTER

Celebrating life



ROSPA

**Healthcare Services
Sector Award
Winner**



Voice of the Customer

We are constantly encouraging feedback and further developing systems for better data capture with a culture of actioning instantly to improve the experience of potential and existing residents and their family



Customer Satisfaction Survey

Twice per year
Digital / paper

Measuring:
NPS/CSAT/CES



Regular family and friends meetings

Once a quarter
with senior home
management
and family and
friends



Google and CHUK reviews

Regular feedback
from residents,
family, friends
and healthcare
professional



Non converter customer insight

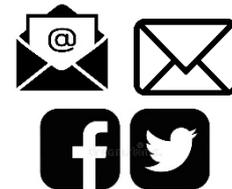
Once per month
Call with data entry

Measuring:
**reasons for non-
conversion**



Mystery shopping

Bi-monthly
Call with
recording and
insight pack
Measuring:
**enquiry
experience**



Contact via Feedback Team and social media

24/7 Incoming
contact including
email, social media
**Concerns,
complaints and
compliments**



BARCHESTER

Celebrating life

Staff Engagement



Best Companies Engagement Survey 2020

- 1* accreditation – a workplace that takes employee engagement seriously
- Identified as a best company to work for in 6 out of 11 regions of the UK
- Improved engagement scores in 7 out 8 factors, compared to 2019

Mid-year Internal Staff Engagement Survey

- Overall response rate 72%
- 62% of care homes/hospital achieved a 100% response rate

Attract 	87% are proud to work for this company
	82% believe the company is run on strong values/principles
	80% would recommend Barchester as an employer to their family and friends
Perform 	82% feel able to raise concerns and they will be listened to
	80% would recommend Barchester if someone they loved was looking for a care home
	79% have confidence in senior management
Develop 	85% have confidence in the leadership of their manager
	83% believe their manager helps them to fulfil their potential
	81% say their manager motivates them to give their best every day
Retain 	80% feel their manager is an excellent role model for them
	85% feel a strong sense of family in their team
	82% state their manager cares about them as an individual
Retain 	70% expressed that Chief Executive has a plan that they understand and believe
	60% wouldn't leave even if they had another job

Q&A | Ask questions and upvote



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Closing Remarks

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Stephen Dorrell



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Thank you for joining

On-demand will be available at
www.laingbuissonevents.com

#CQC

THANK YOU TO OUR PARTNERS

Bevan Brittan 

