



House of Commons
Health Committee

Appointment of the Chair of the Care Quality Commission

First Report of Session 2010–11

Volume I

Report, together with formal minutes

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The Health Committee

The Health Committee is appointed by the House of Commons to examine the expenditure, administration, and policy of the Department of Health and its associated bodies.

Membership

Rt Hon Stephen Dorrell MP (*Conservative, Charnwood*) (Chair)¹

Rosie Cooper MP (*Labour, West Lancashire*)

Nadine Dorries MP (*Conservative, Mid Bedfordshire*)

Andrew George MP (*Liberal Democrat, St Ives*)

Fiona Mactaggart MP (*Labour, Slough*)

Grahame M Morris MP (*Labour, Easington*)

Mr Virendra Sharma MP (*Labour, Ealing Southall*)

Chris Skidmore MP (*Conservative, Kingswood*)

David Tredinnick MP (*Conservative, Bosworth*)

Valerie Vaz MP (*Labour, Walsall South*)

Dr Sarah Wollaston MP (*Conservative, Totnes*)

Powers

The Committee is one of the departmental select committees, the powers of which are set out in House of Commons Standing Orders, principally in SO No 152. These are available on the Internet via www.parliament.uk.

Publications

The Reports and evidence of the Committee are published by The Stationery Office by Order of the House. All publications of the Committee (including press notices) are on the Internet at www.parliament.uk/healthcom.

Committee staff

The staff of the Committee are David Lloyd (Clerk), Sara Howe (Second Clerk), David Turner (Committee Specialist), Frances Allingham (Senior Committee Assistant), and Ronnie Jefferson (Committee Assistant).

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¹ Mr Stephen Dorrell was elected as the Chair of the Committee on 9 June 2010, in accordance with Standing Order No. 122B (see House of Commons Votes and Proceedings, 10 June 2010).

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1 Report

Recommendation on appointment

1. On 20 July 2010, the Secretary of State for Health informed the Health Committee that the Government proposed to appoint Dame Jo Williams as Chair of the Care Quality Commission (CQC)² and asked the Committee to hold a pre-appointment hearing to consider this proposal. **The Committee held the hearing on 9 September 2010 and we are pleased to endorse Dame Jo Williams' candidacy for the post.**

Issues relating to the work of the Care Quality Commission

2. In the course of her evidence Dame Jo drew attention to the very challenging agenda faced by the CQC since it formally assumed its duties in April 2009. The tight financial context and the refocusing of CQC responsibilities since proposed by the Government have further contributed to this challenge.³ **We agree with Dame Jo that although the CQC has made encouraging progress in many areas of its agenda, a substantial number of issues remain.**

3. A number of these challenges relate to continuing work to consolidate the CQC as a single unified body following the merging of its three predecessor bodies (the Healthcare Commission, the Commission for Social Care Inspection, and the Mental Health Act Commission). As well as that continuing need to work towards successful organisational integration, our questioning identified the following key points:

- The need to establish a clear understanding of the distinctive roles of the Chair and Board on the one hand, and the Chief Executive and management on the other; and to establish an effective working relationship between the two;
- The need to develop a common 'CQC culture' across the different historic fields of responsibility;
- The need to develop clear internal cost and efficiency targets and procedures for reporting performance against these targets to the Board;
- Practical challenges arising from the merger, such as the consolidation of information technology systems and the development of an integrated management structure.

Dame Jo reported to the Committee that she felt that “we have made some good progress, but we still have work to do”.⁴ The Committee agrees, and recognises that these objectives need to be achieved against the background of declining real resource.⁵ **The challenging**

2 A full CV for Dame Jo Williams is appended to Volume I of this Report. A memorandum from the Department of Health setting out the role of the CQC, its Chair, and the Board, is included in Volume II of this Report.

3 See Department of Health, Equity and excellence: Liberating the NHS, July 2010, Cm 7881, and Department of Health, Liberating the NHS: Report of the arm's-length bodies review, July 2010.

4 Q1

5 The CQC has an annual budget of £164.4 million compared to the combined budget of £240 million for its predecessor organisations in 2005/06 (CQC annual report 2009–10).

nature of the reorganisation process and the need to ensure continuity is a specific reason for our support of Dame Jo’s candidacy.

4. In addition to the operational agenda within the CQC, our questioning highlighted several areas which we hope Dame Jo will address in her role as Chair of the Commission in order to allow the Commission to make the fullest possible contribution to the delivery of high quality, good value care to patients and service users.

5. We welcome the CQC’s progress on registering NHS Trusts and providers of social care in line with the new system introduced by the Health and Social Care Act 2008, but we believe that the data which is collected is not yet being used to its full potential. We hope that Dame Jo will play a leading role in encouraging both commissioners and service providers to use the information generated by the registration process to improve the quality and value of services delivered. We consider it to be particularly important that the information resulting from the registration process is easily accessible to the public and avoids duplicating the work of Monitor, Primary Care Trusts and, in the future, the NHS Commissioning Board and GP commissioners.

6. The evidence provided by Dame Jo led us to conclude that the CQC needs to address five specific areas of concern:

- It is important that CQC has robust processes which are designed to allow ‘whistleblowers’ to provide information to the Commission without unnecessarily prejudicing their own position. Dame Jo said in her evidence that “we recognise there’s some very real challenges about helping people to speak out”. We agree and hope the CQC will address those challenges directly.⁶
- It is important that ‘soft data’ is accorded a proper role in assessing the quality of care, particularly in residential social care settings. We strongly support the use of soft data but believe that for it to be truly valuable it must be collected and applied in a rigorous, structured manner rather than on an informal basis.⁷
- We suggest that the CQC needs to consider the implications of the shortage of doctors to provide second opinions under sections 57 and 58 of the Mental Health Act 1983, which we believe leads to the inappropriate use of section 62 (Urgent Treatment).⁸
- The Government has proposed the establishment of HealthWatch England as a distinct identity within the CQC. This national organisation is designed, amongst other things, to provide leadership, advice and support to local HealthWatch, advice to the NHS Commissioning Board, Monitor and the Secretary of State and propose CQC investigations of poor services.⁹ These are significant responsibilities,

6 Q37

7 Qq 18, 35–36

8 Qq 20–24

9 Equity and excellence: Liberating the NHS, July 2010, Cm 7881, p.20.

and we hope that CQC will work with ministers and established LINK groups to ensure they are discharged effectively.¹⁰

7. We have a background concern about the quality and accessibility of the information available from the CQC both to the public and to commissioners and providers of care. Dame Jo told us that:

“...one of the most important things that we can contribute is information on our findings that is understandable so that people can use it to make really informed choices.....We are currently consulting on what might be the most appropriate system for the future and anticipate that that will be concluded this year, with the new system probably starting next May.”¹¹

We welcome this consultation. We will be looking to see what progress is made on these issues when the new system is implemented next year.

8. It is vitally important that the CQC performs effectively and efficiently. The reorganisation of the NHS and the refocusing of the CQC's role will place even greater responsibilities on the CQC at a time when its composition and functions are in flux and its resources are under pressure. Given the breadth of the CQC's agenda and the vital place it occupies in ensuring standards of care, **we believe that the CQC's operations should be subject to regular scrutiny by the Committee. We therefore propose to review the work of the CQC on an annual basis, and intend to invite Dame Jo to appear before the Committee again in the summer of 2011.**

10 Q29

11 Q31

Conclusions and recommendations

Recommendation on appointment

1. The Committee held the hearing on 9 September 2010 and we are pleased to endorse Dame Jo Williams' candidacy for the post. (Paragraph 1)

Issues relating to the work of the Care Quality Commission

2. We agree with Dame Jo that although the CQC has made encouraging progress in many areas of its agenda, a substantial number of issues remain. (Paragraph 2)
3. The challenging nature of the reorganisation process and the need to ensure continuity is a specific reason for our support of Dame Jo's candidacy. (Paragraph 3)
4. We believe that the CQC's operations should be subject to regular scrutiny by the Committee. We therefore propose to review the work of the CQC on an annual basis, and intend to invite Dame Jo to appear before the Committee again in the summer of 2011. (Paragraph 8)

Appendix 1: Letter from the Secretary of State for Health

LETTER FROM THE RT HON ANDREW LANSLEY MP, SECRETARY OF STATE FOR HEALTH, TO THE CHAIR OF THE COMMITTEE, 20 JULY 2010

Pre-appointment hearing: Chair of the Care Quality Commission

Following the resignation of Baroness Barbara Young as the Chair of the Care Quality Commission in January, the Department of Health has carried out a recruitment process (managed by the Appointments Commission) to identify a successor.

A recruitment panel, which met on 3 and 14 June 2010, recommended three candidates to me who were each considered to have the qualities and skills required and were therefore suitable for appointment. I met the three candidates on 19 July 2010 and am pleased to inform you that I would like to put forward Dame Jo Williams as the Government's candidate for the Chair of the Care Quality Commission.

I would be grateful if you would consider holding a pre-appointment hearing to take evidence from Dame Jo Williams. My officials will provide the Committee with background information about Dame Jo and background information on the Commission.

It would be very helpful, in the event of a hearing, if the Committee could publish its report as soon as possible after the evidence session. I will then give careful consideration to your conclusions before deciding whether or not to proceed with the appointment.

Appendix 2: CV for Dame Jo Williams

The CV reproduced here is that submitted with Dame Jo Williams' application for the post in February 2010. At the time of the pre-appointment hearing on 9 September Dame Jo was no longer involved as:

- Non-Executive of the Department of Communities and Local Government
- Member of Sounding Board for Third Sector
- Co-Chair of Learning Disabilities Coalition

In addition, in July 2010, Dame Jo was appointed as a Commissioner for the Commission on the Funding of Care and Support.

CURRICULUM VITAE

Dame Jo Williams DBE BA DL

PERSONAL STATEMENT

My life has been guided by my belief in integrity, inclusion and fairness. I have an enthusiasm for new challenges, and an ability to motivate others, helping individuals gain confidence and maximise their contribution. Whilst I am clear about my leadership skills, I know that really making an impact will only happen if there is teamwork and engagement in a shared vision. I have a huge amount of energy, love people and bring about innovation and enthusiasm in those with whom I work.

After more than 30 years in Local Government I was privileged to be the Chief Executive for Mencap for 5 years. I was awarded a CBE in January 2000 for services to Social Services in Cheshire and as President of the Association of Directors of Social Services. In January 2007 I was honoured to receive a D.B.E for my work with people with a learning disability.

LEADERSHIP SKILLS

Currently I am Chair of The Prison Reform Trust, a Non-Executive Director of the Department of Communities and Local Government, interim Chair of the Care Quality Commission and have a range of other roles in the voluntary sector. I am also leading a review of the child and adolescent mental health services. In 2009 I was appointed as a Deputy Lord Lieutenant of Cheshire County Council.

In Mencap I managed a budget of £170 million and led a workforce of over 6500.

Over my 5 years at Mencap I worked hard to raise its impact and profile by understanding and using the media, modernising the internal structure, acting as an ambassador and champion for people with a learning disability and their families. I also established the

Learning Disability Coalition that brought together 10 organisations to create a single lobbying body concerned with the resourcing of learning disability services.

DEVELOPING SOCIAL POLICY

Over the last decade I have been involved in shaping public policy on a number of issues. I currently serve as a member of the following:

- The Sounding Board (which I co-chair) established to advise Department of Health Policy on work with the Third Sector.
- The Government's Standing Commission on Carers.
- The National Learning Disability Task Force – a body that continues to oversee Government policy in relation to people with a learning disability.
- Alongside a colleague who has a learning disability I co-chair the Learning Disability Coalition; a body dedicated to improving the lives of people with a learning disability. I am particularly proud of bringing 10 organisations together to speak with 'one voice'.
- The LGA Commission looking at accountability in the NHS.

Previous similar experience includes membership of:

- A taskforce (which I co-chaired with Ivan Lewis, Minister of Health) concerned with "Commissioning with the Third Sector".
- A Commission, chaired by Sir Alan Langlands, which produced guidance on governance in the public sector.
- The team preparing the NHS National Plan, published in July 2000, I was closely involved in the development of its Partnership theme. My work on this group drew heavily on developments I pursued in partnership working in Cheshire.
- The group that established the General Social Care Council as a member of the Advisory Group 2000/01. This body has responsibility for setting standards and regulating the social care workforce.
- Following the enquiries at Bristol Royal Infirmary I co-chaired a national working group that developed standards for health and social care for children, who require acute and hospital services. This was the first standard issued as part of the National Service Framework for Children.

CONFIDENT COMMUNICATOR

- I am frequently asked to address national conferences concerned with social policy.
- There have been many opportunities to work with the press, radio and TV, and I believe I have developed good skills in this area. The list of 'appearances' includes a number of spots on the 'Today' programme, Breakfast TV, Five Live, and on one occasion 'Newsnight'.

- I have an outgoing personality that serves me well in engaging and forming positive relationships with others, regardless of their role or status.
- For 10 years I was privileged to be a Director of Social Services. I served two local authorities – Wigan Metropolitan Borough Council and Cheshire County Council. I am described as a force for change, an inspirational leader who is dynamic and approachable. I know people who say “Jo does”. As Chief Executive of Mencap, I believe I refreshed the organisation and enhanced its reputation as the leading charity for learning disability.

EDUCATION AND EMPLOYMENT RECORD

EDUCATION

1959 – 1966	Queen Elizabeth’s Girls Grammar School Mansfield, Nottingham 3 ‘A’ levels
1967 – 1971	Keele University BA Honours – Sociology and Social Studies and a Diploma in Social Work Class 2, Grade 1.
1988	Henley Management College Management Training Course.
2009	Honorary Doctor of Letters (Keele University)

EMPLOYMENT

1971 – 1992	A variety of posts in Social Services with Cheshire County Council
1992 – 1997	Director of Social Services (Wigan Metropolitan Borough Council)
1997 – 2002	Director of Social Services (Cheshire County Council)
2003 – 2008	Chief Executive – Royal Mencap Society

MEMBERSHIP

Companion of the Chartered Management Institute
Fellowship of the City and Guilds of London Institute (FCGI)

Formal Minutes

Tuesday 14 September 2010

Members present:

Mr Stephen Dorrell, in the Chair

Rosie Cooper
Andrew George
Fiona Mactaggart
Grahame M Morris

Chris Skidmore
Valerie Vaz
Dr Sarah Wollaston

Draft Report (*Appointment of the Chair of the Care Quality Commission*), proposed by the Chair, brought up and read.

Ordered, That the draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 8 read and agreed to.

A Paper was appended to the Report as Appendix 1.

A Paper was appended to the Report as Appendix 2.

Resolved, That the Report be the First Report of the Committee to the House.

Ordered, That the Chair make the Report to the House.

Ordered, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No. 134.

Written evidence was ordered to be reported to the House for printing with the Report.

[Adjourned till Tuesday 12 October at 10.00 am