

## General Information

**Title:** Building an evidence base on the wider impact of CQC's enforcement activities

**Non-Academic partner:** Care Quality Commission

**Role/Sector:** Health and care regulation

**Location:** 151 Buckingham Palace Road, London, SW1W 9SZ

**Placement:** What is the impact of CQC's enforcement actions?

**Duration:** 3 months

**Start date:** Preferably Autumn 2017 but negotiable

**Full or Part time:** Preferably full time but with some flexibility

## Who are you going to work with

Care Quality Commission is an independent regulator of health and adult social care in England. We make sure health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage care services to improve. We 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.

## How do you expect to spend your day

The project aims to deepen our understanding of the impact of CQC enforcement action by undertaking Social Return on Investment Analysis (SROI).

Where CQC finds that an organisation or person registered to deliver health or care services is providing harmful care we take action to make sure they improve using a range of enforcement powers. The enforcement action is proportionate to the seriousness and level of harm.

We want to be able to compare the outcomes from our enforcement action against the cost of undertaking it. This will help us to understand the difference enforcement makes, and how we can be more efficient or effective in using our enforcement powers.

The Cabinet Office defines SROI as 'a framework for understanding, measuring and managing the outcomes of an organisation's activities.' SROI can encompass all types of outcomes – social, economic and environmental – with stakeholders determining the relevant outcomes.

SROI analysis has six stages:

1. Establishing the scope and identifying key stakeholders
2. Mapping outcomes to understand the relationship between inputs, outputs and outcomes
3. Evidencing outcomes and giving them a value using appropriate data
4. Establishing impact by monetising the outcomes and eliminating aspects of change that would have happened anyway or are due to other factors
5. Calculating the SROI by adding up all the benefits, and subtracting costs
6. Reporting, using and embedding the findings.

The intern would complete the first two stages. They would also identify the data to collect for stage three and have tested it in the 'real world'. Finally, they would develop and test the analytical framework for stages four and five and produce a report to enable continued use of the approach by CQC. CQC colleagues will support with the identification and access of data and suitable cases. There are plentiful datasets in the NHS acute sector, but relatively few enforcement actions. There is more enforcement action in Adult Social Care but limited national datasets. In addition, our experience has shown that it is difficult to identify the impact of CQC using national datasets as we work in a complex system with multiple influences on outcomes.

We therefore anticipate a case study approach of collecting the costs and benefits of particular enforcement actions. However, we welcome alternative ideas from the intern. The intern would develop the scope for the SROI and identify and engage with key internal and external stakeholders to understand the relationship between inputs, outputs and outcomes. They would identify the appropriate data to use and test the collection of this in the 'real world'. This may involve gathering evidence at the site of the providers and/or interviewing people involved or affected. They would develop and test the analytical framework and report what they have found. He/she will be responsible for framing and producing the work, and for reporting back. However, they will work alongside the CQC Economics and Evaluation team and be expected to work collaboratively with internal and external stakeholders.

## The ideal intern's personality and qualifications

The ideal intern should have:

- A strong research background, evidenced by a relevant Post-graduate degree (or equivalent experience).
- Likes a challenge and enjoys engaging with people from a range of backgrounds.
- An interest in Health and Social care policy or research (desirable).
- An interest in the effective and efficient use of public money.

## Essential skills:

- Strong Qualitative and Quantitative research and /or evaluation skills, including interviewing.
- Strong analytical skills including identifying the best approach to analysing data.
- Problem-solving skills including overcoming constraints such as a lack of data or obstacles to engaging with internal or external stakeholders.
- Strong inter-personal skills, an excellent ability to engage with others and strong written and verbal communication skills.
- Excellent attention to detail.
- Experience of writing research or evaluation reports.

## Desirable skills:

- Project management skills.
- Knowledge of the health and social care sector.
- Economics skills.
- Experience of undertaking Impact Evaluations, Cost Benefit Analysis or Social Return on Investments.
- Knowledge of the academic literature on societal wellbeing.

## What are the benefits of Interning at this project

This is an exciting time to work in the CQC. We're transforming the way we work, bringing a fresh approach to regulating health and social care services that firmly puts us on the side of people using them. The work we have completed has led to England becoming the only country in the world with a baseline of what good care looks like. We are a fast-paced, multi-site, multi-professional organisation with an emphasis on values (Excellence, Integrity, Caring and Teamwork). You would be fully supported by the team throughout your internship and would gain exposure to a fundamental body in the health and social care sectors. This project offers the opportunity for an aspiring social scientist to tackle a unique policy question using a multi-disciplinary approach. Through this project an intern could translate theory into practice to influence and shape regulatory decision-making which ultimately makes a difference to people's lives.

# CAMBRIDGE SOCIAL SCIENCE PARTNERSHIP – INTERNSHIP PROJECT

Apply for this role

If you are interested in applying for this opportunity, please email the completed [application form](#) and a CV to [esrcdtc@admin.cam.ac.uk](mailto:esrcdtc@admin.cam.ac.uk).

Please note that all applications must be approved by the applicant's PhD supervisor. The application deadline is **September 20 2017**. Results will be announced early October 2017.