

Case Study: Care Quality Commission (CQC)

The Situation

Following the Francis inquiry into Mid Staffordshire NHS Foundation Trust, the Government was driven by poor public opinion to reform regulation of all healthcare providers in the UK. As the regulator, the CQC saw a change in CEO and the organisation looked to alter their culture and restructure internally by separating out their inspection directorates. This resulted in a large scale recruitment need at senior management level.

The CQC committed to launching a new structure on 1st April and, following previous recruitment success with the CQC, we were asked to submit a proposal for 33 executive level roles in January.

Given the nature of the organisation and the intense public scrutiny the changes were attracting, the project had to mobilise immediately. The swift recruitment of the roles was critical to the future success of the organisation but we still had to ensure that the quality of the candidate experience and the perception of the employer brand were not compromised.

The recruitment need spanned several of our sector and functional practices including Healthcare, Local Government, IT & Technology and Communications.

The Solution

We appointed an Account Manager to lead on the project, to oversee all work and act as point of contact for the internal recruitment team at the CQC.

We divided the project into six recruitment processes:

- Heads of Inspections for Hospitals, Adult Social Care and Primary Medical Services and Integrated Care (26 roles in total);
- Head of Surveys and Qualitative Intelligence;
- Head of Provider Surveillance and Inspection;
- Head of Public Engagement and Involvement;
- Head of Digital Development;
- Three Senior Strategy Lead roles

We allocated the roles internally to eleven members of staff from Partner to Researcher and after a client briefing, commenced the campaign. Our strategy was to use a combination of search and online advertising with multiple websites, given the broad functionalities of the roles.

Overall the roles were well received and we had a very high number of responses. For example, the 12 Head of Inspections for Hospitals roles attracted in excess of 120 applications; of those, we interviewed 55 candidates and achieved the target of placing candidates in all 12 roles.

There were many challenges across the project, outside of those associated with the pure volume and demanding timetable. These included candidates applying for multiple opportunities; the broad geographical spread of the roles; and the communication to candidates around how and why the CQC had been restructured. We also had a significant volume of internal applications that had to be

managed sensitively. Lastly as the CQC as a whole was in such a state of flux, a number of the roles were altered as we progressed as the CQC refined their internal strategy.

The Outcome

From the initial briefing on 7th February, we completed all the Heads of Inspections roles by 24th March in line with their deadline. The ancillary roles were all completed by 7th April at a 100% success rate.