



# CQC Registered Manager Interview Toolkit

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**Produced by:** Public Health Ltd

*Supporting safe, compliant, and effective healthcare operations.*

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## Introduction


Becoming a **CQC Registered Manager** is a major step in demonstrating your ability to lead and oversee regulated health services. The CQC interview is a formal **assessment of your competence, leadership, and understanding of regulatory compliance.**

This toolkit is designed to help you prepare effectively. It contains practical checklists and reminders to ensure you are confident and ready to succeed.

The interview will typically explore:

- Your knowledge of CQC's five key questions: Safe, Effective, Caring, Responsive, Well-led.
- How you manage and support your team.
- Your approach to governance, risk, and quality assurance.
- Your knowledge of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

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 **Tip:** Treat the interview as a professional conversation. The CQC is not trying to catch you out, they want to see how you ensure safe, compliant care.

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## Preparation Checklist

- ✓ **Up-to-date CV** highlighting management and leadership experience.
- ✓ **Knowledge of your service:** type of care, patient profile, size, risks, and staff structure.
- ✓ **Statement of Purpose** for your service (accurate and up to date).
- ✓ **Policies and procedures:** safeguarding, incident reporting, governance, medicines, complaints handling.
- ✓ Understanding of **CQC Regulations and Fundamental Standards**.
- ✓ **Quality assurance systems:** audits, patient feedback, risk assessments.
- ✓ **Leadership approach:** be ready to describe your style, supervision methods, and staff support.
- ✓ **Emergency planning knowledge:** how you manage incidents and business continuity.
- ✓ **Examples of improvement:** show how you've identified risks and improved services.

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💡 **Tip:** Don't just gather documents, practice explaining them clearly. The CQC is looking for your understanding, not just paperwork.

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## Leadership & Governance

As a Registered Manager, you set the tone for safety, quality, and professionalism. Be ready to **explain how you lead people, run governance systems, and assure ongoing compliance.**

### Leadership in Practice

- **Clear vision and values:** articulate how these are communicated and embedded.
- **Structure and accountability:** org chart, roles, RACI for key processes.
- **Supervision and appraisal:** frequency, quality of notes, development plans, revalidation where applicable.
- **Competence and training:** role-based matrices, mandatory training compliance, clinical skills sign-off.
- **Safe staffing:** rostering model, escalation for gaps, use of acuity/risk to inform cover.
- **Wellbeing and culture:** open-door ethos, psychological safety, zero tolerance for poor behaviours.
- **Fit and Proper Persons** (Directors/Leaders): assurance checks and ongoing declarations.

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### Governance Systems

- **Policy management:** controlled documents, versioning, review cycles, dissemination.
- **Risk management:** maintained risk register with owners, scores, controls, and review dates.

- **Audit programme:** annual schedule (clinical, IPC, medicines, safeguarding, information governance).
  - **Performance:** KPIs and dashboards (safety, effectiveness, responsiveness, workforce).
  - **Information governance:** UK GDPR compliance, DPIAs, data security, access control, incident reporting.
  - **Clinical effectiveness:** evidence-based guidance, SOPs/PGDs, peer review and case discussions.
  - **Committee/meeting structure:** agenda, minutes, actions tracked to closure.
  - **Learning and improvement:** how themes from incidents/complaints feed into training and policy updates.
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💡 **Tip:** Show how your leadership style creates a **positive culture** where staff feel supported and accountable.

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# Safeguarding & Duty of Candour

You must be able to demonstrate **robust safeguarding** arrangements and an **open, transparent approach** to care when things go wrong.

## Safeguarding


- **Training:** level-appropriate safeguarding training compliance for all roles (adults and children).
- **Reporting pathways:** Designated Safeguarding Lead (DSL), deputy, and escalation flow.
- **Thresholds and referrals:** when and how to contact local authority/MASH and the police.
- **Safer recruitment:** DBS checks, references, probation, ongoing checks.
- **Record-keeping:** timely, factual notes; incident linkage; confidentiality and consent.
- **Mental Capacity and consent:** capacity assessments, best-interest decisions, documentation.
- **PREVENT/Exploitation:** awareness and reporting routes for radicalisation and modern slavery concerns.

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## Duty of Candour (Regulation 20)

- **Trigger:** incidents causing moderate harm or above (or where prolonged distress is likely).
- **Process:** prompt notification to the person/representative, a sincere apology, and explanation of next steps.

- **Written follow-up:** provide findings, actions, and contact details; keep copies in the record.
  - **CQC notifications:** where applicable, ensure timely statutory reporting is completed.
  - **Assurance:** audit compliance with candour steps and the quality of written communications.
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 **Tip:** Always emphasise the importance of being **open, honest, and timely** when safeguarding concerns or incidents arise.

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# Managing Risks & Incidents

Effective risk and incident management demonstrate a **proactive safety culture** and **continual learning**.

## Risk Management

- **Risk register:** identification, scoring, controls, action owners, and review cadence.
- **Top risks:** be able to discuss your top 3–5 risks and current mitigations.
- **Business continuity:** plans for staffing loss, IT failure, estate issues, and surge demand; test exercises.

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## Incident Management

- **Reporting:** simple access for staff, no-blame culture, and timely triage of incidents/near-misses.
- **Immediate actions:** safety-first response, duty of candour checks, safeguarding screens.
- **Investigation:** proportionate approach (RCA where needed), evidence collation, analysis of contributory factors.
- **Action plans and Learning loop:** specific actions with owners, deadlines, and effectiveness reviews, share lessons and updated policy and training as required.
- **External reporting:** RIDDOR/HSE, MHRA (medicines/devices), and other statutory notifications when applicable.

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 **Tip:** Be ready to describe a **recent risk or incident** and how you used it to improve learning and safety.

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# Quality Improvement

Quality improvement (QI) shows how you turn data and feedback into **sustained, measurable change**.

## Approach & Methods


- **Model for Improvement** aims, measures, and PDSA cycles.
- **Measurement:** outcome, process, and balancing measures aligned to risks and priorities.
- **Visibility:** run charts or dashboards to track progress and variation.

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## Sources of Insight

- **Audits and spot checks:** IPC, medicines, record-keeping, safeguarding, equipment.
- **Patient experience:** feedback cards, surveys, compliments/complaint's themes.
- **Workforce intelligence:** supervision themes, training compliance, turnover, sickness.
- **Benchmarking:** external standards, peer review, and participation in networks where relevant.

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 **Tip:** Keep an example of a **successful change project** ready — something that clearly improved patient care or staff experience.



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## Service Snapshot

This section is for your personal preparation. Complete it with information specific to your service so you can recall key facts quickly during the interview.

<b>Service Name:</b>	
<b>Regulated Activities:</b>	
<b>Statement of Purpose Summary:</b>	
<b>Top 3 Service Risks:</b>	
<b>Key Audits Completed Recently:</b>	
<b>Current Quality Improvement Focus:</b>	
<b>Governance Framework:</b>	