



HEALTH AND WELLBEING BOARD PAPER FORMAL PUBLIC MEETING

Report of: Jane Ginniver

Date: 17th September 2019

Subject: CQC Local System Review Action Plan – Quarterly Update

Author of Report: Steve Roney

Summary:

This report provides an update on progress against the CQC Local System Review submitted in July 2018.

This is the fifth quarterly update of progress, with the first considered in September 2018. This report has been considered by the ACP's Executive Delivery Group and other governance meetings in ACP partner organisations.

Alongside system ownership through the ACP's EDG, each organisation has identified an executive lead for their organisation. That individual is responsible for ensuring actions for each partner are appropriately governed within organisations.

Questions for the Health and Wellbeing Board:

Background Papers:

- The updated CQC LSR action plan and CQC metrics

Which of the ambitions in the Health & Wellbeing Strategy does this help to deliver?

Everyone has equitable access to care and support shaped around them

Everyone lives the end of their life with dignity in the place of their choice

Who has contributed to this paper?

The action plan is owned by all ACP partners, and everyone named within the action plan has submitted progress updates.

CQC Local System Review Quarterly Update, August 2019

1.0 SUMMARY

- 1.1 This report aims to provide an update on progress against the CQC Local System Review submitted in July 2018.
- 1.2 This is the fifth quarterly update of progress, with the first considered in September 2018.
- 1.3 This report has been considered by the ACP's Executive Delivery Group and other governance meetings in partner organisations.
- 1.4 Alongside system ownership through the ACP's EDG, each organisation has identified an executive lead for their organisation. That individual is responsible for ensuring actions for each partner are appropriately governed within organisations.

2.0 HOW DOES THIS IMPACT ON HEALTH INEQUALITIES IN SHEFFIELD?

- 2.1 The action plan emerging from the CQC Local System Review addresses health inequalities throughout, with the intention of changing the system to provide parity of access to care for Older People, regardless of individual circumstances.

3.0 MAIN BODY OF THE REPORT

- 3.1 In 2018, Sheffield was one of twenty areas chosen by CQC for a Local Area Review because performance was not as good as many other parts of the country on a number of measures, including delayed transfers of care.
- 3.2 The action plan focuses on improving and accelerating progress on the following themes:
 - A. A way of working that is built around acknowledging and improving older people's views and experiences and which drives a citywide vision (sections 1 and 2 of the action plan).
 - B. A shared citywide workforce strategy to support front-line staff in delivering this vision and in particular further develops multi-agency working (sections 3 and 4 of the action plan).
 - C. Developing clearer governance arrangements to ensure stronger joint-working between organisations and greater involvement for our Voluntary, Community and Faith sector (sections 5 and 6 of the action plan).
 - D. A meaningful shift to prevention at scale, supported by clear commissioning arrangements and digital interoperability (sections 7 and 8 of the action plan).

- E. A strong system focus on enabling the right support from the right person in the right place at the right time, to give the best possible experience (section 9 of the plan, covering the Why Not Home Why Not Today Work)

3.3 The CQC have indicated their intention to return to care economies to review whether their recommendations have been implemented and care has improved.

3.4 Two appendices accompany this report:

- Appendix 1 – Line by line progress report against CQC LSR Action Plan
- Appendix 2 - Why Not Home Why Not Today Dashboard

3.5 Areas of the Plan Progressing Well

- A. The **Shaping Sheffield plan was endorsed** by the ACP Board in June 2019. The plan is now out for approval with each of the partner organisations and it is expected that approval will be received from each partner by the end of September. Following this the plan will be published on the ACP website which is under development and has a launch date of the end of August.
- B. We have now developed a draft **integrated workforce strategy** which is currently out for consultation. This galvanises significant public and staff engagement, most recently from engagement workshops for children and hard to reach groups in July, and considerable work by a Steering Group comprising leads from across the system. This is a significant development. However, the mobilisation of this will be a major undertaking and needs full engagement of universities, schools and colleges, plus transformational workforce strategic leadership and capacity across the city. Hence the actions in the plan around this are marked amber to signal the significant implementation challenge.
- C. **Person centred care** has been defined within the Shaping Sheffield plan and is stated as a core theme within the draft workforce strategy. Extensive development is planned for frontline staff through secured HEE funds.
- D. **Good work continues on DTOC** through close collaborative working and efforts of all parties comprising the Why Not Home Why Not Today group. The WNHWNT metrics on DTOC performance show the number of delayed patients remained below the target of 45 for 6 weeks. However, the number of delayed patients has increased each week since 16th July and has been above target for 3 weeks.

3.6 Areas of Concern

The key areas of concern are:

- A. We committed to a **new relationship with the voluntary sector** in our action plan (see tasks 5.1-5.3) but we have not yet reached agreement on what this looks like. ACP Board has now approved an initial investment of £50,000, which will create additional capacity to focus on some very specific outcomes over the next 12 months.

- B. No further progress made on **developing new models of care and support**. These models must approach both the physical and mental health and well-being of older people building on approaches such as IAPT and other models across the city. This work needs urgent focus on links with PCNs and mental health investment.
- C. Reviewing **digital inter-operability** in the city remains behind schedule as set out in the action plan. The Digital Workstream has made significant progress in this area following some changes in leadership, however we are a long way from implementation and there are concerns around costs, including the ambiguity around where funding will be drawn from, among ACP partners.

3.7 A review of this action plan is intended to take place prior to the next quarterly review. This will consider:

- Whether the actions have had the desired impact
- Whether the identified actions remain fit-for-purpose, or require adjustment / change

3.8 Each organisational lead for this action plan will be asked to contribute to this review.

4 QUESTIONS FOR THE BOARD

4.1 We need to be sure this action plan is a vehicle for change, rather than a process we move through. In particular this requires bold action to tackle the areas of concern outlined.

4.2 You are asked to debate the points outlined and:

- Note the areas of good practice
- Outline any further points they wish to consider relating to how they are addressing the areas of concern.

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