

Report to: East Sussex Health & Wellbeing Board

Date of meeting: 17 July 2018

By: Director of Adult Social Care & Health

Title: Care Quality Commission (CQC) Local Area Review – Action Plan Progress Report

Purpose: To present a progress report against actions identified following the Care Quality Commission Local Area Review

Recommendations:

The Health & Wellbeing Board is recommended to:

1. Note progress against the CQC Action Plan;
2. Agree the proposal to close completed actions; and
3. Agree the revised timelines for delivery against identified actions.

1. Background

1.1 Following the Care Quality Commission (CQC) Local Area Review (LAR) that took place October 2017 – January 2018, health and care partners in East Sussex collaborated to develop a system action plan in response to the findings and recommendations from the review.

1.2 The action plan was signed off by the Health & Wellbeing Board on 23 February, and the Board agreed to receive quarterly reports against progress. This is the first of those reports, and provides a summary of progress, issues and activity to date.

2. Supporting information

2.1 The following actions have now been completed in accordance with the June/July timeframe for delivery, and it is proposed that these are now closed:

No	Action	Progress Report
1.2	Review system representation and associated accountabilities on STP Board and workstreams	The STP governance review has been completed, with: 1) A refreshed steering group in place with key agreed outcomes for 2018/19 2) A new core operational group established to coordinate and ensure oversight of all STP agreed workstreams, including the four place based plans
3.1	Produce an on-line Older People's briefing to signpost people to all the relevant JSNA products	A specific Older Peoples Profile has been completed for the county. This document this contains links to, and information on, a range of JSNA products relating to the health and wellbeing of Older People at different geographical and administrative boundary levels. The document can be found at: http://www.eastsussexjsna.org.uk/briefings
3.2	Review the structure of the East Sussex JSNA website to ensure Older Peoples products are clearly referenced within the Needs Assessment section of the website.	The Older People's section under the A to Z search has been reviewed to ensure that it contains links to the key older people's resources, such as the Dementia Needs Assessment and Older People's Profile: http://www.eastsussexjsna.org.uk/Site-Index.aspx?index=o Comprehensive Needs Assessments on the site have all been reviewed, and those that are now out-of-date have been removed.

	Ensure the Older Peoples needs assessment information links to Mental Health and Dementia JSNA	
3.3	Identify and respond to commissioning requirements for additional / different older peoples JSNA products to inform strategic commissioning	Public Health are reviewing how the JSNA as a whole can be further developed and improved. Commissioners are being directly consulted in this process to ensure products meet their needs. It is envisaged that a greater array of products will more flexibly and responsively inform commissioning priorities.
6.1	Review East Sussex Better Together Digital Strategy 'Tactical Work' workstream to ensure opportunities to support operational staff through improved IT interconnectivity are prioritised	The Operational Digital Steering Group (ODSG) was set up in January 2018 to generate specific focus on those tactical pieces of work that enable better joint working through system integration. This group meets monthly to identify and prioritise this work and has membership from across ESBT operational teams (Health and Social Care) as well as digital leadership.
6.2	Review IT requirements to address barriers to interconnectivity across integrated teams, e.g. HSCC and JCR	Underway and ongoing – both under the aegis of the ODSG and through individual pieces of work with specific IT teams.
8.4	Engagement with the market to explore sustainable service models to enhance OOH capacity (in addition to Trusted Assessor pilot)	Initial work with providers of last year's interim beds (winter pressures), indicates a range of issues which need to be resolved to support sustainable OOH service models: <ul style="list-style-type: none"> • Ensuring adequate medial cover for care homes is available to support 7 day working and short term admission. • Establishing a multi-disciplinary team to support assessment process and care planning • Establishing a single point of access to manage patient flow, provide daily management information and manage relationships with the care home provider. This work will now be progressed through the Discharge to Assess workstream.
9.1	Develop and implement system-wide mechanisms for evaluating pilot schemes / joint initiatives Develop communications plans aligned to activity	<ul style="list-style-type: none"> • System-wide evaluations will be undertaken when opportunities arise. • Organisation development capacity has been increased within existing resources through the Practitioners Programme and Masterclasses. • Communication plans are being aligned to activity e.g. Urgent Care workstream
9.2	Continue to embed our approach to joint training and development opportunities including: <ul style="list-style-type: none"> • Safeguarding and domestic abuse, Self -neglect • softer skills such as coaching to improve performance 	<ul style="list-style-type: none"> • Range of training opportunities are offered across health and social care staff. • The integrated training offer continues to be developed including a joint induction programme for Integrated Support Workers; Locality Team Manager Development Programme.
9.3	Continue to develop reflective practice approaches in integrated locality teams	<ul style="list-style-type: none"> • OD Practitioners Programme and Masterclasses. 21 participants from across health and social care (ESBT) to develop OD capacity and support reflective practice activity. • Range of opportunities for integrated locality team managers and other staff to attend including leadership lab; resilience in challenging times.
10.1	Ward focussed Discharge Pathway workshop to include Professionals; Patients (and	A range of approaches are being taken through the Urgent Care Trust program including a review and update of documentation to include discharge checklist and criteria lead discharge, and a ward place

	Healthwatch); Providers (including patient transport)	discharge improvement group focusing on ward based discharges.
10.2	Mental Health inpatient workshop to mirror workshop in 10.1 above	An adult mental health patient flow workshop was held 12 June, facilitated by the Trust's Patient Flow Programme Manager and planned jointly with Adult Social Care & Health. Attendance from social care, health and colleagues from districts and borough housing departments.

2.2 The table below contains revised timescales for the actions listed, for agreement by the Board.

No	Action	Progress Report
1.1	<p>Review of Health and Wellbeing Board (see Area for improvement 2) to provide a robust whole system approach to transformation, improved health and wellbeing outcomes for local people.</p> <p>Facilitated workshop to commence review. Scope to include system wide :</p> <ul style="list-style-type: none"> • Planning, performance and commissioning arrangements • Review, confirm and strengthen relationship with the STP 	Please refer to corresponding paper for the Health & Wellbeing Board setting out preliminary review work carried out to date and proposed timeline for further activity. Completion by March 2019 .
2.1	<p>Review the role and purpose of the HWB to:</p> <ul style="list-style-type: none"> • streamline and rationalise whole system governance arrangements • Establish the system leadership role of the Board 	Please refer to corresponding paper for the Health & Wellbeing Board setting out preliminary review work carried out to date and proposed timeline for further activity. Completion by March 2019 .
2.2	Review the role and purpose of the HWB to provide a robust whole system view of planning, performance and Commissioning	Please refer to corresponding paper for the Health & Wellbeing Board setting out preliminary review work carried out to date and proposed timeline for further activity. Completion by March 2019 .
2.3	Review membership of the HWB and clarify roles of Board members	Please refer to corresponding paper for the Health & Wellbeing Board setting out preliminary review work carried out to date and proposed timeline for further activity. Completion by March 2019 .
4.3	Evaluate the IC24 roving GP model and assess whether this approach can be rolled out more broadly across the system	Due to a later than anticipated start date, this service only started in March 2018 and is due to run as a pilot for 6 months. The revised timescale for delivery of the evaluation is October 2018 .
4.5	Develop the Commissioning Intentions and Market Position Statement to include the whole East Sussex Health and Social Care system & STP	Due to the extent of this year's RPPR proposals and consultation process, it was agreed to postpone the date of the Commissioning Intentions & Market Position Statement to the autumn. This will allow engagement with the market and key stakeholders to respond to the outcomes. The revised date for publication is October 2018 .
5.1	Review admission criteria for intermediate care beds across the system to ensure clarity regarding entry requirements and access across the county	This work has been on hold pending recent Cabinet decisions regarding some intermediate care provision, now to be resumed with scheduled completion date of December 2018
6.3	Reduce manual inputting of multi-agency assessments by	Work is underway to fully define the requirements and to assess possible solutions. Delivery will be dependent on the option chosen,

	HSCC	but can be expected before December 2018 .
8.1	Creation of 24 hour crisis response service (ESBT): <ul style="list-style-type: none"> • Optimise crisis response capacity • Merger of Integrated Night Service (INS) and Crisis Response to ensure 24/7 access for admission avoidance • Mental Health to be in scope of the work 	Crisis Response Team in place 08:00 till 22:00 with Integrated Night Service from 22:00 till 08:00. The proposed merger of the two services is on hold pending the outcomes of the ESHT Community Services Review, a further update will be provided when information becomes available. It is anticipated the review will be completed by December 2018 .
8.2	Implementation of Rapid Response service (HWLH)	Now agreed as a priority for service development with SCFT for Community Services contract this year- currently working up action plan to deliver in October 2018 .

2.3 Proposed revised timescales for delivery against the above actions are highlighted in red for consideration and agreement by the Board.

2.4 The full progress report against all actions is attached at Appendix 1 for further information.

3. Conclusions and recommendations

3.1 Good progress has been made against a significant number of key actions identified in the CQC Action Plan, with a number of actions completed and being proposed for closure. Where work is ongoing, proposed revised timescales for completion are indicated.

3.2 The Health & Wellbeing Board is recommended to:

- Note progress against the CQC Action Plan;
- Agree proposal to close completed actions;
- Agree revised timelines for delivery against identified actions.

3.3 Following agreement to the above by the Board, the progress report will be sent for information to the Social Care Institute for Excellence and Department of Health.

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BACKGROUND DOCUMENTS

None