

Report to: East Sussex Health and Wellbeing Board

Date of meeting: 23 April 2019

By: Director of Adult Social Care & Health

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

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

RECOMMENDATIONS:

The Board is recommended to:

1. Note progress against the CQC Action Plan;
2. Agree the proposal to close completed actions; and
3. Note outcome of CQC monitoring report - January 2019.

1. Background

1.1 Following the Care Quality Commission (CQC) Local Area Review that took place from 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 East Sussex Health and Wellbeing Board (HWB) on 23 February 2018, and the Board agreed to receive quarterly reports against progress. This is the final of those reports, and provides a summary of progress, issues and activity.

1.3 The CQC was asked in October 2018 to report on 9 of the first 12 local authority areas subject to review by conducting a monitoring exercise to establish how local systems have progressed since their review. East Sussex was reviewed November – December 2018.

2. Supporting information

2.1 The remaining actions have now been concluded in accordance with the timeframe for delivery, and it is proposed that these are now closed:

No	Action	Progress Report
1.1, 2.1, 2.2, 2.3	Review of Health and Wellbeing Board to provide a robust whole system approach to transformation, improved health and wellbeing outcomes for local people.	The proposals for the revised Health & Wellbeing Board Terms of Reference were endorsed by the current Health & Wellbeing Board on 4 December and the East Sussex County Council Governance Committee on 5 March 2019. They were then approved by Full Council on 26 March 2019. The first meeting of the revised Health & Wellbeing Board will take place on 23 April.
4.1	System review of market provision of beds to ensure bed	The System Review of Beds Task and Finish Group has been undertaking analysis to estimate the five and ten year future need for residential and nursing beds in East Sussex for the funded 65+ population.

	profile and capacity better reflects demand	<p>Initial findings indicate: <i>Table 1: Estimated numbers of additional residential and care beds required by 2023 and 2028</i></p> <table border="1" data-bbox="537 321 1339 527"> <thead> <tr> <th colspan="2" rowspan="2">Scenario</th> <th colspan="2">2023</th> <th colspan="2">2028</th> </tr> <tr> <th>Res</th> <th>Nur</th> <th>Res</th> <th>Nur</th> </tr> </thead> <tbody> <tr> <td>S1</td> <td>Simple pop growth</td> <td>100</td> <td>70</td> <td>240</td> <td>160</td> </tr> <tr> <td>S2</td> <td>Age specific pop growth</td> <td>160</td> <td>110</td> <td>340</td> <td>240</td> </tr> <tr> <td>S3a</td> <td>Needs based - optimistic</td> <td>170</td> <td>110</td> <td>340</td> <td>220</td> </tr> <tr> <td>S3b</td> <td>Needs based - pessimistic</td> <td>220</td> <td>150</td> <td>450</td> <td>290</td> </tr> </tbody> </table> <p>Whilst capacity in the residential market currently is sufficient to meet this increase (due to the level of vacancies), a range of options will need to be considered to stimulate these capacity in the nursing home market.</p> <p>Recommendations will be taken forward by next phase of development on the bedded care strategy.</p>	Scenario		2023		2028		Res	Nur	Res	Nur	S1	Simple pop growth	100	70	240	160	S2	Age specific pop growth	160	110	340	240	S3a	Needs based - optimistic	170	110	340	220	S3b	Needs based - pessimistic	220	150	450	290
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4.2	Improve patient / family / staff information relating to choice (Ref actions 7.4 and 10.4)	<p>New policy and process in place. Adult Social Care Department (ASC) provides first choice letter and offer transitional bed for those awaiting placement or package of care.</p> <p>A YouTube video explaining the NHS Let's Get You Home initiative to patients and the public across Sussex and East Surrey has been launched and available on Healthcare Trust and Clinical Commissioning Groups' (CCGs) websites. Across East Sussex information available for patients and families which explains the initiative, the conversations that will take place, and the options available for local people outside of hospital.</p> <p>The East Sussex Better Together (ESBT) and Connecting 4 You (C4Y) communications and engagement meetings have now been merged so that we can take an East Sussex wide approach to communications and engagement.</p>																																		
4.3	Evaluate the IC24 roving GP model and assess whether this approach can be rolled out more broadly across the system	<p>Initial review indicates service has contributed to managing demand from care homes at weekends. Service will continue in East Sussex, longer term aspect will be considered with development of new bases and dedicated roving cars for OOH.</p>																																		
4.4	Continue to develop the new Adult Social Care Market Support Team to support independent sector residential and community services to improve their CQC rating	<p>ASC Market Support Officers continue to work closely with local CQC inspectors to ensure that appropriate targeted support can be offered to independent sector care providers.</p> <p>A Partnership Quality Working Group with representation from CQC, ASC, CCG and Healthwatch has been established. This has enabled data and market intelligence to be shared between the key agencies.</p> <p>The East Sussex Market Oversight Panel (MOP) meets bi-weekly. As part of this meeting service suspensions, adult safeguarding, provider improvement plans are regularly reviewed within a risk management and business continuity framework.</p>																																		
4.5	Develop the Commissioning Intentions and Market Position Statement to include the whole East	<p>Commissioning intentions and market position statement will be published April-May 2019.</p> <p>System wide approach to commissioning voluntary and community sector services is being developed. Services to be recommissioned from October</p>																																		

	Sussex Health and Social Care system	2019. This includes ASC; Public Health; Children's Services Department; CCGs. Two voluntary sector engagement sessions were held in November and December to inform this approach.
5.1	Review admission criteria across the system to ensure clarity regarding entry requirements and access across the county (see also 8.3)	<p>Hastings & Rother CCG – Bexhill Irvine Unit & Rye - continued focus on reducing Length of Stay (LOS) at both units</p> <p>Eastbourne, Hailsham and Seaford CCG – Transfer of services from Firwood to Milton Grange is completed with continued focus on reducing LOS.</p> <p>Work is planned during 2019/20 to develop an integrated discharge function, which aims to simplify and clarify pathways to facilitate hospital discharge. Governance for this will sit with the Community Oversight Board going forward.</p>
6.3	Reduce manual inputting of multi-agency referrals by Health and Social Care Connect (HSCC)	Initial requirements have been scoped. Further requirements may emerge from the Community Services work stream in the coming months. Future development will be overseen by the Community Oversight Board.
6.4	Primary Care access to E-Searcher and East Sussex Healthcare NHS Trust (ESHT) access to EMIS to share patient medical records (To support delivery of Area for Improvement 10)	Data is now available in an acute setting and further work is ongoing regarding presentation to key clinicians. Practices have access to e-Searcher, though use is varied.
7.1	<p>Continuing Health Care (community and acute)</p> <ul style="list-style-type: none"> • Process improvements • Culture • Performance and outcomes • Sustainability & Transformation Partnership 	<p>The East Sussex CCGs have achieved and sustained the national target of less than 15% of Continuing Health Care (CHC) assessments being undertaken in an Acute bed since October 2017. For EHS and HWLH CCGs there was an improvement of 1% in May 2018, achieving 12% and 11% respectively compared to April 2018. In HR CCG the target was met at 14% but increased by 3% higher compared to April 2018.</p> <p>There is a national target for 80% or more of CHC Assessments to be undertaken within 28 days of request. This target is reported quarterly. All the East Sussex CCGs exceeded the 28 day target considerably in Quarter 4 of 2017/18 demonstrating a significant improvement during 2017/18, resulting in 97% achievement in EHS, 91% in HR and 93% in HWLH.</p> <p>HR CCG and EHS CCG have been asked to lead a Sussex and East Surrey Sustainability and Transformation Partnership (STP) wide review of CHC with the ambition to develop a common approach to managing CHC assessments across eight CCGs and three local authorities including East Sussex. In order to ensure that any new approach can be implemented in line with other local authorities we have given notice on our current arrangements.</p>
7.2	Full Implementation of Discharge to Assess community pathway (community home first principle) to support long stay admission avoidance and to reduce unnecessary assessment in hospital and address stranded patients across all	<p>Pathway 1 has been launched with an initial focus on supporting discharge from gateway wards. ASC, CCGs and ESHT working with NHS England/NHS Improvement to review and discuss further roll-out.</p> <p>3 month winter funding was agreed by the A&E Development Board (AEDB) to support the bedded pathway (4) to be in place before Christmas.</p>

	wards	
7.3	Evaluate Enhanced Discharge Control arrangements currently in place within ESHT	Evaluation has been undertaken and demonstrated value of Enhanced Discharge Control arrangements. Furthermore, ESHT now has single information system in place to monitor all stranded patients, which will support streamlined arrangements going forward.
7.4	Patient Choice Embed System wide Choice Policy – ‘Let’s Get You Home’	New policy and process in place. ASC provides first choice letter and offer transitional bed for those awaiting placement or package of care A YouTube video explaining the NHS Let’s Get You Home initiative to patients and the public across Sussex and East Surrey has been launched and is available on Healthcare Trust and CCG websites. Across East Sussex there is information available for patients and families which explains the initiative, the conversations that will take place, and the options available for local people outside of hospital.
7.5	Trusted assessor development	All intermediate care beds operate a Trusted Assessor model. STP-wide review of CHC services underway. This will enable the service to understand the ask for Trusted Assessor model implementation.
8.1	Creation of 24 hour crisis response service (ESBT)	There are no current plans to extend crisis response to 24 hours or to fully integrate it with Integrated Night Service (INS), however, between them they do provide 24/7 cover. In addition, as part of the CCGs’ Financial Recovery Plans, funding has been agreed for over-night HSCC cover to take referrals from South East Coast Ambulance NHS Foundation Trust (SECamb) etc. during 10pm and 8am for services to start the following morning.
8.2	Implementation of Rapid Response service (HWLH)	Rapid response, though not a discrete service, is part of the overall Community Services Contract with Sussex Community NHS Foundation Trust (SCFT) and in place across the CCG area.
8.3	Review medical model based commissioning arrangements for weekend Intermediate Care admissions (ref also Area for Improvement 5)	In place
8.5	Produce a staff and public narrative to explain out of hour’s service availability.	From 1 April 2019, NHS111 for North West Kent, Medway and Sussex will continue to be provided by SECamb on a new one-year interim contract, whilst we run a joint procurement for an enhanced NHS111 and Clinical Assessment Service (CAS). The one-year interim contract with SECamb will support the delivery of an enhanced NHS111 telephony service, as well as start to develop a CAS, which is set out in the national specification. The CAS will offer patients better access to clinical advice, enabling them to be treated with a single call, known as ‘consult and complete’. Our CCGs are now out to procurement for an enhanced NHS111 service and CAS for Sussex, Kent and Medway. The advert went live on 8 February 2019 and will close on 14 April. Future progress will be reported through Health Overview and Scrutiny Committee (HOSC).
10.3	ESHT Community Services workshop	Embedded within the Discharge Planning and Improvement approach
10.4	Develop patient / family / staff communications to support outcomes of workshops (10.1,10.2,10.3) to include:	A YouTube video explaining the NHS Let’s Get You Home initiative to patients and the public across Sussex and East Surrey has been launched and is available on Healthcare Trust and CCG websites. Across East Sussex there is information available for patients and families which explains the initiative, the conversations that will take place, and the options available for local people outside of hospital.

	<ul style="list-style-type: none"> • Pathway information • Lets Get you Home / Choice • SAFER 	<p>Patient choice information has been reviewed and updated on the ESBT website.</p> <p>Patients in East Sussex can now book or change their appointment online for most first outpatient hospital or clinic appointments.</p> <p>The ESBT and C4Y communications and engagement meetings have now been merged so that we can take an East Sussex wide approach to communications and engagement.</p>
10.5	<p>Review Hospital Transport booking process to reduce the number of bookings made with less than 24 hours' notice</p> <p>Review access for Mental health patients</p>	<p>Embedded within the Discharge Planning and Improvement approach</p>

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

CQC monitoring report

2.3 Ian Trenholm, Chief Executive of the CQC wrote to East Sussex County Council on 10 October requesting an update on the CQC Action Plan. The update was provided by the requested deadline (31 October), and follow-up phone calls with identified staff across the system took place in December.

2.4 The local system review monitoring report for East Sussex is attached at Appendix 2. No further actions were identified following the review.

Next steps for integration and whole system working

2.5 During 2018/19 as part of financial recovery we have been working closely with NHS England (NHSE) and NHS Improvement (NHSI) on our plans for more sustainable health and social care services. As a result, we are in the process of resetting the ESBT strategic transformation programme and moving to a single programme across East Sussex focused on delivering measurable progress over the next 12-18 month period in the three core areas of urgent care, community services, and planned care.

2.6 The intention is to return to delivering a strategic transformation programme through consolidating the existing ESBT and C4Y aims and objectives to deliver outcomes at the lowest level of effective care, with the recommendations and actions arising from the system diagnostic work of NHSI and NHSE, and the other independent reviews that they instigated. We will also ensure that our plans for integration align with the local implementation of the NHS Long Term Plan, and the plans for primary care networks and closer working with GPs.

2.7 Better coordinated care, and bringing together a range of care professionals into locality teams that can proactively identify and support people with long term health and care needs, are both part of a community services model that can best meet the needs of our population in East Sussex. We are putting in place appropriate governance arrangements to support this and hold our health and social care system organisationally and collectively to account. This will report to the HWB which will provide strategic oversight of our plans to meet the health and social care needs of our population and how these are delivered.

3 Conclusions and recommendations

3.1 Good progress has been made against the remaining actions identified in the CQC Action Plan, with all now proposed for closure. Continued development of integrated working for the benefit of our local population will be supported by the developing East Sussex single transformation programme.

3.2 The Board is recommended to:

- Note progress against the CQC Action Plan;
- Agree the proposal to close completed actions;
- Note outcome of CQC monitoring report - January 2019.

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