

York Health and Wellbeing Board

CQC Local System Review

October – December 2017

Place Based Improvement Plan – January 2019

This version of the plan includes only the residual actions as at October 2018

Introduction

This document forms the high level action plan in response to the CQC Local System Review of York (published 22nd December 2017).

The report makes 13 recommendations for improvement in York, supported by the range of findings from their inspection. For the purpose of the action plan these are re-ordered and grouped by theme.

Current Position

CQC conducted a progress review on the action plan in November 2018. The report was published in January 2019. It is available here: <https://www.cqc.org.uk/local-systems-review#reports>

This document summarises the residual actions from the autumn update.

Next Steps

Following the publication of the progress review a new whole system plan is being developed. The first step advised by CQC was to fully review the remaining actions from the initial plan. These are captured in the following pages.

Recommendation 1:					Lead Officer:
Work is required to develop a wider system vision for the STP footprint and develop a common framework for prioritising actions and for specifying accountabilities and shared governance arrangements, to prevent duplication.					Mary Weastell and Phil Mettam
Date Plan Approved: 31-1-18			Review Date: January 2019		
Ref.	Actions	Lead	Date for Completion	status	Evidence / Additional Information
1.3	Map the current governance arrangements across the STP / A&E Delivery Board footprints such as the range of sub groups which meet for specific responsibilities, or task and finish activities.	Pippa Corner	February 2018	ongoing	Basic mapping has been carried out. However, arrangements continue to evolve. Delivery Boards and sub groups for each area of work are established. (STP, HWBB, PBIP, A&E DBd, DTB etc) New map required as part of 2019 plan
Recommendation 2:					Lead Officer:
Work should continue at pace to develop strong relationships across the system to address the lack of collaboration and trust between system leaders.					Mary Weastell and Phill Mettam
Date Plan Approved:		31-1-18	Review Date:		January 2019
Ref.	Actions	Lead	Date for Completion	status	Evidence / additional information
2.5	Align CQC action plan with other integration and improvement opportunities	Pippa Corner	June 2018	ongoing	propose this plan is subsumed in a new plan for 2019. this would close this action
2.6	Adopt the CQC Relational Audit Questionnaire to assess progress (annual)	Clr Runciman (HWBB chair)	June 2018		this does not appear to be available. propose this action is subsumed in the OD work described in 2.8 and continues in plan for 2019. this would close this action

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2.8	<p>Develop organisational development programme to focus on working relationships between system leaders and partner organisations.</p> <p>Revisit the Systems Leadership Training which was delivered across the partnerships in 2016. Build on this for whole system organisational development.</p> <p>Consider external facilitation for YIB development.</p>	PBIP	March 2018	ongoing	<p>There is agreement in principle to invest in further OD programme once all senior leadership roles have been appointed.</p> <p>carry forward in 2019 plan</p>
<p>Recommendation 3:</p> <p>The system should build in clear evaluation of systems to demonstrate the impact on people and the system overall.</p>					<p>Lead Officer:</p> <p>Simon Bell, Michael Melvin (DASS)</p>
<p>Date Plan Approved: 31-1-18</p>			<p>Review Date: January 2019</p>		
Ref.	Actions	Lead	Date for Completion	status	Evidence / additional information
3.1	Strengthen the existing HWBB performance framework, learning from good practice elsewhere.	Terry Rudden	April 2018	ongoing	this should be carried forward in 2019 plan
3.2	Establish a whole system network of performance / data specialists to add value to existing work and minimise duplication	Terry Rudden	February 2018	ongoing	this should be carried forward in 2019 plan
3.3	Map our shared metrics and the existing data collection, how it is used and where reported. Include options for agreeing system wide deep dives.	Terry Rudden	April 2018	work in progress	this should be linked to Joint Commissioning and Digital interoperability in 2019 plan

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3.4	Develop a YIB Dashboard to monitor the effectiveness of this action plan in achieving measurable improvement in performance outcomes plus an action log.	Terry Rudden	June 2018	work in progress	this should be carried forward in 2019 plan
Recommendation 4: There needs to be a greater emphasis on moving towards joint commissioning across the system.					Lead Officer: Michael Melvin (DASS) Phil Mettam
Date Plan Approved: 31-1-18			Review Date: January 2019		
Ref.	Actions	Lead	Date for Completion	status	Evidence / additional information
4.1	Update and continue implementation of HWBB Joint Commissioning Plan 2017-18, including the establishment of joint posts, currently under discussion (CYC / CCG).	Pippa Corner	March 2018	ongoing	propose this action is revised as new programme is being developed, which should form part of 2019 plan. this would close this action
4.2	Ensure the training and learning needs of commissioning teams are addressed, and joint training is put in place for commissioning competencies and skills.	Sandra Garbutt	September 2018	N/A	nominations have been made for the 2019 programme. Opportunity shared with CCG. close this action
Recommendation 5 : There needs to be a system-wide response to effectively managing the social care market and domiciliary care capacity.					Lead Officer: Michael Melvin (DASS)
Date Plan Approved:		31-1-18	Review Date		January 2019
Ref	Actions	Lead	Date for Completion	status	Evidence / additional information
5.1	Build on the existing approach to the Market Position Statement with partners.	Gary Brittain	July 2018	work in progress	this work is being initiated as part of Joint commissioning programme and should form part of 2019 plan

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5.5	Establish joint health and social care apprenticeships to build capacity	Julia Massey (Learning City Partnership, CYC)	May 2018		- no capacity to progress at the present time defer this action pending appointment of Julia's successor
5.7	Undertake a capacity and demand exercise to understand the market requirements of the system, modelling the impact of the agreed change programme	PBIP	September 2018	work in progress	this work has commenced and will report in April / May via BCF. close this action
Recommendation 6: A review of IT interconnectivity should be completed to ensure appropriate data sharing and a more joined up approach across health and social care services.					Lead Officer: Lisa Winward (Chief Constable, NYC)
Date Plan Approved:		31-10-18		Review Date:	January 2019
Ref	Actions	Lead	Date for Completion	status	Evidence / additional information
6.3	Use of NHS Number on all care records to be standardised.	Roy Grant / Mike Richardson	July 2018	work in progress	The work required is currently being impact assessed before referral to CYC Change Board. update required
6.5	Develop a protocol relating to moving data and viewing it as a short term solution, prior to achieving commonality of platform. (eg to support out of hours GPs to view full care records of others' patients).	Shaun Macey Kevin Smith	September 2018	ongoing	digital interoperability will form part of the 2019 plan.
6.6	Work on the business process and information sharing requirements for discharge plans and weekend discharges.	Glynn Shaw	June 2018	work in progress	Technical Project Managers have been identified to deliver the work this will form part of the 2019 plan

Recommendation 7 :					Lead Officer:	
Work should be undertaken to share learning and experience between staff at the interface so there is shared trust and so understanding and historical cultural barriers are broken down.					Michael Melvin (DASS)	
					Michelle Carrington Wendy Scott	
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7.2	Map which frontline teams are 'at the interface'. Identify key teams (eg One Team) to commence joint organisational development activity and create time for teams to build relationships and discuss shared purpose.	Mike Richardson	April 2018	Ongoing	Capacity and Demand exercise will cover this and report via BCF. close this action	
7.6	Build in routine process for responding to Healthwatch York reports – via Improvement Board	Pippa Corner Catherine Scott	June 2018	ongoing	AD Joint Commissioning leading this for system. close this action	
Recommendation 8 - COMPLETE						
Recommendation 9 : An effective system of integrated assessment and reviews of the needs of people using services should be introduced.					Lead Officer: Wendy Scott, Denise Nightingale Michael Melvin (DASS)	
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9.1	Link R9 to R10. Identify a named lead individual and supporting group to be responsible for this area.	Wendy Scott / Denise Nightingale / (DASS)	January 2018		HICM will form part of 2019 plan close this action	
9.3	Develop and implement shared referral and assessment documentation across areas of service.	Glynn Shaw/ Vicky Mulvana- Tuohy	September 2018	ongoing	HICM will form part of 2019 plan close this action	

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9.4	Identify other teams to utilise shared referral and assessment documentation as it is developed.	Pippa Corner Steve Reed	June 2018		HICM will form part of 2019 plan close this action
9.9	Devise and promote a communications and engagement development plan relating to general discharge planning.	Steve Reed	June 2018	work in progress	HICM will form part of 2019 plan close this action
Recommendation 10: The system should prioritise work towards improved performance against the high impact change model.					Lead Officer: Wendy Scott
Date Plan Approved: 31-1-18			Review Date: January 2019		
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10.5	Raise awareness of the High Impact Changes among staff, services and stakeholders.	Sandra Garbutt	June 2018	ongoing	HICM will form part of 2019 plan close this action
10.8	Identify priority areas to accelerate HIC delivery to be 'established' through YIB	Steve Reed Pippa Corner	February 2018	work in progress	HICM will form part of 2019 plan close this action
Recommendation 11 : The full implementation of seven day working should be reviewed across the system to ensure the people of York are able to return to their usual place of residence at the earliest opportunity.					Lead Officer: Wendy Scott (Michael Melvin (DASS))
Date Plan Approved: 31-1-18			Review Date: January 2019		
Ref	Actions	Lead	Date for Completion	Status	Evidence / additional information
11.1	Identify lead individual and supporting groups for HIC, including mapping existing work.	Wendy Scott	January 2018		HICM will form part of 2019 plan close this action
11.4	YIB to agree level of expectation on 7 day working for the whole system – for example how this affects Acute Trusts, Primary Care, Social Care, VCS and independent sector.	Wendy Scott Michael Melvin (DASS)	June 2018	ongoing	HICM will form part of 2019 plan close this action
Recommendation 12 – COMPLETE					

Recommendation 13: Continuing healthcare arrangements should be more robust and person centred.					Lead Officer: Denise Nightingale Michael Melvin (DASS)
Date Plan Approved: 31-1-18			Review Date: January 2019		
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13.7	Develop new work force arrangements.	Denise Nightingale Kyra Ayre	June 2018	work in progress	Trusted assessor piloted with 1 care home who had discharge to assess beds update required
13.8	Explore opportunities for joint social care and NHS roles in terms of reviewing current customers (including assessment of needs against the packages of care)	Denise Nightingale Kyra Ayre	December 2018	work in progress	Pilot role being undertaken between MH OHP occupational therapist and S117 team update required
13.9	Explore joint commissioning Including development of PHB's, brokerage, and the development of specialist provision (market shaping)	Denise Nightingale Gary Brittain	December 2018	work in progress	this will form part of the joint commissioning programme in the 2019 plan close this action