

## Health and Wellbeing Board

24 January 2018

Report of the Director of Health Housing and Adults Services and the Accountable Officer, NHS Vale of York Clinical Commissioning Group

## CQC Local System Review of York - update

### Summary

1. The Care Quality Commission (CQC) has been commissioned to review twenty local systems during 2017 -18, focusing on how local services work together to support older people at the interface of health and social care.
2. The local system is defined by the Health and Wellbeing Board area, and therefore the council area. A performance dashboard of six key indicators was used to identify the initial programme of reviews. York was among the first twelve areas to undergo a review in this new methodology.
3. The CQC Local System Review concluded with the publication of their report on 22<sup>nd</sup> December 2017. The full report is available at: <https://www.cqc.org.uk/publications/themes-care/our-reviews-local-health-social-care-systems>
4. York is required to submit an action plan to CQC by the end of January 2018.
5. The Accountable Care Systems Partnership Board met on 19<sup>th</sup> December 2017 and received a briefing on the outcome of the review and the requirement for a system wide response through the action plan. Partners discussed the advantages of establishing a Place Based Improvement Board for the York system to oversee the development and implementation of the action plan. Such a board would naturally also provide the locality arrangements for York under the Accountable Care System Partnership Board, which covers the Vale of York and Scarborough & Ryedale footprint.
6. In view of the council's role as the lead body for Place, there was support for the City of York Council to co-ordinate the

development of the action plan and proposals for the Place Based Improvement Board.

7. The HWBB is requested to consider the future governance arrangements for the delivery of the CQC action plan, including the potential advantages of establishing a Place Based Improvement Board for this purpose.

## **Background**

8. The Better Care Fund (BCF) was established to support improvement in outcomes for people using services and local communities by promoting integration and transformation of health and social care. It focuses on out of hospital care to prevent admissions to and reduce the impact of delayed transfers of care.
9. In the budget 2017 the government announced an additional £2 billion nationally, paid directly to councils – the improved Better Care Fund (iBCF). The aims of the fund are:
  - Meet adult social care needs
  - Reduce pressures on the NHS, including supporting more people to be discharged from hospital when they are ready
  - Ensure that the local social care provider market is supported
10. Following the Spring Budget announcement of additional funding for adult social care, the Department of Health and Department for Communities and Local Government commissioned the Care Quality Commission (CQC) to undertake a programme of targeted reviews of local authority areas. The purpose of the reviews is to ascertain how people move through the health and social care system with a focus on the interfaces, with particular reference to Delayed Transfers of Care (DTC).
11. The Local System Reviews are taking place first in areas that have been identified as challenged according to 6 key metrics in relation to *“user access and flow (including high numbers of delayed transfers of care)”*.
12. The York Local System Review was initiated at the end of September, and included seven days on site in York in October and early November. A multi-agency working group oversaw the

preparation for the review, providing evidence and responding to information requests.

13. Our narrative set out the history of partnership and integration in the area, the renewed commitment to working together and recent improvements in performance, highlighting the direction of travel.

### **Main/Key Issues to be Considered**

14. The review culminated in the Local Summit to receive the CQC findings and begin the development of an action plan to address their recommendations. This event was facilitated by the Social care Institute for Excellence (SCIE) which will also support the action planning process.
15. The final report was published on 22<sup>nd</sup> December 2017. There has been limited attention to it in local media, presumably due to the proximity to Christmas. The national interim report was published the same week, summarising the findings from the first six reviews. York was the seventh review and is not covered by the interim report.
16. CQC highlighted a wide range of issues grouped under the established five domains of their inspection Key Lines Of Enquiry (Safe, Effective, Caring, Responsive and Well-Led). These issues include:
  - The need to continue improvements in partnerships and collaborative working at all levels – strategic and operational / frontline
  - The lack of a single vision and strategic plan for the York system, and the need to raise the voice of York in the wider STP arrangements
  - The need to communicate the York vision more clearly to the population, to staff and to people needing services
  - The lack of progress on implementing the eight High Impact Changes to improve individual outcomes and patient flow – this includes issues such as access to reablement, seven day working, weekend discharges, person centred approaches in CHC, discharge to assess

- Information sharing, in terms of performance data as well as shared care records is a significant problem, arising from the lack of IT integration
  - Workforce and market capacity are a significant challenge now and in the future
  - Pace of improvement in all the areas above is a concern
17. The report makes thirteen recommendations arising from these issues. The HWBB is required to submit an action plan in response to the report. It should be returned to CQC by the end of January 2018. A firm deadline of 31<sup>st</sup> January 2018 has now been set for this by CQC.
  18. An initial high level action plan has been drafted, based on the specific recommendations made by CQC. This is attached at Annex 1.
  19. This high level plan will need to be accompanied by a more detailed action plan. York is receiving regular support from our SCIE advisor on the preparation of the plan. All partners involved in the Local System Review are contributing to the development of the plan and are asked for their support in ensuring that it is received and recognised within the governance arrangements of individual organisations to ensure whole system commitment.
  20. CQC found the HWBB to have made positive strides to streamline the governance arrangements for York in 2017. However, the review identified weaknesses in the sharing of performance information across the system, with limited evidence of shared and agreed performance metrics to inform or support system performance.
  21. Partners present at the Accountable Care Systems Partnership Board on 19<sup>th</sup> December (covering the Vale of York and Scarborough & Ryedale footprint) have agreed in principle to explore the advantages of establishing a Place Based Improvement Board for York to take forward CQC's recommendations and address the issues raised in the report. An Improvement Board would be accountable to the HWBB for delivering the action plan.
  22. Such a board could also address wider system improvement, beyond the scope of the review which focused narrowly on people

over 65 years of age, and excluded their mental health and wellbeing, other than services for people with dementia. Proposals for the potential governance arrangements are set out in an early draft, attached at Annex 2.

23. In re-launching the Accountable Care Systems Partnership Board, the question arises of how the other localities, beyond York, might fulfil the requirement for locality arrangements. The York HWBB is responsible for ensuring effective governance arrangements for its area. The York approach may inform and influence other areas as it is making faster progress on this. Partners will be engaged in these developments.
24. Due to the timing of the meeting in relation to the deadline for the submission of the action plan, the HWBB is asked to delegate the responsibility for finalising and approving the final version of the plan and the further development of the governance arrangements to the Chief Executives of the council and Foundation Trusts, and the Accountable Officer of the CCG.

### **Consultation**

25. Discussion has taken place at the Accountable Care System Partnership Board which covers the Vale of York, Scarborough and Ryedale. Informal consultation on the contents of the action plan has taken place with partners.

### **Options**

26. Not applicable

### **Analysis**

27. Not applicable

### **Strategic/Operational Plans**

28. CQC acknowledged the overarching vision for the system as York's health and Wellbeing Strategy 2017-22. The action plan will incorporate other relevant plans already in place.

### **Implications**

29. **Financial** – full implementation of the CQC recommendations will require investment or redirection of resources. Failure to achieve the required improvement in performance on the 6 domains of the

NHS and Social care dashboard may result in a review of iBCF, and conditions being attached to its deployment in York.

30. **Human Resources (HR)** – no implications at this time.
31. **Equalities** - the implementation of CQC recommendations will support inclusion for older people.
32. **Legal** – no implications at this time.
33. **Crime and Disorder** – no implications at this time.
34. **Information Technology (IT)** – CQC made a specific recommendation relating to IT integration and interoperability: “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”.
35. **Property** - no implications at this time.
36. **Other** - no other implications at this time.

### **Risk Management**

37. Failure to submit a compliant action plan to CQC and the Department of Health on time may result in sanctions being imposed on York HWBB and its constituent organisations.

### **Recommendations**

38. The Health and Wellbeing Board are asked to consider:
  - i. Delegating the oversight of developing and submitting the CQC action plan to the Director of Health Housing and Adults Services, acting alongside system leaders.

Reason: to ensure that the work is completed in line with the requirements of the Department of health and CQC.

- ii. Delegating the task of further developing future governance arrangements for the CQC action plan and wider system improvement to the Chief Executive of the council, acting alongside system leaders.

Reason: to enable proposals to be developed and consulted on informally prior to further recommendations being brought to the HWBB at a future meeting.

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**Report  
Approved**



**Date** 16.01.2018

Phil Mettam  
Accountable Officer  
NHS VOY CCG

**Report  
Approved**



**Date** 16.01.2018

**Specialist Implications Officer(s)** None

**Wards Affected:**

All

**For further information please contact the author of the report**

### Background Papers:

***All relevant background papers must be listed here.***

*CQC Local System Review Interim National Report*

*CQC City of York Local System Review*

*Available at:*

<https://www.cqc.org.uk/publications/themes-care/our-reviews-local-health-social-care-systems>

### Annexes

**Annex 1 – high level action plan**

**Annex 2 – draft proposals for governance arrangements**