

Oxfordshire Joint Health Overview & Scrutiny Committee

7 February 2019

CQC System Review: Update from Integrated System Delivery Board

This paper is provided as an update to HOSC after the recent CQC local system follow-up review.

System Leaders welcome comments and feedback from HOSC on the CQC report.

1. Background

The CQC returned to Oxfordshire in November 2018 to review the progress the system has made against our action plan following the initial CQC Local Area Review of Oxfordshire's Health & Social Care System in November 2017.

The primary focus of the original review was to find out how well older people move between health and care in England. The findings were published in a report in February 2018, in response to which the Oxfordshire system leaders developed an action plan in response to the CQC's recommendations.

2. The on-site visit

The CQC spent two days in Oxfordshire to talk to us about our progress with the action plan that was created after the previous review. This visit was on a slightly smaller scale than before with a team consisting of 8 people, some of whom were part of the previous CQC review team.

During the two days they:

- Attended a presentation from system leaders, which gave us the opportunity to tell them of the progress that had been made since they were last with us
- Interviewed 34 people from across the system, including representatives from Healthwatch and the voluntary sector
- Spoke to 40 people at focus-groups with care providers, front-line staff and commissioners

The CQC were interested in exploring how the actions we had agreed had developed and whether things were improving for people who use services.

3. The follow up report

The CQC produced a report following the on-site visit and published it on 9 January 2019. On 29 January the report was presented to the Health & Wellbeing Board who are responsible for overseeing the delivery of the ongoing CQC Action Plan.

The report recognises the progress made by the system and it identifies many areas in which improvements have been made since the last local area review.

The report found that since the initial review system leaders have worked to change the culture within their organisations and develop better relationships. This had enabled a sense of shared purpose, and a willingness to take a system based approach to resolving challenges and planning for the future.

Inspectors found solid, practical examples where improved relationships had led to better outcomes for people. For example, improvements in patient flow leading to a reduction in “delayed transfers of care” and our joint approach to winter planning.

Specifically, the report praises:

- A stronger strategic approach emerging that embodies the principles of co-production, for example in the development of the Health & Wellbeing Strategy.
- The inclusion of wider partners on the Health & Wellbeing Board including the chief executives of health partners and the Clinical Commissioning Group. The CQC consider this crucial to the resolution of system-wide issues such as affordable housing, and in supporting the development of community models and local hubs.
- The systemwide approach to dealing with winter pressures, including the evaluation and learning opportunities from the previous winter, which were applied to improve system capacity and anticipate risks for this winter.
- Improved support in primary care in relation to hospital avoidance, and planning for a wider approach to preventative services.
- Practical examples where improved cross-system relationships had improved outcomes for people. For example, work had been undertaken to successfully reduce the numbers of people who remained in hospital unnecessarily.
- Improved practice regarding the development of a workforce strategy.

Professor Steve Field, Chief Inspector of Primary Care Services, said:

Since that last visit, our inspectors have found system leaders had improved how they work together to co-operate, to plan and deliver health and social care services for older people in Oxfordshire - and while it is not fully developed it is showing signs of improvement.

We found a stronger strategic approach which allowed for closer working and co-production. Carers' representatives also felt that engagement had

improved and this was demonstrated in the development of the older people's and Health and Wellbeing Board strategies. We found that the element of partnership working had strengthened and people felt listened to by system leaders.

As the CQC note in their report, we are eight months into the 18-month action plan. It is to be expected that at this stage there is still work to do to deliver the remaining actions in the plan. Including:

- Continuing with the work to simplify care pathways to ensure people only stay in hospital for as long as they need.
- Review our commissioned services to consider design, delivery and outcomes and to reduce and avoid duplication
- Delivering the co-produced Older People's strategy by the end of March 2019 as set out in the CQC Action Plan.
- Increasing engagement with the VCSE sector, an example of this is setting up an independently led Carers Forum with which we will work collaboratively to co-produce our future Carers Strategy.
- Developing revised market position statements in-line with national guidance and best practice examples, working closely with providers and with people who use services to produce the information required by providers to help plan and deliver their services.
- Delivering a brokerage function and improved information, advice and guidance to support people who fund their own care

The areas for future focus noted in the report are covered by existing workstreams within the action plan. Additional tasks have been added to workstreams where required to ensure the further recommendations are fully delivered.

System leaders welcome this report by the CQC and are confident that the fundamental building blocks are now in place that will enable the system to fully deliver the action plan.

The Integrated System Delivery Board will continue to monitor the action plan and will report to the Health & Wellbeing Board as part of the agreed reporting framework.

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