

OXFORDSHIRE HEALTH AND WELLBEING BOARD

13 JUNE 2019

Report Title	CQC Action Plan Highlight Report
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Summary and Recommendations	
<p>This paper describes progress against each workstream in the CQC action plan and updated performance against the Evaluation Framework agreed at the Health & Wellbeing Board in November 2018.</p>	
Is the work linked to a sub-group of the HWB (tick as appropriate)	<input checked="" type="checkbox"/> Integrated Services Delivery Board <input type="checkbox"/> The Children’s Trust <input type="checkbox"/> The Better Care Fund Joint Management Group <input type="checkbox"/> The Adults with Support and Care Needs Joint Management Group <input type="checkbox"/> Health Improvement Partnership Board
This paper links to the following priorities set out in the Joint Health and Wellbeing Strategy (tick as applicable)	
<input type="checkbox"/> A coordinated approach to prevention and healthy place-shaping. <input checked="" type="checkbox"/> Improving the resident’s journey through the health and social care system (as set out in the Care Quality Commission action plan). <input type="checkbox"/> An approach to working with the public so as to re-shape and transform services locality by locality. <input type="checkbox"/> Plans to tackle critical workforce shortages. <input type="checkbox"/> A Healthy Start in Life <input type="checkbox"/> Living Well <input type="checkbox"/> Ageing Well <input type="checkbox"/> Tackling Wider Issues that determine health	
The purpose of this paper is	
To update the board on progress and next steps in relation to the CQC Action Plan following receipt of the CQC progress report in January 2019.	
<input type="checkbox"/> For decision <input type="checkbox"/> For discussion <input checked="" type="checkbox"/> For information <input type="checkbox"/> Other _____	

CQC Action Plan Highlight Report
Report from the Integrated System Delivery Board

1. Background

In January 2018 the CQC published a report following the Local Area Review of Oxfordshire Health & Social Care System. Oxfordshire Health & Social Care leaders set out their response to the report by submitting an 18-month action plan to the CQC in March 2018.

Progress against the plan was reviewed by the CQC and a follow-up report was published in January 2019, the further recommendations in the follow-up report have been absorbed into the plan.

This report described progress against each of the 15 workstreams in the action plan. It also provides an updated Evaluation Framework showing the system's performance against key measurables as agreed at the Health & Wellbeing Board meeting in November 2018.

2. Highlight Report

Each workstream has been rating based on how well they are progressing.

- Green – Workstream is progressing well
- Amber – Development required
- Red – Major problems identified

Green	Amber	Red
A - Vision, Governance & Strategy	B - Organisational Development.	
C - Older People's Strategy	E - Demand Pressures	
D - Learning After Escalation	G - Workforce Strategy	
F - Market Management	H - Flow & Pathways	
I - Housing	J - Review of Commissioned Services	
L - Self-Funders	K - Support for Carers	
M - Trusted Assessor	N - Co-production	
	O - Voluntary, Community & Social Enterprise (VCSE) Sector	

A brief overview of each workstream is given below, where a workstream has been rated Amber the agreed mitigation actions are also given.

2.1. Green

A - Vision, Governance & Strategy

The majority of tasks in this workstream have been completed, with the remainder on track.

C - Older People's Strategy

The Health & Wellbeing Board approved the strategy in March. An implementation plan is being developed with input from providers and people who receive services. It is due to be presented at the Health & Wellbeing Board in September.

D - Learning After Escalation

All tasks in this workstream have been completed.

F - Market Management

All tasks in this workstream are on track. This includes the development of the Care Homes Strategy, Homecare 2020 Strategy, Market Position Statements and Short Stay Beds procurement process.

I - Housing

The majority of tasks have been completed. There are only two actions remaining both of which are expected to be completed by the end of August.

L - Self-Funders

The brokerage service for people who fund their own care is due to go-live at the end of July.

M - Trusted Assessor

All tasks in this workstream are either completed or on track for completion within planned timescales.

2.2. Amber

B - Organisational Development

Actions identified following the initial Local Area Review have been completed. However, detailed plans are not yet in place to deliver actions related to the Area of Future Focus the CQC identified in their follow-up report:

“Further organisation development work should take place to address the culture of frontline staff, particularly medical staff, to enable a strength-based approach to care planning.”

- Mitigation – A workstream lead has been identified and plans are being developed to take this work forward at pace.

E - Demand Pressures

The majority of actions in this workstream are completed or on-track. However, updated plans for delivering Continuing Health Care within the Planned Budget are

required, this has been delayed due to the need to appoint to a post to take this work forward.

- Mitigation – A new commissioner who will take this work forward was appointed in May and will provide updated plans shortly.

G - Workforce Strategy

All tactical / operational actions have either been completed or are on track. Clarity is required on how the Oxfordshire system is inputting into the BOB STP Workforce Strategy along with timescales for its delivery.

- Mitigation – Clarity will be sought from the workstream leads by the CQC Steering Group at its meeting in June.

H - Flow & Pathways

Detailed plans are not yet in place to deliver actions related to the Area of Future Focus the CQC identified in their follow-up report:

“The comprehensive review of pathways of care should be undertaken. Discharge to assess processes should be evaluated and streamlined to move away from bed-based assessments where possible. Housing needs, particularly equipment and adaptation needs, should be addressed as part of this review.”

- Mitigation – A workstream lead has been identified and plans are being developed to take this work forward at pace.

J - Review of Commissioned Services

Several service reviews have been carried out over the past 18 months. These will be summarised in a paper for the Joint Management Groups in July, and will include:

- Short Stay Beds
- Contingency Care
- Hospital at Home
- Reablement
- Care Homes
- Home Care
- NHS Continuing Care

However, further evidence is required on how the system is meeting the Area of Future Focus identified by the CQC in the follow-up report:

“Commissioning with the independent social care market should be reviewed to move away from a transactional and traditional approach, and providers should be engaged in plans to support the development of the market.”

- Mitigation – Work is ongoing resetting and reshaping relationship with providers such as the provider conference, involvement in many co-produced projects including work to review the Older People’s Strategy and market position statements.

K - Support for Carers

Two key events relating to Carers have been delayed, the Carers Workshop (Listening Event) took place on 22 May, the Strategic Carers Event will now take place in July. This workstream requires a more detailed plan to be developed following these events.

- Mitigation – The workstream lead will provide updated plans following the initial events.

N - Co-production

A system wide approach to co-production has not yet been approved. This was discussed at HWB in March but requires further work.

- Mitigation – The paper will be revised and brought to a future HWB meeting.

O - Voluntary, Community & Social Enterprise (VCSE) Sector

While the system continues to work closely with the VCSE, detailed plans are not yet in place to deliver actions related to the Area of Future Focus the CQC identified in their follow-up report:

“The good work to develop relationships and address cultural change should be embedded throughout Oxfordshire’s health and social care system. This should include engagement with the VCSE sector and independent providers.”

- Mitigation – A workstream lead has been identified, plans are being developed to take this work forward at pace.

3. Evaluation Framework

Part 1 – Joint Health & Wellbeing Strategy & Current Priorities		Target	Apr-19	Performance since last report
1a	Reduce the number of avoidable emergency admissions for acute conditions that should not usually require hospital admission	997 or fewer	1,218	↓ (1%)
1b	Number of people waiting a total time of less than 4 hours in A&E	95% or above	87%	↓ (1%)
1c	Reduce the average number of people who are delayed in hospital	83 or fewer	95	↑ (17%)
1d	Proportion of all providers described as outstanding or good by CQC remains above the national average	86% or above	92%	→
1e	Number of older people placed in a care home per week	16.5 or fewer	11.5	↑ (28%)
1f	Increase the number of hours from the hospital discharge and reablement service	8920 or above	8,842	↑ (10%)
1g	Increase the number of hours of reablement	5750 or above	5,944	↑ (13%)
Part 2 - NHS Social Care Interface Dashboard		Target	Apr-19	Performance since last report

HWB10(b)

2a	Emergency Admissions (65+) per 100,000 of the 65+ population	24550 or fewer	19,667	↑ (19%)
2b	90th percentile of length of stay for emergency admissions (65+)	18 or below	13	↑ (23%)
2c	Total Delayed Days per day per 100,000 of the 18+ population	83 or fewer	95	↑ (17%)
2d	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	85% or above	73.7%	↓ (3%)
2e	Proportion of older people (65+) who are discharged from hospital who receive reablement / rehabilitation services	3.3% or above	1.7%	↓ (1%)
2f	Proportion of discharges (following emergency admissions) which occur at the weekend	18.86% or above	21.60%	↑ (1%)