CHESHIRE EAST HEALTH AND WELLBEING BOARD
Reports Cover Sheet

Title of Report:	CQC Local system review readiness update
Date of meeting:	24/09/2019
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Executive Summary

Is this report for:	Information x	Discussion ☐	Decision ☐
Why is the report being brought to the board?	This report provides an update on the readiness of the Cheshire East system in anticipation of a potential future local system review by CQC. The purpose of the local system reviews is to determine how well people move through the health and social care system. The local system review align to the HWB vision and principles.		
Please detail which, if any, of the Health & Wellbeing Strategy priorities this report relates to?	Starting and Developing Well ☐ Living and Working Well ☐ Ageing Well x All of the above ☐		
Please detail which, if any, of the Health & Wellbeing Principles this report relates to?	Equality and Fairness ☐ Accessibility ☐ Integration ☐ Quality ☐ Sustainability ☐ Safeguarding ☐ All of the above x		
Key Actions for the Health & Wellbeing Board to address. Please state recommendations for action.	The Health and Wellbeing Board (HWB) is asked to note the progress made to date in readiness for a local system review.		
Has the report been considered at any other committee meeting of the Council/meeting of the CCG board/stakeholders?	Ad-hoc meetings have taken place to update stakeholders on progress achieved to date.		

Has public, service user, patient feedback/consultation informed the recommendations of this report?	No
If recommendations are adopted, how will residents benefit? Detail benefits and reasons why they will benefit.	N/A

1 Report Summary

1.1 This report details the readiness of the Cheshire East System in the event of a CQC local system review taking place. The report provides an overview of what a local system review is, the scope of local reviews, the criterion used to select a system to review, the timeline of an inspection, the local reviews which have taken place to date, the progress that has been made locally in preparation for a review, an update on the integration leadership event which has taken place and the actions which came from that event.

2 Recommendations

2.1 The Board is asked to:

2.2 Note the progress made to date in readiness for a local system review.

3 Reasons for Recommendations

3.1 The CQC local system reviews ask how well people move through the health and social care system, and what improvements could be made. The scope of service covered in the reviews include:

- NHS hospitals
- NHS community services
- Ambulance services
- GP practices
- Care homes
- Residential care services

3.2 The local system reviews align to both the vision and principles of the Health and Wellbeing Board, therefore it is appropriate that the HWB is informed of the reviews and is provided with an update on the readiness of the system to receive a review. The HWB vision and principles which apply are noted as follows:

- The HWB provides vision and a coordinated drive to address the health and wellbeing needs of the local population in Cheshire East, to reduce unacceptable and avoidable variations in health and healthcare.
- HWB's are intended to act as the 'glue' between the NHS bodies (Clinical Commissioning Groups, Providers, NHS Commissioning Board and others) local authorities and other agencies (Police, Fire, 3rd Sector) and give local people greater say in how care is provided - improving local democratic accountability for local decisions about commissioned services.

- Integration - We jointly commission services that fit around the needs of residents and patients, encouraging providers to collaborate to create integrated services where appropriate. This will maximise the benefits of delivery through the Health and Wellbeing Board.
- Quality - The strategy is based on sound evidence and reasoning, and focus on quality, within our resources
- Challenge - The big pressures on public services include rising demand, rising health treatment costs - and the state of public finances.

4 Impact on Health and Wellbeing Strategy Priorities

4.1 This report supports the Health and Wellbeing Priority of Ageing Well.

5 Background and Options

5.1 **What is a local system review?**

5.2 Secretaries of State asked the Care Quality Commission (CQC) to undertake a programme of targeted reviews in Local Authority areas to review health and social care systems to find out how services are working together to care for people aged 65 and older. These focus on how services meet people's needs and how care providers work together. For example:

- Are older people supported to stay well and to continue to live in their home?
- What happens when someone needs more care, for example, they need to go to hospital?
- Are they supported either to return home safely, or to move somewhere new that meets their needs?

5.3 Local system reviews focus on how services meet people's needs and how care providers work together across the following services: NHS hospitals, NHS community services, Ambulance services, GP practices, Care homes, Residential care services.

5.4 **What is in scope of the CQC Local system reviews?**

5.4.1 The Local system review will focus on the older people cohort in respect of the following areas:

- People aged 65+
- Health and care interfaces
- Local system performance

5.5 **What criterion is used to select an area for a local system review?**

5.5.1 The criteria for the notification of a Local system review is based on a data profile focused on high priority measures.

5.5.2 Local data profiles focusing on high priority measures are the trigger for Local System Reviews. Previously the 32 worst performing Local Authorities were at notice of an imminent Local System Review via the CQC. The CQC are using the NHS Social Care Interface Dashboard which monitors a number of measures, and not just DToC figures in this selection process.

5.5.3 These profiles give a picture of the health and social care system in each local authority area. They bring together data to give an indication of how different services work together. CQC use national data to build a set of cross-sector indicators. The profiles show how well the system in each local authority area performs against them. The profiles focus on the

care pathway for people aged 65 or over living in these areas. CQC created them to help carry out the local system reviews.

5.5.4 An analysis of the data profile for Cheshire East in 2018/19 was carried out, the profile is made up of 42 measures, for each measure there is a comparison against a comparator group and national averages. The following table indicates how Cheshire East perform overall in terms of being better than England/Comparators, the same as England/Comparators or worse that England/Comparators. Cheshire East currently perform better or the same as England in 62.5% of the indicators and better or the same as our Comparators in 46% of the indicators.

5.5.5 The analysis for Cheshire East is embedded and included in the table shown below, the table below shows the performance of Cheshire East compared to England and Comparators against 42 measures of performance.

5.5.6 Cheshire East performs better than the England average in 42.5% of the 42 measures, the same as the England average in 10% of the 42 measures and worse than the England average in 47.5% of the 42 measures.

Cheshire East		England	Comparator
Better than	🟢	42.5%	38%
The same as	🟡	10%	8%
Worse than	🔴	47.5%	54%

5.5.7 A more recent revised data profile for Cheshire East has been created in July 2019. It would be useful to compare performance between 2018/19 and 2019/20 to understand what changes have taken place.

5.5.8 On notification of a Local system review CQC will request the following:

- SOIR (System Overview Information Request) - information that has to be submitted ahead of the onsite part of the review
- System Contracts Form - a 'contact list' of key organisations and system leaders for them to use
- Relational Audit Tool - an online survey of stakeholder perceptions of the effectiveness of relational working within the local system.
- Preparation of 6 case files for a case tracking audit

5.6 **What is the timeline of inspection**

5.6.1 The 6 week timeline currently undertaken for the Local system review is as follows:
- Week 1 Local Areas are issued with the SOIRs form for completion and the System Contacts form for completion.
- Week 2 Agreement of week 3 plan with CQC for the onsite review.
- Week 3 Review team will be on site – an initial presentation will be delivered to the system leaders, and then focus groups will be delivered for two days with service users and carers from across the system based on the TLAP I statements specifically produced for this review process.

- Week 4 The submission of the signed of SIORe by the Local Area, and the agreement of week 6 plan (onsite review).
- Week 5 Additional request from CQC for more interviewees planned for week 6.
- Week 6 Interviews through the week and initial feedback to system leaders on the Friday afternoon.

5.7   **What local reviews have taken place to date**

5.7.1   Initially 12 local system reviews took place this then expanded to 20 and subsequently 23 have been completed. This includes returning to 3 previously reviewed organisations to report against progress, the list of local system reviews is as follows:

Name of system where review took place	
Birmingham	Oxfordshire
Bracknell Forest	Oxfordshire (progress report)
Bradford	Plymouth
Coventry	Reading
Cumbria	Sheffield
East Sussex	Staffordshire
Halton	Stockport
Hampshire	Stoke-on-Trent
Hartlepool	Stoke-on-Trent (progress report)
Leeds	Trafford
Liverpool	Wiltshire
Manchester	York
Northamptonshire	York (progress report)

5.8   **What progress has been made locally to prepare for an inspection**

5.8.1   Central to the review methodology is a set of KLOEs (Key Lines of Enquiry) around the themes of: Safe, Effective, Caring, Responsive, Well-led (partnerships, leadership, relationships) and Resource Governance. We have started to gather evidence against each of the KLOE areas across the Local System

5.8.2   A local system review project board has been established which comprises of stakeholders from across the health and care system. The following actions have been completed:

- Information request – 15 of 15 questions answered
- Action log – 16 of 31 actions completed
- Focus groups & interviews – 5 out of 5 stakeholder groups and individuals identified
- KLOE – 80 out of 90 pieces of information identified and evidenced
- Partnership groups – 8 out of 8 stakeholder groups identified and evidenced
- Metrics – BCF & corporate scorecard 2 out of 3 identified and evidenced

5.8.3   **Integration Leadership Event**

5.8.4   It is important that the Cheshire East system has a shared vision, ambitions and clear messages, which should be a golden thread through our local system. The shared vision, and ambitions will form clear, key messages and narrative for our local system within our communications and briefings to partners, staff and key stakeholders within our local system

5.8.5   A report entitle 'Integration leadership event' was presented to DMT on the 12/12/2018, the purpose of the report was to make internal stakeholders aware and seek endorsement of a proposed integration event (Stepping up to the place); the event takes the form of a facilitated workshop with the Cheshire East Health and Wellbeing Board as well as

colleagues from the Cheshire East Joint Partnership Board, commissioning, contracting and operations.

5.8.6 The event noted in the DMT report took place on 08/05/2019 and was facilitated by the Care and Health Improvement Programme (CHIP). Facilitators came from four sponsoring organisations (ADASS, LGA, NHS Clinical Commissioners and NHS Confederation). A further event with stakeholders was held on 16/05/2019 and was facilitated by Cheshire East Council. In total 58 stakeholders from across the system attended these events to help complete a integration self-assessment tool. The self-assessment tool comprised a range of questions to ascertain how integrated the system is and focused on the following four areas:

1. A comprehensive, aligned vision and shared outcomes
2. Individuals, populations and communities can maximise their health and wellbeing
3. Front-line staff use their experience and expertise, and are supported by our systems, to shape and deliver seamless care
4. Leaders work effectively across health and care, and drive transformation

5.8.7 **Actions which were composed following the Integration event**

1. Develop integrated approach to personalised health and care budgets and direct payments across health and social care, within a 100 days.
2. Get organisational charts from partners and then re-share with the system.
3. Collate contact list for system comprising of approx. 200 'system leaders' who can be contacted and information shared with.
4. Re share HWB strategy with partners, re-share the most important single strategic documents from different organisations.
5. Share single vision with system from strategic documents.
6. Joint workforce plan – collect existing plans and re-share with the system to inform future planning.
7. Identify workforce leads from within the system.
8. Identify information and advice services as-is situation.
9. Identify as-is situation for integrated approach to assessment and care planning across all sectors and a single care plan.
10. Reiterate the importance of partners strategic documents supporting single vision aim and the HWB strategy,

6   Access to Information

6.1   The background papers relating to this report can be inspected by contacting the report writer:
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