



Coventry City Council

# Report

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**To: Health and Social Care Scrutiny Board 5**

**Date: 26 April 2018**

**From: Pete Fahy – Director of Adult Services**

**Title: Care Quality Commission (CQC) Local System Review – outcome and action planning**

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## **1 Purpose**

This report summarises the outcome of the CQC system review and the action plan arising from the identification of areas for improvement by the CQC as a result of the review.

## **2 Recommendations**

Health and Social Care Scrutiny Board 5 are recommended to:

- a. Note the outcome of the review and the subsequent action plan submitted to CQC following the review
- b. Provide any comment to Coventry Health and Well-Being Board (HWBB) and Cabinet to support in making progress on the areas identified in the action plan

## **3 Background**

Following the spring budget announcement of additional funding for adult social care, the Department of Health (DoH) asked CQC to undertake a programme of targeted reviews in local authority areas. These reviews were to be exercised under the Secretary of State's Section 48 powers.

It was subsequently announced that there would be 20 reviews of Health and Social Care Systems where there are challenges particularly in relation to delayed transfers of care. Coventry was selected as one of the first 12 areas to be reviewed.

The performance metrics used to identify the areas subject to review are contained within the DoH Local Area Dashboard. This dashboard creates a weighted average across 6 measures to identify the highest ranked and most challenged local systems in supporting patient flow. It

appears that the 12 systems selected were identified as 12 of the 'most challenged' areas by national rank according to these measures.

#### **4 Completion of the review**

The Coventry review commenced on 4 December 2017 and concluded with a Health and Well Being Board summit on 14 March 2018. As with other reviews undertaken by the CQC through this programme of reviews a whole system approach was taken focusing on how people move between health and social care, with a focus on people over 65 years of age. The review report was published by CQC on 15 March 2018.

The review sought to answer the following question:

**How well do people move through the health and social care system, with a particular focus on the interface between the two, and what improvements could be made?**

In seeking to answer this question the review would examine a number of areas in relation to whether the Coventry system is caring, effective, responsive and well-led. No rating would be provided as an outcome of the review but a series of areas for improvement would be identified.

The CQC asked the local authority to co-ordinate the review and ensure the input of partners, the reason for this is that the local authority is responsible for the HWBB and the HWBB is considered to be where the review, its outcomes and resulting action plan, is owned by the system.

The review was formally completed on 14 March 2018 with a HWBB summit to discuss findings and commence action planning for next steps. Subsequent to the review the HWBB is required to produce and submit an action plan within 20 days of the summit. For Coventry this action plan was agreed by the Coventry HWBB on 9 April 2018 and summited within the timescale of 10 April 2018.

Once submitted there is no current undertaking that the CQC will take a role in monitoring progress against the action plan as this is considered a matter for the HWBB. However in the HWBB summit it was indicated that the Department of Health will require monthly phone calls in order to keep abreast of system progress following the review.

#### **5 Summary feedback**

In summary, in the course of the review the CQC found that there was a system wide commitment to serving the people of Coventry well and that Coventry was at the beginning of its journey in ensuring all services worked well in a 'joined up way'. However, the review also highlighted some areas where further work is needed to ensure all those responsible for providing health and care services worked effectively together. These areas are described in the Areas for Improvement section of the CQC report (see background documents)

#### **6 The Coventry Action Plan**

The Coventry action plan is attached at Appendix One to this report. The action plan contains seven sections which group together the areas for improvement arising from the CQC review. These seven sections were agreed at the summit on 14 March 2018 and are as follows:

- Vision and strategy
- Engagement and involvement
- Performance, pace and drive

- Flow and use of capacity
- Market development
- Workforce
- Information sharing and system navigation

A lead individual for each section was identified to work with the Director of Adult Services in the production of the action plan.

In considering the action plan it needs to be borne in mind that it does not contain all of the work going on across the health and care system in Coventry as the plan is a specific response to the review.

The action plan has been developed in a manner that is intended to give clarity and focus to the existing work groups and programmes in place as opposed to creating a separate and standalone set of activities. For example, work is already underway through the Coventry and Warwickshire Place Based Forum to develop strategy and the CQC action plan provides additional clarity on the actions and timescales. Similarly, work on flow and use of capacity was underway through the Coventry Accident and Emergency Delivery Group and the action plan specifies this work.

Some of the work within the action plan is complex, requires input from a range of stakeholders and may also require resources for implementation that will only become clear as the work progresses. Therefore, many of the dates for completion are uncertain and/or indicative at this point.

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Enquiries should be directed to the above person.

### **Appendices**

Appendix One: CQC System Review Action Plan

#### **Background documents**

Health and Well-Being Board reports:

Care Quality Commission Local System Review – 4 September 2017

Care Quality Commission Local System Review – 27 November 2017

Care Quality Commission Local System Review – 5 February 2018

Coventry Report following CQC system review

[http://www.cqc.org.uk/sites/default/files/20180313\\_coventry-local-system-review-report.pdf](http://www.cqc.org.uk/sites/default/files/20180313_coventry-local-system-review-report.pdf)