



Coventry City Council

# Report

---

**To: Coventry Health and Wellbeing Board**

**Date: 14 January 2019**

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

**Debbie Dawson – Policy and Partnerships Transformation Officer, Insight**

**Title: Care Quality Commission (CQC) Local System Review – Improvement Plan Progress**

---

## **1 Purpose**

This report summarises progress against the improvement plan arising from the Care Quality Commission System Review. The improvement plan is owned by the HWBB and will receive routine monitoring reports on progress against the plan until its completion (March 2019).

## **2 Recommendations**

The following recommendations are made to Coventry Health and Wellbeing Board:

- a. That HWBB note the progress made and areas still to be addressed against the actions in the improvement plan arising from the CQC local system review; and
- b. That HWBB continue to maintain oversight of progress against the improvement plan at future meetings.

## **3 Background**

The CQC undertook a system wide review of health and care for people aged 65 and over in Coventry between December 2017 and March 2018. As a result of this review the Coventry HWBB agreed an improvement plan which was closely linked to work already underway across the system. This plan was approved by the HWBB on 9 April 2018 and submitted to CQC and the Department of Health and Social Care (DHSC) on 10 April 2018.

Progress against the plan is monitored by the DHSC through monthly telephone calls with the Director of Adult Services, Accountable Officer for Coventry and Rugby Clinical Commissioning Group and the Deputy Chief Executive (People) where available. The improvement plan is

owned by the Coventry Health and Wellbeing Board and this report provides an update on progress to date to enable the Board to maintain oversight of the plan.

#### **4 Local system review – follow up process**

On 10 October, local system leaders were advised by the Care Quality Commission that – at the request of the Secretaries of State for Health and Social Care and Housing, Communities and Local Government – they would be monitoring the improvement made in the local area since the local system review. This was not a further review and did not involve a site visit to the area. All of the 12 systems subject to a review in the first phase of the review programme were subject to this follow up action. Three systems received an on-site visit and the remaining nine, of which Coventry is one, were subject to a light touch review.

Reviewers advised that they would assess progress against the action plan, and hold telephone interviews with key people responsible for overseeing progress, as well as looking at the most recent available performance data for the following indicators:

1. A&E attendances
2. Emergency admissions
3. Emergency admissions from care homes
4. Length of stay
5. Delayed transfers of care
6. Emergency readmissions

The Coventry call took place on 10 December and following this we have received a draft slide deck summarising key areas of progress since the local system review. This feedback highlights the achievements and progress since the review in January 2018 (as demonstrated in the improvement plan update below) and reflects positively on the direction of travel, whilst acknowledging further work required in particular around clinical pathways and local workforce strategy.

Once finalised, the CQC have advised that they will share their findings with local system leaders and report them to the Department of Health and Social Care. However, the finalised slide deck will not be published.

The Place Forum was briefed on the key progress and challenges expected as a result of this follow up work at the session in November.

#### **5 Local Health and Social Care System Coventry – Improvement Plan 2018**

Progress against each of the actions has been reviewed, and a progress update is provided in the attached plan (appendix 1). Good progress continues to be made on many of the actions, however some actions have slipped in order to ensure effective stakeholder engagement. By March 2019, however, the work should be mainly complete and embedded into system improvements in programmes and activities thereafter.

A brief summary of progress and achievements to date against each theme is given below.

##### **Section 1: Vision and strategy**

The endorsed Place Design (high level system model) and revised Concordat are now being used across the system, so that all stakeholders are clear on the system strategy. The Director of

Public Health's Annual Report 2017/18 had a specific focus on our older population and asset-based system working to help people age well.

Progress has also been made on joint strategic planning and delivery, with Primary Care Networks and locality delivery models now established, the out of hospital delivery model being implemented, and work towards a place-based JSNA underway. An Integrated Care System roadmap has been developed to move the STP towards shadow ICS status and system governance is an agreed workstream of the roadmap.

## **Section 2: Engagement and involvement**

There is an improved relationship between CCG and GP providers - a specific section in the CCG Commissioning Intentions on primary care priorities reflects engagement with members and stakeholders with an interest in primary care. An engagement programme on the 'I statements' for people who use Health and Social Care services is planned with Coventry Older Voices (COV) and Healthwatch Coventry, and these will be brought to the Board for formal endorsement, following this engagement, in April.

## **Section 3: Performance, pace and drive**

Coventry and Warwickshire A&E Delivery Board are using a new system-wide urgent care dashboard on flow and capacity to monitor activity and inform action. A draft outcomes framework was considered by Coventry and Warwickshire Place Forum in November, to support mutual accountability and assurance as well as engagement and leadership on specific health and wellbeing priorities across the place. This requires further development and will be reconsidered by the Place Forum in March.

## **Section 4: Flow and use of capacity**

Progress continues to be made in measures to reduce unavoidable admissions to hospital and ensure people are discharged promptly with appropriate support. Funding for a Care Homes Trusted Assessor post has been secured and will be recruited to early in the new year. Ambulatory pathways are now established and routinely monitored.

## **Section 5: Market development**

A Market Position Statement was signed off on 11 October and this will underpin a market development plan for support and care service providers. There has been slight slippage on timescales for production of the plan, but several market development activities are in train. The CCG's intentions for long-term funding of Social Prescribing will be reviewed in January 2019. Discharge to Assess pathways are being evaluated, though the timescales for completion have been extended due to capacity.

## **Section 6: Workforce**

A first draft of a system wide workforce strategy aligned to the STP Plan has been developed and is being taken through relevant governance stages. A plan will sit alongside this, enabling the Local Workforce Action Board to monitor and track evidence of impact.

## **Section 7: Information sharing and system navigation**

In the previous report, this section was largely completed. The project to redesign the provision of the Adult Social Care front door has now completed the detailed design phase and implementation planning is commencing.

## **7 Conclusion**

There is good evidence to support system progress since the local system review was completed. Nevertheless, the overall impact of these actions will, in many cases, take longer than

the time elapsed to take effect. Although good progress has been made to date, it is important that the completion of the improvement plan continues, to enable full Health and Wellbeing Board sign off in March 2019.

The key challenge for the health and care system remains turning the progress made into greater, and then sustained, improvement.

**Report Author(s):**

**Name and Job Title:**

Debbie Dawson – Policy and Partnerships Transformation Officer

**Directorate:**

People

**Telephone and E-mail Contact:**

024 7683 3585

[debbie.dawson@coventry.gov.uk](mailto:debbie.dawson@coventry.gov.uk)

Enquiries should be directed to the above person.

**Appendices**

Appendix One: CQC review, Local Health and Social Care System Coventry Improvement Plan 2018 – Progress update January 2019