



Local system reviews briefing day

Friday 12 January 2018

Welcome

Alison Holbourn, Deputy Chief
Inspector

Housekeeping



Agenda for today



Time	Agenda Item	Lead
11:00	Introduction	Sir David Behan, Chief Executive, CQC
11:25	Overview of the programme	Alison Holbourn, Deputy Chief Inspector, CQC
11:45	Review methodology	Charles Rendell, Strategy Manager, CQC
12:00	End-to-end process	Charles Rendell, Strategy Manager, CQC Rich Brady, Project / Policy Manager, CQC
12.30	Break	
12.45	End-to-end process cont.	
13:00	Questions	Panel
13:30	Lunch, meet the team and networking	
14:30	Improvement offer	Tony Hunter, Chief Executive, Social Care Institute for Excellence
15:00	Questions	Panel
15:20	Close	Alison Holbourn

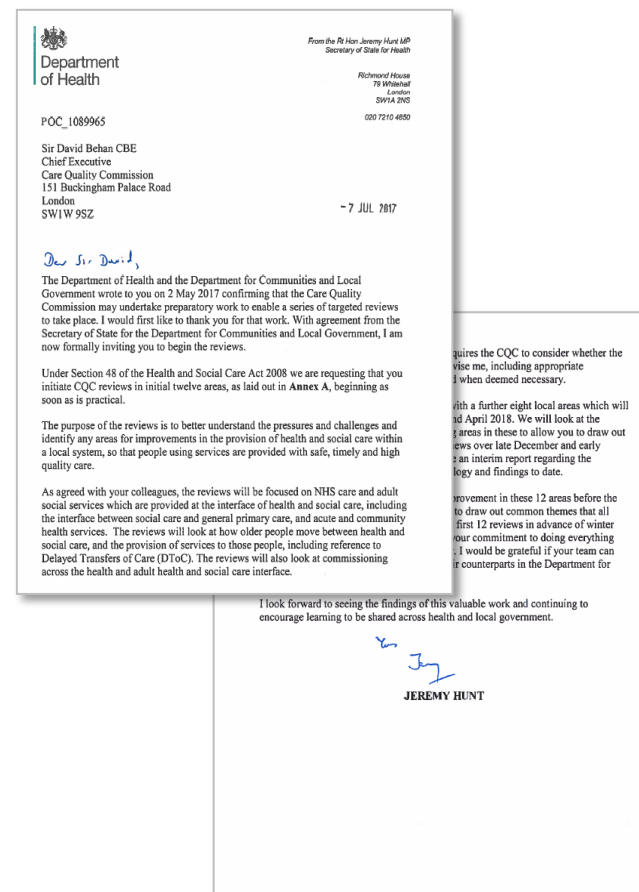
Introduction

Sir David Behan, Chief Executive

Background



- Following budget announcement of additional funding for adult social care, Secretaries of State asked CQC to undertake a programme of targeted reviews in local authority areas
- Reviews sit outside CQC's usual legal powers (under Section 48 of the Health and Social Care Act)



The questions



- How do people move through the system and what are the outcomes for people?
- What is the maturity of the local area to manage the interface between health and social care?
- How can this improve and what is the improvement offer?

Golden thread connecting vision to delivery

- Meeting the needs of local populations is only achievable through local collaboration
- Putting people first
- Shared vision and strong leadership
- All staff to share that vision and deliver to action



How this fits with our usual work



Local system reviews build on our existing programme of 'place reviews':

- 2015/16 - North Lincolnshire, Tameside, Salford
- 2016/17 – Cornwall, London Borough of Sutton

Reflect key findings of recent reports including:

- State of Care 2015/16
- Integrated care for older people
- State of Care 2016/17



Any questions?

Local system review programme

Alison Holbourn, Deputy Chief
Inspector

Remaining review programme



Area	Site visit	Lead reviewer
Bradford	12 to 16 February	Deanna Westwood
Cumbria	12 to 16 February	Wendy Dixon
Liverpool	19 to 23 February	Rebecca Gale
Sheffield	5 to 9 March	Karmon Hawley
Wiltshire	12 to 16 March	Deanna Westwood
Hampshire	12 to 16 March	Wendy Dixon
Northamptonshire	9 to 13 April	Julia Daunt
Stockport	16 to 20 April	Rebecca Gale

Progress to date



Engaged with
first 12 systems

Undertaken
10 site visits

Published 7
reports

Interim report (based
on first 6 reviews)

Area	Site visit
Halton	21 to 25 August
Bracknell Forest	4 to 8 September
Stoke-on-Trent	4 to 8 September
Hartlepool	9 to 13 October
Manchester	16 to 20 October
Trafford	16 to 20 October
York	30 October to 3 November
East Sussex	13 to 17 November
Oxfordshire	27 November to 1 December
Plymouth	4 to 8 December
Birmingham	22 to 26 January 2018
Coventry	22 to 26 January 2018

Key findings so far



How systems work together



Managing capacity, market supply and workforce



Moving beyond delayed transfers of care

Review methodology

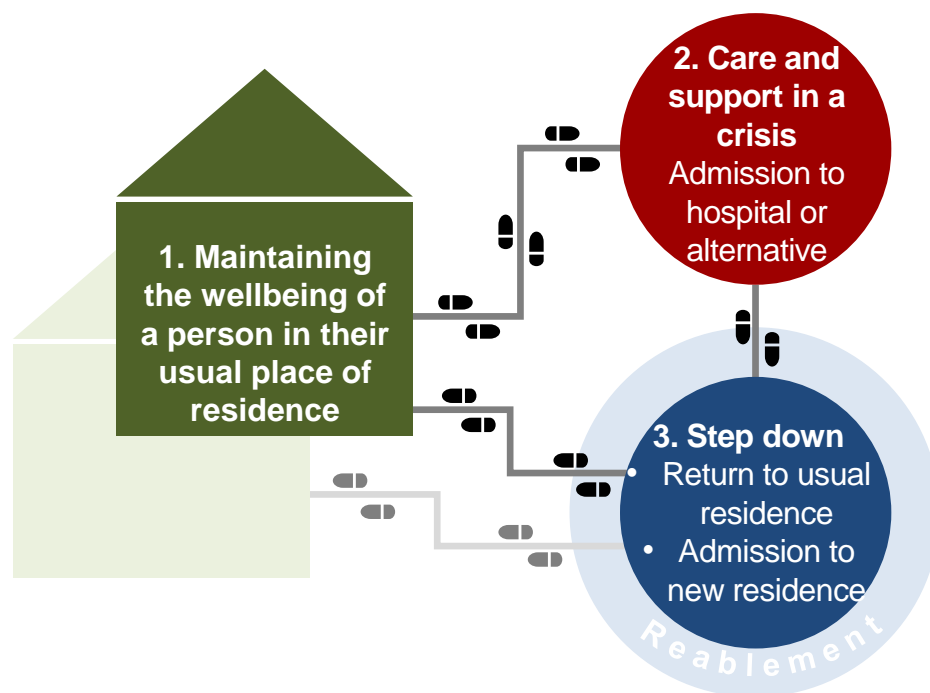
Charles Rendell, Strategy Manager

- Focused on the interfaces between **social care, general primary care, acute health services and community health services and on older people aged over 65**

- Consider **system performance** along a number of ‘**pressure points**’ on a typical pathway of care

- Each area will have a **local report** and the findings of the reviews will also be used to inform a **national report** to give overall advice to the Secretaries of State

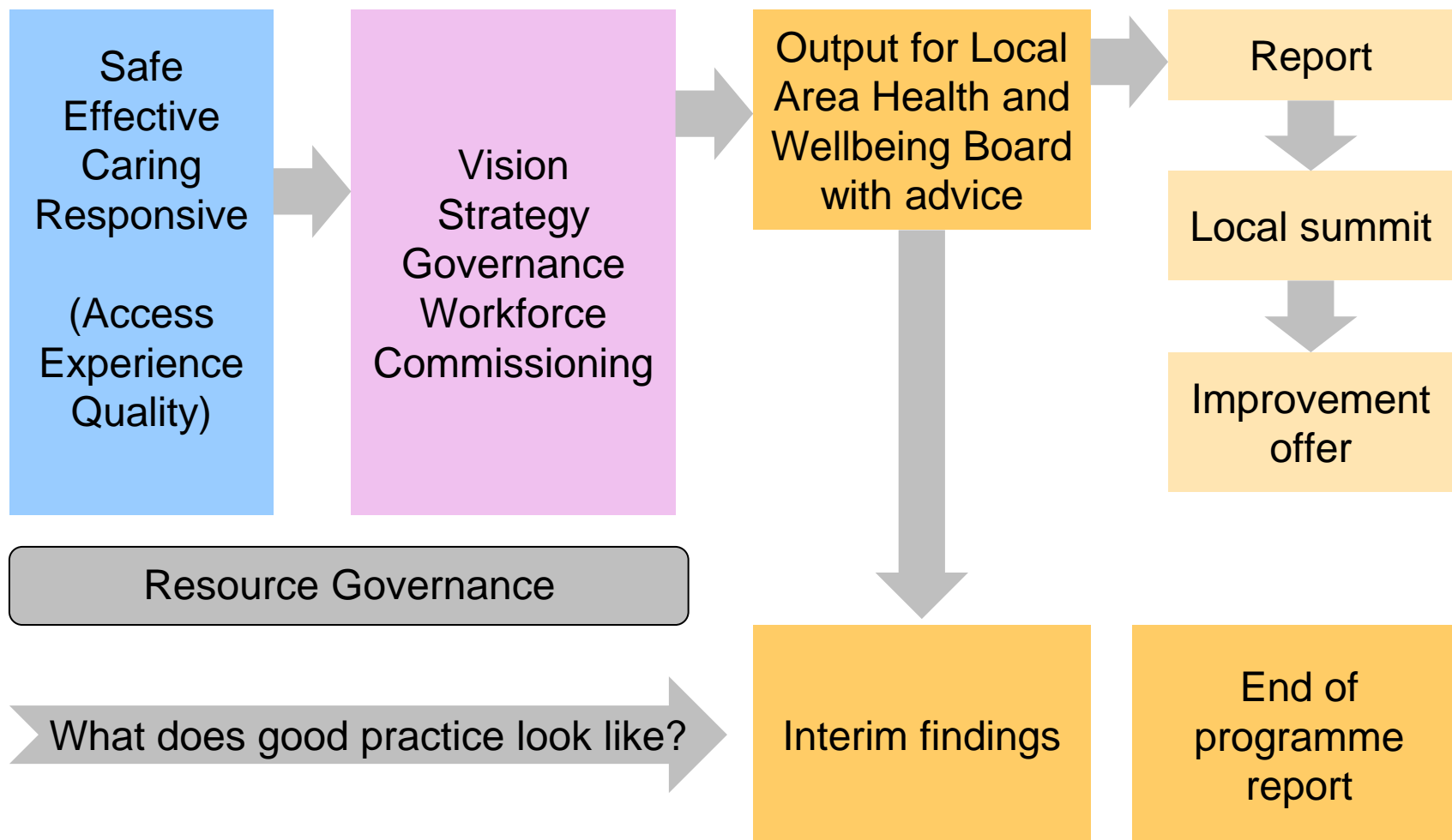
- Reports will not include ratings and the reviews will not affect existing ratings



We developed the methodology using:

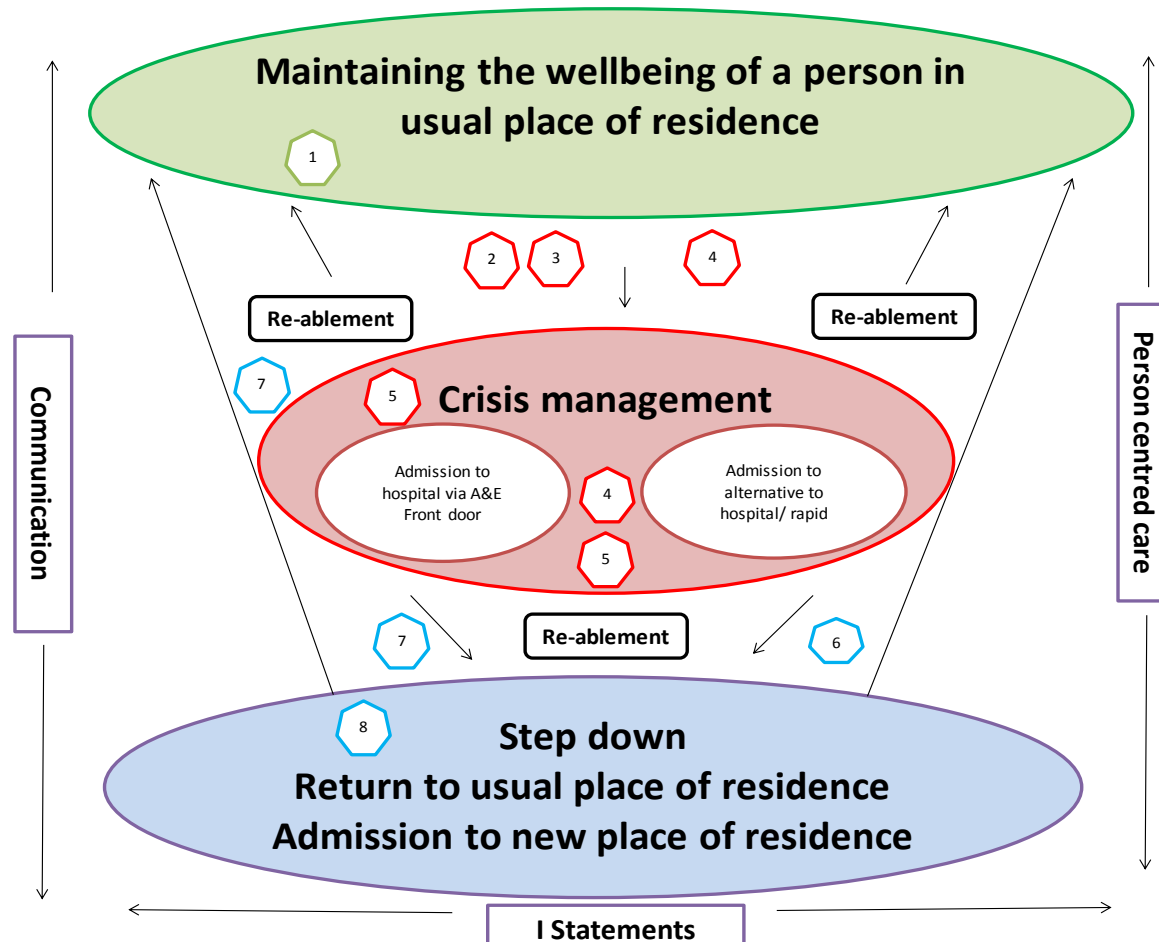
- CQC tools:
 - Provider inspection findings and reports
 - Quality in a Place Framework (year 1)
 - Quality in a Place Framework (year 2 – Cornwall/Sutton)
 - Integrated Care for Older People
 - Tools from thematic reviews
 - Wide range of external documents and tools developed
 - Co-production with people who use services, their cares and families, professionals and staff working across the system and national organisations
 - Walk through with Hertfordshire County Council which added a further focus on well-led and workforce
-

Summary of review approach



Areas of focus and pressure points

1. Maintenance of peoples health and well being in their usual place of residence
2. Multiple confusing points to navigate in the system
3. Varied access to GP/ Urgent Care centres/ Community care/ social care
4. Varied access to alternative to hospital admission
5. Ambulance interface
6. Discharge planning delays and varied access to ongoing health and social care
7. Varied access to re-ablement
8. Transfer from re-ablement



'I' statements

- Work with Experts by Experience and Think Local Act Personal to develop 37 'I' Statements that can be used
- 'I' statements are split across the spheres
- 'I' statements are being woven into the review process:



Focus groups with people who use services, their families and carers



Interviews and focus groups with staff



Pathway scenarios

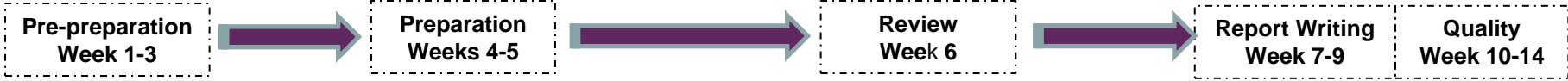
I statements – person-centred, coordinated care

“I can plan my care with people who work together to understand me and my carer(s), allow me control, and bring together services to achieve the outcomes important to me.”

Review process end-to-end

Charles Rendell, Strategy Manager
Rich Brady, Project/Policy Manager

Local system review timeline



Weeks 1-2

- Letter
- Contact request.
- System Overview Information Return (SOIR) sent out.
- Discharge information flow
- Case tracking
- Call for evidence from inspectors.
- Call for evidence from local stakeholders
- Agree review schedules

Week 2

- Relational audit.

Week 3

Review leads:

- Meet senior staff/ run through local context
- Attend local events with people living in the area
- Meeting with other local partners
- Cross-directorate inspectors focus group

Weeks 4-5

- SOIR returned
- Analysis of documents.
- Analysis of qualitative and quantitative data.
- Data profile
- Liaison with statutory bodies and others (e.g. NHS England, NHS Improvement, Health Education England, Sustainability and Transformation Partnerships, regional leads).
- Agree escalation process if required.

People's experience, quality and access

(Days should include out-of-hours)

Day 1: Focus groups

- Commissioning staff.
- Provider staff (across broad groups).
- Social workers and occupational therapists.
- People using services, carers and families.
- VCSE sector.

Day 2-3: Interface pathway interviews

- Focus on individuals' journey through the interface through services (with scenarios) and case tracking/dip sampling

Day 4: Well-led interviews

- Senior leaders
- Sense check with nominated people from key partners

Day 5: Final interviews, mop up and feedback.

Single shared view of quality

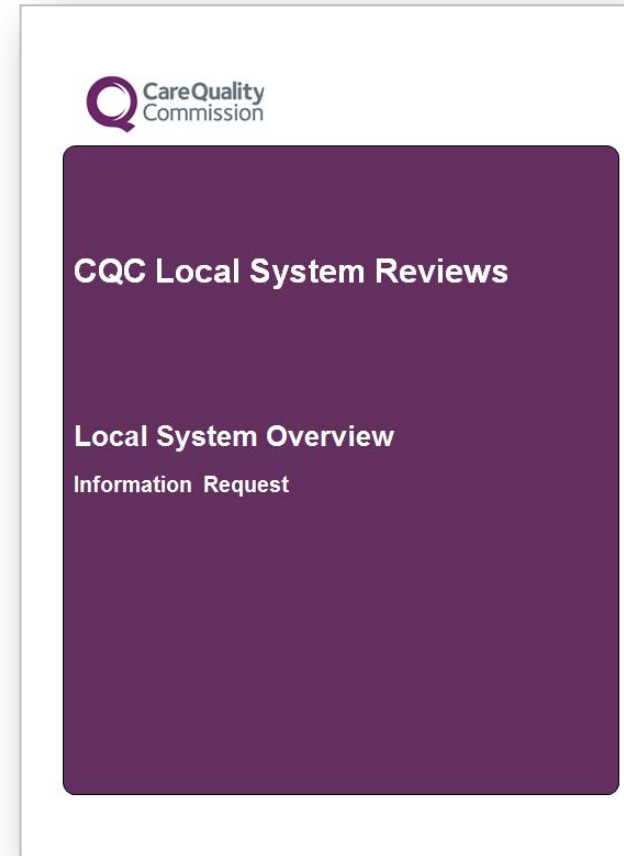
Team – 4-5 CQC/ 3-4 SpA

- Drafting
- Quality assurance
- Editorial
- Focused report / letter with advice for the area Health and Wellbeing Board (cc other partners)
- Factual accuracy
- Local summit (with improvement partners)
- Publication

System Overview Information Request



- A request for information sent at the start of the process (week 1)
- A chance to tell us about your system
- Helps us prepare for the review and develop findings
- System contact identified
 - Regular engagement with CQC review lead
 - Confirm schedules



System Overview Information Request



Questions grouped under four sections:

1. Background to your local system
2. People who use services, their families and carers
3. Market shaping
4. Integrated service delivery
5. Monitoring performance and progress

System Overview Information Request



Please answer the questions:

- From whole systems perspective
- Concisely
- Candidly
- Specifically
- With reference to supporting materials

System Overview Information Request



Process:

- Sent to local system contact in week one
- One person to coordinate but whole system contribution
- Direct questions to your lead reviewer or our mailbox: healthandsocialcarereviews@cqc.org.uk
- Please return within four weeks

Local system review timeline



Weeks 1

- Letter
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- **Discharge information flow**
- Case tracking
- Call for evidence from inspectors.
- Call for evidence from local stakeholders

Week 2

- Relational audit.

Week 3

- Review leads:
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Single shared view of quality

Team – 4-5 CQC/ 3-4 SpA

Report Writing Week 7-9

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Quality Week 10-14

Discharge information flow



Based on evidence from the Professional Record Standards Body for Health and Social Care, we have developed a tool which looks at information flow as care is transferred between health and social care.

How does information flow between secondary and social care providers?

Quality of discharge summaries

ASC involvement in discharge

Digital maturity

Local system review timeline



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Week 2

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Case tracking

Local authority

- Identify six people over 65 with a post code in the system
- Two people who have received social services in last three months and avoided hospital admission
- Two people who attended A&E but were not admitted
- Two people who have had an hospital episode and completed a community of rehab intervention

Commissioning support unit

Retrieve SUS record for the six people so NHS information can be obtained

Contact care providers/
GPs

Collated activity
for review

Local system review timeline



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- **Call for evidence from local stakeholders**

Week 2

- Relational audit

Week 3

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Single shared view of quality

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Call for evidence



- Local stakeholder groups
- CQC inspectors
- Case studies
- Good practice!
- Contacts identified through local system contact and CQC engagement databases



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Week 2

- **Relational audit**

Week 3

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Weeks 4-5

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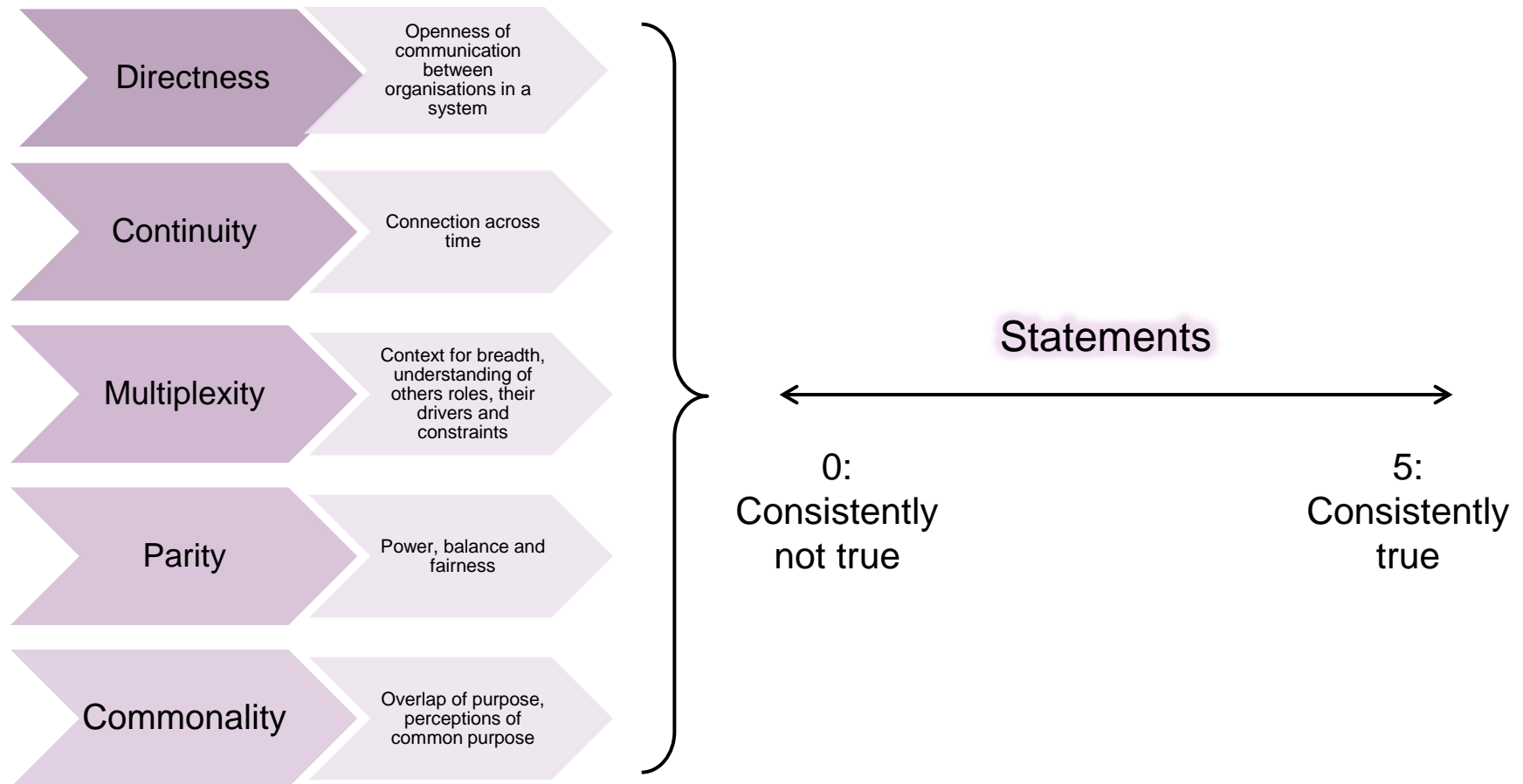
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Relational audit



We have worked with the Relationship Foundation to develop a relational audit.



- Sent in week 2 to system leader contacts provided in the system overview information request
- Please cascade through your organisations
- Understanding of relationships within and across organisations



Relational value is the lifeblood of a system, organisation, partnership or team of people. It is the medium through which our interactions pass that either enhances or distorts our ability to achieve our common goals.

- **System integrity** - how things interconnect and function
 - **Respect** - how we treat each other
 - **Fairness** - how equity is achieved
 - **Empathy or compassion** - how we understand each other
 - **Trust** - how much we put ourselves in other people's hands
-

Local system review timeline



Week 1

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- Discharge information flow
- Case tracking
- Call for evidence from inspectors
- Call for evidence from local stakeholders

Week 2

- Relational audit

Week 3

Review leads:

- **Meet senior staff/ run through local context**
- **Attend local events with people living in the area**
- **Meeting with other local partners**

Cross-directorate inspectors focus group

Weeks 4-5

- SOIR returned
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- Local summit (with improvement partners)
- Publication

Initial meeting between CQC review leads and system leaders

- Agree approach to on site activity in week six
- Agree escalation process, if required
- Information sheet for people in local area

Engagement events

- People who use services, their families and carers
- Local stakeholder groups including, overview and scrutiny committee, Healthwatch and representatives from VCSE sector
- Site visits to talk with people who use services

CQC inspector focus group

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- System Overview Information Request returned
- Analysis of additional documents provided by system
- Analysis of qualitative and quantitative data
 - Discharge information flow
 - Relational audit
 - Call for evidence



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What is it?

To support the review, CQC has developed a local authority-level data profile containing cross-sector analysis.

- Features analysis of a range of quantitative metrics including CQC's own data as well as nationally available data collections and analysis the Department of Health carried out to select areas for review.

Purpose

- Aid review team's understanding of the local area
- Prompt review activity and;
- Provide supporting evidence for the local area report.



- Local areas will receive a copy of the profile in week four and also when they receive their local area report to support factual accuracy checking.
- Feedback on the data profiles to support ongoing development is much appreciated!
- We have produced data profiles for every local system
- Disseminated to chairs of health and wellbeing boards



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Team – 4-5 CQC/ 3-4 SpA

Break

Review process end-to-end (continued)

Charles Rendell, Strategy Manager
Rich Brady, Project/Policy Manager

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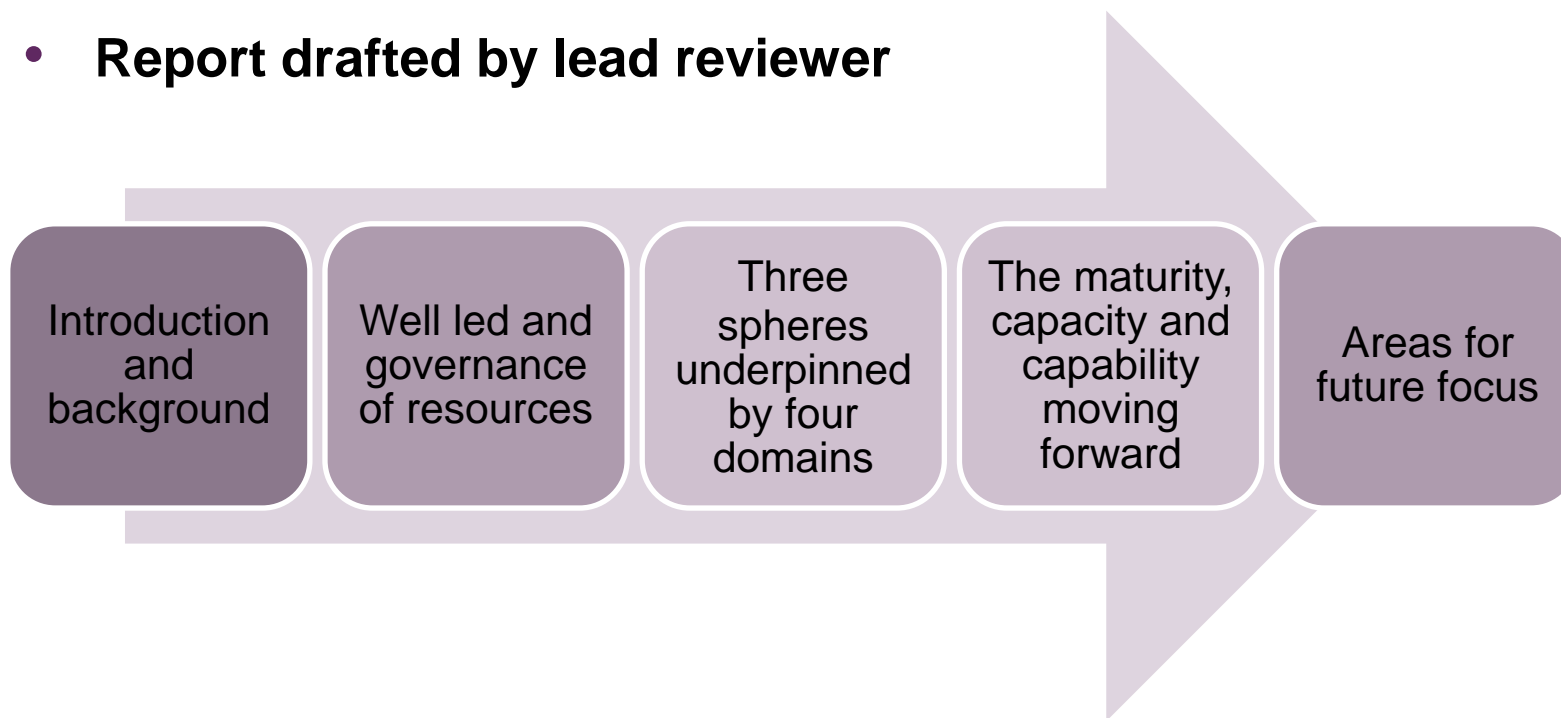
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- **Quality assurance**
- **Editorial**
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- **Factual accuracy**
- **Local summit (with improvement partners)**
- **Publication**

Report drafting and quality assurance



- **Evidence coded and analysed**
- **Report drafted by lead reviewer**



- **Internal quality assurance and editorial review**
Cross-sector quality assurance panel

Findings, Evidence, Impact

Factual accuracy check

- Final draft report and data profile shared with system partners for **factual accuracy** check
- Collated response within five working days
- Final report shared ahead of **local summit** (week 14)

Tony Hunter
speaking
after lunch

Publication

- Publication on CQC website following local summit
 - Media release and report shared with local stakeholders in advance
-

Questions

Lunch

Improvement offer

Tony Hunter, Chief Executive,
Social Care Institute for Excellence

Questions

Close

Alison Holbourn, Deputy Chief
Inspector