

## Report of the Strategic Director, Health and Wellbeing to the meeting of Health and Social Care Overview and Scrutiny Committee to be held on 25 January 2018.

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### Subject:

Care Quality Commission's Review of the Bradford Local System

### Summary statement:

The CQC have notified the Council and other partners within the District that they will be undertaking a review of the Bradford Local System in February 2018. This report provides an overview of the scope of the review process, the approach the Care Quality Commission will be taking and an outline of the preparation work that local partners will need to put in place in advance of the review.

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## **1. SUMMARY**

- 1.1 The CQC have notified the Council and other partners within the District that they will be undertaking a review of the Bradford Local System in February 2018. This report provides an overview of the scope of the review process, the approach the Care Quality Commission will be taking and an outline of the preparation work that local partners will need to put in place in advance of the review.

## **2. BACKGROUND**

- 2.1 Following the Spring Budget announcement of additional funding for adult social care, the Department of Health and Department for Communities and Local Government commissioned the Care Quality Commission (CQC) to undertake a programme of targeted reviews of local authority areas. The purpose of these reviews is to ascertain how people move through the health and social care system with a focus on the interfaces, with particular reference to Delayed Transfers of Care (DTC).
- 2.2 The reviews are being carried out under Section 48 of the Health and Social Care Act 2008. This gives the Care Quality Commission the ability to explore issues that are wider than the regulations that underpin their regular inspection activity. By exploring local area commissioning arrangements and how organisations are working together to develop person-centred, coordinated care for people who use services, their families and carers, the CQC will focus on determining people's experience of care across the local area, highlight examples of good practice and make recommendations where improvements can be made.
- 2.3 The reviews are being undertaken in those local authorities that are in the bottom five and top 5 percentile of performance according to 6 key metrics in relation to "user access and flow (including high numbers of delayed transfers of care)". Bradford falls within the top 5 percentile districts. Phase 1 of the reviews took place in 2017 and Bradford is part of the phase 2 tranche.

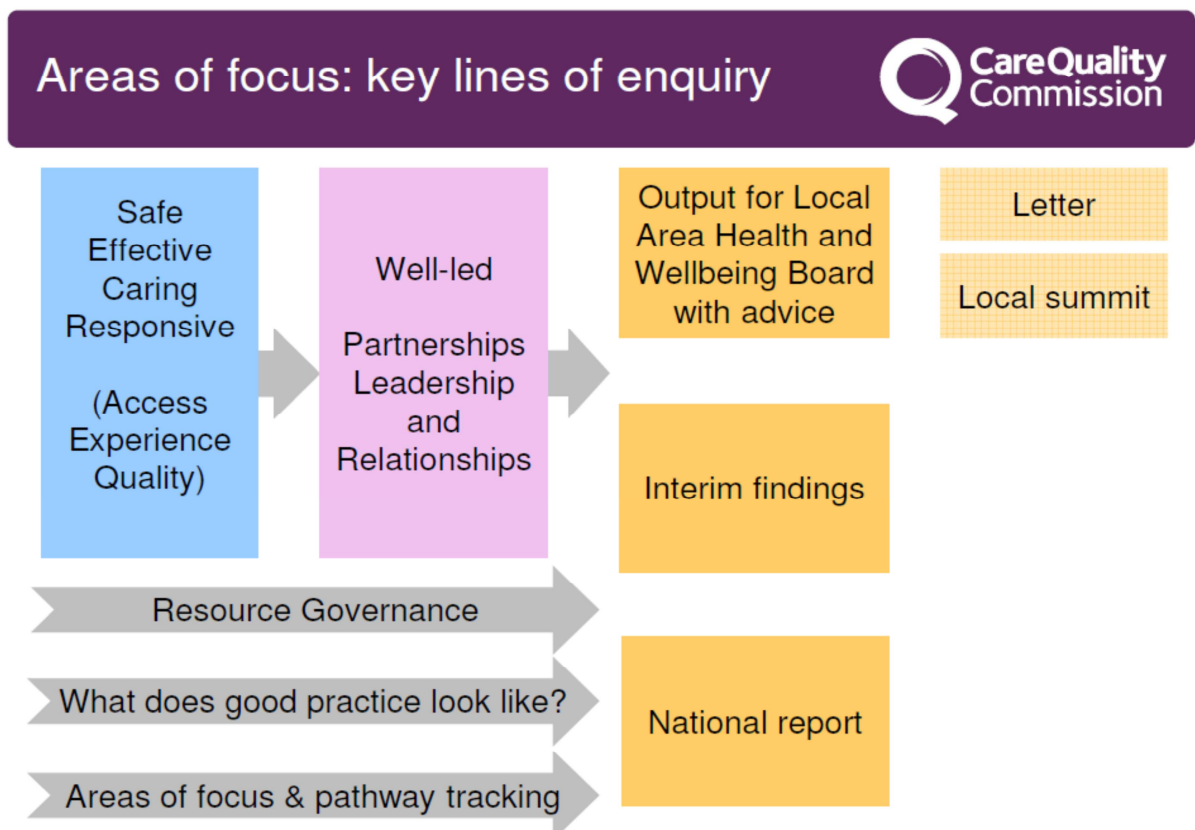
## **3. KEY ISSUES FOR CONSIDERATION**

- 3.1 CQC has confirmed that the Bradford site visit will take place from Monday 12 to Friday 16 February 2018. They have invited Bradford and other phase 2 areas to a briefing in London on 12 January 2018 where they will share with us the review methodology they will be taking in Bradford and other areas.
- 3.2 From our initial discussions with the CQC review lead we understand that the approach they will take will be built around the scope/methodology they adopted for phase 1 reviews – a detail presentation on the approach is available from the CC website [https://www.cqc.org.uk/sites/default/files/CM071706\\_Item6\\_localsystemsreview\\_appendix1.pdf](https://www.cqc.org.uk/sites/default/files/CM071706_Item6_localsystemsreview_appendix1.pdf) and is summarised below:
- 3.2.1 Review Scope**
- The review is of the whole system, not individual organisations.
  - The review will focus on older people with complex needs and co-morbidities who become delayed in hospital. It includes dementia, but does not focus on working age adult mental health delays.

- The review will seek to answer the 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?” This will be done by focusing on the local system performance along a number of ‘pressure points’ on a typical pathway of care and through asking:
  - What is currently happening and what are the outcomes for people who move through the system?
  - What is the maturity, capacity and capability of the local area to manage the interface between health and social care moving forward?
  - What else needs to happen?
- Reviews will not result in a rating, but will highlight good practice and articulate recommendations.

### 3.2.2 Methodology

- The CQC has published Key Lines Of Enquiry (KLOEs) and will map all existing evidence from inspections and other available sources against these prior to their visit. The KLOEs are summarised in the diagram below:



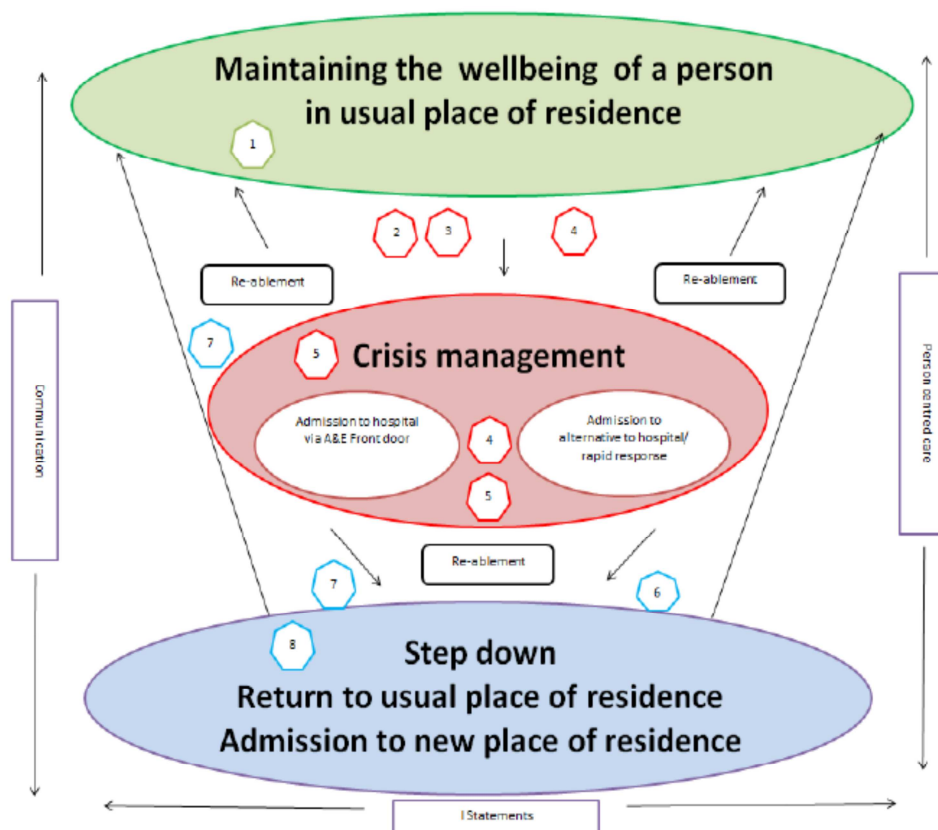
- The pressure points which will be used to undertake the review are structured around the following and are outlined in the diagram below:
  - I. How we manage and support people to maintain their health and wellbeing and independence
  - II. How we support people once they are in the care system
  - III. How we support people once they are out of the care system
- Each area must submit a System Overview Information Return (SOIR) in advance of the review. This will allow Bradford Council and our Partners within the Health

and Social Care System to provide information on the approach we are taking in Bradford, highlighting strengths, good practice and our plans to address areas of underperformance or weakness within the system

## 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



- A “Relational Audit” will be undertaken, which will aim to identify the status of local relationships and how key partners relate to each other within the Health and Social Care system.
- CQC will undertake case tracking of six case studies which will focus on understanding the experience of people journeying through the system.
  - I. Two people who have received social services in last three months and avoided hospital admission
  - II. Two people who attended A&E in the last three months but were not admitted
  - III. Two people who have had an hospital episode in the last three months and completed a community of rehab intervention
- Prior to the main site visit, which takes place from 12<sup>th</sup> to 16<sup>th</sup> Feb 2018, CQC will hold preliminary interviews and focus groups as well as consult the Council’s Health and Social Care Scrutiny and Healthwatch.

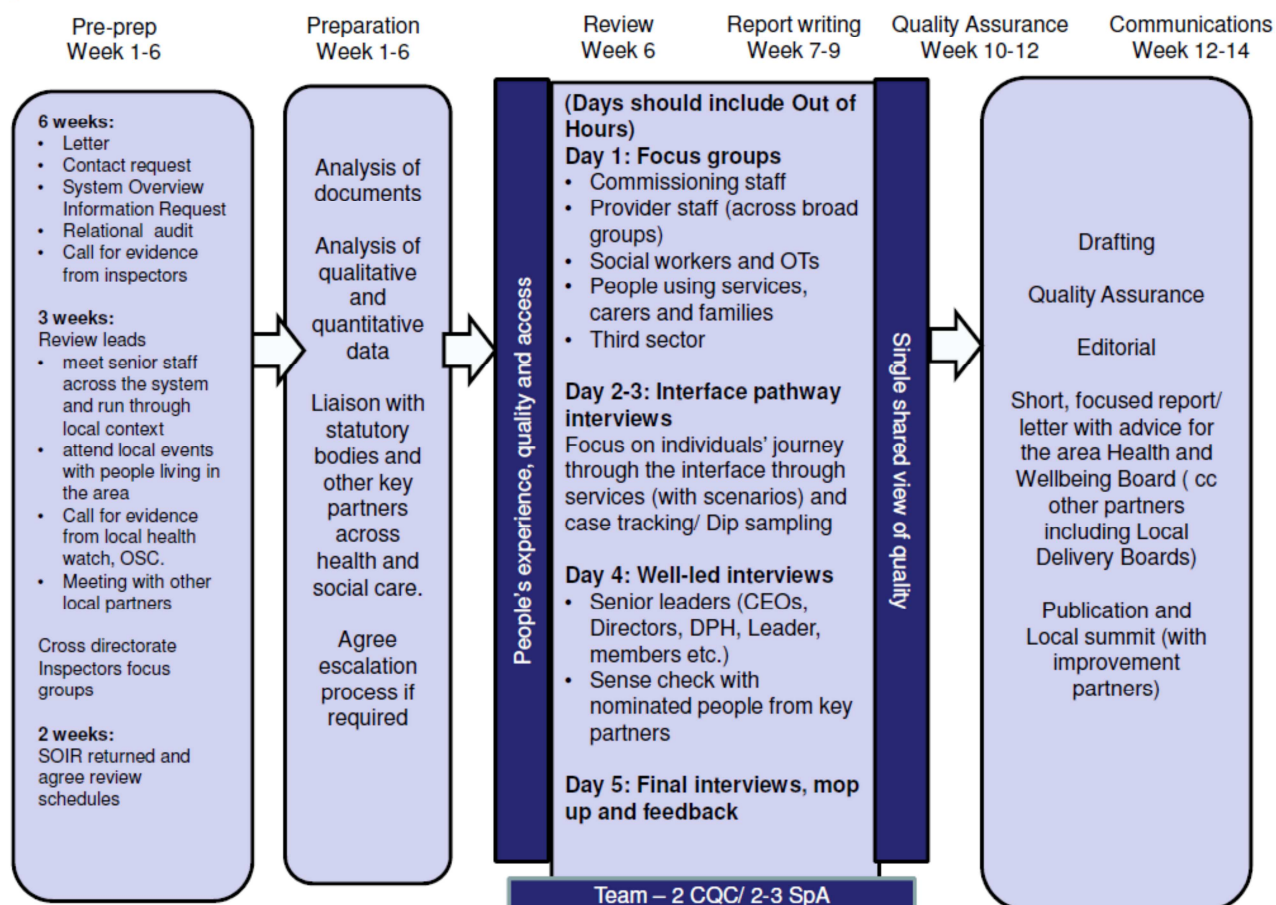
- Initial feedback from the review will be providing on Friday 16<sup>th</sup> Feb 2018, which will be followed up with detail report and a Local Summit with a tailored improvement support offer for each area.

### 3.2.3 Preparation

- The table and diagram below provides a draft high level summary of the timetable we are working to for the Bradford review.

<b>6 Dec 2017</b>	Formal notification of the review
<b>11 to 28 Dec 2017</b>	Set up of multi agency task group
<b>05 to 30 Jan 2018</b>	Stakeholder briefing including: H&WB Being Board, H&SC Overview and Scrutiny, Integrated Care Board
<b>18 Dec to 19 Jan 2018</b>	System Overview Information Return (SOIR) completion and submission – this will include our evidence base of Bradford’s approach and improvement plans
<b>31 Jan to 1 Feb 2018</b>	Two day preliminary site visit: 1 to 1 interviews, focus groups and stakeholder interviews
<b>12 to 16 Feb 2018</b>	Full site visit
<b>05 to 09 March 2018</b>	First draft report
<b>11 April 2018</b>	Final report publication / Local Summit

## System review end to end



Overview Information Return. The group will also have oversight of the stakeholder management to ensure that all partner staff are fully briefed and aware of the review and their role and responsibilities.

## 4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 Tackling Adult Social Care and Public health issues requires long term commitment and investment. However given the rise in demand of services and the budget pressures facing the Local Authority and partners, this is becoming a major challenge and is increasing pressure on sustainability going forward.

## 5. OTHER IMPLICATIONS

### 5.1 SUSTAINABILITY IMPLICATIONS

- 5.1.1 The long term sustainability of the Council's ability to continue to provide support to people is under considerable pressure due to the increasing demand and the reduction in funding. This issue is not isolated to Bradford and is currently being discussed nationally by the Government and other influential bodies.

## 6. RECOMMENDATIONS

- 6.1 That the Committee notes the methodology outlined for the Care Quality Commission review set out in the report.