

***ADULTS SOCIAL CARE AND HEALTH SCRUTINY BOARD
Supplementary Agenda***

Date Thursday 13 July 2023

Time 6.00 pm

Venue Crompton Suite, Civic Centre, West Street, Oldham, OL1 1NL

MEMBERSHIP OF THE ADULTS SOCIAL CARE AND HEALTH
SCRUTINY BOARD
Councillors Adams, Ball, Hamblett, J. Harrison, Hobin, S. Hussain,
McLaren and Moores (Chair)

Item No

10 CQC Preparation (Pages 1 - 16)

Director of Adult Social Care to present

11 Adult Social Care and Health Scrutiny Board Work Programme 2023/24 (Pages
17 - 20)

This page is intentionally left blank

Oldham Overview and Scrutiny Adult Social Care

Jayne Ratcliffe
Director of Adult Social Care (DASS)

Care Quality Commission (CQC) assessment



Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	--------------------------	------------

Adult Social Care Proposed Scrutiny Schedule

1. CQC preparation – **July 13th 2023**
2. Safeguarding – **September 6th 2023**
3. Care market – **December 5th 2023**
4. Transition / Preparing for Adulthood – **January 16th 2024**
5. Workforce - **March 7th 2024**

Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
---------------------	----------------------------	----------------------------	-----------------------------	---------------------	---------------------------------	-------------------

Introduction to the CQC

- In March this year, it was announced that Care Quality Commission (CQC) inspections are changing. Their aim is to streamline and simplify the assessment process and replace the four individual frameworks that are used currently to one single assessment framework.
- Whilst streamlining the assessment process, the CQC have also been given the power to scrutinise and assess how well local authorities are delivering the legislation from the Care Act 2014.
- These inspection changes are not supposed to take place until April next year but in that time, preparing for these changes are key.

Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	----------------------------	---------------------	----------------------	--------------	--------------------------	------------

The 4 Areas of Inspection

Theme 1: Working with People

Assessing Needs

Quality Statement: We maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Supporting People to Live Healthier Lives

Quality Statement: We support people to manage their health and wellbeing so they can maximise their independence, choice and control, live healthier lives, and where possible reduce their future needs for care and support

Equity in experience and outcomes

Quality Statement: We actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support and treatment in response to this.

Theme 2: Providing support

Care provision, integration and continuity

Quality Statement: We understand the diverse health and care needs of people and local communities, so care is joined-up, flexible and supports choice and continuity.

Partnerships & Communities

Quality Statement: We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement

Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	--------------------------	------------

The 4 Areas of Inspection

Pages 5

Theme 3: Ensuring Safety

Safe systems, pathways and transitions

Quality Statement: We work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services.

Safeguarding

Quality Statement: We work with people to understand what being safe means to them and work with them as well as our partners on the best way to achieve this. We concentrate on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect, and we make sure we share concerns quickly and appropriately.

Theme 4: Leadership

Governance

Quality Statement: We have clear responsibilities, roles, systems of accountability and good governance to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.

Learning, Improvement & Innovation

Quality Statement: We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research

Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	--------------------------	------------

How we will be rated

For each quality statement in the assessment framework, we will assess the 'required evidence' in the evidence categories and assign a score to the quality statement. The scoring framework to support decisions is:

1. Evidence shows significant shortfalls in the standard of care
2. Evidence shows some shortfalls in the standard of care.
3. Evidence shows a good standard of care.
4. Evidence shows an exceptional standard of care

Page 6

The scores for the quality statements aggregate to ultimately produce the ratings, and an overall score.



Outstanding

The service is performing exceptionally well.



Good

The service is performing well and meeting our expectations.



Requires improvement

The service is not performing as well as it should and we have told the service how it must improve.



Inadequate

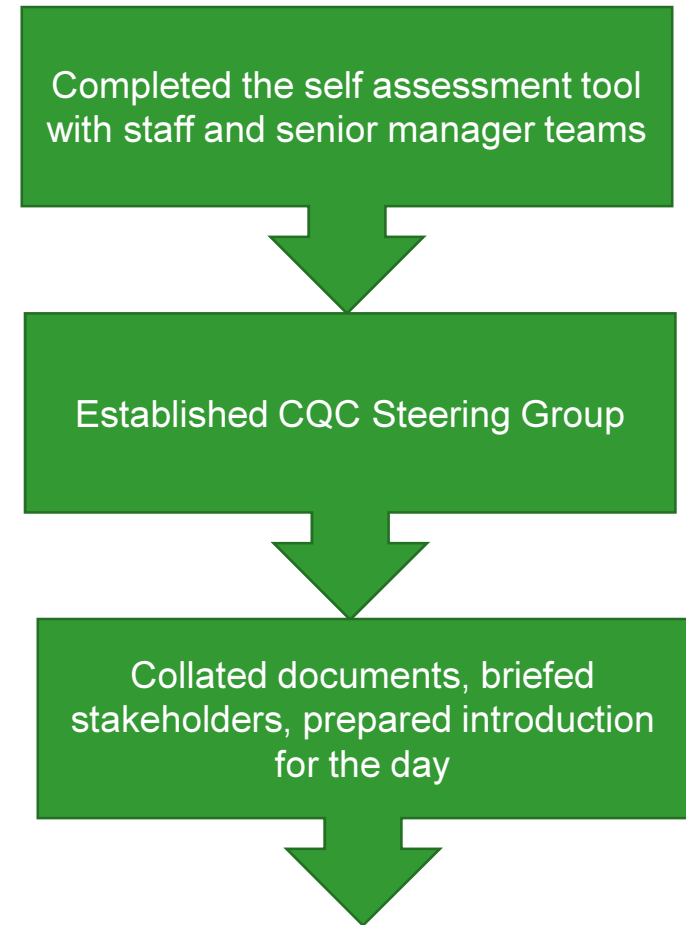
The service is performing badly and we've taken action against the person or organisation that runs it.

Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	--------------------------	------------

The Peer Review Process

Page 7

- The Oldham Assurance Preparation Awareness Challenge Day was held on 16 March 2023. This built on an initial data analysis of identified key metrics related to the CQC Assurance themes, a case file audit, and an assurance checklist provided by Oldham colleagues.
- Full day prior to the peer challenge day with a visiting Principal Social Worker, Oldham's PSW and our Head of Strategic Safeguarding to audit a series of current service user case files
- Series of interviews held remotely with specific groups of representatives across the service, various levels, and with stakeholders



Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	--------------------------	------------

The Peer Review Outcomes



Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	--------------------------	------------

The Peer Review Outcomes

Oldham ASC Assurance Preparation Challenge
 March 2023



Area/Theme
1. Working with people

Feedback	Recommendations / issues / themes
<ul style="list-style-type: none"> Multiple references to engaged and dedicated workforce ARCC/ new front door right direction and making a difference already Improvement focus on information sharing 	<ul style="list-style-type: none"> More focus and investment to support strengths based assessments and provision, prevention and to support the new Target Operating Model (TOM) MOSAIC system – theme across discussion around challenges with the system Delivery of Local Authority statutory duties in Mental Health – need for more assurance underpinned via formal agreements Capacity & demand- risk stratification to underpin waiting list management Ensure that ASC systems and processes generate a reliable understanding of the equality and diversity characteristics of people accessing services at each stage of the TOM and within the adult safeguarding process

Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	--------------------------	------------

The Peer Review Outcomes

Oldham ASC Assurance Preparation Challenge

March 2023



Area/Theme

2. Providing Support – care provision, integration & continuity
 - Partnerships & communities

Feedback

The overall self-assessment of partnership working in Oldham was one of good strategic alignment and operational working relationships with some positive examples of managerial and team integration around discharge and secondary mental health. This suggests firm foundations for the ICB developments

Health partners acknowledged that budget pressures on all partners can sometimes challenge joint working and can complicate the development of pooled budgets for instance. Similarly, managing the interoperability of IT systems can present issues

- Recommendations / issues / themes**
- Ensure that ‘co-production’ as an idea is accurately conceptualised and articulated within ASC and not conflated with engagement.
 - Share the evolving thinking around the prevention framework with VCFSE partners as soon as possible and use their knowledge and expertise to re-shape the early intervention and prevention offer in Oldham
 - Share the evolving thinking around the prevention framework with VCFSE partners as soon as possible and use their knowledge and expertise to re-shape the early intervention and prevention offer in Oldham

Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	--------------------------	------------

The Peer Review Outcomes

Oldham ASC Assurance Preparation Challenge
 March 2023



Area/Theme
3. Ensuring Safety
 Safe systems, pathways & Transitions
 Safeguarding

Page 11

Feedback	Recommendations / issues / themes
<ul style="list-style-type: none"> Oldham colleagues were positive about and proud of the work done in recent years to improve adult safeguarding, including the operation of the SAB Early and effective planning for adulthood and Transitions are an acknowledged area of development for Oldham and some strategic progress has been made through the creation of the Transitions Hub. Oldham was proud of it's progress and practice around Transforming Care and Discharge to Assess and these successes were linked to 	<ul style="list-style-type: none"> The voice of the person and coproduction is an area that the SAB recognises it has further work to do but on an operational safeguarding basis, it was reported that as much as possible the person is involved in line with the principles of Making Safeguarding Personal The case audit identified issues with information sharing between agencies that led to differences in decision making and responses for the same individual when concerns were raised. The challenge team noted that wider system or strategic risks to ASC were not seen in the round in the conversations e.g. the transfer of financial risk, provider risks/failure, market quality etc Given the demands upon the system and the move to the new TOM, greater focus needs to be given to prevention within the context of Safeguarding and for the SAB

Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	--------------------------	------------

The Peer Review Outcomes

Oldham ASC Assurance Preparation Challenge

March 2023



Area/Theme
Leadership Governance
 Learning, improvement & innovation

Page 12

<p>Feedback</p> <ul style="list-style-type: none"> The Challenge Team noted that the ASC senior management team is still relatively newly-formed but nonetheless staff reported good visibility of senior managers along with optimism and buy-in to the proposed ASC TOM Urgently develop an interim EDI position statement for ASC which initially identifies a small number of priorities for 2023/24 and a plan to achieve them 	<p>Recommendations / issues / themes</p> <ul style="list-style-type: none"> Improve the engagement and involvement of Scrutiny in the work and performance management of Adult Social Care, building on the training being provided to Elected Members Ensure that the voice of ASC and the statutory role of the DASS is properly represented at the ICB Board and within the Provider Collaboration
--	--

Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	--------------------------	------------

Our Approach to Inspection

Know ourselves, strengths and weaknesses



Open and transparent



Well planned and structured

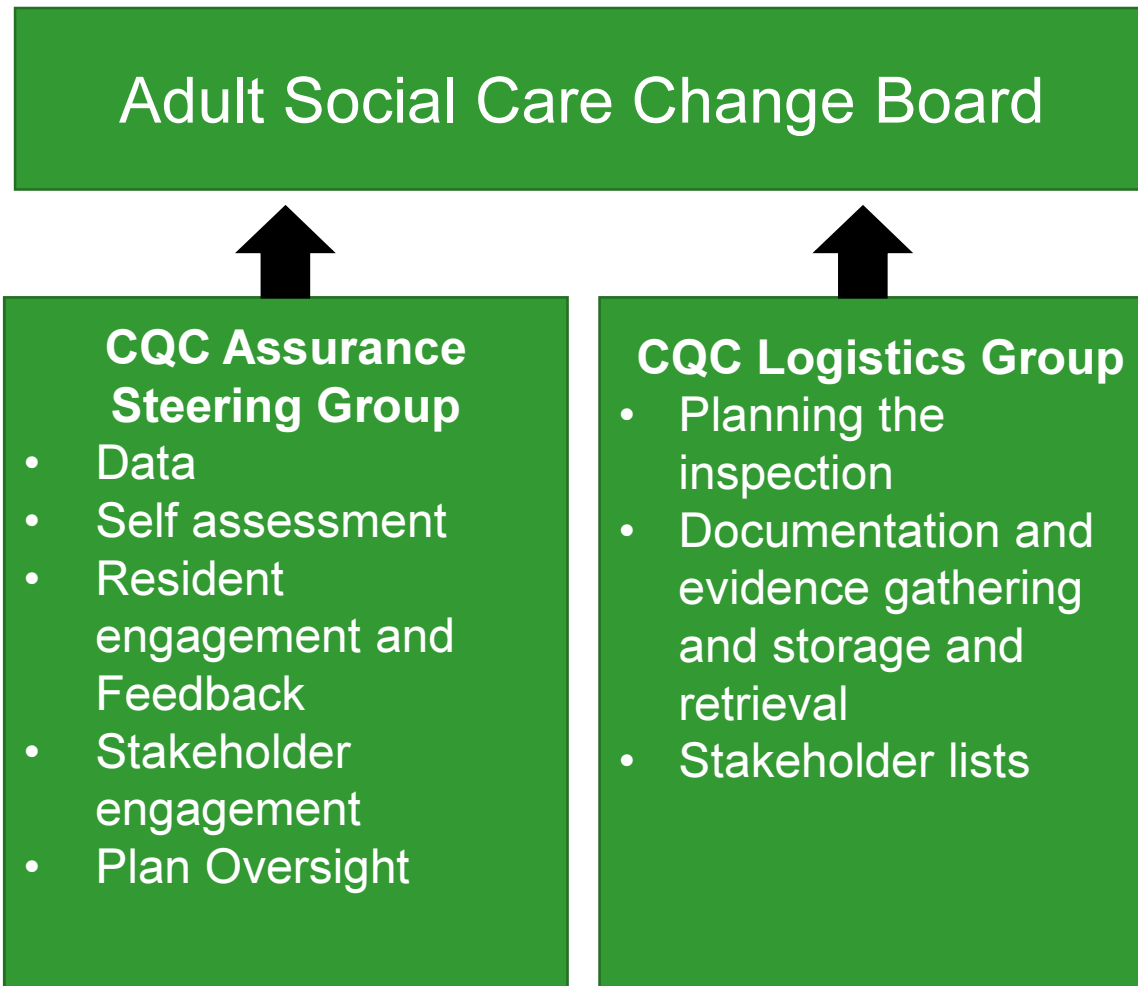


A culture of continual improvement, not focussing on ticking boxes



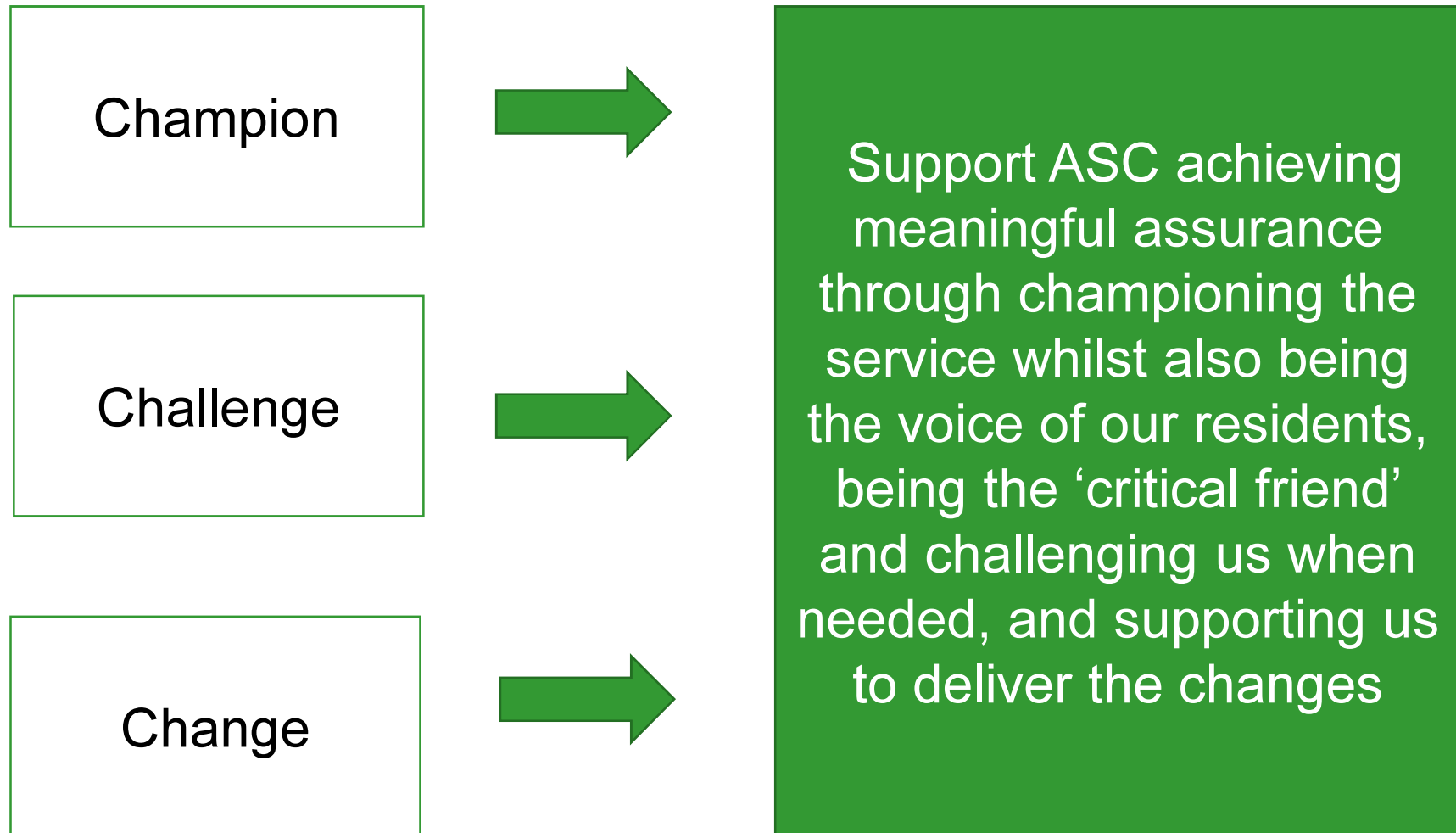
Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	---------------------------------	------------

Governance and Assurance



Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	---------------------------------	------------

The Role of Elected Members



Introduction	Areas of Inspection	Peer Review process	Peer Review Outcomes	Our Approach	Governance and Assurance	Next Steps
--------------	---------------------	---------------------	----------------------	--------------	--------------------------	------------

Next Steps

Page 16

1. A focus on priority improvement areas within the ASC improvement plan (workforce and the TOM as 2 of the biggest priorities)
2. Leadership and project sub groups established supported by detailed plans
3. Reporting, measurement and risk log developed
4. Month assurance update to ASC Change Board



ADULT SOCIAL CARE AND HEALTH SCRUTINY BOARD

DRAFT WORK PROGRAMME 2023/24

Tuesday 13 th July 2023	Health and Wellbeing Strategy	A Strategy that was approved by the Health and Wellbeing Board, in March 2023	Portfolio – Health and Social Care/Interim Director of Public Health	Scrutiny of the Borough’s Health and Wellbeing Strategy
	Emergency Paediatrics	Scrutiny of service delivery	Portfolio – Health and Social Care	Scrutiny of performance
	CQC preparation	A presentation detailing the work relating to the preparation for CQC inspections	Portfolio – Health and Social Care/Jayne Ratcliffe, Director of Adult Social Care	scrutiny of proposals
Thursday 7 th September 2023	Elective Care		Mike Barker	
	Oldham NHS - new operating structures		Mike Barker	
	Infant Mortality	An annual update report on some of the activity happening to address issues of infant mortality	Portfolio - Health and Social Care. Interim Director of Public Health - Rebecca Fletcher,	Annual update report
	Public Health Annual Report	To review the Annual Report	Portfolio – Health and Social Care	Review and scrutiny of proposals/performance

			Director of Public Health	
	Drugs and Alcohol Strategy (Adult Integrated Substance Misuse Treatment and Recovery Service)	Scrutiny of policy proposals	Portfolio - Health and Social Care. Interim Director of Public Health - Rebecca Fletcher,	Scrutiny of policy proposals
	Healthy Child Programme	To update on changes to health visiting and school nursing services	Portfolio - Health and Social Care. Interim Director of Public Health - Rebecca Fletcher,	Annual update report
	Northern Care Alliance / Royal Oldham Hospital - update	To receive an update on services and related matters in respect of the Northern Care Alliance and the Royal Oldham Hospital.	Alistair Craig, Chief Executive, Oldham Care Organisation, Northern Care Alliance NHS Trust	Update report from Northern Care Alliance
Tuesday 5 th December 2023	Health Inequalities Plan	Opportunity for consideration and scrutiny of actions proposed in the Plan.	Portfolio - Health and Social Care. Interim Director of Public Health - Rebecca Fletcher,	Scrutiny of proposals
	Targeted Universal Model for 0-19 years/Family Hubs	A report to focus on the delivery of health visiting and school nursing services and the public health led elements of the family Hubs Programme	Portfolio - Health and Social Care. Interim Director of Public Health - Rebecca Fletcher,	Scrutiny of service delivery
	Scrutiny of Savings Proposals	Committee to scrutinise savings proposals that were approved by Council in March 2023 – for implementation in 2023/24	Portfolio - Health and Social Care. Interim Director of Public Health - Rebecca Fletcher	Scrutiny of the impact of savings proposals

		and which have an impact on Public Health services. The main issue relates to the reduction in funding for the provision of Young People's Substance Misuse and Sexual Health Service		
	Health Protection Update	To receive an update/progress report on key health protection issues including updates on the 2023/24 Flu Programme	Portfolio - Health and Social Care. Director of Public Health. Charlotte Stevenson, Consultant in Public Health	Update on proposals
	Oldham Community Leisure (OCL) Annual report	To receive the OCL annual report detailing leisure related activity in the Borough, which OCL provide on behalf of the Council	Assistant Director of Leisure and Community Services/Chief Executive of OCL	Annual report
Thursday 18 th January 2024	Health Improvement and Weight Management Service	To receive an update/progress report on the new service that commenced in January 2021	Portfolio - Health and Social Care. Rebecca Fletcher - Interim Director of Public Health/Andrea Entwistle, Public Health Business and Strategy Manager	Update report to consider progress in relation to high-level outcomes (ref 2.2 and 2.3 of submitted report). Report required by Committee, in January 2023, with a request for representatives of ABL Health Limited to attend and report.
	Integrated Sexual Health Service	To receive an update/progress report on the a service that had commenced in April 2022	Portfolio - Health and Social Care. Rebecca Fletcher - Interim Director of Public Health/Andrea Entwistle, Public Health Business and Strategy Manager	Update report/presentation to detail progress of the new enhanced Integrated Sexual Health Service offer. Report required) by Committee in January 2023.

	Thriving Communities Programme - Evaluation	To receive the Thriving Communities Programme evaluation report	Portfolio - Health and Social Care/Rachel Dyson, Thriving Communities Hub Lead	Scrutiny of service delivery/performance
Tuesday 7 th March 2024	Northern Care Alliance / Royal Oldham Hospital - update	To receive an update on services and related matters in respect of the Northern Care Alliance and the Royal Oldham Hospital.	Alistair Craig, Chief Executive, Oldham Care Organisation, Northern Care Alliance NHS Trust	Follow-on updates following completion of the Pennine Acute Trust/Northern Care Alliance Transaction
	Drugs and alcohol service	To receive an update/ progress report on the re-tendering of services, and the plans for the newly commissioned service starting 1 st April 2023.	Portfolio - Health and Social Care. Katrina Stephens, Director of Public Health.	Update report/presentation to detail progress and outcome of the re-tendering exercise.

BUSINESS TO BE PROGRAMMED

1. Reporting arrangements in respect on integrated commissioning under Section 75 Agreements, to include periodic updates and budget performance, from the Chief Operating Officer/Strategic Director and the Director of Finance respectively, remain to be programmed.
2. An update from the Chief Operating Officer/Strategic Director on the Urgent Care Review.
3. Disposable Vapes – further to Youth Council Motion at Council on 12th July 2023