Oldham Overview and Scrutiny Adult Social Care

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Care Quality Commission (CQC) assessment

Oldham
Council

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 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.

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

The 4 Areas of Inspection

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

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

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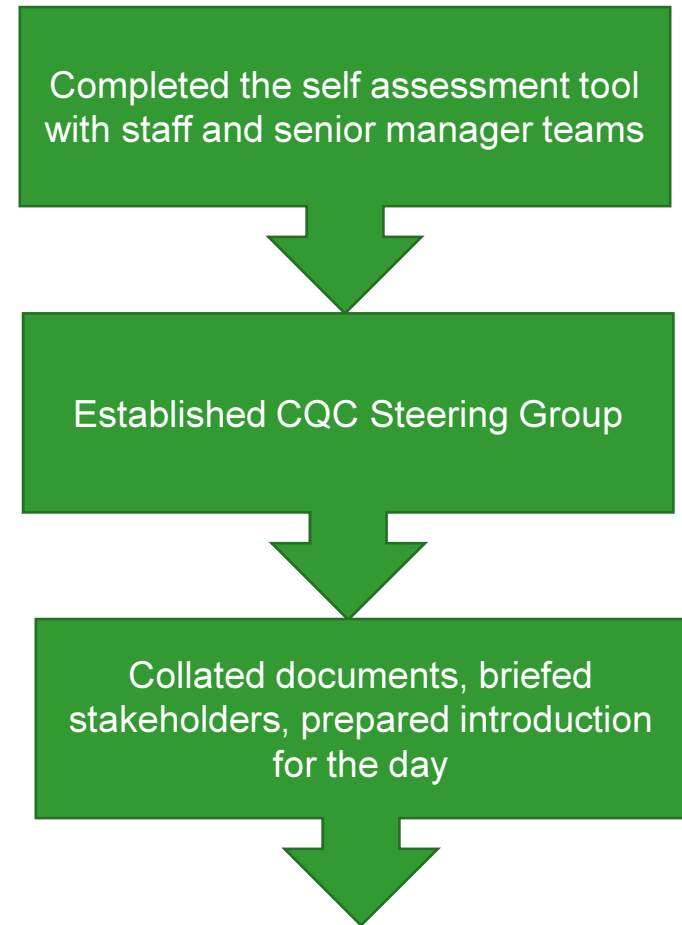
Inadequate
The service is performing badly and we've taken action against the person or organisation that runs it.
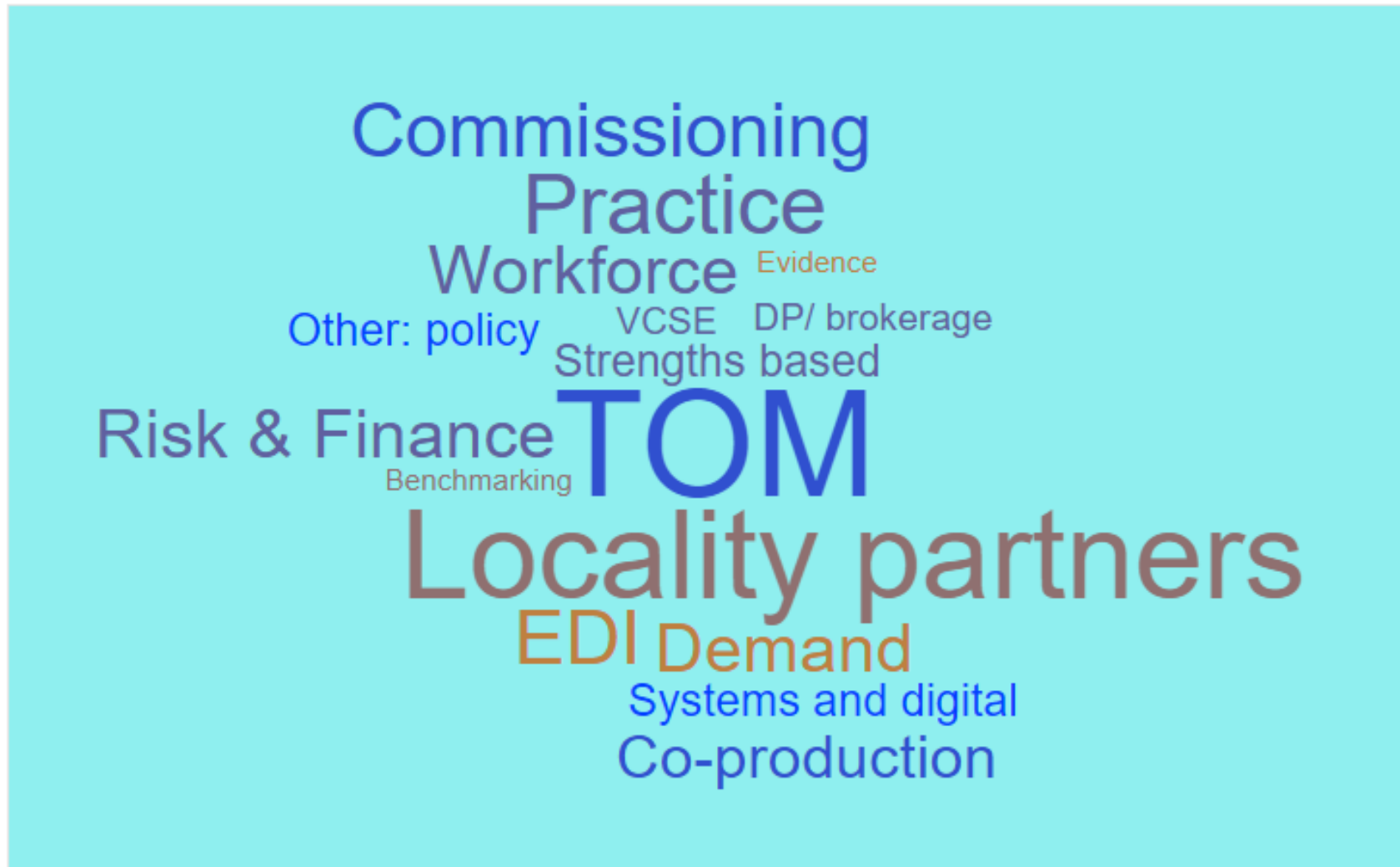
The Peer Review Process

- 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

Completed the self assessment tool with staff and senior manager teams

Established CQC Steering Group

Collated documents, briefed stakeholders, prepared introduction for the day

The Peer Review Outcomes

The Peer Review Outcomes

Oldham ASC Assurance Preparation Challenge

March 2023

adass
adult social services
North West

Area/Theme
1. Working with people

Feedback	**Recommendations / issues / themes**
• Multiple references to engaged and dedicated workforce • ARCC/ new front door right direction and making a difference already • Improvement focus on information sharing	• 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

The Peer Review Outcomes

Oldham ASC Assurance Preparation Challenge

March 2023

adass
adult social services
North West

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

Feedback	Recommendations / issues / themes
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	• 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

The Peer Review Outcomes

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

Feedback
- 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

Recommendations / issues / themes
- 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

The Peer Review Outcomes

Oldham ASC Assurance Preparation Challenge

March 2023

adass
adult social services
North West

Area/Theme
Leadership Governance
Learning, improvement & innovation

Feedback
- 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

Recommendations / issues / themes

- 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

Our Approach to Inspection

Know ourselves, strengths and weaknesses

Open and transparent

Well planned and structured

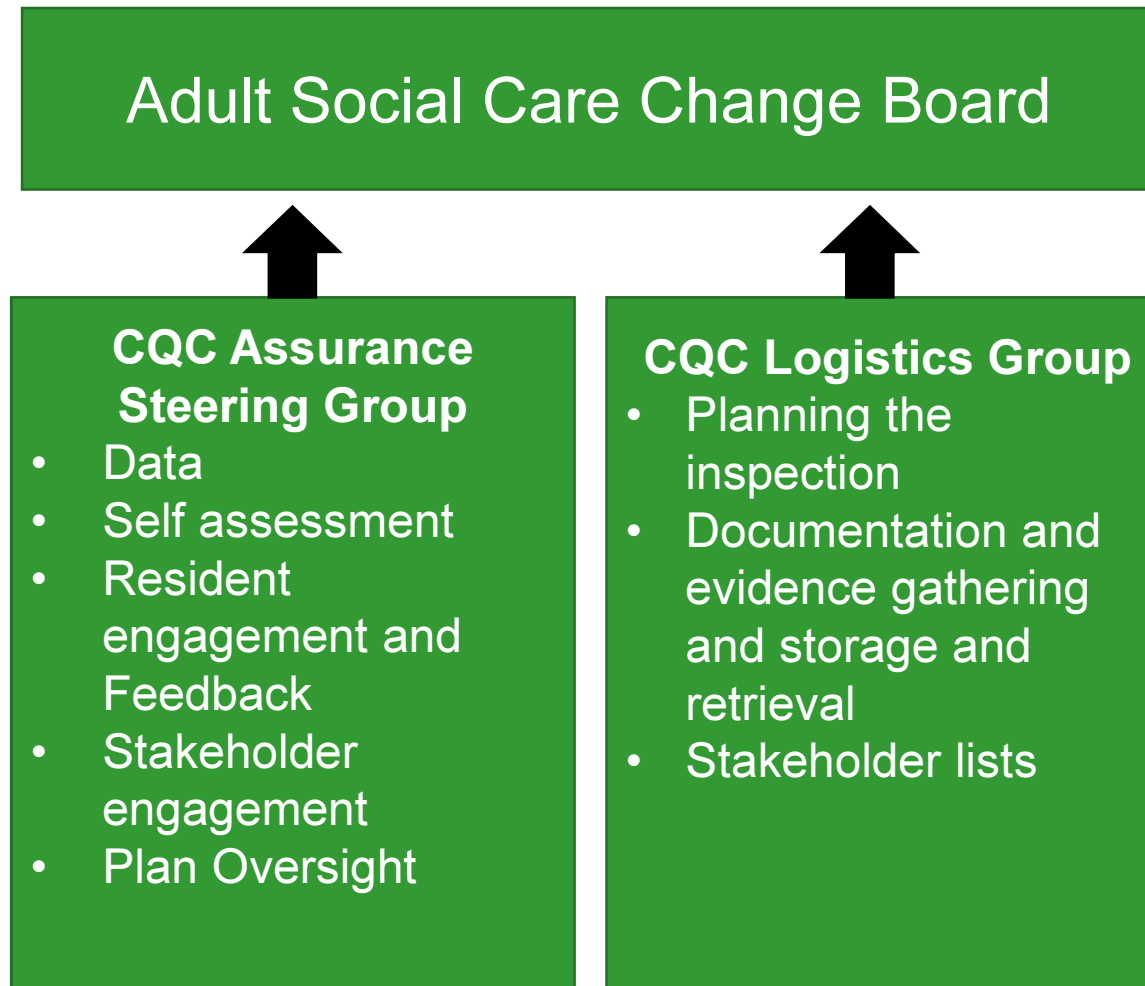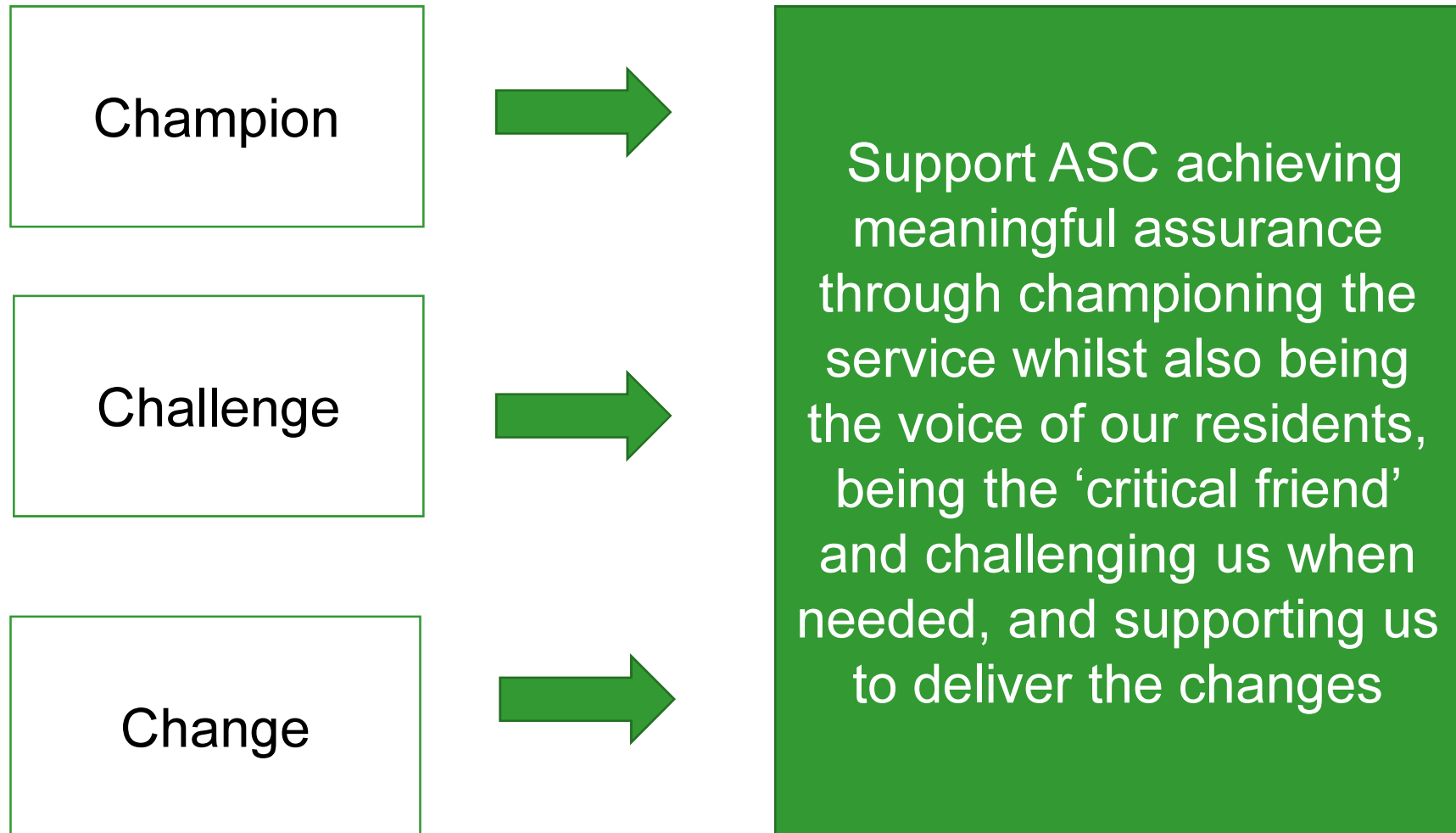A culture of continual improvement, not focussing on ticking boxes

Governance and Assurance

Adult Social Care Change Board

CQC Assurance Steering Group
- Data
- Self assessment
- Resident engagement and Feedback
- Stakeholder engagement
- Plan Oversight

CQC Logistics Group
- Planning the inspection
- Documentation and evidence gathering and storage and retrieval
- Stakeholder lists

The Role of Elected Members

Champion →

Challenge →

Change →

Support ASC achieving meaningful assurance through championing the service whilst also being the voice of our residents, being the 'critical friend' and challenging us when needed, and supporting us to deliver the changes

Next Steps

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