

Care Quality Commission Assurance

Active Communities Executive Advisory Panel
October 2024



North
Northamptonshire
Council

Background

- The Health and Care Act 2022 received Royal Assent in April 2022 and heralds a series of significant reforms to the delivery of health and ASC services in England.
- These reforms represent the most significant changes to ASC to be undertaken in more than a generation with significant implications for North Northamptonshire.
 - Integrated Care Systems placed on a statutory footing.
 - New duties for the Care Quality Commission to assure local authorities ASC functions and Integrated Care Systems.
 - Introduction of a care cap.
 - Activating section 18(3) of the Care Act requiring Local Authorities to commission self funders social care support with a move towards paying a 'Fair Cost of Care'.

New duties awarded to the Care Quality Commission (CQC) in assuring councils' ASC functions and Integrated care Systems

From April 2023, CQC will start to assure how Local Authorities are meeting Care Act 2014 duties and responsibilities and rate the accordingly.

CQC has confirmed that its focus of local authority assessments will be across four themes:

- Working with people, providing support, ensuring safety and leadership and workforce.

No baseline of evidence exists in assessing the quality of either a council's delivery of its adult social care functions nor the performance of an ICS. Consequently, CQC has confirmed that it will be seeking to establish this baseline during the first two years of its new duties commencing in 2023 prior to publishing ratings.

- To date, of 153 LAs with social care duties, 51 have been notified of assessment or have been assessed. We do not know when we will be 'assured' but CQC aspiration it will be prior to September 2025.

Single Assessment Framework

Our framework will assess providers, local authorities and integrated care systems with a consistent set of key themes, from registration through to ongoing assessment

Aligned with “I” statements, based on what people expect and need, to bring these questions to life and as a basis for gathering structured feedback

Expressed as “We” statements; the standards against which we hold providers, LAs and ICSs to account

People’s experience, feedback from staff and leaders, feedback from partners, observation, processes, outcomes

Data and information specific to the scope of assessment, delivery model or population group



Assurance of Local Authorities....Us!

Assurance centred around Local Authorities duties in relation to the Care Act 2014 part one.

- Promoting Individual Well-being
- Preventing needs for care and support
- Promoting integration of care and support with health services
- Providing information and advice
- Promoting diversity and quality in provision of services
- Co-operating generally
- Co-operating in specific cases

CQC have incorporated these areas in 4 key themes:

- **Working with people**
- **Providing support**
- **Ensuring safety within the system**
- **Leadership and workforce**

CQC Implementation of Approach

Pilot Assessments with 5 local authorities

- Birmingham City Council – Good
- Lincolnshire County Council – Good
- North Lincolnshire Council – Good
- Nottingham City – Requires Improvement
- Suffolk County Council – Good

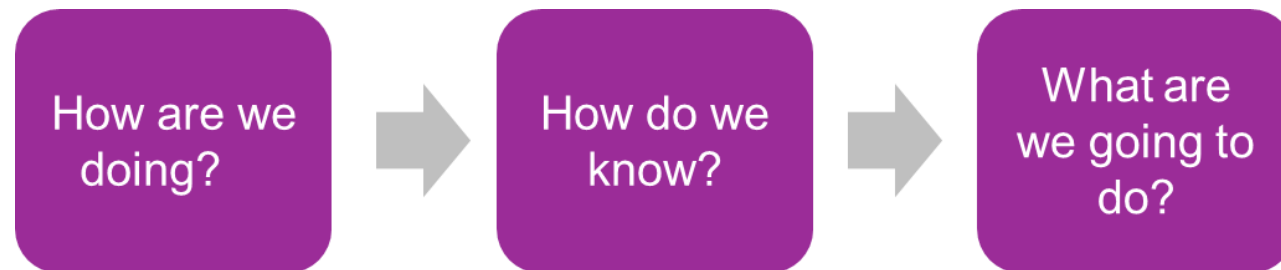
Roll out of full assessments

- Hertfordshire County Council – Good
- London Borough of Hounslow – Good
- West Berkshire Council – Good
- Derbyshire County Council – Good
- Derby City Council- Requires Improvement



Preparing for Assurance

- Self Assessment drafted in 2023, recently reviewed and updated.
- Triangulation of evidence (corroboration) from different sources is essential – this means considering the entire array of performance data, direct observation of practice/documents and, vitally in the case of ASC, the balanced views of people with lived experience, staff, partners and other stakeholders.



- Gaps in our evidence identified and priorities agreed.
- Sector led improvement to test out our improvement priorities (annual conversation and peer challenge August 2023)

Working with People

Strengths

- Maximising independence: award winning and highly commended for remote monitoring
- Hospital discharge performance is high, reduced delays, transfer of care hub and harm review process
- Carers' Strategy co-produced and launched

Areas of Focus

- Demand- reduce and delay
- Adult social care waiting lists, waiting times and reviews backlog
- Carer outcomes: wellbeing, access to breaks
- Review of website - advice and information needs to be more accessible, with self-service options
- Increasing volume and quality of practice audits and Peopletoo diagnostic

Our Responses

- Career pathways, professional supervision, training and support
- Recommissioning of carers services and implementation of carers strategy
- Support North Northamptonshire initiative working with VCSE and partner agencies, wraparound support, early intervention and prevention



Providing support

Strengths

- Thackley Green supporting increased independence for people
- Continued improved performance in reablement, services reducing demand for long term care and support.
- Restructured social care teams to create more resilient and responsive teams
- Improved CQC ratings profile of care market

Area of Focus

- Market sufficiency and quality
- Pending lists/rising demand in locality teams
- ExE working Together group established; aim to develop this and to embed co-production in our work
- More innovative and creative approaches to commissioning and options for long and short term support including Shared Lives

Our Responses

- Targeted fee uplifts and enhanced quality offer to improve quality and support to independent providers
- Increasing reablement offer (Tuvida) and development of Thackley Green SCC
- Continuing to review our Moving Forward with People and Place strategies
- Improving the identification of unpaid carers

North Northamptonshire Short-Term Home Care

Date: July 2022 - July 2023

Funding: North Northamptonshire Council

219

People supported following discharge from hospital

21%

Of people needed less visits after using the service

8%

Of people had increased visits or staff to avoid hospital admission

18

People left the service with no formal care requirements

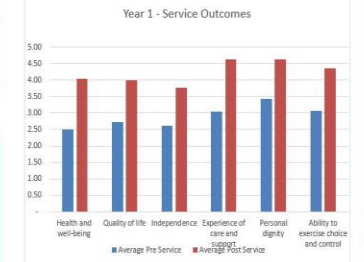
13%

Service users reduced from 2 to 1 during service

Feedback

"All the team have been very good. I will recommend TuVida to everybody and I wish I could have stayed with TuVida"

"Everybody was really good, punctual, professional and friendly, flexible great group of people"



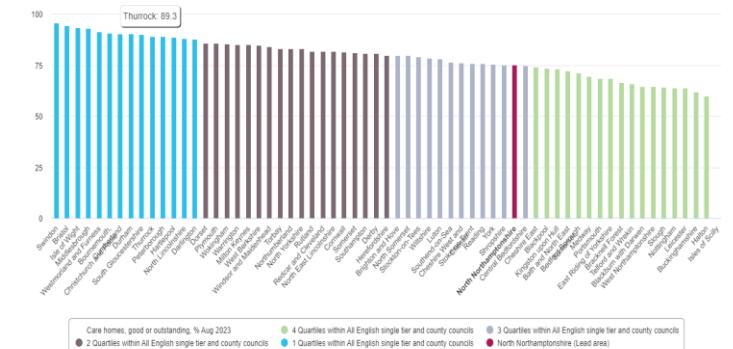
Feedback

We asked service users and unpaid carers to rate services out of 5. On average based on 50% of service users, services were rated:

From 111 responses 97% showed an overall improvement. Service prior to TuVida rated 3.3/5. TuVida's service 4.85/5

TuVida

Percentage of care homes rated overall as good or outstanding (Aug 2023) for All English unitary authorities (Quantiles of All English single tier and county councils)



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Ensuring Safety

Strengths

- Reduction in people delayed in leaving hospital achieved, Harm review process
- Implemented refreshed Quality Board and Large-Scale Enquiry process
- Decision-Making Framework developed and published, training provided across Northants
- NSAB SG Learning Week - we have launched the SG Practitioner Forum from Sept 23

Areas of Focus

- Fragility of external provider market
- Need to ensure that Making Safeguarding Positive is fully embedded across services
- Continued embedding of risk rating tools to maximise opportunities to promote positive risk taking.
- Practice audit outcomes showed opportunities to improve involvement of people in assessing and managing risk – learning sessions being provided to all social care teams.
- Out of hours service

Our Responses

- A renewed focus on quality of commissioned providers
- Benchmarking and audit process informing focused and tailored training offer to embed MSP
- Supporting the development of East Midlands waiting well guidance and being a trailblazer in implementing and testing this



Leadership

Strengths

- Improved ASCOF ratings and ability to benchmark practice.
- Developing first ever NNC ASC Strategy with significant consultation with people who draw on services and co-production with internal teams and colleagues
- Clearer pathway to improvement led by developed service plans and Change, Improvement and Delivery Board
- Signed up to WRES

Areas of Focus

- Develop and implement WRSE action plan
- Understanding our practice-benchmarking and learning from practice audits
- A need to build trust with communities, system partners and the VCSE
- Budget pressures medium term

Our Response

- PSW leading the implementation of WRES standards
- Increased focus on practice audits
- Reviews structures, ways of working and pathways for people
- Focusing on developing and embedding co-production by default

GROW YOUR SOCIAL

WORK CAREER IN

NORTH NORTHANTS

Benefits working for North Northamptonshire Council:

- ASYE
- SW progression, AMHP & BIA Training. Support future social workers as a Practice Educator
- Peer SW Support, Reflective Supervision
- CPD, Learning and Development Opportunities
- North Northamptonshire Council Employee Networks
- Employee Discount
- Local Government Pension
- Occupational Sick Pay

North Northamptonshire Council

M.A.D.E.
MAKE A DIFFERENCE EVERYDAY

www.northnorthants.gov.uk/adult-social-services



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Priorities to prepare for CQC

- Co-production is in its early stages of development and needs support to mature
- Annual review completion is not as high as we would wish- capacity, demand and workloads challenges
- Implementing 'Waiting Well' and managing our pending lists for assessments (Care Act, DoLs and therapy)
- Increasing the number of practice audits completed- creating a learning culture and evidencing impact (SARs, practice audits)
- Our website – information and advice offer
- A shared understanding of our challenges and actions to support improvement
- Our systems enabling colleagues to work at their best (strengths based working)
- Lack of clarity and strategic approach on our prevention and proactive care offer



The Annual Conversation

- Run by East Midlands ADASS network (10 Councils)
- Principles of sector-led improvement
- Former DASS – Carol Tozer visited for 2 days in August 2023
- Based around the 4 CQC themes: Working with people; Providing support; Ensuring safety; Leadership
- Comprised of: reading documents provided by us; meeting with colleagues from across ASC, people who draw on services and carers, colleagues from Health and the voluntary sector, senior leaders within NNC; a challenge session with the DASS, ADs, PSW for Adults, Lead for Therapy and Service Manager for CQC Preparation. *Caveat that she only spoke with a small number of people*
- Recommendations made but some huge positives

‘Focussed, Improving, Ambitious’

- ‘improvements in a number of key outcome areas, underpinned by strengthened systems and processes for the delivery of effective professional practice, performance and partnerships across adult social care (ASC)’
- ‘I encountered engaged, positive and reflective leadership in ASC..... increasingly valued by your own colleagues who experience leadership in ASC as accessible and visible’.
- Self Aware
- People reported receiving regular and quality supervision
- Good quality of learning and development



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Self Assessment – Headlines and Recommendations

‘The SA is a comprehensive document and provides an open and transparent analysis of ASC’s strengths and areas to improve. It does not seek to hide nor does it obfuscate.’



Ask of EAP

- Note the preparations for assurance
- Note that councillors may be spoken to as part of the on-site assurance work (e.g. health scrutiny, executive and opposition leaders/their representatives)
- Note the progress made in key areas (commissioning, carers strategy, ASC Strategy, reablement, moving forward with Place, emerging good practice with co-production)
- Note our areas of focus - practice audits, working with the VCSE, embedding coproduction, improving the experience of colleagues at work, managing demand, evidencing a focus on EDI and a genuine focus on prevention.
- Note the risk of a rating of Requires Improvement- *review activity and track record of impact and embedding of improvements*



Appendices

- Quality statements and methodology

Working with people (incl unpaid carers) (Theme 1)

Focus of assurance- assessing needs, care planning and review, direct payments, charging, supporting people to live healthier lives, prevention, wellbeing, information and advice.

1. Assessing needs

- We maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them
- I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals

2. Supporting people to live healthier lives

- We support people to manage their health and wellbeing so they maximise their independence, choice and control, live healthier lives and where possible, reduce future needs for care and support
- I can get information and advice about my health, care and support and how I can be as well as possible – physically, mentally and emotionally

3. Quality statement 3: Equity in experiences and outcomes

- 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.
- I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths, and goals.

Providing support (Theme 2)

Focus of Assurance- market shaping, commissioning, workforce capacity and capability, integration and partnership working.

1. Providing support

- We understand the diverse health and care needs of people and local communities, so care is joined-up, flexible and supports choice and continuity
- I have care and support that is coordinated and everyone works well together and with me

2. Partnerships and Communities

- 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.

Ensuring Safety (Theme 3)

Focus of assurance- safeguarding enquiries, reviews, Safeguarding Adults Board, safe systems, pathways and continuity of care.

1. Safe systems, pathways and transitions

- 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
- When I move between services, settings or areas, there is a plan for what happens next and who will do what, and all the practical arrangements are in place
- I feel safe and am supported to understand and manage any risks

2. Safeguarding

- We work with people to understand what being safe means to them and work with them 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
- I feel safe and am supported to understand and manage any risks

Leadership and workforce (Theme 4)

Focus of Assurance- culture, strategic planning, learning, improvement, innovation, governance, management and sustainability.

1. Governance, management and sustainability

- 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.

2. Learning, Improvement and Innovation

- 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.