



CQC Action Plan 2018-19

Introduction

Plymouth has a long and established record of cooperation and collaboration with a formal commitment to Integration being set down by the Plymouth Health and Wellbeing Board in 2013, based around Integrated Commissioning, Integrated Health and Care Services and an Integrated System of Health and Wellbeing. The progress that the Plymouth System has made towards system integration was acknowledged in the recent CQC Local System Review with Professor Steve Field, Chief Inspector of Primary Care Services, noting:

“The review of Plymouth's services - and how the system works together – has found some shining examples of shared approaches. The system leaders had a clearly articulated, long-established vision of integration which translated well into local commissioning strategies. Leaders were consistent in their commitment to the vision with whole system buy-in.

“I would encourage system leaders in Plymouth to drive this forward to ensure there is a more community, home-based focus. System leaders also need to ensure that as the system moves towards further integration, work is undertaken to ensure that staff are fully engaged, from the outset and led by a collaborative leadership.”

In December 2017, the Plymouth Health and Wellbeing system was the subject of the CQC Local Targeted Review considering system performance along a number of ‘pressure points’ on a typical pathway of care with a particular focus on older people aged over 65. The review focussed on the interface between social care and general primary care as well as acute and community health services. The Plymouth Local System Review report summarised that ‘Plymouth is on a journey to integration. There was a compelling vision for integration within Plymouth, developed in collaboration with system partners and local people and linked to the Devon-wide Sustainability and Transformation Plan (STP). The strength and commitment of Plymouth’s leadership meant this strategic vision had the potential to be realised, but only if it was translated at ground level and if the wider current challenges facing the system are addressed.’

In February 2018, Plymouth held a Local Summit meeting involving system leads from the Western locality and from wider Devon and with a mix of representation from GPs, Commissioners, Social Services, Acute provision, Politicians and the Voluntary/Community Sector. The output from this Local Summit were the points and actions identified within this action plan which has been developed further to ensure alignment with other, existing strategies.

Oversight

The mandate for CQC’s Local Targeted Review states that oversight of the developed Actions Plans will be the responsibility of the local area Health and Wellbeing Board. All key system partners play a part in Plymouth’s integrated governance structure and are accountable to the Wellbeing Overview and Scrutiny Board which will continue to support the Health and Wellbeing Board in holding the system to account for the delivery of this action plan.

Regular operational oversight will be the responsibility of the newly formed Plymouth and Western Local Care Partnership which reinforces our collective intent for collaborative working to solve some of the deep-rooted challenges we face and to create a step change in system transformation. Once agreed, the system wide actions will be delivered and monitored through reports presented to the LCP. The Joint Executive group will be responsible for ensuring the delivery of the system programme pulling through reports on actions plan as appropriate from related sub groups/programme groups such as the System Improvement Board.



Action	Sub actions	SRO	Q1	Q2	Q3	Q4	Updates	Risks/Issues	RAG Status	
Theme 1: Commissioning & Market Management										
Aim: Recognising our system challenges, Integrated Commissioners have set out a number of intentions. This programme will build on the existing provider landscape, address current funding challenges and enhance the use of our voluntary sector organisations										
Develop commissioning intentions to signal market requirements 18/19 	1. Develop draft Commissioning Intentions	Craig McArdle, Director of Integrated Commissioning, PCC/NEW Devon CCG	X				Draft commissioning intentions developed shared with Local Care Partnership Board. Intentions build on approved Commissioning Strategies and articulate priorities for next 2 years		Green	
	2. Commissioning Intentions signed off ready for consultation		X				Governance process commenced agreed by Cabinet Planning 27/2 scheduled for Cabinet 13/3 and Governing Body 22/3 approval sought to commence system wide consultation.		Green	
	3. Consultation using existing SDG's and Provider forums			X						
	4. Publication of Final Commissioning Intentions			X						
Develop and remodel the care home market	1. Baseline assessment against EHCH model	Caroline Paterson, Strategic Commissioning Manager, PCC	Complete				Baseline Assessment Completed and submitted to STP		Green	
	2. Develop Project Plan		X				Project Plan in development and Programme Group Established. Workshops with providers planned.		Yellow	
	3. Programme Mobilisation			X						
	4. Commence Engagement				X					
	5. Commence Implementation of EHCH						X			
Develop and remodel the Dom Care Market	1. Engage with market to agree new fee levels and address short term capacity issues.	Caroline Paterson, Strategic Commissioning Manager, PCC	Complete				Fee levels for 2018/19 agreed. Short term services to increase capacity and support flow brought on line.			
	2. Develop Baseline Assessment of Market			X			Project Office appointed and currently developing capacity mapping across the sector		Yellow	
	3. Develop New Model of Care and Future Capacity			X			Programme board agreed and meeting set, initial workshop due in March with key stakeholders to discuss a proposed model		Yellow	
	4. Commission New Model of Care						X			
Develop voluntary sector engagement to maximise their contribution	1. Commence engagement through SDGs to identify further opportunities	Rachel Silcock, Strategic Commissioning Manager, PCC	X				The Wellbeing SDG is the most active with the biggest attendance by the VCS. Next one likely to be 25/04. Jo Beer is organising a meeting with VCS and urgent care this week which will also feed into this action. We will also review our social prescribing offer to see if it could support urgent care		Yellow	
	2. Align VCS to Urgent Care System		X				British Red Cross based in PHNT and Local Care Centre supporting discharged and providing a 6 week support offer which includes 'shopping' 'collecting prescriptions'		Green	
	3. Arrange strategic meeting with sector and Commissioners to agree approach		X				Initial scoping meeting between commissioners and sector has taken place. Work programme and areas for collaboration to be agreed		Green	
	4. Roll out new way of working				X					

<p>Work with NHS England to deliver sustainable and transformed Primary Care using existing strategy/plan</p> <p>Primary Care System Improvement Board (</p>	1. Joint Commissioning of Primary Care in place	<p>Shelagh McCormick, Chair of Western Locality, NEW Devon CCG</p> <p>Mark Proctor, Director of Primary Care New Devon CCG/ South Devon and Torbay/ NHS England</p>		X			Consultation with CCG Members has commenced			
	2. Integrated Pharmacy Service designed		X				Initial meetings between providers and commissioners completed. Next stage is the development of scope document			
	3. Integrated Primary Care System designed					X		Work underway to design multiple elements of model such as: care for people in care homes, extended primary care team and extended access. Working closely with the developing Strategic Commissioner to tie in with plans at scale such as telephone triage and use of prescribing and acute hubs		
	4. Integrated Pharmacy Service signed off			X						
	5. Consultation to commence around delegating the Commissioning of Primary Care to local commissioners						X			
	6. Integrated Primary Care System signed off						X			
	7. Integrated Pharmacy Service initial integration commences						X			
<p>Development of Integrated Care Model</p>	1. Align working to Strategic Commissioning Intentions	<p>Ann James, Chief Executive, Plymouth NHS Hospitals Trust</p> <p>Dr Adam Morris, Chief Executive, Livewell Southwest</p>	X				Latest draft Commissioning Intentions with PHNT and LWSW, draft outcomes framework developed, organisational model to be agreed through detailed planning processes			
	2. Appointment of Transformation Lead for Providers		X				Recruitment approach agreed, joint role profile has been agreed and currently out to advert due to close Friday 2 nd March			
	3. Develop Transition Plan			X						
	4. Detailed Transformation planning commences			X						
	5. Detailed Transformation planning complete					X				
	6. Initial integration of new functions complete					X				
	7. Transformation of service model to deliver seamless care pathways						X			

Theme 2: Staff and Organisational Development										
Aim: There are a number of workforce issues across our system and the hospital is facing significant challenges in the recruitment of medical staff. This is further compounded by the number of vacancies within our GP workforce locally. This programme of work will develop our strategy and plan for the creation of a system wide sustainable workforce for the future.										
Develop local workforce strategy & Implementation Plan	Develop workforce strategy group	Carole Burgoyne, Strategic Director for People, Plymouth City Council	X					Strategic group to meet before end of March with agreed Terms of Reference, draft work plan and established capacity to deliver plan		
	Gather existing strategies and plans across the system				X			Development of single workforce plan for Primary Care including demand and capacity modelling due to be completed in Qtr 2		
	Analyse and identify potential gaps				X					
	Develop cross-organisational workforce strategy						X			
	Develop workforce plan						X			
	Develop evaluation framework						X			
	Commence stakeholder engagement and consultation						X			
	Complete consultation and engagement						X			
	Revise strategy and plan following consultation period						X			
	Implement plan							X		
	Evaluate plan							X		

Theme 3: System Improvement										
Aim: Multiple system reviews have already been undertaken, however, our performance in a number of key areas continues to be challenging. Building on the Western System Improvement Board, this programme of work will continue to focus on the analysis of areas where delivery is compromised, the development of improvement plans and the monitoring of delivery against major milestones.										
Admission Avoidance Schemes Copy of Admission avoidance action plan	Review of Acute Assessment Unit	Elaine Fitzsimmons Head of Commissioning, NEW Devon CCG	X				Daily dashboard in place to monitor progress. Improvement Director allocated to support and drive improvement across the 'hot floor' ED/AAU/MAU – Daily improvement huddles. Cross organisation execs/senior clinicians attending System Transformation program and using AAU as a lens for further improvement and learning			
	Maximise Acute GP Service				X					
	Review MIU	Jo Beer, Interim Director of Integrated Urgent Care, Livewell Southwest & Plymouth Hospitals NHS Trust	X				Review underway and proposal document drafted. Commencing of new service on track for May 2018			
	Review Acute Care at Home Service				X		The specific issue raised by the MIU staff regarding holding equipment for use in the event of cardiac presentations is currently being reviewed with pharmacy leads/medical leads and commissioners			
	Roll out risk stratification across system					X		Plan agreed in January, initial stage will be to support practices in implementing the Electronic Frailty Index for April 2018. Full roll out due March 2019 linking in with Social Prescribing and implementation of Health and Wellbeing hubs		
	Implementation of Health and Wellbeing Hub Programme commences		X					Hub Programme agreed and in implementation phase. First hub scheduled to open March 2018. Options on City Centre Hub being explored.		
Hospital Flow and Discharge Copy of Urgent Care Plan - Discharge 24.11	Commence end to end review of processes	Jo Beer, Interim Director of Integrated Urgent Care, Livewell Southwest & Plymouth Hospitals NHS Trust	X				Delivery Program in place with project leads identified – First Program Board 27.2.18 Delivery Program Update 27 2 18.docx			
	Reframe Discharge to Assess Pathways 1/2		X				Process modelling underway, looking to identify opportunities to reduce need for assessment to access pathways			
	Redesign Long Term Care Pathway				X					
	Complete end to end review				X			System wide leadership day planned for 2 nd March – including voluntary/community/acute/social care		
	Refine improvement plan				X					
	Implement improvement plan						X			
System Improvement	Share single access route into LWSW with wider providers in Plymouth	Nicola Jones, Head of Commissioning, NEW Devon CCG,				X	Due to be completed by end of December 18			
	Roll out Yellow Card scheme	Michelle Thomas, Director of			X		Scheme is available to all GP's and Care Home Providers. Specifically designed leaflets for the care home/domiciliary care providers and these are due to be delivered in the coming weeks. Roll out across social services to take place in quarter three. Yellow Card Scheme has now won an award for the Joint CCG's.			

		Operations, Livewell Southwest							
CHC	CHC Pathway - Review existing CHC data	Lorna Collingwood-Burke, Chief Nursing Officer, NEW Devon CCG	X				Desktop review of cases with Local Authority has already commenced		
	CHC Pathway - Benchmark to other areas		X				Data already received from NHS improvement Deloitte benchmarking to our clusters nationally being reviewed		
	CHC Pathway - Commence end to end mapping of process				X		Process review at workshops 2 nd and 6 th March		
	CHC Pathway - Implement process changes				X				
	CHC Pathway - Evaluate improvement					X			
	CHC Pathway - Review delivery model					X			
	Reduce Backlog – Recruit 4 additional nurses			X				Advertised and closing date 5 th March. Interview date 26 th march	
	Reduce Backlog - Agree backlog trajectory for assessment and reviews			X				Desktop review of cases with Local Authority has already commenced as above and outsourcing of cases commenced. Trajectory of cases and timetable to be completed by 31.3.18 once data cleansing of backlog completed.	
	Reduce Backlog - Reduce checklist, assessment and review backlog					X			