

CQC Local System Review Action Plan

Ref	CQC Area for Improvement	What action now needs to be taken?	Deadline	Who is leading?	Progress update	BRAG rating
1. Governance and Leadership						
1.1	There needs to be stability in the leadership to build on recent improvements and collaborative ways of working.	Implement the agreed governance arrangements for the Ageing Well Programme:		Birmingham Older People's Partnership Board (Graeme Betts and Karen Helliwell – co-chairs).	As of July 2018 all of the meetings and governance arrangements were agreed, including reporting arrangements. Dates for most of the meetings have been agreed for the rest of this calendar year. Terms of reference developed for each of the meetings with identified officers to attend from the respective organisations.	
		i. BSol Ageing Well and Later Life Portfolio Board	Jun-18			
		ii. BSol End of Life Workstream Board	Jul-18			
		iii. Birmingham Older People's Partnership Group	Jun-18			
		iv. Prevention Workstream Board	Jun-18			
		v. Early Intervention Workstream Board	Jun-18			
		vi. Ongoing Personalised Support Workstream Board	Jun-18			
		vii. Agree ToR	Jun-18			
		viii. Establish boards	Jun-18			
1.2	The relationship between the STP Board and Health and Wellbeing Board needs to be reviewed and strengthened to ensure there is agreement and clarity around roles and responsibilities.	i. Mutually agree Terms of Reference for HWBB and STP Board.	Jul-18	Rachel O'Connor for STP. Wayne Harrison for HWB	i. The draft ToR will be discussed at next STP Board meeting.	
		ii. Establish regular reporting from STP Board to HWBB	Deadline TBC.		ii. Chair of HWB now has ongoing invite to attend STP Board and STP Lead has a permanent seat on the HWB Board.	
		ii. Review workplan of HWBB and Overview and Scrutiny in the context of Ageing Well Programme	Deadline TBC.		HWB Board receives monthly updates on the Ageing Well programme. There is also quarterly reporting to Overview and Scrutiny Committee.	
1.3	System leaders should develop and drive forward a shared strategic vision for the future with a shared use of language, ensuring it incorporates all parts of the pathway and is a collaborative approach.			BSol Ageing Well Portfolio Board: Paul Jennings/ Graeme Betts		
		i. Development of BSOL Strategic Statement for Ageing Well and Later Life	Aug-18	i. Louise Collett		
		ii. Develop Birmingham Ageing Well Strategy – to incorporate the delivery framework and model.	Apr-19	ii. Pip Mayo		
		iii. Produce a shared short, sharp strategic statement for staff across the system	Aug-18	iii. June Marshall	A slide deck has been created which describes the programme for briefings.	
		iv. System leaders to visit front line teams across health and social care to share details of the vision for the system in Birmingham going forward.	Sept/Oct 18	iv. Dawn Baxendale/ Paul Jennings/ Richard Kirby/ Dame Julie Moore (Fiona Alexander coordinating).	Visits are scheduled for October/November.	

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2. Prevention						
2.1	A consistent approach to identifying high risk population groups and managing risks to people within the community should be developed across the city.	Develop a multi-agency, system-wide approach to risk stratification:		Ageing Well Prevention Workstream: Graeme Betts – SRO Operational Leads: Wayne Harrison/ Dennis Wilkes/ Mike Walsh/ Simon Doble		
		i. System wide session to be organised to include wider partners such as housing, fire, police, MH	Sep-18		Workshop has taken place.	
		ii. Review national best practice	Sep-18			
		iii. Agree scope, purpose and project plan – learning from best practice and current risk stratification tools	Oct 18			
		iv. Implement project plan	From Nov 18			
2.2	There needs to be a shared understanding of the prevention agenda, ensuring this is based on a robust Joint Strategic Needs Assessment and up to date public health analysis, which reflects the diversity of Birmingham’s population. Publication of an annual public health report is a statutory obligation and the system needs to ensure this is fulfilled.	i. Website restructured.	Jun-18	Ageing Well Prevention Workstream: Graeme Betts – SRO Operational Leads: Becky Pollard/Wayne Harrison	i. Website restructure complete.	
		ii. Health & Wellbeing Operations Group to identify key individuals from the wider health & social care system to take joint editorial responsibility for specific sections of the JSNA to ensure relevant reports (such as the current work on predicting demand) are identified for inclusion and the content is kept up to date.	Aug-18		i. This has been agreed by the Operations Group and they are in the process of setting up a new group.	
		iii. Annual Report completed and published to website.	Aug-18		Deadline to be revised.	

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3. Early Intervention						
3.1	There needs to be a review of the eligibility criteria and assessment process for the Enhanced Assessment Beds to ensure they are being used appropriately to meet people's needs.	i. Business case to BCC Cabinet for external support for the Early Intervention workstream and planning for locality based enablement pilot.	June 2018	Ageing Well Early Intervention Workstream: Andrew McKirgan - SRO, Operational lead: Mark Lobban/Judith Davis	i. Business case was approved by Cabinet week commencing 26/6/18. Procurement process in place – award planned to be made on 13/08 in time for pilot to commence in September.	
		ii. Locality pilot to commence	Sep-18			
		iii. City wide projects to be identified.	Oct-18			
3.2	System leaders need to continue to address current performance issues and work together to implement the recommendations made following the jointly commissioned Recovery, Rehabilitation and Reablement review.	i. Business case to BCC Cabinet for external support for the Early Intervention Workstream	Jun-18	Ageing Well Early Intervention Workstream: Andrew McKirgan - SRO, Operational lead: Mark Lobban/Judith Davis	i. Business case was approved by Cabinet week commencing 26/6/18. Procurement process in place – award planned to be made on 13/08 in time for pilot to commence in September.	
		ii. Establish Early Intervention Workstream Board	Jun-18		ii. Board established and meeting monthly	
		iii. Delivery of place-based pilot to design an integrated pathway for intermediate services with a one-team approach. To include the following components: a. MDT with 7 day working b. Quick response in a crisis c. Home and bed-based enablement – with a focus on getting people home.	Sept 2018 – March 2019			

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4. Ongoing Personalised Support						
4.1	The personalisation agenda should be developed with more people supported to access personal budgets and direct payments.			Ageing Well Ongoing Personalised Support Workstream: Richard Kirby - SRO		
		i. The system needs to develop a robust and shared vision of personalisation to underpin transformation (wider than personal budgets/direct payments) as part of Ageing Well Strategy formulation.	End Aug-18	i. Pip Mayo	A shared vision of personalisation has been approved by the HWB Board, and will be presented to the STP.	
		ii. Undertake analysis of reasons why citizens have declined the offer of direct payments	End Jul-18	ii. Pauline Mugridge	The direct payment project board has reviewed the reasons that a direct payment was not taken up, as recorded on CareFirst. This information has been used to agree actions by the board accordingly.	
		iii. Develop personalisation offer for Health and Social Care in the context of locality working.	End Dec-18	iii. Richard Kirby		
4.2	The local authority needs to ensure it continues to fulfil its statutory obligation under the Care Act 2014 and provide assurance there is capacity of good quality services within the social care market.	i. Mobilise new contracts including commencing annual monitoring visits and using quality to prioritise providers used by BCC.	End Jul-18	Ageing Well Ongoing Personalised Support Workstream: Richard Kirby - SRO, Operational lead - Alison Malik	i. Tender for residential, nursing and supported living was completed and new contracts effective from 01 May 2018. A risk register has been produced for all contracted providers to enable prioritisation for annual quality monitoring visits. The first quality monitoring visits commenced during w/c 23 July 2018.	
		ii. Commence decommissioning of inadequate providers and ensure support provided to effected service users. DMT due to discuss/agree proposals June 2018. Begin with service user dialogue in September.	Sep-18			
		iii. Retender for home support providers; commence with tender launch in July	Jul-18		iii. The retender of home support services has been postponed and will now be launched in early September 2018.	

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4.3	There needs to be more proactive scrutiny and contract monitoring to prevent further performance issues, such as those identified in relation to continuing healthcare.	i. All system workshop on 25 May to agree a refreshed and improved CHC pathway and processes.		Ageing Well Ongoing Personalised Support Workstream: Richard Kirby - SRO, Operational Lead: Carmel O'Brien.	Process mapping event complete	
		ii. CCG in contractual discussions for both short and mid-term fixes and to consider longer term commissioning solutions. New CSU provider to take over contract 1st June.	Jun-18		Complete and in place. Mobilisation group continues to monitor handover. Project lead due to commence mid-July to develop the End to End process for CHC.	
		iii. CCG Project to commence early July to scope an End to End service for CHC.	End Apr-19			
4.4	The system needs to consider how the current online micro-tendering procurement system for social care support impacts on peoples' choice, dignity and person centred care.	i. Continue development of new IT solution for implementation 1 Oct 2018.	Oct-18	Ageing Well Ongoing Personalised Support Workstream: Richard Kirby - SRO; Operational Lead: Alison Malik		

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5. Locality working						
5.1	The health and social care landscape needs to be rationalised with clear points of access. However, the system needs to ensure there is a comprehensive evaluation of current services and ways of working throughout the city before wholesale changes are made which could demotivate staff and destabilise good practice.	Design and implement models of locality working across the life-course:		Ageing Well Prevention Workstream: Graeme Betts – SRO (Work has subsequently been handed over to the Ongoing Personalised Support workstream under Richard Kirby)		
		i. Identify a small number of neighbourhoods/ localities to act as accelerator exemplars	Jul-18		i. The proposed geographical split of the city has been presented to the working group, which includes CCG and GP reps who are currently considering these proposals. Localities (200-250k) have been agreed by all partners.	
		ii. Agree locality governance model across the life-course including establishing the appropriate geographical level for different offers;	Sep-18		A workshop has been arranged for September to progress this work.	
		iii. Establish neighbourhood/locality exemplar shadow boards	Oct-18			
		iv. Map and evaluate the offer to citizens within exemplar areas	Dec-18			
		v. Exemplars develop proposals for locality working in their area	Apr-19			
		vi. Exemplars undertake comprehensive needs analysis across the life course to establish local priorities	Apr-19			
		vii. Mobilize locality exemplars.	2019/20			

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6 a) Enablers - Communications and Engagement						
6.1	Public engagement in shaping the future of the health and social care system in Birmingham needs to be strengthened with a systematic and joined up approach to involving people to ensure that Birmingham's diverse communities are engaged in the planning and delivery of services.					
		i. Further development of Comms and Engagement Framework linked to STP to underpin all STP programmes	End Aug-18	i. Fiona Alexander	i Comms strategy has been drafted.	
		ii. Re-commissioning of Healthwatch – review scope of contract and opportunity to embed system-wide feedback. Approach to be agreed by July 2018.	Jul-18	ii. Pip Mayo	<p>ii. Healthwatch Birmingham are aware that the service will be re-commissioned later this year, the procurement timeline has been agreed in principle and will see BCC leading the procurement with representatives from health as part of the specification development and moderation.</p> <p>A survey was recently sent to all acute hospitals, CCG and other colleagues to gain further insight to the current impact of the Healthwatch service and the feedback from this will form part of the development for the future. A session is planned to take place in August with health colleagues to discuss and finalise the outcomes and specification for the service.</p> <p>Deadline will be revised - TBC.</p>	
		iii. Co-production of the Ageing Well Strategy for Birmingham	Apr-19	iii. Pip Mayo		
		iv. Establish Birmingham Ageing Well Communications and Engagement workstream	End Jul-18	iv. June Marshall	iv Comms and engagement group established and meeting; made up of LHLH, CCG and BCC Corporate Comms and ASCH Comms reps.	
		v. Develop Birmingham Ageing Well Communications Strategy & Action Plan	End Jul-18	v. June Marshall	v Strategy and Action Plan has been drafted and is due to be signed off by Birmingham Older People's Partnership Board in September 18.	

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6.2	Strategic planning should be co-produced with all stakeholders, including independent care providers and voluntary sector organisations, to ensure the diversity of Birmingham’s population is reflected.	i. Audit of current engagement activity	End Jul-18	Ageing Well Communications and Engagement Workstream - June Marshall	i. The way stakeholders are recruited has been reviewed and amended along with website content. Additional work will be undertaken once new Citizen Engagement Manager is in post in September 2018.	
		ii. Map Ageing Well Stakeholders and agree engagement methods	End Jul-18		ii. Stakeholders have been mapped as part of the Communications Strategy – as 6.1.	
		iii. Establish independent sector and voluntary sector reference arrangements.	End Sep-18			
6b) Enablers - IT						
6.3	Improving the capacity for information sharing across the health and social care interface should be prioritised, as this is currently a key barrier to integrated working.	i. Create an STP information sharing protocol	Dec-18	STP Digital Roadmap Board: Operational Lead: Ciaron Hoye	Dawn Baxendale, Chief Executive of Birmingham City Council, is now taking the lead on this for the STP.	
		ii. Review all STP Enabler action plans	Dec-18			
		iii. Progress work on single health and care record (Phase 1 under way and will be delivering all GP records from the region into acute and urgent care settings by Sep 2018. Phase 2 requirements being quantified in line provisionally with the Dec 2018 information sharing protocol).	Jun-20			
		iv. Design and implement a system-wide single patient consent model for sharing data (pending agreement from the STP/region for a patient based consent model, and clarification of national policy with regards to consent and national infrastructure)	Dec-19			
		v. Enable citizens to have access to their own data to support self-management and to remain well.	Dec-19			

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6c) Enablers - Workforce						
6.4	Organisational development work needs to be undertaken to break down organisational barriers, strengthen relationships, improve communication and ensure there is a shared understanding among staff of their role in achieving the strategic vision at an operational level.	Develop a shared OD programme across the system to develop a collaborative culture and set of values and behaviours with a common purpose. To include:	Approach to be agreed by September 2018. Implementation from Sept 2018.	BSoL Ageing Well Portfolio Board: Paul Jennings/ Graeme Betts/ Andrew McKirgan	Communications around Ageing Well have been developed and briefings are taking place. A single team approach will be progressed through the Early Intervention workstream pilot at the Norman Power Centre from November 18.	
		i. Building and sharing stories and success.				
		ii. Single team approach.				
6.5	System leaders should develop a coherent workforce strategy for Birmingham.	i. Translate 5 year strategy into year by year action plans – produce Year 1 plan for city-level workforce requirements	Sep-18	STP Local Workforce Action Board: John Short - SRO	The need to develop more localised workforce planning around the Ageing Well programme has been identified.	
		ii. Undertake comprehensive workforce analysis of current/future needs in context of locality working	TBC			
		iii. Develop Birmingham workforce/careforce strategy in context of locality working	TBC			