Northumberland County Council

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COMMITTEE: HEALTH AND WELLBEING BOARD

DATE: 24/9/19

TITLE OF REPORT

Local System Review Phase 2 progress report

Report of Deborah Freake Director of Integration NHCFT to the Health and Well Being Board

Cabinet Member: Cllr Veronica Jones

Purpose of report

This report details the progress made on the Local System Review project, following the report to Health and Wellbeing Board in March 2019 outlining the findings of phase 1 and making recommendations for phase 2.

Recommendations

Health and Wellbeing Board colleagues are asked to:

- Note the progress made by the project and make any further recommendations regarding the direction.

Link to Corporate Plan

This report contains details of a whole system review, which links to the Councils philosophy of ensuring Northumberland residents feel safe, healthy and cared for. By scrutinising our local health and social care system and working with service users and stakeholders, systematic plans can be implemented to ensure improved user experience, more creative workforce planning and a more effective use of resources.

Key issues

Phase 2 of the LSR project is progressing largely as planned with work ongoing in each of the work streams. System Transformation Board has oversight of many of the generic issues (i.e. not specific to older people) although the LSR project group will continue to monitor progress on behalf of the Board.

Further recommendations are likely to emerge from both the System Transformation Board workshop taking place in October and the SOIR workshop scheduled for November. This will include consideration of best governance arrangements to take forward work for older people specifically within the broader work of the System Transformation Board.

It is suggested that a further report to Health and Wellbeing Board is scheduled for 6months' time.

Background

In March 2019, the Local System Review (LSR) project reported to Health and Wellbeing Board on the findings of its analysis and baseline assessment of the health and care system for older people in Northumberland.

That process revealed a system working comparatively well to provide patient-centred, integrated care but also provided evidence of the opportunity for system improvement in a number of key areas:

- Coordinating Care
- Communication, technology and data sharing
- Organisational relationships, integration and risk management
- System-wide shared strategy and planning

The project made 9 recommendations to the Health and Wellbeing Board covering the following areas:

1. Clinical Information Sharing
2. Interoperability and Shared Records
3. Cross-System User Survey
4. Multiagency Professional Case Reviews
5. System-Wide Learning and Service Improvement
6. Findings of Relational Audit
7. System Governance and Culture
8. Metrics and Data
9. System Overview and Strategy

These recommendations were approved by the board and this report details progress made by the LSR project group.

An action plan has been drawn up addressing each of the recommendations made in phase 1 of the project.

Under this action plan, each recommendation forms its own workstream with a dedicated lead officer and clearly identified timescales.

The action plan was taken to the Northumberland System Transformation Board for approval in July 2019.

The action plan can be found in appendix 1.

Updates

1. Clinical Information Sharing

- Progress has been made in seeking best practice recommendations from exemplars (e.g. Kent and Medway)

2. Interoperability and Shared Records

- This work is now being led via the Northumberland System Transformation Board with governance oversight by the LSR project team.

3. Cross-System User Survey

- A budget has been agreed with all involved agencies contributing to fund an annual system-wide survey.
- Work is taking place with NHCFT and NTW patient experience teams to review the survey used this year and improve for next year, in particular taking into account patients who may not have capacity to complete the survey in its previous form themselves.

4. Multiagency Professional Case Reviews

- A revised methodology has been agreed with mechanisms for sharing learning from reviews and assigning responsibility for making improvements across the system.
- The next case review meeting is scheduled for November 2019.

5. System-Wide Learning and Service Improvement (communication, care co-ordination, triggers & escalation)

- Initial meeting has taken place to map current processes and consider improvements.
- Some duplicate working identified and eliminated as NCC are reviewing care management.
- Work continuing to progress via NCC care management review, ensuring that multi-agency aspects are picked up.

6. Findings of Relational Audit

- Opportunities for ongoing relational checks have been explored but were not considered to add value.
- Plans are in place to undertake a further relational audit in 2020 to assess progress using the joint budget.

7. System Governance and Culture

- Workshop scheduled as part of System Transformation Board for October 2019 to consider current issues, challenges and opportunities of the partnership work and agree specific areas where further joint could be beneficial.

8. Metrics and Data

- This work is progressing through System Transformation Board and possible system-wide metrics based on ACO metrics have been identified and are being reviewed.
- Metrics are also aligned to the NHCFT Integrated Neighbourhood Care (INC) project.

9. System Overview and Strategy

- Facilitated workshop planned for November 2019 which will identify next steps

Implications

Policy	The work of this system review process should shape Northumberland County Council policy and that of its partners across health and social care.
Finance and value for money	Not applicable at this stage
Legal	Not applicable at this stage
Procurement	Not applicable at this stage
Human Resources	Joint workforce planning across health and social care partners is recommended
Property	Not applicable at this stage
Equalities (Impact Assessment attached) Yes ☐ No ☐ N/A ☐	Not applicable at this stage
Risk Assessment	Not applicable at this stage

Crime & Disorder	Not applicable at this stage
Customer Consideration	Not applicable at this stage
Carbon reduction	Not applicable at this stage
Health and Wellbeing	Not applicable at this stage
Wards	Not applicable at this stage

Background papers

LSR Phase 1 Report

Report sign off

Authors must ensure that officers and members have agreed the content of the report:

	Full Name of Officer
Monitoring Officer/Legal	Liam Henry
Service Director Finance and Interim S151 Officer	Alison Elsdon
Relevant Executive Director	Cath McEvoy Carr
Chief Executive	Daljit Lally
Portfolio Holder(s)	Veronica Jones

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APPENDIX 1 – LSR PHASE 2 ACTION PLAN

Recommendations	Key Actions	Timescale	Responsible Officer

1. **Clinical Information Sharing**	1. Map existing cross-system information-sharing
	   1.1. Identify existing data-sharing agreements in place
	   1.2. Learning visits to Wirral/Kent
	2. Develop cross-system information-sharing plan for Northumberland
	   2.1. Facilitated session with subject matter experts
	   2.2. Develop high-level data-sharing agreement
	   2.3. Develop patient-engagement strategy
	   2.4. Review by Health OSC
		Oct- Dec '19
		
		Jan - Mar '20
		
		Jan '20
			Liz Morgan

2. **Interoperability and Shared Records**	1. Scope actions to drive system-wide IT improvements and interoperability 2. Implementation of actions	Jun – Jul '19 Aug '19 – Mar '20	Siobhan Brown with Richard Glennie and David Elliott Darren McKenna (NTW)
3. **Cross-system User Survey**	1. Trust Comms and Patient Experience teams to review and adapt/supplement survey methodology to support engagement with cognitively impaired users 2. Train and support patient leaders to shadow patient journeys 3. Repeat annual patient survey using revised methodology	Jun – Nov '19 Jun – Dec '19 Jan '20	NHCFT Patient Experience team aligned with NTW patient experience colleagues.

4. Multiagency Professional Case Reviews	1. Develop revised methodology 2. Develop and implement governance and reporting arrangements to support system-wide learning and change 3. Implement new series of case reviews using revised methodology	Sep '19 Sep '19 – Mar '20	Debbie Freake
5. System-wide Learning and Service Improvement (communication, care co-ordination, triggers & escalation)	1. Develop current position r.e. provision of care coordination in Northumberland 2. Identify gaps and recommendations for improving coordination 3. Implementation of recommendations and delivery monitoring	May – Aug '19 May – Sep '19 Sep '19 – Mar '20	Vanessa Bainbridge with relevant professional experts NTW lead – Vida Morris & Russell Patton Lead by Cath McEvoy-Carr/Stephen Holmes since VB no longer in post.
6. Findings of Relational Audit	1. Develop internal comms around learning from initial relational audit survey 2. Repeat relational audit survey 3. Appraise options for use of Rv tracker to collect real-time staff feedback 4. Define and implement governance and reporting arrangements to support system-wide learning and change	May – Aug '19 Jan '20 Jul – Aug '19 Sep '19 – Mar '20	NCC Project Manager
7. System Governance and Culture	1. Set up high-level meeting of system leaders to discuss learning from LSR Phase 1 2. Develop system-wide agreement to address issues	Sep '19 Sep – Oct '19	Debbie Freake

	3. Development of system-wide OD programme	Nov – Dec '19	
	4. Implementation of system-wide OD programme	Jan – Mar '20 onwards	
8. Metrics and Data	1. Identify STB metrics and applicability to LSR	Jul '19	Siobhan Brown
	2. Identify metrics to be used to measure progress against LSR objectives	Jul – Aug '19	
9. System Overview and Strategy	1. Brief staff contributing to draft SOIR in advance of workshop	Jun - Jul '19	Cath McEvoy-Carr/ Stephen Holmes
	2. Identify preparation required in advance of workshop	Jul '19	NCC Project Manager
	3. Identify external facilitator	Jul – Aug '19	
	4. Hold workshop	Oct/Nov '19	
	5. Draft SOIR response	Oct – Dec '19	
	6. Disseminate final workshop report & draft SOIR response	Dec '19	
	7. Identify and implement any outstanding actions from workshop report	Jan – Mar '20 onwards	