Assurance and Inspection Project Update

Ensuring our teams and services are fully involved in and prepared for CQC Inspection, from April 2023

Katie O'Driscoll

April 2023

TOWER HAMLETS

About Assurance and Inspection – *what will we be inspected?*

1. How Local Authorities work with people

This includes assessing needs (including unpaid carers), supporting people to live healthier lives, prevention, well-being, information and advice

2. How Local Authorities provide support

This includes market shaping, commissioning, workforce equality, integration and partnership working

3. How Local Authorities ensure safety within the system

This includes safeguarding, safe systems and continuity of care

4. Leadership

Scope of assessment includes capable and compassionate leaders, learning, improvement, innovation and governance

TOWER HAMLETS

Scope of Work

X4 Working Groups

Sarah Murphy
Ben Gladstone
Rachel Irvine
Mary Marcus

- Baseline of current documents held
- Document gap identification and definition of requirements
- Development of documents required (delegating to appropriate working group and factoring into planning)
- Ongoing review and reporting on progress by keeping process and outcomes checklists updated – *reporting to weekly 'delivery group'*
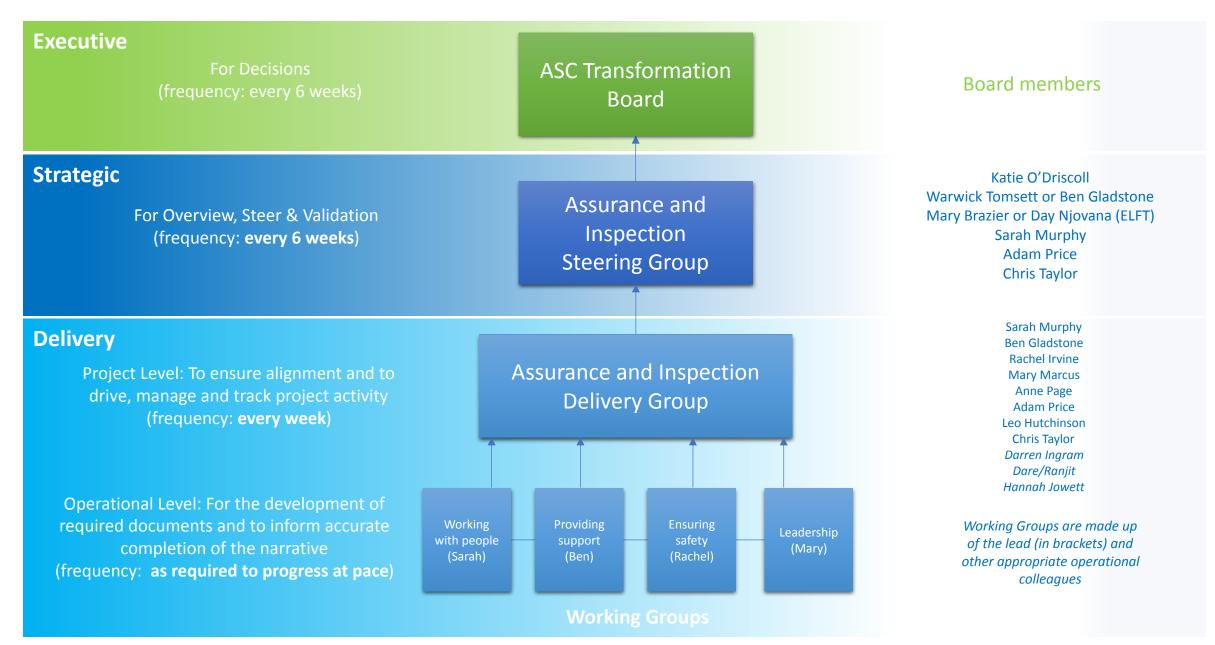- Ongoing liaison with 'Self-assessment Narrative Owners'

Self-assessment Narrative Owners

Adam Price
Leo Hutchinson

- iStatements
- Peoples experience
- Feedback from staff, leaders and partners
- Liaison with 'Document Checklist Owners' to ensure alignment of narrative with document checklist
- Working Group development and scheduling

Governance and Delivery Mechanism

TOWER HAMLETS

Executive

For Decisions
(frequency: every 6 weeks)

ASC Transformation Board

Board members

Strategic

For Overview, Steer & Validation
(frequency: **every 6 weeks**)

Assurance and Inspection Steering Group

Katie O'Driscoll
Warwick Tomsett or Ben Gladstone
Mary Brazier or Day Njovana (ELFT)
Sarah Murphy
Adam Price
Chris Taylor

Delivery

Project Level: To ensure alignment and to drive, manage and track project activity
(frequency: **every week**)

Assurance and Inspection Delivery Group

Sarah Murphy
Ben Gladstone
Rachel Irvine
Mary Marcus
Anne Page
Adam Price
Leo Hutchinson
Chris Taylor
Darren Ingram
Dare/Ranjit
Hannah Jowett

Operational Level: For the development of required documents and to inform accurate completion of the narrative
(frequency: **as required to progress at pace**)

Working with people (Sarah)

Providing support (Ben)

Ensuring safety (Rachel)

Leadership (Mary)

Working Groups are made up of the lead (in brackets) and other appropriate operational colleagues

Working Groups

High Level Delivery Timeline

TOWER HAMLETS

22 MARCH

Phase 1:

Baseline & gap identification

Feb

Phase 2:

Understand & develop requirements

Mar

Phase 3:

Organise & standardise

April

Phase 4:

Review & maintain

May - Sept

Documentation Milestones

- Project governance, approach and delivery mechanism complete
- x4 Working Groups set up (including a lead and members)
- Initial lite-touch 'Baselining' complete
- Initial Document Checklist gap analysis complete
- Shared folder structure set up

- X4 Working Group meetings started
- Development of documentation started
- Comms channels and activity mapping complete
- Project risks identified, captured and managed
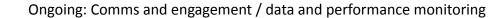
21 March
ASC
Conference

- JDs for new roles (funded by Growth Bid) complete
- Procedures manual complete
- Document repository / filing system complete
- Standardisation of documents complete
- Key comms messages developed

- BAU process to ensure ongoing development of documentation, policies and processes are complete
- Ongoing iterative development of key narrative
- Ongoing two-way communication with teams, services and partners
- Housekeeping guide complete
- Partnership engagement
- Peer review due Sept 23

Self-assessment Narrative Milestones

- Baselining of narrative complete
- Draft self-assessment complete

- Development of self-assessment narrative started
- Co-production workshops complete

- iStatements complete
- Process for capturing learning and good practice from other LA's developed

Ongoing: Comms and engagement / data and performance monitoring

Summary of
Areas of Strength
and
Areas of Risk or Challenge

Theme 1 - How Local Authorities work with people *Assessing Needs, Supporting People to Live Healthier Lives & Equity in Experiences and Outcomes*

Areas of Strength

- We take a person-centred approach to assessments and care planning - Audits indicate user voice was apparent in 78% cases, health and social care partners and family were fully engaged in 81% cases, intervention was person centred in 81% of cases and outcomes for users was clearly defined in 76% cases.

- Staff and teams work well together as part of the user customer journey.

- We work with people to live healthier lives including working with partners to make services and support promote independence and prevent, delay or reduce their needs. We have a higher number of people receiving preventative services (reablement) following hospital discharge than regional and national averages.

- Our service user survey results are generally positive. Users in Tower Hamlets who felt their quality of life was 'so good it could not be better or very good' was higher than the regional and national average. We have a higher rate regionally and nationally of people with LD in paid employment and living in their own homes.

- Our carers support offer in Tower Hamlets is good.

Risk / Development Areas	Mitigation
Waiting lists	Waiting lists are being scrutinised and overseen by the Corporate Safeguarding Board and Quality Assurance Board: with service managers now submitting monthly reports on progress made.
Accessing care and support through multiple channels	This is being addressed through developing an online self-assessment process.
Hospital discharge	Projects to review the front door customer journey to start in May
Our promotion of innovative approaches to prevention activity, for example technology and digital innovation is an area for improvement	We are currently developing a tech enabled care proposal
Arrangements to monitor and evaluate the impact of its prevention strategy and the outcomes for individuals and the community	Integrated Commissioning currently reviewing all performance frameworks

Theme 2 - How Local Authorities provide support *Care Provision, Integration and Continuity & Partnerships and Communities*

Areas of Strength

- Tower Hamlets have good local resources including a strong community and voluntary sector
- Tower Hamlets Connect provides key information, advice and guidance -signposting to alternative support and provision. The proportion of people who use services who find it easy to find info and advice about services is higher in Tower Hamlets when compared to regional and national data.
- We have culturally appropriate services
- Partnership working is good and enables relationship building to improve integration across health and social care and improved outcomes. Tower Hamlets Together is a strong partnership.
- Our service user survey results are generally positive with 85.5% of respondents reporting they were quite, very or extremely satisfied with care and support received.
- People who receive services from ASC in Tower Hamlets report a higher level of satisfaction when compared to regional data.

Risk or Challenge	Mitigation
Disabled facilities grant process is long and protracted.	Project currently underway across ASC and Housing.
DP's – we rank lower that regional and national indicators for people with direct payments.	Working group in place as part of ASC Transformation.
Some of our local services are rated requires improvement.	Improvement plans with providers and joint working with CQC
Accessing the care and support services users need when they need it – capacity and waiting list times	TH prioritise individuals according to level of need - using a RAG rating system ensuring those who are high risk are contacted within 24 hours

Theme 3 - How Local Authorities ensure safety within the system *Safe Systems, Pathways and Transitions & Safeguarding*

Areas of Strength

- Safeguarding Adults Board (SAB) has a clear understanding of the key safeguarding risks and issues
- Provider contract monitoring and quality assurance is in place with clear provider concerns processes
- Safety and safe systems are a priority with this embedded within both strategic and operational frameworks and policy
- We have a Quality Assurance Board in place to reflect on where we are doing well and areas for development
- Care and support is planned and organised with people and partners to improve their safety across their journeys to ensure continuity of care
- A higher proportion of service users in LBTH report that their services make them feel safer than regional and national data.
- A high percentage of people report that the outcomes important to them are achieved as part of safeguarding intervention in ASC.
- We have no waiting lists for Deprivation of Liberty safeguards.

Risk or Challenge	Mitigation
We could do better at understanding thematic areas from complaints.	Work with complaints team to develop reporting into QA Board.
The quality of our mental capacity practice needs improvement.	Safeguarding assurance lead in place to address. Training offer in place. QA mechanisms in place.
Carrying out effective and timely transition assessment and planning when young people and carers move from children's to adult services	Transition Board established

Theme 4 – Leadership *Governance, Management and Sustainability & Learning Improvement and Innovation*

Areas of Strength

- Our governance systems drive positive user experience and outcomes through use of surveys and audits to improve service delivery

- Tower Hamlets do not have any locums in senior roles and we operate integrated meetings across ASC partnerships to ensure senior leadership are well sighted on various cross organisational objectives and challenges as well as best practice

- We have stable adult social care leadership team with clear roles, responsibilities and accountabilities

- Our Political and executive leaders are well informed about the potential risks facing adult social care

- Staff engagement is strong and we have a good learning and improvement ethos with a robust training and development offer

- Practice development is strong and well developed through the team and PSWs

- We demonstrate a commitment to learning and improvement through accredited training (Investors in People), partnership learning opportunities (Learning Wednesdays) and innovation through our 'tech enabled care' workstream.

- ASC Transformation Programme outlines areas for development and plans in place

Risk or Challenge	Mitigation
Workforce Strategy	Low rate of attrition / in development / THT WFS & HASC Scrutiny focus
Budget overspend	Ongoing efficiency measures and transformation
Lack of in-service co-production at strategic level	0.5 FTE Co-production lead being recruited and opportunities to link to THT work programme and Engaging Disabled People Project

Key Next Steps

Next steps

Working groups to start meeting regularly with initial tasks;

- Build on the initial baseline / gap analysis to understand requirements
- Develop a plan which enables the development of documentation, policy and processes at the required pace

To look further into performance data and local intelligence to further inform and validate the approach taken to date

To develop key communication messages to share through already mapped comms channels; internally, externally and with partners

Forward planning dates for this presentation

SMT 29.3.23
DLT 3.4.23
CLT 11.4.23
MAB 24.5.23
HASSC 11.5.23