



**Review of the CQC Local System Review Action Plan
Sheffield Accountable Care Partnership (ACP) Board
Date: 16th January 2020**

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1. Purpose	
This paper identifies progress made since the CQC Local System Review (LSR) on Older People's Care in Spring 2018.	
2. Introduction / Background	
<p>The action plan following the CQC LSR on Older People's Care was approved by the ACP Board in July 2018, and quarterly updates tracking progress against this action plan have been regularly completed. A more in-depth review was completed in October 2019, noting achievements made over the first 16 months of the action plan.</p> <p>The ACP Board approved the EDG request from October 2019 to reframe and re-categorise the actions within the action plan. This work has now been completed for most actions, with revised timescales, updated owners for each action point and restructuring of the layout of the action plan to move completed actions. Actions 7.3 and 7.4 have been merged to reflect current priorities. In addition, the RAG ratings have been amended to reflect the extent of concern around achieving each action.</p> <p>There are now 8 outstanding actions remaining on this action plan, with 37 marked as completed. It is important to note that many of those marked as completed are continuing to be monitored through other mechanisms; so while the specific action detailed within this action plan has been completed, there is still a focus to continuously improve our system performance against the recommendations made within the LSR. Examples of this include:</p> <ul style="list-style-type: none"> • Writing the requirement to expand the monitoring of individual patient journeys to review the end to end experience of the health and care system, into the ACP's public engagement contract, which is currently in the process of being agreed to cover the period from 2020-23. • The infrastructure and governance being developed to monitor the implementation of the ACP workforce strategy, and • Improving the Therapy Core Assessment by exploring the use of electronic documentation. <p>Outstanding actions relate to:</p> <ul style="list-style-type: none"> • Strengthening the strategic partnership with the voluntary sector; this has developed further with all ACP workstream Boards (bar one) having VCS membership • The need for all ACP workstreams to develop coherent programmes of work and action plans 	

- The development of a new integrated care model, strengthened through joint commissioning arrangements and incorporating new investment models and the scaling up of successful pilots, and
- Completing actions related to joint commissioning arrangements and quality assurance for home care, care homes and the provision of intermediate beds.

360 Assurance is currently undertaking an internal audit of STH, SHSC and SCCG to assess progress against this action plan. Feedback from this audit will be brought back to ACP Board when it is received.

3. Is your report for Approval / Consideration / Noting

Noting

4. Recommendations / Action Required by Accountable Care Partnership

The ACP Board is asked to note the contents of this report

5. Other Headings

N/A

6. Are there any Resource Implications (including Financial, Staffing etc)?

No



WBS	ID	Task Name	Description	CQC Area for Improvement this will Address	Target Completion Date	Status	RAG	Lead Person(s)	Task Updates
5	CQCLSR18.19-25	Strengthening our Strategic Partnership	Strengthening our strategic partnership with the voluntary community and faith sectors to provide more seamless joint working for older people						
5.3	CQCLSR18.19-28	5.3 How the ACP will enable the VCF to have the capacity to provide strategic leadership to the ACP	Develop a clear plan about how the ACP will enable the VCF to have capacity to provide strategic leadership to the ACP and be a full partner	Develop a clear plan about how this will be different and how the ACP will enable the VCF to have capacity to provide strategic leadership to the ACP and be a full partner	Original date: 31/12/2018. Revised to 31/5/2020	Open	Amber	Maddy Desforges, VAS, Mark Tuckett, ACP	January 2020: £50,000 has been invested in Sheffield's VCSE sector to focus particularly on the VCSE's role in the ACP – this includes connections into and across ACP boards; and making better use of the intelligence and insight across the VCSE sector. We need to now develop firm recommendations from this work 25/7/19 As above 20/5/2019 CEOs have discussed and agreed importance of contracting differently and supporting sustainability of the sector. Proposal to EDG May 2019 and to ACP Board in June 2019. 25/1/2019 - Plan presented at December EDG but conclusions not drawn about next steps. Ongoing.
6	CQCLSR18.19-29	Strengthening our Supporting Governance	<p>Strengthening our Supporting Governance to turn vision into timely action:</p> <p>Review how housing links into services for older people at operational and strategic level.</p> <p>Clear definition of key respective roles for health and well-being board (understanding needs and driving priorities at city -wide level). ACP driving actions to help achieve those priorities.</p> <p>Overview and Scrutiny committee ensuring accountability to local people both to work in partnership with them and to achieve good quality outcomes.</p> <p>Timely decision making via clear governance</p> <p>Shared understanding of progress and pitfalls</p>						
6.5	CQCLSR18.19-34	6.5 ACP Delivery Plan	A clear programme ACP delivery plan with milestones informed by the plans for each of the work streams. This will require the partnerships to identify and secure the resource to co-ordinate, communicate and drive each of the programmes	3. Health and social care leaders across Sheffield should work together to align their transformation delivery programmes and strategies. Health and social care be must equal partners in the system transformation programme and strategic direction.	31/12/2018 revised to 31/5/20	Open	Amber	Kathryn Robertshaw, ACP	January 2020: not all workstreams have a clear plan and priorities agreed yet. 25/7/19 Shaping Sheffield endorsed by ACP Board and Health and Wellbeing Board. Workstreams met at 2-day TCSL course to progress plans more quickly. Focused action plans and visions to be agreed. 20/5/2019 Resources largely in place for delivery. Stronger delivery plan in place underpinning refreshed Shaping Sheffield plan (to be formally signed off June/ July 2019). 25/1/2019 - Overall plan developing, will be drafted for April following public and staff consultation process currently taking place.
7	CQCLSR18.19-35	Scaling up pilots, into sustainable, large scale change to ensure a meaningful shift to prevention	Focusing available resources on the support that has most impact for local people in helping them stay safe and well and preventing avoidable deterioration						
7.4	CQCLSR18.19-39	7.4 New Models of care for mobilisation	Updated January 2020: Development of integrated models of primary and community based care, and for people needing urgent care. These models must approach both the physical and mental health and well-being of older people building on approaches such as IAPT and other models across the city, and incorporate longer term system reshaping of investment priorities.	Mobilisation of new models of care and support through collaborative working which focus on multi -disciplinary multi-agency working and single inter-disciplinary care planning and records. These models must approach both the physical and mental health and well-being of older people building on approaches such as IAPT and other models across the city	31/03/2019 Revised to 31/03/21	Open	Amber	Mark Tuckett, ACP	January 2020: this is now being owned as a priority for the ACP Executive Group 25/7/19 no further progress made on developing new models of care. Needs urgent focus on links with PCNs and mental health investment 20/5/2019 remaining urgency to achieve system agreement and move into delivery 25/1/2019 - urgency to ensure decisions & actions to mobilise new model of care. This timescale is pressing challenging now.
8	CQCLSR18.19-40	Review key supporting Strat & Funct Enablers to improve Effectiveness	Review key supporting Strat & Funct Enablers to improve Effectiveness focusing available resources on the support that has most impact for local people in helping them stay safe and well, and preventing avoidable deterioration. More seamless joint working for older people						
8.2	CQCLSR18.19-42	8.2 Work towards a Joint Commissioning Strategy	Work towards a joint commissioning strategy across health and social care that includes a commitment to creating stability in the parts of the market that we wish to develop and strengthen as part of our new models of care.	Work towards a joint commissioning strategy across health and social care that includes a commitment to creating stability in the parts of the market that we wish to develop and strengthen as part of our new models of care.	31/03/2019 Revised to 31/03/21	Open	Amber	Brian Hughes, CCG, John Macilwraith, SCC	January 2020: working on an aligned plan for 2020/21 with a view to then developing a genuinely single shared commissioning plan for 2021/22 08/8/2019 July Joint Commissioning development session, reviewing the joint commissioning intentions for multi morbidity, with intent to prevent and reduce frailty. Plans to include securing a wide range of provision across neighbourhoods and localities to support new models of care and ensure stability in health and social care. Joint commissioning committee met in public on 24.6.19 and agreed terms of reference and priorities. 20/5/2019 Agreements now made, first Joint Commissioning Committee in April 2019. Frailty
9	CQCLSR18.19-43	Ensure Flow & Best Use of System Capacity	Ensure Flow & Best Use of System Capacity so older people get timely support from the right person in the right place.						

WBS ID	Task Name	Description	CQC Area for Improvement this will Address	Target Completion Date	Status	RAG	Lead Person(s)	Task Updates	
9.3	CQCLSR18.19-46	9.3 Development of Outcome based Independent Sector Homecare	Development of outcome-based independent sector home care	Development of outcome-based independent sector home care	31/03/2018 *to be revised following project board discussions	Open	Amber	Sara Storey SCC	January 2020: Monthly project board meetings established, looking at practice of other local authorities to learn lessons from other areas. In next month will be meeting trade unions and PCS. 31/7/2019: Planning stage continues. Plan is still to start implementation phase in October. 21/5/2019: Draft propositions on outcome based homecare developed which will help develop a different longer term approach. 25/1/2019 - be clear about locality model in city by March for new home care model with implementation by Oct.
9.4	CQCLSR18.19-47	9.4 Joint Commissioning and Quality Assurance of Homecare and Care Homes between Council and CCG	Joint Commissioning and quality assurance of homecare and care homes between Council and CCG	Joint Commissioning and quality assurance of homecare and care homes between Council and CCG	31/03/2018. Revised to 31-5-2020	Open	Amber	Alun Windle, CCG, Sara Storey, SCC	Jan 2020: Sally Fowler-Davies completed a Care Home Programme Evaluation. Next steps to do a system workshop (Feb 2020) to socialise the findings, engage with care home managers and staff across the system to share findings and implement recommendations. This work has been integrated into the Ageing Well plan to align the 2 pieces of work and start to embed into business as usual. 31/7/2019: A jointly commissioned tender has been carried out and is in place for the care at night service. A jointly commissioned tender for somewhere else to assess beds has been carried out and awarded last week. 21/5/2019 - Improved infrastructure to support QA processes - further work to advance the proposal model with regards to Older People.
9.5	CQCLSR18.19-48	9.5 Agreement and Joint Commissioning of Non-home None-acute Bed Capacity	Agreement and joint commissioning of non-home, non acute bed capacity	Agreement and joint commissioning of non-home, non acute bed capacity	30/09/2018. Revised to 31-5-2020	Open	Green	COOs & Ageing Well Board	January 2020: Offsite capacity is not required during the summer months, as evidenced last year. We are currently bringing together a report of all of the initiatives in place to facilitate discharge and avoid admission that have ultimately reduced DToC. That will go to the next COO/CEO meeting. The long term solution is under the umbrella of the Ageing Well Board and relates to the enhanced community intermediate care spec. In the meantime Operational Resilience Group will be monitoring the daily system status and responding to any anticipated or reactive capacity and demand management challenges accordingly 08/8/2019 Discussion ongoing to confirm if offsite bed capacity will continue at the current level, be increased or decreased before winter 2019. 20/5/2019 Operational arrangements working well. Longer term plan and funding being discussed. 25/1/2019 Intermediate beds commissioned and working well, with good flow. Jointly managed across community team at STH/ Social Care
9.12	CQCLSR18.19-55	9.12 Integration of Active Recovery Services	Integration of Active Recovery Services provided by council and STH: common assessment, trusted assessors, single rostering system	Integration of Active Recovery Services provided by council and STH: common assessment, trusted assessors, single rostering system	31/12/2018. Revised to 29-2-2020	Open	Green	STH and SCC Leads. Sara Storey (SCC) and Helen Kay (STH)	Jan 2020: Good progress. Trusted Assessor arrangements in place. Shared Assessment Documentation now in use. Key worker model in place. Staff plan for AR-CICs to be rolled out using smartphones January 20. Joint local guidance agreed and going through governance processes in STH and SCC for implementation. Transfer from AR CICS to STIT fully implemented. Connection made with Ageing Well long term planning re: intermediate care business case. Review of Workforce Integration sub-project and next steps to be discussed at workshop in January 2020. 31/7/2019: Work continues and the detailed program plan is on track. 21/5/2019: Work progressed - teams working jointly, joint systems, better alignment of teams. Tangible progress, opportunity to consider potential further team integration. Opportunity to build on this further.

RAG Rating Key:

Significant concerns identified
Some concerns identified
Confident that the action will be achieved

CQC Local Services Review

WBS	ID	Task Name	Description	CQC Area for Improvement this will Address	Forecast Completion Date	Actual Completion Date	Lead Person(s)	What has been achieved?
1	CQCLSR1 8.19-01	A Shared City Wide Vision	A Shared city wide vision for older peoples care, developed and shared between service users, carers and families, the wider population and frontline staff across the NHS, Council and voluntary sector					
1.1	CQCLSR1 8.19-02	1.1 Vision for Older People Across the City	Articulate, share and develop the vision for older people across the city and hold a series of workshops to further develop this and a level delivery plan to support the work.	2. System leaders must work together to create the required culture and conditions to support integrated care delivery.	31/12/2018	June 2019	Jane Ginniver ACP	24/7/19: Shaping Sheffield endorsed by ACP Board June 2019. Draft all age workforce strategy out to consultation July 2019. 20/5/2019 Shaping Sheffield: The Plan - draft developed, reflecting vision for older people. Currently being consulted on. 25/1/2019 5 public and staff workshops planned 28/1/2019 - 8/2/2019. Developing overall strategy. Older People one of 5 key priorities. Further staff and partner events being organised. Older People workforce workshops completed - links to changing care model/ overall strategy.
2	CQCLSR1 8.19-03	Ensuring Older Peoples Views and Experiences become integral to our	Improvement in self-reported satisfaction from older people and family carers in receipt of health or social care support					
2.1	CQCLSR1 8.19-04	2.1 Develop a Comprehensive Approach to becoming Person Centred City	Working with communities and system representatives to develop a comprehensive approach to becoming a Person Centred city across our health and care system across Sheffield. This will focus on "What Matters to ME" and bring together linked work such as Health Conversations, For Petes Sake, and the Alzheimers society - This is Me tool to identify the personalised needs of older people	2. System leaders must work together to create the required culture and conditions to support integrated care delivery.	31/12/2018		Nicki Doherty, CCG/ Jane Ginniver, ACP / Susan Hird SCC	January 2020: going out to procurement to commission a provider to deliver training across B2-4 and equivalents in person-centred approaches, as articulated as a priority within the workforce strategy. December 2019: planning began to develop web presence and branding for staff and the public re our person-centred city principles. 25/7/19 definition agreed within Shaping Sheffield, and core theme within workforce strategy, with extensive development planned for frontline staff through secured HEE funds 20/5/2019 draft definition included within the Shaping Sheffield Plan for agreement across the ACP. The development of person-centred approaches is integral to the draft workforce strategy, with development for front-line staff prioritised for 2019-20 using funds secured from HEE. Activities planned across the ACP to mark 'What Matters to You' day on 6-6-19.
2.1.1	CQCLSR1 8.19-05	2.1.1 Strategic Agreement	Strategic Agreement to scaling up work and a tangible plan at July 2018 EDG	9. To ensure there is robust evaluation supported by data to inform commissioning decisions, system leaders should have a more coordinated approach to running pilots and developing innovations; it should be clear how they will fit in with the wider strategic plan and how quality information will be used to evaluate them against identified focuses for improvement.	31/12/2018		Nicki Doherty, CCG/ Jane Ginniver, ACP / Susan Hird SCC	25/7/19 Plans agreed as described above 20/5/2019 update: plan has been developed, this pulls together and monitors activity from various groups across the ACP. Not yet been to EDG. Jan 19: Strategic commitment secured. Growing good practice - plan required.
2.1.2	CQCLSR1 8.19-06	2.1.2 Developing Joined Up Training Plans	Developing joined up training plans to scale up this work and techniques	9. To ensure there is robust evaluation supported by data to inform commissioning decisions, system leaders should have a more coordinated approach to running pilots and developing innovations; it should be clear how they will fit in with the wider strategic plan and how quality information will be used to evaluate them against identified focuses for improvement.	31/12/2018		Workforce & OD Transformation Group	October 2019: workforce strategy approved by HWB, ACP and all partner Boards. 25/7/19 Draft workforce strategy now out for consultation. On track for Autumn approval. 20/5/2019 workforce skills workstream will develop through the workforce strategy implementation work. Plan is to have this up and running by September '19 to progress at pace. 25.1.2019 Older People workforce strategy workshops completed. Joined up trained key theme. Strategy to be developed by April. Implementation plan will be critical - need clear vehicle to deliver plan.
2.1.3		2.1.3 Working in partnership with the voluntary sector	Working in partnership with the voluntary sector to benefit from their considerable expertise in this area	19. Engagement and partnership working with the VCSE sector should be reviewed to improve utilisation.				
2.2	CQCLSR1 8.19-08	2.2 Individual Patient Case Studies & Review end to end studies	Take a set of individual patient case studies and review end to end experience of our health and care system. Consider what could be better and does our action plan sufficiently address these cases and agree any additional actions.	1. System leaders must continue to engage with people who use services, families and carers and undertake a review of people's experiences to target improvements, bringing people back to the forefront of service delivery.	31/12/2018		Sue Butler, STH	January 2020: Healthwatch have completed the first tranche of these interviews and funding approved to continue this work (may need to go to open procurement for the provider) and embed it over the next 3 years. 12/8/19 Looking into 'who' already in the system could conduct similar interviews with patients in the future. Next steps regarding gaining consent from selected interviewees to access their health and care records to be finalised. 20/5/2019 12 user interviews have been undertaken in a number of settings by Laura Cook from Health Watch as a pilot. Lessons learned and next steps discussed. LC drafting revise the interview schedule in light of findings and to agree next steps. Information sharing protocol agreed across partner organisations
2.3		2.3 Implement an approach to engagement	Agree and implement an approach to engagement and co-design with Health watch and voluntary sector that builds on good examples within the city (ie Test beds, MASK) and build capacity and capability across local health and care services to effectively involve local people	1. System leaders must continue to engage with people who use services, families and carers and undertake a review of people's experiences to target improvements, bringing people back to the forefront of service delivery.				
2.4	CQCLSR1 8.19-10	2.4 Develop Regular Mechanisms	Develop regular mechanism to systematically share and learn continuously from older peoples end to end feedback as part of our evaluation and monitoring mechanism in relation to capturing and responding to system wide patient experience. This will be facilitated by vibrant quality improvement approaches across the system	1. System leaders must continue to engage with people who use services, families and carers and undertake a review of people's experiences to target improvements, bringing people back to the forefront of service delivery.	31/12/2018		Jane Ginniver ACP, Lucy Davies, Healthwatch (Laura Cook)	25/7/19 work now embedded for continuous feedback from patients to record experience, and longer term funding agreed for continuation of this work. Older Peoples engagement group established. 20/5/2019 Interviews carried out about end to end experiences of older people for Route 2 bed nursing homes. Interview findings have been shared with those involved in evaluating Route 2 beds, and will be presented at the WNHWT Board on 13th May. 25.1.19 See above - advisory group and ongoing semi-structured interviews.

2.5		2.5 System Theme Feedback	Ensure system themes from older peoples feedback is shared with and built into training and development plans for our workforce to ensure a tailored and responsive approach	1. System leaders must continue to engage with people who use services, families and carers and undertake a review of people's experiences to target improvements, bringing people back to the forefront of service delivery.				
3	CQCLSR1 8.19-12	Develop a Joined Up City-Wide Strategy for the Workforce	A joined up approach to ensure that Sheffield is an attractive place to work in health and care. A Joined up approach to tackling some of the shared recruitment and retention challenges with the older peoples workforce. A Joint approach to improving quality so that staff working across health and care have the tools they need put "What Matters to You" into action. A Joined up vibrant training programme to support and develop a compassionate workforce					
3.1	CQCLSR1 8.19-13	3.1 Establishment of a Workforce Oversight Group	Establishment of a workforce oversight group to steer the development of a strategy to be co-designed with frontline staff across the city.	8. System leaders should develop a workforce strategy across health and social care and include providers in the VCSE sector to ensure a competent, capable and sustainable workforce.	31/12/2018		Workforce & OD Transformation Group	October 2019: Workforce strategy approved by all system Boards 25/7/19 Draft workforce strategy now out for consultation 20/5/2019 see above re workforce skills group emerging from the workforce strategy. There will also be a group addressing identified recruitment and retention issues. 5/1/2019 Group steering 12 week process. 2 co-design workshops completed, rich outputs for strategy.
3.2		3.2 Analysis of Workforce Data and Planning of Engagement Workshops	Analysis of workforce data and planning of engagement workshops	8. System leaders should develop a workforce strategy across health and social care and include providers in the VCSE sector to ensure a competent, capable and sustainable workforce.				
3.3		3.3 Workshops to Develop Strategy Using Data Input	Workshops to develop strategy using data, input of front line staff and views of local older people	8. System leaders should develop a workforce strategy across health and social care and include providers in the VCSE sector to ensure a competent, capable and sustainable workforce.				
3.4	CQCLSR1 8.19-16	3.4 Publication of overall city wide strategy for workforce	Publication of overall city-wide strategy for workforce, with a focus on older people that is co-designed and connects the front line and the strategic vision. This needs to incorporate the private sector, voluntary and community sector as well as the statutory organisations. We will involve unions across Sheffield in the approach	8. System leaders should develop a workforce strategy across health and social care and include providers in the VCSE sector to ensure a competent, capable and sustainable workforce.	31/03/2019		Workforce Group	October 2019: Workforce strategy approved by all system Boards 25/7/19 Workforce strategy now developed into an all age strategy to ensure cohesion. Draft out for consultation. 20/5/2019 draft strategy now published with a view for final sign-off in September '19 25/1/2019 - see above. On track for April draft.
3.5	CQCLSR1 8.19-17	3.5 Key Work Force Initiatives identified in the Place Based Plan	Progress the key workforce initiatives identified in the Place Based Plan	8. System leaders should develop a workforce strategy across health and social care and include providers in the VCSE sector to ensure a competent, capable and sustainable workforce.	31/03/2019		Workforce & OD Transformation Group	October 2019: Workforce strategy approved by all system Boards 25/7/19 Draft workforce strategy now out for consultation. 20/5/2019 draft workforce strategy now published with a view for sign-off in September '19 25/1/2019 No Further Update 31/10/2018 - Progress since July: Part of Wider Workforce Strategy Work - will be part of workforce strategy plan.
3.6	CQCLSR1 8.19-18	3.6 Embed a Training Module on Person Centred Care	Work with provider, voluntary and education partners to embed a training module on person centred care as part of the What Matters to You initiative	12. There must be an evaluation of health and social care professionals' skills in communication and interaction with people to establish where improvements are needed.	31/12/2018		Nicki Doherty, CCG/ Jane Ginniver, ACP / Susan Hird SCC	January 2020: going out to procurement to commission a provider to deliver training across B2-4 and equivalents in person-centred approaches, as articulated as a priority within the workforce strategy. 25/7/19 Identified in the draft strategy as a priority. Funds secured from HEE. 20/5/2019 plan outlined in the draft workforce strategy to develop this as a priority in 2019-20 25/1/2019 - implementation plan still needs to be determined - needs to be worked into strategy implementation approach.
4	CQCLSR1 8.19-19	A City Wide Organisational Development Approach	<p>Improved multi-agency working for older people.</p> <p>Improved pathways and communication between different services and parts of the systems.</p> <p>More seamless care for older people</p> <p>High job satisfaction</p> <p>Better service user experience</p> <p>Development of a workforce that works across boundaries and has the skills to continuously improve</p>					
4.1	CQCLSR1 8.19-20	4.1 Develop Organisation Development Interventions	Develop organisation development interventions to support and improve multi-agency working between frontline inter-agency teams	2. System leaders must work together to create the required culture and conditions to support integrated care delivery.	31/12/2018		Workforce & OD Transformation Group	25/7/19 OD interventions including Leading Sheffield, Collaborate, Shadow Board now developed and moving towards second cohorts. 20/5/2019 'Leading Sheffield' cohort launched in March 2019. 38 participants from across the system with the aim of developing system leadership capability and capacity, and expedite integrated working. First cohort due to conclude 22nd May, 2nd cohort planned to launch in September '19. 25/1/2019: Neighbourhood based 'liminal leadership' cohort 2 to commence March. Promote MDT working.
4.2		4.2 Develop Improved System Leadership Behaviours	Develop improved system leadership behaviours and attitudes at all levels to develop collective leadership approaches across the city. First stage will be to build a plan as agreed by Organisational Development ACP workstream. This will build on the Liminal Leadership pilot delivered in Q1 2018/20	2. System leaders must work together to create the required culture and conditions to support integrated care delivery.				
4.3	CQCLSR1 8.19-22	4.3 A Single Quality Improvement Approach	Working towards a single quality improvement approach across health and social care	2. System leaders must work together to create the required culture and conditions to support integrated care delivery.	31/12/2018		Mark Bennett SCC, Jane Ginniver ACP, Maddy Desforges VAS	25/7/19 Good feedback from SCC staff, some VCSE staff have attended introductory course with interest in wider training 20/5/2019 4 SCC staff currently being trained as MCA coaches. Initial conversations held with voluntary sector - capacity an issue - conversations ongoing. 25/1/2019 SCC and VCSE have committed to this but not yet happening.

4.4	CQCLSR1 8.19-23	4.4 Build on System Wide Improvement Programmes	Build on and accelerate specific system wide improvement programmes for pathways within the ACP requiring improvement including: A Continuing healthcare processes B End of Life Care	3. Health and social care leaders across Sheffield should work together to align their transformation delivery programmes and strategies. Health and social care be must equal partners in the system transformation programme and strategic direction.	30/09/2018		Chief Nurses	30/7/2019 - CHC: Somewhere else to Assess (S2A) tender submission deadline 11.7.19 with seven bids received. S2A 'Team around the person' under development with lessons learnt from the model deployed in the Route 2 Beds [CHC Digital Transformation Business Case under development PEG Project implemented 15.7.19 supported by the community investment fund, joint reporting to the LTC and Ongoing Care Programme Boards. 20/5/2019 - CHC: Care at Night successfully implemented. Values and behaviours workshops delivered with frontline workers with impacts starting to be seen in reduced complaints . High level Delivery Plan now being implemented with leadership & workstreams mobilised. Short Breaks approval rescheduled to July.
4.5	CQCLSR1 8.19-24	4.5 Develop a Learning Culture	With the first step a process that shares and reviews incidents, risks complaints and patient, family and carer experience across the system and routinely undertakes joined up system wide analyses and investigations, including root cause analysis where appropriate	1. System leaders must continue to engage with people who use services, families and carers and undertake a review of people's experiences to target improvements, bringing people back to the forefront of service delivery.	30/09/2018		Sue Butler, STH	30/7/2019 Comments have now been received in relation to the draft protocol and this now awaits final sign off across the city. Commenced collating the data for quarterly reporting, at STH we have added functionality to Datix to enable data collection routinely. 20/5/2019 2. A draft protocol for handling NHS/Social Services inter-agency complaints produced and awaiting comments from organisational Complaints Managers. A number of inter-agency complaints have been managed using the joint approach and lessons learned gathered. Complaints Managers sub-group to be asked to provide figures and feedback on a quarterly basis to the LSR Group.
5	CQCLSR1 8.19-25	Strengthening our Strategic Partnership	strengthening our strategic partnership with the voluntary community and faith sectors to provide more seamless joint working for older people					
5.1	CQCLSR1 8.19-26	5.1 Define New Strategic Working Relationship with VCF	Define new strategic working relationship with voluntary, community and faith (VCF) sector and consider how we create a mind set shift to this relationship across the city	Define new strategic working relationship with voluntary, community and faith (VCF) sector and consider how we create a mind set shift to this relationship across the city	31/12/2018		ACP Board Chairs, Kathryn Robertshaw, Jane Ginniver	November 2019: agreed VCS reps for all ACP Boards (except UEC) 25/7/19 Initial funding agreed by ACP Board, with a view to progress to recruit in September 2019. To be reviewed after 12 months. Work ongoing to embed VCSE representatives on ACP workstreams. Conversations being held with the ICS about national funding they have secured to invest in the VCSE 20/5/2019 CEOs have discussed and agreed importance of contracting differently and supporting sustainability of the sector. Proposal to EDG May 2019 and to ACP Board in June 2019. 25/1/2019 - Further consolidation of relationship throughout system required on ongoing basis.
5.2		5.2 Recognise the Contribution of the VCF	Recognise the contribution of the VCF to health and care across the city through formal invitation to be a 7th formal member of the ACP	19. Engagement and partnership working with the VCSE sector should be reviewed to improve utilisation.				
6	CQCLSR1 8.19-29	Strengthening our Supporting Governance	Strengthening our Supporting Governance to turn vision into timely action: Review how housing links into services for older people at operational and strategic level. Clear definition of key respective roles for health and well-being board (understanding needs and driving priorities at city-wide level). ACP driving actions to help achieve those priorities. Overview and Scrutiny committee ensuring accountability to local people both to work in partnership with them and to achieve good quality outcomes. Timely decision making via clear governance Shared understanding of progress and pitfalls					
6.2		6.2 Six Monthly Monitoring of Partnership Delivery	Establishment of 6 monthly monitoring of partnership delivery at overview and scrutiny committee	3. Health and social care leaders across Sheffield should work together to align their transformation delivery programmes and strategies. Health and social care be must equal partners in the system transformation programme and strategic direction.				
6.3		6.3 Review relationship & operation of Health and Wellbeing Board & ACP	Review relationship and operation of health and well being board and ACP This will include: Active review of practice by other Health and Well-Being boards and review of membership	3. Health and social care leaders across Sheffield should work together to align their transformation delivery programmes and strategies. Health and social care be must equal partners in the system transformation programme and strategic direction.				
6.4	CQCLSR1 8.19-33	6.4 Review and Strengthening of Relationships	Review and strengthening of relationship with housing in operational, governance and strategic inter-agency working for older people	13. Housing support services should be included within multidisciplinary working, especially in relation to admission to, and discharge from, hospital, to enable early identification of need and referrals.	30/09/2018		Sara Storey, SCC	31/7/2019: There is a well-established Housing, Health and Care reference group in place and meeting regularly. 25/5/2019: Ongoing development of links between housing and care at SCC; capital requirements for housing being developed. Further work to do. 25/1/2019 - . Closer relationships housing/ ASC leading to better delivery of equipment adaptations - operational. Joint development of supported housing focusing on key schemes where health, housing and care can be better aligned. Adlington more sheltered independent living as new model of Homecare currently being developed. L 31/10/2018 - No changes since last update in July. Plan: Working in SCC to delivery a joined up approach to housing and social care to deliver a more targeted & effective approach to housing older people
7	CQCLSR1 8.19-35	Scaling up pilots, into sustainable, large scale change to ensure a meaningful shift to prevention	Focusing available resources on the support that has most impact for local people in helping them stay safe and well and preventing avoidable deterioration					
7.1		7.1 Agree priorities for any short term funding (winter pressures)	Agree priorities for any short term funding available to alleviate winter pressures	5. System leaders should plan more effectively for winter and demand pressures throughout the year, ensuring lessons are learned and applied when planning for increased periods of demand.				November 2019: process now established of stat body COOs meeting to discuss this specific issue (ongoing winter planning) with reporting mechanism back into CEX

7.2	CQCLSR1 8.19-37	7.2 Evaluate successful pilots and assess scale up	Evaluate successful pilots and assess scale up and implement on a city wide basis. This will include a review of Better Care Fund Schemes	Evaluate successful pilots and assess scale up and implement on a city wide basis. This will include a review of Better Care Fund Schemes	01/10/2018		Nicki Doherty, CCG	January 2020: Evaluation includes VCS, off-site beds, and Virtual Ward. The 2020/21 commissioning plans reflect that and set out intentions for those that we wish to put in place more broadly and those that we do not. The Virtual Ward was addressed several years ago and an MDT LCS was put in place to support practices to achieve that. Continuing to embed within commissioning intentions and practice to ensure realisation of the full citywide benefit and links to next year's intentions in relation to the enhanced community intermediate care spec 08/8/2019 Better care fund programmes reviewed and now drafting the 19/20 submission. 20/5/2019 Joint Commissioning Committee formally commencing April 2019. frailty one key priority. Provider/commissioner conversations to be aligned with one shared narrative within refreshed Shaping Sheffield Plan.
7.3	CQCLSR1 8.19-38	7.3 Longer Term System Reshaping	Make recommendations about longer term system reshaping of investment priorities to develop new models of care and support (ie facilitated through the Sheffield Outcomes Fund etc)	Make recommendations about longer term system reshaping of investment priorities to develop new models of care and support (ie facilitated through the Sheffield Outcomes Fund etc)	01/10/2018		Mark Tuckett, ACP	January 2020: incorporated within live action 7.4 20/5/2019 See above. 25.1.2019 - See above. Commissioner and provider discussions taking place on specific proposals. Needs to be brought together joint system approach.
8	CQCLSR1 8.19-40	Review key supporting Strat & Funct Enablers to improve Effectiveness	Review key supporting Strat & Funct Enablers to improve Effectiveness	Review key supporting Strat & Funct Enablers to improve Effectiveness focusing available resources on the support that has most impact for local people in helping them stay safe and well, and preventing avoidable deterioration. More seamless joint working for older people				
8.1	CQCLSR1 8.19-41	8.1 Review of Digital Inter-Operability	Review of digital inter-operability and ability to share care information across boundaries	Review of digital inter-operability and ability to share care information across boundaries	30/09/2018		Sheffield CIOs	06/8/2019 Draft Strategic Outline Case (SOC) agreed by Chief Information Officers and being taken through organisations executive teams (or equivalents) for shaping over the summer. Final version to be presented to ACP EDG in October 2019 and Outline Business Case scheduled for completion December 2019. Delivery is expected to commence in 2020/21 and will be confirmed in the business cases when produced. 20/5/2019 Business case for end of June 2019. Behind plan on timescale but better CIO ownership and system support for approach.
9	CQCLSR1 8.19-43	Ensure Flow & Best Use of System Capacity	Ensure Flow & Best Use of System Capacity so older people get timely support from the right person in the right place.					
9.1	CQCLSR1 8.19-44	9.1 Ensure that the voice of the older person is heard	Ensure that the voice of the older person and those who care for them in their home is heard and listened to relation to getting them home. This will help to provide the right support and minimise the risk of the provision of non-value adding interventions which introduce waste and do not benefit the individual	Ensure that the voice of the older person and those who care for them in their home is heard and listened to relation to getting them home. This will help to provide the right support and minimise the risk of the provision of non-value adding interventions which introduce waste and do not benefit the individual	30/09/2018		Sue Butler, STH	30/7/2019 see 2.2, 2.3, 2.4 20/05/2019 see 2.2, 2.3, 2.4 25.1.2019 - see 2.2, 2.3, 2.4. Good progress. 31/12/2018 - Progress since July: see 2.2, 2.3, 2.4 co-ordination of patient experience across the system plus 2.3 wider work with strategic and operational partner to strengthen approach in ACP as a whole
9.2	CQCLSR1 8.19-45	9.2 Refresh of Independent Sector Homecare	Refresh of independent Sector Homecare "Primary Providers"	Refresh of independent Sector Homecare "Primary Providers"	31/12/2018		Sara Storey SCC	31/7/2019: Action complete 21/5/2019: Independent sector much improved & outcomes on flow demonstrated in system DTOC position. Two actions - remodelled contracting and commissioning service to provide clearer focus on brokerage and quality assurance in independent sector, plus restructured team to better support. New longer term homecare models to sustain people in Sheffield. 25.1.2019 - Reorganised primary home care provision to ensure greater provision for the city. Incentive schemes introduced to increase capacity in periods of peak demand mobilised and helping pts leave hosp quickly.
9.6	CQCLSR1 8.19-49	9.6 Gold Level Board Rounds on all wards with high DTOC levels	Gold Level Board Rounds on all wards with high DTOC levels	Gold Level Board Rounds on all wards with high DTOC levels	30/09/2018		Jennifer Hill, STH	08/8/2019 Gold board rounds are on all wards with high DTOC levels 20/5/2019 On track 25.1.2019 Largely in place, some risks around maintaining during operational pressures linked to Hadfield.
9.7	CQCLSR1 8.19-50	9.7 Roll out across STH of the SAFER patient flow bundle	Continued roll-out across STH of the 'SAFER' patient flow bundle (which incorporates daily senior medical review. All patients having a planned discharge date, flow of patients beginning early in the day and all patients with a long length of stay being frequently reviewed). All these actions are of vital importance in ensuring that patients receive timely and safe care in the most appropriate location	Continued roll-out across STH of the 'SAFER' patient flow bundle (which incorporates daily senior medical review. All patients having a planned discharge date, flow of patients beginning early in the day and all patients with a long length of stay being frequently reviewed). All these actions are of vital importance in ensuring that patients receive timely and safe care in the most appropriate location	30/09/2018		Jennifer Hill, STH	08/5/2019 SAFER is established across STH. While there is still work to do to re-sustaining (roll out, adapt, secure buy in and bed down into practice) existing change and improvement approaches should sustain the work going forward. 09/5/2019 SAFER has achieved its transformational goals. Still work to do to re-sustaining (roll out, adapt, secure buy in and bed down into practice) existing change and improvement approaches should sustain the work going forward. Significant challenge maintaining SAFER on wards following Hadfield decant. STH Programme management office is continuing to provide support.
9.8	CQCLSR1 8.19-51	9.8 Initial Evaluation of 'Red to Green' work	Initial evaluation of RED to Green work to speed hospital decision making and discharge actions	Initial evaluation of RED to Green work to speed hospital decision making and discharge actions	30/09/2018		Jennifer Hill, STH	08/5/2019 No escalations to report 20/5/2019 Agreed that WNHWNT to receive quarterly reports or escalations for red to green going forward. No escalations to report for May. 25/1/2019 Roll out continuing, additional support from STH Organisational Development team during winter period.
9.9	CQCLSR1 8.19-52	9.9 Physio and OT Assessment in Acute Setting within 24 hrs	Physio and OT assessment in acute setting within 24 hours	Physio and OT assessment in acute setting within 24 hours	01/08/2018	April 2019	Jennifer Hill, STH	Jan 2020: Yes fully achieved and regularly reviewed. Project closed in April 2019 as per agreement with WNHWNT - now Business As Usual 08/8/2019 No update 20/5/2019 Data from March 2019 - 98.03% of patients were assessed by PT and 95.99% by OT within KPI standard of 95% (part of hospital complete workstream) 25/1/2019 - Highlight report outlines over 95% compliance with targets for therapy to support timely discharge.
9.10	CQCLSR1 8.19-53	9.10 Therapy Core Assessment and Triage Tool Roll Out	Therapy core assessment and triage tool rolled out to all wards	Therapy core assessment and triage tool rolled out to all wards	03/09/2018		Jennifer Hill, STH	Jan 2020: Core assessment has been implemented. Next steps to move to electronic documentation on Lorenzo which is being trialled in stroke pathway in Feb 2020. Triage tool project completed and now embedded within Board round model. 08/8/2019 No update 20/5/2019 Progress remains on track for core assessment project with an aim to develop an electronic form on Lorenzo and only one profession needing to complete the initial assessment (part of hospital complete workstream)
9.11	CQCLSR1 8.19-54	9.11 Streamlined handover from hospital and community to single point of access	Streamlined handover from hospital and community to single point of access for community services	Streamlined handover from hospital and community to single point of access for community services	03/09/2018	Apr-19	Sara Storey (SCC), Helen Kay (STH), Michelle Fearon (SHSC)	Jan 2020: Individual project closed as per agreement with WNHWNT April 19. Various specific pieces of work on-going within STH building on the findings. Integrated model of care under further development by ACP Core Team. 31/7/2019: No update. 20/5/2019 Ambitious proposal to integrate SPAs in Sheffield being explored. 25/1/2019 no update available at time of writing. 31/1/2019 - no updates since last report 26/09/2018 - Single Point of Access - Programme of work ongoing Plan: Detailed next steps TBC Capacity: SR Accountable body: UEC