



# City of Wolverhampton CQC Inspection Update to Adults Scrutiny Panel

20 November 2023

# Background to CQC Activity

- Under the **Care Act**, LAs have duties to make sure that people who live in their area:
  - Receive services that prevent their care needs from becoming more serious or, delay the impact of their needs
  - Get information & advice they need to make good decisions about care & support
  - Have a range of high quality, appropriate services to choose from
- There is also a duty for LAs to be **independently reviewed** on how they are delivering their Care Act functions
- **CQC Assurance** for LAs with adult social care responsibilities was therefore announced in **April 2023**
- The CQC Assessment/Inspection process will include a **published outcome/rating** (Inadequate, Requires Improvement, Good or Outstanding as with Ofsted ratings)



*“Striving to have the best regional improvement programme in England”*



# CQC Themes & Quality Statements

<b>Working with People:</b> assessing needs, care planning and review, direct payments, charging, supporting people to live healthier lives, prevention, wellbeing, information and advice			<b>Providing Support:</b> shaping, commissioning, workforce capacity and capability, integration and partnership working	
<b>Assessing Needs</b>	<b>Supporting people to live healthier lives</b>	<b>Equity in experiences and outcomes</b>	<b>Care provision, integration and continuity</b>	<b>Partnerships and communities</b>
<p>We maximise the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.</p>	<p>We support people to manage their health and wellbeing so they can maximise their independence, choice and control, live healthier lives, and where possible reduce their future needs for care and support.</p>	<p>We actively seek out and listen to information about people who are most likely to experience inequality in experience or outcomes. We tailor the care, support and treatment in response to this support.</p>	<p>We understand the diverse health and care needs of people and local communities, so care is joined-up, flexible and supports choice and continuity.</p>	<p>We understand our duty to collaborate and work in partnership, so our services work seamlessly for people. We share information and learning with partners and collaborate for improvement</p>
<b>Ensuring Safety:</b> safeguarding enquiries, reviews, Safeguarding Adults Board, safe systems, pathways and continuity of care			<b>Leadership:</b> culture, strategic planning, learning, improvement, innovation, governance, management and sustainability	
<b>Safe systems, pathways and transitions</b>	<b>Safeguarding</b>		<b>Governance</b>	<b>Learning, improvement and innovation</b>
<p>We work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured. We ensure continuity of care, including when people move between different services.</p>	<p>We work with people to understand what being safe means to them and work with them as well as our partners on the best way to achieve this. We concentrate on improving people’s lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm and neglect, and we make sure we share concerns quickly and appropriately.</p>		<p>We have clear responsibilities, roles, systems of accountability and good governance to manage and deliver good quality, sustainable care, treatment and support. We act on the best information about risk, performance and outcomes, and we share this securely with others when appropriate.</p>	<p>We focus on continuous learning, innovation and improvement across our organisation and the local system. We encourage creative ways of delivering equality of experience, outcome and quality of life for people. We actively contribute to safe, effective practice and research</p>

# How will evidence be collated by CQC

**The following 6 evidence categories will sit under each of the 9 quality statements:**

- People's experience
- Feedback from staff and leaders
- Feedback from partners
- Observation
- Processes
- Outcomes

**Inspectors will meet with individuals and groups to gather evidence as outlined below.**

- **1:1** - Lead Member, Principal Social Worker, Director of Public Health, Chair of Health and Wellbeing Board and ICS, Advocacy Organisation, Healthwatch, Director of Adult Social Care (DASS), Assistant Director and Chief Executive
- **Groups** – various staffing groups, Provider forum chairs, Voluntary Sector Forum, NHS reps selected by LA and User and carer representative groups

# What assurance activity means for us?

- CQC started to review published information & data as assurance evidence from **April 2023**
- 5 LAs took part in **pilot inspections** during the summer (Birmingham City Council, North Lincolnshire Council, Nottingham City Council and Suffolk & Lincolnshire County Councils)
- Learning from the pilots will inform how inspection will be delivered from **December 2023**, when the first 20 will be announced. The inspections will commence **mid-January 2024**
- By the end of **December 2025** all local authorities will have been inspected (2 years)
- Inspectors will consider our **data, self assessment and 48 items of evidence** (including strategies and pathways) in addition to feedback, observations, process and outcomes.
- They will track **50 cases** across all areas of adult social care
- In undertaking the above, CQC will establish **key lines of enquiry (KLOE)** in respect of the things they want to know

# What we are doing to prepare (1)

- **Developing a Self-Assessment** – this is being supported by using a regional tool to evidence strengths/areas for improvement and risks
- Taking part in **buddying conversations** with Shropshire and Coventry to reflect and learn
- Took part in a **Regional Learning Review** in Sept 2022 around preparing for adult hood
- Had an **ADASS Readiness Review** in March 2023
- Ongoing **Regional/PSW learning**
- Regular **Management Workshops** being undertaken with Heads of Service and Managers
- Standing agenda Item on **Adult Leadership Team** going forward to discuss/prepare

# What we are doing to prepare (2)

- Briefed **Cabinet Member** and **Wolverhampton Safeguarding Together**
- Building relationships with **One Wolverhampton** around CQC Activity
- Developing a **Strategic Improvement Plan**
- Gathering evidence aligned to **pilot site** requests
- Reviewing and improving **performance data** and **reporting**
- Collating good examples for **case tracking** exercise
- Taking part in **regional practice webinars**
- **Care Act Training** commissioned for the workforce
- Reviewing our **Care Act compliance** through regular focus groups
- **Briefing you as scrutiny Members today!**

# Preparation: Self Assessment

- Our **Self-assessment** enables us to:
  - assess and make judgements about our own performance in relation to the quality statements, using evidence to support our judgements
  - highlight key successes, risks and challenges
  - identify actions being taken to address the most pressing risks
- First draft approved by SEB in **July 2023**
- Currently being redrafted based on learning from national guidance, experience of pilot authorities and the evolving nature of adult social care in Wolverhampton
- On-going review on a **quarterly basis** to ensure it is reflective of current position
- **Strategic Improvement Plan** will evidence our actions against areas of development identified in the Self-Assessment



# Staff/Manager Preparation: Getting to Good

- Mandatory '**Getting to Good**' sessions for all of the adult social care workforce. (Also, being extended to wider Council and Partners)
- Purpose is to ensure our workforce are prepared and feel confident to speak with Inspectors about our practice in Wolverhampton
- Over 250 practitioners have attended sessions, and a series of future sessions are plan
- Also, exploring putting this into an online training module via the Learning Hub.
- Positive feedback from practioners and Managers about how they have found the sessions useful
- Bi-monthly managers workshops around Inspection updates/key themes.

# Readiness Review Activity (Feb 2023)

- WM ADASS Improvement Team commissioned by WMADASS to undertake “readiness reviews” across the 14 West Midlands Councils in the first two quarters of 23/24
- We were the first Council to take part in the review (in February 2023)
- We had an opportunity to identify an area for the Readiness Review to explore
- Our chosen area was ‘Safeguarding’ linking to the ‘Ensuring Safety theme’
- 4 reviewers were on site for two days. During the two days 9 focus groups took place with a variety of Heads of Services, Managers and frontline practitioners
- Also gave us an opportunity to ‘test out’ our preparation in terms of logistics and preparing staff etc

# WMADASS General Feedback – Strengths (1)

- Our staff are our strength
- Carers team are doing great work and focussing on people
- Exploitation hub is forward thinking and innovative
- Welfare Benefits team have excellent knowledge and deliver a clear rights-based service
- OT and Hospital team is strong and understands role
- Provider Services / in-house provision is a great service, and we should consider wider development
- Frontline integration is clear
- There is clear learning from SARs

# WMADASS General Feedback – Strengths (2)

- DoLs team is excellent and the system in place is good
- Commissioning team recognise what is needed and how to get there
- Teams are putting pressure on themselves to do more, and we need to be cautious not to become “a victim of our own success”
- Through the redesign we need to demonstrate clarity on what we can afford, what does good look like and what is Adult Services offer
- Consider consent, capacity and challenge.
- Begin to embed “I and we” statements now
- Shape an improvement plan around the “I and we” statements
- Gather evidence and assurance around the 4 themes and match to our data
- **FRONT LINE STAFF ARE OUR GREATEST ASSET**

# Recommendations of Readiness Review

1. Narrative to be aligned to your data clearly
2. Ensure your risk register and mitigation plans reflect the above
3. Safeguarding adult's pathway (from point of contact) within the MASH/MASH Process, and the transition interface with wider services is urgently reviewed.
4. Establish your ASC key areas of transformation and ensure visibility and opportunities for co-producing.
5. Reset your commissioning intentions for adult social care within the context of the Care Act, and the wider ICB agenda including your ambitions to develop the diversity of your market.
6. Celebrate much more visibly internally and externally your areas of success and innovation such as the Exploitation work, EDI, examples of good personalisation with individuals and the many more you shared with us.

# What our data is telling us - Highlights

- We have experienced a slight **increase in satisfaction levels** for people receiving services this year. 62% of people are now satisfied with their care and support compared with 61% in the previous year.
- We have reported a slight increase in the **quality-of-life** of people, based on NHS digital scoring in the last Adult Social Care Survey. Our score increased from 0.435 to 0.447 in the last year.
- **Workforce turnover rates** (12%) are lower than the national average (16.1%) and the authority is in the top quartile nationally for having less people leave their role in the past 12 months.
- More people are offered post-discharge **reablement** than nationally. In 22-23, we saw an increase in the proportion of people still at home 91 days after reablement; the highest figure reported for the authority was 84%, compared with 75% in the previous year.
- **DoLS applications per 100,000 population** is above national average, with the number of completed applications increasing. We also have one of the lowest backlogs in the region.

# What our data is telling us - Areas of focus

- **Safeguarding concerns per 100,000 adults** are above national average and we are experiencing a rise in numbers of **S42 enquiries completed**, just below the national average. Of those completed, we perform at the national average for **S42 enquiries where risk is reduced or removed** (91%) and have improved performance compared to last year (86%)
- Though in the bottom quartile for the **percentage of clients with long-term care packages reviewed in 12 months**, the length of time of those reviews that are over 12 months has reduced significantly, due to a real focus in line with our 'prevent, reduce, delay' approach.
- **Long term admissions to residential care** are high compared to our regional neighbours for both younger and older adults – so this is also a focus of our 'prevent, reduce, delay' agenda.
- Use of **Direct Payments** is lower relative to the national average, however the authority has been reporting increases month on month with its highest level reported in the 2022-23 year.
- **Quality in the care market** (as indicated by CQC ratings) Is amongst the lowest nationally for both residential and domiciliary care and is a current area of focus in our transformation plan.

# Key Next Steps

- **Self-Assessment** being reviewed and further developed
- **Strategic Improvement Plan** being developed in response to self assessment and what data is telling us
- Engaged in **ADASS preparations**
  - Webinars
  - Regional Learning
- A series of **workshops/communication** activity planned (to include partners during the summer)
  - Getting to good sessions
  - Workshops
  - Newsletter



**Any Questions**