

# North Lincolnshire Council Adults CQC pilot

## On site w/c 22nd 23rd & 24th August



Keeping people in their own homes, families, jobs and communities

# The Interim Assurance Framework



Graded – Inadequate/Requires Improvement/Good/Outstanding



Graded on 4 themes

Working with people  
Providing support  
Safe systems  
Leadership

1. Are we meeting our care act responsibilities?
2. What is the quality of care in North Lincolnshire?
3. Have we improved outcomes for people?

# What are the Key Lines Of Enquiry of the Assurance Pilot?

The CQC Framework comprises of the following 9 areas:

1. Assessment needs
2. Equity in experiences and outcomes
3. Supporting people to live healthier lives
4. Care provision, integration and continuity
5. Partnerships and communities
6. Safe systems, pathways and transitions
7. Safeguarding
8. Governance, management and sustainability
9. Learning, improvement and innovation



Started with a self assessment  
Document bank of evidence to  
support and 50 cases of which  
6 will be scrutinised in detail

## CQC Pilot Assessment

### Quality 'We' Statements

#### Working with People

**'We maximise the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.'**

**'We support people to manage their health and wellbeing so they can maximise their independence, choice and control. We support them to live healthier lives and where possible, reduce future needs for care and support.'**

**'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.'**

#### Providing Support

**'We understand the diverse health and care needs of people and our local communities, so care is joined-up, flexible and supports choice and continuity.'**

**'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.'**

## CQC Pilot Assessment

### Ensuring Safety within the System

'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.'

'We work with people to understand what being safe means to them as well as with 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. We make sure we share concerns quickly and appropriately.'

### Leadership

'We have clear responsibilities, roles, systems of accountability and good governance. We use these 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.'

'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.'

## People we supported in 2021-22



Over **12,000** people have contacted us for support from advice & guidance to urgent temporary accommodation, safeguarding & support, this is an increase of over **38%** on the previous year *(Source: Internal performance data 2021/22)*.



**782** people were supported to set outcomes as part of their safeguarding enquiry, of which, **98%** said their outcomes had been fully or partially met *(Source: SAC 2021/22)*.



**1,428** people received rehabilitation & reablement support, of which over **93%** of people did not require longer term services to manage their care & support needs *(source: SALT 2021/22)*.



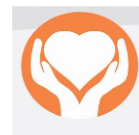
We supported **689** adults living with a mental illness, **485** adults living with a learning disability and **415** adults living with Dementia (**Aged 65+**) *(source: SALT 2021/22)*.



**82%** of care homes & **100%** of home care support is rated as good or outstanding by the Care Quality Commission (CQC) *(Source: CQC data 2021/22)*.



**3,900** people received services following an assessment of their care needs with **2,125** people receiving long-term support *(source: SALT 2021/22)*.



We also supported over **500** people to enable them to continue to care for loved ones *(source: SALT 2021/22)*.



We spend **£478** per population 18+ on adult social care which is lower than our comparators. However, our spend has increased at a higher rate than the national average *(Source: UoR 2021-22)*.

# Knowing ourselves our strengths and areas for development



## Working with people

### Headline Strengths:

- **Early help & prevention** - Strong Council offer which prioritises early help and prevention including Live Well North Lincolnshire, community hubs and partnerships with the community and voluntary sector.
- High proportion of **initial contacts to adult social care** are triaged within **2 days** and over 40% are concluded with **information & guidance**.
- Equipment and **adaptations to the home** - supported 2832 in 2021/22 people to live independently.
- High performing **rehabilitation and reablement** support with 93% (*national average 77.6%*) of people who receive short term support did not require further ongoing support.
- **Carers have choice and control** over their support with 100% of carers with a personal budget in receipt of a direct payment.
- **42%** of people with a personal budget (*national average 26.7%*) choose a **direct payment** to manage their support.
- North Lincolnshire **performed in the top 5 of Local Authorities in the country** for the number of adult social care outcome indicators in the top quartile (*performing well*) in 2021/22.
- **Investment** in the physical infrastructure to enable an accessible community offer.
- **91.7%** of people in 2022 felt **safe and secure** as a result of services (*national average 85.6%*).
- Our approach to **EDI goes beyond the legal duty**, we take an intersectional approach looking at 3 types of diversity.
- **A practise model** - Co-produced with the workforce and heavily influenced by the Experts Together Partnership
- A **workforce strategy** that enables the workforce to feel safe, supported and confident with a grow our own approach to continued **professional and leadership development**.



## Working with people

### How we will achieve more of this:

- ✓ Enhance the **information, advice and guidance** available to people to further promote independence, choice and control.
- ✓ **Embed the practise model** with clear practise standards to further support the assurance of practise.
- ✓ Develop a model for **integrated multiagency neighbourhood** working which has a consistent and proportionate approach to intervention.
- ✓ **Changing lives** developments aimed at increasing the number of **younger adults** living independently and in voluntary and paid employment
- ✓ Increase the **proportion of reviews** conducted in a timely way to maximise people's opportunities for independence.
- ✓ Further enhance and strengthen the support and **voice of carers**.

### Our impact will be evidenced through people's experience:

“I have care and support that is co-ordinated, and everyone works well together and with me.’

‘I have care and support that enables me to live as I want to, seeing me as a unique person with skills, strengths and goals.’

‘I can get information & advice about my health, care & support & how I can be as well as possible—  
physically, mentally & emotionally.’

‘I am supported to plan ahead for important changes in my life that I can anticipate.’

## Providing Support

### Headline Strengths:

- The **voice of people** with lived experience continues to remain at the heart of planning in terms of commissioning activity.
- An established **Home First approach** supports people through strengths-based reablement and rehabilitation enabling people to remain in their own homes.
- **82%** of care homes & **100%** of home care support is rated as good or outstanding by the Care Quality Commission (CQC) (Source: CQC data 2021/22).
- **Invested in care at home** with a 12.7% fee uplift for care at home following the completion of cost of care exercises to support transformation.
- **Trusted reviews** by regulated care providers which has led to positive outcomes for people through increased community support and reductions in support required.
- Long history of **partnership working** with the care sector – 100% completion of capacity tracker.
- **Working proactively with the care sector** to enable residents to remain within their communities.
- **Demographic and JNSA Data** alongside horizon scanning informs commissioning of sustainable models of care to improve health and wellbeing outcomes for people.
- **Market Sustainability Plan and Position Statement** published.
- **Specialist and Supported Housing Position Statement** which sets out our current housing with support options alongside future development plans providing options for people to have homes with their own front door.
- A developed **Proud to Care brand** with a range of recruitment and retention initiatives.
- Promotion of **digital technologies** - piloting Genie connect and Autonme identifying support needs and outcomes using technology as a solution.
- **Care at Home Framework** was recognised by the Government Opportunities, Excellence in Public Procurement Award, winning project of the year (above £20m in value) in 2019/20.

## Providing Support

### How we will achieve more of this:

- ✓ **Recommission a new transformational model of care at home** that draws on **community** and **neighbourhood assets**.
- ✓ Move to a **sector led improvement model** for the **care sector**.
- ✓ **Commission modern, enabling and progressive models of housing and care** with a specific focus on **younger adults** and those with the most **complex needs**.
- ✓ Embed a **technology first** approach.
- ✓ **Increase the capacity of home first** and **reduce the use of short stay**. **Expand and enhance the options for short term support** with **reablement for younger adults**.

### Our impact will be evidenced through people's experience:

“I have care and support that is co-ordinated, and everyone works well together and with me.”

## Ensuring safety in the system

### Headline Strengths:

- **Holistic approach to safeguarding** - offering support to people at risk of domestic abuse & homelessness & transitional safeguarding.
- Open & honest culture which enables & embeds **safeguarding to be 'everybody's responsibility'**.
- Timely & proportionate safeguarding responses with **concerns triaged within 4 days** and high proportion of individuals **safeguarding outcomes being fully or partially achieved.**
- **Deprivation of Liberty Safeguards (DoLS)** applications are managed timely & **numbers waiting remain low.**
- **Strong partnerships** & focus on **high quality pathway to adulthood** strengthened to support **good transitions.**
- **Multi-agency response** enables people to remain in their own home & **avoid admission** to hospital (where possible) or residential care & **return home** following discharge from hospital (**Accelerated Home First Event held Nov 2022**).
- Strong partner participation in the **Safeguarding Adults Board** and annual SAB Conference is led by **people with lived experience** & provides an opportunity for **reflection, learning & feedback.**
- Different mechanisms are in place to support a **learning culture**, for example audits, people's feedback, line of sight to practice sessions, learning reviews.
- Adults and their families are **empowered to keep themselves and others safe** - several easy read documents in relation to recognising the signs of abuse have been co-produced and are now available on the website.
- The **SAB** delivers a wide range of training and education to partners.
- **Preparation for adulthood** is a key overarching priority within the SEND and Inclusion Plan 2021-2024 and has strategic and operational focus.

## Ensuring safety in the system

### How we will achieve more of this:

- ✓ **Strengthen safeguarding practice** particularly around **professional curiosity, carer awareness, legal literacy and trauma informed responses.**
- ✓ **Progress urgent care strategy** – further developing **alternatives to short stays from hospital.**
- ✓ **Review and enhance transition arrangements** for **young people** inclusive of those experiencing risk outside the home & young carers.
- ✓ **Further expand and enhance safeguarding dashboards** to help recognise emerging themes quicker & strengthen the voice element.
- ✓ In partnership **review** all shared **out of area placements**, to reshape our local provision.

### Our impact will be evidenced through people's experience:

When I move between services, settings or areas, there is a plan for what happens next and who will do what, and all the practical arrangements are in place.'

'I feel safe and am supported to understand and manage any risks.'

## Leadership

### Headline Strengths:

- **Clear ambition for vulnerable adults, their families & carers** - Published Adult Strategy 2023-25, 'Keeping people in their own homes, families, jobs & communities'
- Investment in capacity to support participation & developed co-production with **Experts Together Partnership**.
- **Community First** approach permeating through systems, process, behaviours & practice - embedding practice model.
- Adults Delivery Board - to oversee and have a line of sight to the strategy implementation towards an **enabling, progressive, sustainable model of care** & support across a wider population.
- Corporate & political leadership with longstanding senior leaders & managers & **proven system leadership**.
- Engaged in **opportunities to shape & influence** locally, regionally, nationally.
- **Workforce conference** held January 2023 to strengthen engagement & enable coproduction.
- **Framework for integration** at place published - Community First Strategy.
- **Strong partnership** interface, working together in a holistic & integrated way to achieve the best possible outcomes for people.
- **Co-produced** Carers and Autism Strategies.
- Created **the Pledge** with 26 organisations signed to say they would "**Ask, Listen and Act**".
- **Clear and robust governance** and decision-making democratic processes.
- The LGA **Adult Social Care Use of Resources** annual report has consistently evidenced our comparatively low spend, high quality and good outcomes-providing value for money.
- **#TeamNL** to connect with colleagues across the organisation, engage on upcoming events, share knowledge, ask questions and support each other.

## Leadership

### How we will achieve more of this:

- ✓ **Further integration of ICB & Council statutory functions** - safeguarding, brokerage, commissioning and quality assurance.
- ✓ **Embed the new service structure** - induction for new roles and organisational development plans.
- ✓ **Social care record replacement** maximising opportunities for improved records and a single system approach with the ICB.
- ✓ **Continued workforce engagement and co-production.**
- ✓ **Deliver the Community First Strategy.**

### Our impact will be evidenced through:

‘We have clear responsibilities, roles, systems of accountability and good governance. We use these 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.’

‘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.’

# Experts Together

In the past year, our Experts Together groups have helped us to:

**Experts Together Pledge:** Members of the group came together with other partnership group members to design the Experts Together Pledge. The Pledge has been designed to help organisations hear people's voice, to help them describe to you what their lives are like and hold organisations to account when things are not working.

**Mystery Shopping:** Conducted a number of mystery shops across the North Lincolnshire Community Hub sites and fed back to services on what is working well and provided insight into what could be even better. Worked with the services to develop information for sharing with the public.

**Safeguarding Strategy:** Attended workshops with partner services, to review and plan the North Lincolnshire Safeguarding Adults Board Strategy 3 Year Plan Refresh. Safeguarding Conference: Members of the planning team, which includes partnership organisations and people with lived experience, for the next Safeguarding Adults Board Conference 2023.

**Commissioning:** Reviewing tenders and taking part in tender evaluations of commissioned services, including the Advocacy Service, the Voice and Influence Partnership Support Service and Health Care Voice Services.

**Interviews:** Including leadership posts, Heads of Service and Principal Social Worker posts, Social Workers and Independent Chair of Safeguarding Adults Board, feeding back scoring and observations of the panel to be included in the final decision making.

**Walking the Way to Health :** Reviewed and experienced Walking the Way to Health local walks to look at appropriateness for people with various mobility issues. Feedback given so that walks can be adjusted to be more inclusive and provide improved information for the walks.

**Blue Badges:** Influenced processes to improve information, make application more accessible, clarifying the Blue Badge messaging and raising concerns regarding practice. The Blue Badge Service continues to meet with the Senior Citizen Forum to share updates and understand the impact.

**Platinum Jubilee:** Celebration of Queens 75 year reign, bringing together people & partners to celebrate and network together.

**Place partnership :** Developed a Easy read strategic intent for the place partnership.



Senior Citizen Forum  
"Your forum, your voice"



Carers' Advisory Partnership



EXPERTS by EXPERIENCE



North Lincolnshire Learning Disability Partnership



# Keeping people in their own homes, families, jobs & communities

## (Adults Strategy 2023-25)

- Developed using evidence and lived experience.
- Builds on knowledge & expertise in our communities to reduce health inequalities & improve the quality of life for all our residents to **keep people in their own homes, families, jobs & communities**.
- Approach links to ongoing partnership working, bringing people, communities & organisations together to share resources & expertise.
- Summary key areas for development:-

1. **Promoting Independence** - *Developing more models for independence, utilising housing & technologies & ensuring paid work is a real option for people.*
2. **Embedding Integration** - *Community First approach enables people to remain & return to their own homes, families, jobs & communities.*
3. **Transforming the care sector** - *Care at home to be more modern, enabling & progressive - all care to be good or outstanding.*
4. **Enabling the workforce** - *To feel safe, supported, & enabled to be themselves, be well & healthy & confident to keep people in their own homes, families, jobs & communities.*