

IOW CCG

Quality Assurance Model

NHS Continuing Healthcare

Background

Two recent reports on NHS Continuing Healthcare^{1 2} have thrown into sharp relief areas of concern nationally about the quality of CHC services across England and patient experience of those who access CHC funding. Key areas of concern include

- Variation in access to CHC
- Inconsistency in decision making with huge variation in eligibility rates for CHC
- The assessment process did not follow National Guidance
- The process took too long and was subject to delays
- Poor communication with individuals and their families
- Complaints and appeals mishandled
- The process is a burden of individuals and their families

NHS England has already embarked on a programme of improvement for CHC and in addition has revised the National Framework for CHC taking account of feedback from individuals and representative groups. This revision has also reflected changes in the Care Act 2014 and the drive to ensure that the majority of CHC assessments should occur outside of an acute hospital.

Local focus on IoW

IoW CCG has undertaken a review of its CHC service which identified areas for improvement in its delivery model and efficiencies in terms of processes and financial control. Significant investment has occurred in order to bring about the transformational change required to ensure that the service operates more effectively and can work towards meeting the requirements of the National Framework for CHC. Early indications are that the overall quality of the service is improving and the service is on track to meet progressively higher levels of maturity as described in the CHC Maturity Framework.³

The IoW CCG now needs to put in place a comprehensive Assurance Framework to allow the service to continue to improve and achieve these levels of maturity. More importantly it needs to offer assurance that it can meet the requirements of the revised National Framework for CHC 2018, show improvement against the targets that are reported on monthly and quarterly to NHS England. At the same time this has to be achieved at a time of increasing demand manage and significant budgetary pressures.

A shared view of Quality for the NHS

¹ NAO report July 2017

² Public Accounts Committee January 2018

³ Continuing Healthcare Maturity Framework 2018: Led by North East London CSU and Deloitte LLP

The NHS Five Year Forward View confirms a national commitment to high quality, person centred care for all and describes the areas that matter most to people when they engage with and receive services from the NHS.

The Department of Health confirms that for people who use services the following matters most:

- **Safety:** people are protected from avoidable harm and abuse; when mistakes are made then lessons will be learned.
- **Effectiveness:** people's care and treatment achieves good quality outcomes, promotes a good quality of life and is based on the best available evidence.
- **Positive experience:**
 - **caring** staff treat people with respect:
 - **responsive and person-centred** services that respond to people's needs and choices and enable them to be equal partners in their care.

For those providing services, key issues include:

- **Well-led:** services that are open and collaborate internally and externally and are committed to learning and improvement.
- **Use resources sustainably:** responsibly and efficiently, providing fair access to all
- **Equitable for all:** ensuring that care quality does not vary according to individual characteristics

This shared view of quality from the government and the NHS underpins the changes that the NHS needs to make in order that it can deliver a sustainable health and care system with an improved quality of care, improved broader health and well-being for the wider population and improved financial efficiency.

Assuring Quality in CHC

A framework to assure quality in CHC in the IoW needs to be built across 3 domains. The first two are identified in the National Framework and specify the key quality standards for CHC. The third outlines what needs to be in place to ensure a quality service can be achieved:

- A. Assessment and Decision Making
- B. Care Planning and Commissioning packages of care
- C. Enablers

A detailed Quality Assurance framework covering the 3 domains is attached as **Appendix 1**. This shows 22 standards required to ensure that the CCG is running a good quality service and outlines the key lines of enquiry that NHS England are looking for and examples of evidence that needs to be collected to ensure quality.

This framework provides assurance on the end to end business of CHC from the time of initial referral through to commissioning and market management. The 22 standards, which can be easily implemented either in their entirety or individually, progress to a fully comprehensive assurance framework.

The standards are outlined below

Standard 1	Appropriate referrals to support the assessment process
Standard 2	Good quality assessment at the right time & right place
Standard 3	Timely & compliant Verification / Decision Making
Standard 4	Effective & compliant local resolution processes
Standard 5	Well-managed transition between child and adult services
Standard 6	Appropriate, timely & compliant Fast Track process
Standard 7	Individuals in receipt of NHS CHC have a personalised care and support plan
Standard 8	Timely plan/ care package put in place once eligibility decision is reached
Standard 9	Case Management arrangements in place
Standard 10	Timely reviews as appropriate
Standard 11	Market development for all care provision for the designated population
Standard 12	Contract arrangements with Providers
Standard 13	Personal Health Budgets (PHB)
Standard 14	Contract Management
Standard 15	Accountable leadership with a clear strategy and plan to deliver a high performing end-to-end CHC service connected to wider NHS and social care delivery
Standard 16	Optimal patient & family experience of end-to-end CHC process
Standard 17	People & Skills - Capacity & capability to undertake effective delivery of CHC service
Standard 18	Service Management - CCG has accountability through visibility and control of all components required to deliver a high quality CHC service regardless of the delivery model.
Standard 19	Governance - Guidance and principles in place to support fair, equitable & transparent decision-making.
Standard 20	Technology & Systems - Scalable user-friendly and up-to-date end-to-end technology landscape and systems which meet the needs of commissioners, providers and patients.

Standard 21	Data & Information - CCGs collect and maintain accurate, comprehensive and up to date information within core systems, and utilise this information effectively to inform operational decisions and practices.
Standard 22	Market Management – CCG leadership supports proactive long-term management of the provider market

Conclusion

The CCG is in a position, having gone through a process of transformation and investment, to put in place an Assurance Process that will ensure there is continued improvement in the quality of its CHC service. The attached Assurance Framework allows the CCG to achieve this and ensure that the IoW can over time be a leader in terms of the quality of services offered to the people of the Isle of Wight.

The implementation of this comprehensive Assurance Process along with the associated reporting mechanisms, including the competition of the National CHATS tool for CHC will provide the CCG and the Hampshire Partnership the relevant assurance of the delivery of service.

Appendix

Quality Assurance Framework



QA Framework
FINAL15-07-2018.do