



## **Commissioning Strategy for Care Homes for Older People**

**Neath Port Talbot County Borough Council**

**Implementation Plan**

**2016-2019**



## **1. Introduction**

This implementation plan has been prepared by Neath Port Talbot Adult Social Care Services following the publication of the Western Bay Commissioning Strategy for Care Homes for Older People. It describes the actions and activities that that we will be undertaking in response to the key priorities identified in this strategy.

## **2. Objectives and Priorities**

The overall objectives Western Bay aims to achieve through implementation of this strategy are:

- Better access to care home services most suitable to people's needs
- Increased choice for service users
- Consistent high levels of quality standards for service users
- Services that offer value for money
- An effective and sustainable care home market
- Attract high quality care home providers to the Western Bay area.

In order to achieve these objectives, the following key strategic areas have been identified for the 10 year period of this Strategy:

1. Build trust and strengthen partnership
2. Ensure quality.
3. Build and communicate an accurate understanding of future demand for services
4. Work together to develop and support a sustainable and motivated workforce.
5. Build a fair and sustainable care home market supported by reasonable fee levels
6. Ensure care homes fit within and are supported by a well organised local health and social care system

### 3. Our Implementation Plan

Strategic Area 1: Build trust and strengthen partnership			
Outcomes	<ul style="list-style-type: none"> <li>• Supports innovation</li> <li>• Improves quality</li> <li>• Attracts high quality care home providers to the Western Bay area</li> <li>• Providers better able to plan and develop to meet changing needs</li> <li>• Positive climate for addressing workforce and financial challenges</li> </ul>		
Objective/Activity	Milestones	Responsible	Timescale
Publish and consult on Market Position Statement	<ul style="list-style-type: none"> <li>• Engage with providers</li> <li>• Draft MPS</li> <li>• Agree and publish</li> <li>• Engage with providers</li> </ul>	LA Commissioning Team	October 2016 Ongoing
Publish and Consult on NPT Local Commissioning Strategy	<ul style="list-style-type: none"> <li>• Draft Commissioning Strategy</li> </ul>	LA Commissioning Team	November 2017
To build further on the Provider Forums which have been successfully re-launched.	<ul style="list-style-type: none"> <li>• Terms of Reference have been reviewed</li> <li>• New style Provider Forums have been launched as a result of workshops with providers.</li> <li>• Continue to consult and improve provider meetings going forward in 2017.</li> <li>• Provide appropriate presentations, advice and information.</li> </ul>	LA Commissioning Team/Providers	April 2017 Completed

Consider opportunities for commissioning a Social Enterprise to operate, govern and manage Trem Y Glyn.	<ul style="list-style-type: none"> <li>• Identify and engage with Social enterprise organisation.</li> <li>• Continue to consult with potential interested parties.</li> <li>• Provide advice and information to prospective providers.</li> </ul>	LA Commissioning Team	March 2017/19

Strategic Area 2: Ensure quality			
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Consistent high levels of quality standards for service users</li> <li>• Increased choice for service users</li> <li>• Attract high quality care home providers to the Western Bay area.</li> </ul>		
Objective/Activity	Milestones	Responsible	Timescale
Implement joint health and social care monitoring using the RQF	<ul style="list-style-type: none"> <li>• Review procedures for use of the RQF</li> <li>• Review reporting mechanisms to LA &amp; UHB</li> <li>• Instigate joint monitoring meetings</li> </ul>	Contracting Officer/ Lead Nurse LTC LA & UHB	January 2017 <b>Completed</b>

Develop a tool for the 15 step challenge in the care home setting	<ul style="list-style-type: none"> <li>Care Homes sub-group to develop the tool and methodology</li> </ul>	Contracting Officer/ Lead Nurse LTC LA & UHB	March 2017 Ongoing work to be completed by WASAB
Continue to implement an enhanced payment system based on the Regional Quality Framework	<ul style="list-style-type: none"> <li>Implementation of the RQF since January 2016</li> <li>All care homes have been benchmarked against the Bronze standard.</li> <li>Ongoing consultations with providers on how the monitoring team can best support care homes to raise standards and meet the next award.</li> </ul>	LA Commissioning Team/Providers	2016/17 Completed
Early indicators in place that identifies concerns at care homes. Provide more choice via Direct Payments	<ul style="list-style-type: none"> <li>Processes in place to identify and respond to early indicators of concerns in care homes</li> <li>Encourage individuals to have a Direct Payment</li> </ul>	LA Commissioning Team/ LA Quality Reviewing Officers/UHB	2016/17 Completed  DP Ongoing
Annual review and accreditation of Care Home services including border homes.	<ul style="list-style-type: none"> <li>All Home to be accredited annually</li> </ul>	LA Commissioning Team	Annually Completed for 2016 New process began for 2017
<b>Strategic Area 3: Build and communicate an accurate understanding of future demand for services</b>			
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Better access to care home services most suitable to people's needs</li> <li>Improved outcomes for citizens</li> <li>Reduced waiting lists and "blockages" elsewhere in the health and social care system</li> </ul>		

Objective/Activity	Milestones	Responsible	Timescale
Consider opportunities to enhance integration with ABMU in the commissioning of long-term care services	<ul style="list-style-type: none"> <li>• Task/finish group</li> <li>• Proposals to appropriate governance body</li> </ul>	LA/UHB	2016/17 Ongoing
Continue to engage with service providers regarding future population need and suitable service provision	<ul style="list-style-type: none"> <li>• Consult with providers about future demand.</li> <li>• Share the Market Position Statement with providers.</li> <li>• Actively review commissioned services</li> </ul>	LA Commissioning Team/ UHB Long Term Care Team/Providers	2016/17 Ongoing discussions
Review reablement and interim provision in care homes	<ul style="list-style-type: none"> <li>• Based on demand actively seek new services to commission.</li> <li>• Review the step up/down bed provision</li> <li>• Review the Reablement bed provision</li> </ul> <p>Care homes are providing emergency short term placements in NPT</p>		2016/17 Ongoing

<b>Strategic Area 4: Work together to develop and support a sustainable and motivated workforce</b>			
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Improved recruitment and retention</li> <li>• A well trained and motivated workforce</li> <li>• Improved outcomes and satisfaction for citizens and their families</li> <li>• </li> </ul>		
<b>Objective/Activity</b>	<b>Milestones</b>	<b>Responsible</b>	<b>Timescale</b>
Review and implement ABMU Interface Nurse Posts	<ul style="list-style-type: none"> <li>• Complete pilot</li> <li>• Complete review</li> <li>• Implement recommendations</li> </ul>	Head of Nursing and Lead Nurse Long Term Care UHB	April 2017 ABMU
Co-produce a Nurse Recruitment Protocol - work together with care home sector to develop a sustainable approach to recruitment and retention	<ul style="list-style-type: none"> <li>• Recruit task/finish group</li> <li>• Complete draft Nurse Recruitment Protocol</li> <li>• Complete consultation</li> <li>• Sign off</li> </ul>	Head of Nursing and Lead Nurse Long Term Care UHB	Sept 2018 ABMU
Work across the ABMUHB footprint to develop a proactive approach to clinical support for care homes.	<ul style="list-style-type: none"> <li>• Draft Terms of Reference</li> <li>• Agree meeting dates</li> <li>• Implement 4 x Clinical Support group meetings</li> <li>• Review</li> </ul>	Head of Nursing and Lead Nurse Long Term Care UHB	April 2018 ABMU

	<ul style="list-style-type: none"> <li>• Report</li> </ul>		
<p>Maintain and enhance training opportunities made available to care home providers. Identify training needs on an individual basis during monitoring</p>	<ul style="list-style-type: none"> <li>• Review care home training opportunities</li> <li>• Publish care home training programme</li> <li>• Approved list of external training providers</li> </ul>	<p>LA Commissioning Team/ LA Training Department</p>	<p>2016/17 Completed</p>



**Strategic Area 5: Build a fair and sustainable care home market supported by reasonable fee levels**

<p align="center"><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Better access to care home services most suitable to people's needs</li> <li>• Increased choice for service users</li> <li>• Services that offer value for money</li> <li>• An effective and sustainable care home market</li> <li>• Attract high quality care home providers to the Western Bay area</li> </ul>		
<p align="center"><b>Objective/Activity</b></p>	<p align="center"><b>Milestones</b></p>	<p align="center"><b>Responsible</b></p>	<p align="center"><b>Timescale</b></p>
<p>Implement Care Homes Pooled Budget</p>	<ul style="list-style-type: none"> <li>• Draft S33 agreement</li> <li>• Complete consultation</li> <li>• Sign off</li> </ul>	<p align="center">Head of Nursing/Head of Adult Services LA &amp; UHB</p>	<p align="center">April 2018 <b>Priority for 2017</b></p>
<p>Continue with ongoing review of the commercial model used by service providers</p> <p>Review the open book exercise</p>	<ul style="list-style-type: none"> <li>• Review Care home fees by Open Book Method</li> <li>• Review concessionary payment award March 2017</li> <li>• Annual review and accreditation of care Home Services including border homes.</li> <li>• Consider Direct Payments to fund choice of care in care homes.</li> </ul>	<p align="center">LA Commissioning Team/ LA Finance</p>	<p align="center">2017/18/19 <b>Priority for 2017</b></p>

**Strategic Area 6: Ensure care homes fit within and are supported by a well organised local health and social care system**

<p><b>Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Improved outcomes for services users</li> <li>• Improved stability of placements</li> <li>• Reduced waiting lists and “blockages” elsewhere in the health and social care system</li> <li>• Improved staff morale in care homes</li> </ul>		
<p><b>Objective/Activity</b></p>	<p><b>Milestones</b></p>	<p><b>Responsible</b></p>	<p><b>Timescale</b></p>
<p>Review and implement ABMU Interface Nurse Posts</p>	<ul style="list-style-type: none"> <li>• Complete pilot</li> <li>• Complete review</li> <li>• Implement recommendations</li> </ul>	<p>Head of Nursing UHB</p>	<p>ABMU</p>
<p>Review assessment procedures for individuals in hospital moving to care home placements</p>	<ul style="list-style-type: none"> <li>• Task &amp; Finish group</li> <li>• Complete review</li> <li>• Agree recommendations</li> </ul>	<p>Heads of Nursing UHB</p>	<p>ABMU</p>
<p>Review of process relating specifically to delays in discharge from hospitals.</p>	<ul style="list-style-type: none"> <li>• Complete review</li> <li>• Agree recommendations</li> </ul>	<p>Heads of Nursing UHB</p>	<p>ABMU</p>
<p>Implement revised Directly Enhanced Service</p>		<p>Heads of Primary Care and Planning UHB</p>	<p>ABMU</p>

<p>Care homes have named care management assigned to individuals and care homes. Care homes have named nurse assessors</p>	<ul style="list-style-type: none"><li>• Continue to work closely with ABMU for Joint Monitoring</li><li>• Ensure Reablement beds are used effectively</li><li>• Consider ways to reduce DTOC</li><li>• Review the current joint contract with ABMU</li></ul>	<p>LA/UHB</p>	<p>2016/17 Completed</p>
--	--	---------------	------------------------------