



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 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"> • Supports innovation • Improves quality • Attracts high quality care home providers to the Western Bay area • Providers better able to plan and develop to meet changing needs • Positive climate for addressing workforce and financial challenges 				
Objective/Activity	Milestones	Responsible	Timescale	Update	
Publish and consult on Market Position Statement (MPS)	<ul style="list-style-type: none"> • Engage with providers • Draft MPS • Agree and publish 	Principal Officer - Commissioning / Contracting Officer Local Authority (LA)	October 2016	Refreshed MPS was published in Summer 2017. This updated version has been circulated to all providers. The aim of the MPS is to assist providers to plan future services and the document informs them of expected future demand and type of service that the LA and ABMU will be looking to commission in the future.	
To build further on the	<ul style="list-style-type: none"> • Terms of Reference have been reviewed 	Commissioning /	April 2017	TOR have been reviewed and agreed by providers.	

<p>Provider Forums which have been successfully relaunched.</p>	<ul style="list-style-type: none"> • New style Provider Forums have been launched as a result of workshops with providers. • Continue to consult and improve provider meetings going forward in 2017. • Provide appropriate presentations, advice and information. 	<p>Contracting Officer LA Providers</p>		<p>The relaunch of provider forums has improved attendance, averaging 85% compared to the previous 65%. Consultation with providers is ongoing through questionnaires, they also have input into presentations requests for provider forums.</p>
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Strategic Area 2: Ensure quality

<p align="center">Outcomes</p>	<ul style="list-style-type: none"> • Consistent high levels of quality standards for service users • Increased choice for service users • Attract high quality care home providers to the Western Bay area. 			
<p align="center">Objective/Activity</p>	<p align="center">Milestones</p>	<p align="center">Responsible</p>	<p align="center">Timescale</p>	<p align="center">Update</p>
<p>Implement joint health and social care monitoring using the Regional Quality Framework</p>	<ul style="list-style-type: none"> • Review procedures for use of the RQF • Review reporting mechanisms to LA & ABMU • Instigate joint monitoring meetings 	<p align="center">Contracting Officer/ Lead Nurse LTC LA & ABMU</p>	<p align="center">January 2017</p>	<p>NPT is the only LA across Western Bay to have implemented joint monitoring with ABMU since 2008, i.e. prior to the RQF. A joint review of procedures and reporting methods takes place on an annual basis or sooner if necessary.</p>

<p>Continue to implement an enhanced payment system based on the Regional Quality Framework</p>	<ul style="list-style-type: none"> • Implementation of the RQF since January 2016 • All care homes have been benchmarked against the Bronze standard. Ongoing consultations with providers on how the monitoring team can best support care homes to raise standards and meet the next award. 	<p>Principal Officer – Commissioning Officer Commissioning Team/Providers</p>	<p>2016/17</p>	<p>Neath Port Talbot continue to award a Quality Premium for homes that have delivered a high standard of service; payments will be subject to review for 2018/19. During 2017/18 all care homes including Border Homes have been reviewed and accredited for 2017/18 against both Bronze and Silver standards of the RQF. Consultations with providers on how the monitoring team can best support care homes to raise standards and meet the next award are ongoing.</p>
<p>Develop a tool for the 15 step challenge in the care home setting</p>	<ul style="list-style-type: none"> • Care Homes sub-group to develop the tool and methodology 	<p>Contracting Officer/ Lead Nurse LTC LA & ABMU</p>	<p>March 2017</p>	<p>The Western Bay Care Homes sub-group is developing a tool that will follow the 15 step challenge, which is a healthcare document first used in hospitals. The document will be adapted for use in care homes and will set out guidance for non-officers and elected members to assist them when carrying out lay visits to care homes.</p>

<p>Audit care home providers to identify risks to future sustainability of individual care homes</p>	<ul style="list-style-type: none"> • Introduce survey at provider forum • Design survey with Providers • Implement • Analysis • Discuss at provider forum • Recommendations 	<p>Commissioning Officer</p>	<p>September 2018</p>	<p>Work is underway across Western Bay to standardise the approach.</p>
<p>Early indicators in place that identifies concerns at care homes. Review existing arrangements for preventing and managing provider failures</p>	<ul style="list-style-type: none"> • Processes in place to identify and respond to early indicators of concerns in care homes • Recruit task/finish group • Review and update existing Provider Failure policies • Complete consultation • Sign off 	<p>Commissioning Officer</p>	<p>September 2018</p>	<p>The Escalating Concerns Policy has been updated and approved by the Adult Safeguarding Board. The new document was circulated to care home providers for feedback. The updated document contains guidance for identifying homes that should be considered at risk. This helps to manage potential escalating concerns at a much earlier stage. In addition, working with and supporting the care home at an early stage helps to resolve concerns and issues before they progress. This approach has been welcomed by the</p>

care home sector.

Strategic Area 3: Build and communicate an accurate understanding of future demand for services

Outcomes

- Better access to care home services most suitable to people's needs
- Improved outcomes for citizens
- Reduced waiting lists and "blockages" elsewhere in the health and social care system

Objective/Activity

Milestones

Responsible

Timescale

Update

Consider opportunities to enhance integration with ABMU in the commissioning of long-term care services

- Task/finish group
- Proposals to appropriate governance body

LA/ABMU

2016/17

The LA and ABMU are working together to commission long term care, there are a number of initiatives being considered at present to encourage new providers into the area. There is also a move towards enhanced integration with joint commissioning for care home placements. A Pooled Fund Manager was recruited into the post in October 2017 and a Task & Finish Group was established in January 2018. An options paper that was developed agreed a staged implementation when the pooled budget initiative starts in April 2018.

<p>Continue to engage with service providers regarding future population need and suitable service provision</p>	<ul style="list-style-type: none"> • Consult with providers about future demand. • Share the Market Position Statement with providers. • Actively review commissioned services 	<p>LA Commissioning Team/ABMU Long Term Care Team/Providers</p>	<p>2016/17</p>	<p>The aim of the MPS is to assist providers to plan future services and the document informs them of expected future demand and type of service that LA's and ABMU will be looking to commission in the future. There is also a review underway of short term care provision available across the borough; this will look at demand for step up/down beds, reablement, emergency short term placements and respite.</p>
<p>Review reablement and interim provision in care homes</p>	<ul style="list-style-type: none"> • Based on demand actively seek new services to commission. • Review the step up/down bed provision • Review the Reablement bed provision Care homes are providing emergency short term placements in NPT 	<p>LA Commissioning Team/ABMU Long Term Care Team/Providers</p>	<p>2017/18</p>	<p>A review is underway for short term care provision availability across the borough, this will look at demand for step up/down beds, reablement, emergency short term placements and respite.</p>

Strategic Area 4: Work together to develop and support a sustainable and motivated workforce

<p align="center">Outcomes</p>	<ul style="list-style-type: none"> • Improved recruitment and retention • A well trained and motivated workforce • Improved outcomes and satisfaction for citizens and their families • 			
<p align="center">Objective/Activity</p>	<p align="center">Milestones</p>	<p align="center">Responsible</p>	<p align="center">Timescale</p>	<p align="center">Update</p>
<p>Co-produce a Nurse Recruitment Protocol - work together with care home sector to develop a sustainable approach to recruitment and retention</p>	<ul style="list-style-type: none"> • Recruit task/finish group • Complete draft Nurse Recruitment Protocol • Complete consultation • Sign off 	<p align="center">Head of Nursing and Lead Nurse Long Term Care ABMU</p>	<p align="center">Sep 2018</p>	<p>Recruitment of qualified nurses continues to be a concern not just in Western Bay but at a national level. ABMU are currently looking at recruitment with a view of including care homes in the process. A Recruitment campaign at a national level is being considered</p>
<p>Work across the ABMU footprint to develop a proactive approach to clinical support for care homes. Implement revised Directly Enhanced Service</p>	<ul style="list-style-type: none"> • Draft Terms of Reference • Agree meeting dates • Implement 4 x Clinical Support group meetings • Review • Report 	<p align="center">Head of Nursing and Lead Nurse Long Term Care ABMU</p>	<p align="center">April 2018</p>	<p>A direct enhanced GP service (DES) is available to support care homes and is provided by local surgeries, this is part of the ABMU initiative in developing a proactive approach to providing clinical support to care homes. There is currently a revised Direct Enhanced Service in the</p>

				process of being implemented
<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"> • Review care home training opportunities • Publish care home training programme • Approved list of external training providers 	<p>LA Commissioning Team/ LA Training Department</p>	<p>2016/17</p>	<p>A review of training opportunities for care homes by the Training Subgroup established via Western Bay is currently taking place and will be in line with the revised Social Care Wales Health & Social Care Induction Framework. The training programme will also link to the training requirements identified for care staff under the Regional Quality Framework. Under Social Care Workforce Development Partnership and in line with the grant requirements all care homes within NPT can access training free of charge. Care staff are able to gain a number of recognised qualifications including a Diploma in Dementia Care.</p>

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

<p align="center">Outcomes</p>	<ul style="list-style-type: none"> • Better access to care home services most suitable to people's needs • Increased choice 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 			
<p align="center">Objective/Activity</p>	<p align="center">Milestones</p>	<p align="center">Responsible</p>	<p align="center">Timescale</p>	<p align="center">Update</p>
<p>Implement Care Homes Pooled Budget</p>	<ul style="list-style-type: none"> • Draft S33 agreement • Complete consultation • Sign off 	<p align="center">Head of Nursing/Head of Adult Services LA & ABMU</p>	<p align="center">April 2018</p>	<p>A Pooled Fund Manager was recruited into the post in October 2017 and a Task & Finish Group was established in January 2018. An options paper that was developed agreed on staged implementation when the pooled budget initiative starts in April 2018.</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"> • Review Care home fees by Open Book Method • Review concessionary payment award March 2017 • Annual review and accreditation of care Home Services including border homes. • Consider Direct Payments to fund choice of care in care homes. 	<p>LA Commissioning Team/ LA Finance</p>	<p>2017/18/19</p>	<p>As part of the fair fee setting and sustainable care home market strategy, a sub group was set up to consult with providers regarding care home fee setting. The group were given options on the method used to set the fees for 2018/19. The providers preferred method was a light touch approach which took into consideration their cost pressures and was analysed against the CPI, and linked to the NLW. This exercise is expected to take place on an annual basis. There has been a steady increase in people opting for a Direct Payment, this has been particularly beneficial for those individuals wanting to choose to have respite in a care home other than Dan Y Bryn (a Pobl home) which at present is the default care home for all residential respite within NPT. Direct payments are providing</p>
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				people with greater choice and control. Further work is needed to maximise the benefits of Direct Payments for individuals.
Review home closure procedure through Western Bay escalating concerns sub-group	<ul style="list-style-type: none"> • Review home closure procedure • Revise and update procedures where necessary • Complete consultation • Sign off 	Contracting Officer / Care Homes Quality Team Leader/Lead Nurse Long Term Care LA & ABMU	September 2018	The Escalating Concerns Policy contains procedures for home closures. This document has been updated by the Western Bay Escalating Concerns sub-group and circulated. The Policy has been signed off by the Regional Adult Safeguarding Board.

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

<p>Outcomes</p>	<ul style="list-style-type: none"> • Improved outcomes for services users • Improved stability of placements • Reduced waiting lists and “blockages” elsewhere in the health and social care system • Improved staff morale in care homes 			
<p>Objective/Activity</p>	<p>Milestones</p>	<p>Responsible</p>	<p>Timescale</p>	<p>Update</p>
<p>Review and implement ABMU Interface Nurse Posts</p>	<ul style="list-style-type: none"> • Complete pilot • Complete review • Implement recommendations 	<p>Head of Nursing ABMU</p>		<p>Work continues to take place by ABMU to review the interface of nurse posts. The Care Home Interface Nursing posts were funded from a temporary Welsh Government (WG) allocation This has been reviewed by WG and reduced significantly, therefore all schemes that were funded via this route (including the Care Home Interface Nurses) are currently under review</p>

<p>Review assessment procedures for individuals in hospital moving to care home placements</p>	<ul style="list-style-type: none"> • Task & Finish group • Complete review • Agree recommendations 	<p>Heads of Nursing ABMU</p>	<p>Western Bay have worked collaboratively between health and social care to develop acceptable timescales for assessment and service provision in and out of hospital in order to better support patient flow through the system and deliver better outcomes for patients. The LA and ABMU are working together to commission long term care,</p>
<p>Review of process relating specifically to delays in discharge from hospitals.</p>	<ul style="list-style-type: none"> • Complete review • Agree recommendations 	<p>Heads of Nursing ABMU</p>	<p>Western Bay have worked collaboratively between health and social care to develop acceptable timescales for assessment and service provision in and out of hospital in order to better support patient flow through the system and deliver better outcomes for patients ABMU and LA's have established patient flow interface groups and / or equivalent partnership arrangements (including medically fit meetings and escalation conference calls) to ensure processes relating to discharge are monitored. A broker has now been employed by NPT to oversee admissions into care homes this</p>

				is assisting with Delayed Transfers of Care (DTC).
<p>Care homes have named care management assigned to individuals and care homes.</p> <p>Care homes have named nurse assessors</p>	<ul style="list-style-type: none"> • Continue to work closely with ABMU for Joint Monitoring • Ensure Reablement beds are used effectively • Consider ways to reduce DTC • Review the current joint contract with ABMU 	LA/ABMU	2016/17	<p>In order to ensure continuity of care each care home in NPT has a designated reviewing officer for individuals, ABMU also have nurse assessors who are dedicated to a named care home and the individuals with nursing needs at the home.</p> <p>A broker has now been employed to oversee admissions into care homes, who is assisting with DTC.</p> <p>The care home contract is currently being reviewed across Western Bay and will be replaced by a regional contract. Local differences will be reflected in a number of schedules.</p>