



Commissioning Strategy for Care Homes for Older People

City and County of Swansea

Implementation Plan

2016-2019



1. Introduction

This implementation plan has been prepared by Swansea Adult Social Care Services with input from ABMU Health Board 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
Work with care home providers to develop a “Co-Production Compact” which outlines the future approach by CCS to working in partnership with the sector	<ul style="list-style-type: none"> • Recruit task/finish group • Complete draft “Co-Production Compact” • Complete consultation • Sign off 	Contracting Officer /Principal Officer - Commissioning LA	December 2017
Work with care home operators to develop the role of providers within the planning framework for care home services	<ul style="list-style-type: none"> • Recruit task/finish group • Complete draft Planning Framework for care home providers • Complete consultation • Sign off 	Contracting Officer / Lead Nurse Long Term Care LA & UHB	December 2017

<p>Undertake a survey of perceived problems and blockages in current relationships (issues)</p>	<ul style="list-style-type: none"> • Introduce survey at Care Home Forum • Implement Survey • Report to Care Home Forum • Identify recommendations 	<p>Contracting Officer /Lead Nurse Long Term Care LA & UHB</p>	<p>September 2017</p>
<p>Instigate liaison meetings with CSSIW to strengthen the existing relationships between commissioners, regional inspectorate and providers</p>	<ul style="list-style-type: none"> • Terms of Reference for liaison meetings • Agree dates for meetings 	<p>Contracting Officer/Lead Nurse Long term Care LA & UHB</p>	<p>November 2016 (completed)</p>
<p>Publish and consult on Market Position Statement</p>	<ul style="list-style-type: none"> • Engage with providers • Draft MPS • Agree and publish • Engage with providers 	<p>Principal Officer - Commissioning / Contracting Officer LA</p>	<p>March 2018</p>

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>Implement joint health and social care monitoring using the RQF</p>	<ul style="list-style-type: none"> • Review procedures for use of the RQF • Review reporting mechanisms to LA & UHB • Instigate joint monitoring meetings 	<p align="center">Contracting Officer/ Lead Nurse LTC LA & UHB</p>	<p align="center">September 2017</p>
<p>Develop a tool for the 15 step challenge in the care home setting</p>	<p>Care Homes sub-group to develop the tool and methodology</p>	<p align="center">Contracting Officer/ Lead Nurse LTC LA & UHB</p>	<p align="center">September 2017</p>
<p>Co-produce service user consultation framework</p>	<ul style="list-style-type: none"> • Recruit task/finish group • Complete draft service user consultation framework • Complete consultation • Sign off 	<p align="center">Contracting Officer LA</p>	<p align="center">December 2017</p>
	<ul style="list-style-type: none"> • Recruit task/finish group 	<p align="center">Contracting Officer LA</p>	<p align="center">March 2018</p>

Review current specifications and performance information requirements	<ul style="list-style-type: none"> • Complete draft specification/performance information template • Complete consultation • Sign off 		
Review escalating concerns policy and procedures	<ul style="list-style-type: none"> • Review procedures • Draft procedures to governance body • Implement 	Contracting Officer LA	September 2017
Review Direct Payments arrangements	<ul style="list-style-type: none"> • Review procedures • Draft procedures to governance body • Implement 	Contracting Officer / Planning Officer Direct Payments LA	TBC

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

Outcomes	<ul style="list-style-type: none"> • 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
Work with care home operators to develop the role of providers within the planning framework for care home services	<ul style="list-style-type: none"> • Recruit task/finish group • Complete draft Planning Framework • Complete consultation • Sign off 	Contracting Officer /Lead Nurse Long Term Care LA & UHB	December 2017
Identify suitable capacity to support the wider older persons planning and commissioning framework	<ul style="list-style-type: none"> • Identify commissioning cycle stages and timeframes • Identify roles and responsibilities • Identify gaps in knowledge / resources • Create plan to address gaps 	Principal Officer – Commissioning LA	TBC
Publish and Consult on Market Position Statement	<ul style="list-style-type: none"> • Engage with providers • Draft MPS • Agree and publish • Engage with providers 	Principal Officer - Commissioning/ Contracting Officer LA	March 2018

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

Outcomes	<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 		
Objective/Activity	Milestones	Responsible	Timescale
Review and implement ABMU Interface Nurse Posts	<ul style="list-style-type: none"> • Complete pilot • Complete review • Implement recommendations 	Head of Nursing and Lead Nurse Long Term Care UHB	September 2017
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"> • Recruit task/finish group • Complete draft Nurse Recruitment Protocol • Complete consultation • Sign off 	Head of Nursing and Lead Nurse Long Term Care UHB	Sep 2018
Work across the ABMUHB footprint to develop a proactive approach to clinical support for care homes.	<ul style="list-style-type: none"> • Draft Terms of Reference • Agree meeting dates • Implement 4 x Clinical Support group meetings • Review • Report 	Head of Nursing and Lead Nurse Long Term Care UHB	April 2018

<p>Contribute to the regional Social Care Workforce Development Plan (SCWDP)</p>	<ul style="list-style-type: none"> • Assess gaps in info needed • Redesign questionnaire in partnership with Providers (to capture gaps) • Evaluate training / workforce pressures using redesigned questionnaire • Ensure that assessment of training and development needs includes health related training / workforce development requirements 	<p>Contracting Officer / SCWDP Coordinator LA</p>	<p>April 2018</p>
<p>Develop training plan based on revised SCWDP questionnaire.</p>	<ul style="list-style-type: none"> • CCS Training Plan • Implement plan 	<p>Contracting Officer / SCWDP Coordinator LA</p>	<p>April 2019</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>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 & UHB</p>	<p align="center">April 2018</p>
<p>Continue to develop the model for understanding the cost of commissioned care</p>	<ul style="list-style-type: none"> • Review and update existing costs model in partnership with care home providers • Implement updated costs model • Calculate fee rates based on use of costs model • Review use of revised model in partnership with providers and assess need for further changes • Use analysis of costs data to inform understanding of cost of providing other specialist services. 	<p align="center">Contracting Officer/Lead Nurse Long Term Care LA & UHB</p>	<p align="center">April 2018</p>
	<ul style="list-style-type: none"> • Recruit task/finish group 	<p align="center">Contracting Officer</p>	<p align="center">September 2018</p>

<p>Review existing arrangements for preventing and managing provider failures</p>	<ul style="list-style-type: none"> • Review and update existing Provider Failure policies • Complete consultation • Sign off 		
<p>Review home closure procedure through Western Bay escalating concerns sub-group</p>	<ul style="list-style-type: none"> • Review home closure procedure • Revise and update procedures where necessary • Complete consultation • Sign off 	<p>Contracting Officer / Care Homes Quality Team Leader/Lead Nurse Long Term Care LA & UHB</p>	<p>September 2018</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>Contracting Officer</p>	<p>September 2018</p>

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>Review and implement ABMU Interface Nurse Posts</p>	<ul style="list-style-type: none"> • Complete pilot • Complete review • Implement recommendations 	<p>Head of Nursing UHB</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 UHB</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 UHB</p>	
<p>Implement revised Directly Enhanced Service</p>		<p>Heads of Primary Care and Planning UHB</p>	

Ensure CCoS's Social Work Practice Framework supports positive professional relationships between care managers and care homes	<ul style="list-style-type: none"> • Ensure explicit reference to care-home interface 	Principal Officer – Professional Social Work Lead	April 2018
Undertake a survey of perceived problems and blockages in current relationships	<ul style="list-style-type: none"> • Introduce survey at Care Home Forum • Implement Survey • Report to Care Home Forum • Agree recommendations 	Contracting Officer LA	October 2018