

**Overview of Initiatives Linked to the
Adult Care Transformation and
Innovation Fund**

**Report of Jane Robinson Corporate Director of Adult and Health
Services, Durham County Council**

Electoral division(s) affected:

Countywide

Purpose of the Report

- 1 To provide the Health and Wellbeing Board (HWB) with an update on initiatives linked to the Adult Care Transformation and Innovation Fund (ACTIF).

Executive summary

- 2 ACTIF brings together a number of short-term funding streams available to both social care and NHS organisations locally and is managed on an integrated basis, supporting the ongoing direction of travel for the local social care and health economy and ensuring quality of outcomes.
- 3 The Supporting the Provider Market (STPM) project has been funded by ACTIF, with the aim of improving services and support to providers and promotion of market stability and sustainability. Several key work streams led by STPM are underway.
- 4 The STPM work is supporting providers in a number of areas: recruitment and selection, training, practice guidance, technology and innovation and their interfaces with Health and Social Care. Notable progress has been made to date working with the relevant stakeholders and providers are responding positively to this proactive support and approach.
- 5 A number of further initiatives have been funded across social care and health. These are designed to support system pressures and innovation / efficiency in service delivery. A significant area of focus has been on alleviating winter / system pressures across social care and NHS systems in County Durham in 2018-19.

Recommendation(s)

- 6 Members of the Health and Wellbeing Board are recommended to:
- (a) Note the updates included in this report;
 - (b) Endorse continued use of ACTIF funding to alleviate system pressures and support the local health and social care system, including providers;
 - (c) Receive further updates on use of the funding as required.

Background

- 7 ACTIF brings together a number of short-term funding streams available to both local social care and NHS organisations. Funding has been brought under a single work programme, supporting the ongoing integration agenda and ensuring initiatives are benefitting the local health and social care economy in the most efficient way possible.
- 8 ACTIF has been available since the 2017-18 financial year. It is anticipated that funding will be utilised over a period of several years, due to the long-term nature of some of the interventions and the need to create an appropriate legacy / ensure quality of outcomes.
- 9 A group of senior officers, chaired by the Corporate Director – Adult and Health Services, considers bids for ACTIF. Partner organisations within the NHS are represented and meetings are also attended by the Director of Integrated Care.
- 10 Funding on ACTIF projects to date has focussed on the following main areas:
- Promoting innovative approaches to supporting providers, increasing capacity and quality to support service delivery
 - Alleviating winter / system pressures across social care and NHS systems in County Durham.

Supporting the Provider Market (STPM)

- 11 Supporting the Provider Market (STPM) is a Council led project that involves close working with partners across the health and social care system and also adult social care providers, to improve services and support and promote market stability and sustainability.
- 12 The main areas of STPM work include supporting providers with:
- (a) Recruitment and selection

- (b) Training and development
 - (c) Proactive interventions
 - (d) Technology and innovation
 - (e) Their interfaces with the social care and health system
- 13 Progress to date and future plans in each of these areas will be outlined.

Recruitment and Selection

- 14 STPM has been promoting the 'values based recruitment' (VBR) approach to care providers, through promoting local VBR training being held by Skills for Care and also sharing useful resources. VBR is where the values of the interview candidate are assessed to determine their suitability to work for that care provider, as well as any experience they have. This means that qualities such as 'empathy' and 'compassion' become more important in the assessment of care worker candidates, alongside 'traditional' skills and experience.
- 15 A significant development for STPM is the introduction of the new County Durham Care Academy which was signed off by the Integrated Care Board in January 2019. A number of 'Get into Care' information sessions were held in early April 2019 across the County to recruit the first cohort of people who are interested in working in care. Marketing work to support this initiative has included promotion via the Council's website, North East jobs website, the Council's social media, posters sent to a range of stakeholders and also work with Jobcentre Plus.
- 16 People interested in working in care are given information and advice on their options:
- (a) Applying direct to a local care provider for a job,
 - (b) Guidance on how to become a Personal Assistant (utilising Direct Payment routes), including free Personal Assistant training delivered in partnership with the Council's Adult Learning and Skills Service (ALSS)
 - (c) Participating in free pre-employment training: Level 1 'Preparing to work in adult social care'; also delivered in partnership with the Council's ALSS and with candidates then having a guaranteed job interview with a local home care provider that the Council contracts with.

- 17 Other key work by STPM has included:
- (a) Sharing with providers literature on best practice for recruiting and retaining care staff
 - (b) Supporting the promotion of national initiatives to care providers such as new Nursing Associate Role and national recruitment campaign for adult social care.
- 18 Future work planned includes:
- (a) Further 'Get into Care' sessions and additional cohorts of people to be trained in preparing to work in social care, increasing system capacity and quality;
 - (b) Further joint work with the Council's Adult Health Services Directs Payments team to expand the number of Personal Assistants and review and improve the information and support available to them.

Training and Development

- 19 STPM have arranged and funded free access for all providers to the 'SCILS' and 'EILS' online training, which is an important resource for social care providers and covers a range of relevant care topics.
- 20 Free training courses have also been arranged or supported by STPM working in partnership with Health partners in areas such as 'Falls', 'Infection Prevention and Control', 'Sepsis' and 'Telehealth'. The approach taken wherever possible is to train key provider staff so they can cascade learning in their own organisation.
- 21 STPM have also been promoting other free training that care providers can access direct, such as through the Council's ALSS.
- 22 Future work planned includes:
- (a) Supporting County Durham and Darlington Foundation Trust (CDDFT) with rolling out pressure ulcer prevention training and promoting Oral Health training
 - (b) Offering additional training sessions on 'falls', 'sepsis' and 'infection prevention and control'
 - (c) STPM funding training in areas such as 'childrens safeguarding', 'bariatric moving and handling' and 'digital skills'.

Proactive Interventions

- 23 STPM has introduced a new bi-monthly provider newsletter, 'G.A.P. Bulletin', which has been well received and provides an opportunity to:
- (a) Offer advice and guidance to care providers to improve their practice;
 - (b) Keep up to date with both national and local developments;
 - (c) Find out about training opportunities.
- 24 STPM have also supported a number of individual care providers who have needed assistance with service delivery / practice issues. This early-stage assistance is important to avoid further deterioration in service quality for service users and more resource intensive work for Adult Health Services staff if problems become worse and need resolution at a later date – which may require formal safeguarding / commissioning action.
- 25 Future work planned includes:
- (a) Development of a 'Pocketbook of Practice', which will be a key guide for front line care staff to use
 - (b) Development of 'Provider InfoHub' pages on the DCC website, which will be an important resource for local providers.

Technology and innovation

- 26 STPM have been supporting CDDFT with rolling out the new 'Health Call' IT system, which enables care home staff to send information, such as blood pressure and temperature readings for their residents, electronically to local NHS staff for a clinical decision on any medical intervention required. There are 5 Care Homes now using Health Call with plans in place to roll out further in the next 12 months. Healthcall has clear positive outcomes for the NHS, but also benefits homes as they do not have to arrange medical appointments / wait for visits, which can be time consuming. Service users and families benefit from the system by having increased NHS oversight and reassurance that issues and wellbeing are being monitored on an ongoing basis.
- 27 Future work planned includes:
- (a) A 'falls' pilot in Chester-le-Street, which is a joint initiative between CDDFT and Durham County Council, which will involve the Council's Care Connect staff sending falls information, including blood pressure readings, to Health via an 'app' to

ensure that 'fallers' receive appropriate health intervention. The pilot will be evaluated to inform a wider roll out;

- (b) Exploring the use of Alexa in Care Homes, working with the Alzheimer's Society;
- (c) Possible development of a technology and innovation fund for providers to bid for.

Provider interfaces with the social care and health system

- 28 STPM led the commission of the new Brokerage Service, which commenced November 2018 and supports patients in hospital that need to be discharged into long-term residential care to make decisions about their Care Home placement and enable a prompt discharge. Operational teams, hospital staff, local care home providers and service users and their families have found this service to be beneficial.
- 29 STPM have developed new processes to identify improvements to communications between the Hospitals and home care providers to support effective and safe discharges, reducing potential for mistakes and promoting service user safety.
- 30 STPM have also supported with the development of local provider 'compacts' between both CDDFT and care homes / home care providers. The 'compacts' outline agreed responsibilities and standards that each party will work to in relation to people both admitted to and discharged from hospital. These are important tools for providers in terms of guaranteeing their standards and what they can expect from discharge professionals.
- 31 STPM are also promoting and supporting national initiatives such as:
 - (a) The 'Red Bag Scheme' (used to safely transfer resident medications and paperwork between hospital and care home);
 - (b) The 'Capacity Tracker' (a website for Care Homes to update their bed availability in 'real-time')
 - (c) The opportunity to complete the entry level Data Security and Protection Toolkit to enable providers to be allocated an NHS Mail account, which allows them a new, secure method of information sharing with NHS staff.
- 32 Future work planned includes:
 - (a) Commissioning of a Short Term Assistance Service during 2019/20, which will aid crisis response in terms of supporting operational teams with short-term cover for domiciliary care

packages when contracted providers are not immediately available to pick up a care package; urgent hospital discharge / admission avoidance and provision of replacement care in an unpaid care emergency.

Alleviating winter pressures

- 33 Adult Health Services has initiated a number of specific interventions to support system pressures over winter. In recent years, difficulties in the system have led to significant pressure on hospitals, particularly over Christmas periods.
- 34 In 2018, CDDFT developed several new initiatives to ensure patient flow over Christmas / winter, including safe discharge during evening / weekends and bank holidays. Durham County Council worked in partnership with the Trust and local CCG's to respond to this through specific social care interventions to meet increased expectations and statutory duties.

Domiciliary Care (circa £105k cost for Christmas period)

- (a) Commissioned a rapid response out of hours provision, including weekends / bank holidays, across the full Christmas period;
- (b) Increased demand was mainly evident pre / post-Christmas and demand managed. Service was available throughout and picked up referrals as required.

Trusted Assessor (Nil Cost, negotiated with providers)

- (c) Three of the largest Residential / Nursing Providers agreed to take new referrals on 'Trusted Assessor' (TA) basis if they could not arrange a quick care home manager assessment for urgent hospital discharge;
- (d) TA uses the established Intermediate Care (IC) checklist form which Care Homes are already familiar with. Homes accept a placement based on info in the form, direct from partner staff;
- (e) The demand was manageable over the period generally, with individual commissions utilising TA where required. No issues reported when using the checklist form.

Brokerage (£150k pa – nil cost for extended Christmas service)

- (f) Brokerage Service fast tracked through Council Commissioning Service (STPM) – service started November 18 so it was established for winter / Christmas period;

- (g) Arranged with service to cover all days over Christmas period, including weekend / bank holidays (with exception of Christmas day);
- (h) The service performed well and managed all pressure points, particularly during New Year week when high numbers of referrals made. Brokerage demand continues to be high, though the service is managing this very well with excellent feedback from all stakeholders – including providers.

Home from Hospital Service (£10,200 for extended Christmas service)

- (i) Service provided by Care Connect to ensure patients are fully supported when returning home, including those without specific social care needs.
- (j) Additional capacity arranged over Christmas period, including weekend / bank holidays and the expansion worked well, meeting all additional demand generated.

Other agreed schemes

35 There are a number of other schemes that have been funded by ACTIF, including:

- (a) GP Home visiting service
- (b) Care home Trusted Assessor (pending – potential extension to Brokerage service)
- (c) Palliative Care
- (d) Falls Enhanced Service (CDDFT)
- (e) Falls First Responder (Care Connect)
- (f) Falls Medications Review
- (g) TEWV - additional IC+ staff and pharmacy
- (h) IC+ additional SW resource
- (i) Transport Co-ordinator in A&E
- (j) Digital Programme inc. Health Call (*linked to STPM work*)
- (k) Transformation Project Support
- (l) TAPs allocations for local schemes

Conclusion

- 36 As detailed in this report, significant progress has been made with improving key outcomes through utilisation of ACTIF funding.
- 37 Partners are focussed on ensuring that the funding is able to improve care delivery systems in County Durham both now and in the future, with legacy of the funding in terms of long-term improvement and sustainability being key drivers.
- 38 Social Care and Health organisations will continue to roll-out and monitor the initiatives outlined in this report; while considering new proposals which meet the outcomes of the fund. Further positive work is ongoing with providers through the STPM project in particular.

Background papers

- None

Other useful documents

- None

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Appendix 1: Implications

Legal Implications

All new working methods and procurement activity linked to initiatives is considered by legal services, where required.

Finance

ACTIF funding is covered in the body of the report. Supporting the Provider Market (STPM) project is funded from ACTIF.

Consultation

Providers are being consulted with at relevant stages in the projects. Provider engagement is a key ongoing part of STPM work. Providers have helped to co-design some winter planning initiatives, drawing on their delivery expertise.

Equality and Diversity / Public Sector Equality Duty

None identified.

Human Rights

None identified.

Crime and Disorder

None identified.

Staffing

STPM staffing resource has been funded by ACTIF.

Accommodation

None identified.

Risk

None identified.

Procurement

Any project work which requires procurement will be carried out in accordance with the Council's contract procedure rules and utilising existing procurement arrangements, where available.