



Commissioning Strategy for Care Homes for Older People

Bridgend County Borough Council

Implementation Plan

2016-2019



1. Introduction

This implementation plan has been prepared by Bridgend 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			
Desired 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
Review existing Terms of Reference for Care Home Forums, in order to take a collaborative approach to developing the care home sector	<ul style="list-style-type: none"> • Engage with care home providers • Draft ToR • Agree ToR 	BCBC/ABMU/providers	
Progress opportunities to enhance integration with ABMU in the commissioning of long-term care services	<ul style="list-style-type: none"> • Task/finish group • Proposals to appropriate governance body 	BCBC/ABMU	

Strategic Area 2: Ensure quality

Desired Outcomes	<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. 		
Objective/Activity	Milestones	Responsible	Timescale
Review our approach to service user/carer feedback and incorporate within the RQF	<ul style="list-style-type: none"> • Research and consult • Agree service user/carer feedback tool 	BCBC/ABMU	
Consider opportunities to enhance integration with ABMU/CSSiW in addressing escalating concerns.	<ul style="list-style-type: none"> • Task/finish group • Proposals to appropriate governance body 	BCBC/ABMU/CSSiW	
Undertake a thematic review of escalating concerns to identify underlying issues	<ul style="list-style-type: none"> • Task finish group • Complete Review • Report to appropriate governance body 	BCBC/ABMU/CSSiW	
Develop a mechanism to ensure that verbal feedback and reports generated by Contract Monitoring Officers which identify areas of good practice are widely shared.	<ul style="list-style-type: none"> • Develop mechanism • Implement mechanism • Monitor mechanism 	Contract Monitoring Officers	February 2017

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

<p align="center">Outcomes</p>	<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 		
<p align="center">Objective/Activity</p>	<p align="center">Milestones</p>	<p align="center">Responsible</p>	<p align="center">Timescale</p>
<p>Enhance our approach to capacity planning to assess the future requirements for care home capacity and communicate this to care home providers</p>	<ul style="list-style-type: none"> • Engage partners • Identify key information set • Publish capacity requirements • Engagement event 	<p align="center">BCBC/ABMU</p>	
<p>Undertake local needs analysis and refresh and publish Market Position Statement for Care Home Services, both regionally and locally</p>	<ul style="list-style-type: none"> • Engage with providers • Draft MPS • Agree and publish • Engage with providers 	<p align="center">BCBC/ABMU</p>	
<p>Consider opportunities to enhance integration with ABMU in the commissioning of long-term care services</p>	<ul style="list-style-type: none"> • Task/finish group • Proposals to appropriate governance body 		

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>Consider and develop new approaches to meeting the needs of care home residents including identifying new roles for care home and community health and social care staff</p>	<ul style="list-style-type: none"> • Task/finish group • Proposals to appropriate governance body 	<p align="center">BCBC/ABMU</p>	
<p>Undertake a thematic review of escalating concerns to identify underlying issues (in particular those issues relating to workforce issues).</p>	<ul style="list-style-type: none"> • Task finish group • Complete Review • Report to appropriate governance body • Identify specific workforce initiatives. 	<p align="center">BCBC/ABMU</p>	
<p>Consider and develop a collaborative approach to workforce planning and joint recruitment initiatives</p>	<ul style="list-style-type: none"> • Facilitate open day event at Job Centres for Care Home staff (if it's evident that turnover of care home staff is high) 	<p align="center">BCBC/ABMU</p>	
<p>Identify any further collaborative training opportunities; involving SCDWP and ABMU</p>	<ul style="list-style-type: none"> • Analysis & research • Implement any recommendations 	<p align="center">BCBC/ABMU</p>	<p align="center">Ongoing</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>On-going review and implementation of the fee-setting rationale and process for care home providers</p>	<ul style="list-style-type: none"> • Currently in place 	<p>Pete Tyson (Acting Group Manager)/Arron Norman (Finance Manager)</p>	<p align="center">Annually</p>
<p>Finalise and distribute new Residential & Nursing home contracts, reviewed in-line with the SSWB (Wales) Act</p>	<ul style="list-style-type: none"> • Consultation with providers – Apr-June 2016 • Cabinet approval – Sept 2016 • Distribute to providers – October 2016 	<p>Pete Tyson (Acting Group Manager)</p>	<p align="center">N/A</p>

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

Outcomes	<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 		
Objective/Activity	Milestones	Responsible	Timescale
Consider the introduction of a named Nurse Assessor to all nursing homes	<ul style="list-style-type: none"> • Identify named nurse assessor • Work with care home forum to identify Nurse Assessor role description • Implement training 	ABMU	
Review care management arrangements within care homes in the light of the Flynn Report and the SSWBW Act	<ul style="list-style-type: none"> • Complete review • Present to appropriate governance body • Implement recommendations 	BCBC/ABMU	
Collaboratively produce new Residential & Nursing Care Home specifications and contracts and review as required, in line with contract timescales	<ul style="list-style-type: none"> • Contract Monitoring Officers are assigned specific care homes to monitor 	ABMU/BCBC	Annually

Undertake joint monitoring visits of Nursing Care homes within BCBC		BCBC/ABMU	
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