



ISLINGTON



North London Councils Adult Social Care Programme 2018/19

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SRO for NL Councils Adult Social Care Programme

During the first half of 2017, we came together as five Councils to explore how best to tackle shared challenges in adult social care and health, working closely with STP colleagues. Since July 2017 we have focused our efforts on a few areas which will have the highest impact.

JANUARY – JUNE 2017

Identifying shared challenges and agreeing areas for focus

Gathered five Councils, established joint working approach, funded development of areas of focus, landed more firmly in STP governance

Deliverables

- Held a series of workshops with Directors of Adult Social Services, Directors of Commissioning and Operations Directors to agree our approach
- Convened Directors of Children’s Services to scope focus on children and young people
- Convened Directors of Finance to understand finance profile across five Councils
- Ensured representation of from five Councils in STP workstreams where there was a clear health and social care interface:
 - Urgent and Emergency care
 - Care closer to home
 - Mental health
 - Digital
- Agreed core set of principles on which we would work as five Councils as part of the STP
 - Subsidiarity – respecting local democratic accountability
 - Local analysis – basing action on the needs of local people
 - Local engagement – involving local organisations in our work

JULY – DECEMBER 2017

Narrowing our focus and agreeing areas for joint action

Narrowed broad themes to specific interventions. Established programme to develop areas of focus, began business case development

Agreed on key areas for action:

Market management

- Increasing high quality nursing care provision
- Sharing quality assurance approaches
- Collaboration between CCGs and Councils on pricing of nursing care

Workforce

- Increasing number of high quality nurses into nursing homes via Capital Nurse projects
- Increasing high quality home carers via new career pathways and recruitment and retention approaches
- Ensuring training and development opportunities for social care staff via Community Education Provider Networks

Health and social care processes around the hospital

- Involving social care leads in approaches to discharging patients from hospital

Learning disabilities and mental health

- Ensuring sufficient, high quality accommodation/support is available across N. London

Impact – we have developed a strong presence in the STP, by attending key boards, mobilising our CEOs and Leaders, developing the programme itself and influencing the wider agenda

STP Governance

- Embedded Councils (primarily adult social care) in governance of the STP
 - Mike Cooke – SRO for LAs
 - Dawn Wakeling – SRO for ASC
 - Beverley Tarka – Lead DASS for UEC
 - Sean McLaughlin – Lead DASS for CC2H
 - Sarah McClinton – Lead DASS for MH
 - Charlotte Pomery – SRO for CYP, Council Lead for Digital
 - Jess McGregor/Matthew Kendall – Lead for Workforce
 - Richard Lewin – Lead on LD (via TCP)
- Supported CEO engagement via the Executive Leadership Summits
- Supported member engagement via Leader attendance at the STP Advisory Board, plus scrutiny via JHOSC

Adult social care programme

- Established programme focusing on a few high impact areas
- Recruited central team who developed evidence base, built relationships with NHS colleagues and other partners, clarified specific areas for focus
- Agreed to work as 5 boroughs on:
 - Markets – specifically nursing care
 - Workforce – home care and nursing roles
 - Health and social care processes – shaping social care role to support people in/out of hospital
 - Miscellaneous – shaping LD and MH agendas

Influencing and building relationships

- Developed our own Council relationships to enable us to both work together on the programme but also share intel and develop shared responses - e.g.
 - Capped Expenditure Process
 - ACS development
 - H&SC data procurement via Digital workstream
- Developed relationships with NHS colleagues to ensure local authority involvement in key areas of decision making, e.g.
 - CHC
 - MH forensics
 - Transforming care programme

Market management - we are focusing our attention on the nursing care market, adding capacity and increasing quality, whilst looking at the model of care we want. Underpinning this will be a new care home strategy developed by Councils, CCGs and the sector itself.

Nursing Home Provision

Quality Assurance

Pricing Collaboration

AIM

Increase the amount of high quality nursing provision in North London

To promote consistent quality improvement practice sub-regionally

Develop a shared pricing strategy for nursing care between CCGs and Councils

OUTCOME

- Better health and care for older adults in their own home
- Increased number of nursing care options for commissioners in North London

- Higher quality provision
- Improved quality of service provided (e.g. via shared embargoes), better intelligence sharing between Councils and CCGs

- Clearer prices for nursing market
- Less competition for beds between CCGs and Councils.
- Potential savings to Councils and CCGs

2018/19 OUTPUT

- Q4 2017/18
- Engage with providers on nursing supply issue and options for sector development
 - Haringey led workshop on models of nursing care
- Q1/2 2018/19
- Develop care home strategy for NCL (identifying sub-regional supply gap and outlining preferred means of addressing this (e.g. re-designation, new supply etc.))
- Q3/4 2018/19
- Implementation

- Q4 2017/18
- Develop and establish shared quality standards
- Q1 2018/19
- Identify and agree scalable/achievable actions in quality improvement
 - Develop information sharing and coordinated provider failure approach for NCL

- Q4 2017/18
- complete data analysis of spend and fees across 5 boroughs and CCGs
 - Engage providers on the prospect of a shared pricing approach and to inform methodology
- Q1/2 2018/19
- Develop options appraisal and agree between ASC Programme and CCG SMT on preferred option
- Q3/4 2018/19
- Implementation

Workforce - our goal is to support providers to increase capacity and quality in key roles such as nursing and home care through improvements to recruitment, development and retention approaches and to build a joined up and sustainable approach to workforce challenges in NL.

	Profile	Capacity	Quality	Sustainable infrastructure
AIM	Raise the profile & prestige of roles & careers in care	The sector increases capacity by adjusting their recruitment & retention practices	The workforce has the skills needed to help residents live well at home and prevent unnecessary admissions	Social care agenda integrated into STP & local transformation infrastructure.
OUTCOME	Caring roles and careers are portrayed realistically & attract more recruits	Reduce turnover & improved stability in Homecare & Care Home workforce	Skilled workforce providing quality care, support & enablement to residents	H&SC workforce roles work across borough & organisations as BAU.
2018/19 OUTPUT	<ul style="list-style-type: none"> Engagement with schools and colleges & iCare Ambassador roles explored Non traditional sources of groups targeted for Homecare e.g. Men; older workers; semi retired; ex forces. Career pathways: overarching pathway for H&SC plus those for specific roles Training and development mapped to pathways The viability of a Proud to Care portal explored with care and training providers & options paper produced 	<ul style="list-style-type: none"> Homecare providers engaged and represented in current forums Engagement events e.g. with CPA & UK HCA 1:1 engagement with Homecare providers via the NL Homecare Project Lead Local needs and issues captured Recruitment & retention strategies that work to reduce turnover i.e. SfC "Secrets of Success" shared and adopted locally Providers using more apprenticeships and rotations through care settings Providers using Capital Nurse and Nursing qualification transfer initiatives 	<ul style="list-style-type: none"> Res. homes in Barnet & Enfield included in skills training to support timely discharge & avoid admissions Res. homes in Haringey included in Last Phase of Life project, part of UEC Inclusion of NL Care Homes in HEE funded "Learn and Earn" to agree career pathway; develop clinical skills Launch of Nurse Associate & Nurse Apprenticeships within Care Homes. An overarching system wide pathway i.e. Care at Home; CC2H; Acute & Res. The use of training passports explored 	<ul style="list-style-type: none"> Independent sector workforce challenges are represented at and integral to the agendas of: <ul style="list-style-type: none"> STP LWAB and Steering Group Care Close to Home workstream CEPN Transformation St'g Group Learn and Earn Task & Finish group Care Quality Forum Employment Strategy Group Across borough roles are established

Additional work– we have also explored other areas of work which will begin to mature in 2018/19 or will need more work on a 5-borough basis.

Health and Social Care Processes In/Out the Hospital

Learning disabilities

Mental health

AIM

Work with NHS colleagues to deliver consistent, high quality models of social care to support people leaving hospital and safely returning to their home

To develop suitable models of care for the 'at risk' cohort under the transforming care programme

Key issues:

- MH workstream – influencing the existing plan to be more strategic, longer-term and focus on new care models.
- Live issues – acting on risk areas such as MH Forensic

OUTCOME

People receive the health and social care support they need, when they need it to return home and receive support to reduce the risk of re-admission

Those on the 'at risk' register in North London have their needs met which reduces the risk of escalation of need and promotes their independence

2018/19
OUTPUT

- Establishing local authority Ops leads working group to agree shared approaches to
- Shifting the UEC programme to focus on the development of longer-term, year-round system resilience utilising health and social care capacity to the best outcome for the person

- Analysis of needs of children and adults classed as 'at risk' under the transforming care programme
- Scope of options pan-North London to provide support needed to promote independence and prevent escalation of need
- Ensure greater visibility of TCP in the STP MH workstream

Governance - for 2018/19, we will continue to govern our work via the ASC programme group, with decisions taken locally within each borough when needed. We can then continue to represent Councils views in STP governance and ensure Councils can input and shape the agenda.

Adult social care programme group
DASSs
Commissioners
Programme Team

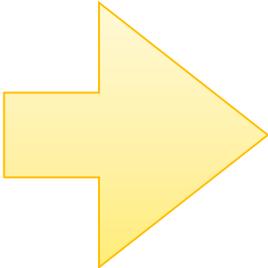
Market Mgt
Bindi Nagra and Sam Jacobson

Workforce
Jess McGregor and Anne-Marie Gray

Ops
John Everson and Dale Phillipson

MH
Sarah McClinton and Sanjay Mackintosh

LD
Richard Lewin and Sanjay Mackintosh



Borough-level agreement

STP Programme Board
Mike Cooke
Sanjay Mackintosh
Dawn Wakeling

UEC
Beverley Tarka and Sanjay Mackintosh

CC2H
John Everson and Richard Lewin

Workforce
Jess McGregor and Matthew Kendall

Mental Health
Sarah McClinton

Digital
Charlotte Pomery and Ed Garcez

CYP
Charlotte Pomery