

REPORT TO: Health and Wellbeing Board

Date of Meeting: 27 September 2016

Report of: Sue Redmond, Interim Director of Adult Social Care, Cheshire East Council
Sally Rogers, Executive Nurse and Director of Quality, East Cheshire CCG
Judith Thorley, Chief Nurse and Director of Quality & Safeguarding (NHS
South Cheshire and NHS Vale Royal CCG's)

Subject/Title: The Future of Community Bed-Based Care for Older People in Cheshire East

1. Report Summary

1.1 This is a short update report to the Board on action taken to accelerate alignment of commissioning and operational plans to meet future demand for community bed-based care for older people in Cheshire East.

2. Recommendations

2.1 To note the content of the report and to support action to deliver a shared vision of the future of bed-based care for older people in Cheshire East and the alignment of individual agency plans.

3. Reasons for Recommendations

3.1 Joint action is required to address the challenge of a forecast growth of 57% in the total number of people living in long term residential and nursing homes in Cheshire East over the next 14 years.

4. Impact on Health and Wellbeing Strategy Priorities

4.1 In September 2015 the Health and Wellbeing Board received a report *Ensuring and Improving quality and choice in residential and nursing home provision, 15 Sep 2015* and supported the proposal for work to review residential and nursing home provision in Cheshire East with the following objectives:

- To assure delivery of high quality, effective services, led by demand, needs and the desired outcomes of the people of Cheshire East.
- To align existing single agency plans, reducing duplication, providing a clear vision for the future of care home provision.
- To improve the robustness of contracts, setting clear expectations for continuous improvement of quality and safety, enabling partners to jointly hold Providers to account.
- To enhance the joint scrutiny of providers and action plans

4.2 The report identified the need for joint action to address the challenge of a forecast growth of 57% in the total number of people living in long term residential and nursing homes in Cheshire East over the next 14 years. The report recommended that a task and finish group address this systemic challenge and a number of other commissioning and operational challenges amongst which: delays in transfer of care from acute and intermediate care beds; the rising cost of bed-based care; and difficulty in finding some services at sustainable cost were most pressing.

5. Progress

5.1 Transformation

Since September 2015 transformation initiatives under the Caring Together (East) and Connecting Care (South) programmes have begun to address the most pressing operational challenges including:

- joint action to address Delayed Transfers of Care (DTOCs)
- winter plans to increase the capacity of the system to respond to the high demand on the health service in winter
- work underway to re-model urgent care and reduce the conveyance to Emergency Departments and admissions to hospital

5.2 Quality Assurance

The monitoring and quality assurance of care homes in Cheshire East continues, led by Adult Social Care, Cheshire East Council and supported by input from NHS East Cheshire Clinical Commissioning Group (ECCCG) and NHS South Cheshire Clinical Commissioning Group (SCCCG).

5.3 Care Home Quality and Patient Safety Events

Care home quality and patient safety events have also been held for providers to support quality improvement in specific areas such as tissue viability and the prevention of pressure ulcers. This has been further supported by the development of a care home news letter.

5.4 Commissioning Safeguarding Standards

We have also worked in partnership to set Commissioning Safeguarding Standards for children and adults at risk across all commissioned services which will form part of the contract and performance management of the services we commission.

5.5 My Home Life

More recently we have commissioned My Home Life to further promote quality in Cheshire East Care Homes. My Home Life is a UK-wide initiative, led by City University London in partnership with Age UK that promotes quality of life

and delivers positive change in care homes for older people. It is based on a vision for best practice that is evidence-based and relationship-centred. Three strands of activity are proposed. Full details are attached at Appendix 1.

- Leadership support to care home managers in Cheshire East
- Integration – whole systems support
- Community engagement

However, a shared vision of the future of bed-based care for older people in Cheshire East and the alignment of individual agency plans around that element has not yet been achieved.

5.6 Action to accelerate the alignment of plans

In August 2016, commissioning leads from the partner organisations identified the main obstacles to progress and agreed action to accelerate work to align plans and deliver:

- more robust information on the current use of community bed-based care and placement activity
- agreement on an appropriate and sustainable mix of bed-based provision to meet the needs of older people over the next 3-5 years
- an estimate of the overall systemic cost of meeting forecast demand and agreement on how the overall cost can best be apportioned and managed
- commissioning and operational plans to deliver care to meet forecast demand.

Work has already started and following a Commissioners Workshop in October and Director-level review in November a report will be brought to the December meeting of this Board defining the joint project implementation document for a bed-based care work stream. The full project brief can be found in Appendix 2.

This project will inform work to align and integrate care and service pathways under the Caring Together (East) and Connecting Care (South) programmes.

6. Access to information

The background papers relating to this report can be inspected by contacting the report writer:

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