

Appendix 2

Project : The Future of Community Bed-Based Care for Older People in Cheshire East

1. Lead Organisation : Cheshire East Council

SRO: Sue Redmond, Interim Director Adult Social Care.

2. Partner Organisations :

Cheshire East Council

South Cheshire Clinical Commissioning Group

Eastern Cheshire Clinical Commissioning Group

Mid Cheshire Hospitals NHS Foundation Trust

East Cheshire NHS Trust

Cheshire and Wirral Partnership NHS Foundation Trust

3. Project Aim

- 3.1 To improve the use of community bed-based care for older people in Cheshire East, address delayed transfers of care, and reduce overall system costs.

4. Strategic Priorities Addressed

- 4.1 Sustainability and transformation
- 4.2 Market shaping and management

5. Scope

- 5.1 All partner organisation activity and expenditure related to community bed-based services for people aged 65+

6. Objectives

6.1 The project objectives are to :

- Deliver commissioning analysis on the current use of community bed-based care - activity/service type/location/cost
- Forecast three year demand for bed-based care and the financial implications of meeting the forecast demand.
- Document the current commissioning and operational challenges including availability; effectiveness; financial; quality.
- Recommend priorities for short term (3-12 month) and medium term (1-3 year) action to address the financial, commissioning, and operational challenges of delivering effective and sustainable community bed-based care for older people in Cheshire East.
- Agree the action plan for implementation.

7. Context

7.1 In September 2015 the project partners agreed to accelerate work to improve the commissioning of community bed-based care and assure an adequate supply of quality services at sustainable cost (*Report to Health and Wellbeing Board; Ensuring and Improving quality and choice in residential and nursing home provision, 15 Sep 2015*).

7.2 This agreement was driven by concern about a growth forecast of 57% in the total number of people living in long term residential and nursing homes in Cheshire East over the next 14 years and three current operational challenges:

- Delays in transfer of care from acute and intermediate care beds
- The rising cost of bed-based care
- Difficulty in finding some services at sustainable cost e.g support for people with dementia requiring specialist nursing care

7.3 A number of transformation project initiatives have begun to address some of these operational challenges. However, partners now require:

- 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.

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

8. Approach

- 8.1 Project Leads will be asked to provide activity information (and any recent analysis) on the community bed-based care commissioned and paid for by their organisation. This information will be combined with wider care market information as the background to a briefing/interview to understand how the partner organisation currently uses community bed-based care and the commissioning, operational, and financial challenges they face.
- 8.2 The briefing provides an opportunity for Project Leads to share their organisation's perspective on the wider systemic challenges and opportunities in meeting future demand for health and care services for older people in Cheshire East.
- 8.3 Local activity data and contextual information will be compared with regional and national performance and best practice to produce a *Commissioning Insight Analysis*. The analysis and findings will be validated and developed at a commissioners workshop.
- 8.4 Draft findings will be presented for review by the responsible Director-level representative of each partner organisation.
- 8.5 The action plan for the final report will be agreed at a working meeting of commissioners.
- 8.6 The final report will form the project implementation document for a bed-based care work stream under the overall Caring Together (East) and Connecting Care (South) programmes.

9. Deliverables

- 9.1 *Commissioning Insight Analysis & Recommendations* (initial findings & final report)
- bed numbers, location, service/therapy types, use of beds, cost
 - commissioning & operational challenges : placement practice; admission avoidance; delayed transfers of care; hard to find placements and services/therapies; response times, utilisation, turnover and capacity

blocking, quality and safeguarding, management and communication, policy (including changes to national policy & care act) and practice.

- forecast of future demand and the cost implications
- recommendations for short (in-year) to medium term (3-5 year) commissioning action to manage demand, and assure an adequate supply of bed based care at optimal systemic cost.

9.2 *Commissioners Workshop* - early mid-October

10. Timeline

High Level - Aug - Dec 2016 *detailed project timeline will be agreed with project leads*

August

High level requirement & engagement of external resource (complete).

September

Sign-off Project Brief (this document).

Contact project leads (email & phone) : answer clarifications on project brief; issue data request; poll for commissioning workshop & commissioners action planning.

Data gather.

Desk based review of available activity information (unique service episodes: name of home/establishment; post code; type of service; start date, end date, gross cost) and analysis of the use of nursing, intermediate care, and residential bed-based care by commissioner (partner organisation).

Individual briefing meetings with project leads to understand the commissioning, financial, and operational context and challenges for each partner (face to face meeting).

Data clarifications & queries (email).

Develop commissioning insight material for commissioners workshop.

October

Commissioners Workshop (half-day working session to test and validate commissioning insights).

Refine and develop analysis.

November

Director's review - individual briefing meetings with Directors to present commissioning insight and draft recommendations.

Draft report.

December

Commissioners Action Planning - two hour working session final review of draft report and agree action plan.

Final report - Commissioning Insight Analysis & Recommendations : The Future of Community Bed-Based Care for Older People in Cheshire East

11. Resource Implications

External expert commissioning resource **40 days** (Aug-Dec by month 5-10-10-10-5)

Estimates per partner organisation:

Project Lead/Commissioning Resource **4 days** (data gather & response 2 days - interview/commissioners workshop/action plan 2 days)

Director-level representative **2 hours**