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# Catalyst for Change - Developing a collaborative approach to working with providers

Carol Tozer – Director of Adult Social Services

Laura Gaudion – Strategic Commissioning Manager

Ian Bennett – Commissioning Officer (Provider Lead)

# Market Context – Care Closer to Home

Our Vision

To help people to maintain or improve their wellbeing and to live as independently as possible.

What Do Islanders Need and Want?

I want information and advice to help me support myself.

I want skilled advice to plan my care and support.

I can plan ahead and stay in control at times of crisis.

My care and support is delivered by competent people.

Our 3 Core Delivery Areas

Promote Wellbeing

Improve Wellbeing

Protect Wellbeing

Evaluation, Performance Management and Use of Evidence

Our 4 Enabling Programmes

Competent, Confident, Critical Thinking Staff

Commissioning for Value and Impact

Personalised Care and Professional Practice

Partnerships and Integration

# Experts by Experience

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- Quality Framework includes Healthwatch Isle of Wight Experts by Experience
  - *Find, highlight and share examples of good practice and identify areas for improvement*
- Included in upcoming development of Residential Home Specification
  - *Healthwatch*
  - *Dementia Awareness Partnership*
  - *Carers IOW*

# Quality Provision for those we serve

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- Undertook independent analysis of all recent CQC reports of all registered providers on the Island.
- Used the results to work with outstanding and good providers to co-design a 10 day programme for registered managers.
- Using iBCF funding to deliver 'free' leadership training for all registered managers.
- Delivery of the 5 day's of classroom learning and 3 months of bespoke 'on site' support is being delivered by a local provider who is rated 'outstanding' by the CQC

# Work to Raise Standards

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Using the Improved Better Care Fund 2017/2018 the council is effecting a quality improvement initiative. The initiative will:

- Improve quality across all market sectors
- Increase the learning and development offer available to providers
- Increase commissioning capacity and capability
- Positively engaging local providers to moving forward together in delivering new models of care
- Improve engagement between the council and local providers
- Build strong and sustainable relationships between commissioners and providers
- Assist local providers to improve quality, leadership and safety by providing free training and leadership development opportunities.

Providers have been engaged in the development of the initiative and in many areas delivery is being sector led.

# The Raising Standards Initiative

- Up to September 22 Care Homes have undertaken the training.
- 10 were rated RI or Inadequate
  - *4 have been re-inspected with 50% moving to Good*
  - *1 home moved from Good to RI*

## Training Provided:

- Developing and maintaining a positive and open culture – Culture & Change
- HR - Recruitment, Employment, Training & Supervision
- What Makes a Good Leader?
- Communication - Listening and Learning
- Building a Quality Improvements Programme for your Organisation
- Developing and Supporting Mental Health
- System Resilience - Resilient Health & Care, Resilient Organisations
- Safeguarding Adults
- Involving Service Users and Using Feedback Effectively
- Next Steps - Action Plan, Action Learning and Q&A

# The Raising Standards Initiative



## Raising Standards Initiatives – the additional offer ...

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- Independent provider seconded to Commissioning Team
- Voluntary Sector commissioning lead
- Sector led safeguarding threshold workshops
- Sector led specialist dementia training – this has led to the formation of the local Dementia Awareness Partnership and ‘train the trainer’ style offer for all care providers across the Island.
- Specialist behaviour support training

# Independent Provider Commissioner

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- On a rolling basis second for a year someone from independent sector to work in the commissioning team.
- Is improving relationships.

## **Specific Projects**

- Leading on the transition from time and task based commissioning to outcomes
- Hospital-to-home project with the CCG & Trust particularly Trusted Assessor
- Developing and Chairing the Providers Forums
- Commissioner for the Raising Standards Training
- Development of the MPS
- Point of contact for providers in ASC to raise concerns and issues
- Piloting System One roll out to Care Homes
- Development and review of Res Home Contract spec & Care Banding

# Working with the Independent Sector

We have been engaging with independent providers in the domiciliary, residential and nursing sectors by hosting regular forums. The purpose of the forums is to share key messages and challenges to the system, and its partners as well as to share best practice. It has provided the opportunity to share with winter plans, challenges in relation to discharge and to seek providers involvement in identifying solutions.

Sector	Forum Dates	Attendees
Domiciliary Care	Meets quarterly	Providers who have 60% market share attend regularly
Residential Care	Meets quarterly	Providers who have 40% market share attend regular
Nursing Care	Meets quarterly	Providers who have 80% market share attend regularly

# ***Outcome focused domiciliary care on the Isle of Wight:***

*An outcome focused domiciliary care service on the Isle of Wight will build on the **strengths and resilience** of the person being supported whilst having a proper **respect for their wishes and aspirations**. The service is **personalised and will enable and empower** the person to **take responsibility** to be “as good as they can be”.*

# Market Shaping for Outcomes, a Test and Learn approach

- Based on a paper by Jane Townsend (CEO – Somerset Care) and John Bolton (visiting professor with IPC)
- Design the delivery of home support **to maximize a person's independence and reduce the risk of inadvertently creating dependency through the provision of services.**
- Meets the wishes of the people we serve within a context of diminishing resources.
- Improves **throughput & capacity** in the market.
- Save money through reducing/stopping care where appropriate

# Living well collaboration

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- Deliver a holistic Living Well assessment and **Voluntary Community Sector centred response** to ensure that people ineligible for adult social care funding are enabled to live well and independently
- Supporting people to remain independent and at home drawing on personal and community based assets to meet their needs
- **The emphasis will be on collaboration with VCS rather than statutory provision**

# Living well collaboration

This Scheme will result in a multi-skilled Living Well team within the VCS that will mean:

- People funding their own care feel they have direct support
- Demand on statutory organisations is more appropriate increasing workforce capacity (right person, right task)
- VCS organisations are better able to play an active role in a Health and Care system
- Improved and appropriate non-statutory safeguarding responses
- Carers feel more supported, reducing carer breakdown or crisis
- People feel less socially isolated
- People ineligible for ASC funding receive relevant and timely VCS support to help them live well and independently, provide care closer to home and help reduce delays in transfer of care back into the community
- People feel more confident that they can manage their own care
- Lower re-referral rates to ASC as people are supported to develop or regain, and sustain independence (we need to understand better why people are re-referred to know we can meet this outcome)

# Living well collaboration – Year On

- Living well has supported 1574 since its launch in November 2017
- Of people responding to feedback:
  - 76% reported increased confidence to live well
  - 74% more confident to manage own care
  - 74% of carers felt better supported whilst the cared for was in a hospital setting
  - 48% of people told us they would have gone to ASC/GP or Hospital if there was no living well support
  - 60% of onward referrals is in to the voluntary sector - (using the right person at the right time and diverting people away from statutory services where not necessary)
  - a further 20% of onward referrals are for privately funded support.
- Of the 1574 referrals to Living Well only 42 have been referred/referred back to ASC (2.7%)

“The emotional and practical support I have received from Living Well has been incredible. They have helped me to plan, remain independent and given me back my confidence..... I dread to think where I would be without them”

“I wanted to thank you, and express what I feel in this now moment ... Thank you for being here when we feel so lost . Thank you for your efforts and efficiency. Thank you to your organisation, for being here when our world is becoming so empty.”

“Thank you for all your kindness and help – it has helped myself and my husband to face the future knowing we have such wonderful support. Excellent service.”

“This service is wonderful! I have really felt it is a huge help during the difficult times visiting my dad. This time harder than the last. Having somewhere to come have a cuppa and free space is such a help. And the cover of parking expenses is helpful for not having another added worry.”

# The three questions ...

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- How can we systematise engaging users and carers (including residents of residential and nursing homes) in developing quality standards that are then applied locally
- How can independent providers be seen and used as experts by experience in commissioning services
- When a service is not rated as good or outstanding how can providers be enabled and encouraged to offer peer support