



TRAFFORD  
COUNCIL

# Trafford LA and GM IC Trafford Partnership Work

---

Audience: Scrutiny Board, 1<sup>st</sup> March 2023

Authors: Jo O'Donoghue, Head of Service All Age Commissioning and Alex Cotton, Acting Head of Community Transformation Trafford

# Introduction

The purpose of this slide deck is to provide Trafford Health Scrutiny with some recent examples of Joint Partnership working across Trafford Local Authority and Greater Manchester Integrated Care Trafford.



# Trafford Market Management – Quality Assurance

Trafford Council and GM IC Trafford have a long standing partnership to ensure that Trafford meet their Care Act responsibilities to provide safe, high quality of care and support services with a choice of suppliers, who can meet the need and demand to provide options for our residents.

We work jointly to shape the market and develop services to support sustainability, quality and outcomes preventing and reducing the need to access care and support, or hospital admission, development of joint strategies and understanding lessons learnt

## Examples/Outcomes:

- Joint Quality Assurance Programme; working together to support best practice, identify thematic risk, addressing and mitigating this risk and providing enhanced support where necessary.
- Trafford Quality Assurance Programme “Trafford I-Tool” a measure of compliance and early indicator of performance and risk.
- Joint Improvement Plans
- Implemented Provider Concerns to capture all low level intelligence across health and social care, enabling analysis of any thematic risks to be addressed quickly and efficiently.
- Shared decision making re suspension of care providers and improvement planning in partnership with care market
- Year on year CQC ratings are improving across our services in Trafford, even through the pandemic
- Governance of this process sits within the Joint Quality Assurance Board.
- Due to increasing complexity of individuals and needs, we will continue to review the existing recourse in order to meet the need. Currently there is a very limited resource, but we are likely to require an enhanced offer around clinical requirements in line with GM quality work programme /changes .

# Trafford Care Home Market – Meds Optimisation

Trafford Medicines optimisation looks at the value which medicines deliver for our older people's care homes, making sure they are clinically-effective and cost-effective.

Ensuring people get the right choice of medicines, at the right time, and are engaged in the process by their clinical team.

Ensuring people get the right choice of medicines, at the right time, and are engaged in the process by their clinical team.

## Examples/Outcomes:

- The work has been undertaken as part of the Quality Assurance programme identifying the areas of improvement required and discussions commence with the Medications Optimisation Team as to how this is supported, feeding into the QA programme and other improvement plans.
- The offer provide assurances for our Older People's services which includes our Discharge 2 Assess beds. The service were not originally funded to cover LD and MH Services. If this is decided to be a requirement moving forward, further discussions are necessary with GM IC colleagues as to funding this offer and extending their remit.
- Timely management of issues presenting improving the service Trafford residents are receiving in the care home, reducing unnecessary prescribing to them and looking at alternatives.
- Joint Improvement Plans –supporting care providers to address areas fo concern and improve quality
- Shared decision making re suspensions and joint work with CQC
- Timely management of issues presenting improving the service Trafford residents are receiving in the care home, reducing unnecessary prescribing to them and looking at alternatives.
- Governance to this process sits within the Joint Quality Assurance Board

# Trafford Home Care Market - Discharge to Assess/Specialist Units

The D2A modelling work continues and Health and Social Care leads work jointly to review and develop Trafford's D2A offer and future need.

Reviewing utilisation of previous and current D2A stock, including block and spot arrangements.

Understanding the resource requirements with a reduced or increased offer and aligning a robust health model to support the future D2A offer and the care homes.

Identifying the financial risks, system risks and market risks.

Exploring void management mechanisms such as retainer rates to reduce the financial impact on stakeholders with the unexpected outbreak management, planned suspensions and general ability to accept individuals based on need. Developing specialist units for complex requirements.

Examples/Outcomes:

- Capacity and demand forecasting
- Planned joint procurement of provision
- Development and implementation of medical support for people using these D2A beds
- The work undertaken as part of the Quality Assurance programme identifies the areas of improvement required and discussions commence with the Commissioning colleagues as to how this is supported, feeding into the QA programme and often improvement plans.
- Development of assessment processes to support timely support to ensure people return home as soon as possible
- Joint Improvement Plans developed around reducing falls, improving nutrition and hydration ,reducing pressure areas etc.
- Development of therapy input to the D2A beds.
- Shared decision making re suspensions and improvement plans
- Joint work with hospital sites, care providers ,commissioning, mental health services and primary care
- Governance to this process sits within the Joint Quality Assurance Board

# Trafford Home Care Market – D2A General Practice Support

Move away from one GP Practice alignment to one provider of D2A beds model due to operational and capacity challenges this presented to General Practice

One GP Provider model commissioned, resulting in dedicated service to support residents in block and spot D2A beds and the specialist challenging behaviour unit.

Model of support includes but not limited to:

- Temporary Registration of all patients
- Ward Rounds each week.
- Repeat and new prescriptions

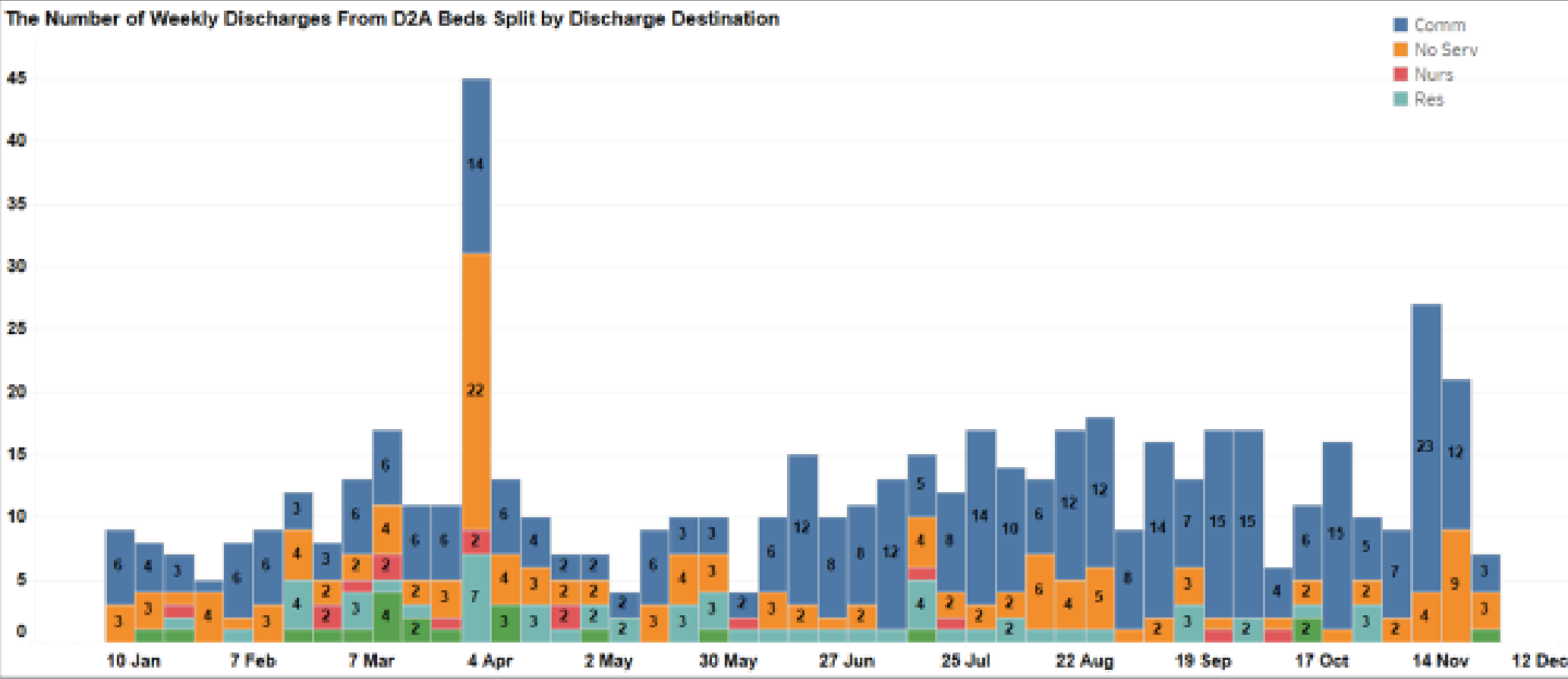
Examples/Outcomes:

- The One GP Provider provides a consistent model of support to residents in D2A beds and the Care Home Providers.
- Supports safer discharges from hospital, proactive care, supporting residents to get the medical care needed by working closely with the wider MDT team and being a single point of contact for primary medical care.
- Supports residents health needs during period of assessment in a D2A bed or for the duration of their placement in the Specialist Complex Behaviour Unit.
- Working in partnership with Urgent Care Control Room , Care Homes and Trafford system.
- Increase in clinical safety and reduction in medicines issues and a reduction in readmissions to hospital.
- Supports system learning and understanding of increased needs and themes around improving the experience of care

# Trafford Home Care Market – Resident Outcomes from D2A beds

## Clients Discharged from D2A Beds

Overall Proportion of Discharge Destination					Overall Home
Comm	No Serv	Nurs	Res	RIP	
59.72%	23.92%	2.75%	9.98%	3.61%	83.65%



# Trafford Home Care Market – Enhanced Health in Care Homes Programme

NHS England have an ambition to strengthen support for people who live and work in and around care homes. People living in care homes should expect the same level of support as if they were living in their own homes, this can only be achieved by collaborative working between Health, Social Care, Voluntary sector and Care Home Partners.

As such Trafford developed a Multi-Disciplinary Team to work together to improve the health of our residents and work together to plan proactive and personalised care. The programme continues in Trafford. This programme was a vital resource in response to the Pandemic and now forms part of care across the Borough .

## Examples/Outcomes:

Developing vaccination programmes across care homes, identifying low uptake and necessary response. Working together to manage the mandatory vaccination fall out.

Roll out of the Safe Steps Programme into care homes to reduce falls and improve real time physiological recording of residents in care homes.

With the additional social care funding to reduce admission from hospital and increase discharges Trafford Local Authority and Greater Manchester Integrated Care Trafford were able to develop a training offer for all our care providers, including primary care. Supporting reduced issues around infection control, covid and flu management ,medication errors, hydration and nutrition ,end of life care and support, reducing falls etc.

Distribution of medical equipment across care homes, pulse oximeters, I pads for virtual MDTs.

Development and implementation of weekly ward rounds and virtual MDTs for residents.

Shared infection control challenges and barriers.

Primary care challenges and solution finding.

NHS mail roll out.

Digital Data Protection and security Toolkit Programme.



# Trafford Care Home Market – Increased Capacity

Trafford's Geographical /neighbourhood based home care contracts has been a huge success.

We have 4 tier 1 providers supporting each of the 4 locations Central, North West, and South 3 covering borough wide and additional 6 tier 2 provider to support with additional demand.

The contract offers end to end cover from Stabilise and make safe ( SAMS/reablement ) through to Home Care for continuity and stability.

Capacity is fluid across the borough we are not experiencing any challenges in any of the geographical locations. This is mainly because providers have their own footprint and are not navigation across the borough waiting valuable time

## Examples/Outcomes:

Attendance at the Health & Social care daily sessions to review everyone who needs to leave hospital, ensuring a personalise and timely plan .

Example, identified at the joint meetings that delayed telecare installations were impacting on the discharge figures for pathway 1 referrals from Wythenshawe.

Introduction of 10 temporary telecare kits to support appropriate discharges for pathway 1 ( home with support ) referrals from Wythenshawe.

Kits are provided by Trustcare and delivered /installed by Red Cross

Kits are being managed by the Control Room to ensure recycling.

Identified the challenge for support in the Old Trafford location due to cultural challenges and close knit communities. Identified 1 lead provider based in Old Trafford (Star Home Care) who was able to recruit from the community however the challenge was they were all none drivers. Working in partnership referrals i/visits have been coordinated n the relevant postcodes ensuring we maximise all available capacity and retain and develop the workforce whilst offering continuity in that locality. The initiative also provided employment.

Identified the lack of services in the far to reach South of the borough and work with a provider (Cherish) to fund a mini bus to develop a none driving workforce supporting all packages in that postcode. Delivery increasing from 150 hours a week to a steady 400 + and has maintained.

# Trafford Home Care Market – Comparisons

## 2019 Framework Providers:

29 Home Care providers all contracted to cover services borough wide.

## 2023 Framework Providers:

29 Home Care providers across all neighbourhood areas

4 in Central

4 in North

4 in West

4 in South

3 Borough Wide

6 Tier 2 Providers managed by Trafford Control Room for additional capacity

CQC Rating	January 2023
Good	21
Inadequate	0
Requires Improvement	4
No Rating	1

# Trafford Home Care Market – Market Stability

## What are we doing to support providers to maintain/increase capacity?

Regular meetings with hospitals colleagues to highlight delays and support discharges. Commissioners have their own portfolio of 4 providers allowing them to develop a good understanding and knowledge of capacity and new recruits.

Daily provider calls to identify all available capacity and bespoke CSO support to guarantee awarding locality packages to appropriate providers  
Manipulating/suspending brokerage to support most urgent requirements for care if required.  
Local targeted recruitment events planned.

## What are we doing to support market stability?

The Commissioning team are offering bespoke support to providers who are struggling the most with regard to capacity, so as not to destabilise the market and support the growth and new recruits.

CSO's have re-instated the I-Tool focusing on providers that are RI or not yet had a CQC inspection.

Traffic light system can be implemented with oversight from commissioning team and sign off from Council senior management if providers inform us of workforce shortages due to high levels of sickness (COVID).

We are working with new providers to explore opportunities.

We are accessing Winter Funds to develop and test innovative ideas to support discharge and outcomes.

Trafford LA and GM IC Trafford are exploring opportunities with Home Care Providers to scope out the ability for providers to become Trusted Assessors and what opportunities there are to support with low level therapy needs to expediate efficient and safe discharges.

# Interdependencies/Enablers

As social care is a significant and important part of local authority spending, central government issued a series of additional funding to meet local needs. This has enabled and continues to enable the innovative partnership working undertaken.



Local Authority and GM IC worked together to plan how we spend this money locally, as well as conditions governing its use and support residents to receive care in the best place .

Examples:

- Infection Control Grants
- Better Care Funding
- Fighting Fund
- Winter Grants
- Improving Lives Everyday Project
- Enhanced Health in Care Homes Programme
- Resilience Discharge Programme