

Cllr Vic Pritchard, Cabinet Member for Adult Social Care & Health Key Issues Briefing Note

Health & Wellbeing Select Committee September 2017

1. Community Services : Virgin Care Update

Introduction

The contract management structure is now in place and fully mobilised for the Prime Contract. CCG, Council and Virgin Care contract escalation procedures also documented and agreed.

There has been some impact on service performance, arising from the recent issues with IT associated with the implementation of the new Virgin network and Virtual Desktop Implementation as outlined in the 100 Day Report. Commissioners continue to closely monitor key operational performance and we are beginning to see a general reduction in issues around IT and a return to an expected level of enquiries around Staff Pay.

Workforce

Virgin Care recognise that recent operational issues have had in some cases a significant impact on staff and the Senior Management Teams are ensuring staff are adequately supported and fully equipped to undertake their roles.

The appointment of the Virgin Care Bath and North East Somerset Managing Director post has now been appointed to and will take up post in early November 2017.

Work is also underway to finalise arrangements for CCG and Council Commissioning Resource in relation to sub-contracted services that will transfer to Virgin Care on 1st April 2018.

Statutory Services Performance

Adult Social Care

Virgin Care inherited poor performance in adult services social care key performance targets and this reduced further in the first few months of the year. Virgin Care has confirmed that this is due to process issues, the impact of induction, vacancies, and IT issues. Virgin Care has strengthened social care leadership and developed a detailed social care action plan which includes plans for a brokerage team, a review of all processes in social care and long term improvements in practice. Successful active recruitment has taken place across the teams with seven of the nine vacancies recruited too. August data shows improvement in performance which is in line with the trajectory required. The Council is closely monitoring the service and working in partnership to support practice improvement.

Continuing Healthcare

A comprehensive review of processes within CHC has taken place led by the Interim Virgin Care Managing Director for B&NES. This has resulted in a detailed recovery plan and the establishment of a joint working group with the CCG to address outstanding issues and agree the timeframes for referrals, assessments and reviews across all CHC functions and pathways.

Children's Services

Service performance across the range of public health and community child health services provided by Virgin Care is on target. The service review in relation to Paediatric Audiology and the Child Protection on-call arrangements continue to be jointly led by Virgin Care and B&NES commissioners. B&NES Children's commissioners are meeting with Virgin Care to review Key Performance Indicators in the service specifications. Virgin Care has completed an internal management review across Children and Young People's Workforce, across B&NES and Wiltshire. This was an internal consultation but Virgin Care did share the proposal with children's commissioners across B&NES and Wiltshire at the appropriate time. Commissioners did provide formal feedback on the proposals and were assured that there is a clear focus on the different service provision across the 2 localities.

Transformation

Transformation plans are progressing and all required contractual milestones for Quarter 1 have been met by Virgin Care.

Integrated Care Record

Details regarding key stakeholders and systems to be integrated have been submitted to Commissioners along with a proposed implementation plan. A joint working group consisting of Council, CCG and Virgin representatives will be mobilised in October to further facilitate delivery of this priority.

Care Co-Ordination

A phased plan for the provision of Care Coordination has been made available to Commissioners. Options for locations of Care Coordination Centre(s) are currently being considered. A joint working group will be mobilised in October to further facilitate delivery of this priority. A joint working group will also be mobilised in October to further facilitate delivery of this priority.

Valuing the Workforce

1300 staff attended 16 welcome events in April and May 2017; this gave colleagues the opportunity to say what they thought worked well, what didn't work so well and where there were areas for improvement within the services and their working environment. This data has been used to inform transformation priorities. Whilst the Quarter 1 milestone has been met, work remains to ensure staff current mood and feelings are fully acknowledged and acted upon. A staff survey will be carried out in Quarter 2.

Considering the Whole Person

Virgin Care launched the Citizens Panel in Quarter 1 against a Quarter 2 deadline, the panel aims to be representative, and open to all and focuses on the views of local people, and seeks views, insight and involvement in local health and care services. There are currently 28 members recruited to the Panel and Virgin Care will seek to ensure that year-on-year the number of members increases. The Virgin Care draft Engagement Strategy has also been shared with Commissioners and Community Champions. The launch of the Carers club will take place in Quarter 2.

Work has also commenced in developing a framework by Quarter 4 that delivers a comprehensive assessment that will enable the production of a holistic care and support plan, specific to the individual and based around their personal goals.

Service Reviews and Redesigns

Homefirst

A draft Standard Operating Procedure for Homefirst has been developed by Virgin care and a single point of referral from the RUH went live in early July. The project team meets weekly with system partners to strengthen relationships and collaborate to improve efficiency. Appropriate referrals are being received and accepted although numbers remain low and Virgin Care is working closely with the RUH to encourage wards to refer.

Reablement

Virgin Care's national service design team have been reviewing the data that was received about reablement prior to the transfer of services from Sirona as well as spending time with the reablement services to start to map their processes. A launch review was held in August.

Mental Health

Joint working with commissioners and teams is progressing well and the Mental Health Review team are working through their engagement plan to gather feedback from relevant stakeholders and Community Champions to inform the review. Internally within Virgin Care, a launch has been held to scope joint working across health improvement, mental health and the wellbeing college.

Other Services

There is also specific focus on the following services in 17/18;

- Adults Community Nursing
- End of Life Care
- Medicines Optimisation
- Community Hospitals
- MSK
- Children's Audiology Service
- Children's Speech and Language Service
- Children's Community Nursing and Psychology Service
- Looked After Children's Service
- Public Health Nursing

2. Red Bag Initiative with local care homes

Bright red bags help ease the journey from care home to hospital, and back again

Ten care homes in Bath and North East Somerset (B&NES) are piloting a new initiative whereby residents who need to visit hospital are accompanied by a distinctive red bag, which contains all relevant medical information as well as their personal belongings.

The red bags will stay with the patient for the duration of a hospital visit and contain specific admission and discharge checklists for medical staff to fill out. These lists will help ensure that every member of the medical team receives exactly the same information, and nothing gets misplaced or miscommunicated on the way in or out of hospital.

The idea behind the red bag is so simple yet has the potential to be so powerful for care home residents who need to visit hospital and could be seen by a number of staff over a period of days.

“Having all of the relevant information about a patient in one stand-out place will help staff make the best decisions for that patient, and equally, their care home will be able to continue doing so once the patient has returned,” said Caroline Holmes, Bath & North East Somerset Council and Clinical Commissioning Group Senior Commissioning Manager for Better Care.

The initiative is being introduced jointly by the CCG and Bath & North East Somerset Council into initially five nursing and five residential care homes in B&NES. It was first launched in 2016 by Sutton Clinical Commissioning Group and the design of the B&NES pilot has had important input from hospital matrons and palliative care nurses at the Royal United Hospitals Bath NHS Foundation Trust.

The sorts of information contained in the bag will include a general medical history – including any pre-existing medical conditions and medication the person is taking – as well as details of the immediate health concern.

“The most important thing is that patients have the best experience and receive the best care possible, and a lot of that is down to effective communication between each member of staff looking after them,” said Maria Kelly-Fursdon, Manager of Newbridge Towers Residential Care Home in Bath.

Efficient communication helps build good working relationships and working practices between the care home and hospitals, which ensures that a resident’s hospital admission and discharge is also efficient.

The pilot launches in September 2017 and will be reviewed after six months to evaluate how it is working and decide whether the red bags will be introduced into all care homes in B&NES.