



# **LCR ASC INTEGRATED COMMISSIONING**

## **PRIORITY 4**

# **DEMAND MANAGEMENT / INTEGRATION OVERVIEW OF PROGRESS**

## Priority 4 – Demand Management / Integration

Full service integration will be supported by clear governance and pooled budget arrangements

<b>WHY?</b>	<b>WHY?</b>
To support the region to manage demand from year on year increases in older persons population and growth in younger adults with complex needs	To support the region to manage increasing demand across the health and care system; and in particular to reduce demand on acute services
<b>How?</b>	<b>How?</b>
Review strength based approaches	Use the High Impact Change Model to conduct a desk top review and peer challenge of systems and processes that support hospital discharge
Support development of strength based assessment services	
Supporting personalisation through development of resource allocation system	
<b>Impact to date?</b>	<b>Impact to date?</b>
All areas have seen a significant reduction in the number of people approaching the council for support (detailed in P4 Performance data report)n	LCR now has the lowest volume of Delayed transfers of Care (DToCs) in the North West (61.8 per 100,000).  However, as a health and care system, we have the highest level of DToCs in the NW.  The two areas in LCR with low system wide DToC rates are St Helens and Wirral.

### **A single Assessment & Care Pathway**

In April 2017, to support personalisation and strength based assessment, In Control, was commissioned to deliver an initial **Culture Change Programme** for operational staff from Knowsley, Liverpool and Sefton (the Tripartite); in addition, officers from the three local authorities worked together on the development of a **Resource Allocation System (RAS)**. Following a period of testing, the new system has now been implemented in Knowsley.

### **Delayed Transfer of Care (DToC)**

In April 2018, work was undertaken to support LCR with reducing the pressures on health in particular Delayed Transfers of Care (DToC). Using the DoH High Impact Change Model as a framework for evaluation, the six LAs came together in a series of workshops and peer challenge sessions to share good practice and to identify actions that could be taken over the next 12 months to improve the regions performance. The collated information formed the basis of an on line resource and information pack.

A report and action plan on findings was presented to the Strategic Leadership Board and Urgent Care Boards. [[Appendix 4](#)]

Following the DToC workshops and publication of the report / recommendations in 2018, a number of sessions have taken place on:

- **Early Discharge planning** this took place on **07/11/18** attended by: Knowsley, Sefton and Wirral, where various processes was discussed and Knowsley's processes mapped (St Helen's and Knowsley Teaching Hospital, and for hospitals out of borough) as examples of good practice
- **Frequent Attenders and 7 day working** this took place on **23/01/19** attended by: Liverpool, Sefton and Wirral - follow up meetings have also taken place with each LA

### **Demand Management**

In October 2018, the region was fortunate to obtain the support of John Jackson, National Care & Health Improvement Adviser (Finance and Risk) to examine levels of adult social care spend, volume of business (demand) and potential risk across the region, in order to support short and medium term financial planning. In addition, the region was also supported to examine approaches to demand management across LCR by Philip Provenzano co-author of Demand Management (6 Steps for managing demand in social care).

John and Philip both attended the mid programme review on 17/10/18 along with support from Hazel Summers from the LGA. [[Appendix 5](#)]

### **Single Handed Care Project**

Following the peer challenge session on 25/04/18, where it was identified that work with Occupational Therapists (OTs) in Knowsley, evidenced improved customer outcomes and efficiencies, a project is underway looking at **single handed care** across LCR, Cheshire and Warrington. The project aims to replicate the improved outcomes and efficiencies at scale across the region by working with OTs in LA, Community and Acute

Health settings to enable people to be supported safely at home with a single carer. In addition to improve customer outcomes and efficiencies, the approach will also support sustainability of the home care market by reducing demand for double handed (two carer) packages of care.

### **Placed Based Systems of Care/ C&M Health and Care Partnership**

The Strategic Leadership Board (SLB) have received presentations and supporting documentation from St Helens and Wirral on approaches within the region on Place Based/Integrated Care Systems.

It has been agreed which members of the SLB will represent LCR on C&M sub groups. Feedback from health boards is a standing item on the SLB agenda.

### **Front Door / Assessment**

In 2018, a **LCR Ordinary Residence Practice Guide** was developed by the practice leads (PSWs) that attend the LCR Assessment group this was subsequently approved by the Strategic Leadership Board. This includes a good practice guide for moving to a neighbouring borough (into a community setting with capacity).

The LCR guide is fully compatible with the national guide issued recently. [[Appendix 6](#)]

A **peer challenge event** took place on 13/03/19 - which included an overview of the **New Strengths-Based Approach Practice Framework and Handbook**. This framework has been launched and is a collaborative process between the person supported by services and those supporting them, allowing them to work together to determine an outcome that draws on the persons strengths and assets. [[Appendix 7](#)]

Knowsley, Cheshire East and Trafford are in process of piloting the framework and Knowsley will feedback regularly to the LCR Front Door / Assessment Group. The framework / handbook is a 'lengthy academic' document, but a useful framework / model for LAs to use. The pilot scheme to run approximately 12 to 18 months. NW ADASS to fund the evaluation process, with a conference to be held at the end of the process.

**Philip Provenzano** also attended and gave an **overview of good practice and demand management**. The main points for LAs to be aware within the '*Six Steps Hypothesis*' on demand for adult social care, is created by the way in which the council sets up its approach to adult social care, especially its front of house, its discharge arrangements (from acute hospitals), its short-term based recovery and the way in which it assists people with long-term needs (Step 1 to Step 4)

To support the session, the performance leads also completed the Six Steps Performance Framework for Q2 and Q3 2018/19.

## Development of Age/Dementia Friendly Liverpool City Region

In February 2018 at the LCR Health and Wellbeing Summit, elected representatives of each of the six local authorities and the Metro Mayor formally signed up to a 'Dementia Friendly City Region' pledge.

The pledge consisted of 10 individual commitments, such as 'committing to having a lead Dementia Champion identified within their organisations' and 'promoting Dementia Awareness and understanding to address the stigma of dementia through LCR wide awareness campaigns and local community events and information sessions'.

There was a collective aim of working with the public, private and voluntary sector to shape our society around the needs of people with dementia.

To progress the required actions on each commitment of the pledge and help maintain dementia as a priority in each of the localities, a LCR Age/Dementia Friendly Working Group (The Working Group) was established, consisting of representatives from each of the local authorities, and from partner organisations such as the Alzheimer's Society and Dementia Action Alliance. Whilst acknowledging that dementia does not only affect older people, at the inaugural meeting it was determined to progress as an Age/Dementia Friendly Working Group in order to utilise the strengths of partner organisations who has shown commitment to assisting the group's work such as Age Concern.

The Working Group's agreed a terms of reference and identified a number of priorities, including:

- Mapping what is currently being facilitated to achieve the aims of the pledge, and what needs to be done, and how this is co-ordinated;
- The need to ensure there measurable outcomes of any actions / strategies being implemented;
- Facilitating the sharing best practice, building on good work in place across the participating local authorities;
- Considering good practice from other areas, such as the 'Dementia United' scheme in Manchester

The Working Group has provided a focus for the local authorities to look at their performance in required actions for the Pledge. This has resulted in positive outcomes, such as Knowsley Council's refreshed Dementia Strategy stating that the ten commitments of the pledge will support the priorities and actions to be delivered as part of this strategy.

An example of good practice presented at the Summit and the Working Group was the Age Friendly Retail Pilot, which was included in the Ageing Well in Wirral plan. This scheme requested in the first phase a minimum ask of retailers to provide access to seating, toilet facilities or a drink to older people, with a second phase offering dementia training to retail staff and encouragement to join the local Dementia Action Alliance. The Working Group agreed to roll out this retail scheme as 'Ageing Well in Liverpool City Region'. A distribution strategy is being developed and will be implemented once the artwork and printing has been finalised. A full roll out is expected to be achieved in May 2019.

At its meeting in March 2019 the Working Group appointed Jack Coutts of Dementia Action Liverpool as its Chair. Jack has a wealth of experience in chairing, and is looking forward to the challenge of overseeing action plans for meeting the pledge, in order to make a real difference to people's lives across the city region.

### **Development of Age/Dementia Friendly Liverpool City Region**

Another of the Metro Mayor's ambitions is the development of an Autism Friendly Liverpool City Region. To progress this, a small working group has been established with lead officers for autism/learning disability services from each of the six local authorities and the lead officer Fairness and Social Inclusion for the LCR Combined Authority.

Although there is currently no formal pledge as the Age/Dementia Friendly pledge, the working group has discussed a number of principles to be utilised to have a positive impact on the lives of people with autism and their carers.

Recently, all local authorities have been mandated to carry out an autism Self-Assessment Framework (SAF) for submission to Public Health England. The completed SAF's will provide invaluable information to be utilised by the working group. Once this information has been collated and assessed, a formal pledge and action plan can be developed for sign-up by each local authority in the LCR and the Metro Mayor.

### **Centre for Local Economic Strategy (CLES)**

Following a bidding process LCR have been selected by NW ADASS to work with CLES to develop an inclusive social care market place that will enable authorities in our sub region to increase their role in empowering, co-ordinating and upscaling local innovation to ensure that services are fairly priced and accessible to local citizens.

The focus of the work will be on external provision for people with a learning disability, in particular, supporting living services. CLES will be undertaking a 'deep dive' into services provided across Knowsley and findings to apply learning across the LCR Market. CLES will be working with LCR Adult Social Care throughout May to September 2019.

REF No	PRIORITY 4 - DEMAND MANAGEMENT / HEALTH & SOCIAL CARE INTEGRATION KEY ACTIONS	COMMENTS
P4 a	Undertake a commission to understand the health needs of our population	<ul style="list-style-type: none"> <li>Analysis of health system completed through STP</li> <li>Integration plans progressing at a local level with coordination at LDS level</li> </ul>
P4 b	Undertake an analysis of our local economy to inform the development of plans for a sustainable health and care system for the Liverpool City Region	<b>On Hold</b>
P4 c	Conduct a public consultation on findings	<b>On Hold</b>
P4 d	Develop a Liverpool City Region Strategy that identifies how we will transform our local health and care system; and ensures that the whole system, including social care and support is sustainable	<b>On Hold</b>
P4 e	Develop a Liverpool City Region Integration and Transformation Plan and corresponding Governance Framework	
REF No	TRIPARTITE - PRIORITY 4 - DEMAND MANAGEMENT / HEALTH & SOCIAL CARE INTEGRATION KEY ACTION	COMMENTS
T4 a	Develop a Tripartite governance framework	<b>Complete</b>
T4 b	Undertake a high level analysis of current and planned social care assessment services to:	<b>Complete</b>
T4 c	Provide options for assessment services in a tripartite model.	<ul style="list-style-type: none"> <li>Working across LCR in respect to EDT</li> </ul>
T4 d	Identify specialist assessor roles which could offer potential for aligned/shared services e.g. Approved Mental Health Assessors, Continuing Health Care (CHC)	<b>On Hold</b>
T4 e	Explore the potential for a single alternative delivery vehicle for in house service provision across the Tripartite	<b>Complete</b>
T4 f	Review the North Mersey LDP and Tripartite BCF Plans to identify opportunities for improvement or efficiencies around 'out of hospital services', with a particular focus on Reablement, Intermediate Care, Discharge to Assess and Trusted Assessor Models.	
T4 g	Collaboratively explore models of Place Based and Accountable Care to identify preferred models of delivery from an individual LA and Tripartite perspective.	
T4 h	Identify opportunities to work with the NHS in the North Mersey system to develop the Tripartite 'Place Based' system of care	