

RETAINED CLIENT FUNCTION

Business Plan 2018-19



VISION & CONTEXT

In 2013, Plymouth Health and Wellbeing Board articulated a vision that we would develop an integrated whole system of health and wellbeing based around the following elements:

Integrated Commissioning	Integrated Health and Care Services	Integrated System of Health and Wellbeing
Building on co-location and existing joint commissioning arrangements, the focus will be to establish a single commissioning function, the development of integrated commissioning strategies and pooling of budgets	Focus on developing an integrated provider function stretching across health and social care and providing the right care at the right time in the right place An emphasis on those who would benefit most from person-centred care, such as intensive users of services and those who cross organisational boundaries	A focus on developing joined-up population-based public health, and preventative and early intervention strategies Built on an asset-based approach focusing on increasing capacity and assets of both people and place

As outlined in the Health and Wellbeing Board's vision, the integration of the Council's Adult Social Care function with Livewell South West has seen the creation of the integrated health and social care provider, undertaking statutory responsibilities outlined within the Care Act. The Strategic Co-operative Commissioning department regulates the third party delivery of these statutory functions through contractual arrangements with the provider to ensure that citizens of Plymouth are provided with a high level of service and that the Council continues to deliver against what is constitutionally required of it. To aid with this monitoring and oversight role, the Retained Client function was created in 2015 to work closely with the integrated provider whilst housing remaining functions statutory functions such as Safeguarding and other essential functions such as Community Reablement and two remaining adult provisions.

PURPOSE

The purpose of the Retained Client function (RCF) was to ensure that the appropriate safeguards were in place to protect the vulnerable adults in Plymouth. It provides an overview of the following:

- Ensuring DASS responsibilities are exercised
- Ensure statutory compliance
- Performance/Budgetary Management
- Quality Assurance
- Ensure Best value compliance
- Relationship to PCC support services
- Deliver Plymouth City Council Pledges

The RCF has three primary functions:

- Safeguarding
- Provision
- Supporting the regulation of the Integrated Provider

In March 2018, Cabinet signed off the *Strategic Commissioning Intentions for the Plymouth Health and Wellbeing System 2018-20* which contain the system-wide commissioning outcomes and priorities that can be seen in appendix 2. In its role of supporting and monitoring the integrated provider, the Retained Client works to ensure that performance is focused on meeting the outcomes identified within the *Adult Social Care Outcomes Framework 2017/18* and the new Plymouth City Council Corporate Plan 2018-22. If delivered those outcomes support the achievement of the key system objectives for Plymouth, which can be seen below;

- Enhancing quality of life for people with care and support needs
- Delaying and reducing the need for care and support
- Ensuring people have a positive experience of care and support
- Safeguarding adults whose circumstances make them vulnerable and protecting them from avoidable harm

Further information of performance against these outcomes can be found in appendix 3.

Due to the nature of the Retained Client being an oversight function it has significant regulatory responsibilities to ensure that the overall standard of social care delivery is in line with the Council's agreed standards and budgetary framework. It also takes a more hands on approach to regulating performance around safeguarding, with responsibilities for commissioning enquiries and sign off on all safeguarding plans. As a part of this, the Safeguarding team screen all safeguarding referrals requesting enquiries to be conducted by appropriate agencies. The Retained Client also provides a verification function which is a type of quality assurance from a best practice perspective and financial oversight. Verification is conducted through dip sampling of Livewell South West cases and through oversight of the Adult Social Care inputting of data and intelligence on to systems.

DELIVERING PLEDGE COMMITMENTS

We will be on a quarterly basis monitoring how the delivery of the department's service priorities (outlined below) are also delivering against the Council's pledges. There are 3 Council pledges that the Retained Client function are responsible for contributing to the delivery of and these have been assigned lead officers from across the Integrated Commissioning teams. The 3 pledges are identified in Appendix 7.

SERVICE PRIORITIES FOR 2018/19

The service priorities for the RCF are a combination of business-as-usual activities, actions outlined in the Corporate Safeguarding Improvement Plan and residual actions from the service review.

Improvement Priority <i>What it is and why you're focussing on it</i>	'Must do' actions	Dependencies
<p>Provision</p> <p><i>The Retained Clients provision functions take the form Of Colwill Lodge Short Breaks and Respite Centre, The Vine Day Centre and the Community Reablement.</i></p> <p>In December 2018 the Independence@Home service that supports discharge and hospital admission prevention was transferred in the Council to the Retained Client Function.</p>	<p>Maximise utilisation – As the last two remaining provisions for adults in the Council, there is a real focus on maximising the utilisation levels at both Colwill Lodge and the Vine to release pressure elsewhere in the system. Focus will be on looking at schemes to release capacity such as transferring outreach clients and looking at increasing the number of clients attending sessions. A more long term focus will be looking at the infrastructure requirements and service standards for both services moving forwards, with the development of a business case to look at a single site option. There will also be a focus on changing the culture of the Vine to ensure it is used as a more short term intervention for individuals where it is identified that the provision can provide specific outcomes for them. If achieved, this will provide greater throughput at the Vine and increase the utilisation levels.</p> <p>Independence@Home service now needs to focus on its delivery model, efficiency and create plans to further increase the number of daily slots it has available to support hospital discharge and crisis response. This supports the essential wider health system flow activity and is a critical component to winter planning and Delayed Transfers of Care (DToc performance).</p> <p>Efficiency of Workforce – Part of the End to End Review of the units in 2017 looked at how capacity and the workforce was managed across both units. The idea of a peripatetic workforce working across both sites will be looked at to realise efficiencies for the service.</p> <p>Quality – Colwill Lodge was the subject of a CQC inspection in 2017, receiving an overall Good rating. However, the service received a 'requires improvement' around its responsiveness. This has led to an improvement plan being developed to move that rating to good and delivery of this will be a focus in 2018.</p> <p>Targeted Support – The Community Reablement service are able to flexibly target specific cohorts of clients as part of their approach to deliver specific system outcomes. Two of these areas are Complex Needs and Transitions. In 2018 the service will look to work in partnership with Livewell South West to better manage transitions into adult services and to focus on supporting</p>	<p><i>Support from the Capital Programmes Office to develop potential single site proposal</i></p> <p><i>Potential support from QAIT to help with implementing improvements at Colwill Lodge</i></p> <p><i>Close partnership working with Livewell South West to manage transitioning and complex needs clients through a different approach</i></p> <p><i>Support from HR and OD to embed new service and harmonise conditions supporting efficiency improvement.</i></p>

	clients with complex needs to live more independently with a less intensive package of care.	
Improvement Priority <i>What it is and why you're focussing on it</i>	'Must do' actions	Dependencies
<p>Safeguarding & Deprivation of Liberty Safeguards</p> <p><i>The Local Authority has lead responsibility for Safeguarding in the City. The service priorities around this function are made up of actions identified within the corporate Safeguarding Improvement Plan and targets already in place around DoLS</i></p>	<p>Compliance – The function has a responsibility to ensure all partners are working to the standards outlined within the Care Act, Mental Capacity Act and Human Rights Act, local integrated service arrangements and in national guidance. In 2018, focus will be on annual reviews of all guidance and developing the right tools to support the system in working to them.</p> <p>Plymouth Safeguarding Adults Board – Statutory responsibility to establish and Support the PSAB to deliver its Strategic Plan, annual report and Safeguarding Adult Reviews as required, whilst contributing to Board development.</p> <p>Engagement and Networks – Due to the nature of safeguarding's ever changing policy landscape, there is a continued need to ensure that the Council is engaging with and supporting related national, regional and local agendas. This benefits our system through being able to support with implementing best practice across agencies, training and raising awareness around agendas such as Modern Slavery</p> <p>Deprivation of Liberty Safeguards Assessments – There are strict legal frameworks and performance targets around DoLS assessments contained within the performance data in appendix 2. Focus will remain on keeping a disciplined programme of assessment and risk management around the volume of DoLS referrals currently received with a view to meeting that target.</p>	<p><i>Support from the Chief Executive Office with developments of policy at a national/regional level and communication across the City</i></p> <p><i>Close networking with inner city partners to maintain strong safeguarding network</i></p> <p><i>Continue to work closer with Livewell Southwest as they conduct safeguarding enquiries commissioned by the Retained Client</i></p> <p><i>Legal support in managing Deprivation of Liberty Safeguards cases and preparation for legislative changes expected in 2019.</i></p>
<p>Health and Adult Social Care Monitoring</p> <p><i>Regulating and monitoring the work of Livewell South West to ensure that Social Care delivery is compliant with the standards and budgetary targets the Council has outlined</i></p>	<p>Budget Containment – Working closely with Livewell South West to ensure that best value is achieved within packages of care and that we focus on areas of service/financial risk.</p> <p>Performance Regulation – Continuing to monitor the performance and of the Integrated Provider to ensure it is at the required standard and that we meet the outcomes identified within the Adult Social Care Outcomes Framework, the legal framework of the Care Act and other legislation associated with the delivery of Adult Social Care within budgetary targets</p> <p>Transformation Oversight – Livewell South West will be a key part of the ICP and</p>	<p><i>Support from the Adult Social Care Transformation team to provide performance oversight from the Carefirst dashboards</i></p> <p><i>Support from Corporate Performance to continue aiding the department in understanding the integrated providers performance trends</i></p> <p><i>Continue to work closely with Livewell Southwest and other key system</i></p>

	therefore will be involved in a large amount of change. The RCFs role will be to ensure that the Adult Social Care responsibilities continue to be met as a result of these changes,	<i>partners</i>
Improvement Priority <i>What it is and why you're focussing on it</i>	'Must do' actions	Dependencies
Implement Service Improvement Plan	Following the completion of the restructure taking place within the Retained Client Function, a service improvement plan will be developed containing actions highlighted within the service review. Throughout 2018 there will be a focus to deliver the changes outlined and to support employees through a time of transition and implementation of a new service.	<i>Continued support from Project Management resources previously managed by Transformation</i>

APPENDIX I – STRATEGIC CO-OPERATIVE COMMISSIONING BUDGET

Plymouth City Council General Fund Budget 2018/19 - Strategic Co-operative Commissioning

			Budget 2017/18	Budget 2018/19			
Directorate	Department	Division	Net Budget	Cost Increases	Savings	Other Savings	Net Budget
	Jt Comm & Adult Social Care	Service Delivery	54.646	4.922	(2.161)	1.300	58.707
		Commissioning	10.663	0.026	(0.026)	0.000	10.663
		Leisure Management	2.547	0.001	(0.001)	0.000	2.547
		Management and Transformation	(3.988)	0.003	(0.003)	(4.579)	(8.567)
		Social Care Contract	6.919	0.000	0.000	0.000	6.919
		Childrens Commissioning	4.915	0.004	(0.004)	0.000	4.914
	Total People	Total People	75.702	4.956	(2.197)	(3.279)	75.182

APPENDIX 2 – PLYMOUTH HEALTH AND WELLBEING SYSTEM – COMMISSIONING OUTCOMES & PRIORITIES

PLYMOUTH HEALTH AND WELLBEING SYSTEM- COMMISSIONING OUTCOMES AND PRIORITIES			
Local System Outcomes			
To improve health and wellbeing outcomes for the local population	To reduce inequalities in health and wellbeing of the local population	To improve people's experience of care	To improve the sustainability of our health and wellbeing system
Commissioning Priorities			
The Health and Wellbeing Gap Integrated Children and Young People Services Development of Wellbeing Hubs Making Every Adult Matter	The Care and Quality Gap Integrated Care Organisation Local, Integrated and Responsive Mental Health Services Transformed and Sustainable Primary Care Enhanced Care and Support	The Funding and Efficiency Gap Integrated Commissioning Review One Public Estate and One Public Infrastructure	
Key System Performance Objectives			
<ul style="list-style-type: none"> • Reduced Hospital Admissions • Reduction in Smoking Prevalence • Reduced Delayed Transfers of Care • Less Admissions to Long Term Care • Improved A/E 4 Hour Performance • Increased Physical Activity • Reducing Demand and delivering Financial Efficiencies • Improved access to Primary Care 		<ul style="list-style-type: none"> • Reduced levels of homelessness and Rough sleeping • Reduction in the number of looked after children • Improved IAPT Access and Recovery Rates • Improved Reablement Performance • Increased numbers of carers receiving an assessment • Improved RTT Performance • Reducing packages of care • Less Bed Based Care • Improved Educational Attainment Levels 	

APPENDIX 3 – INTEGRATED SCORECARD/ SERVICE KPI'S

Performance is reported across a number of platforms, performance that reflects not only Plymouth City Council but the whole of the health system. Attached in Appendix 3 are the Integrated Commissioning performance scorecard and the Integrated Commissioning Department KPI setting template, which is more focused on areas for which Plymouth City Council is the responsible authority. With an overarching performance framework being proposed by the STP the Integrated Commissioning scorecard will likely be reviewed towards the beginning of 2018/19.