

MEETING	<b>CARE SCRUTINY COMMITTEE</b>
DATE	<b>30 JANUARY 2018</b>
TITLE	The Alltwen Scheme - Update on the progress and development of the work
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CABINET MEMBER	Councillor W Gareth Roberts

### **Background**

In the meeting of the Care Scrutiny Committee on 17 November 2016, a report was submitted which derived from an investigation carried out by the Committee into the work of integrating care and health services through the Alltwen Scheme. 10 recommendations were presented as part of the report, and the Adults, Health and Well-being Department submitted its response to the recommendations during the Committee meeting.

The purpose of this report is to outline the progress made, if there was any, in implementing the scheme and also the steps taken in response to the recommendations of the investigation.

### **Recommendation 1: That the Alltwen Scheme integrated work model be rolled-out across the County at once.**

The Social Services and Well-being (Wales) Act 2014 is now operational and all the teams are now working differently. There are good examples from the different teams which show that the workers are thinking in a different way. There is evidence that the workers now initially look at the strengths of the individuals and their families and only arrange care packages when it is absolutely necessary.

Teams made of the Council and Health Board's staff are in the process of transferring into the new area structure.

The Adults, Health and Well-being Department's workforce has been divided into five area hubs. Area Leaders and Lead Practitioners have been appointed for the five areas and they have been in their posts since May 2017. Gwynedd Council and the Health Board have appointed a Transformation Leader to lead on rolling-out the work to the five areas.

The scheme will be rolled-out at five hubs across the County:

- Bangor Area

- Caernarfon Area
- Llyn Area
- Eifionydd/North Meirionnydd Area
- South Meirionnydd Area

The posts will have specific work locations, but every officer will be expected to work flexibly in order to support other sites, where it is functional and professional, in order to ensure safe and effective service provision.

Finding appropriate locations for the integrated teams has been challenging in some areas. Locations have now been identified, and four teams are now located within the new areas. The Bangor Team will move to a new location in Parc Menai in the new year.

Training sessions have been held for the Health Board and the Local Authority's workforce and a series of workshops have been held to support the Leaders of the Council and the Health Board to implement changes and maintain momentum.

**Recommendation 2: Prioritise plans to improve the understanding of and commitment to the working practices of the Alltwen Scheme among senior managers within Gwynedd Council Social Services and the Health Board.**

Betsi Cadwaladr University Health Board and Gwynedd Council are committed to the principle of integrated working.

Gwynedd's Integrated Service Board is responsible for the general governance of the teams. Membership of the Board is as follows:

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|---|---|
| • Ffion Johnstone (Regional Director - BCUHB West)                        | • Morwena Edwards (Corporate Director GC)                           |
| • Eleri Roberts (Assistant Area Director – Community Services West BCUHB) | • Aled Davies (Head of Adults, Health and Well-being Department GC) |

Senior managers within Gwynedd Council Social Services and the Health Board are committed to developing integrated services based on the Alltwen scheme and have committed to monthly planning meetings.

Gwynedd's Adults Senior Manager was part of the initial pilot work at Alltwen before taking maternity leave; she therefore has an understanding of the working methods. She has committed to weekly meetings with the Area Leaders.

Gwynedd Council's Senior Transformation Manager, Adults Senior Manager and the Transformation Leader from the Health Board have committed to an intense programme to support the five area teams to implement the working practices of the Alltwen scheme between the beginning of the year and October 2018.

**Recommendation 3: Appoint Senior Managers from both organisations to be responsible for removing specific obstacles to delivering some elements of the Alltwen Scheme identified by the Alltwen Team Members.**

The Transformation Leader will lead the transformation process by creating five effective integrated teams ensuring consistency in practice and method, and ensuring that any difficulties or obstacles are dealt with effectively. The role entails coordinating local project teams, by ensuring that all personnel involved fully understand their roles, and fulfil them effectively. The Transformation Leader will report directly to the Adults Senior Manager.

The new way of working focuses on supporting teams to try to remove barriers locally. The Leaders' role is to support the teams to identify and remove barriers themselves and to act on the barriers that can not be dealt with locally.

The barriers that can not be solved are passed on to senior officers to remove, including the Head of Adults, Health and Well-being Department, the Corporate Director, Betsi Cadwaladr University Health Board's Community Services Assistant Area Director, and Area Director (West).

**Recommendation 4: That qualified Senior Managers stand in temporarily in order to address the shortage of front line staff/officers to maintain the core service in some areas.**

If the Service is to ensure that it fulfils its purpose, there will be a need to ensure that there are adequate staffing resources within the integrated community resource teams to conduct the important initial discussions with Gwynedd residents. Evidence notes the importance of having the right conversations with the individuals and of designating enough time to ensure that we work with the individual to identify what is important to them and how they can build on their own strengths and take advantage of preventive resources in the community in order to meet their personal objectives in a way that ensures we get the right solutions every time. Investing time in the initial conversation will lead to a reduction in the demand and need for statutory services in future.

A new staffing structure and division of staff for the five area teams has been agreed for Social Services and has given assurance and stability to the workforce. We have been able to fill vacancies on the basis of permanent contracts. Some gaps still remain within the teams as a result of temporary gaps (maternity leave).

Recruiting to a range of posts within the health and care field is very challenging in some parts of Gwynedd. Recently, the Health Board and the Local Authority have faced recruiting difficulties to empty posts of carers, Community Nurses and Social Workers in South Meirionnydd. The Service will be contributing to the Scrutiny Committee's Investigation into this field during 2018.

The Community Connectors scheme is being piloted in the areas where an officer from the third sector has been placed with the integrated teams. In addition, the Adults Advice and Assessment service in its current form is coming to an end at the end of January 2018, and the current

workforce will be divided to the five area teams. Co-locating with the Health Board's workforce will also lead to a lot less duplication. The above will reinforce the workforce in the teams.

**Recommendation 5: End the current contract with external experts and appoint an appropriate experts to carry out a customer satisfaction Review and Questionnaire with users and analyse the responses.**

The Health Board and Gwynedd Council have been using the expertise of the Vangurad company which specialises in systems work. A consultant was commissioned to support the training programme for the workforce. There is no further agreement in place to use the company's expertise, save for occasional use and the expertise as required.

Gwynedd Council's Senior Transformation Manager is in the process of completing a course working in systems method. The Council will be using her expertise to support the change in the future. The Adults Senior Manager has also completed a corporate Ffordd Gwynedd Leadership Course and the Area Leaders are in the process of completing the course.

The question arises regarding the effectiveness of questionnaires in terms of response rates. The Department is looking at other ways of recording customer satisfaction such as preparing short videos, creating pen pictures which note the differences we make to the lives of individuals, and visits and face to face discussions.

As part of the work at Alltwen, new measures were established which measured whether the integrated teams were meeting their purpose of 'Helping me to live my life as I wish'. The measures emphasise the individual's voice and opinions and gives them an opportunity to state their opinion about the service and whether they feel that they are making progress in relation to their personal objectives.

Reports are drawn up from the responses which help the Leaders to evaluate new ways of working, to identify unmet needs and to continuously improve.

Further work needs to be done jointly with the Health Board to ensure a record of customer satisfaction throughout the care journey, not just in the intervention by the Adults, Health and Well-being Department. The Senior Manager and transformation leader will support the areas where this work will be further developed as part of the areas' intensive work programme.

**Recommendation 6: Carefully assess the current measures, setting out a baseline and target for each.**

As part of the work programme to support the expansion of the working practices of the Alltwen scheme to the five areas, the qualitative measures developed as a result of the new way of working will need to be reviewed. The measures will evolve and adapt over time. As is noted in 4:5, the new measures emphasise the voice of the individual and moves away from quantitative

data and departmental targets and focus on qualitative measures which note individuals' personal targets.

Although the measures are based on what has been learnt from the Alltwen work, it became apparent that the workforce were not committed to them as they did not understand their value and little use was made of the measure taken.

Collaborative conversations sessions have been held for the integrated workforce, which improves their understanding and reinforces the need to measure how we know we are achieving what is important to the individual.

The Senior Transformation Manager has also held a workshop on measures with the Leaders with the intention of carrying out further work with every area individually.

**Recommendation 7: Appoint a Senior Officer to undertake an assessment of the day to day arrangements of dealing with phone calls for the Alltwen Scheme in order to prevent missed calls and improve communication including details and comparison about Advice and Assessment information sharing arrangements in every area of Gwynedd.**

The Senior Business Manager is responsible for ensuring day-to-day administrative support arrangements. There is now full-time administrative support at Alltwen. Administrative support will be provided for the five area hubs. The changes provide an opportunity to take advantage of technological developments to facilitate work along with re-examining work processes to ensure that we use our resources in the most effective way and ensure better access for the public.

Staff sessions have been held to discuss the development of the Information, Advice and Assistance Service in Gwynedd. A clear message from these sessions was how critical and current the need is to ensure that the people of Gwynedd are clear about the challenge facing the field. The work programme being developed focuses on ensuring that an Information, Advice and Assistance service can be offered at a local level, also noting what needs to be prioritised over the coming months. The Adults Advice and Assessment service in its current form ends at the end of January, and an IAA service will be provided directly by the area teams.

Specifically, in terms of attempting to increase the focus on the preventative and local focus, the role of the 'Community Navigator' is being piloted within three of our Integrated Community Teams. The role provides an opportunity to consider the advantages of embedding a member of the third sector resource into our teams and is a development of what is already in place in the Alltwen area (a Care and Repair Officer is part of the team) and the role of 'Social Prescriber' (Mantell Gwynedd) in Arfon.

One element of the Community Link role is to enrich the understanding of team members regarding the opportunities that exist within communities, in addition to stimulating community activity that promotes the well-being of residents.

**Recommendation 8: Provide a fully integrated service between 8.00 - 20.00 o'clock, seven days a week.**

There is an agreement that the provision needs to be extended across seven days. As part of the re-structuring of the Adults, Health and Well-being Service, the workforce's jobs descriptions were reviewed to include:

"Working unsociable hours occasionally as and when necessary. Consideration is being given to extending the service's opening hours during the week along with working weekends. The post-holder will be expected to be part of any arrangements that will be established on a rota basis."

It would be more beneficial to extend the service to seven days from 9 until 5 to begin with, in order to measure the demand on the service during core hours.

Care must be taken that any changes to hours do not impair the ability to respond effectively during core hours and that they are in-keeping with the principles of retaining ownership of a case. It will be challenging to implement an extension in working hours and days within the current workforce without additional staffing resources. The local authority's employees have a specific workload and work within a specific geographical area which corresponds with the principle of case co-ordination and ownership retention. Another consideration that needs to be borne in mind is lone working arrangements and staff safety.

The Health Board has faced challenges when extending its area nursing service from 8am-8pm; mainly due to the fact that there has not been an increase in staffing levels. The community nurses work three shifts, which vary from 8am until 8pm, 8am until 4pm, and 12pm until 8pm. They have noted that the shift arrangements separates the service at specific time and means more travelling in order to respond to a larger geographical area. In terms of the type of work carried out between 5pm and 8pm, it is a combination of work which has been arranged beforehand and calls to see unknown people after receiving a call from the out-of-hours GP service.

In terms of extending the hours of work to between 8am and 8pm, the staff on the ward already do this and work three 12 hour days. Some may find this attractive in terms of the fact the workers complete their hours for the week in three days. This raises problems in terms of the continuity of the care, as members of staff can be away from work for a number of days between shifts which means that there is a lack of ownership as regarding the patients. This could mean many more 'hand offs' for the patients and their families which could cause problems in terms of lack of communication between staff.

Following the establishment of the Integrated Community Resource Teams within the five areas, further work will be done to see if there is sufficient evidence to justify extending the service's working hours and days. There must be clarity about what skills are required to satisfy the need in every area beyond core hours. A request was recently received for the service to consider employing home carers to work overnight. The demand and need was investigated, and evidence

noted that there was a need for workers with specialist nursing skills to respond, and carers would not have been suitable.

**Recommendation 9: Appoint a Senior Officer to plan and provide one integrated electronic system for all the proceedings of the Allwen Scheme.**

The national case management system for the community and health field (WCCIS) enables the sharing of records within integrated teams. We have visited integrated teams in Powys and have seen evidence of this at work. The Council has been using WCCIS since August 2017. The Health Board (Betsi Cadwaldr) has signed a contract with the system's provider, however they are yet to announce a date for its instalment. The Senior Transformation Manager is discussing with the Informatics Area Director and Assistant Director within the Health Board, in order to ensure that the integrated team (as the Alltwn team) benefits from WCCIS as soon as possible.

**Recommendation 10: Establish a procedure of weekly reporting on Residential, Nursing and EMI beds available in each area in Gwynedd.**

Reports regarding bed availability in the area is shared weekly with the Area Leaders, Gwynedd Council's Senior Officers and co-workers from the Health Board. The reports free up officer time to respond in good time when trying to find suitable care homes and facilitate joint working between agencies.