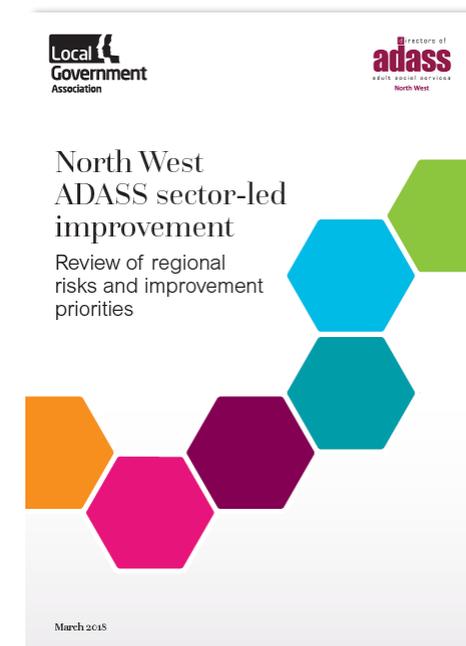

SECTOR LED IMPROVEMENT PROGRAMME 2018/19

In the context of our agreed strategic policy priorities and supporting objectives, the SLI Board has developed a suite of specific SLI Recommendations that help form the SLI Programme for 2018/19. The recommendations are based off our understanding of the data and where we need to improve, but also where we have areas of good practice that we should share with our colleagues across the North West.

At the back of 2017 NW LAs comprehensively undertook the TEASC Risk Awareness Self-Assessment exercise and a piece of work was commissioned by the LGA to understand the common themes and interdependencies of localities submissions to inform SLI activity moving forward. The final report available here (Executive Summary) sets out 11 key questions which the SLI Board has used to formulate this year's SLI plan and the wider Business Plan of the Branch:

1. How do we sustain the leadership and visibility of ASC in emerging integrated organisation models?
2. Do we provide sufficient support to Directors of Adult Social Services (DASSs) in negotiating their first budget round and driving forward their agenda with corporate colleagues, especially if they are not part of the corporate executive team?
3. How do we challenge each other, and improve the performance of our lowest quartile performers, on the authenticity of choice and control in line with the principles of the Care Act?
4. How do we make an impact on the region's over-reliance on residential care?
5. How do we implement the safeguarding improvements identified by this report?
6. How do we develop regional and sub-regional approaches to workforce challenges across the whole care and health sector? Are we sufficiently focused on what the future workforce will look like and are we planning for this now?
7. How do we actively and positively engage as partners with our care market regionally and sub-regionally on sustainability, quality, under-provision, personalisation and managing provider failure or market exit?
8. How prepared are we for managing any failure to meet or sustain BCF/iBCF performance targets and any financial and reputational damage from ongoing under-performance on DTOCs? How do we mitigate factors outside council control, for example, workforce and service availability which nonetheless affects our ability to meet demand and targets?
9. Do we have sufficiently robust plans in place to manage the financial risks associated with transforming care?
10. What medium-long term plans do we have in place to manage future demand for adult social care?
11. How do we make the most of the richness of our SLI approach to broker the sharing of good practice?



The 2018-19 SLI Programme will be similar in methodology to the previous years programme, with some small tweaks and additions based on colleagues' feedback and the informal ongoing evaluation of activity the Programme Office collates. This year's programme has a wide range of activity and bespoke programmes have been developed for each NW LA to engage with as they deem appropriate. This year will also see the addition of universal activity where all LAs are welcome to engage in anything they think would be useful – particularly in the Informal Learning Workshops which will focus on the sharing of good practice. The programme will consist of the following:

1. Self-Assessment: Integrated Commissioning for Better Outcomes (ICBO)
2. Action Learning Sets
3. Facilitated Group Learning
4. Informal Learning Workshops
5. Buddying and Mentoring (Individual / Local Authority)
6. NW ADASS Peer to Peer Team Challenge (1 day)
7. Conferences and Masterclasses
8. Staff Development and Training
9. Bespoke Support

The SLI Board would also like to draw colleagues' attention to the comprehensive support offers available through our regional and national partners and reassure colleagues that the SLI Programme has been developed to be complimentary to the offers from organisation/programmes listed below. Where possible and beneficial, we have collaborated with our partners to develop and deliver this years programme of support and peer challenge:

Local Government Association (LGA)	NHS Improvement (NHSI)	Skills for Care (SfC)	Better Care Support Team (BCST)
Emergency Care Improvement Programme (ECIP)	Advancing Quality Alliance (AQuA)	North West Employers (NWE)	Care Quality Commission – System Reviews (CQC)

The SLI Board will continually reflect on emergent risk and good practice, from within the North West and beyond, and flex its programme accordingly. The SLI Board will formally report progress against each of the following recommendations to the NW ADASS Executive Board and support the ongoing evaluation of the effectiveness of the SLI review activity – particularly in the planned independent evaluation.

SECTOR LED IMPROVEMENT PROGRAMME 2018/19

Below are a series of recommendations and focussed activity which the SLI Board proposes for 2018/19. Where appropriate the recommendation has a focussed topic and there is a more detailed description of the approach in the 'additional information' section. Each NW LA will receive a tailored invite to participate in the SLI Programme.

Recommendation 1: Self-Assessment and Peer Review

- Integrated Commissioning for Better Outcomes (ICBO)

Additional Information: Each North West Local Authority will be invited to complete the ICBO self-assessment. It is anticipated all 23 NW LAs will engage in the ICBO self-assessment and participate in the peer challenge element which has yet to be constructed – a task and finish group will be formed with colleagues from the SLI Board and the LGA to develop the most proportionate and effective approach.

Recommendation 2: Action Learning Sets

- Recommissioning Care Services

Additional Information: The Action Learning Set for 'recommissioning care services' will be for those who have planned or ongoing recommissioning of any external care provision who wish to gain support in solving tricky issues. All Local Authorities can register an interest in participating with a maximum of 8 LAs chosen (1 person per LA). It is envisaged Heads of Commissioning colleagues would benefit most from participating in the Action Learning Set – which will stay true to the principles and methodology of Action Learning.

Recommendation 3: Facilitated Group Learning

- Deprivation of Liberty Safeguards
- Continuing Health Care
- Extra Care Provision

Additional Information: The facilitated group learning sessions will be a less formal and more flexible approach to action learning, with the ability to present solutions and discuss practical examples of delivery which may help support colleagues work through current or upcoming challenges. The Group Learning sessions will be limited to 8 participants per session, will meet on two occasions (In the first instance) and focus on the subjects of; Deprivation of Liberty Safeguards (DOLS) and; Continuing Health Care (CHC). Specific LAs will be targeted to participate in these sessions but places will remain open to those who wish to proactively engage if spaces are available.

Recommendation 4: Informal Learning Workshops

- Workforce
- Provider failure and Contingency planning
- Reablement
- Quality Improvement

Additional Information: The informal learning workshops, on the above topics, will be a one-off workshop where 'best practice' will be showcased. Colleagues from within the NW and beyond will be engaged to showcase their learning and what made their work successful. The sessions will have a focus on partnerships, process, governance and outcomes.

Recommendation 5: Buddying and Mentoring (Individual / Local Authority)

Additional Information: Buddying and Mentoring will be available for all NW LAs – and could be an excellent option for individuals and small teams to understand how others work. The SLI Board will continuously be evaluating performance data and the quarterly returns to identify possible buddying / mentoring opportunities but NW LAs are encouraged to proactively ask for support from the SLI Board who will source a suitable partner and arrange the necessary details.

Recommendation 6: NWADASS Peer to Peer Challenge (1 Day)

- Called upon by DASS's / Developed and agreed locally / SLI Board to source appropriate support
- Proposed by SLI Board (In-Year)

Additional Information: The Peer to Peer Team Challenge, using our tested NW ADASS methodology, can be called upon by DASS's at any point to assist them with a particular challenge, which doesn't necessarily need an intensive 4 day peer review process. The focus and finer details of any review are to be developed and agreed locally, but the SLI Board and Programme Office will help facilitate these discussions and source appropriate support. It may also be necessary for the SLI Board to suggest possible peer challenges based on quarterly data and intelligence reporting which will be picked up directly with the appropriate LAs.

Recommendation 7: Conferences and Masterclasses

- Examples: Transforming Care Finance Workshop / Building Healthy Communities / Integrated Commissioning

Additional Information: NW ADASS will work with its local and national partners to develop a strong and comprehensive set of conferences and masterclasses on subjects pertinent to the Branch's 5 key areas of risk.

Recommendation 8: Staff Development and Training

- Aspiring / New Directors
- Asset Based Commissioning Development Programme
- Quality Improvement / Quality Assurance
- Modern Slavery

Additional Information: This years programme contains a series of training opportunities for colleagues which all NW LAs are encouraged to engage with. In all the planned training and development, which widely varies in terms of audience, each NW LA will have the opportunity to send at least one delegate. Further information about each training offer will be communicated separately to all NW DASS' and their senior teams with clear instructions on the scope, requirements and intended audience.

Recommendation 5: Bespoke Support

Additional Information: The SLI Board is acutely aware of the need for 'bespoke support' and that the prescribed offers may not sometimes be the necessary lever for change that you need, therefore we are committing to develop bespoke support offers where and when they are needed. We will work closely with our local and national partners to ensure the right offer of support is developed to support NW LAs in improving outcomes and tackling what are sometimes challenging / tricky issues.

LGA CARE HEALTH IMPROVEMENT PROGRAMME 2018/19

Below are a series of additional peer review / improvement offers delivered by the LGA. The SLI Board has highlighted the improvement offers below so NW LAs can engage in the different offers as they see fit:

Managing & Mitigating Risk in Adult Social Care

- Updated (2017) ASC Risk awareness self-assessment tool
- Facilitated bespoke risk self-assessment workshop at individual council, sub-regional or regional levels
- ASC Financial Risk workshop-in depth analysis and bespoke workshop for individual councils
- Bespoke support from LGA Principal Adviser for Finance
- Resources in adult social care -self-assessment toolkit (2015)

Commissioning & Market Shaping

- Commissioning for Better Outcomes and NEW integrated Commissioning for Better Outcomes
- Market shaping and commissioning toolkits & guidance
- Facilitated bespoke support

Resilient Health & Social Care Systems

- High Impact Change Model (HICM) - self-assessment tool for local care and health systems
- Facilitated bespoke support on implementing HICM contact avril.mayhew@local.gov.uk and good practice case examples
- Regional workshops (2018) on HICM-contact Sharon.longworth@local.gov.uk
- Facilitated bespoke support on reducing delayed transfers of care & improving patient flow
- Better Care Fund bespoke support offer via regional Better Care Manager
- DTOC counting workshops
- Regional DTOC masterclasses to grow local DTOC counting experts
- DTOC data summaries/tools LG Inform

Transforming Care

- Regional advisers for Transforming Care

Health and Social Care Integration / SLI Public Health, Prevention and Early Intervention

- Stepping up to the Place: An Integration self-assessment tool
- Stepping up to the Place: Facilitated Integration Workshop
- Better Care Fund support

Health & Social Care Leadership

- Workshops aimed at strengthening leadership in local health and care systems - run jointly with NHS Clinical Commissioners
- Reflection on the challenges of being a leader in health and social care; sharing experiences and learning from peers
- Prevention Matters Workshop - for elected members
- Better Care Fund Support - to be agreed via the local Better Care Manager

Adult Safeguarding

- Making Safeguarding Personal and Making Safeguarding Personal Temperature Check

Care and Health Digital & Information

Efficiency

- Care and health efficiency programme final report and lessons learnt
- Commissioning for Better Health outcomes case studies
- Learning disabilities efficiency project