

Quality in Health and Care A Wigan Perspective

**Cllr Keith Cunliffe - Deputy Leader
Wigan Council**



**Greater
Manchester
Health and
Social Care
Partnership**

The GM Partnership

Greater Manchester: a snapshot picture



£56 Billion GVA

Fastest growing LEP in the country



2.7 Million People

Growth of 170,000+ in the last decade



104,000 People Unemployed

7.8% (above UK average of 5.5%)



77.7 Male Life Expectancy

England average: 79.3



81.3 Female Life Expectancy

England average: 83.0



112,000

People on long-term sick and inactive



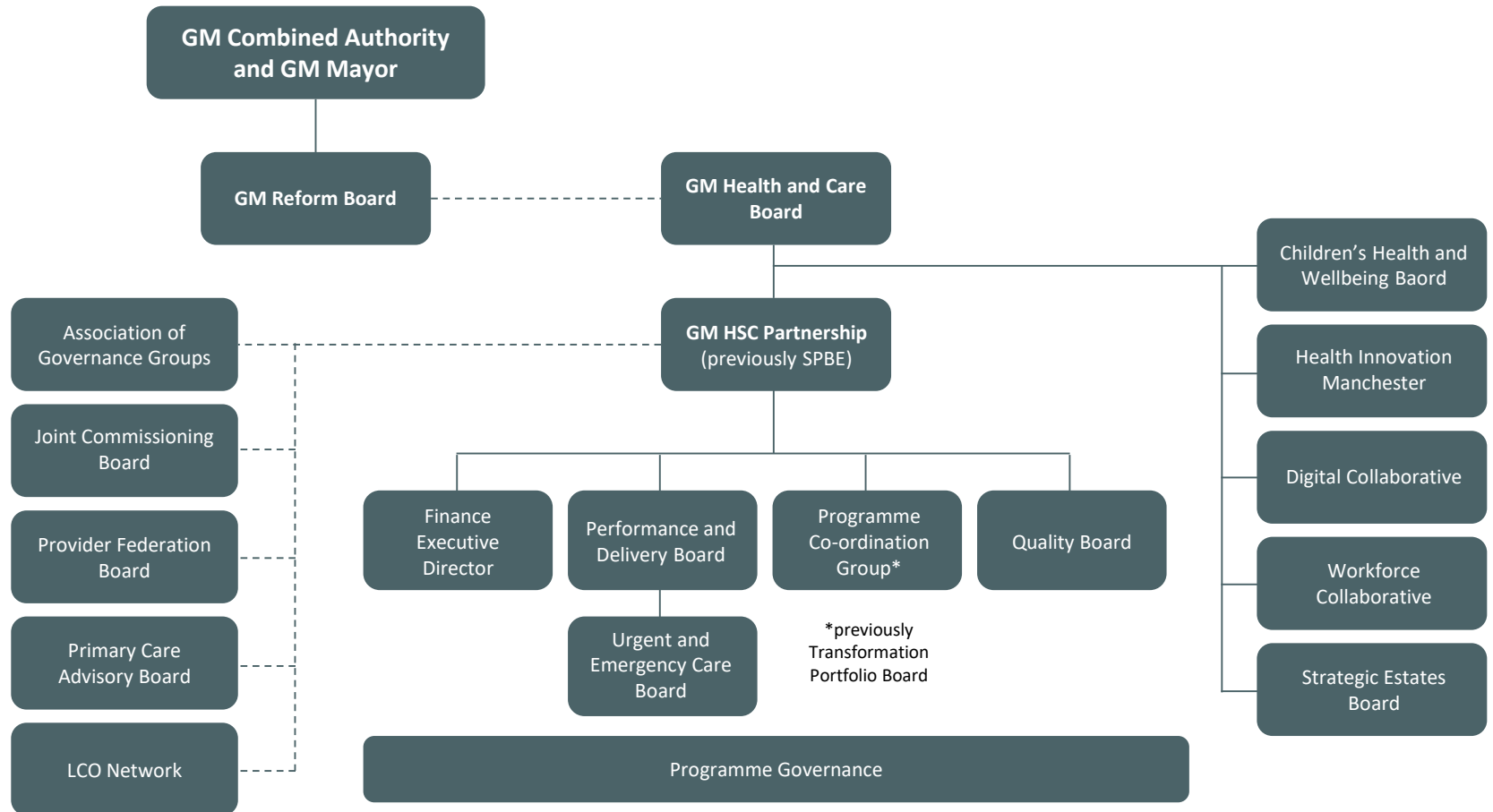
GVA – Gross Value Added
LEP – Local Enterprise Partnership



12,000 Children

Not school ready

Our Governance

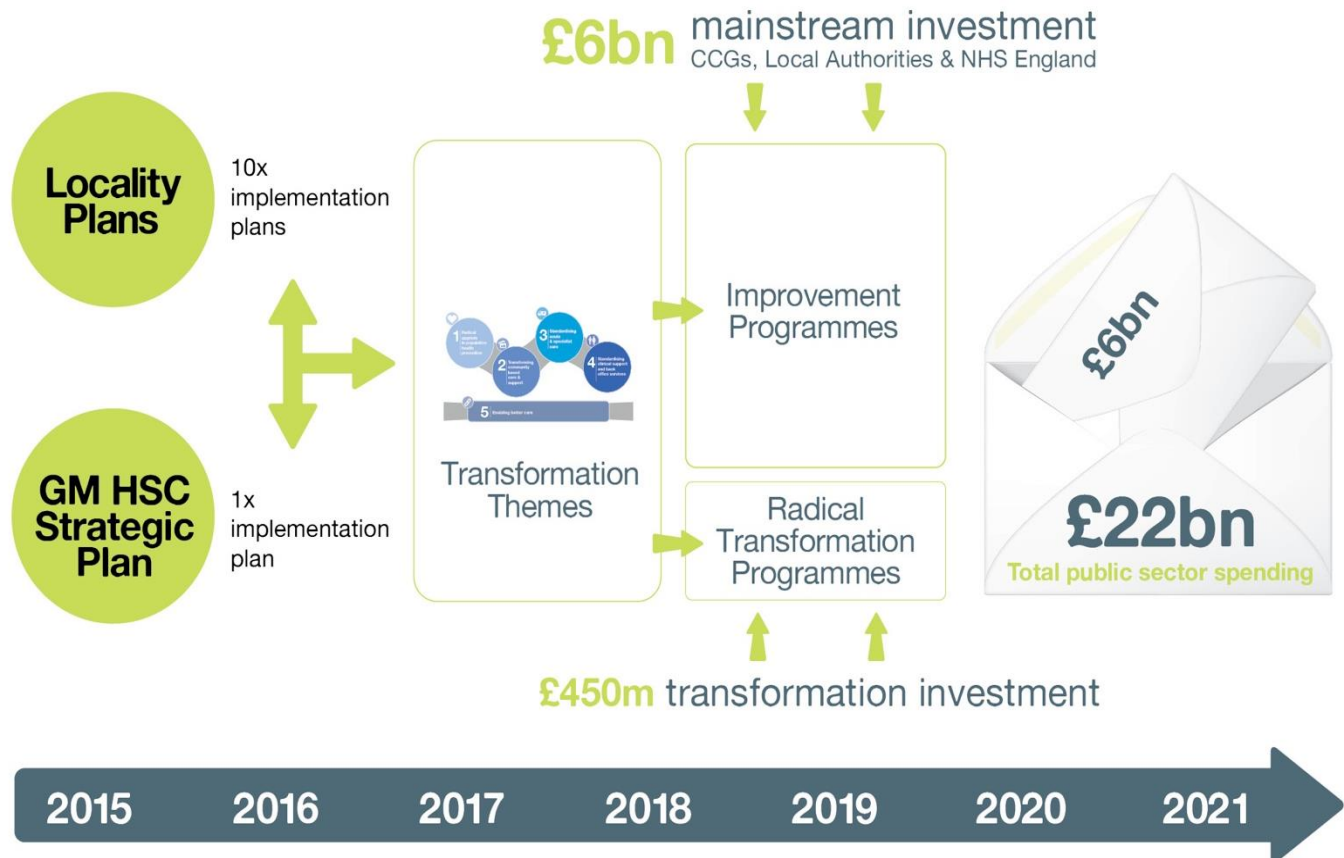


Vision:

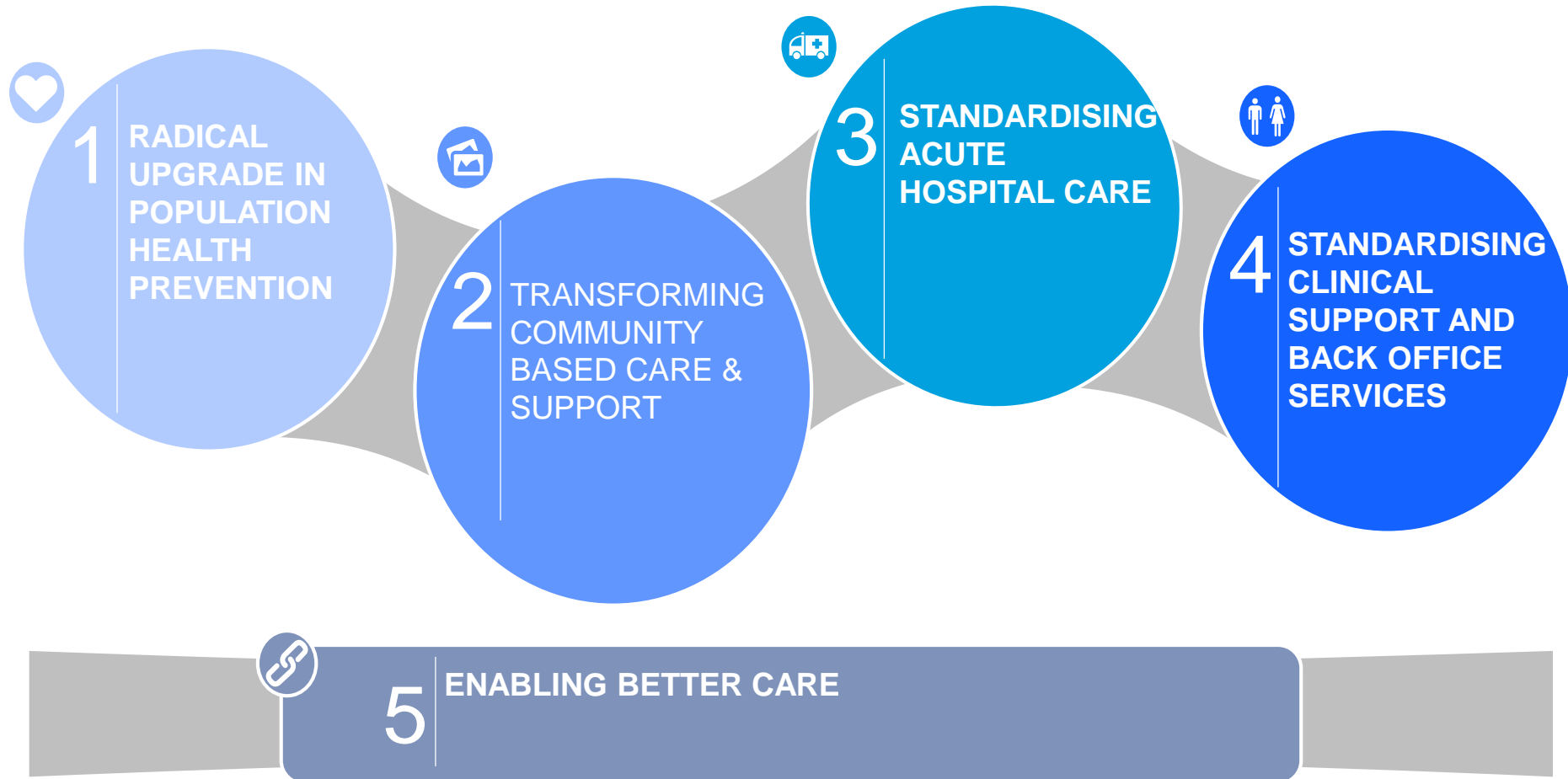
To deliver the greatest and fastest possible improvement to the health and wellbeing of the 2.8m people of Greater Manchester

We will do this by:

1. Creating a transformed health and social care system which helps more people stay well and takes better care of those who are ill
2. Aligning our health and social care system far more widely with education, skills, work and housing
3. Creating a financially balanced and sustainable system
4. Making sure the system remains clinically safe throughout.



A comprehensive framework for transformation underpins GM's Strategic Plan



The building blocks of transformation

- Local care organisations coordinate delivery of integrated care in each borough
- Boroughs are made up of smaller neighbourhoods - GP practices working with other health and care professionals
- Standardisation across hospital sites and more care in the community, closer to home
- A single local commissioning function in each borough plus a GM Commissioning Hub

GM wide and local objectives

Single commissioning system

Service specialisation and standardisation

Hospital Clusters

Hospital Clusters

Hospital Clusters

Co-ordinating locality response and co-ordinating all hubs

LOCAL CARE ORGANISATION

Integrated all providers looking after pop'n

Pop'n Hub
30-50k

Pop'n Hub
30-50k

Pop'n Hub
30-50k

Pop'n Hub
30-50k

Individual delivery points



Individual providers

The Partnership



Bridgewater Community Healthcare
NHS Foundation Trust

GP CLUSTERS



**Healthier
Wigan**

better care for you
and your family



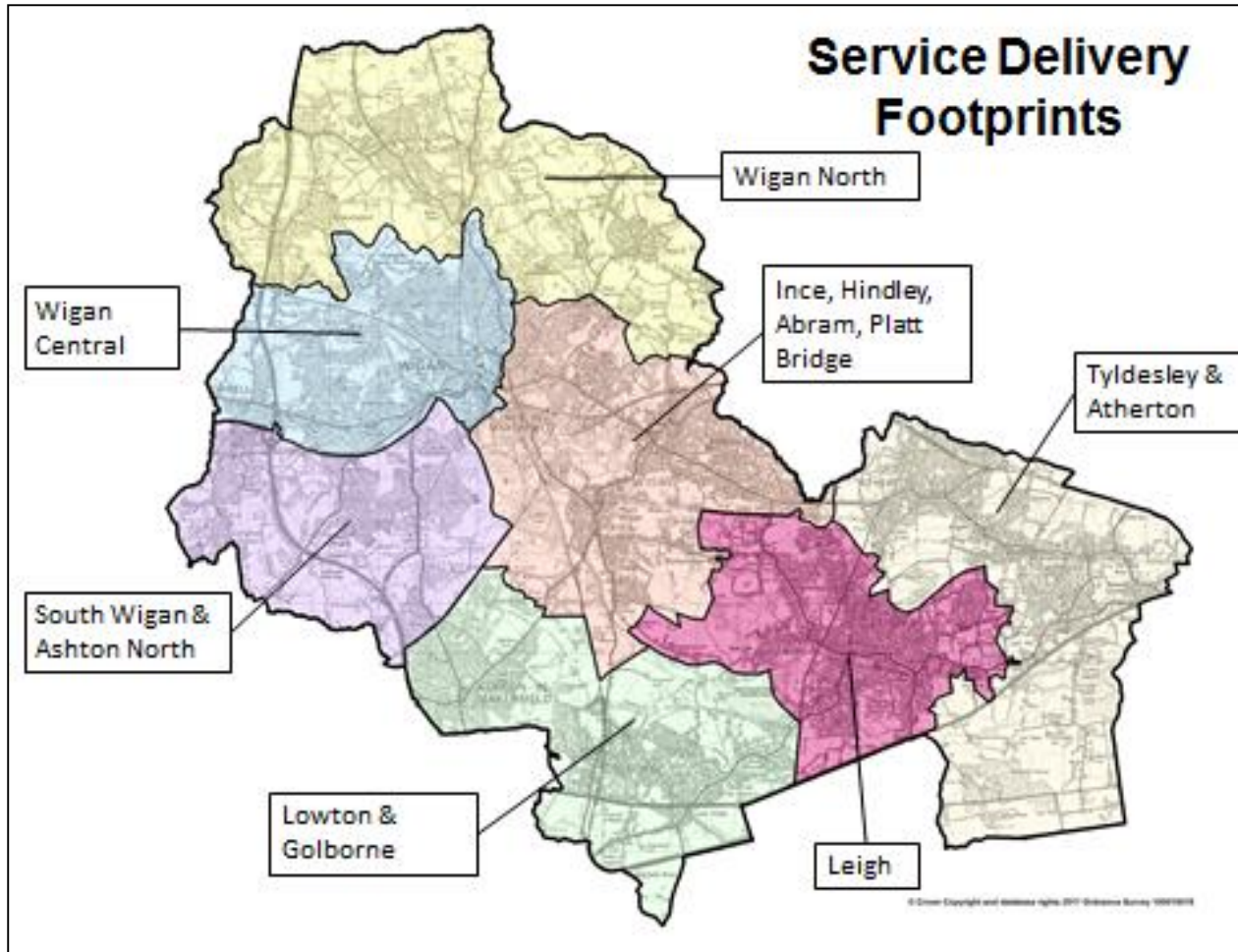
**North West
Boroughs Healthcare**
NHS Foundation Trust

Wrightington, Wigan and Leigh 
NHS Foundation Trust


Wigan Borough
Clinical Commissioning Group

Wigan 
Council

Service Delivery Footprints



- 30-50,000 population
- Co-terminus GP Clusters
- SDF Managers as convenors
- Named capacity for each SDF
- Schools
- Profile for each SDF
- Community Assets mapped
- Estates Strategy by SDF
- SDF multi-agency huddles
- Sub SDF neighbourhood teams in areas of greatest demand

Healthier Wigan Partnership



- Healthier Wigan Partnership is a partnership of health and care providers and commissioners bound together by an Alliance Agreement to deliver integrated health and care through the transformation out of hospital services, to improve the health outcomes of the population and ensure an affordable health care system in the future.
- Key components
 - Integrated primary, community and in-reach secondary care services
 - Scaled implementation of the Start Well offer
 - Public health interventions wrapped around GP surgeries
 - Increased prevention, early intervention and self help
 - Shift of hospital activity (diagnostic and treatment) to community
 - Parity of physical and mental health
 - Place based bringing together a full range of public and voluntary sector services
 - Asset based approach



‘We are working together to help people live healthy, happy and fulfilled lives’

Wigan Borough's Approach to Health and Wellbeing



Our part

- Support families to give children the best start
- Create training opportunities and jobs
- Provide seven day access to GP services
- Help communities to support each other
- Help you to remain independent for as long as possible
- Provide leisure facilities to help keep you healthy and active

Your part

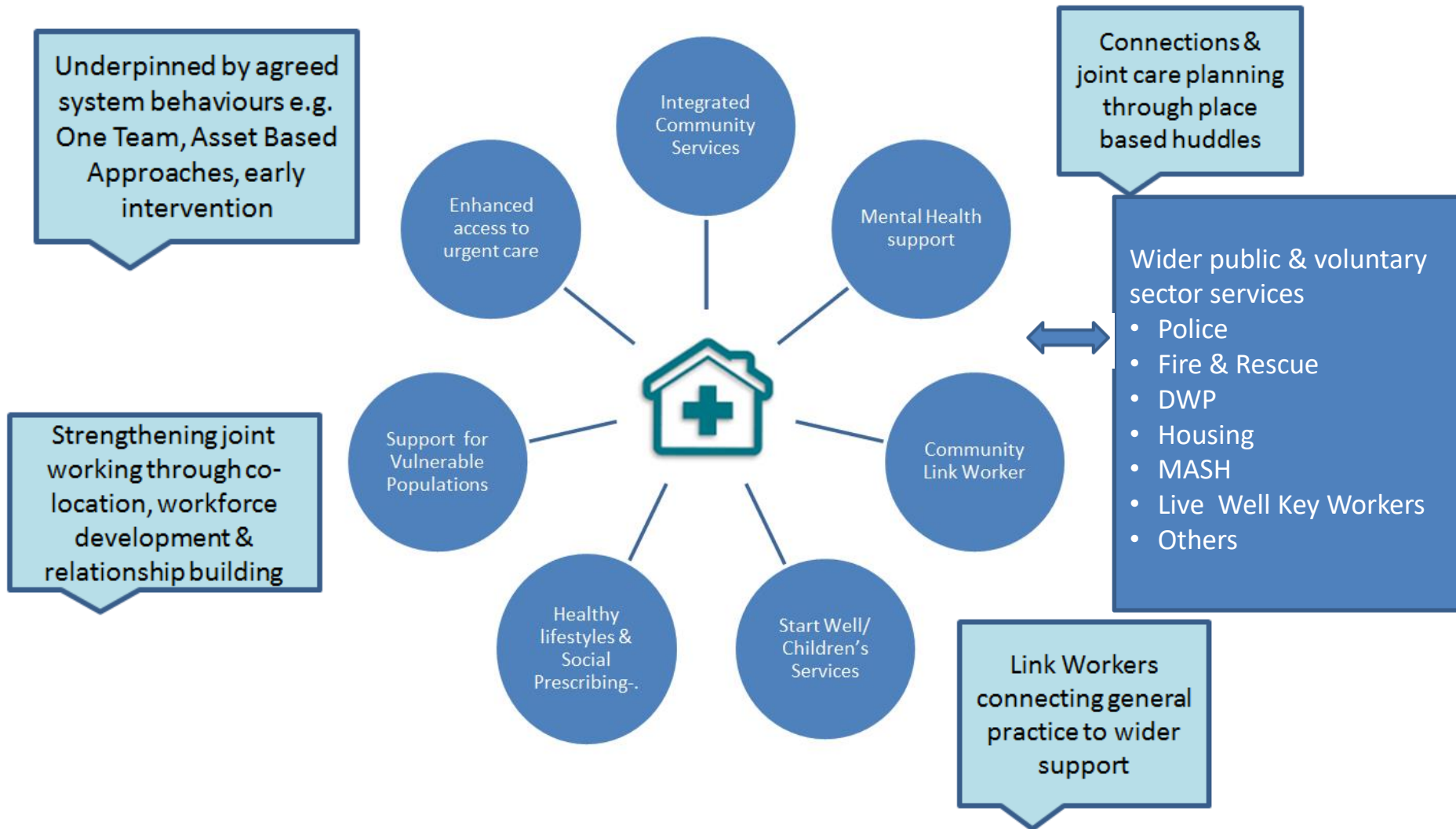
- Lead a healthy lifestyle and be a good role model
- Take advantage of training and job opportunities
- Register with a GP and go for regular check ups
- Get involved in your community
- Support older people to be independent
- Make the most of leisure facilities and be active



Population of Wigan about 323, 000. Nearly 98% of Wigan's population are White British:

- 65% of the borough population are of working age.
- 23% of residents have long term illness.
- There are nearly 34,000 carers of which 3,000 are likely to be children.
- Nearly 100,000 people in the borough are living in the most deprived quintile.
- Rates of homelessness are high 3.63 per 1,000 households compared to 2.48 per 1,000 for England.
- Higher than average rates of obesity
- 16 excess cancer deaths each for women and men under 75yrs against the England rates 2012-14 (majority are lung cancer deaths)
- Our population aged 65+ will increase by 30,000 over the 20 years.

Integrated Model of Working



Making it happen: it's simple but profound

- Having a **different conversation**
- **Knowing your community** better
- **Attitudes** and **behaviours** of staff
- Giving permission and **freedom to redesign** and **innovate**
- **Co-location** of teams and **partner agencies** in a place



The Deal - 10 Essential Components

- **Strong Narrative** - a simple concept that everyone can understand but is profound in its implications .
- **A belief that this is a movement not a project** - rooting the approach in public service values: “sense of vocation”.
- **Leadership at every level** - commitment and senior sponsorship
- **Workforce culture change** - training and core behaviours that define how we work, whatever the role.
- **A different relationship with residents and communities** - building self reliance and independence
- **Permissions to work differently** - leadership backing: ‘we will support you’
- **Redesigning the system** - testing our systems, processes, ways of working against our principles: ‘do they make the culture and behaviours we want more or less likely?’
- **Enabling staff with the right tools and knowledge** - using new technology to support new ways of working and new roles
- **A new model of commissioning and community investment** - market development and new arrangements for commissioning
- **Supportive enabling functions** - breaking down barriers to progress and facilitating the change

Local Picture - Wigan's Care Homes



- 51 Care Homes – c. 2500 beds
- All but 1 operated privately, no contracts
- Mixed market with a range of large and small operators
- Largest care home provides 180 beds, smallest providers 6 beds

- Locally we have a stable market with no recent closures or exits
- Operate a place-based way of working with 7 Service Delivery Footprints

Architecture to enable improvement – Our Journey

- A commitment to improving quality
- Investment in a quality improvement team; focus on attitude and understanding
- Care Home Reform Board; decision makers and leaders from across the Council, CCG and Acute Trust
- Political support; crucial to our progress
- Permission to innovate and try something different
- Established a Care Home Innovation Fund for small investments and big ideas



Architecture to enable improvement - programme of reform

- Recognise the valuable contribution to our health and social care economy - we have developed a free offer to support quality improvements
- The offer skills up the workforce and improves the experience of people living in our care homes
- Programmes:
 - Nutrition and Hydration
 - Oral Health
 - Specialist Dementia Approaches
 - Active Care Homes
 - Community Circles
 - End of Life



The basics

“Quality means doing it right when no one’s looking...”

- Proactive and reactive
- Evidence based
- Consistent approach
- Appropriate and proportionate
- Utilise information from different sources
- Baseline and Thematic tools
- Cyclical
- Transparent and Supportive
- Challenges and champions
- Robust service improvement and escalations process



What really makes a difference?

Our principles

“You can’t fatten a pig by weighing it”

- Recognise the important role CQC play, also recognise their limitations – they are unable to offer support to make improvements



- We strongly believe that improving quality is as much our responsibility as it is the providers
- Provider failure is rarely a failure of just the provider, we have introduced an approach which seeks to identify and address issues to avoid failure

What makes a difference – a partnership

- Building supportive relationships with our providers and co-producing
- Having honest, challenging, conversations
- Engaging with the whole workforce – recognising and rewarding with a monthly award



What makes a difference – striving for better

- Create opportunities for managers to reflect, developing their skills – coaching where appropriate
- Recognise the value of a good Registered Manager – their leadership extends to the wider workforce; they inspire and empower staff
- Encourage creativity and innovation – we want a can do, will do attitude
- Always looking to improve – Towards Outstanding, and Beyond!
- Focus is always on people not the regulator



What makes a difference – having a life

- Developing a workforce that wants people to have a life, not just a service
- Connecting people to each other, to their families, to their hobbies and interests and to their community
- We're really clear – our care homes are not where life ends, but where a new, interesting chapter begins



What makes a difference – having a life

- Once you're in you never leave..... not in Wigan
- Our care homes get people out and about, not once in a blue-moon but part of their everyday
- People do the things they love, the things which make them 'them'; like a weekly Tesco shop and a coffee
- People experience new things like a trip down the canal on a barge, followed by a pint in the local



What makes a difference – community assets

- Our care homes are vibrant parts of the community; a real asset to the surrounding neighbourhood
- We've supported homes to open their doors, inviting in local classes for yoga and local parent and baby groups
- Care Homes regularly put on events for the wider community like parties for Halloween or Christmas, car boot sales, local coffee mornings and family fun days



It's all about people, all the time; fulfilling lives

- We worked with care homes to introduce different ways to find out what people want to do with their time – introduced a Wish Tree
- Doris's wish was to feel the sand between her toes as being at the seaside was something she loved to do in the past
- The Care Home took her to Southport where she got to put her feet in the sand!



It's all about people, all the time; connections



- Introduced Care Home Hubs where homes come together to be creative and innovative – they share ideas and resources
- Care Homes are connecting people to the things they love:
 - A trip to play golf twice a month
 - Building a greenhouse to grow fruit and veg
 - A Dominos League with 5 other care homes
 - Going to rugby matches and enjoying a pie!
 - Getting back into Scottish Country Dancing



It's all about people, all the time; our generations



- Looking at intergeneration opportunities – lots of homes now have weekly activities with pre-school, primary school and secondary school age children
- Benefits for young and old; bringing history to life – amazing stories told by amazing people, Irene and Lillian share stories of their time in the Women's Land Army in WWII



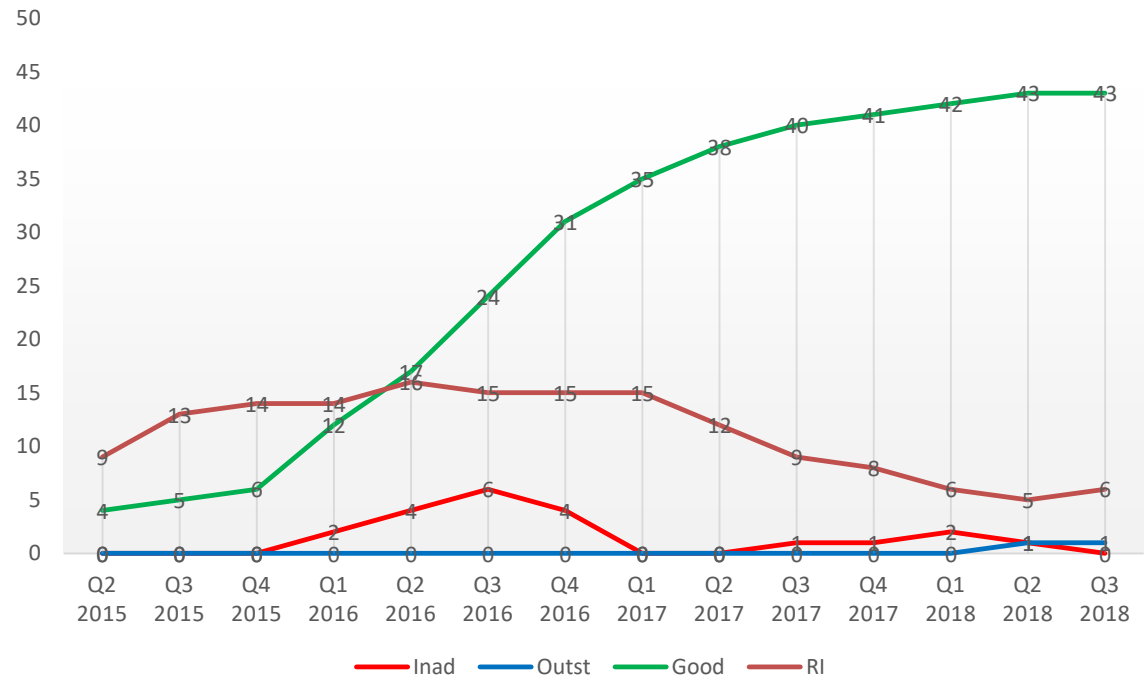
- Dementia Friends training for all teachers and nursery staff – continuing to support Wigan be a Dementia Friendly Place



So what?

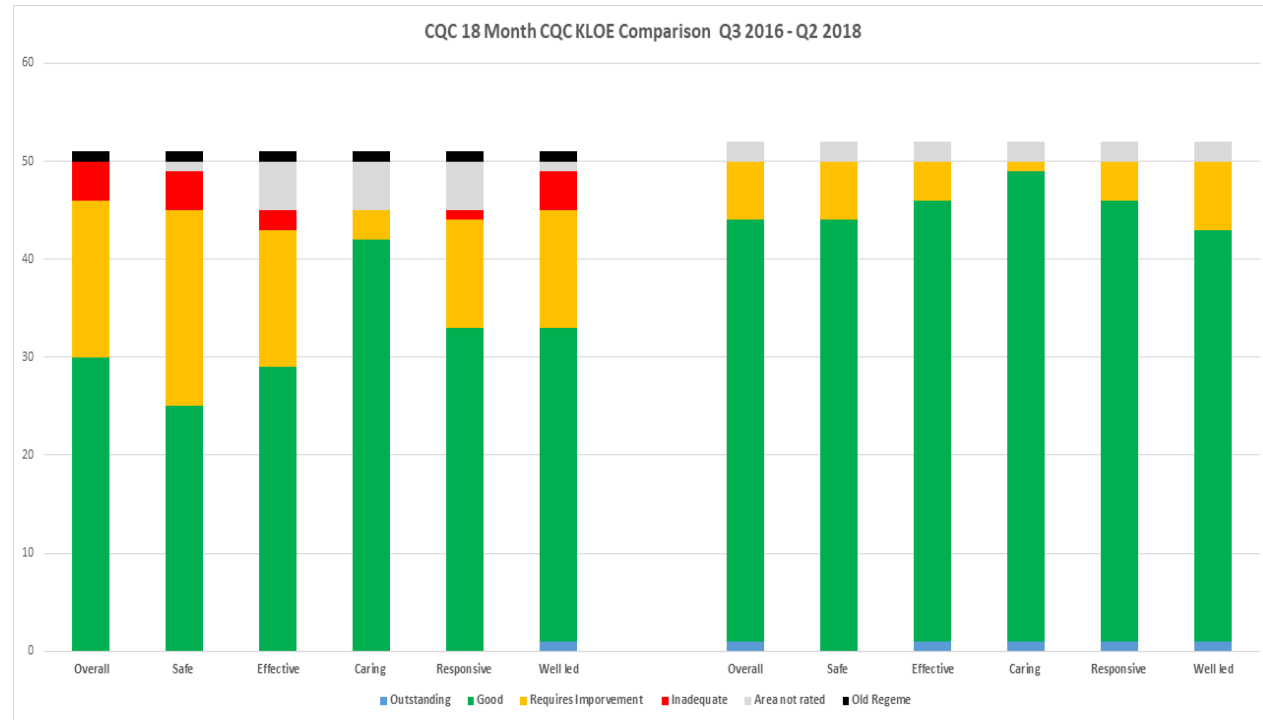
- Nationally 3rd most improved care home quality
- Most improved care home quality in Greater Manchester
- 88% rated good or outstanding
- Supported 3 providers to move from Inadequate to Good within 12 months and one inspection

CQC Care Home Ratings 2015 - Present



So what?

- This graph shows the overall rating broken down by CQC domains in 2016 vs. 2018
- 48 homes rated good in the Caring domain, that's 94% of homes delivering exceptional caring support
- There are no Inadequate homes in the borough and we have no domains rated inadequate



Care Home reform

Significant improvements across the market

	Comparison 2015	2018 overall	Safe	Effective	Caring	Responsive	Well led
Outstanding	0	1	0	1	1	1	1
Good	26	43	44	45	48	45	42
Requires Improvement	17	6	6	4	1	4	7
Inadequate	6	0	0	0	0	0	0

Reducing pressure on health services

- **Only 2% of A&E Admissions From Care Homes in 2017/18**



Care Home Reform



Homecare – Wigan

A Day By The Sea Side



Homecare – Wigan

Glam Grans Pamper Party



*Exciting!
New! Alluring!*

Hot Lips
LIPSTICK

25c
PLUS TAX
AT ALL
COSMETIC
COUNTERS

It stays—and Stays—and STAYS! Non-drying and non-smearing. In four intriguing, sultry shades.

MAR-O-MIST INC.
CHICAGO, ILLINOIS



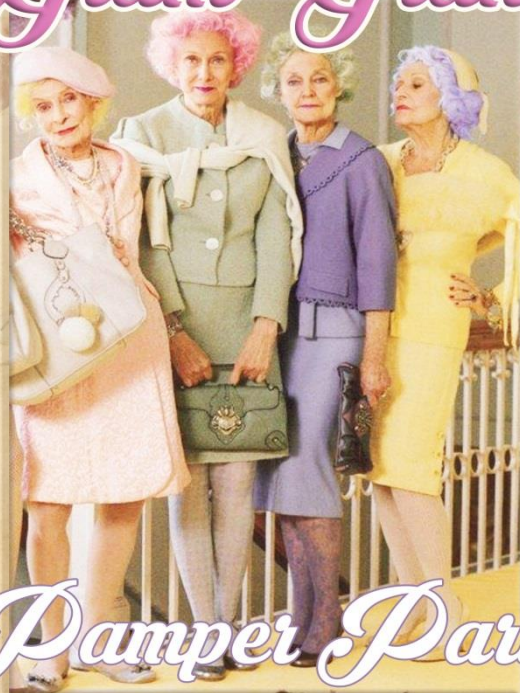
What a Difference Maybelline Makes

Maybelline

Eye Beauty Aids

Wednesday 23rd August

the Glam Grans



Pamper Party

A full day of Pampering with Head Massages, Hair Washing & Curly Blowdrys, Manicures and Nail Painting! Plus Tea, Cakes and Treats!

You are cordially invited to our ...

Glam Grans Pamper Party

Treatments available ...

- Hair Washing
- Curly Blow Dry
- Head Massage
- Manicure
- Hand Massage
- Nail Painting
- Reiki Healing

When: Wednesday 23rd August
Where: PCS Head Office
Time: 10am until 4pm

Please RSVP to Natalie on
01695 553930

Thank you

Any questions?