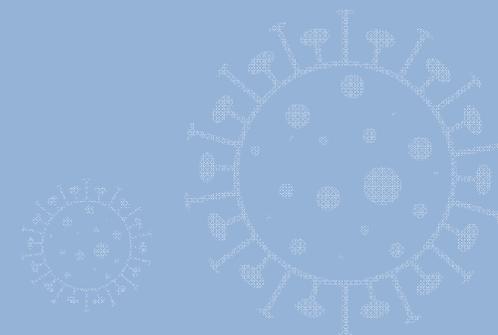


# **COVID-19**

## **Care Sector Resilience - Action Plan: Promoting Sustainability**

**July 2020**

Theme	Lead SD	Version
Supporting Health and Care of vulnerable people	Iain Macbeath	1



## COVID-19 - Care Sector Resilience Action Plan: Context

- A Care Homes Resilience Action Plan was developed in May to focus on achieving the following key objectives:
  - To minimise infection and mortality levels across our care sector
  - To support the wellbeing of residents and the care workforce
  - To support the resilience of the care sector
  - To address inequitable outcomes within the care system
- The action plan was developed focusing on three key phases:
  - Phase 1 (1-6 weeks): Emergency response until full testing of residents and staff is operational and infections reduced
  - Phase 2 (6-10 weeks): Plateau period of infections including systematic, reliable testing
  - Phase 3 (10-12 weeks): Recovery
- As we are now moving toward the end of Phase 2 and into Phase 3 we need to review and refresh the action plan with an aim of creating a “new normal” built around the sustainability of care services and responsiveness to change (e.g. to increases in infection rates, the introduction of local lockdown and emerging issues and up-coming winter pressures)
- Recognising that this “new normal” is within all services, the refreshed action plan will be widened beyond Care Homes to include Home Support, Supported Living and Extra Care services. The delivery of the plan will need to be flexible in order to prioritise tasks as the situation changes in Bradford over the coming weeks and months.
- This report sets out:
  - The key activities undertaken to deliver the objectives within Care Homes in phase 1 and phase 2 and the impact on reducing infection rates and mortality
  - A summary of the support offered to the other parts of the care sector
  - A refreshed action plan for all care settings, detailing the next steps to promote a sustainable, responsive and flexible sector as we move towards the end of phase 2 and into phase 3.

- The review and action plan were co-produced with Bradford Care Association and Bradford and Craven CCG
- The Care@Home work stream led by Bradford and Craven CCG, building on existing telehealth services, has established a clinical digital response to COVID-19 for all residents living in a care home across Bradford District and Craven. The MyCare24 pathway has extended the support provided by the Digital Care Hub and the Super-Rota to people living in their own homes who have frailty and/or complex, escalating needs. Resources were flexed and re-purposed to support the Care@Home work stream and clinical staff came together building on existing services to provide a rapid response meeting the demands placed upon us by COVID-19 through the peak of this first wave. Our local response benefited from all parties coming together early, and subsequent national guidance only reaffirmed the approach and success of our shared system response, all being equal working together to support one another. As the pandemic slows and the rate of transfer has reduced we rightly look to returning to normal service, although in the shadow of COVID-19. The Care@Home work stream has been involved in driving developments in how we work together and with the way services are delivered, achieved in a very short period of time, and on reflection can be considered vital to retain. As services and staff return to their substantive roles across the system, we will look to harness what has been achieved for the longer term. Also, what steps do we need to take to ensure systems are in place in order to ramp back up should a second wave emerge in the winter of 2020/21.
- The action plan supports the wider district vision of Happy Healthy and At Home. It looks to support the emphasis on early intervention and self-management, delaying the need for formal care and reducing demand for adult social care in a planned way. Pre-pandemic plans were in place to reduce admissions into Care Homes through a focus on support at home. However the scale and speed of reductions in placements in Care Homes as result of Covid-19 has significantly impacted on market stability and increased the risk of unplanned closures. Short-term interventions are needed to stabilise the market and protect essential services before we can plan back towards a sustainable approach to reducing demand for Care Homes in the District.
- The action plans sits alongside plans developed to inform preparations for and actions in the event of any local lockdown.

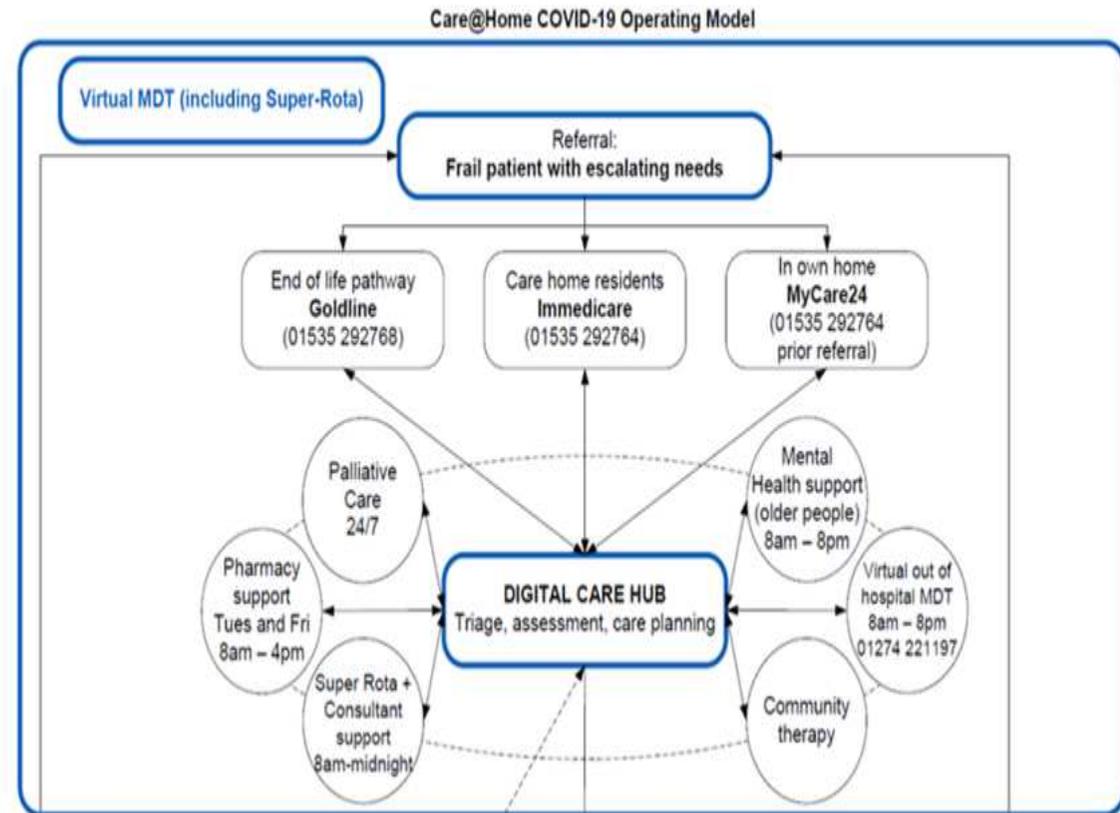
# COVID-19 – Care Homes Resilience Action Plan: Key activities undertaken so far

Significant work has been undertaken between April and July within phases 1 and 2, focused on the following key objectives:

- Objective 1: To minimise infection and mortality levels across our care sector
- Objective 2: Support the well-being of our residents and workforce

## Discharge planning

- Use of a cross-organisational Multi-Disciplinary (health and care) (MDT) approach to assessment and care provision,
- Use of 24/7 digital technology in provision of clinical and non-clinical support and advice into care homes (i.e. Digital Health Hub/ telemedicine). Identification by CH officers where equipment was needed
- A daily super rota of GPs, GPwSI, mental health practitioners and care of the elderly consultants providing an enhanced level of care in and out of hours to homes via telemedicine
- Re-deployed CCG staff and provision of monitoring equipment to care homes to support ongoing monitoring and management of all residents
- Local Covid – 19 testing protocol
- Discharge to assess (super rota) - all new residents from the community into Care Homes have access to virtual therapy (digital care hub)



## COVID-19 – Care Homes Resilience Action Plan: Key activities undertaken so far

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### **Guidance and support to Care Homes**

- Identifying those homes at greater risk requiring more intense support, and provision of this support through MDT approach.
- Delivery of a Care Home Infection Prevention Operating Model, and the introduction of IPC Champions
- Clear communication and escalation channels for Care Homes to resolve issues relating to health and social care, additional and extended capacity to support (e.g. super rota, telemedicine) and focusing MDT on Care Homes at greater risk,
- Face to face clinical support continues to be provided by district nurses, end of life team for patients who are high risk and unable to receive virtual support through technology.
- Revised pathways of defined medical conditions
- Restore2 and structured communication tool training tools and resources to support a system wide approach to recognising and responding to deterioration
- Guidance and support to Care Homes on the digital hub
- Defined and revised pathways for patients with common clinical conditions e.g. falls with head injury
- 24/7 palliative care line available

### **Communications and engagement**

- Weekly meeting with BCA and Care Providers.
- BCA strategic representation COVID operational, strategic and command meetings

### **Communications and engagement**

- Regular proactive communications to Care Homes through allocated Care Home Liaison Officers supplemented by regular information on latest advice, guidance and support
- Development of a Care Home Reference Group to develop COVID – 19 pathways in partnership
- Immedicare (Telemedicine) relationship managers support care homes with training and arising issues
- Fortnightly Care@Home newsletters and top-tips caring are circulated via the LA Provider Bulletin with themes inc. mental wellbeing, end of life and dementia care during Covid-19

### **Testing and PPE**

- Robust localised testing programme for Care Home staffing with over 9000 staff tested and regular and systematic use of 200 test kits per day allocated.
- 3 weekly re-testing programme introduced prior to national re-testing programme launched.
- National programme for testing of staff and residents with promotion of whole home testing and being followed where applicable and local solution offered where care homes are not able to access national portals
- Development of a system wide COVID-19 swabbing pathway for residents discharged from hospital or admitted from a community setting
- The Council holds a significant amount of PPE stock as a safety net for future outbreaks / supply chain shortages. Care homes have access to this and in can access 7 days worth of supply at a time.
- IPC specialist advice via BMDC IPC team

## COVID-19 – Care Homes Resilience Action Plan: Key activities undertaken so far

Significant work has been undertaken between April and July within phases 1 and 2, focused on the following key objectives:

- Objective 1: To minimise infection and mortality levels across our care sector
- Objective 2: Support the well-being of our residents and workforce

### **Mental health & wellbeing**

- The system partners (Council, health, VCS) have developed a range of information, advice and guidance for staff and residents to access to support their mental health and wellbeing,
- A dedicated working group has been set up to continue to develop and respond to mental health and wellbeing.
- Creation of the new 8 to 8 older peoples mental health support service, linked to the Digital Care Hub

### **Intelligence and monitoring**

- Dashboard to support daily monitoring and targeted action to address challenges and support Care Homes on infection rates; mortality; operational, process, demand and capacity challenges.
- Business continuity guidance and support - use of qualitative and quantitative data (Covid 19 dashboard) to inform best practice, quality improvement and shared learning e.g. escalating needs and the development of pathways and plans
- Recording of weekly ring-arounds and Power-BI reporting

## COVID-19 - Care Homes Resilience Action Plan: Key activities undertaken so far

Significant work has been undertaken between April and July within phases 1 and 2, focused on the following key objectives:

### •Objective 3: To support the resilience of the care sector

#### **Financial stability**

Rising costs of managing covid-19 including voids as a result of reductions in placements and mortality have impacted on the stability of the sector. To support this the health and care system has

- Paid a top-up payment of up to 10% of LA and CHC fees to Care Homes for a 7 week period from 23 March 2020
- Allocated 75% IPC Funding to all care homes based on CQC register beds – homes received £953.83 for each registered bed
- Provider a grant contribution of 80% of the base rate towards the cost of voids resulting from a reduction in Council funded placements over a 14 week period between 23 March and 28 June 2020.

#### **Staffing**

- A staff bank has been developed and is operational to support the independent sector
- The bank currently has a total of 75 people available or going through the recruitment / training process
- A budget of £460.050 was set aside to support delivery of the staff bank (including funding for one-off training and contributions to wages). To date only approx. £30,000 has been required. This reflects better than planned for sickness levels and reductions in service demand both in Care Homes and Home Support.
- Care Home Liaison Officers are supporting individual homes to access staff where workforce challenges exist
- The Council are working closely with Care Homes to restrict movement of workforce across homes to minimise the spread of infection.
- Bringing staff back (BBS) scheme developments aligned to the capacity tracker to support homes with deficits (particularly nursing)
- Mutual aid scheme under development
- Professional guidance for managing nursing deficits in nursing homes

## COVID-19 - Care Homes Resilience Action Plan: Key activities undertaken so far

Significant work has been undertaken between April and July within phases 1 and 2, focused on the following key objectives:

•Objective 4: To address inequitable outcomes within the care system

### **Tailored support to Care Homes**

- Developed a RAG rating system to identify individual homes with challenges and this is being informed by the intelligence gathered on a regular basis through the dashboard (quantitative) and the Care Home Liaison Officer (qualitative) to ensure targeted response to reduce inequalities.
- Tailored support to Care Homes: re-deployed staff to Care Homes e.g. the interim Community Dietetics Service which is providing nutritional support
- A project to minimise prescribing and thus administration of medication that is not providing an immediate benefit to a patient's quality of life, and indeed may be causing harm. The overarching aim being that focus can be where it needs to be and to limit avoidable burden in the medication supply chain, especially as most community pharmacies may have to revert to original pack dispensing which will put further pressure on care home staff.
- Senior pharmacist at Digital Care Hub provides medication queries support to care homes.
- Electronic Transfer of Prescriptions (ETP) by super-rota and palliative care ensure patients receive their medicines in a timely manner.

### **Market review**

- At the appropriate time, we will be undertaking a review of the conditions that drive inequalities in the sector and compare this against outcomes experienced by residents during this period;
- This analysis will be a key diagnostic to inform a Care Home market review to support the sector to improve outcomes, drive up quality and deliver a sustainable, supported care sector; but only once we have achieved stabilisation of the current crisis.

### **Ethical Care Charter**

- Building on the work the Health & Wellbeing have been undertaking embedding strength based practice, we will be equipping staff with the tools, skills and confidence to engage with people in maximising their independence by reviewing the principles of the Ethical Care Charter and agreeing a plan to sustainably embed these principles across all of services throughout year 2 of our transformation programme.

The initial Care Home Resilience Plan completed to end of June 2020 is included at Appendix 1.

# COVID-19 - Care Homes Resilience Action Plan: Impact

## Infection rates:

•There has been a significant reduction in the number of infections in care homes since peaking in May. However a slight upturn recently highlights the continue need to support Care Homes in their response to Covid 19.

•Table 7a provides further details

## Mortality:

•The rate of deaths has slowed significantly in care homes in June and July (Table 7b)

## Operational issues:

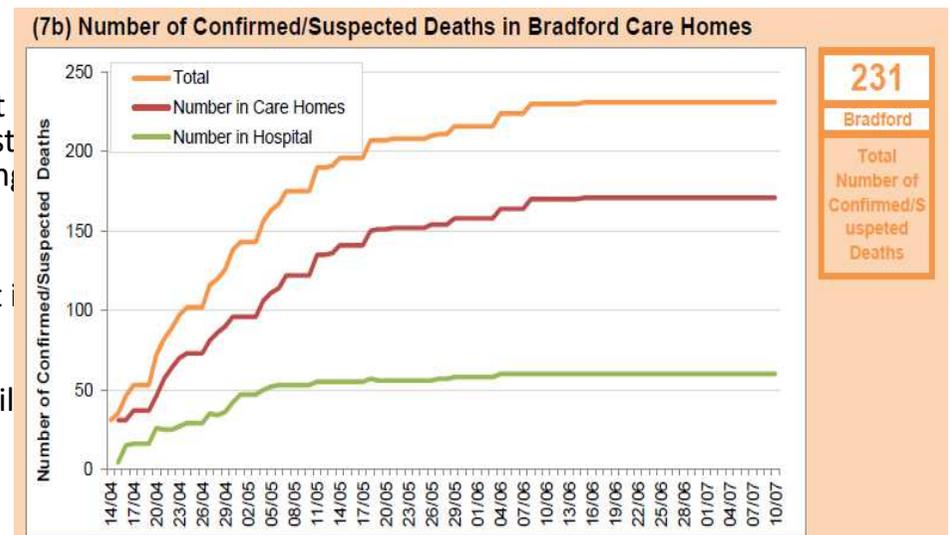
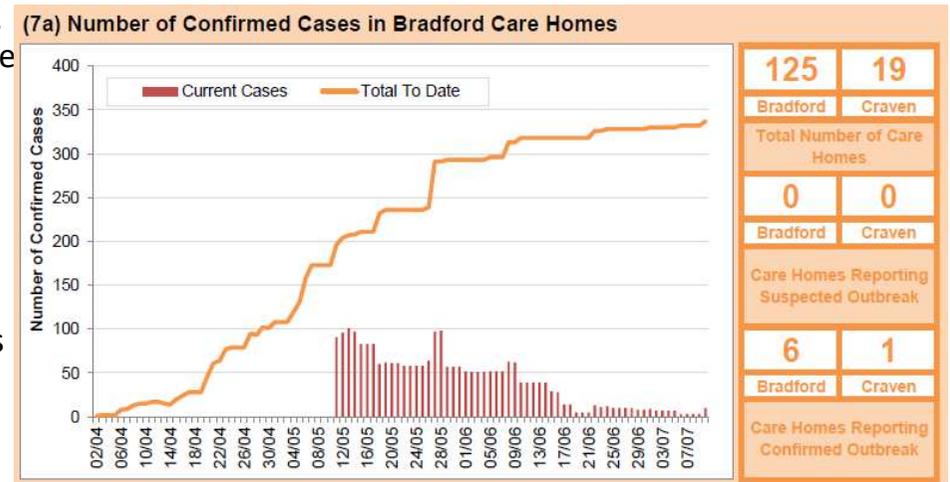
•Feedback from Care Homes indicates that the Care Home Liaison Officer role has been of significant help to many providers. There is an acknowledgment that as systems and processes have become embedded less regular support is required with fewer homes reaching crisis point as issues resolved pro-actively.

•Resources are being developed to further support providers to implement and embed changes.

•PPE supplies have stabilised for many providers, but high costs and quality assurance of the product remains a challenge for providers

•A new regular testing programme announced by the Government on 6 July is not yet fully established. Issues with system access, delivery of tests and quality of test have impacted on this. Contingency in place via local testing offer to ensure routine testing can still take place where national access issues continue

There is evidence that the spread of infection is being controlled by measures put in place and the Care Homes are addressing operational challenges. However, continuing the measures are important to avoid further 'waves', particularly as lockdown eases within the community which may impact on staffing. Providers will need on-going support to mitigate the impact and cost of adjusting to the new norm.



## COVID-19 – Home Support, Supported Living and Extra Care: Key activities undertaken so far

Although not covered by the previous action plan, significant work has also been undertaken within other care settings, recognising that strong and reliable home support provision, supported living and extra care services are essential to the Bradford health and care system as a whole.

### Financial stability

Care Providers have been supported with the rising costs of managing covid-19 through:

- Paid a top-up payment of up to 10% of fees to Home Support and 5% to Supported Living and Extra Services for a 7 week period from 23 March 2020 on all LA and CHC funded placements.
- Allocated 25% IPC Funding to Home Support, Supported Living and Extra Care providers based on the number of people they support.
- System changes were implemented that enabled providers to be paid on a scheduled basis that resulted in faster and regular payments to providers during the lockdown period.
- However increased number of one-off payments and grants have presented challenges for processing variations/payments in a timely manner.

### Communication and support

- Easy access to updates and information through the Provider Zone and Provider Bulletin .
- A Service Update System (SUS) was developed and rolled out to all providers. This allowed officers to monitor the current status of services through a RAG system where Providers could flag if they needed support
- IPC support and guidance has been made available to all providers.

- Contact was made with providers to make them aware of those they support on the shielded list and the need to ensure they used appropriate PPE.
- Support was also provided to providers to access food supplies, priority access to supermarkets and taxi services for care workers attending work.

### Other Support

- MyCare24 supports frail people with complex and escalating needs living in their own homes and is a 24 /7 service. MyCare24 is enhanced by access to doctors and other clinicians on the super-rota.
- Older Peoples Mental Health Telehealth Operating Guidance and the OPMH Telehealth Rota
- Support for annual health checks for people with LD and a robust pathway via the tele-medicine hub to access help .
- LD provider guidance sent out with useful links and Covid 19 discharge pathways extended to extra care and supported living, surpassing national guidance
- Restore2 - Softer signs training sessions planned

### Support for people with Direct Payments

- Contact has been made with DP and PHB recipients who are on the shielded list; orders for PPE have been taken and delivered where required. Joint letters from BMDC and the CCG regarding testing arrangements have been sent to all DP and PHB recipients
- Direct Payment recipients have access to Council PPE stock and to date have been permitted 21 days of supply at a time.
- Support to Direct Payment recipients has been managed through the Controcc Team.

## COVID-19 – Care Sector Resilience Action Plan: Resource Requirements

### **Covid-19 Support Team:**

To support the delivery of this action plan it is proposed that a Covid-19 Support Team (CST) is established. This will allow for a move away from emergency resourcing support from within the Commissioning and Contract Team to sustainably being able to provide the support the independent care sector needs to move towards the recovery phase whilst also being prepared to respond to further outbreaks and lockdowns.

The team will include:

- Management oversight of the support offered to the sector and of the team, leadership on the delivery of the testing function and the action plan. The manager will lead on: liaison with health (CCG and providers), PH and IPC, operational teams and BCA to ensure system working and aligned processes and communication; ensuring workforce plans are responsive and meet needs of the sector; PPE to ensure sector needs are met; supporting measures needed to ensure financial sustainability risks are mitigated.
- Care Sector Liaison Officers to lead on a risk-informed approach to supporting approx. 500 providers. This will include a proactive response to providers with on-going or emerging issues and concerns related to the pandemic as identified through monitoring of the capacity tracker and SUS, system intelligence or by the provider themselves. The team will also provide support and advice to the sector in response to changes in guidance, systems and approaches
- Covid-19 Support Operations Manager and Officers to deliver the local testing function.

### **Additional Council resource requirements:**

Delivery of the action plan will require continued activity from:

- Commissioning and Contract Team (C&CT)
- Operational social work teams (Ops)
- Public Health / IPC Team
- Social Care Intelligence (SCI)
- Community Care Admin (CCA)
- Procurement
- Finance

### **CCG resource requirements:**

- Ongoing support required to help with advance care planning and the development of educational resource
- Digital care hub (DCH) contract and on-going support to build on the DCH regardless of a second wave
- Back office support – Personalised Care Team staff have been redeployed and over 1000 backlog of case. Similarly, backlog in the memory clinics
- Resource implications for our providers, both acute and community
- Extra support is required by the care sector with medicines governance and safety.
- Evaluation of the learning

### **BCA:**

- Review of the BCA Action plan for 2020 to consider how the BCA can help support/ enhance this offer and support for providers

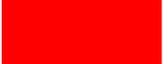
## COVID-19 - Care Sector Resilience Action Plan - KEY

The following slides set out the updated actions being progressed to achieve the objectives. This plan will be monitored through health and care command structure .

### CARE SETTING KEY:

**CH:** Care Home      **HS:** Home Support      **SL:** Supported Living      **EC:** Extra Care

### RAG KEY:

	Completed
	On-going
	Not started

## COVID-19 - Care Sector Resilience Action Plan

<b>Objective 1</b>	<b>To minimise infection and mortality levels across our care sector</b>
<b>Objective 2</b>	<b>Support the well-being of our residents and workforce</b>
<b>Objective 3</b>	<b>To support the resilience of the care sector</b>

Issue	Action	Care Setting	Lead	Timescale	RAG	Progress update
<b>1. On-going support and communications</b>	<ul style="list-style-type: none"> <li>Move to risk-informed approach to support from Care Home Liaison Officers through monitoring of the capacity tracker, SUS and system intelligence</li> </ul>	CH	CST	20.07.20		
	<ul style="list-style-type: none"> <li>Expand Liaison Officer offer to cover home support, supported living and extra care</li> <li>Consider how support to Direct Payment recipients can be continued</li> </ul>	HS, SL, EC	CST	20.07.20		
	<ul style="list-style-type: none"> <li>Identify and apply triggers for step-up / step-down of support to providers</li> <li>Link with winter pressure plans and processes</li> </ul>	CH, HS, SL, EC	CST Ops BCA	28.08.20		
	<ul style="list-style-type: none"> <li>Prepare for implementation of <a href="#">Bradford District Outbreak Control Plan</a></li> </ul>	CH, HS, SL, EC	CST NHS	September 2020		
	<ul style="list-style-type: none"> <li>Implement assurance process for Covid-19 to include updated business continuity and infection control plans.</li> </ul>	CH, HS, SL, EC	C&CT NHS	September 2020		Not started
	<ul style="list-style-type: none"> <li>Ensure LA, Care Homes, GP practices and Trusts are kept informed of plans and progress e.g. through regular Care@Home newsletters, open access Zoom events, provider forums, Webinars, etc.</li> </ul>	CH	CST NHS	September 2020		On target
	<ul style="list-style-type: none"> <li>Develop clinical pathway and resources e.g Sick day rules frail patients, Testing/swabbing pathway (rights and responsibilities) for care home residents, End of life and palliative care pathway in COVID-19</li> </ul>	CH	NHS	September 2020		9 complete 21 On Plan

# COVID-19 - Care Sector Resilience Action Plan

<b>Objective 1</b>	<b>To minimise infection and mortality levels across our care sector</b>
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<b>Objective 3</b>	<b>To support the resilience of the care sector</b>

Issue	Action	Care Setting	Lead	Timescale	RAG	Progress update
<b>1. On-going support and communications (cont.)</b>	• Enhance digital support services (Digital Care Hub) through sourcing and distributing medical/diagnostic equipment	CH	NHS	September 2020	Yellow	Issues with sourcing equipment
	• Source and distribute Tablets for remote therapy support	HS,SL,EC	NHS	August 2020	Green	On target
	• Coordinating remote education and training e.g. Restore2, national IPC training and EoL training package	CH,SL	NHS	September 2020	Yellow	On target
	• Develop a full Business Case to continue My Care24 beyond initial pilot stage	HS,SL,EC	NHS	September 2020	Yellow	On target
	• Expansion of the <b>super-rota</b> to carry out discharge to assess process (D2A)	CH	NHS	July 2020	Green	Complete
	• Extension of the <b>super-rota</b> to 30/9/2020, supporting and enhancing the Digital care Hub	CH	NHS	July 2020	Green	Complete
	• Establish community rehabilitation services for the long term recovery of people - Application for capital funding to NHSE&I, awaiting feedback.	CH, HS,SL,EC	NHS	October 2020	Yellow	

# COVID-19 - Care Sector Resilience Action Plan

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Issue	Action	Care Setting	Lead	Timescale	RAG	Progress update
<b>1. On-going support and communications (cont.)</b>	• Supporting care Homes with Medicines queries and ordering	CH	NHS			Not Started
	• Complete full equality impact assessment to consider impact of any changes on each group under each of the protected characteristics and Implement recommendations	CH, HS, SL, EC	Council NHS	September 2020		Not started
	• Develop Bradford Provider Resource Pack through editorial group • Agree process for on-going review and update • Publish document on Provider Zone • Continue delivery of BCA regular provider updates, Forums, BCA Quality Workshops, guidance updates and summary guidance information	CH, HS, SL, EC	C&CT BCA	On-going		Editorial group established
	• Review frequency and content of Provider Bulletin	CH, HS, SL, EC	CST	14.08.20		
	• Review and update Provider Zone information	CH, HS, SL, EC	CST	On-going		

## COVID-19 - Care Sector Resilience Action Plan

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Issue	Action	Care Setting	Lead	Timescale	RAG	Progress update
<b>2. Data collection, reporting and intelligence</b>	<ul style="list-style-type: none"> <li>Update format for weekly care home dashboard to developed</li> <li>Agree trigger for stepping up frequency of dashboard</li> <li>Develop flowchart to support dashboard showing where data comes from and when and where it is actioned within the system</li> </ul>	CH	CST SCI	28.08.20	Yellow	Workshop held to discuss format of dashboard
	<ul style="list-style-type: none"> <li>Flag care homes not regularly using the capacity tracker for follow-up by Care Sector Liaison Officer as part of the risk-informed approach</li> </ul>	CH	CST	On-going	Yellow	Currently picked up during ring around.
	<ul style="list-style-type: none"> <li>Review data collection and reporting for other care settings, including use of SUS and CQC data collection</li> <li>Establish dashboard in line with Care Home activity</li> </ul>	HS, SL, EC	CST SCI	11.09.20	Yellow	
	<ul style="list-style-type: none"> <li>Review use of data reporting / dashboards across system e.g. Commissioning, Public Health and NHS to develop a 'single version of the truth'</li> </ul>	CH, HS, SL, EC	Council NHS	14.08.20	Red	Not started
	<ul style="list-style-type: none"> <li>Run monthly searches for ACP and DNARs in place for people in the last year of life to assess whether current initiatives are effective in increasing access to planning</li> </ul>	CH	NHS	28-Sep-20	Yellow	On Target

## COVID-19 - Care Sector Resilience Action Plan

**Objective 1** To minimise infection and mortality levels across our care sector

**Objective 2** Support the well-being of our residents and workforce

Issue	Action	Care Setting	Lead	Timescale	RAG	Progress update
<b>3. Hospital discharge planning</b>	• Finalise swabbing pathway via Care@Home programme.	CH, HS, SL, EC	C&CT NHS	31.07.20		Completed and published on Provider Zone
	• Liaise with Care Homes on understanding process and approach to testing and isolating symptomatic and asymptomatic people	CH, HS, SL, EC	CST	On-going		
	• Coordinate support offer stepped up at the point of outbreak	CH	CST	On-going		
	• Collate and escalate issues of hospital discharge through risk-informed Care Sector Liaison Officer work	CH, HS, SL, EC	CST	On-going		
	• Risk assessment for all discharges of their ability to adhere to 14 day isolation	CH, HS, SL, EC	NHS	On-going		
	• Continue delivery of Telemed discharge reviews	CH	NHS	On-going		

## COVID-19 - Care Sector Resilience Action Plan

Objective 1	To minimise infection and mortality levels across our care sector					
Objective 2	Support the well-being of our residents and workforce					
Issue	Action	Care Setting	Lead	Timescale	RAG	Progress update
<b>4. Continued IPC and PPE support</b>	<ul style="list-style-type: none"> <li>Further roll out of IPC champion training</li> <li>Analyse feedback on how to deliver and what to include in future training sessions</li> <li>Support to embed IPC champions within services</li> </ul>	CH, HS, SL, EC	IPC	On-going		
	<ul style="list-style-type: none"> <li>Maintain Council PPE stock at appropriate level to provide a sufficient safety net for future outbreaks / supply chain shortages</li> </ul>	CH, HS, SL, EC	Procurement	On-going		
	<ul style="list-style-type: none"> <li>Continue work with West Yorkshire Region to find a sustainable long term solution to PPE e.g. through exploring collaborative procurements, purchasing consortium etc.</li> <li>Offer guidance around quality assurance of PPE and economies of scale/reduction of costs</li> </ul>	CH, HS, SL, EC	Procurement	On-going		
	<ul style="list-style-type: none"> <li>Refresh communication messages around FFP3 masks to ensure knowledge of where AGP are being carried out and FIT test training</li> </ul>	CH, HS, SL, EC	IPC	31.07.20		Completed
	<ul style="list-style-type: none"> <li>Continue to share shielded list with providers to ensure appropriate PPE is used</li> </ul>	CH, HS, SL, EC	CST	On-going to Sept 2020		Shared on a weekly basis

# COVID-19 - Care Sector Resilience Action Plan

**Objective 1** To minimise infection and mortality levels across our care sector

**Objective 2** Support the well-being of our residents and workforce

Issue	Action	Care Setting	Lead	Timescale	RAG	Progress update
<b>5. Meaningful and sustainable testing programmes</b>	<ul style="list-style-type: none"> <li>Continue to support care homes with access to national portals and signposting to local testing offer.</li> <li>Escalate known issues to relevant liaison officer lead for targeted intervention where appropriate</li> <li>Ensure robust plan for those “visiting” care homes are routinely tested in accordance with government advice</li> </ul>	CH	CST NHS	On-going  On-going  On-going		
	<ul style="list-style-type: none"> <li>Develop prioritisation matrix for routine testing for wider care settings with risk based approach focused on need.</li> <li>Roll out revised routine testing arrangements based on priority of need and in line with National programmes for testing.</li> <li>Make ad hoc and pragmatic decisions to offer testing where needed outside of local framework agreed e.g. response to outbreak</li> </ul>	HS, SL, EC	Testing CST	30/7/20  WC 3/8/20  On-going		First draft completed
	<ul style="list-style-type: none"> <li>Develop options for the future management of the local testing offer to sustain on a longer term basis.</li> <li>Continue to review national guidance for testing and the impact on care sector services and respond appropriately.</li> </ul>	CH, HS, SL, EC	Testing	20/07/20  On-going		Report completed and with management team for consideration

## COVID-19 - Care Sector Resilience Action Plan

**Objective 1** To minimise infection and mortality levels across our care sector

**Objective 2** Support the well-being of our residents and workforce

Issue	Action	Care Setting	Lead	Timescale	RAG	Progress update
<b>6. Promoting mental wellbeing of service users</b>	<ul style="list-style-type: none"> <li>Introduce safe visiting procedures based on national guidance and local conditions</li> <li>Establish mechanism for maintaining the PH oversight of visiting policies , and when these need to be suspended.</li> <li>Introduce policy and guidance around supporting service users to access community, and visit family outside of the service, including MDT support around complex cases</li> </ul>	CH, HS, SL EC	BCA Council	31.07.20		National guidance available. Implementation delayed by local lockdown
	<ul style="list-style-type: none"> <li>Review national guidance on day activities</li> <li>Agree approach to apply the national guidance with local day activity providers</li> <li>Establish a process for the phased re-opening of day activities based on need and risk levels</li> </ul>	HS, SL	C&CT	On-going		National guidance released 10.07.20
	<ul style="list-style-type: none"> <li>Introduce communication support within Covid-19 Support Team to help ensure consistent messages are shared with service users and their families on wellbeing issues</li> </ul>	CH, HS, SL EC	CST BCA	TBC		Awaiting resources for team

## COVID-19 - Care Sector Resilience Action Plan

Objective 2		Support the well-being of our residents and workforce				
Objective 3		To support the resilience of the care sector				
Issue	Action	Care Setting	Lead	Timescale	RAG	Progress update
<b>7. Workforce levels, support, sustainability and wellbeing</b>	<ul style="list-style-type: none"> <li>Provide a mutual aid scheme for Care homes &amp; Home Support providers in order to support staffing resource requirements</li> <li>Focus on support to limit staff movement between services and the use of agency staff</li> </ul>	CH, HS	CST BCA NHS	On-going		
	<ul style="list-style-type: none"> <li>Continue monitoring and review of staff requirements by Staff Bank</li> <li>Monitor and respond to workforce challenges in the sector</li> <li>Refresh communications around the available support routes for staffing issues</li> </ul>	CH,HS, SL, EC	CST BCA NHS	On -going		
	<ul style="list-style-type: none"> <li>Explore how the district can show recognition and appreciation of the care sector workforce</li> <li>Implement CARE logo across the system</li> </ul>	CH, HS, SL, EC	Council NHS BCA	21.09.20		
	<ul style="list-style-type: none"> <li>Consider how to support a recruitment drive and enhanced induction and training within the sector</li> <li>Link covid-19 workforce support with longer term strategic work around care sector workforce</li> <li>Link with Health and Social Care Economic Partnership, One Workforce project and the Centre for Workforce Development</li> </ul>	CH, HS, SL, EC	Council NHS BCA	September 2020		
	<ul style="list-style-type: none"> <li>Review sector response to supporting BAME workers around increased risk from Covid-19</li> </ul>	CH, HS, SL, EC	Council BCA NHS	On-going		

## COVID-19 - Care Sector Resilience Action Plan

### Objective 3

### To support the resilience of the care sector

Issue	Action	Care Setting	Lead	Timescale	RAG	Progress update
<b>8. Finance</b>	<ul style="list-style-type: none"> <li>Review financial support and payment mechanisms to promote cash flow and financial sustainability in the short and medium term and consider further actions as necessary and proportionate within council budgetary flexibilities, taking account of regional and national guidance.</li> </ul>	CH, HS, SL, EC	C&CT NHS	28.08.20		
	<ul style="list-style-type: none"> <li>Ensure intelligence and monitoring systems established include data capture on issues that could affect the financial stability of providers</li> </ul>	CH, HS, SL, EC	CST NHS	31.08.20		
	<ul style="list-style-type: none"> <li>Continue involvement in regional and national discussions to ensure appropriate levels of financial support are made available to providers, and that funding is provided with onerous or unnecessary conditions</li> </ul>	CH, HS, SL, EC	Council NHS	On-going		
	<ul style="list-style-type: none"> <li>Re-start joint work with CCG and BCA to consider longer term financial sustainability issues alongside planned demand management strategy.</li> </ul>	CH, HS, SL, EC	Council NHS	September 2020		

**Objective 3**

**To support the resilience of the care sector**

Issue	Action	Care Setting	Lead	Timescale	RAG	Progress update
<b>9. Promoting public confidence in the care sector</b>	<ul style="list-style-type: none"> <li>Implement processes to ensure Access and Social Work teams have up-to-date information and understanding about the services that are available and any alterations to operating practice</li> </ul>	CH, HS, SL, EC	CST Ops	31.08.20		
	<ul style="list-style-type: none"> <li>Develop process for capturing and sharing good new stories etc. with organisations and public</li> </ul>	CH, HS, SL, EC	CST BCA	On-going		

## COVID-19 - Care Sector Resilience Action Plan - Refresh

### Objective 4

### Objective 4: Address inequitable outcomes within the care system

Issue	Action	Care Setting	Lead	Timescale	RAG	Progress update
<b>10. R&amp;N Provider List</b>	<ul style="list-style-type: none"> <li>Finalise R&amp;N Provider List Dynamic Purchasing System documents</li> <li>Publish initial round for applications via Yortender</li> </ul>	CH	C&CT	28.09.20		Development work restarting after paused during initial pandemic response
<b>11. Market review to address inequalities</b>	<ul style="list-style-type: none"> <li>Undertake analysis of Care Homes to inform market review:                             <ul style="list-style-type: none"> <li>Benchmarking against a range of demographic metrics by locality</li> <li>Assess outcomes per Care Home in comparison to demographics</li> <li>Analyse operational challenges</li> </ul> </li> </ul>	CH, HS	C&CT NHS	31.08.20		
	<ul style="list-style-type: none"> <li>Undertake baseline market review: demand, capacity, quality requirements, Care Home assessment</li> <li>Develop future model including recommendations on changes</li> </ul>	CH	NHS Council	31.08.20 30.09.20		Not started
<b>12. Review and embed standards</b>	<ul style="list-style-type: none"> <li>Review the principles of the Ethical Care Charter and agree a plan to sustainably embed these principles across all of services throughout year 2 of our transformation programme.</li> <li>Continue BCA strategic representation and quality support</li> </ul>		H&WB	October 2020		Discussions have taken place with Unison and the HS sector

# Appendix 1 – Care Home Resilience Action Plan May 2020

## COVID-19 - Care Homes Resilience Action Plan

The following slides set out actions undertaken within phases 1 and 2 to the end of June 2020.

<b>Objective 1</b>	<b>To minimise infection and mortality levels across our care sector</b>
<b>Objective 2</b>	<b>Support the well-being of our residents and workforce</b>

Issue	Action	Lead	Timescale	RAG	Progress update
<b>1. Discharge Planning</b>	• Discharge to assess process enhanced to include super rota to manage admissions from Care Homes (includes a range of staff including doctors, nurses, care staff, consultants, therapists and pharmacists)	NHS / H&WB (Council)	08.05.20		Completed
	• Adapt decision making processes and capacity in hospital and in-house Council D2A beds to support isolation	NHS / H&WB (Council)	08.05.20		Completed
	• Visits from family to residents have stopped although discretion is applied for residents at the end of life but only 1 visitor is allowed and full PPE is to be worn.	H&WB (Council)	08.05.20		Completed
	• Liaise with homes on understanding process and approach to isolating symptomatic and asymptomatic people	H&WB (Council)	08.05.20		Completed
	• Recent national visiting guidance is being reviewed with the care sector and other health providers by health and care commissioners	NHS / H&WB (Council)	05.06.20		Ongoing
	• Develop operating model to continue to manage covid-19 for the medium term	NHS / H&WB	15.07.20		Carried over to Refresh Action Plan

## COVID-19 - Care Homes Resilience Action Plan

Issue	Action	Lead	Timescale	RAG	Progress update
<b>2. Staff and residents mental health and well-being</b>	<ul style="list-style-type: none"> <li>The system partners (Council, health, VCS) to develop a range of information, advice and guidance for staff and residents to access to support their mental health and wellbeing, to include:                             <ul style="list-style-type: none"> <li>Free online resilience toolkit for NHS employees &amp; Key Workers</li> <li>Healthy Minds System offer from Team SMI-LE</li> <li>Listening Line</li> <li>Covid-19 Confidential Psychological Helpline for Care Home Staff</li> <li>Government App for Care Home Staff, which includes advice, guidance and mental health &amp; wellbeing toolkits, discounts and access to a range of apps to support health and wellbeing</li> </ul> </li> </ul>	NHS, VCS, Council	15.05.20		Advice and guidance operational
	<ul style="list-style-type: none"> <li>Set up a dedicated working group has been set up to continue to develop and respond to mental health and wellbeing.</li> </ul>	NHS, VCS, Council	Ongoing		Ongoing

## COVID-19 - Care Homes Resilience Action Plan

Issue	Action	Lead	Timescale	RAG	Progress update
<b>3. Guidance / support and services to homes</b>	<ul style="list-style-type: none"> <li>Develop clear and simple distillation of guidance and useful contacts for Care Homes.</li> </ul>	H&WB	06.05.20		Complete
	<ul style="list-style-type: none"> <li>Develop scripts around key operational challenges – PPE, testing, discharge process, Infection Prevention and Control, advice and guidance to support staff and residents mental health and wellbeing, visiting protocols, etc. - for Care Homes Liaison Officers to use in contact with Care Homes.</li> </ul>	H&WB	08.05.20		Complete
	<ul style="list-style-type: none"> <li>Increase capacity of Care Homes Liaison Officers to provide additional proactive contact</li> </ul>	H&WB	15.05.20		Complete
	<ul style="list-style-type: none"> <li>Enhance regular calls to Care Homes to help advise and facilitate support using scripts and signpost to specialist support where required e.g. use of isolation bed capacity , IPC, etc.</li> <li>Weekly forum for providers already in operation to discuss safeguarding, MCA, DOLs</li> </ul>	H&WB	15.05.20		Weekly calls in operation
	<ul style="list-style-type: none"> <li>Develop additional specialist capacity to support Care Homes to manage residents including those with complex and escalating needs, including:                             <ul style="list-style-type: none"> <li>Super rota clinicians 8am-12am 7 days per week)</li> <li>Telemedicine for all care homes (24/7)</li> <li>Out of hospital MDT (8am-8pm, 7 days per week)</li> </ul> </li> </ul>	NHS / Council	05.05.20		Complete
	<ul style="list-style-type: none"> <li>Additional support:                             <ul style="list-style-type: none"> <li>Goldline in place 24/7 to support end of life palliative care</li> <li>Guidance and ongoing support provided on advance care planning supporting a personalised approach to DNARs</li> <li>Provision of health monitoring kit and medicines management reviews</li> </ul> </li> </ul>	NHS	08.05.20		Complete
	<ul style="list-style-type: none"> <li>Communications:                             <ul style="list-style-type: none"> <li>Host weekly virtual catch ups via online workshops for queries / issues</li> <li>Provide weekly updates to Care Homes and all partners re latest guidance</li> </ul> </li> </ul>	NHS / H&WB	15.05.20 April 2020		Complete

## COVID-19 - Care Homes Resilience Action Plan

Issue	Action	Lead	Timescale	RAG	Progress update
<b>4. Regular testing</b>	<ul style="list-style-type: none"> <li>Work with Emergency Planning Team to agree and deploy localised testing process at Marley Fields for systematic testing of Care Home staff</li> </ul>	NHS / H&WB	15.05.20	Green	Complete – 220 tests per day available
	<ul style="list-style-type: none"> <li>Complete testing of all Care Home staff through localised testing process</li> </ul>	H&WB / Marley Fields	05.06.20	Yellow	6000 tests completed via local test arrangements and access to all care home staff testing made available. Follow up still required to determine where national portals have been used to understand the overall picture across all care homes.
	<ul style="list-style-type: none"> <li>Commence systematic re-testing of staff</li> </ul>	As above	28.05.20	Green	Re-testing programme now in place on 3 weekly cycle and offered to all care homes. Relies on local capacity of tests issued to the local test site which can sometimes become unstable.
	<ul style="list-style-type: none"> <li>Care Home testing operational for all Care Home residents</li> </ul>	National	29.05.20	Yellow	National programme in place but not co-ordinated – following up with homes on systematic testing
	<ul style="list-style-type: none"> <li>Care Home re-testing operational for all Care Home residents</li> </ul>	National	12.06.20	Yellow	As above
	<b>5. Guidance and capacity to support isolation, Infection Prevention &amp; Control</b>	<ul style="list-style-type: none"> <li>Plan and mobilise sufficient isolation bed capacity within in-house provision</li> <li>Develop and communicate straightforward isolation guidance to Care Homes to manage new and returning residents, and symptomatic cases</li> </ul>	NHS / H&WB	15.05.20	Green
<ul style="list-style-type: none"> <li>Develop Council Care Home Infection prevention Operating Model.</li> </ul>		H&WB	08.05.20	Green	Implemented within in-house services

## COVID-19 - Care Homes Resilience Action Plan

Issue	Action	Lead	Timescale	RAG	Progress update
<b>6. Consistent use of PPE</b>	<ul style="list-style-type: none"> <li>Develop and communicate straightforward PPE guidance to Care Homes.</li> <li>Procure minimum of 7 days PPE for all Care Homes and distribute</li> </ul>	H&WB	15.05.20		Complete
	<ul style="list-style-type: none"> <li>Minimum and additional PPE sets in operational use at all Care Homes</li> <li>Support Care Homes with guidance through Care Home Liaison Officers</li> </ul>	H&WB	29.05.20		Care Home maintaining stock levels
	<ul style="list-style-type: none"> <li>Work with Local Health and Care Resilience Partnership to increase the flow and ensure the availability of personal protective equipment (PPE)</li> </ul>	NHS	15.05.20		Complete
<b>7. Intelligence and monitoring</b>	<ul style="list-style-type: none"> <li>Create a dashboard to support daily monitoring and targeted action to address challenges and support Care Homes.</li> <li>This includes intelligence from a variety of sources on discharge process, in-house short term services and Care Homes. Includes infection rates, mortality, key operational challenges around PPE, workforce, finances, IPC, etc.; demand and capacity, both beds and workforce and testing</li> </ul>	NHS / H&WB	25.05.20		Dashboard in operation
	<ul style="list-style-type: none"> <li>Monitoring of the capacity tracker (registration and updating of status and issues) and the use of information as self-reported by care homes to highlight issues for escalation (this is being used within the dashboard)</li> </ul>	H&WB	25.05.20		All Care Homes completing but with varying degrees of completion. Commissioning working with homes to support.
	<ul style="list-style-type: none"> <li>Monitor dashboard within various forums to prompt action:                             <ul style="list-style-type: none"> <li>Commissioning – daily basis and DMT – weekly</li> <li>Strategic Hospital Discharge and care at home meeting -2</li> </ul> </li> </ul>	H&WB / NHS	29.05.20		Complete – all partners to review effectiveness as part of recovery

## COVID-19 - Care Homes Resilience Action Plan

Objective 3		Objective 3: Support the resilience of the care sector				
Issue	Action	Lead	Timescale	RAG	Progress update	
8. Financial sustainability	<ul style="list-style-type: none"> <li><b>Top-up payments:</b> Agree system wide top-up payments to Care Homes (10% top-up to fees)</li> <li>Make agreed additional payments to Care Homes (10% top-up)</li> <li>Commissioning and finance to agree time-limited options to support financial sustainability of sector e.g. pay voids for those cared for at home</li> </ul>	H&WB / CCG	28.04.20 15.05.20			
	<ul style="list-style-type: none"> <li><b>Additional national grant allocation:</b> Agree approach to allocate additional grant allocation to Care Homes</li> <li>Fast track payment to homes (or details agreed with the home)</li> </ul>	H&WB	22.05.20 29.05.20		On track for payment for 29 <sup>th</sup> May	
	<ul style="list-style-type: none"> <li><b>Payment of voids:</b> Commissioning and finance to agree time-limited options to support financial sustainability of sector e.g. pay voids for those cared for at home</li> <li>Approval of approach at Council Gold</li> <li>Communicate policy with Care Homes and support application process</li> </ul>	H&WB / CCG	15.05.20 29.05.20 05.06.20		Claims process running	
	<ul style="list-style-type: none"> <li>Develop long term model, and supporting financial plan, for Care Homes to mitigate financial impact of covid-19</li> </ul>		30.06.20		Carried over to Refresh Action Plan	
9. Staffing	<ul style="list-style-type: none"> <li>Implement a 'one workforce' system approach regarding the flexible use and redeployment of staff to support the care sector to include:                             <ul style="list-style-type: none"> <li>Virtual ,shielded and return to work clinicians)</li> <li>Recruitment, retention and redeployment scheme through Skills House</li> </ul> </li> <li>Develop MOU to enable care sector to access staff</li> </ul>		15.05.20 08.05.20		75 staff available or going through training to be deployed into Care Homes. Will be required as systematic testing results are returned	
	<ul style="list-style-type: none"> <li>Care Home Liaison Officers to support Care Homes to access and apply for staff on ongoing basis</li> </ul>		Ongoing		Ongoing – system in place	

## COVID-19 - Care Homes Resilience Action Plan

### Objective 4

### Objective 4: Address inequitable outcomes within the care system

Issue	Action	Lead	Timescale	RAG	Progress update
<b>10. Close and consistent working with health partners including Public Health</b>	<ul style="list-style-type: none"> <li>Liaise operationally with CCG over plans</li> <li>Establish IPC link workers to care homes</li> <li>Establish IPC forum</li> <li>Take plans to Health and Care Silver, then District Cold</li> <li>Develop system rehabilitation strategy in the context of recovery</li> <li>Proactively ensure that system plans to 'restart and recover' do not have an undue impact on the care sector (mitigate risks)</li> </ul>	NHS / Council	15.05.20		
	<ul style="list-style-type: none"> <li>Review progress through Health and Care Silver</li> <li>Operate IPC forum</li> </ul>	NHS / Council	29.05.20		
<b>11. Market review to address inequalities</b>	<ul style="list-style-type: none"> <li>Undertake analysis of Care Homes to inform market review:                             <ul style="list-style-type: none"> <li>Benchmarking against a range of demographic metrics by locality</li> <li>Assess outcomes per Care Home in comparison to demographics</li> <li>Analyse operational challenges</li> </ul> </li> </ul>	NHS / Council	31.07.20		Carried over to Refresh Action Plan
	<ul style="list-style-type: none"> <li>Undertake baseline market review: demand, capacity, quality requirements, Care Home assessment</li> <li>Develop future model including recommendations on changes</li> </ul>	NHS / Council	31.08.20 30.09.20		Carried over to Refresh Action Plan
<b>12. Review and embed standards</b>	<ul style="list-style-type: none"> <li>Reviewing the principles of the Ethical Care Charter and agreeing a plan to sustainably embed these principles across all of services throughout year 2 of our transformation programme.</li> </ul>	H&WB	Start in July 2020		Carried over to Refresh Action Plan

# Appendix 2 – Review Process

## COVID-19 - Care Sector Resilience Action Plan: The Review Process

- Proposed areas of focus for the action plan were presented by the Assistant Director for Commissioning & Integration at the Care Provider Forum on 30 June 2020 and then agreed with the BCA in early July.
- Each section of action was drafted by the lead for that area from within the Commissioning and Contract , Testing , Procurement and IPC Teams
- A draft of the full action plan was circulated on 17 July to teams within the Council, Health and the Independent Care Sector. Consultation took place with:
  - Bradford and Craven CCG
  - BCA
  - Commissioning and Contract Team
  - Testing Team
  - Social Work Operations Team
  - IPC and Public Health
  - Skills for Care
- A draft of the action was shared with the Health and Wellbeing DMT on 12 August 2020
- A final version presented to the System Quality Committee, Health and Care Silver, Corporate Management Team and Joint Leadership Team.