



Department  
of Health



Department for  
Communities and  
Local Government

To:  
Chief Executives  
Directors of Adult Social Services  
Local Authorities, England

Copy:  
Health and Wellbeing Board Chairs  
ADASS National Urgent Care Lead  
ADASS Regional Urgent Care Leads  
Local Government Association  
NHS England Regional Directors  
Emergency Care Improvement Cluster Leads

11 November 2016

Dear Colleague

### **Winter Planning for Adult Social Care and Supporting Delivery into 2017**

We know that everyone in the adult social care system has been planning for the winter months alongside their NHS partners and, first of all, we would like to take this opportunity to thank you for all of your efforts.

We also appreciate that the coming months may be challenging, particularly with a long bank holiday weekend over Christmas, and with January and February usually being difficult months as systems manage the impact of high seasonal demand. Given this, we wanted to write to you to outline some practical actions and avenues of support that local authorities could consider to foster resilience over the period.

#### A&E Delivery Board Plans

Local Authority Chief Executives will have received a copy of a letter sent to Local A&E Delivery Board Chairs on 21<sup>st</sup> October by NHS England and NHS Improvement about priorities and the assurance of winter plans to manage performance. The letter emphasises the importance of ensuring that social services are fully embedded in on-going discussions and implementation of the five improvement initiatives of the 2016/17 A&E Improvement Plan arrangements. This is extremely welcome and we would ask you to continue to do all you can to support implementation, particularly in relation to reducing delayed transfers of care.

## Lessons from 2015/16

Since last winter, we have listened to the views of local government and taken on board some important lessons. We understand that we need to take a proportionate approach and allow local organisations to work together to develop solutions, and that we need to mirror this joint working at national level. That is why we set up the Discharge Board with our partners to co-ordinate a coherent, cross-system approach to improvement. Through the Board, we are working with local government, the NHS and system partners to oversee, coordinate and deliver meaningful approaches to address delays in hospital discharge.

## Market Shaping

The Care Act 2015 introduced new duties on local authorities to shape their local market and to ensure that there is a choice of quality providers for all people in their areas, taking account of ensuring sufficient capacity to support safe, prompt hospital discharge. The Department of Health (DH) has worked with the Local Government Association (LGA) and the Association of Directors of Adult Social Services (ADASS) to produce a wide range of practical approaches to help local authorities to discharge these duties, including work delivered by the Institute of Public Care on best practice in market shaping, and *Commissioning for Better Outcomes: a route map*, a practical tool for self-assessment and peer-review developed with the LGA and sector-led improvement:

<http://ipc.brookes.ac.uk/what-we-do/market-shaping.html>

<http://www.local.gov.uk/search?q=commissioning%20for%20better%20outcomes>

DH is consolidating all of the advice and guidance on market shaping, commissioning and contingency planning onto a Markets Hub as an on-line resource available on GOV.UK, which should be available later in November.

## Sector-Led Improvement

DH has also worked with the LGA and ADASS to put an enhanced sector-led improvement programme in place. We have seen the positive impact of this programme and are very pleased with the support that it is providing – both in individual areas that may be facing significant pressures and in sharing the very best practice. Your Director of Social Care will be aware of the *High Impact Change Model*. It provides practical support options, particularly around patient flow and discharge, and helps to assess how effectively current systems are working:

<http://www.local.gov.uk/documents/10180/7058797/Impact+change+model+managin+g+transfers+of+care/3213644f-f382-4143-94c7-2dc5cd6e3c1a>

Since the *High Impact Change Model* was developed, the LGA and ADASS have also worked with the NHS and system partners to produce a range of tools to help local systems, including a series of *Quick Guides* containing practical approaches, case studies and links to useful documents that identify solutions to commonly experienced issues:

<http://www.nhs.uk/NHSEngland/keogh-review/Pages/quick-guides.aspx>

If your local hospital is part of the Emergency Care Improvement Programme support to address seasonal demand is available through that programme.

Graeme Betts ([graemebetts@yahoo.co.uk](mailto:graemebetts@yahoo.co.uk) or 07789 205 201) leads for the LGA on sector-led improvement support for winter pressures. He is supported by regional Care and Health Improvement Advisors and Regional ADASS Urgent Care Leads who are available to provide specific support to local areas.

<b>Region</b>	<b>Local Government Care and Health Improvement Advisors</b>	<b>ADASS Regional Urgent Care Leads</b>
<i>North</i>	<p>Terry Dafter (North West) <a href="mailto:terrydafter@me.com">terrydafter@me.com</a> 07427 223 383</p> <p>Sandie Keene (North East) <a href="mailto:sandiekeene@me.com">sandiekeene@me.com</a> 07824 512 908</p> <p>Moira Wilson (Yorkshire and Humberside) <a href="mailto:moiral.wilson@ntlworld.com">moiral.wilson@ntlworld.com</a> 07824 512 908</p>	<p>Dwayne Johnson <a href="mailto:dwayne.johnson@sefton.gov.uk">dwayne.johnson@sefton.gov.uk</a></p>
<i>London</i>	<p>Adi Cooper <a href="mailto:dradicooper@gmail.com">dradicooper@gmail.com</a> 07468 511 404</p>	<p>Grainne Siggins <a href="mailto:grainne.siggins@newham.gov.uk">grainne.siggins@newham.gov.uk</a></p>
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<i>South East and West</i>	<p>Oliver Mills <a href="mailto:oasmills@btinternet.com">oasmills@btinternet.com</a> 07881 820 895</p>	<p>Keith Hinkley <a href="mailto:keith.hinkley@eastsussex.gov.uk">keith.hinkley@eastsussex.gov.uk</a></p>

### Seasonal Influenza

As we are approaching winter, we would also ask you to consider what steps, including with the independent care sector, you need to take to make sure that all front-line staff are vaccinated against seasonal flu. This will protect them and the vulnerable individuals they care for.

The flu fighter campaign delivered by NHS Employers has resources available on-line to help you plan, deliver and evaluate a flu vaccination campaign targeted at increasing the uptake of the vaccine among health and care workers. You can access and download resources, including posters, screensavers and promotional artwork for free at:

[www.nhsemployers.org/flu](http://www.nhsemployers.org/flu)

### Emergency Preparedness

Your local authority should be briefed via your local resilience forum (LRFs) on the wider civil emergency risks you should be planning for this winter. DCLG officials are discussing with LRFs their readiness to respond to severe winter weather and flooding; you may find it helpful to review your own authority's readiness against the check list in the DCLG / Solace Local Authority Preparedness for Civil Emergencies: [A Good Practice Guide](#).

The annual Met Office *Get Ready for Winter* campaign was launched on 7<sup>th</sup> November, and this year's theme is informal carers: looking out for neighbours, family and those vulnerable to the effects of winter weather. The [2016/17 webpages](#) are available now and can be linked to your emergency planning advice for local businesses and residents, along with details of how your communities can contact you in an emergency.

### Conclusion

We appreciate all of the effort going into preparing for winter and the work you are doing with partners on plans and look forward to continuing to work with you.

Yours Sincerely



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Community Care  
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