

# **North Somerset Council**

## **REPORT TO THE ADULT SERVICES AND HOUSING POLICY AND SCRUTINY PANEL**

**DATE OF MEETING: 7 MARCH 2019**

**SUBJECT OF REPORT: IMPLEMENTATION OF ADULT SOCIAL CARE VISION - INCLUDING REFERENCE TO CHILD-ADULT CARE TRANSITIONS**

**TOWN OR PARISH: N/A**

**OFFICER/MEMBER PRESENTING: HAYLEY VERRICO - ASSISTANT DIRECTOR - ADULTS' SUPPORT & SAFEGUARDING**

**KEY DECISION: NO**

### **RECOMMENDATION**

For Panel consideration and comment.

## **1. SUMMARY OF REPORT**

This report outlines the activities taken, underway and planned to fully implement the vision for Adults' Support and Safeguarding. It also references the work being undertaken to develop a new Transitions service for people leaving Children's services and entering Adult Social Care.

## **2. POLICY**

Adult Social Care is one of the council's most important responsibilities and the largest area of expenditure. This is reflected in the Corporate Plan 2015-19, which includes Health and Wellbeing as one of three outcomes the council aims to achieve for local people and sets ten ambitions for the council, two of which are particularly relevant:

- Enable residents to make healthy choices and promote active lifestyles which reduce ill health and increase independence; and
- Commission or provide quality health and care services, which deliver dignity, safety and choice

## **3. DETAILS**

In the summer and autumn of 2017 senior officers worked with staff to develop a new vision and client journey for people approaching adult social care services. Following that work a draft vision for the service was developed that included a 'new offer' that can be clearly articulated to the residents of North Somerset. This is a strengths-based approach, which starts from an understanding of an individual's strengths and their personal, family and community networks and resources. Much of this is already best practice but the council has not previously set out as clearly what residents can expect when they approach Adult

Social Care for care or support. The vision was previously presented to ASH and was endorsed by the Executive in 2018.

Our vision for Adult Social Care in North Somerset is:

***To promote wellbeing by helping people in North Somerset be as independent as possible for as long possible.***

The vision document outlined a programme of projects to deliver the vision.

## **CHANGE MANAGEMENT PROGRAMME**

We have worked with our partners in Agilisys and they have undertaken a short diagnostic review to take stock of the progress with being made on the Vision and to determine if our change management programme will achieve the ambitions that we have set in our transformation programme. Regarding the priorities for change, as set out below, the report concluded that we have focused our priorities appropriately and that the Vision echoes what has nationally been determined as best practice. Below is an update on each of the themes within the change management programme. An additional update on the wider Transformation of Adult Social Care is attached as Appendix 1 (Adult Social Care Highlight Report)

- **Right Response** – continue to re-design our ‘front door’ and pathways, including the re-design of the Single Point of Access (SPA) and the community clinic model, reducing the number of unnecessary assessments, helping people to help themselves whenever possible;

### **Progress**

We have recently taken the Motex Centre back in-house and are developing an enhanced offer for both funded and self-funder clients. We will be expanding on the assessment clinics within the centre and will be increasing the range of equipment that can be purchased privately. We are also expanding assessment clinics to Castlewood over the coming weeks and new clients will be offered an assessment at a clinic as a first offer. We are process mapping the work of the Single Point of Access (SPA) and developing shorter assessments and will also be looking for SPA to implement minor changes to care packages instead of them being allocated to long term conditions team. The aim being to free staff up to undertake reviews of existing packages.

- **Assistive Technology** – making the most of new technologies to support people to be as independent as possible and ensuring that the systems, processes and services are there to support this;

### **Progress**

We are developing an assistive technology and telecare strategy and will be recommissioning our equipment service. The aim is for the equipment provider to do more of the assessments in people’s homes, thus reducing the number undertaken by Occupational Therapists who can then be utilised to undertake speedier assessments of new clients. We have a pilot underway at Tamar Court trialling new technologies to demonstrate where we can evidence reductions in packages of care and also cost avoidance by reducing the need for residential care. We are in consultation with Amazon on a number of new and emerging apps to support people at home.

- **Accommodation Options** – scaling up extra-care housing, shared lives and other alternatives to residential and nursing homes;

## Progress

We have two new supported housing schemes, one that has recently opened and another due to come on board later this year. We have identified several people with a learning disability and have moved them from residential placements into the new scheme at a cost saving to the council.

Shared Lives is also undergoing expansion and we have seven families currently going through accreditation and another nine families expressing keen interest in becoming Shared Lives carers. We plan to expand the shared lives to all adult client groups over the next three years and a Programme Board has been established to monitor progress against agreed actions. In addition, we are recruiting to an additional Senior staff member to ensure that we have the capacity to grow the service.

Gerald Hunt is also in negotiations regarding the expansion of extra care housing schemes across North Somerset

- **Better Reviews** – overhauling our approach to reviews so that whatever we provide, whether a personal budget or service, continues only for as long as needed and is effective in increasing independence;

## Progress

We have undertaken work force analysis across the whole of Adult Social Care and are currently restructuring adult social care services. The aim of this work is to ensure that we have the correct capacity to deliver the maximising independence and wellbeing agenda. We will be establishing a Transitions team so that we can better manage the transition between children's' and adults' social care (Appendix 2, Transitions Development Plan). We will also establish a dedicated resource for Continuing Health Care as we believe that the council are still funding some packages of care that should be the responsibility of the CCG. Further resource will be allocated to undertaking robust reviews of all commissioned packages of care. Appendix 3 (Adult Social Care Workforce Consultation Outcome) is attached to this report outlining the staff consultation, outcome and plan to restructure the service.

- **Systems and Processes** – replacing our electronic case record system and using this opportunity to review, streamline and standardise our key business processes, achieving a step change in our use of information;

## Progress

The new adult social care information system is on track and due to 'go live' on 25 March 2019. New assessments for both occupational therapy and care management have been written and reflect the 'maximising independence and wellbeing' ambition. All processes within the system have been streamlined to ensure maximum efficiency and minimal duplication. We envisage that additional staff time will be achieved, and this will enable us to focus on the areas above identified as necessary to ensure that the service is as efficient and effective as possible.

The workstreams identified above are being led by the Service Leaders within adult social care and supported by the Transformation team. We have also begun staff focus groups to 'bring staff along on the journey' and so that targetted areas of work can include staff co-production.

#### **4. CONSULTATION**

Consultation on the vision for Adult Social Care was undertaken in 2018 with internal staff, partner organisations and elected members.

#### **5. FINANCIAL IMPLICATIONS**

It is anticipated that full implementation of the vision will enable Adult Social Care to better manage increased demand for its services and in doing so assist in the management of the of the budget allocation for adult social care services

##### **Funding**

There will be associated costs with a new training plan for adult social care staff. A tender document has been developed (in draft) to deliver Strengths Based Assessment training for all staff with an estimated cost of £30,000. This will be presented to the Directorate Leadership Team in March 2019 for approval. We anticipate meeting the cost of this from the Adult Social Care Budget.

#### **6. LEGAL POWERS AND IMPLICATIONS**

Adult Social Care will continue to meet its statutory obligations as set out in the Care Act 2014.

#### **7. RISK MANAGEMENT**

N/A

#### **8. EQUALITY IMPLICATIONS**

An equality impact assessment was completed alongside development of the vision for adult social care and has been shared with members previously.

#### **9. OPTIONS CONSIDERED**

Adult social care faces significant challenges due to increasing demand for services in the context of tightly constrained government funding. This has been recognised at a national level but reform to the funding system has been repeatedly postponed. It is therefore important that local authorities act proactively to manage demand and ensure that good quality services can continue to be provided to those who need them most.

#### **AUTHOR**

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#### **BACKGROUND PAPERS**

Appendix 1 (Adult Social Care Highlight Report)

Appendix 2 (Transitions Development Plan)

Appendix 3 (Adult Social Care Workforce Consultation outcome)