

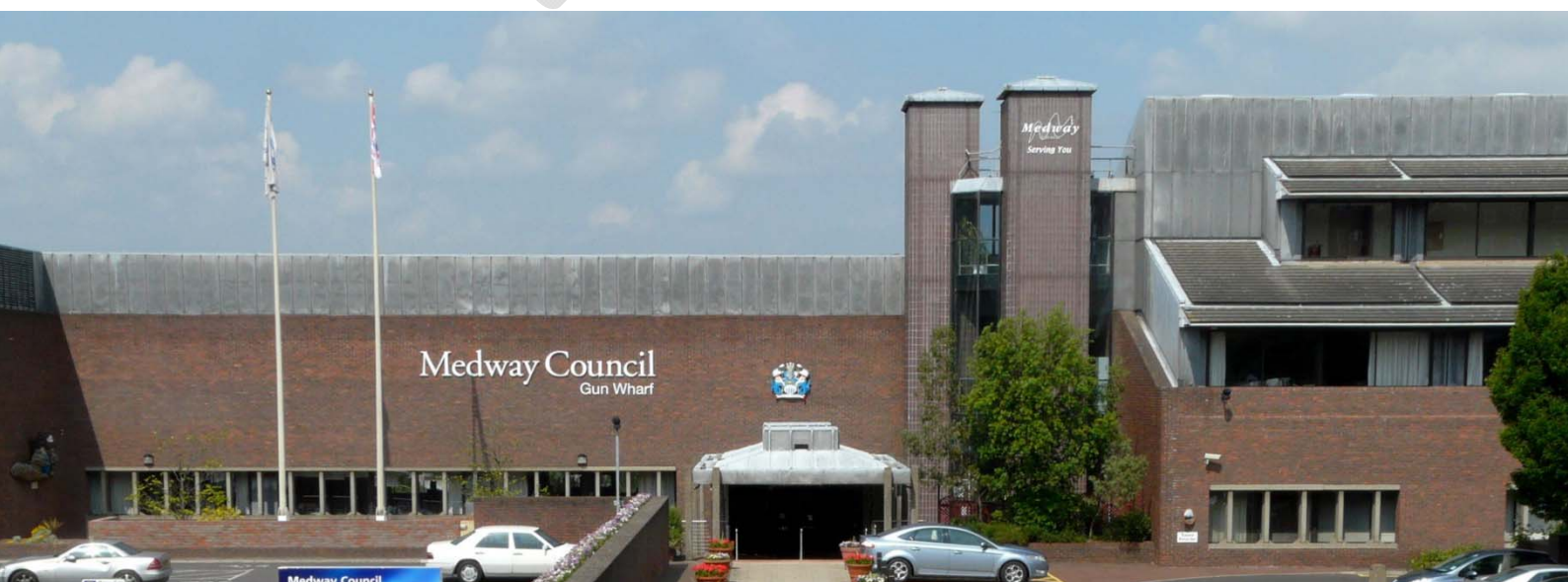
Adult Social Care Strategy 2016 – 2020

Getting Better Together



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Foreword



Councillor David Brake, Portfolio Holder for Adult Services

As Lead Member for Adult Social Care and Health in Medway Council I am pleased to introduce “Getting Better Together”, the Adult Social Care Strategy for Medway. It provides a vision for adult social care in Medway based on 6 strategic priorities – Prevention, Personalisation, Partnership, Integration, Innovation and Safeguarding. By focussing our actions and efforts on these key areas for action I believe will allow us over the next 4 years to strengthen and improve the support and care that we provide to citizens and their carers.

The central idea in the strategy is that we will support individuals to live as independently as possible, and recognise their rights and choices about what is right for them, and to ensure they are safeguarded when necessary. We want to make sure that wherever possible citizens in Medway are supported to stay or return to their own home, so that they can maintain important relationships with family, friends and continue to actively be a part of their own community.

We’ve called the strategy “Getting Better Together” because we believe that the best social care is delivered through partnership working with all of our key stakeholders. These include the people who get support from us and those who care for them, our staff and those in work in other key partner organisations. Strong partnerships will be the best way to deliver support which allows our citizens to have full and valued lives.

“Getting Better Together” also demands that we make best use of our resources, as all of Medway’s citizens expect us to provide fair and affordable care which represents good value for the public purse. Linked to this vision we will develop a framework to check our performance so that we can all be confident that both the supply and quality of our support and care are right. All of this will be underpinned by a commitment to safeguard anyone who needs specialist support and help, and at all times to show respect and dignity for those we work with.

I hope that you will help and support us to make this vision a reality so that we can all celebrate “Getting Better Together”.

Our vision

Medway's vision for Adult Social Care is:

We will support the people of Medway to live full, active lives; to live independently for as long as possible, and to play a full part in their local communities.

Medway Council works closely with colleagues across the full range of health services, including Public Health, and within the community and voluntary sector to ensure we deliver the best outcomes for our residents. Our vision for adult social care supports the delivery of Council Plan priorities, in particular 'Supporting Medway's people to realise their potential'; 'Older and disabled people living independently'; and 'Healthy and active communities'.



Our values

Best value	We will make the best use of our resources to get maximum value for the people of Medway.
Quality	We will make sure that people receive appropriate, high quality support, that meets their needs in a way that is timely and safe.
Co-production & Partnerships	We will ensure that everything we do is developed through the participation of people who use services, and their carers, including the design, monitoring and evaluation of services. We will work with other key stakeholders to ensure that everything we do is designed and delivered in partnership.
Personalisation	We will ensure we focus on the needs of individuals to achieve best outcomes in a way that supports choice and control and ensures a personalised approach to safeguarding.

Context

Adult Social Care makes a unique and distinctive contribution to society in Medway, by ensuring that vulnerable adults are protected and that adults with support needs are able to live full and valued lives.

Social care responds to a wide range of needs, helping people to live as independently as possible, whilst supporting people during times of crisis and balancing rights and risks. Medway Council delivers a range of important legal duties to protect people's interests and rights at times when they are vulnerable. However social care now needs to grasp the opportunity for far-reaching change in order to be better equipped to face the challenges posed by a rapidly increasing population, increasing costs and increasing demand.

There were approximately 274,015 people resident in Medway in 2014, according to figures produced by the Office for National Statistics. The majority of the population (89.6%) in Medway is classified as White, with the next largest ethnic group being Asian or Asian British (5.2%) including Chinese. Both male and female life expectancy in Medway is significantly worse than the England average¹. Many older people are enjoying longer and healthier lives, which is to be celebrated. Projections to 2020 suggest that the number of people aged 65 and over will increase by 29% to 46,900 and the number of people over 85 will grow by 34% to 5,500. This growth in the older population will inevitably require substantial change in the delivery of health and care services.



¹ Medway Joint Strategic Needs Analysis

A considerable proportion of the health and social care challenge relates to long-term conditions or situations. Increasing numbers of older people means that there will be greater numbers of people developing long-term conditions who will need more complex support. For example, the number of people aged 65 and over predicted to have a long standing health condition caused by a stroke will rise from 889 in 2012 to 1,657 in 2037 and in the same age range, those predicted to have diabetes will rise from 4,870 to 8,687 in the same time frame. Ageing of the population is likely to result in a substantial increase in costs to the health and social care system and primary and secondary prevention of conditions such as diabetes, chronic obstructive pulmonary disease (COPD) and heart disease, combined with improved care for people with conditions such as dementia, is essential to reduce or limit the numbers of high-intensity users of services and reduce the costs to the health and social care system.²

The Learning Disabilities Observatory highlights the expectation that over the next 20 years we will see an increase in the number of people with learning disabilities and that by 2030 the number of people aged 70 and over with learning disabilities will more than double. This is expected to be accompanied by an increase in the complexity of needs as young people with learning disabilities with extremely complex needs are now living well into adulthood.

Mental health is particularly important in determining quality of life and wellbeing. At any one time, 34,800 people in Medway are living with a mild to moderate mental health problem. About 800 people are living with psychosis, with conditions such as schizophrenia and bi-polar disorder. In older people, depression is still the most common mental health problem. It is estimated that 3,620 older people will be living with depression in Medway by 2015. Citizen's Advice Bureau believe 50% of people that suffer a mental health problem also have a significant debt problem.

Despite the large numbers of people living with a long-term condition in Medway, only a small number of people actually receive long-term care. In 2014/15 around 4,800 people received care and support provided by Medway Council and the Council spent approximately £82m (gross) on adult social care services. Most people received care and support in their own home, with around 1,250 people receiving care via residential facilities. Each year approximately 300 older adults move into residential or nursing care and approximately 30 adults of working age, with a disability or mental health need similarly move into a residential care setting.



² Medway Joint Strategic Needs Analysis

Nationally, social care budgets have reduced by 26% in real terms over the last four years. To continue to deliver the same level of support means we must adopt new ways of working. In Medway, the council has continued to prioritise social care and is investing additional resources to meet the increased demands; however, it faces a significant financial challenge as the complexity of need increases within specific populations, such as people with disabilities or dementia.

In response to the Care Act (2014), which is the single biggest change to social care legislation in decades, Medway Council is working to give people more choice and control over the support they receive from adult social care. We want to empower and enable people to choose support tailored to their individual needs, by placing them at the centre of how they receive that support.

The purpose of this strategy is to acknowledge the changing adult social care needs of the Medway population, and the process of transformation that will take place to increase personalisation for each individual we support. The strategy sets out our strategic priorities for action, identifies the improved outcomes we want to see for adult social care service users, and looks at how we will measure success. It provides the roadmap for the changes in adult social care that we will make in Medway over the coming four years, to ensure that all our citizens are supported to achieve their personal goals and ambitions, in a context which promotes safety, whilst recognizing each person's right to independence and choice.



Strategic aims

In order to deliver our aims and achieve our vision, we will need to take action. This section details the key strategic aims that underpin the support we provide in Medway. These are:

- **Prevention**
- **Personalisation**
- **Innovation**
- **Participation and partnerships**
- **Integration**
- **Safeguarding**

Prevention

Prevention and early intervention have been key elements in Government policy for many years. These are critical to our vision in ensuring that the care and support system works to actively promote wellbeing and independence, and does not just wait to respond when people reach a crisis point. To meet the challenges of the future, it will be vital that care and support in Medway intervenes early to support individuals; helps people retain or regain their skills and confidence, and prevents or delays deterioration wherever possible.

In Medway, we work to support adults from a range of backgrounds, with a wide range of needs, and we do that in a context that puts them at the centre of everything we do. We work with older people; people with learning disabilities; people with mental health needs and working age adults with disabilities. Prevention and the associated support we can provide will differ for each individual we work with. The following sections give some examples and case studies of what this preventative activity, or early intervention should look like.



Preventing needs

In order to help individuals to remain as independent as possible, for as long as possible, it will be essential to provide information and advice to help people to make decisions and choices that support this outcome. Information and advice will need to be provided in a range of ways, recognising that in order for individuals to be able to look after themselves and each other, it is essential that they have access to the right help at the right time.

We will:

- Improve access to information and advice about care and support
- Promote access to 'universal services', which are available to all residents
- Provide support in the community, to help people stay independent, including building community capacity in the care market and voluntary sector



Case Study

Joan is 60 and wanted to make plans for her future, after being diagnosed with dementia. Joan needed help to understand her future needs and the options available to her. Joan has now put in place a lasting power of attorney so her wishes can be enacted if she is unable to make decisions for herself later in life, and she is looking at housing options, that will both help her live independently for as long as possible and meet her future care needs.

Reducing needs

We will identify those people most at risk of needing support from adult social care in the future, and intervene as early as possible, to help them stay healthy and prevent the need for future support. Our work will be targeted and effective, making use of information and advice, technology such as personal alarms, home adaptations and communication technology.

We will:

- Work with health partners to ensure early identification of those at risk of needing future support
- Work in partnership to develop interventions that reduce the need for support, such as personalised advice and information and community support groups
- Support Carers to maintain their caring role, and stay well

Case Study

Sanjeet is 77 and cares for her husband, who is the same age and has had a stroke. They have no family nearby and Sanjeet wants to continue to care for her husband, but is struggling with lifting and supporting him physically. She was referred to the Medway contact centre by Carers First, and an adviser arranged for some equipment and home adaptations to make her caring role easier. She has also attended some local training to learn new techniques for supporting her husband.

Delaying needs

We will delay the development of long-term care needs by targeting our support at those who have experienced a recent crisis, or have acquired an illness or disability. We will try to minimise the impact of the disability or illness through the use of interventions, such as reablement and rehabilitation support. These are usually time-limited, intensive support that aim to get the individual back to independence as soon as possible.

We will:

- Target intensive support through our Reablement Service to assist people to recover quickly and regain their independence
- Work with partners in health and the voluntary and community sector to delay the need for social care support
- Help people living with health conditions to plan early for their future needs

Case Study

Graham is 82 and had a minor stroke nine months ago, leaving him with weakness on his right side. Graham recently lost his wife, who had previously managed all the meal preparation and was reliant on his daughter and domiciliary care services for meals and drinks. Medway's reablement service worked with Graham for four weeks, to learn how to use a microwave and other kitchen aids including a kettle fitted on to a tipper, so he could prepare his own drinks safely. He is now happy to prepare his own meals and drinks is more independent and less reliant on his daughter. He no longer receives any domiciliary care services.

Case Study

Diana is 35 and has a significant history of admissions to hospital and engagement with the NHS Crisis Team, Community mental health team and support from the mental health social work team. She has a diagnosis of borderline personality disorder. Diana wants to work with her social worker to look at how she can be supported along her recovery journey. Diana receives advice and information about the kind of support that will enable her to maintain her wellbeing in the community and specifically, what is available to meet her individual needs as a female and as a member of an ethnic minority group. Diana does not feel that admission to hospital is best for her so she and her social worker put in place plans to prevent this when she is entering a period of crisis.

Meeting needs

We will work with individuals to look at the support and help available to them through their existing family networks or community. We will look at what an individual can do for themselves, and what they might need help with. For those who need, and are eligible for Council support, we will provide a personal budget, which may be taken as a direct payment to enable individuals to arrange their own care. It could be taken as an Individual Service Fund, which is managed by a provider of the individual's choice, on their behalf and tailored to their individual needs and preferences; or can be managed by the Council. Wherever possible, we will work with an individual to ensure they have a choice of how their social care needs are met.

We will:

- Help people to identify and develop their strengths and increase resilience by working with their family and community networks, where possible
- Be responsible with public money and ensure best value when we purchase or commission services
- Support our staff to develop the right skills and knowledge to enable them to be innovative and creative when helping someone

Case Study

Tina is 44 and has a learning disability. She recently moved to a supported living flat after her elderly mother passed away and was feeling quite isolated. Tina received 15 hours of domiciliary care support each week, but after six months, she had learned how to prepare her own meals, keep her home clean and tidy, and how to stay safe at home. Tina also started an adult education course, which helps her socialise and meet new people. Her support package has now reduced to six hours a week, and focuses on maintaining her independence.



Participation and partnerships

The change that is set out in this strategy can only be delivered through a range of strong partnerships that will ensure the participation of all the key stakeholders. We will work in partnership with people who receive care and support to ensure that they have choice and control over the options available to them.

We will work in partnership with carers to ensure that they receive recognition and support to enable them to fulfil their central role in caring, whilst maintaining their wellbeing and lifestyle. We will not only work with individuals, but also with groups that represent the interests of specific individuals to improve the outcomes in specified areas. We will work to ensure that the existing Partnership Boards are fully engaged in both shaping and delivering the transformation of adult social care. This will include work on more specific strategic plans around key groups such as people with dementia, people with autism, and others where we need a targeted approach to get things right for those groups.

Striving for the successful delivery of excellent adult social care will require significant effort in empowering resilient communities to develop and release their resources to support and include vulnerable members of their neighbourhoods in community life. It is essential that we tackle social isolation which contributes to poor overall health and well-being and can lead to more serious health problems and care requirements. It is important that we engage with hard to reach communities who may have been excluded in the past.

These aspirations need to be seen in the context of improved joint working between the full range of statutory agencies and voluntary and community sector partners that make such a significant contribution to improving the health and well being of people with social support needs in Medway. These include health partners, and the community and voluntary sector.

In order for our collaborations to be successful and support the delivery of this strategy, we will develop a communication and engagement strategy that ensures that all those that need to know are kept well informed and involved in the changes that we are making. It will be especially important that those who are providing support – both our own Council and staff, throughout the whole of the structure and lines of accountability and those who are commissioned to provide care on behalf of the Council – are clear about how their own personal contribution makes such a critical difference to the quality of life of the people we serve.



Personalisation

In order to promote independence, choice and control we will seek to provide information, advice and support at the earliest stages of need, so that we focus on supporting individuals to maintain their optimum levels of independence in their own homes and communities.

We will seek to help people develop resilience by working with individuals in need of care and support to ensure that they have access to a strong network of supportive relationships to help them to maintain their independence and autonomy. This will involve engagement with those requiring support, their carers, wider family networks, peer support networks from communities of shared interest, and the support of resilient geographical communities.

We will ensure that every individual who receives support and care will experience this in a way that promotes and protects their dignity and allows them to feel respected and valued. We will ensure that every individual who receives support and care will experience this in a way that promotes and protects their dignity and allows them to feel respected and valued. We will be particularly mindful of the Equality Act 2010 which supports good decision-making by ensuring that public bodies consider how different people will be affected by their activities, helping us to deliver policies and services which are efficient and effective; accessible to all; and which meet different people's needs.



It will be absolutely essential that empowerment and choice is readily available through a focus on personalisation. We have already seen how personal budgets, direct payments and the promotion of self-directed support has provided people with care needs the ability to develop more flexible, inclusive and responsive solutions to the challenges they face.

We need to ensure that we continue to strengthen this approach and incorporate new opportunities that are emerging as the health and care system improves the integration of care and support. The introduction of personal health budgets will support integrated personalised commissioning that will allow individuals with a range of health and care needs to access a pooled budget to address all of their needs. Individual Service Funds, as an alternative mechanism to enable choice and control for individuals, is also an important area of development for Medway.

This approach is entirely consistent with the core values of Medway Council which is committed to ensuring that we put people at the centre of everything that we do.

Integration

Social care acts for citizens in Medway as a vital 'connector' to other public services, especially health care, but also to housing, welfare benefits, leisure and recreation, education providers and other organisations which support people to remain in their own home and play an active part in their community. Our needs as a population are changing with a greater focus on chronic illness. There is a clear requirement for care to be well 'joined up' so that an individual has a clear plan supported by all the agencies working well together.

In order to achieve this we will need to maintain and strengthen our arrangements for working with a range of health colleagues and voluntary sector partners. We will need to work closely with GPs and primary care colleagues, secondary care providers both in community and hospital based settings, and specialist providers of health care in areas such as mental health and learning disability. We will align and strengthen what we do, so that the help people receive is well co-ordinated across the whole system, and will need to ensure that we share information in a way that ensures citizens receive the best possible experience of care wherever they are.



The development of this strategy will help to inform developments over the next four years, and it is our intention that the aims and strategic direction set out here will support the development of integrated commissioning between health and the Council, and underpin other strategic documents and plans, such as the Dementia Strategy and the Carers Strategy.

This will require us to work as a whole system of health and care with a shared purpose in terms of the priorities, and to ensure that there are real and tangible benefits in terms of avoiding duplication of effort, getting better value out of the hard pressed resources in the system, and most importantly giving citizens an experience of care that feels well co-ordinated, focused on the outcomes that are really important for them, and that gives them the opportunities that they want.

When commissioning care and support, Medway Council will work with the market to develop a supply of new and innovative services that can support new ways of working in adult social care. We foresee that there will be a new focus on helping people, whatever their age or disability, to live independently at home with short term reablement or recovery, supported by the most up to date forms of technology enabled care.



Innovation

In order to deliver the transformation of care it will be important to draw on the evidence of what works best. We will use the messages from research and engage with organisations such as Research in Practice for Adults [RiPfa], the Social Care Institute for Excellence [SCIE], and Think Local Act Personal [TLAP] to ensure that we are drawing on this evidence and incorporating it in to the ways things get done in Medway.

There have been tremendous advances in technology which can support the safety and welfare of individuals living in their own home or in specialist accommodation. If we are going to get the best care and support for people living in Medway we will need to make sure that we make use of the opportunities that Technology Enabled Care Services (TECS) provide. The evidence shows that in areas where TECS are operating effectively this contributes to fewer falls, fewer admissions to hospital, as well as fewer and delayed admissions to nursing and residential homes.

Not all innovations in social care rely on technology. In fact, many of the best innovations in care are coming about through approaches which can be described as 'people powered health and well being'. There are some excellent emerging examples of this in Medway. In particular we are working initially with two communities, one on the Hoo Peninsula and the other in Walderslade, and an organisation called DERiC [Developing and Empowering Resources in Communities] to look at how these communities can work in partnership to find new ways of meeting the needs of people who live in these areas.

In this arena we will want to work closely with our colleagues in Public Health, Leisure, Housing and the voluntary sector along with our partner organisations to ensure that we are developing a range of Council led initiatives that tackle the social determinants which are responsible for poor health and well-being, such as social isolation.



Safeguarding

“Safeguarding means protecting an adult’s right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risks and experience of abuse or neglect, while at the time making sure that the adult’s wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action.” Care Act (2014)

We will work with vulnerable adults to ensure that they are protected from abuse, neglect or exploitation, and ensure their views inform any action taken as much as possible.

We will ensure that the people who seek our help to feel safe and obtain care and support are offered this in a way which optimises their independence, choice and control over the key decisions in their lives, and is in their best interests

A major responsibility for adult social care is to ensure that people who are vulnerable can be assured of appropriate protection in a context which acknowledges their rights as individuals to live independently and make their own choices. In order to work positively with individuals who could be deemed to be at risk of harm we will strengthen the Council’s leadership responsibility through improved working arrangements with other agencies who share responsibilities to keep people safe in all settings. This will require us to work closely with key partners in health and police, but also to ensure that we co-operate with the Care Quality Commission as the regulatory body for social care delivered in nursing and residential settings, and by home care agencies delivering care in citizen’s own homes.

Prevention will be an essential element of the way that we safeguard potentially vulnerable adults. To achieve this we use local information to continuously develop ways to minimise the risk of adults experiencing harm.

We will work to ensure that there is a broader awareness and understanding by the public and key stakeholders of the potential for abuse, recognition of key concerns, and an understanding of the ways to get help. This work will be overseen by the establishment of a new Medway Safeguarding Executive Group.

We will work with providers of care in hospital and care homes where there may be a requirement to restrict the liberty of an individual for a period, to ensure that the appropriate statutory requirements are met and that these arrangements are regularly reviewed and withdrawn when/if no longer necessary. At all times we will ensure that we put in place the least restrictive available option which is in the best interests of the individual.

Making change happen

This improvement programme for adult social care in Medway will require committed and enthusiastic leadership within the Council.

Leadership & Governance

In order to deliver the strategy it will be essential that there is strong political leadership, and effective executive and officer support to ensure the organisational change required is achieved. The Adult Social Care Improvement Board chaired by the Council Leader, will provide the strategic leadership and oversight. The delivery of the strategy will require effective performance management to promote improved outcomes for service users and their carers; a clear focus on strengthened commissioning to support improved quality; to ensure effective resource management; and to develop an effective communication and engagement strategy so that all key stakeholders remain fully involved.

In addition the programme will be supported through a project management process. Robust governance, scrutiny and accountability processes will be in place in accordance with the usual requirements of the authority. The Health and Wellbeing Board will be key sponsors of this strategy, and the joint strategic needs analysis which the board develops, will be used to refresh and update the delivery plan annually.

These governance arrangements will also ensure that a performance management framework is established which is based on co-production principles, where local people who are experts through their experience of the support they are receiving, will work together with commissioners to ensure that the key performance indicators measuring success are both reported on and delivered against. These measures, both quantitative and qualitative, will be linked to the national Adult Social Care Outcomes Framework [ASCOF]. The analysis of performance data will provide us with the information to support improvement planning and will be reported through the Council Plan.

A recent diagnostic looking at the delivery of adult social care indicates that to ensure appropriate services and best outcomes for our residents, we need to focus more of our resources on prevention; we need to carry out more frequent reviews of those with care and support; and we need to develop our approach to supporting those with additional needs.

In addition to this strategic drive we will develop leadership at all levels in the system and especially in the front line where our service managers, team leaders and senior commissioners will support their staff to deliver the highest quality of support and care.

Our workforce

Medway has a wealth of talent available from the people involved in social care. We want to recognise the knowledge and wisdom that “experts by experience” contribute to our understanding of what’s important and what works. Our staff and service leaders will act as champions for change.

In order to deliver the best outcomes for clients we will need to ensure that our staff have continuing professional development so that their skills are updated to reflect best evidence on professional practice.

For the delivery of adult social care to be both effective and safe requires the development of a set of operating policies and procedures for staff. These will articulate the standards required and the processes to achieve these.

Communication and engagement

The delivery of this strategy will rely heavily on the commitment to improvement and change by our staff and other key stakeholders at all levels. Therefore delivery will be supported by a comprehensive communication and engagement strategy which will ensure that change happens at all levels of Adult Social Care.

We will establish a Getting Better Together Engagement Forum for staff to engage with our improvement plans and help support delivery of this strategy. We want this forum to represent our adult social care workforce and we will commit to supporting staff to contribute to this important work. The Engagement Forum will use the results of a recent communication and engagement survey to inform our approach.



Delivery plan 2016- 2020

Prevention

Action	The outcome for residents	Outcome Measures
We will develop an e-marketplace / citizen's portal for improved, consistent information and advice and signposting to other support.	I know where to find information about social care services, and how to access advice and support when required.	Monthly Portal Board monitoring
We will review information, advice and advocacy support in the community and commission to ensure they are effective and joined up.	I know where to find information and how to get support.	Measured via the Adult Social Care Outcomes Framework
We will analyse the effectiveness of reablement and commission a cost-effective intervention service that maximises the appropriate use of equipment and technology enabled care services.	I am helped to remain as independent as possible in my own home for as long as possible, using the minimum support so that I can keep doing things for myself.	Measured via the Adult Social Care Outcomes Framework
We will review our support for carers, especially those providing significant unpaid care or those caring for people with dementia and commission services that are appropriate for their needs.	As a carer, I am supported to maintain my caring role and look after my own health: <ul style="list-style-type: none"> • My physical health and emotional wellbeing has been maintained • I am able to manage stress • I feel confident to fulfil my role as a carer • I am able to maintain a dignified relationship with the person I care for 	Measured via the Adult Social Care Outcomes Framework

Participation and Partnership

Action	The outcome for residents	Outcome Measures
<p>We will review our partnership arrangements, formalising the support for Boards and engagement with the wider client groups. We will improve the lines of communication, both within the individual Partnership Boards, their wider client groups and through sharing information between boards.</p> <p>Feedback and learning from the boards will impact on front line practice by being shared through the Council’s communications processes and will be monitored throughout the workforce via the supervision process and a continual feedback loop.</p>	<p>I am able to help shape the care and support I receive through my participation with local Partnership Boards and I feel like these are forums for genuine engagement.</p>	<p>Measured via the Adult Social Care Outcomes Framework</p>
<p>We will develop an Employment Strategy that supports disabled people and those with mental health needs into paid employment. This strategy will include support and education for the employers and support where required for the employed.</p> <p>We will also help schools and colleges to prepare people with disabilities, for work, raising expectations and skills.</p>	<p>I can explore opportunities to take up paid employment that is suitable for my abilities.</p>	<p>Measured via the Adult Social Care Outcomes Framework</p>

Action	The outcome for residents	Outcome Measures
<p>We will support and extend the DERiC programme in Hoo and Walderslade to promote, develop and invest in new community-owned social enterprises which offer real incentives, including financial, to all involved.</p> <p>We will include Housing within our collaborative working and develop a housing strategy for adult social care with commissioners, to enable more people to remain at home in accommodation appropriate to their needs, and to enable more people early transfer from hospital to home through the availability of suitable housing including that of a specialist nature.</p>	<p>I am part of a strong local community, where people are supported locally to improve their health and wellbeing, and to remain in their homes and local communities for as long as possible</p> <p>My accommodation is suitable for my needs.</p>	

Personalisation

Action	The outcome for residents	Outcome Measures
We will improve the support for those receiving a Direct Payment through commissioning and co-production.	I manage my own care and support via a direct payment that provides the right amount to meet my needs.	Measured via the Adult Social Care Outcomes Framework
We will work with providers in Medway to develop an Individual Service Fund (ISF) option for those receiving care and support, which should also be available to self-funders.	I receive flexible support enabled by an ISF as I can't or don't want to manage a direct payment.	Uptake of ISFs % clients receiving community based care
We will review the care pathway between enablement and long term care and support to improve outcomes.	I am helped to remain as independent as possible in my own home for as long as possible, using the minimum support so that I can keep doing things for myself.	Measured via the Adult Social Care Outcomes Framework
We will continuously monitor equalities to improve personalisation and promote equality and human rights, including prevention of discrimination.	I know that the specific needs of my community will be met so that what I receive is appropriate for me.	
Ensure diversity impact assessments are carried out where changes are being proposed.	I know that the specific needs of my community will be met so that what I receive is appropriate for me.	
		Measured via the Adult Social Care Outcomes Framework

Integration

Action	The outcome for residents	Outcome Measures
We will develop integrated care pathways through the review and recommissioning of Dementia, Autism, Mental Health, and Information, Advice and Advocacy support.	The care and support I receive is delivered at the right time for me. Where more than one provider or agency is involved, my support is co-ordinated.	Measured via the Adult Social Care Outcomes Framework
We will develop an integrated service model, including joint health and social care personal budgets, direct payments, individual service funds and joint funding of long term condition support as part of the Better Care Fund.		Measured via the Adult Social Care Outcomes Framework
We will work with housing planners and providers to produce a co-ordinated social care housing strategy that improves access for older and disabled people to appropriate housing.	I am able to live in housing that is suitable for my needs.	Measured via the Adult Social Care Outcomes Framework
Develop shared end of life policy covering all health and social care partners on end of life care, including adoption of Gold Standards Framework and prevention of unnecessary transfers from home to hospital at end of life.	I will be supported to die with dignity in my home rather than in hospital if that's what I or my family choose.	Measured via the Adult Social Care Outcomes Framework
Delayed transfers of care: as part of the Better Care Fund plan, we will develop an improvement plan to increase our performance in relation to Delayed Transfers of Care – both whole system and attributable to adult social care.	I will not remain in hospital longer than clinically required to meet my health care needs.	Measured via the Adult Social Care Outcomes Framework

Innovation

Action	The outcome for residents	Outcome Measures
We will publish a new Technology Enabled Care Services (TECS) Strategy, to promote and deliver the wider use of Telecare services across Medway.	I use technology enabled care which allows me to control my care, empowering me to manage it in a way that is right for me.	We will see a reduction in the number of clients in receipt of long term support, through the use of TECS/Equipment.
We will maximise the use of information technology including the use of the best recording and reporting systems and developing mobile working options, including the use of 'offline' forms.	Social work in Medway helps me to gain the right support when I need it	We will see an increase in the number of Long Term Assessments/Reviews completed
We will develop effective forecasting of long term care costs which will help us to predict potential future care needs.	I know that Medway are seeking to achieve the best value for money for my services.	The number of clients in receipt of long term services will be reduced
We will monitor our transition from children's social care to adult social care to minimise the impact on long term disability care costs.		Measured via the Adult Social Care Outcomes Framework

Safeguarding

Action	The outcome for residents	Outcome Measures
<p>We will establish a Medway Adult Safeguarding Executive Group.</p>		<p>The Medway Safeguarding Adults Executive Group will be established.</p> <p>The board will achieve the objectives in a dedicated Medway Safeguarding Adults Strategic Plan.</p>
<p>Adults will be fully involved when a safeguarding concern is raised. They will be asked what they want their outcomes to be and these will inform any action taken where possible.</p>	<p>I feel safe, empowered and believe my rights are promoted. I feel my independence is optimised and I have the appropriate level of care and support in place. Overall, I consider myself to be a valued resident of Medway.</p>	<p>- Monitored through Kent and Medway Safeguarding Adult Board and Medway Safeguarding Adults Executive Group.</p> <p>Increased number of safeguarding concerns</p> <p>A coordinated and timely response to safeguarding concerns</p> <p>Measured via the Adult Social Care Outcomes Framework</p> <p>An increase in adults feeling safer</p> <p>An increase in adult's wellbeing and quality of life, through their personal outcomes being achieved.</p> <p>Reduction in the number of inconclusive safeguarding outcomes</p>

Action	The outcome for residents	Outcome Measures
Through the Medway Adult Safeguarding Executive Group we will review all multi-agency protocols, processes and practices embedded across sectors (especially health partners), to ensure they are evidence based and are in accordance with nationally recognised standards.	I know that when I need help and support to remain safe, services will work together and I will receive the best services to help me.	Measured via the Adult Social Care Outcomes Framework
We will analyse information from safeguarding outcomes to continuously develop supports and strategies and strengthen our preventative approach, using co-production techniques where possible.	I can get involved in making Medway a safer place.	Annual Medway Safeguarding report
We will raise Public awareness in addition to ensuring that all staff have a basic awareness of how to recognise abuse and what to do to seek help and support. We will ensure safeguarding is embedded into all of the Council's services.	<p>I know that all staff in Medway are aware of the need to keep me safe.</p> <p>I will feel reassured that members of the public will know how to help me if they are worried I am not safe.</p>	<p>Measured via the Adult Social Care Outcomes Framework</p> <p>Increased safeguarding concerns</p> <p>Increased public confidence in what safeguarding is and what to do if they have a concern.</p>

Action	The outcome for residents	Outcome Measures
<p>We will identify specialist safeguarding adult’s staff along with establishing robust workforce development and performance management frameworks that set out expected behaviours, competencies and professional standards, effectively monitor staff actions and recognise good delivery.</p>	<p>I know that staff are well trained and have clear policies and procedures to follow.</p>	<p>Individual productivity targets set and monitored through PDS and supervision. Increased staff development/capability action.</p> <p>An increase in safeguarding concerns.</p> <p>Coordinated enquires carried out and completed timely.</p> <p>Appropriate involvement of adults in safeguarding enquiries.</p> <p>An increase in adult’s feeling safer</p> <p>An increase in adult’s wellbeing and quality of life, through their personal outcomes being achieved.</p> <p>Staff feeling more confident about their roles and responsibilities.</p>

Links to further reading:

[Medway Joint Strategic Needs Assessment](#)

[Care Act 2014](#)

[Care Act 2014 Statutory Guidance](#)

[Kent and Medway Safeguarding Adults](#)

[Deprivation of Liberty Safeguards](#)

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