

HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE

16 MARCH 2017

COUNCIL PLAN QUARTER 3 2016/17 PERFORMANCE MONITORING REPORT

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Public Health

Summary:

Medway's three priorities are set out in the new Council Plan 2016/17. This report summarises how the Council has performed in Quarter 3 2016/17 against the priority most relevant to this Committee:

- Supporting Medway's people to realise their potential.

This report summarises how we have performed in Quarter 3 2016/17 for the six key measures of success which support the above priority and the following projects which are relevant to this committee:

- Improving everyone's health and reducing inequalities.
- Improve support for vulnerable adults by working with partners and communities.

Performance Highlights:

- 66.6% (4/6) of key measures of success, that are available for reporting, were on target.
- 66.6% (4/6) of key measures of success, that are available for reporting, have improved over the long term (compared with the average of the previous 4 quarters).

1. BUDGET AND POLICY FRAMEWORK

- 1.1 The Council Plan 2016/17-2020/21 was agreed at the Council meeting on 25 February 2016. It set out the Council's three priorities and three ways of working. Success in these areas will lead to a better quality of life across Medway.

2. BACKGROUND

- 2.1 This report sets out the performance summary against the Council Priority relevant to this committee: Supporting Medway's people to realise their potential. It focuses on where we have achieved or exceeded our targets and how we are tackling performance in respect of health and adult social care.
- 2.2 Detailed information supporting this report can be found in Appendix 1: Health and Adult Social Care Overview and Scrutiny Committee Detailed Report.

3. KEY PRIORITY: SUPPORTING MEDWAY'S PEOPLE TO REALISE THEIR POTENTIAL

3.1 Key measures of success - summary

Details of the 6 key measures of success for this Council priority, which fall under the remit of this Committee, are included in Appendix 1.

- 4 out of 6 measures were on target
- 4 out of 5* measures have improved compared with last quarter
- 4 out of 6 measures have improved compared with the average of the previous 4 quarters

(* Total number of measures where comparative data is available)

3.2 Service comments

3.2.1 OUTCOME 8: HEALTHY AND ACTIVE COMMUNITIES

Project 8.1 Improving everyone's health and reducing inequalities

Supporting healthy weight

Cllr David Brake chaired the third annual Healthy Weight summit in September 2016. This network of local public, private, voluntary and academic sector partners, committed to a vision of "working together to support all Medway residents to adopt healthier lifestyles and achieve a healthy weight".

- 3.2.2 Some excellent activity is already underway from a range of partners, with Medway Council leading on a large number of these essential actions. They include:

- The Public Health team provides a range of adult and family weight management, community food and physical activity support services.
- Planning colleagues using the Local Plan as an opportunity to create a healthier environment for Medway residents, building on the success of the hot food take away guidance note.
- Sports and leisure teams delivering facilities and opportunities for people to be active.
- Integrated transport deliver active travel initiatives and modal shift projects.
- Greenspaces to continue to deliver parks and places that people can enjoy at no cost.
- Early years team supporting children centres, nurseries and pre-schools to create healthy environments with staff trained and motivated to support the healthy weight agenda.
- School contracts teams are embedding the healthy eating agenda into their catering contracts with infant, primary and junior schools.

- Development of an internal Council food policy, which other Health and Wellbeing Board partners will be encouraged to adopt.

These positive local actions have been acknowledged by two publications from the Local Government Association in the last 12 months. These specifically referenced Medway's work on planning and local network coordination, with Medway considered as an area of excellent practice, on the obesity agenda.

3.2.3 **OUTCOME 10: OLDER AND DISABLED PEOPLE LIVING INDEPENDENTLY IN THEIR HOMES**

Project 10.1 Improve support for vulnerable adults by working with partners and communities

Social isolation

Progress on the implementation plan for 2016/17 continues with the following specific outcomes achieved in quarter 3

- A pilot project with Kent Fire and Rescue Service to reduce social isolation has now seen eight people complete the whole process with three being referred on to local organisations who will support them going forward. Other people are currently engaged in the scheme at various stages. The project steering group meets every six weeks to review progress and make operational changes as issues emerge.
- The programme of social isolation awareness training continues and is a good way to facilitate collaborative working with other organisations and council departments.
- The "Coffee and Shop" pilot review has led to an advertisement through Hands Gillingham for a volunteer co-ordinator to take the project forward. The coffee mornings now attract a small number of regular attendees who have genuine need for this kind of social interaction.

3.2.4 **Adult Social Care Strategy**

Medway's Adult Social Care Strategy 2016 – 2020 'Getting Better Together', was published in July 2016. The Strategy aims to improve how we deliver social care and support in Medway and has six strategic aims around preventing the need for long-term social care and support, ensuring residents and the community sector can participate in the design and delivery of local services; developing services that are tailored to individual needs; making sure we deliver support to individuals in partnership with health and other providers; ensuring we are being innovative and effectively using new technology; and ensuring that we safeguard our most vulnerable residents.

- 3.2.5 Medway consulted local residents and service users and carers on the delivery plan to support the new Strategy from August to October 2016. We currently have an online survey that is accessible to all via our website and we will engage with existing partnership boards and groups about the consultation. We have also held an engagement event for service users and carers, which was attended by 20 local people and gave us an opportunity to hear what works well currently, what could be improved and how we can work better together with local people to shape the future of social care and support in Medway. The delivery plan has been updated to reflect the responses received and as a direct result of the consultation, we will be

establishing a dedicated service user and carer forum, where experts by experience can support the Council and partners in the planning and delivery of care and support in Medway. The Adult Social Care Improvement Board will then oversee the successful delivery of the Adult Social Care Strategy over the next three years.

- 3.2.6 As part of the work stream from the strategy and through the work of the Improvement Board, the service is undergoing a major restructure in order to ensure it is in the best place to implement the changes required.
- 3.2.7 The first part of this being the management structure was completed in December 2016. Design of the next phase is currently underway and is predicted to be completed by April 2017.
- 3.2.8 The Adults Social Care Programme Management Office (PMO) has been established to take forward the recommendations of a diagnostic assessment which highlighted a number of areas of change that are necessary to improve the efficiency, quality and best value of services, which will improve outcomes for people. The work of the PMO has been developed into an Improvement Programme and all of this work has been incorporated into the Getting Better Together strategic delivery plan to ensure that it forms part of a single co-ordinated set of activities.
- 3.2.9 A number of staff workshops were held during December 2016. The outputs of these workshops are informing the implementation phase of the programme and feedback sessions have been arranged with staff to advise them how the outputs of the workshops will be incorporated into our plans.
- 3.2.10 A key part of the Improvement Programme will be to launch a completely new strength based model of practice. This approach is called “3 conversations” and we will be supported by an organisation called Partners 4 Change (P4C) to make it happen.
- 3.2.11 The 3 conversations model is evidence based, with a number of authorities who have used this model, able to demonstrate positive outcomes. The main benefits of the model as evidenced by other authorities are:
- A significant reduction in the proportion of contacts that go on to receive long term packages of care, which has been shown to deliver savings to the local authority;
 - High levels of satisfaction from people who have contacted teams using the 3 conversations model;
 - High levels of staff engagement and satisfaction.
- 3.2.12 As this is a completely new way of working, the way in which we implement these changes will need to be carefully managed. The approach we plan to take is to start by establishing a small number of protected environments called “innovation sites”. The new ways of working will be co-designed by the frontline staff working in these new teams, where we will test the 3 conversations model. This means that we can learn what does and doesn’t work and adjust it before rolling it out across the service.
- 3.2.13 From 1 April 2016, the Council began a pilot project with the Medway Clinical Commissioning Group (CCG), Medway NHS Foundation Trust (MFT) and Medway Community Healthcare (MCH), known as Home First, to improve discharge

arrangements from hospital direct to someone's home with ongoing assessment of need being undertaken in their home surroundings. This was also designed to introduce a structured pathway aimed at reducing Delayed Transfers of Care (DToC). Once patients are medically fit for discharge, they are supported to go home with personalised care aimed at maximising independence for up to six weeks. Early evidence suggests that most do not need as long as that or any further long term care.

3.2.14 From 1 October 2016 the Home First service has been incorporated into an Intermediate Care and Reablement contract and the arrangements now also include those that initially need a rehabilitation bed, or a combination of support at home following a short stay in a rehabilitation bed. Early outcomes from the pilot showed that the level of delayed transfers of care had dropped significantly with 95% of people receiving enablement being discharged home after around 21 days.

3.2.15 Home First continues to facilitate the discharge of up to 35 patients per week directly to their own homes. The scheme is demonstrating good performance in helping people to regain independence. As with any new scheme, operational issues arise and we are working in partnership with the provider and Acute Trust to put in place improvement actions and apply lessons learnt to improve services.

3.2.16 Along with all other health and social care systems and as part of the Better Care Fund arrangements, Medway is required to have an Action Plan for addressing DToC, Medway's plan has three specific targets:

- Reduction in the percentage of bed days lost due to DToC to less than the national target of 3.5% with an aim to reach the "stretch" target of 2.5%.
- Reduction in the overall number of bed days lost due to DToC by 10%.
- No more than 4 / 100,000 population to be delayed due to Adult Social Care.

The outturn for quarter 1 demonstrated that Medway was the third best in the South East Region with an overall validated reduction of 32.09% against the baseline.

4. RISK MANAGEMENT

4.1 Risk management helps to deliver performance improvement and is at the core of decision-making, business planning, managing change and innovation. It is practiced at both management and service delivery level, enabling the effective use of resources, and securing the assets of the organisation and its continued financial and organisational wellbeing.

4.2 The purpose of the Council Plan performance monitoring reports during the year is to enable managers and Members to manage the key risks identified in delivering priorities.

5. FINANCIAL AND LEGAL IMPLICATIONS

5.1 There are no financial or legal implications arising from this report.

6. RECOMMENDATION

6.1 It is recommended that the Committee considers the quarter 3 2016/17 performance against the key measures of success used to monitor progress against the Council Plan 2016/17.

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APPENDICES

Appendix 1: Health and Adult Social Care Overview and Scrutiny
Committee Detailed Report

BACKGROUND PAPERS

Council Plan 2016/17 - 2020/21