

HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE

18 JANUARY 2018

ATTENDANCE OF THE PORTFOLIO HOLDER FOR ADULT SERVICES

Report presented by	Councillor David Brake, Portfolio Holder – Adults’ Services
Authors:	Ian Sutherland, Director of Children and Adults Services Chris McKenzie, Assistant Director - Adult Social Care Helen Jones, Assistant Director – Commissioning, Business and Intelligence James Williams, Director of Public Health

Summary

This report details the areas covered by the Portfolio Holder for Adult Services which fall within the remit of this Committee.

1. Background

1.1 The areas within the terms of reference of this Overview and Scrutiny Committee and covered by the Portfolio Holder for Adult Services are:

- Community Care
- Older People
- Adults’ Mental Health and Disability Services (including Learning and Physical Disabilities)
- Independent Safeguarding and Review Service
- Telecare/Tele Medicare
- Public Health – Lead Member, including Health and Wellbeing Board
- Adults’ Partnership Commissioning (25+) and Better Care Fund
- Health
- Sustainability and Transformation Plan

2. Community Care

- 2.1 The Adult Social Care Strategy “Getting Better Together” has six key themes: Prevention, Participation and Partnerships, Personalisation, Integration, Innovation and Safeguarding. This links directly to the Council’s strategic plan priorities outlined in the Council Plan.¹
- 2.2 This strategy aims to change the way Adult Social Care services are delivered in Medway, as well as delivering savings against the current cost of services, and was approved at Cabinet in July 2016.
- 2.3 In December 2016, changes were made to the management structures in ASC to ensure a clearer definition of lines of accountability between operational service management and the strategic management required from the Head of Service roles (and resulted in a reduction of Heads of Service posts).
- 2.4 In order for the service to become fit for the future, changes in our approaches to how specialist services work together to provide holistic assessments of individuals and carers and a move to generic locality teams was deemed to be required. From September 2017 the workforce was reorganised into Early Help & Prevention and Long Term Support Services, six teams covering three locality areas. The localities are:
- Locality 1 covering ME7 and ME8
 - Locality 2 covering ME4 and ME5
 - Locality 3 covering ME1, ME2 and ME3
- 2.5 This new structure aligns with the Medway model, developed as part of the Kent and Medway Sustainability and Transformation Plan (STP) in conjunction with Medway CCG.
- 2.6 As part of the transformation of the service, a new approach to practice called ‘3 Conversations’ has been successfully trialled with a team of staff volunteers in an innovation site and as a result is being rolled out and embedded throughout the service. The “innovation team” recently won the Innovation and Bright Ideas award at the Council’s Make a Difference Awards. 3 Conversations is a strengths based approach that aims to support people to remain independent in their own homes by building on the strengths of themselves, their families and local communities. This is an evidenced based approach to working with people, which has proven beneficial, not just to individuals, but also to staff, through a reduction of time spent completing lengthy assessment documents which are service driven as opposed to focusing on people strengths as well as ensuring that the Council is compliant with the requirements of the Care Act 2014. The successful pilot demonstrated the potential for this approach to reduce the number of people

¹ <http://www.medway.gov.uk/pdf/Medway%20Adult%20Social%20Care%20Strategy%202016.pdf>

requiring long term care a support as a result of a more preventative approach.

2.7 Other successful elements of the transformation programme include:

- The establishment of an Access to Resources team to manage all placement finding activity, to ensure greater consistency of approach, and to ensure best value outcomes and timely discharges from acute settings;
- The introduction of discharge to assess residential beds to support the timely discharge of patients from acute settings and their enablement to independence;
- The development of a transitions project to develop the provider market to offer local services to support young people in high cost placements be stepped down into transition and supported living placements;
- The commissioning of a care provider to deliver care at the two new Extra Care schemes and ongoing work to identify residents for the new schemes.

2.8 The Council provides community care services in a range of ways. These can be summarised as the provision of information, assessment of social care needs, planning of care and support, commissioning or directly providing care for individuals to meet their assessed needs, monitoring and reviewing the quality of care provided, and taking appropriate steps to protect individuals and their property.

2.9 The aims of Adult Social Care services are:

- To enable people to live as independent a life as possible in their own home or in a home environment in their own community.
- To provide the right amount of care and support to help achieve the maximum independence possible and in undertaking essential living skills and helping individuals to fulfil their full potential.
- To give individuals a greater say in how they live their lives and the services they need to help them to do so.

2.10 Demands for Adult Social Care and Support Services remain high and based on demographic trends there will be a rising demand in coming years. In line with most parts of the country, the older population of Medway is projected to increase significantly in coming years. The most notable forecast rise in population will be in the Medway population aged 85 and over – a rise of 85% between 2015 and 2030.

2.11 The number of adults with a learning disability in the younger age group 18-24 is predicted to fall by 2030. However, better healthcare and support has meant that life expectancy of people with learning disabilities continues to improve, with a growth of nearly 500 older people (65+) with learning

disabilities in Medway projected between 2017 and 2035. This means that despite a decrease in adults with a learning disability in the younger age category, those adults currently with learning difficulties are likely to live a longer life with an associated increase in the need for services in this vulnerable group. A significant pressure is Transforming Care, with the discharge of patients in mental health beds who require expensive community services.

- 2.12 The increase in the numbers of older people with Dementia is set to rise within Medway in line with the rest of the country. In Medway, the number of people aged 85 and over with dementia is projected to more than double by 2035. The Dementia Strategy highlights that 63% of people with Dementia currently live in their own homes. The increase in life expectancy for all adults will result in the need for long term specialised provision of care for those suffering with Dementia.
- 2.13 The number of adults living longer with mobility issues is also set to increase with a projected increase of 1,000 people with mobility problems in Medway in the next five years. This increase is mainly seen amongst those in the older age groups rather than younger adults, but with increased life expectancy there will be more intense long term support required for those individuals if they are to remain independent in their own homes for as long as possible.
- 2.14 These demographic changes and the steady overall growth in the population will put pressure on existing services. The increases in particularly vulnerable groups: very old people living alone, with long-term limiting illness and needing high levels of care; older people with dementia and older people with learning disabilities will add to the pressure for additional care requirements. However, the evidence does also suggest that there will be a less significant increase in the numbers of younger vulnerable adults.

3. Older People

- 3.1 The localities team support approximately 1643 service users over the age of 65, their families and carers, providing long term personalised outcome focused support.

Service	Number
Residential / Nursing Care	619
Day Care/Home Care	906
Other Community Services	118

The aim is to help people maintain independence at home for as long as possible. This is achieved by a range of practical assistance to both service users and their carers. Reviews of care and support are carried out on a regular basis with a focus on promoting and maintaining independence and connecting people with their community.

- 3.2 As well as providing the social work function to ensure that people's care and support needs are met, teams have responsibility for safeguarding vulnerable

people who have experienced or who are at risk of neglect or abuse. As mentioned in section five of this report, the safeguarding remit expanded with the introduction of the Care Act and the teams have fully embraced these changes.

- 3.3 The demographic changes mean that there is increased pressure on services for older people, both in terms of the numbers of referrals and the impact on the budget. In recognition of demographic changes which are leading to growing demand for adult social care and increased pressure on council budgets, from the 2016/17 financial year the Government allowed Local Authorities to increase the Council tax yield through the 'social care precept'. The Medium Term Financial Strategy (MTFS) assumes that the Council will avail itself of the maximum flexibility allowed, i.e. an additional 2% in 2016/17 and 3% in each of the financial years 2017/18 and 2018/19. This flexibility equates to an additional £11.5million increase in the base budget.
- 3.4 The major facilitator to ensuring that resources are managed effectively is the work undertaken by the Early Help and Prevention Service. Using the 3 conversations approach this service ensures that all adults new to social care are considered for prevention and enablement services and empowered to connect with local community resources as appropriate.
- 3.5 By providing the right advice and amount of support they ensure that people achieve the maximum possible independence and are able to achieve their full potential, reducing pressure on social care services and improving quality of life. Importantly, the service is demonstrating that increased independence is sustainable, with very few people being re-referred to the service.
- 3.6 There are currently three Extra Care Housing schemes in Medway with a further two schemes opening in early 2018. This will further increase the options for older people to live independently as long as possible and reducing both the need for a move into a care home and social isolation. However, if people are no longer able to live in their own homes, social workers provide much needed support to individuals and their families to identify a suitable placement and to facilitate the move.
- 3.7 A key element of adult social care is the provision of integrated discharge planning for individuals who have had a period of hospitalisation. This is provided through the Integrated Discharge Team [IDT] based at Medway Maritime Hospital.
- 3.8 Medway Council has 16 staff employed as part of this multi-disciplinary team who also work alongside Medway Council's brokerage service, to support complex social care discharges for Medway patients, including care packages for enablement and prevention, long term domiciliary care, nursing and residential placements. There has been historically a high rate of turnover of social work and social care posts in the IDT, but more stable leadership through the appointment of the Practice Manager has brought significant improvements in a more stable and effective team over the last six months.

The team is responsible for working with staff within the hospital to identify people who have “Delayed Transfers of Care” and to ensure active care planning to affect their timely discharge.

- 3.9 Much work has taken place between the hospital and the Council to devise more effective ways of identifying patients to target for discharge planning. The Home First and the Intermediate Care contract has resulted in many discharges being arranged by MCH and improving pathways out of the hospital setting in a timelier manner. Nine recently commissioned Discharge to Assess beds at Nelson Court, have helped in preventing delayed discharges. Ward staff manage the reinstatement of care packages for patients ready for discharge where there has been no change in need. Only in exceptional circumstances will social care staff from the community teams need to be involved in hospital discharges. All of this has streamlined the process and ensures more timely discharges.

4. Adults’ Mental Health and Disability Services (including Learning and Physical Disabilities)

- 4.1 The Medway Mental Health Social Work team continued to deliver services for people with mental health issues who have had need for care and support up until the restructure in September 2017. Staff from the Mental Health Team are now fully integrated within Adults Services’ new locality-based model and are beginning to share their knowledge and skills with other practitioners in order to upskill them to be able to meet the mental health needs of the service users in their locality. This approach also recognises the importance of addressing client needs holistically, addressing both physical and mental health dimensions together.
- 4.2 The Community Support Outreach Team (CSOT) continue to offer needs led, flexible and responsive provision to service users who reside in all of the Medway areas. Examples of intervention they provide include intensive support prevention, link workers pre and post discharge from Acute Mental Health settings, reablement intervention and short term focused support. They have continued to offer shadowing opportunities to Members and worked in partnership with other agencies in the community such as Strood Community Project and the Medway Engagement Group And Network (MEGAN) CIC. In the last financial year, they have delivered over 21,000 direct support hours, across 104 service users. The duration of support varies according to each individual need and type of intervention, but the range of involvement is between a week and several years.
- 4.3 The Community Resources Hub, at 147 Nelson Road, has continued to deliver services, including group work activities such as a women’s group, walk and talk, art class and confidence building workshops. They also provide one to one support and have undertaken a significant amount of enablement work with mental health service users linking them in to other mainstream services in the community. The Community Resources hub facilitates community groups to deliver services such as Citizens Advice Bureau, Money Management Courses and Carers First. The Community Resources team has

also contributed to Mental Health Awareness week and provided a display at Sun Pier, which focused on service users stories around the theme of 'Surviving and Thriving'. For World Mental Health day they hosted a workshop around Dignity with their service users.

- 4.4 Throughout the year, the Mental Health Social Work team has continued to work in partnership with our colleagues at KMPT and our housing providers and residential services. We endeavour to continue to harness these relationships for the future. Specifically, there are ten approved mental health professionals (AMHPs) working as part of a dedicated team to ensure sufficiency to carry out statutory mental health assessments in cooperation with our partners.

5. Independent Safeguarding and Review Service

- 5.1 The Care Act 2014 places Safeguarding Adults on a statutory footing, defining the responsibilities of Local Authorities and key partners.
- 5.2 The Care Act also places a duty on local authorities to establish a Safeguarding Adults Board (SAB). Medway Council's duty is met through a joint SAB with Kent County Council, The Kent and Medway Safeguarding Adults Board (KMSAB). The KMSAB appointed an Independent Chair, Deborah Stuart-Angus, in December 2015.
- 5.3 The KMSAB has a three year strategic plan spanning 2015-2018 and is supported by KMSAB Annual Plans.
- 5.4 The KMSAB Annual Report 2016-17 was validated at the KMSAB on 15 September 2017.
- 5.5 The Medway Safeguarding Adults Executive Group (MSAEG) brings together senior representatives from the key agencies responsible for the effective delivery of Adult Safeguarding in Medway. The MSAEG works collaboratively to deliver the strategic priorities of the Kent and Medway Safeguarding Adults Board, strengthening delivery, oversight and governance. A peer review of Medway Council's safeguarding arrangements was carried out in December 2016. The theme for the review was; "Is there evidence to demonstrate a robust and effective golden thread, originating from the strategic vision of the Kent and Medway Safeguarding Adults Board, across partner agencies, through to the achievement of individual outcomes for adults with care and support needs in Medway?" The outcomes were positive but suggested some areas for development. An action plan was developed in response to these and progress has been made in the areas identified. A follow up visit from ADASS will take place in early 2018. (Date TBA)
- 5.6 Medway Council's key achievements detailed in the KMSAB Annual Report are as follows –
- Adult Social Care has successfully responded to, and managed, the increased number of safeguarding adult alerts received, with a 15%

increase (from 268 to 308 total received enquiries in year) in the number of alerts progressing to an Enquiry.

- Medway Council has an established working relationship with the safeguarding team at Medway Foundation Trust (MFT). Operations Managers attend scrutiny meetings and the MFT Quality Assurance Group. As a result of this we are now working to achieve consistent practice across the Trust and the Council.
- The Deprivation of Liberty Safeguards (DoLS) team also have a good working relationship with the MFT safeguarding team, ensuring oversight of cases referred. The DoLS team work with the Quality Assurance team in the Council to highlight issues within care homes which require improvement and to ensure good working relationships for the benefit of residents.

6. Telecare/Tele Medicare

- 6.1 The increased use of technology to support people to remain in their own homes longer or expedite their safe and timely discharge from reablement or hospital continues. The main provider of TECS for Medway is Medway Commercial Group (MCG). MCG has a long-standing and positive relationship with the Council's operational partners such as Medway Foundation Trust (MFT), Medway Community Healthcare and Medway CCG.
- 6.2 MCG supports all aspects of patient care to support the appropriate treatment of care whether this enables someone to remain in their own home, rather than admission to a residential setting, as well as to facilitate their discharge from or prevent their admission into hospital.
- 6.3 The service provides equipment which includes:
- GPS trackers – especially for those with dementia where “wandering” is a risk
 - Wrist worn falls detectors – often used instead of the traditional pendants and alerts the control centre automatically if a fall is detected
 - Automatic medication dispensers which are set and replenished by community nursing staff to ensure that people with poor memory take their medication at regular intervals
 - Telehealth – which monitor vital signs such as oxygen saturation, pulse and blood pressure
 - Speakset – a new innovation which links the person, via Skype, to their GP / District Nurse
- 6.4 Since July 2017 MCG has been working in partnership with the Integrated Discharge Team at MFT in the Emergency Department supporting people with minor injuries to avoid unnecessary admissions. In this time 44 patients have been referred and telecare has been installed in 24 of those referrals, 6 of which include wrist-worn falls detection. In all of these cases the client has self-funded.

- 6.5 Telecare is embedded within the Home First and Intermediate Care and Reablement Service, the Medway discharge home schemes. Since April 2017 186 people have benefited from telecare of which 139 have subsequently decided to continue with the service and self fund.
- 6.6 Telecare also operates with larger commercial providers, such as residential and nursing homes, this includes supported housing and Medway Housing Scheme (MHS Homes). There are currently 2,400 such connections in Medway.

7. Public Health – Lead Member, including Health and Wellbeing Board

- 7.1 The Council commissions drug and alcohol misuse treatment services. The current service currently delivers medical and psychosocial treatment and support to adults who are using substances problematically, and to their family members/significant others. The service also delivers harm minimisation interventions and works with community stakeholders to raise awareness of substance misuse. A detailed needs analysis of drug and alcohol misuse in Medway was undertaken in 2017 and informed the specification for the new service and future direction of travel.
- 7.1.1 The current contract expires in April 2018 and Public Health are currently in the final stages of the re-procurement process. This contract aims to improve service delivery by separating budgets for treatment and recovery services, whilst also delivering efficiencies. The contract is worth approximately £2m annually and the new service will be in place by April 2018.
- 7.1.2 Currently, there are approximately 1,200 people in treatment for substance misuse in Medway (of whom about half are opiate users) and some 25% of these are parents. This figure has remained relatively stable for the past 2 years.
- 7.1.3 Performance for successful treatment completions for alcohol misusers is higher than the national average at 48.7% locally, and opiate users were successfully completing treatment at a rate of 8% in Quarter 2 this year. This performance is close to that of comparator local authorities.
- 7.2 Public Health also commissions and provides a number of services that support the wider Health and Social Care agenda including:

Commissioned Services –

Medway Integrated Sexual Service

Health Visiting Service which provides support for families and young parents

Medway Men in Sheds Project

Provider Services-

Healthy Weight Support Services

Stop Smoking Service

Tobacco Control

Community Food
Workplace Health Programme

Strategic Support and Advice-

STP – Support and Guidance
Joint Strategic Needs Assessment
Public Health Intelligence
Mental Health and Social Isolation
Health Protection
Immunizations and Vaccinations

8. Adults' Partnership Commissioning (25+) and Better Care Fund

- 8.1 Medway's BCF submission was assured in the first round. The time-frame covered by this agreement spans two financial years: 2017/18 and 2018/19. The plan includes additional support for the Medway Integrated Community Equipment Service (MICES), agreed targets for delayed transfers of care (DToC), plans to radically reform the voluntary and community sector offer and continued development for the nationally recognised Home First programme.
- 8.2 The arrangements for the additional iBCF funding were also reported to the Local Government Association and NHS England. This funding is contingent on the Medway system achieving its DToC target and work has been constant to ensure that people are discharged from hospital in the safest and most timely manner, thus achieving the required target.
- 8.3 The MICES service, currently commissioned to Medway Community Healthcare, has developed as the demand for services to support people to remain in their own homes or return there from hospital increases. Liaison across the whole health and social care system is in place to ensure that resources are used in the most effective way and that recycling equipment ensures waste reduction.
- 8.4 Medway has shifted from being in the bottom quartile for DToC performance during 2015, regularly seeing numbers attributable to Adult Social Care exceed the target of no more than 4 delays per 100,000 population to become one of the leading systems in the top quartile ranking 35 out of a total 151 authorities and been recognised by the Emergency Care Improvement Programme, the Care Quality Commission and featured in the Guardian newspaper. The number of delayed transfers of care, per 100,000 population, attributable to adult social care has remained low in the 2016-17 reporting year. 3.3 delays per 100,000 population were attributable to social care, which is 0.5 percentage points below the 2015-16 outturn, 1.5 percentage points below the national average and 1.8 percentage points below the Chartered Institute of Public Finance and Accountancy (CIPFA) comparator average. The impact of the innovative Home First and reablement schemes, supported by the interlocation of the MICES equipment service has brought the community based services into one arena focussing on ensuring that people remain in their own homes longer or are discharged from hospital in a safe

and timely way back to their own homes. This initiative has enabled Medway to simplify its discharge into four patient pathways. The number of “bed days lost”, which is a measure of how well the local system is working, has dropped by nearly half from an average of 800 per month in 2016 to just over 400 per month in September 2017 (the latest date for which we have validated data).

- 8.5 The weekly validation meeting has been instrumental in driving down these overall numbers down by half. Some weeks the number of delays attributed to Adult Social Care has been zero. Current data indicates we are well below target with 3.1/100,000 population.
- 8.6 In 2018, there will be a focus on understanding how the voluntary and community sector can best be commissioned to support the ongoing achievements within the health and social care arena, specifically to support the move towards the Three Conversations model following a successful pilot in Adults’ Services.

9. Health

- 9.1 Work continues closely with other agencies and officers in the Council to ensure that we support closer integration between health and social care services that are delivered in the right place and right time. Wherever possible, we will want to deliver care and support to people in their own home. This approach is essential to the plans delivered through our Better Care Fund arrangements, where the CCG and the Council are sharing resources to deliver better services at better value.
- 9.2. Medway Health and Wellbeing Board continues to ensure that, at a strategic level, we progress the integration of our services so that we improve the health and well being of members of our community and support them to maintain independence.

10. Sustainability and Transformation Plan

- 10.1 The Sustainability and Transformation Plan (STP) outlines the intention of the Kent and Medway health and care system to deliver an integrated health and social care model that focuses on delivering high quality, outcome focused, person centred, coordinated care. The Council has been working alongside its health partners, primarily the Clinical Commissioning Group (CCG) to drive forward the objectives of the STP within the Medway authority.
- 10.2 The Council continues to have strong representation across STP governance, with myself as Chair of the Health and Wellbeing Board and the Leader in attendance supported by a range of Council officers from various departments such as Children and Adults’ Services and Public Health, thus ensuring parity of representation with our counterparts at Kent County Council.

Lead officer contacts:

Ian Sutherland, Director of Children and Adult Services
Telephone: 01634 331011 E-mail: ian.sutherland@medway.gov.uk

Chris Mckenzie, Assistant Director, Adult Care Services
Telephone: 01634 331212 E-mail: chris.mckenzie@medway.gov.uk

Helen Jones, Assistant Director – Commissioning, Business and Intelligence
Telephone: 01634 334049 E-mail: helenm.jones@medway.gov.uk

James Williams, Director of Public Health
Telephone: 01634 334308 E-mail: james.williams@medway.gov.uk

Appendices

None.

Background documents

None.