

HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE

15 JUNE 2021

ADULT SOCIAL CARE STRATEGY

Report from: Jackie Brown, Assistant Director, Adult Social Care

Summary

The Adult Social Care Strategy sets out the objectives and focus for Medway Adult Social Care over the next 4 years. It aims to ensure that we safeguard our residents and improve outcomes for our Service Users, while ensuring that the service we provide achieves the best value for the Council.

The primary aim of the strategy is to prevent and reduce social need by providing effective support so that citizens maintain their independence. Wherever possible and appropriate we will support citizens with eligible social care needs to remain in 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.

1. Budget and policy framework

1.1 Medway Council's Adult Social Care strategy supports the Council priority of 'Supporting residents to realise their potential' and the outcome 'Older and disabled people living independently in their own home'.

1.2 It also supports the Joint Health & Wellbeing Strategy's vision 'The lives of all people in Medway will be a full, meaningful and healthy as possible' and 'We will achieve this through making Medway a place where people are enabled and encouraged to look after themselves and others, services are accessible and delivered equally well across the area'

2. Background

2.1 The link to the previous Adult Social Care Strategy 2016 – 2020 can be found below, in the background papers section of this paper. The new strategy has been amended to reflect the change in demand and need to adapt the way in which we work.

2.2 Adult Social Care in Medway is changing. Like all Adult Social Care services across the country, we need to change and adapt as we cannot meet growing

levels of demand within the budget we have. Unless we find more effective ways to keep people in their own homes or communities for as long as possible, to avoid hospital admissions, delay or reduce the escalation of need and find innovative ways to meet peoples need through what we buy or “commission” we will not have a safe or sustainable service.

- 2.3 We aim to improve the quality of the services we provide, and outcomes for our service users by aligning better with health colleagues and continuing to build on integration for the benefit of Medway residents. Our underlying objective in all that we do is the desire to help those we care for stay and live well.
- 2.4 We are largely a reactive social care service, but this model is not sustainable and must change as demand exceeds available resource. Through effective practice, we want to see a transformational shift from a focus on long-term care and support, to early intervention and enabling people to live independently for as long as possible.

3. Advice and analysis

- 3.1 In 2019/20 around 3,600 Medway residents received care and support. Most people received care in their own home, with around 1,135 people receiving care via residential care. 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, and 232 into Supported Living accommodation.
- 3.2 In 2019/20, 470 Mental Health Act Assessments and 1,486 Deprivation of Liberty Safeguarding (DoLS) assessments were completed. We received 1,564 Adult Safeguarding Concerns, this led to 699 Section 42 Safeguarding Enquiries. For information purposes, an adult does not need to have eligible needs for care and support or be receiving any service from the local authority, in order for the safeguarding duties to apply.
- 3.3 In the region of 2,619 adults with care needs are supported by Medway’s Adult Social Care service at any one time.
- 3.4 This Strategy is ultimately for the whole population of Medway, but it is focused especially on three cohorts: those who are frail and elderly, those with learning and physical disabilities and those with ill mental health. It is a strategy to support those with greatest needs; within these broad cohorts is a wide spectrum of types of need.
- 3.5 We are looking at the following key areas; Prevent Need, Reduce Need, Delay Need and Meet Need. These areas will not be unfamiliar, they are general standards of the Care Act 2014.
- Section 1.14 c) of the Care Act 2014 states: **The importance of preventing or delaying the development of needs for care and support and the importance of reducing needs that already exist.** At

every interaction with a person, a local authority should consider whether or how the person's needs could be reduced or other needs could be delayed from arising. Effective interventions at the right time can stop needs from escalating, and help people maintain their independence for longer

3.6 Our approach is based on four principles:

- Prevention: we will focus on evidence-based interventions that can help to prevent avoidable demand on statutory health and care services
- Early intervention and recovery: we will proactively work with individuals, families, and other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing needs and helping them return home
- Enablement: we will work on the assumption that people want to be enabled and supported to live independently at home and access employment when possible, ensuring that residential care is only used when it is clinically appropriate
- Safeguarding: we will place the right of all adults to live their lives free from harm, abuse, and neglect at the heart of everything we do

3.7 We understand that these principles will only make a difference if they are part of the practice and culture of our operational teams and through our work with partners.

3.8 The Strategy incorporates the joint work with our NHS Partners and Kent County Council which were formally designated as an Integrated Care System (ICS) from 1 April 2021, where the focus is on providing care in a way that benefits people and not what is easiest for organisations.

3.9 An Integrated Care Partnership (ICP) has been created to draw together all provider NHS organisations in Medway and Swale to work more closely with social care. There will be a whole system, multi-agency plan which will ultimately ensure that the local system works in partnership to high standards of care and support during times of pressure and is handled as part of business-as-usual.

3.10 Our mission is to make the best and most sustainable use of all available resources across the Council, Statutory Sector, Voluntary Sector and Health system to ensure people, their families and carers have access to the information and tools to enable them to live healthily and independently for as long as possible and to exercise choice and control over their lives, while ensuring safety, dignity, and quality of life for those in need of long-term care.

- 3.11 A new assurance framework for social care
- 3.12 The Department of Health and Social Care (DHSC) policy paper 'Integration and innovation: working together to improve Health and Social Care for all' proposes to introduce through the Health and Care Bill, a new duty for the Care Quality Commission (CQC) to assess local authorities' delivery of their adult social care duties.
- 3.13 Linked to this new duty there is a proposal to introduce a power for the Secretary of State to intervene where, following assessment under the new CQC duty, it is considered that a local authority is failing to meet their duties. Any intervention by the Secretary of State would be proportionate to the issues identified and taken as a final step in exceptional circumstances when help and support options have been exhausted.
- 3.14 We will be introducing a Co-Production Board, which will include partner organisations, voluntary community sector and service users. This board will not only support the implementation of the Adult Social Care strategy but will have a proactive overview of any proposed central government changes.
- 3.15 Implementation
- 3.16 To support the delivery of the Strategy, an Adult Social Care Transformation and Improvement Programme has been introduced. The programme is being managed by the Council's Business Change service; this programme management approach has been positively received by teams in Adult Social Care.
- 3.17 To ensure effective leadership and governance, oversight of the key service improvements and changes that need to be made to ensure we meet the aspirations in our ASC Strategy will be carried out at the Portfolio Holder's monthly performance dashboard meeting. Additional oversight of the programme will be provided at the Corporate Transformation Board.
- 3.18 Furthermore, specific themes will be monitored by the Medway & Swale ICP Board to ensure a whole system approach.

4. Risk management

4.1. The following risks have been identified:

Risk	Description	Action to avoid or mitigate risk	Risk rating
Strategy could fail to keep pace with dynamic change	The scale and rate of change within Adult Social Care Services could lead to the Strategy becoming out of date	The Strategy will be reviewed annually. In addition, the Strategy will be revised if changes are necessary due to the DHSC's proposed Health & Social Care Integration Policy	D3
Financial pressures related to growth in demand for Adult Social Care	Risk that the continuing growth in demand for adult social care and support cannot be addressed through existing resources	Increased focus on forecasting of demand and associated expenditure, and development of a transformation plan for adult social care	C2
DHSC's proposed Health & Social Care integration paper introduces significant change	While the proposed paper will not move away from prevention and independence, there may be changes that impact on ASC that we are currently not aware of	Monitoring and reviewing government updates to ensure that any proposed changes are captured and managed appropriately Refresh the strategy accordingly if needed	C3

4.2 A Diversity Impact Assessment has been produced (Appendix 3)

5. Consultation

- 5.1. The draft strategy was shared with teams across the Adult Social Care division and with colleagues in Partnership Commissioning. Feedback received was reviewed and the strategy was amended accordingly.
- 5.2. The proposed strategy was presented to the Council's Children's and Adults Directorate Management Team (CADMT) on 12 April 2021, and to the Corporate Management Team (CMT) on 21 April 2021, the feedback from these meetings has been incorporated.
- 5.3. The strategy was then shared with both Healthwatch Medway and the Voluntary Community Sector (VCS) via Medway Voluntary Action. Positive responses and feedback to the Strategy were received, along with a few concerns.
- 5.4. A virtual meeting was held on the 14th May, with a number of organisations from the VCS where the Assistant Director, Adult Social Care, was able to respond to queries, concerns and discuss implementation of the Strategy.
- 5.5. Feedback is provided in Appendix 2.

6. Climate change implications

- 6.1 There are no climate change implications resulting from this Strategy.
- 6.2 However, Adult Social Care are committed to reducing our Carbon Footprint and will do all we can to ensure we find new and innovative ways to continue to reduce it.

7. Financial implications

- 7.1. Although there are no direct financial implications, the Strategy will help inform the future development of the Council's Medium Term Financial Strategy through highlighting areas of transformation and possible efficiencies that might be achieved.

8. Legal implications

- 8.1 The Strategy must support the delivery of all key statutory functions related to adult social care, particularly those associated within the Care Act (2014), the Mental Health Act 1983, the Mental Capacity Act 2005 and section 149 of the Equality Act 2010.

9. Recommendation

- 9.1 Members are asked to consider the Medway Adult Social Care strategy and forward any comments or recommendations to Cabinet.

Lead officer contact

Jackie Brown, Assistant Director - Adult Social Care, Gun Wharf, 01634 331212,
jackie.brown@medway.gov.uk

Appendices

Appendix 1 – Medway Adult Social Care Strategy

Appendix 2 – Feedback from consultation with Healthwatch Medway Steering Group
and the Voluntary Community Sector

Appendix 3 – Diversity Impact Assessment

Background papers

<https://www.gov.uk/government/publications/care-act-statutory-guidance/care-and-support-statutory-guidance>

https://www.medway.gov.uk/downloads/file/1066/medway_adult_social_care_strategy_2016