

MEDWAY ADULT SOCIAL CARE



**SUPPORTING
ADULTS
FOR STRONG,
INDEPENDENT
COMMUNITIES**



Self-Assessment – March 2024



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WELL CONNECTED



- 34 MINUTES BY HIGH SPEED TRAIN TO MEDWAY FROM LONDON
- MID-POINT BETWEEN THE CAPITAL AND CONTINENT & GATEWAY TO THE COUNTY
- FIVE STATIONS (€37M UPGRADES)
- EXCELLENT LINKS TO MOTORWAYS AND AIRPORTS

11KM OF WATERFRONT DEVELOPMENT



TRANSFORMATIONAL INVESTMENT

- 27,000 NEW HOMES BY 2035
- REGENERATION PROGRAMMES UNDERWAY IN ALL 5 MAIN TOWNS

EXCELLENT RANGE OF LEISURE AND CULTURAL FACILITIES



BEAUTIFUL GREEN SPACES

- EQUIVALENT TO 14 HYDE PARKS
- 8 GREEN FLAGS
- MORE THAN 110K OF CYCLE ROUTES

LIVE

SUPPORTIVE, CARING COMMUNITIES



AFFORDABLE LIVING FOR ALL

- "LONDON LIFE WITHOUT THE PRICE TAG" - DAILY TELEGRAPH
- LOW TAX ECONOMY

WEEKLY WASTE & RECYCLING COLLECTION



MEDWAY

SPACE

FOR LARGER INDUSTRIAL UNITS



NEW BUSINESS GROWTH RATE ABOVE 13% 2015-219



GROWING EMPLOYMENT SPACES TO SUIT ALL BUSINESSES

- INNOVATION CENTRE MEDWAY
- INNOVATION STUDIOS MEDWAY
- INNOVATION PARK MEDWAY WILL BRING 3,000 HIGH QUALITY JOBS

14,000+ BUSINESSES

- AN ENTREPRENEURIAL HUB FOR HI-TECH ENGINEERING AND CREATIVE BUSINESSES
- MULTATIONALS (BAE SYSTEMS/BORGWARNER TO SMALL AND MEDIUM-SIZED ENTERPRISES
- HUB FOR THE CREATIVE INDUSTRIES

WORK

+€5.9BN

VALUE OF OUR ECONOMY

RICH HERITAGE - OUTSTANDING TOURIST DESTINATION



- SECOND OLDEST CATHEDRAL IN THE COUNTRY
- HISTORIC DOCKYARD CHATHAM
- TWO ANCIENT CASTLES
- RICH CONNECTIONS WITH DICKENS
- HOME OF THE ROYAL ENGINEERS SINCE 1815 INCLUDING AN AWARD WINNING MUSEUM



ATTRACTING NEARLY 5 MILLION VISITORS EACH YEAR, TOURISM SUPPORTS 7,000 JOBS IN MEDWAY AND BRINGS €360M TO THE LOCAL ECONOMY



30 DAYS

OF FREE FESTIVALS AND EVENTS EACH YEAR

VISIT

WATER ACCESS

AND MARITIME LEISURE OFFER

FABULOUS BARS AND RESTAURANTS AND WATERFRONT DINING



HOME TO SPORTING EXCELLENCE

- GILLINGHAM FC
- HOLCOMBE HOCKEY CLUB
- MEDWAY PARK - REGIONAL CENTRE OF SPORTING EXCELLENCE
- HOST TO INTERNATIONAL SPORTS EVENTS AND TOURNAMENTS
- SKI SLOPE AND ICE RINK



MULTI-UNIVERSITY CAMPUS SITE, 12,000 STUDENTS, MIDKENT COLLEGE AND UNIVERSITY TECHNICAL COLLEGE DEVELOPING VOCATIONAL SKILLS

LEARN

EXCELLENT SECONDARY, GRAMMAR AND PRIVATE SCHOOLS

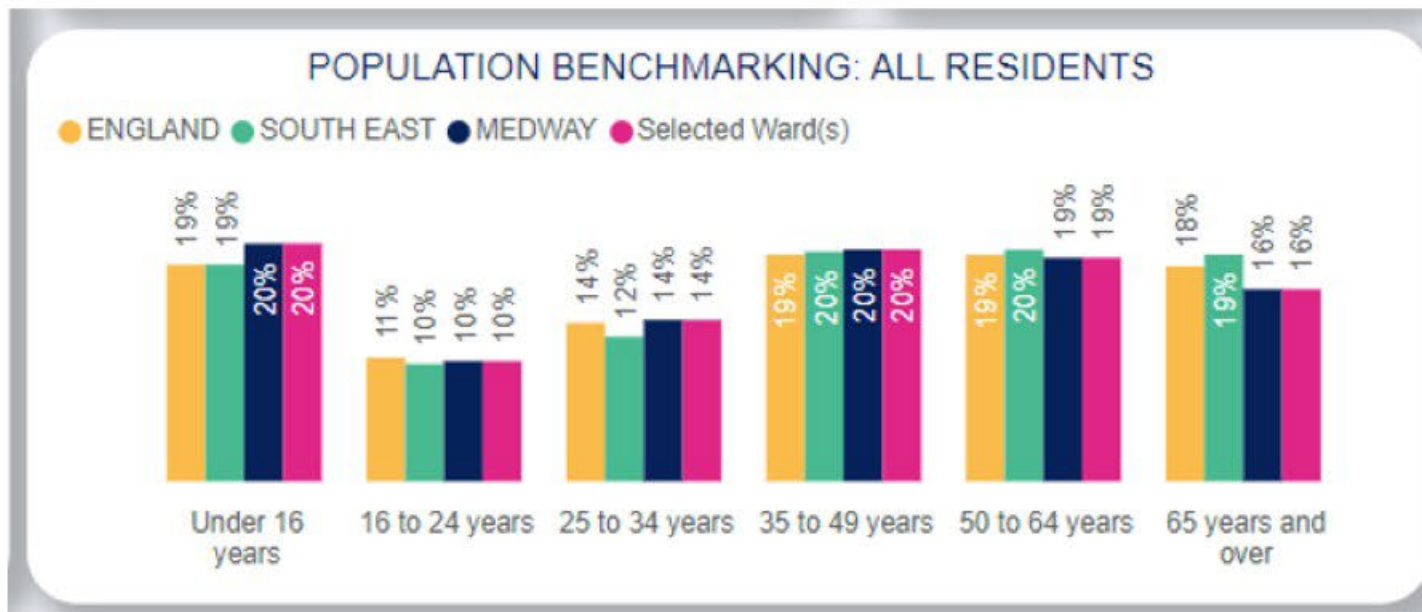
WORLD CLASS RESEARCH

MORE THAN 90% OF OUR SCHOOLS HAVE AN OFSTED RATING OF GOOD OR BETTER.



PRODUCTIVE COLLABORATIVE LINKS BETWEEN EDUCATION AND LOCAL BUSINESSES - DEVELOPING SKILLS FOR THE FUTURE

In Medway, there are **279,730** residents



In 2022 there were:

3,361 Births

2,390 Deaths

Which lead to a population change of +971 from the previous year.

For the period 2016 – 2020 **4,190** deaths under 75 years and **11,562** over 75 years.

82% of Medway residents report they have **good** to **very good health**

Medway had **111,459** households as of the census 2021.

30,462 (27%) were one person households.

14,226 of these were occupied by a person over 64 years and **16,236** were under 64 years.



Locality Areas

1404 adults are known Carers (March 2023)

3568 people were provided with long term care & support of which

Locality 3: Strood, Rochester & Hoo

2413 were supported in their home & 1155 supported in a care or nursing home.

Locality 2: Chatham & Walderslade

Locality 1: Rainham & Gillingham

1877 people helped with short term support to maximise their independence

The Acute is situated in Locality One



Our Vision

To promote independence and wellbeing to support the residents of Medway to live full, active lives; to live independent as long as possible, and to play a full part in their local communities.

We are committed to supporting residents to realise their potential:

- People living independently in their homes.
- We will continue to strengthen our arrangements to safeguard adults at risk of harm.

Medway's corporate plan and golden thread ;

- The council's focus remains continues to strengthen our arrangements to safeguard vulnerable adults.
- We refer to the "golden thread" which links the Council's strategic priorities to individual staff's objectives.
- The Council Strategy sets out to ensure Medway continues to provide its residents with a good quality of life, now and in the future.
- Work continues to maximise regeneration and drive forward our improvement programme to create opportunities for all

Access The Council Strategy [here](#)

As a key partner in the ICS we will work together to make health and wellbeing better than any partner can do alone.

The Medway Health & Wellbeing Board is clear that we want to ensure everyone in Medway lives a long, healthy, and happy life, with people valuing self-care and helping others.



Theme 1 – Working with People - Assessing Needs

What is working well:

- We have commissioned Imago to provide the Medway Wellbeing Navigation Service
- The MDT Integrated Locality Reviews (ILR) complete a holistic assessment considering psychological, physical, health and social needs.
- Our OT & SW collaboration at the front door has reduced our waiting list for assessments
- We have well-developed relationships with our transitions and edge of care children's services.
- Our digital offer includes the tools Ask Sara and Better Care Medway to help residents find products and support for their needs.
- Our response to immediate risks to people's wellbeing is good.
- We complete timely assessments for hospital discharge
- We complete timely assessments for small aids & adaptations to promote independence
- We have a well-established Self-Directed Support Team for those who choose Direct Payments
- We have a contract for statutory advocacy in place

Areas for Improvement:

- Improve & further embed strengths-based practice
- Implement consistent pathways across the division
- Further embed QA & Audit framework
- Communication with people that draw on care & support, their families/carers and our care providers
- Timeliness of assessments
- Increase and improve management oversight to prevent drift and delay – this will be supported by introducing scheduling on Mosaic
- Our offer for carers needs reviewing
- We must identify self-funders
- Further embed the wellbeing principle
- Develop a self-referral and self-assessment.
- Current resource is not sufficient to meet demand , in part due to conflicting priorities – we must reduce the backlogs of Reviews and Carers Assessments
- Current lack of staffing impacts on waiting times to complete our statutory duties under Care Act and MH Act
- Strengthen & improve transitions from SEN

Priorities/Actions:

- Embed service standards
- Improve & embed strengths-based practice
- Consistency & timeliness of assessment
- Increase capacity through rightsizing and review current structure
- Improve skills shortage and retention through the MedPay review & a market premia payment for hard to fill posts
- Embed practice for sharing information with individuals (assessments and eligibility)
- Strengthen work with SEN
- Develop Carers offer
- Develop case management system to support improved management oversight
- Implement consistent pathways and processes across the division



Theme 1 – Working with People - Supporting People to live healthier lives

What is working well:

- There is a good offer of prevention services to promote independence including VCSE contracts with Imago & community navigators.
- We are working towards toward a single-handed care model where appropriate
- Live Well Medway, Megan Community Interest Company are supporting people with mental health issues
- The MDT Integrated Locality Reviews(ILR) - multi-disciplinary meetings with health colleagues including GPs, community nurses and VCSE
- Our webpages provide a wide range of guidance
- Data sharing between partners including the single care record
- Shared focus across system on community-based support and avoiding admissions
- Medway Council has excellent links with the local voluntary sector, in part due to us commissioning an infrastructure body (Medway Voluntary Action).
- Medway Council's 'A Better Medway' services provide a wide range of healthy lifestyle services to adults in Medway
- Wide reach for social marketing through A Better Medway social media channels

Areas for Improvement:

- The understanding of Medway data for LDA annual health checks
- Our assistive technology offer
- Strategic relationships with partners
- Multi-agency work with partners is not always consistent due to pressure across organisations
- Support staff to better understand our Public Health offer
- The length of stay in acute settings for complex patients
- Development of an increased strategic focus on early intervention and prevention across the Council and with Health
- Improved housing options to reduce the need for ASC services
- Improve ASC social media presence to promote services

Priorities/Actions:

- Prevention strategy
- Ensure staff link into Public Health universal offer
- Ensure ASC webpages link better with other corporate initiatives so easier for individuals to find in one place.
- Improve ASC social media presence to promote services to individuals and partner agencies.
- Work with Kyndi to improve Assistive Technology Offer
- Length of stay in acute settings.
- Multi-agency work with partners to improve outcomes for people that draw on care & support



Theme 1 – Working with People - Equity in experiences and outcomes

What is working well:

- Our Equality, Diversity and Inclusion Network, with people with lived experience joining meetings to share their experiences
- We have a joint MDT with Drug and Alcohol and Domestic Abuse services, specifically for those that are marginalised and hard to reach
- Joint work with Public Health to create a Social Work Post specifically to work with those at risk of homelessness and substance misuse
- The use of DIA/EIAs for service design in regard to commissioning and procurement
- We are responding to complaints in the timely manner
- We have a good interpreter service
- Our QA Team work well with the ICB and CQC to support providers to improve services when required

Areas for Improvement:

- Engagement with people that draw on care & support
- Feedback from people to improve their journey and services and understand impact
- Co-production and collaboration is limited
- Gain an improved understanding of the training needs of staff across the service.
- A mechanism is needed to measure impact from training
- Further embed QA and Audit Framework
- Ensure accessibility of Mosaic documentation
- Collate data and use the intelligence from compliments and complaints from the noted themes to inform better practice.
- Increase resource to support and assist care providers to improve when needed
- Identify barriers to care and support
- Identify hard to reach groups/communities in Medway

Priorities/Actions:

- Actively seek feedback from people accessing services
- Co-production and Engagement
- Embed QA and Audit Framework
- Identify hard to reach groups/communities in Medway
- Identify barriers to care and support
- Increase resource to support and assist care providers to improve when needed
- Better understand the training needs of staff across the service



Theme 2 – Providing Support - Partnerships and communities

What is working well:

- We have a dedicated Brokerage Team for hospital discharge
- The BCF Plan is coproduced by all stakeholders within the Integrated Care Board (ICB) /Health and Care Partnership (HaCP) footprint.
- We participate in specific need groups such as the Dementia SIG including strategy development
- Good collaborative working at HaCP/Acute level.
- KMSAB policies and procedures are utilised to encourage partnership working.
- We are members of the Kent & Medway System Quality Group
- We have a responsive AMHP Service
- The neighbourhood policing task force vulnerability panel
- A dedicated transforming care coordinator
- ASC is a regular attendee and contributor to the Medway and Swale Social Prescribing Strategy group
- Strong local Domestic Abuse Partnership Board and Combatting Drugs Partnership
- The DASS is a non-Exec Director LA Partner member on the ICB

Areas for Improvement:

- To reinforce at a strategic level our statutory responsibilities/ duties with external partners to ensure the focus is not solely on health/acute setting
- We require robust co-production at all levels
- Practitioners' level of legal literacy must be increased so they feel confident to respectfully challenge partners.
- Social Care awareness is necessary in the Kent and Medway Learning Disability & Autism collaborative.
- The creation of a Transfer of Care Hub
- Collaborative working with Public Health around our universal offer to support wellbeing.
- Embedding the new ICRS service

Priorities/Actions:

- Joint working with partners towards the creation of the Transfer of Care Hub
- Ensure our workforce is legally literate
- Embed the new ICRS service
- Work with system partners to further improve social care aware within the Kent and Medway Learning Disability & Autism collaborative.
- Collaborative working with Public Health around our universal offer to support wellbeing.
- Robust co-production at all levels.
- Reinforce our statutory responsibilities/ duties with external partners to ensure the focus is not solely on health/acute setting



Theme 2 – Providing Support - Care provision, integration and continuity

What is working well:

- Commissioners regularly communicate with providers, including a provider forum that is well attended.
- Partnership Commissioning works with colleagues across health and social care.
- Business continuity planning.
- Our QA and IPC services support commissioned services.
- Actively request feedback during commissioning process
- We have an established Brokerage team who have a good understanding of our local provider market.
- We have an increased number of Supported Living providers

Areas for Improvement:

- Our carers offer needs developing to be more diverse and prescriptive
- ASC to strengthen our relationships with providers.
- Increase capacity across residential and nursing provision
- Embed the new provisions of supported living
- Development of the Market Position Statement.
- Increase needs led service provision.
- Co-production to shape and develop the market so that people have access to a diverse range of options to meet their care and support needs.
- Managing the market.
- Supporting providers to improve CQC ratings
- Focussed contract management.

Priorities/Actions:

- To embed and build confidence in the new supported living provisions
- Develop of the Market Position Statement.
- Commissioning strategy to be developed
- Increase nursing and residential capacity whilst improving standards for both long stay nursing and residential clients
- Develop our carers offer
- Review of residential service through commissioning 2024



Theme 3 – Ensuring Safety - Safe Systems, pathways and transitions

What is working well:

- Ensuring pressures that are present in partner organisations do not have a detrimental impact to our residents' outcomes.
- The ASC Transition Team have a good relationship with the Leaving Care Team
- Our Children and Adults' PSWs have a good relationship which delivers joint working across the Medway Adults and Children Development Academy (MACDA)
- We have a dedicated CHC SW
- We have dedicated resource for community discharge from Home First to ASC.
- Commissioned services require providers to seek feedback and make improvements
- Both the QA and Commissioning teams have a good relationship with CQC and providers to support provider failure and resolve complaints.
- Collaborative working at the front door between social workers, occupational therapy and Carers First.
- AMPH Service and out of hours transfers
- Dedicated in-house Health Protection Team that undertakes quality assurance visits reactively following outbreaks & proactively to prevent outbreak

Areas for Improvement:

- Work with health partners to improve discharge paperwork to support care providers
- Data sharing (access to RIO and MOSAIC) across HomeFirst and ICRS
- Refine and improve the transitions Children to Adults' pathways including health partners as well as social care.
- Review and improve the transitions pathway/process from SEN to Adults including health partners.
- Embed audits across the Division.
- Embed risk assessments across all areas of practice.
- Strengthen the systems and partnerships in place to support discharge from long stay community hospitals for LDA cohort.
- Review the remit of the high-risk panel to include tracking of cases.

Priorities/Actions:

- Improve and embed the Childrens to Adult transition pathway
- Ensure risk assessments and audits are embedded in practice
- Work with partners to improve the information detailed in discharge paperwork
- Review the remit of the high-risk panel to include tracking of cases



Theme 3 – Ensuring Safety - Safeguarding

What is working well:

- We have good partnership working and robust input into areas that align with safeguarding, MARAC, MAPPA, Channel Panel, Vulnerability Panel, ILR and Blue Light.
- Our pathways in Mosaic have management oversight at each stage of the safeguarding process to quality assure decisions
- We have dedicated staff to undertake safeguarding activity
- Strategic and Operational leads for safeguarding
- A positive relationship with the with the safeguarding team at the acute hospital
- Medway ASC are fully embedded within the Kent and Medway Safeguarding Adults Board (KMSAB) activity including SARs
- Rolling quality assurance audits are in place
- Monthly information sharing and learning sessions with the safeguarding managers, Senior Social workers

Areas for Improvement:

- Fully embed Making Safeguarding Personal (MSP)
- Increase face to face visits
- Reduce waiting lists
- Review the use of advocacy in safeguarding to ensure it is impactful
- Improve how we share learning from DHRs and SARs.
- Improvement on recording and evidencing defensible decision making
- Implement a right sized single safeguarding hub
- Introduce protection plans onto Mosaic.
- Improve timeliness
- Reduce drift and delay
- Increase professional curiosity

Priorities/Actions:

- Reduce waiting lists
- Develop how we deliver our safeguarding duties, to include structure and rightsizing, increased and improved management oversight
- Redesign of the safeguarding documents and use of the portal
- Embedding MSP
- Strengthen senior leadership oversight of high risk and complex cases
- Introduce protection plans onto Mosaic
- Improve timeliness
- Improve grip on drift & delay
- Increase professional curiosity



Theme 4 – Leadership - Governance, management and sustainability

What is working well:

- A stable Senior Adult Social Care Leadership Team with a broad range of experience who have clear roles & responsibilities
- Political and executive leaders are well informed about the potential risks facing adult social care
- The Health & ASC Oversight Board chaired by the Portfolio Holder, provides visibility and assurance on delivery of Care Act duties, risk to delivery, quality & sustainability.
- The Quality Assurance Performance & Information Board chaired by the DASS monitors performance, practice, risk and analysis on specific themes.
- We have a positive working relationship with corporate teams, including finance, HR and housing.

Areas for Improvement:

- Adult Social Care Business Plan
- Engagement and feedback needed to provide visibility of people's care and support experiences and outcomes.
- QA Framework has been developed but needs to be embedded in the division
- Establishing consistent management oversight and accountability at all levels
- Leadership and governance which creates a culture of openness and transparency, with a positive two-way communication.
- Increase awareness of ASC at Overview & Scrutiny
- Increased resource in corporate teams to support ASC

Priorities/Actions:

- Ensure all practitioners and managers understand the expectations of their roles and are equipped to meet them
- Create an environment where practitioners feel confident
- Develop an adult social care business plan
- Engagement and feedback needed to provide visibility of people's care and support experiences and outcomes
- Establishing consistent management oversight and accountability at all levels
- Increase awareness of ASC at Overview & Scrutiny
- Increased resource in corporate teams to support ASC



Theme 4 – Leadership - Learning, improvement and innovation

What is working well:

- There is a strong focus on continuous learning and improvement. The ASC Transformation & Improvement Programme was developed through staff feedback.
- We actively encourage new ways of working, including technology. All staff have technology that enables them to work in an agile way.
- Joint working with the Acute Trust and Community Health to support hospital discharge.
- HaCP Exec work together to plan ADF spend to ensure it meets system wide priorities.
- Transforming Care – there is a strong focus across ASC, Commissioning & ICB.
- PSW works with 2 PSWs from other LA's to learn and share knowledge
- Our learning from Children's Services
- We challenge our own performance via Performance Clinics.
- We have a good Learning Development offer
- We have recently appointed an Engagement Manager

Areas for Improvement:

- The arrangements to support improvement, innovation and research are limited and we do not actively participate in sector led improvement activity.
- A new workforce strategy is required.
- Recruitment and retention is a significant challenge
- While we attend the K&M ICB System Quality Group the focus is very much on health.
- A peer review carried out on Safeguarding was undertaken, however we do not routinely seek guidance and support to improve.
- As part of the Medway & Swale HaCP the local authority shares learning, best practice and innovation with peers and system partners to influence and improve how services are delivered, however the focus continues to be mainly on health.
- Co-production in ASC is minimal. Strategic work with partners other than the Acute and Community is limited
- Challenges across the H&SC sector can lead to difficulties in a joint working approach for frontline staff
- A relaunch Medway Adult's & Children's Development Academy

Priorities/Actions:

- Develop a new workforce strategy
- Appoint resource to support improvement and innovation.
- Develop strategic relationships with partners to improve joint working and improved outcomes for residents.
- Continue work with the ICB and other health partners to support them to understand Adult Social Care.
- Introduce Adult Social Care Partnership Board to improve strategic work with partners



Medway Adult Social Care – High Level Action Plan on a Page 2023 – 2025

