

Adult Social Care Directorate Plan & Commissioning Intentions 2018-2019



Walsall Council

PROUD OF OUR PAST OUR PRESENT AND FOR OUR FUTURE

Walsall Adult Social Care – Directorate Plan 2018 – 2019

1. Introduction

Adult Social Care in Walsall is transforming the way we commission and provide social care services over the next few years. This work will be informed by the Walsall Adult Social Care vision:

Walsall Adult Social Care Vision

We work with citizens and communities to promote health, wellbeing and independence and if people need additional support we work with partners to ensure that people can access high quality services which maximise independence and safety, and that respect the autonomy, dignity and diversity of the citizens of Walsall.

This Adult Social Care Directorate Plan describes the council's approach to adult social care over the next year. It provides the strategic context to drive future commissioning, care management and our role in the integration of health and social care

This document outlines the approach and activities we have prioritised to review, improve and commission services for Walsall citizens during the next two financial years.

The document is a high-level indicator of our key priorities and demonstrates the strategic direction that our activities will take over the coming year. This will be underpinned by refreshed operational service plans and an updated commissioning work plan.

The ambitions described in this document are aligned with achieving the Vision of the Council that 'Inequalities are reduced and all potential is maximised' for citizens of Walsall and the corporate priority for 'people' as set out in the Corporate Plan 2018-21 that 'People will have increased independence, improved health and can positively contribute to their communities'

The 'people' outcomes that the Corporate Plan sets out to achieve are:

- Enhancing quality of life for people with care and support needs and those with long term conditions
- Delaying and reducing the need for care and support
- People recover from episodes of health or injury
- The most vulnerable are protected from avoidable harm, including treating and caring for people in a safe environment

2. Drivers for the Walsall ASC Directorate Plan

The number of people who may need social care support in the future is expected to rise significantly. The numbers of people living with dementia, learning disabilities, poor mental health and multiple co-morbidities, will all increase and the rise in demand for health and social care comes at a time when funding is decreasing.

Projections estimate that the number of people aged over 65 in Walsall will increase by 13.8% by 2022 and the borough will be home to an additional 6,500 over 85 year olds.

The Care Act 2014 brought new responsibilities for local authorities, with new eligibility for services, support for carers, new areas of work around information, advice, prevention, support for the care market, and safeguarding.

Nationally, social care budgets have been reduced by 26% in real terms over the last four years, in Walsall, despite Walsall Council protecting Adult Social Care budgets as far as possible, the directorate has been required to have made £26m of savings and efficiencies with a further £12.8m planned over the period 2018/20. To continue to ensure that the most vulnerable people in our communities are supported and protected within a decreasing financial envelope means new ways of working.

The current Adult Social Care total net budget position is circa £66.26m. The main elements of this are:

- £15.04m for all staffing including social workers, support functions, management and administration and in house services
- £43.50m for demand led care packages across residential, nursing, community care and direct payments
- £7.72m on Housing & Care 21 and external contracts
- £1.09m on prevention and support services including housing based support, community alarms (excluding staffing costs) and voluntary sector commissioned services.

3. Achievements in 2017/18

Although some activity in the 2017/18 plan was not delivered, and these things will feature in this 2018/19 plan, much has been achieved in 2017/18. This is due to the hard work, commitment and professionalism of the staff within the Adult Social Care Directorate and with support from our Council colleagues. Some of these achievements include:

2017/18 Plan	Achievement
Integrated Health & Care Teams in a 'Locality Model' (including Mental Health Social Work)	<ul style="list-style-type: none"> • Assessment and Care Management is working towards integration of health and social care services in localities. MDT's are being trialed and work is progressing to strengthen formal partnership arrangements between Walsall Council and Walsall Healthcare Trust. • Negotiations and planning with the Mental Health Trust have concluded and Mental Health Social Workers have commenced their return to the Directorate which will support further delivery of our plans for integrated working in Localities.

Integrated Intermediate Care	A new model of Integrated health and social care intermediate care was developed and is being implemented in a phased approach. Changes have already had a positive impact on the length of stay for people in hospital and improving patient experience.
Deliver financial balance of the Adult Social Care budget through implementing a credible financial recovery plan for 2017-20.	The current end of year forecast suggests that Adult Social Care will end the year with a £128k underspend. Although this is partially due to investment in ASC in 2017/18, this is still a huge achievement and is largely due to the actions taken in the Demand Management work streams eg Deep Dives and Resource Allocation Panel. The information gathered through these exercises also provided the Directorate with the evidence required to develop our 2018/19 savings proposals.
Finalise the transformation of the ASC Leadership Team	All Leadership Roles within Adult Social Care have now been recruited to.
Focus on workforce development to improve the quality of practice and support new models of delivery	A career pathway for Occupational Therapy and Social Work has been implemented in 2017/18 and work is ongoing to ensure that the development needs of the work force are being met.
Improve systems, processes and technology to support new models of delivery	Investment in Business Support and Brokerage (Team and Systems ie Mosaic and CM2000) has meant that a redesign of these service areas has commenced. This is due to be completed in early summer 2018.
Collaborate with partners to keep vulnerable people safe.	<ul style="list-style-type: none"> • Directorate and Corporate Services staff together ensured vulnerable people affected by the unplanned closure of two care homes and a Domiciliary Care provider, were treated with compassion, kept safe and their needs continued to be met. The quality concerns raised during these events prompted a system wide initiative to improve quality in care provision, the Quality Summit. • People who said that their services made them feel safe and secure increased (ASCOF measure 4B).

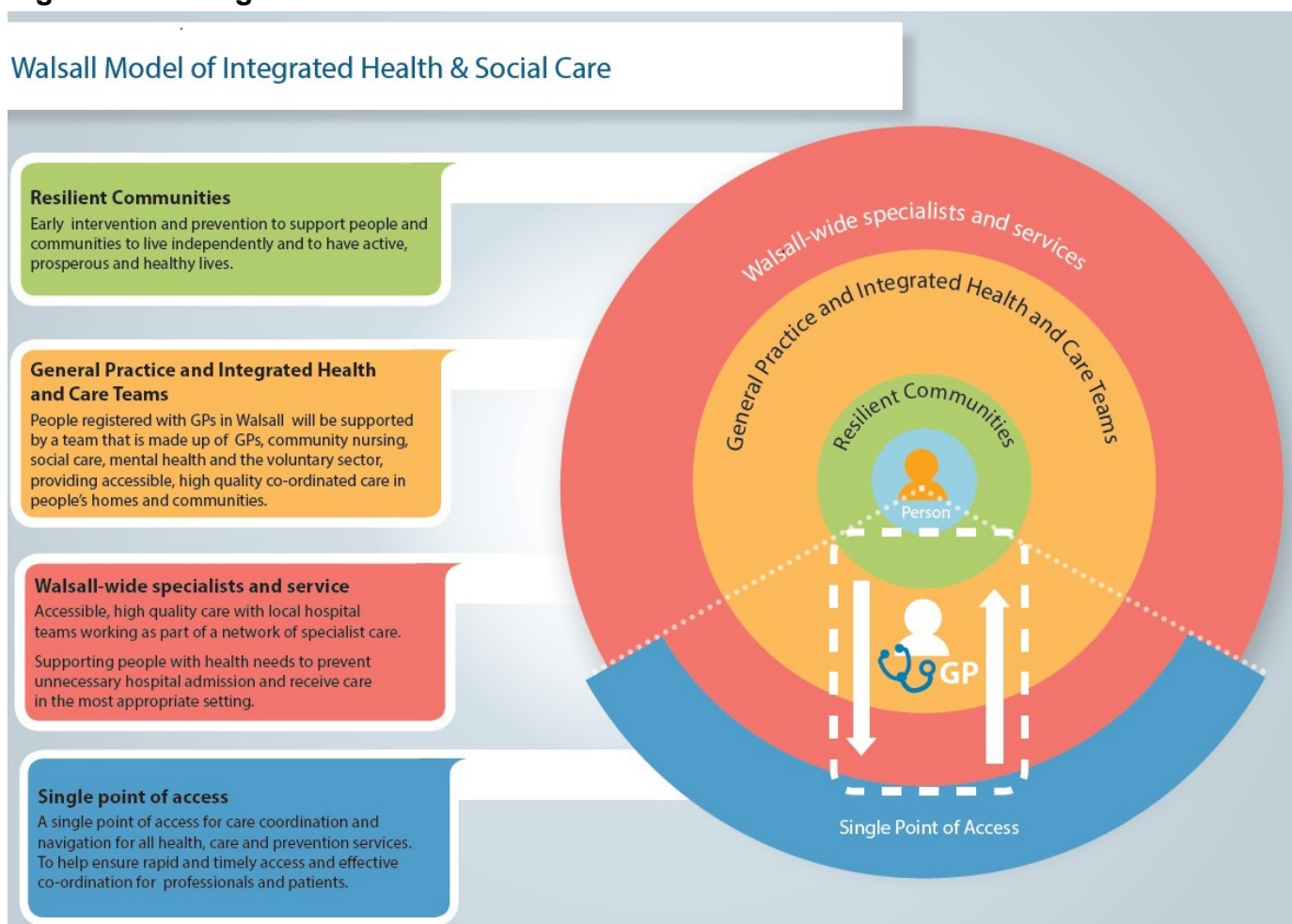
<p>Work with partners to ensure that people can access high quality services which meet needs, maximise independence, health improvement and safety and that respect the autonomy, dignity and diversity of users.</p>	<ul style="list-style-type: none"> • The Community Based Services contract which is one of the largest contracts within the Council was implemented with excellent joint working across the Directorate. • Advocacy, Healthwatch and Befriending Services were reviewed and new contracts awarded. • People satisfied using services has increased, from the previous two years (NHS Digital ASCOF measure 3A). • The Community Living Directory has been updated and although there is much more to do people using services who say that it is easy to find information has increased (3D1).
<p>Work with Social Care providers in the borough to maintain or improve quality, effectiveness and value for money.</p>	<p>Goscote, Fallings Heath and Broadway North were reviewed and Fallings Heath and Broadway North was closed. Service Users and staff were supported to move on to alternative community assets.</p>
<p>Collaborate with Partners in Public Health to reduce social isolation and loneliness</p>	<p>Public Health have launched a new initiative 'Making Connections Walsall' (MCW) which provides older people in Walsall with an opportunity to explore their social needs and interests. It offers older people support to build their social networks and engage in community activities. (For more information, see back page)</p>

4. Strategic Objectives for Adult Social Care 2018-2019

Walsall Adult Social Care in Partnership with NHS Commissioning and Provider colleagues across Walsall under the banner of 'Walsall Together' is committed to working towards a more integrated model of Health and Social Care delivery. The model, as shown below at **fig.1** describes the vision for integrated delivery across four levels of care and support:

- **Resilient Communities** – support in communities to keep people well and independent.
- **Access** – Advice, information and support for people approaching care and support services.
- **Integrated Health & Care Teams (Locality Teams)** – Co-ordinated care and support for people with continuing health and care needs, particularly long-term conditions.
- **Specialist Care (Including Intermediate Care)** – Support for people in need of urgent and emergency support to prevent hospital admission or facilitate discharge.

Fig.1 Walsall Together Model of Care



To deliver the vision for Adult Social Care in Walsall (in the context of the Walsall Together plan), achieve the corporate priorities set in the Walsall Council Corporate Plan 2018-21 and in response to the drivers for change, Walsall Adult Social Care has set its Strategic Objectives for 2018/19. Continuing with the plan that commenced in 2017/18, the objectives are set out against three themes; New Models of Care, Controlling Cost and Enabling Change, and Social Care Market. The high-level actions against the three themes are set out below.

New Models of Care

- Collaborate with the voluntary sector, housing, education, health & care providers to develop and implement new models of integrated health & care delivery. In 2018/19 we will work towards:
 - An Alliance Model of Delivery with Partners
 - Aligned/integrated model of commissioning for 'Place-Based' care.
 - Integrated Health & Care Teams in a 'Locality Model' (including Mental Health Social Work)
 - Integrated Intermediate Care
 - Transforming Care – Integrated Learning Disability Community Model
 - All Age Disability Pathways
 - An integrated early intervention and prevention well-being offer to support

resilient communities

- Collaborate with partners to keep vulnerable people safe.

Controlling Cost & Enabling Change

- Deliver financial balance of the Adult Social Care budget through delivering the savings plans set out. A copy of the activity in 2018/19 to achieve the savings targets can be found in the table at **Fig.2** below.
- Focus on workforce development to improve the quality of practice and support new models of delivery.
- Finalise the redesign of Adult Social Care business teams to support the delivery of the Adult Social Care priorities. This includes:
 - Commissioning
 - Brokerage
 - Business Support
 - Programme Management Office (PMO)
 - Performance and Systems
- Further improve performance and financial monitoring to achieve accountability across the directorate.
- Improve systems, processes and technology to support new models of delivery and finalise the roll out of mobile technology, including the compliance with GDPR.
- Improve digital access to Adult Social Care information, advice and support.

Social Care Market

- Work with partners to ensure that people can access high quality services which meet needs, maximise independence, health improvement and safety and that respect the autonomy, dignity and diversity of users
- Work with Social Care providers in the borough to maintain or improve quality, effectiveness and value for money.
- The priorities for commissioning in 2018/19 are:
 - I. Ensuring value for money in Complex Care Commissioning, this will include targeted reviews of provider unit costs and levels of allocated care and the introduction of the Joint Funding protocol to ensure distribution of cost between the Council and CCG is appropriate.
 - II. Increase the 'Shared lives' offer.
 - III. Introduce new contracts and scheduled payments for Residential/Nursing Care.
 - IV. Increase the capacity of residential and Nursing EMI provision within the borough.
 - V. Improve the quality of care in Residential and Nursing Home provision.
 - VI. Commissioning a new model of Resilient Communities with partners.
 - VII. Review Admission Avoidance services in partnership with Walsall CCG.
 - VIII. Review, de-commissioning and re-commissioning activity in-line with the ASC savings targets detailed below at **fig 2** .

Fig. 2 Adult Social Care Saving Targets 2018/19

Savings Reference Number	Savings Description	2018/19 Savings Target
79a/79b	<p>Improve value for money and manage demand for paid care services. Work streams:</p> <ul style="list-style-type: none"> • Work with partner to expedite asset based reviews. External provider to support the review of 100 LD clients in an Asset Based approach. • Undertake Asset Based reviews and re-assessments of Mental Health clients and moderate costs through resource allocation panel. • Targeted review of users with multiple funded care elements. • Use Just Checking technology in the assessment and review of clients. Just checking can confirm/rule out the need for elements of care. • Change the ASC policy on use of out of borough placements to support the use of out of borough placements where they can meet needs and are below the cost of in-borough alternatives. 	£4,208,333
78	Reconfigure day service provision	£400,024
77 (1&2)	Review Telecare/Telehealth/Community Alarm Service, Fitting and response services and tender for new service	£379,041
77 (3)	Remove a post relating to Mental Health (Access and Welfare Rights)	£54,250
77 (4)	Remove posts relating to Broadway North Recovery College	£78,000
77 (5)	Reduce the number of Neighborhood Community Officers and link remaining officers to locality teams	£136,366
77 (6)	Decommissioning of the Independent Living Centre	£61,000
77 (7)	Reconfigure the Sensory Support Social Work Team	£215,833
77 (31)	Review the lease payment arrangement for Walsall Society for the Blind	£24,009
77 (33)	Reduced contract value for Housing Support Services	£20,000
77 (35)	Reduced contract value for bereavement support and luncheon clubs	£64,000
NEW	Income contributions – new clients	507,000
	TOTAL	£6,147,856

4. Adult Social Care Commissioning Priorities 2018/19

The Adult Social Care Directorate will spend a net £63m on the provision of social care in 2018/19. As detailed above, the directorate will need to make efficiencies in how it spends that budget over the next 2 years and therefore the Adult Social Care Commissioning Priorities reflect those areas where we believe we could achieve better value for money or where we believe we can improve the quality of services to achieve better outcomes.

A summary of Walsall Adult Social Care commissioning intentions for 2018/19 are as follows; this will be supported by a commissioning work plan, which is under development.

Personalisation and Independence

- We will use personal budgets to ensure that people requiring longer term care can take as much control over their lives as their needs allow. We will review our approach to Direct Payments to include the possible development of Individual Service Funds and revise our offer so that those who do not require support does not have to take it.
- We will continue to develop the Walsall Directory of Services, supporting the move towards self-directed support.
- We will review and recommission an early intervention, prevention and wellbeing offer in partnership with other Council directorates and external partners.
- We will work with partners to increase the opportunities for Adults with a Learning Disability to gain paid employment.

Integration

- We will participate fully with Health partners in the delivery of Integrated Health & Care Teams
- We will work with NHS Commissioners and Providers to embed the new model of Integrated Intermediate Care
- As part of the new model of Intermediate Care, we will review our bed based rehabilitation and reablement provision
- We will review the use and effectiveness of our current 'Discharge to Assess' provision
- We will work in partnership to respond to the outcomes of the Transforming Care Programme for Adults with Learning Disabilities
- We will review aftercare services provided to those who have had a stroke.

Domiciliary Care and Day Services

- We will continue to implement and further develop Electronic Call Monitoring via CM2000 across community based provision that we commission
- We will review the implementation of the Community Based services contract to ensure that the expected outcomes are being delivered and develop a plan to address if they are not.

Accommodation

- We will continue to work jointly with health partners in delivering the Learning Disability Transforming Care Programme, which enables people to live independently rather than hospital or institutional settings.
- We will work with providers who develop efficient and effective supported living options to offer care and support in the community, wherever feasible, in order to

meet someone's needs.

- We will expand our Shared Lives model of care to offer support to a wider range of people, including Mental Health clients and look to increase the shared lives provision.
- We will ensure sufficient supply of residential and nursing home care provision, and particularly services for people with dementia and challenging behaviour.

Walsall Council Adult Social Care Plan on a Page 2018/19

Council Vision: Inequalities are reduced and all potential is maximised for citizens
Adult Social Care Vision:

We work with citizens and communities to promote health, wellbeing and independence and if people need additional support we work with partners to ensure that people can access high quality services which maximise independence and safety, and that respect their autonomy, dignity and diversity.

Strategic Objectives		
<h3>New Models of Care</h3> <ul style="list-style-type: none"> Collaborate with the voluntary sector, housing, education, health & care providers to develop and implement new models of integrated health & care delivery. In 2018/19 we will work towards: <ul style="list-style-type: none"> An Alliance Model of Delivery with Partners Aligned/integrated model of commissioning for 'Place-Based' care. Integrated Health & Care Teams in a 'Locality Model' (including Mental Health Social Work) Embedding the new model of Integrated Intermediate Care Transforming Care - Integrated Learning Disability Community Model All Age Disability Pathway An integrated early intervention and prevention well-being offer to support resilient communities Collaborate with partners to keep vulnerable people safe. 	<h3>Controlling Cost & Enabling Change</h3> <ul style="list-style-type: none"> Deliver financial balance of the Adult Social Care budget through delivering the savings plans set out. Focus on workforce development to improve the quality of practice and support new models of deliver Finalise the redesign of Adult Social Care business teams to support the delivery of the Adult Social Care priorities. This includes: <ul style="list-style-type: none"> Commissioning Brokerage Business Support Programme Management Office (PMO) Performance and Systems Further improve performance and financial monitoring to achieve accountability across the directorate Improve systems, processes and technology to support new models of delivery and finalise the roll out of mobile technology. 	<h3>Social Care Market</h3> <ul style="list-style-type: none"> Work with partners to ensure that people can access high quality services which meet needs, maximise independence, health improvement and safety Work with Social Care providers in the borough to maintain or improve quality, effectiveness and value for money. The priorities for commissioning in 2018/19 are: <ul style="list-style-type: none"> Ensuring value for money in Complex Care Commissioning, this will include targeted reviews of provider unit costs and levels of allocated care and the introduction of the Joint Funding protocol to ensure distribution of cost between the Council and CCG is appropriate. Increase the 'Shared lives' offer Introduce new contracts and scheduled payments for Residential/Nursing Care Increase the capacity of residential and Nursing EMI provision within the borough. Improve the quality of care in Residential and Nursing Home provision. Commissioning a new model of Resilient Communities with partners. Review Admission Avoidance services in partnership with Walsall CCG Increase the number of working age adults with Learning Disabilities in paid employment Review, de-commissioning and re-commissioning activity in-line with the ASC savings targets
Our Values and Behaviours – PLATE		
<h3>Professionalism</h3> <p>Actively seek ways to prevent over-complication or confusion of service delivery through innovation, being open to change and the removal of barriers including challenging negative behaviours.</p>	<h3>Accountability</h3> <p>Adopt a 'can do' attitude in the work that I deliver taking accountability for my own performance and development and responsibility for my actions and decisions. I will demonstrate inclusivity and promote the values of diversity and equality.</p>	<h3>Ethical</h3> <p>Aware of own impact on others through valuing openness, treating everyone with respect and listening carefully to understand the views of others in order to build trust.</p>
<h3>Leadership</h3> <p>Leads by example, optimising those resources allocated. Communicates clearly taking account and welcoming feedback. Takes a positive and resilient approach to change understanding the longer term vision of the Council and/or service areas.</p>	<h3>Transparency</h3> <p>Work with others to reach a common goal; sharing information, supporting colleagues and searching out expertise and solutions from relevant partners and/or communities we serve.</p>	<h3>Ethical</h3> <p>Aware of own impact on others through valuing openness, treating everyone with respect and listening carefully to understand the views of others in order to build trust.</p>

Making Connections Walsall



A **FREE** service tackling loneliness and helping Walsall's older residents to improve their social connections



Q. Would your service user benefit from increasing their social connections?

Q. Do you find it challenging locating appropriate community based projects to improve your service users' social connections?

A. MCW provides health and social care professionals with a single route of referral into appropriate local community based social activities. Although MCW **DOES NOT** replace social care or treatment, it will reduce the time spent searching for community projects and services.

How to refer

Step 1 - Determine if your service users would benefit from more social contact

Step 2 - Inform your service users about the MCW programme and obtain consent to refer

Step 3 - Complete referral form and email to: homesafety CENTRE@wmfs.net

*Referral forms are available from: MCW@Walsall.gov.uk

How it works

- West Midlands Fire Service process referrals; offer service users a Safe and Well Visit and allocate referrals to MCW community hubs.
- MCW Social connectors arrange an appointment with service users to discuss their social needs and help them to access appropriate social activities.

Examples of available activities

Luncheon clubs, coffee morning, arts and crafts, reminiscence projects, fitness classes, volunteering, befriending (face to face & telephone), gardening projects.



Walsall Council

WEST MIDLANDS FIRE SERVICE



Starting Well • Living Well • Ageing Well

Public Health

