

## Health and Wellbeing Board

24 April 2017

### Adult Social Care Outline Commissioning Intentions 2017/18

#### 1. Purpose

To share with the Health and Wellbeing Board the Commissioning Intentions of the Walsall Council Adult Social Care directorate.

#### 2. Recommendations

2.1 That the board notes the content of the draft document attached at **Appendix 1** and confirms alignment with the HWBB priorities for 2017/18.

#### 3. Report detail


3.1 The document attached at **Appendix 1** sets out:

- The Adult Social Care Directorate Plan for 2017/18 and how they are aligned with the corporate vision for Adult Social Care
- The drivers for Walsall ASC Directorate Plan
- The Strategic Objectives for Adult Social Care 2017/19
- The Adult Social Care Commissioning Priorities 2017/18

#### 4. Implications for Joint Working arrangements:

The Adult Social Care Directorate Plan and Commissioning Intentions, attached, are aligned with the Commissioning Intentions of Walsall CCG and the recently published Better Care Fund Policy Framework.

#### Appendices

Appendix 1	ASC Directorate Plan & Commissioning Intentions 2017/18	
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#### Author

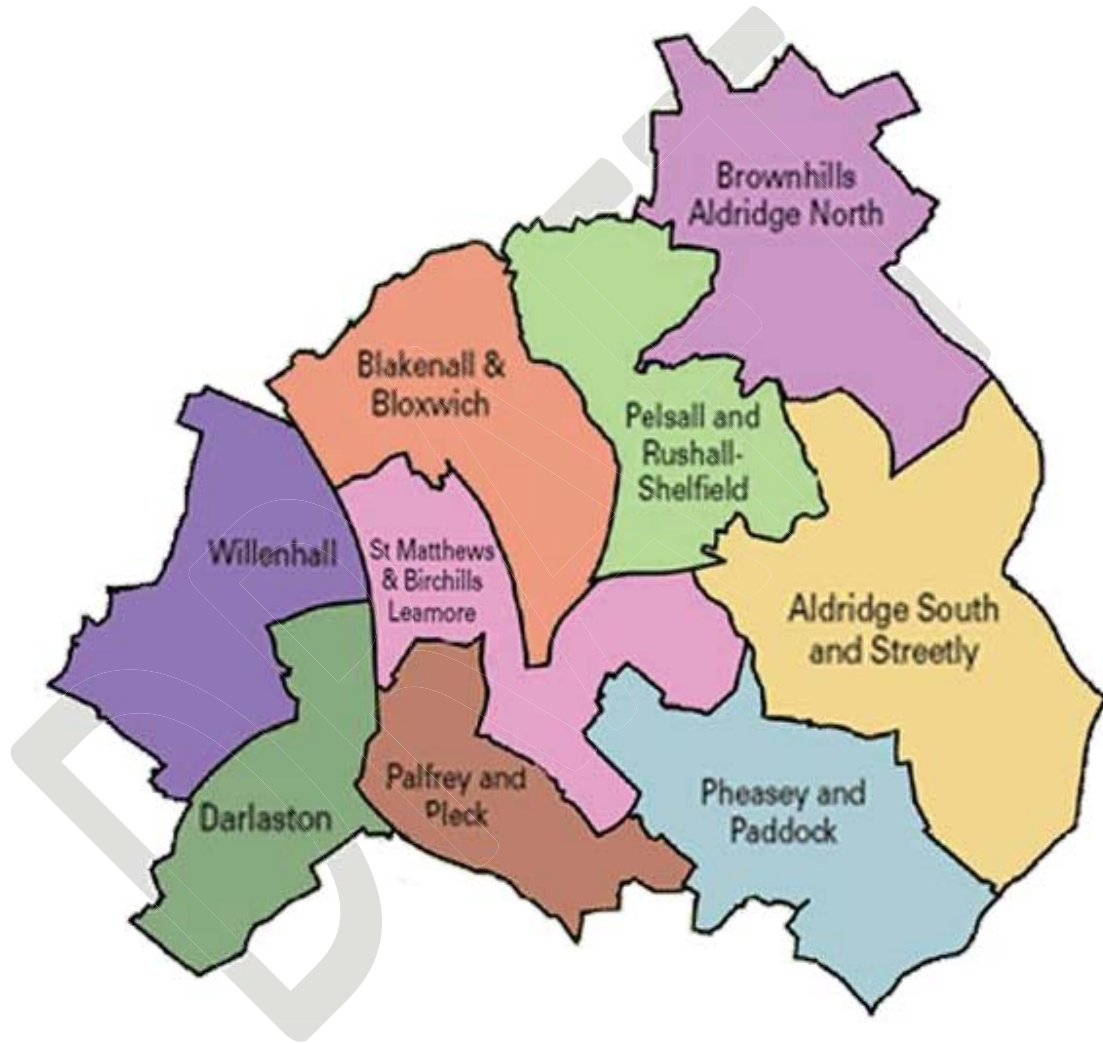
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Walsall Metropolitan Borough Council

# Adult Social Care Directorate Plan & Commissioning Intentions 2017/18



**Walsall Council**

# Walsall Adult Social Care – Directorate Plan 2017 – 2018

## 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 councils approach to adult social care over the next two years. 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 2 years. This will be underpinned by operational service plans and a commissioning work plan, which are currently under development.

The ambitions described in this document are aligned with achieving the corporate vision for Adult Social Care outlined in our Corporate Plan for 2017-20: *to make a positive difference to the lives of Walsall people* and the refreshed corporate priorities for Adult Social Care, more specifically:

- Work with partners to ensure people can access high quality services which maximise independence, health improvement and safety, and that respect the autonomy, dignity and diversity of users
- Transformation and integration of mental and physical health, reducing the use of institutional care with a greater focus on prevention, early intervention and self-care.
- Improve access arrangements and co-ordination of care, creating a streamlined pathway for people who need support from health and social care
- Collaborate with partners to keep vulnerable people safe
- Enable and maximise access to financial support and other services to promote independent living

## 2. Drivers for the Walsall ASC Directorate Plan

The number of people whomay 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 £17.8m planned over the period 2017-20. 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.

In summary, the drivers for this plan fall into three areas:

#### Duties under the Care Act

- National eligibility criteria
- New rights for carers
- Legal right to a personal budget and direct payment
- The 'wellbeing duty'
- Responsibilities for councils to develop and manage the local market for services under the market management duty
- Expectation that services will be co-produced with providers and customers in strategy development, contract awards and quality assurance

#### Developments in Integration

- Better Care Fund – pooled budgets to support local health and social care integration
- NHS Five Year Forward View
- Introduction of New Care Models & new contracting models in the NHS
- The Black Country Sustainability and Transformation Plan

#### Savings and Finance

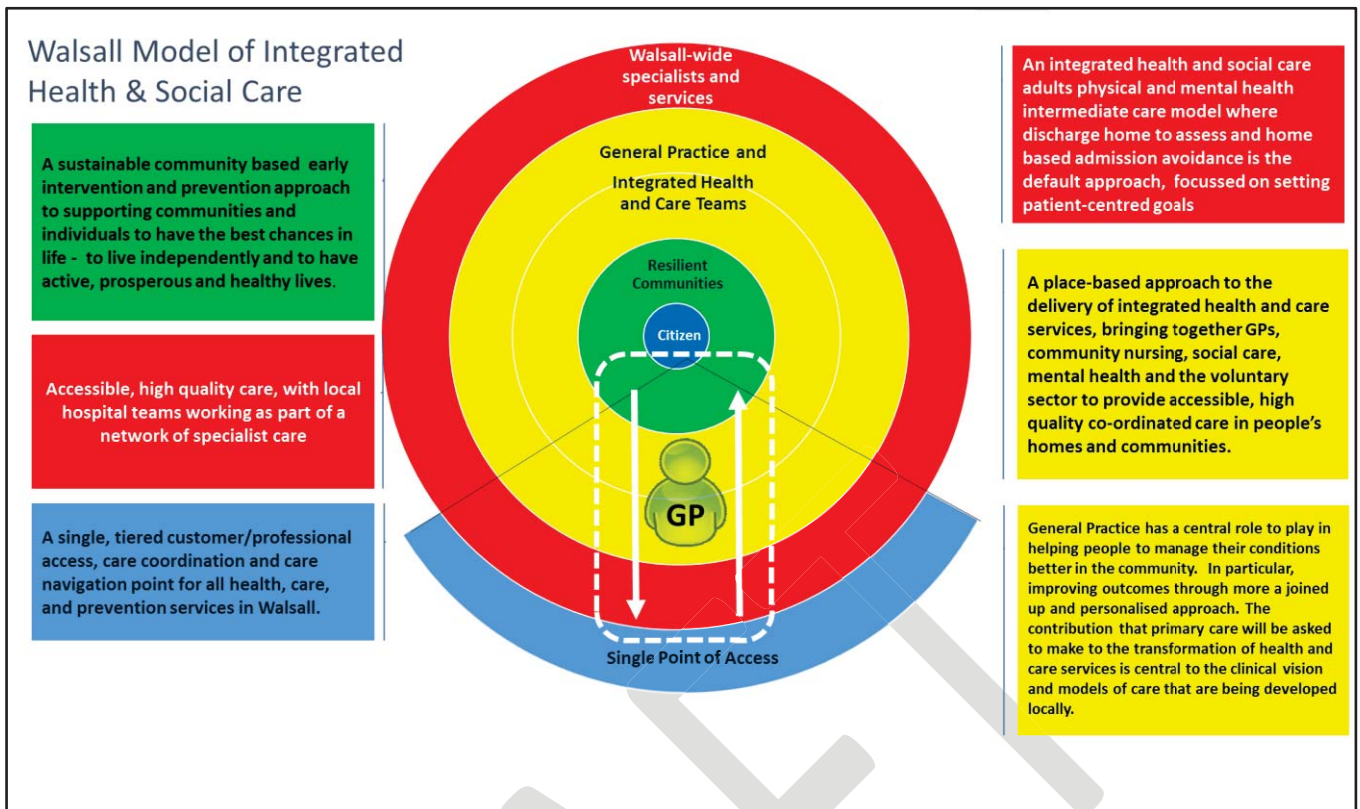
- Adult Social Care savings target of £17m over 3 years
- Introduction of the National Living Wage and Apprenticeship levy on Social Care providers which is increasing costs of delivering care
- Demographic growth meaning more people requiring social care support
- More older people with multiple co-morbidities resulting in increasing needs of people requiring support which are more costly to meet.

### 3. Strategic Objectives for Adult Social Care 2017-2018

Walsall Adult Social Care in Partnership with NHS Commissioning and Provider colleagues across Walsall under the banner of 'Walsall Together' are 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 & 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 (Inc. 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 2017-20 and in response to the drivers for change Walsall Adult Social Care has set its Strategic Objectives for 2017/18. The objectives are set out against three themes; New Models of Care, Controlling Cost and Enabling Change, and Sustainable Communities 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. 2017/18 will deliver:
  - Integrated Health & Care Teams in a 'Locality Model' (including Mental Health Social Work)
  - Integrated Intermediate Care
  - All Age Disability Pathway
- Improve access arrangements, a streamlined pathway and co-ordinated care for people who need support from health & social care.
- Work with partners in Public Health to reduce social isolation and loneliness.
- Collaborate with partners to keep vulnerable people safe.

### Controlling Cost & Enabling Change

- Deliver financial balance of the Adult Social Care budget through implementing a credible financial recovery plan for 2017-20. A copy of the activity in 2017/18 to achieve the savings targets can be found in the table at **Fig.2** below.
- Finalise the transformation of the ASC Leadership Team

- Focus on workforce development to improve the quality of practice and support new models of delivery
- Improve performance and financial monitoring to achieve accountability across the directorate
- Improve systems, processes and technology to support new models of delivery

#### Sustainable Communities & Social Care Market

- Work through locality teams to understand and develop sustainable communities that support citizens to maximise independence and safety.
- Enable and maximise access to financial support, housing, aids/adaptations, information and advice and any other universal services to promote independent living.
- 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.

**Fig. 2 Adult Social Care Saving Targets 2017/18**

Savings Reference Number	Savings Description	2017/18 Savings Target
82	Improved charging and collection arrangements	£474,894
81	Review and redesign of intermediate care services	£826,627
80	Housing and Care 21 contract efficiencies	£137,000
79a/79b	Improve value for money and manage demand for paid care services	£1,718,750
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	£190,000
77 (3)	Remove a post relating to Mental Health (Access and Welfare Rights)	£39,000
77 (4)	Remove posts relating to Broadway North Recovery College	£75,000
77 (5)	Reduce the number of Neighborhood Community Officers and link remaining officers to locality teams	£99,000
77 (6)	Decommissioning of the Independent Living Centre	£30,000
77 (7)	Reconfigure the Sensory Support Social Work Team	£154,000
77 (8)	Reduce the Sons and Daughters of Rest Rates Subsidy	£21,000
77 (12-14)	Redesign the Empowerment, Engagement and Decision Making Support for Adults with Complex needs	£25,000
77 (15-16)	Redesign and recommission the Short Term Crisis and Advocacy services for adults with Complex needs	£27,000
77 (24)	Decommission the Eye Clinic Liaison	£24,000
77 (25)	Decommission the Befriending Service (physical and sensory impairment)	£43,250
77 (31)	Review the lease payment arrangement for Walsall Society for the Blind	£0 (£24k in 18/19)
77 (32)	Seed Money for low level services	£75,000
77 (33)	Reduced contract value for Housing Support Services	£20,000
159	Removal of vacant posts within the Adult Social Care structure	£495,303
160	Restructure management within Safeguarding	£80,212

#### 4. Adult Social Care Commissioning Priorities 2017/18

The Adult Social Care Directorate will spend £68m on the provision of social care in 2017/18. As detailed above, the directorate will need to make efficiencies in how it spends that budget over the

next 3 years and therefore the ASC 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. The top six priorities for commissioning in 2017/18 are:

1. 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.
2. Introduce new contracts for Community Based Services and Residential/Nursing Care
3. Commission a new model of Intermediate Care
4. Commissioning a new model for equipment, assistive technology, community alarms and response services.
5. Commissioning support to the Adult Social Care Resource Allocation Panel to pick up issues in relation to provider charges and identify gaps in provision
6. Review, de-commissioning and re-commissioning activity in-line with the ASC savings targets

A summary of Walsall Adult Social Care commissioning intentions for 2017/18 are as follows; this will be supported by a commissioning work plan, which is currently 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.
- We will continue to develop the Walsall Directory of Services, supporting the move towards self-directed support.
- We will review advocacy provision across all our adult social care services, in order to be able to offer a more cohesive and efficient service from 2017
- We will review and recommission an offer in relation to equipment, assistive technology and community alarms (fitting and response)

### ***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 develop a model of Integrated Intermediate Care and work with the independent and voluntary sectors to deliver the new model
- 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 review aftercare services provided to those who have had a stroke.

### ***Domiciliary Care and Day Services***

- We will implement the new contracts for Community Based Services (CBS) across all client groups
- We will continue to implement and further develop Electronic Call Monitoring via CM200 across community based provision, that we commission
- We will work with Supported Living providers to ensure that contracts are fit for purpose
- We will conduct a market gap analysis following the full implementation of the CBS contracts and follow this with a Market Position Statement
- We will reconfigure our internal Day Opportunities provision

### ***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 in Walsall
- We will ensure sufficient supply of residential and nursing home care provision, to include services for people with dementia and challenging behaviour.

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## Walsall Council Adult Social Care Plan on a Page 2017/18

**Our vision: To make a positive difference to the lives of Walsall people**

*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

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<p style="text-align: center;"><b>New Models of Care</b></p> <ul style="list-style-type: none"> <li>❖ Collaborate with the voluntary sector, housing, education health &amp; care providers to develop and implement new models of integrated health &amp; care delivery. 2017/18 will deliver:                             <ol style="list-style-type: none"> <li>i. Integrated Health &amp; Care Teams in a 'Locality Model' (including Mental Health Social Work)</li> <li>ii. Integrated Intermediate Care</li> <li>iii. All Age Disability Pathway</li> </ol> </li> <li>❖ Improve access arrangements, a streamlined pathway and co-ordinated care for people who need support from health &amp; social care</li> <li>❖ Work with partners in public health to reduce social isolation and loneliness.</li> <li>❖ Collaborate with partners to keep vulnerable people safe.</li> </ul>	<p style="text-align: center;"><b>Controlling Cost &amp; Enabling Change</b></p> <ul style="list-style-type: none"> <li>❖ Deliver financial balance of the Adult Social Care budget through implementing a credible financial recovery plan for 2017-20.</li> <li>❖ Finalise the transformation of the ASC Leadership Team</li> <li>❖ Focus on workforce development to improve the quality of practice and support new models of delivery</li> <li>❖ Improve performance and financial monitoring to achieve accountability across the directorate</li> <li>❖ Improve systems, processes and technology to support new models of delivery</li> </ul>	<p style="text-align: center;"><b>Sustainable Communities &amp; Social Care Market</b></p> <ul style="list-style-type: none"> <li>❖ Work through locality teams to understand and develop sustainable communities that support citizens to maximise independence and safety.</li> <li>❖ Enable and maximise access to financial support, housing, aids/adaptations, information and advice and any other universal services to promote independent living.</li> <li>❖ 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.</li> <li>❖ Work with Social Care providers in the borough to maintain or improve quality, effectiveness and value for money.</li> </ul>

### Values and Behaviours

Values and Behaviours				
<p style="text-align: center;"><b>Honesty &amp; Integrity</b></p> <ul style="list-style-type: none"> <li>• Act with honesty and integrity in all that we do</li> <li>• Act openly and transparently in order to build trust and ensure accountability</li> <li>• Treat each other with respect and encourage respect towards each other</li> <li>• Model expected behaviours</li> <li>• Be clear about what we expect of each other.</li> <li>• Take responsibility for our own learning</li> <li>• Work together to help each other to be the best that we can be</li> <li>• Be decisive, objective and consistent</li> </ul>	<p style="text-align: center;"><b>Fairness &amp; Equality</b></p> <ul style="list-style-type: none"> <li>• Encourage each other to be responsible and accountable</li> <li>• Recognise and value the different strands of diversity and the valuable contributions we can all make</li> <li>• Confront and deal with difficult situations and behaviours</li> <li>• Endeavour to break down barriers that obstruct people's contribution, involvement and pride in their work</li> </ul>	<p style="text-align: center;"><b>Value for Money</b></p> <ul style="list-style-type: none"> <li>• Challenge inappropriate use of the Walsall pound</li> <li>• Be aspirational for all Walsall citizens, building on improvements and work efficiently and effectively to improve outcomes and value for money</li> <li>• Foster good relationships with key stakeholders and develop our networking skills in order to maximise impact for citizens in a multi-disciplinary and multi professional area</li> </ul>	<p style="text-align: center;"><b>Innovation and Collaboration</b></p> <ul style="list-style-type: none"> <li>• Actively encourage innovation and creativity and find better and more efficient and effective ways of working</li> <li>• Encourage pro activity, learning, problem solving, innovation, change and challenge</li> <li>• Work across boundaries to provide better outcomes for citizens</li> <li>• Encourage continuous personal development and work together to find ways of achieving this</li> </ul>	<p style="text-align: center;"><b>Listening and Responding</b></p> <ul style="list-style-type: none"> <li>• Spend time listening to views, concerns, needs and aspirations.</li> <li>• Ensure collective understanding, confidence and capability</li> <li>• Provide opportunity to share ideas and concerns and to be involved in problem solving and decision making</li> <li>• Be positive in our attitude towards each other and how we approach the work we do and the services we provide</li> </ul>

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