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Title of meeting: Cabinet Member for Health, Wellbeing & Social Care

Subject: Adult Social Care Older Persons Strategy Update

Date of meeting: 6th February 2020

Report by: Chief Health & Care Portsmouth

Wards affected: All

1. Purpose of report

- 1.1. The purpose of this report is to update the Cabinet Member as to progress against the Adult Social Care Strategy.

2. Context

In order to provide a social care service that meets the needs of Portsmouth residents, meets the Council's statutory duties and manages the demands of increasing needs and costs, Adult Social Care (ASC) has been working to a service wide strategy. Implementing the ASC Strategy will achieve outcomes for residents and work toward financial balance. By 2022, our aim is that ASC in Portsmouth will be:

- Delivering services that have technology at the heart of the care and support offer;
- Working in a way that recognises the strengths that people have, and have access to in their networks and communities - and draws on these to meet their needs;
- Working efficiently and responsively, using a reablement approach centred around the needs of the customers;
- Delivered through a market based on individual services to people that meet their needs and help them achieve the outcomes they want to achieve and keep them safe;
- Delivered, (where appropriate) through PCC residential services in one service area to enable quality and maximum effectiveness.

This strategy will enable ASC to be financially stable and sustainable.

These outcomes align to the priorities in the 'Blueprint for health & care in Portsmouth' published in 2015:

- Improve the range of services people can access to maintain their independence
- Give people more control, choice and flexibility over the support they receive

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- Do away with multiple assessments and bring services together in the community
- Bring together services for children, adults and older people where there is a commonality of provision, including a family centred approach
- Create better resources and opportunities for people with care and support needs and their carers.

2. Recommendations

2.1. It is recommended that the Cabinet Member notes the progress against the Strategy.

Key:

ASC - Adult Social Care

MTFS - Medium Term Financial Strategy

CIS - Community Independence Service

PRRT - Portsmouth Rehabilitation & Reablement Team

MCP - Multispecialty Community Provider

AT - Assistive Technology

CCG - Clinical Commissioning Group

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Key Strategic aim/shift	Project objectives	Lead	Update	MTFS link
<p>Delivering services that have technology at the heart of the care and support offer</p>	<p>Developing a set of principles and ways of working to guide staff in having the right conversation with people.</p> <p>Agree the measures across all rehab services.</p> <p>Understand the role and capability of Assistive Technology, (AT) in supporting reablement approach.</p> <p>Ensure there is a clear offer for acute admissions avoidance and supporting timely discharges.</p> <p>Introduce electronic care-planning into PCC managed care homes, meeting the standards of Good Governance, (Regulation 17¹).</p>	<p>Project manager / Head of Service</p> <p>Senior Project Manager / Head of Service</p>	<p>Intervention underway studying current use of AT, learning wider demand and new technology that can support the care planning process.</p> <p>PRRT/CIS carrying AT to use as standard when assessing need.</p> <p>Hospital Discharge project has offered recommendations to increase take up and decrease response times for AT in Portsmouth. Funding identified from 'winter pressures'.</p> <p>Project Group established</p>	<p>Group Accountant - CIS - reduce length of stay in Domiciliary Care. Reduce package growth in dom care.</p>
	<p>Redesign domiciliary care delivery in the city</p>	<p>Contracts Team manager / Interventionist.</p>	<p>The technology model is in draft ready for discussion with existing providers as part of soft market testing. The application enables real</p>	<p>Senior accountant - Reduce package</p>

¹ The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. <http://www.legislation.gov.uk/ukdsi/2014/9780111117613/contents>

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			time updates on health and wellbeing, to help timely, informed decision-making.	growth in Dom care.
	Assistive Technology (AT) Board - bringing together partners in Health & Care in Portsmouth from statutory, independent and voluntary to increase implementation of AT in care.	Project manager / Head of Service	Board established with statutory attendance. Independent sector have working group ready and representation to be agreed on AT Board. AT Development plan approved and Joint AT development plan being explored with NHS partners via the MCP.	To be established.

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Key Strategic aim/shift	Project objectives	Lead	Update	MTFS link
Working in way that recognises the strengths that people have, and have access to in their networks and communities - and draws on these to meet their needs.	<p>Identify where low-level, preventative services and support are required. Establish access to these services along with measures.</p> <p>Develop a co-ordinated approach to provision of information and tools that help people to access support and maintain independence.</p> <p>Structure assessment and processes to consider non-statutory service solutions.</p> <p>Enhance care and support in PCC managed care homes.</p>	<p>Project manager / Head of Service</p> <p>Head of Service</p>	<p>Funding has been identified for a community catalyst role². This post has been created to achieve 3 broad aims:</p> <ul style="list-style-type: none"> • provide personal, flexible and responsive support and care • give local people more choice and control over the support they get • offer an alternative to more traditional services <p>Ongoing discussion with CCG colleagues around the links with social prescribing.</p> <p>Information and advice resource in development with the HIVE via BCF funding.</p> <p>Redesign of ASC Duty service in process. To include an active link with community connector service.</p>	<p>Finance Manager ASC - Reduce package growth in dom care / cost avoidance.</p> <p>Spend to Save project identified.</p>

² <https://www.somerset.gov.uk/social-care-and-health/somerset-micro-enterprise-project/>

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			<p>Strength Based learning and development offer to be reviewed. Case Audit tool introduced.</p> <p>'Be There for Care' project, enabling volunteers to work with residents in care homes³.</p>	
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Key Strategic aim/shift	Project objectives	Lead	Update	MTFS link
Working effectively to target investment in reablement.	<p>Identify effectiveness of the reablement offer required through demand; outcome; impact on future costs.</p> <p>Upskill and support social workers and other professionals to think beyond traditional service solutions and identify clear rehab goals as part of the assessment process.</p> <p>Use strength based, outcome focussed approach to assessment.</p>	Project manager / snr project manager / Head of Service /	<p>Gathering data through PRRT and CIS to understand reablement demand across services.</p> <p>Established links with CCG/Solent colleagues to plan reablement investment priorities in Portsmouth.</p> <p>Duty redesign work linking with CIS to expand reablement capacity.</p> <p>Dom care redesign work linking with reablement approach</p>	<p>Group Accountant- CIS - reduce length of stay in Domiciliary Care</p> <p>Senior accountant - PRRT - target and focus reablement offer in the city.</p>
Delivered through a market based on individual services to people that meet need, achieve key outcomes and keep them safe.	Develop tools and processes to ensure co-production with service users and the market	Project manager / Head of Service	Corporate Communications plan for working with Portsmouth citizens drafted.	To be established.

³ <https://volunteer.hiveportsmouth.com/we-support/bethere/>

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	Develop approaches for market including outcome-based commissioning		<p>Publishing market position statement for ASC in February/March 2020.</p> <p>Initial provider day took place in December 2019. Significant interest and working groups agreed to move forward with introducing pilot model in Portsmouth.</p> <p>Extra care specification drafted for re-tender, including community connector model.</p>	
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Key Strategic aim/shift	Project objectives	Lead	Update	MTFS link
Providing quality and effective in-house services	Repurpose outdated estate to provide for gaps in services in Portsmouth.	Project manager / Head of Service	<p>Hilsea Lodge has now closed and staff have transferred to work with people in other units. This was partly facilitated through secondment agreements with Hampshire County Council. Uses for the site to fill gaps in provision currently in discussion with Housing, Neighbourhood & Building services.</p> <p>Whilst there is an intention to design and build supported living for people with a physical disability using a site in the city, work will focus on repurposing the Edinburgh House site.</p> <p>Edinburgh House has been demolished in order for the site to be repurposed to provide extra care for people living with dementia.</p>	Finance Manager ASC Senior accountant - estates management / managing in-house spend.

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			<p>Commenced exploration of demands for use within in-house residential /nursing / rehab units. This is in conjunction with CCG and Solent NHS Trust partners.</p> <p>Harry Sotnick House project group established and working towards 1/4/20 for HSH to come back into PCC management.</p>	
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Key Challenges:

- Project and Programme management capacity is the most significant challenge in implementing the strategy.
- The change to the existing domiciliary model to work in the way that we have learned is most effective is significant.
- Keeping informed of and assessing the wide range of technology in the market.
- Upskilling staff in technology and strength based practice.
- Demand exceeds capacity for community connectors.
- ASC continues to be challenged by the budget position.
- ASC continues to be challenged by the pressures to discharge people from hospital which can result in inappropriate and costly placements.
- To develop clear commissioning intentions across all cohorts of service users, understanding demand and supporting flexible, creative responses within limited budgets.
- Transforming an existing market that has gaps in provision and creating a diverse range of provision.
- Co-producing services and supporting service users using Direct Payments.

Signed by (Director)

Appendices:

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

Title of document	Location