

Draft Vision and Strategy for Adult Social Care 2019 - 2021

1. Introduction

- 1.1 West Sussex County Council is committed to the principle of supporting independence for adults with support needs, throughout their life journey. Embracing its duties under the Care Act it is the Council's ambition that West Sussex continues to be a great place to grow older¹ and an inclusive place for all adults with learning disabilities, physical and sensory disabilities, mental health issues and their families and carers. To support this goal, within the context of an ageing population and a challenging financial position, Adults' Services needs to change.
- 1.2 This vision and strategy sets out the journey the Council will be taking in collaboration with local residents and other partners across the county to support people to live healthy and independent lives and to keep the most vulnerable safe.
- 1.3 This vision and strategy builds on the work that has already taken place to shape future services in West Sussex. It sets out an ambitious set of priorities for the next three years:
- Implementation of a community-led model of support;
 - Maximising independence for older people, people with learning disabilities, physical and sensory disabilities and those with mental health issues; and
 - Working towards health and social care integration by 2020².
- 1.4 The Council will use these priorities as a foundation for our working relationships with our partners in order to achieve the joined up approach to services that our residents deserve.

2. The Challenges

- 2.1 Current projections estimate that over the next twenty years the number of people over 65 living in West Sussex will increase by over 100,000³ with a third of this increase being in the over 85 population. This is a major challenge for the county both practically and economically.

¹ The West Sussex Plan 2017-2022

² See Care and Support Statutory Guidance (updated October 2018), NHS Five Year Forward View (2014), Next Steps on the Five Year Forward View (2017)

³ Data taken from the Office of National Statistics (ONS)

- 2.2 West Sussex utilises a high level of residential and nursing care⁴. If this trend continues an estimated 1,165 additional residential and nursing beds will be required across the county. Even with investment in Extra Care and other options, modelling on current trends suggests there will be a requirement for an additional 407 beds in the next five years, unless we do something radically different. Our ambition for the residents of West Sussex is that there will be a reduction in the need for this type of provision as we embed community led support which is designed to enable people to remain in their own homes for longer.
- 2.3 The ageing population is a huge challenge for West Sussex. However, supporting working age adults with learning and physical and sensory disabilities and adults with mental health issues to be as independent as possible is equally important. The recognition of working age adults with support needs has become increasingly more prominent through the development of national learning disabilities initiatives⁵, specific duties regarding the support of individuals with dual sensory needs in the Care Act, and a drive to achieve parity of esteem for adults with mental health difficulties⁶.
- 2.4 The Council's adult social care budget for 2018/19 is £195m (37% of total Council spend), and demand pressure is adding around £6m a year more. Over half of this budget is spent on the under 65 population and there is a high reliance on traditional methods of service delivery, for example residential care and day centres, which can restrict independence. There is a pressing need to develop and implement more personalised approaches which maximise people's independence and are supported by local community networks of both informal and formal support.
- 2.5 It is therefore vital that changes are made now to prevent, reduce and delay the dependence on these traditional types of services. Despite the demographic challenges the ambition should be to decrease rather than increase residential and nursing provision within the county. To achieve this there needs to be major change in our approach to delivering adult social care support.
- 2.6 There are significant opportunities to build on the natural strengths and resources that the county has to offer linking in with the community-based initiatives, such as community hubs, that are emerging across the county and building on these to deliver integrated and locally based services that enable an improved quality of life for people who need care and support and their families and carers.

⁴ Local Account 2016-17

⁵ Valuing People 2003, Valuing People Now, 2009, Building the Right Support, 2015

⁶ No Health without Mental Health 2011, Five Year Forward View for Mental Health, 2016

3. The Vision

Our vision is for West Sussex adults to live healthy & independent lives

- 3.1 We have a duty under the Care Act to promote well-being. To this effect, adult social care should be an enabler, supporting people to live healthy and independent lives and intervening and offering support when needed. Safeguarding must be an integral part of all our practice, viewed as everybody's business and person-centred as well as offering protection to individuals as needed. Partnership and co-production (finding shared solutions with people who use services and other stakeholders) must be embedded within our overall approach.
- 3.2 To achieve this adult social care must:
- Support and nurture community assets that will enable people to live independently for longer.
 - Ensure that there is appropriate support for informal carers
 - Safeguard the most vulnerable, in a person-centred and dignified manner
 - Ensure that people have the information, advice and guidance they need to be able to support themselves.
 - Integrate with the NHS
- 3.3 When people do need formal support services these need to be based on the principles of:
- Co-production
 - Enablement and reablement - supporting people to learn or re-learn skills needed for daily living
 - "Just enough" support to enable independence
 - Person-centred support, delivered in a way that works for the individual rather than prescribed by availability or service type.
- 3.4 Formal care services, particularly residential and nursing care, should be the exception rather than the norm, focusing on short-term or end-of-life care. However, the right type of good quality formal care must be available to meet the needs of the population. The focus should be on supporting people in their own homes for as long as possible. This will be achieved by increasing the use of assistive technology, for example equipment or devices such as alarms and sensors, informal and community based supports and by exploring innovative alternatives to traditional home care models. Integrated health and social care working should contribute to a reduction in unnecessary and lengthy hospital admissions.

- 3.5 Adults' Services must work in partnership within the wider Council but also with external partners from the Care Quality Commission, the NHS, housing and the voluntary, community and independent sector, if we are to achieve these outcomes and support individuals locally using a community-based approach. In West Sussex we must commit to this if we are to achieve the Government requirements of integration with the NHS.
- 3.6 This vision and strategy for adult social care must form part of a wider health and well-being approach to supporting residents across the county. To this end this **strategy** focuses on the steps that Adults' Services must take to meet its responsibilities and work towards achieving joined up community-based services.

4. Strategy

- 4.1 The **mission** is for "West Sussex adults to live healthy & independent lives"⁷. This outcome has five priorities:



⁷ 100 Day Plan: Longer Term and Transformation workstream

4.2 Achieving these priorities will support us to deliver a Care Act compliant and sustainable adult social care service, which delivers high quality and good outcomes for people in West Sussex. These priorities will support the realisation of the vision through a focus on the following activities:

- Commissioning
- Improving the way people access services
- Reshaping our In-House offer (the services we provide which includes day centres, residential homes and our Shared Lives scheme)
- Developing our partnership resources.

4.3 All of this will be underpinned by the development of a resilient workforce supporting a model for adult social care that enables best use of limited financial resources.

5. Activities

Commissioning

a. Commissioning and market management is fundamental to delivering this strategy and we will ensure that the vision is supported by our market position statements and our commissioning strategies (which are the documents that we use to help providers understand the types of services that we want and need). We will work with our partners to:

- Further develop our information, advice and guidance offer;
- Ensure that there is support for carers;
- Maximise the availability and accessibility of assistive technology support;
- Develop an outcome-based approach to commissioning which aims to achieve the goals and aspirations defined by people using services; and
- Assure the quality of services.

5.2 In order to deliver this there will need to be a shift of resources from residential provision to the delivery of a broader range of options based around supporting people in their own home and communities and a focus on driving quality outcomes across the whole care sector.

Review the customer pathway

5.3 Accessing the right information and support at the right time is a challenge for residents in our current system. We will review the way people access services in West Sussex (the customer pathway) to simplify these so that

they make sense to people rather than being system or organisationally driven. We will do this using an asset-based approach which draws on individual and community strengths and support networks. There will be a local focus and a strong emphasis on supporting individuals at the earliest stage through an integrated approach with our NHS and voluntary and community sector partners.

- 5.4 Building on best practice nationally, the learning from our Supporting Lives Connecting People “innovation sites”⁸ and the needs of our communities⁹, we will review and shape our future offer, to simplify the system for people who use our services and maximise opportunities to promote independence.

Provider Offer

- 5.5 The in-house provision should support the strategic aims of the service and deliver sustainability. We will continue to review our in-house services to ensure they fit with our strategic aims, offer value for money, and focus on the provision of support within local communities.
- 5.6 Currently we run seven residential homes and fourteen day services as well as a countywide Shared lives scheme. We will move our offer away from the more traditional care elements of these services and focus on prevention, reablement and short breaks whilst retaining flexibility to deliver more complex and intensive support during periods of significant pressure, such as during winter or individual provider instability.
- 5.7 We will work with partners to maximise prevention services locally. We will explore options to share buildings with partners and other groups and enable these to be available to communities over a seven day period. We will develop outcome-based day service provision focussing on the goals people want to achieve and we will create further options to help residents self-serve and understand the range of support available to them.

Partnerships and Co-production

- 5.8 Adults’ Services must be outward looking and strive to deliver excellence for our residents. We will achieve this by continuing to developing relationships and resources within the Council, at a District and Borough

⁸ Innovation Sites: this was an Adults’ Services pilot known as Supporting Lives Connecting People’ undertaken in 2016/17 across six sites to trial strength based approaches.

⁹ Which we can understand from our Joint Strategic Needs Assessment (JSNA)

level and in partnership with our NHS, voluntary, community and independent sector colleagues working towards a community-based approach.

- 5.9 Consultation undertaken in 2017¹⁰ indicated that there was broad support for the principles of early engagement, a community-based focus, promotion of independence and connection with local communities. It also highlighted the sometimes negative impact of the current system on informal carers.
- 5.10 We will continue to consult, collaborate and co-produce options and solutions with customers, carers, partners and staff to achieve our vision and strategy.

6. Resilient workforce

- 6.1 Underpinning this approach is a strong and resilient adult social care workforce, both within the Council and externally in the wider health and social care workforce.
- 6.2 Internally our workforce will understand its purpose and function and articulate this in relation to day-to-day functions and the wider Council priorities. We will review services to make sure we have the right staff in the right places that leadership is consistent and our workforce has a set of shared goals. We will achieve this through ensuring our workforce have the right skills to implement a strength-based approach - both at front line and leadership levels. We will work corporately and proactively to model new approaches, ensure the right training and development opportunities are in place, provide opportunities for reflection, co-production and performance management in order to create the framework needed to support the adult social care offer.
- 6.3 There are significant challenges to the social care and health workforce nationally and locally in relation to gaps in both capacity to meet increasing demand and in attracting and developing an appropriately skilled workforce. We will work with our partners locally and wider initiatives to address the challenges of a sustainable and stable health and social care workforce in West Sussex. We will consider how we can integrate services with our NHS partners and other stakeholders to maximise flexibility and adaptability, to reduce duplication and streamline support for residents, and to jointly tackle wider challenges of recruitment and retention.

7. Measuring Success

- 7.1 This vision and strategy sets out a framework for delivery of adult social

¹⁰ Consultation undertaken as part of the innovation sites workstream July – August 2017 (703 survey respondents & 10 focus groups)

care which will incorporate detailed and wide ranging programmes of work. To measure success we must focus on outcomes for people who use our services and carers. Challenging ourselves to look outwards, we will learn from other local authorities and organisations, benchmark against the best, and learn from what has worked well in other areas (sector-led improvement initiatives) and actively seek feedback from a range of sources and stakeholders including people who use our services and carers.

- 7.2 We will develop a monitoring and evaluation plan. This will help us to see the impact of what we are doing at both a local level, looking at how our work contributes to a joined up health and social care offer, and at an individual level on how this impacts on people who use our services and residents of West Sussex.