



## Report of the Cabinet Member for Adult Social Care and Community Health Services

**Adult Services Scrutiny Performance Panel – 20 April 2021**

### ADULT SERVICES POLICY COMMITMENTS

<b>Purpose</b>	<ul style="list-style-type: none"> <li>To provide an update on how Council’s policy commitments translate to Adult Services</li> </ul>
<b>Content</b>	<ul style="list-style-type: none"> <li>This report includes a summary of key achievements and the progress made with the delivery of policy commitments in Adult Services, which were adopted by Council in 2017.</li> </ul>
<b>Councillors are being asked to</b>	<ul style="list-style-type: none"> <li>Make recommendations to Cabinet Member</li> </ul>
<b>Lead Councillor(s)</b>	<ul style="list-style-type: none"> <li>Clive Lloyd, Cabinet Member for Adult Care and Community Health Services</li> </ul>
<b>Lead Officer(s)</b>	<ul style="list-style-type: none"> <li>Dave Howes, Director of Social Services</li> </ul>
<b>Report Author (s)</b>	<ul style="list-style-type: none"> <li>Amy Hawkins / Helen St John Interim Head of Adult Services / Interim Head of Integrated Services</li> </ul>

## **Delivering Policy Commitments (Adult Services)**

### **Introduction**

This report highlights our key achievements and the progress we have made with the delivery of policy commitments in Adult Services, which were adopted by Council in 2017.

### **Support people to live independently by ensuring a complete network of Local Area Coordinators is established to cover the whole of Swansea**

We have established a Local Area Coordination (LAC) programme across Swansea which aims to support people who may be isolated, excluded or who face challenges due to age, disability, physical or mental health difficulties. The initiative aims to support people to stay strong, safe and connected to their communities, build more welcoming, inclusive and supportive communities and build partnerships with local people, communities, organisations and services.

During the first wave of the COVID pandemic the Local Area Coordinator team was increased with additional temporary Coordinators offering full coverage across the County. Local Area Coordination has responded to many of the COVID related challenges faced by communities and engaged in solution-focus collaboration and forged new ways of working. The team have supported residents including those shielding and isolating with practical community support including access to food parcels and prescription deliveries. The team also mobilised hundreds of 'Street Champions', street level volunteers providing practical and social support in their communities.

Local Area Coordination is an alongside approach that is preventative and which also recognises and cultivates the many strengths in communities and individuals.

Citizens are supported both before and at our front door with the offer of early help which can delay or prevent the need for statutory services. By March 2021 the team have expanded to a Manager, two Deputy Managers and 19 Local Area Coordinators, who work across a range of different communities in Swansea. The increased resource enables Local Area Coordination to connect more people to local resources reducing the need for traditional managed care.

Whilst the majority of the posts are funded by the Council there has been a significant investment from external partners including; Coastal Housing Association, Family Housing Association, Pobl Housing Group, Swansea University and the Welsh Government Transformation Fund. An evaluation of the work of Local Area Coordination is being carried out during 2021, building on the initial evaluation from 2016 to critically examine the evidence-base of characteristics, activities and outcomes of Area Coordination in Swansea and measure its effectiveness.

### **Promote independent living, providing people with the support to live in their own homes**

We have continued to promote independent living aiming to providing people with the support to live in their own home with dignity and respect for as long as they want.

The 2020 COVID pandemic highlighted a greater importance on staying safe at home, the promotion of independent living increased, supporting people to stay local, utilising their own resources, has been essential to maximising wellbeing and safety against the risk of viral contamination.

Both regional work programmes and Swansea specific projects continue to support this priority. Our re-procurement of domiciliary care services has achieved an increase in the number of agencies and more timely access to services even with an increase in the number of referrals during the pandemic.

The new interim Head of Integrated Services started in April 2020 – during the pandemic there has been a requirement and a will for increased partnership working between the Swansea Bay University Health Board and the two Councils within the geographical footprint of the HB to take a joined up approach to management of the crisis. The Head of Integrated Services post has been able to harness the collaborative approach in driving forward the “Home First” philosophy which was underpinning Adult Services` pre-Covid aspiration to keep individuals safe and well at home by avoiding admission to hospital or long term care and, where this is unavoidable, returning them home to recover with the right level of support.

Elements of the West Glamorgan optimum model of delivery for integrated services and the Swansea approach to Reablement/Hospital to Home pathway have been revised during 2020 to amalgamate into the national Discharge to Recover and Assess model. The model supports the shared priorities of minimising extended stays in hospital and the eradication wherever possible of assessment of long term care needs from a hospital setting. Since July 2020 integrated teams in Swansea including nursing, therapies, social work and homecare have managed all hospital discharges via a newly developed single point of access to ensure the community support is there to enable people to safely return to their own homes or an appropriate residential reablement setting for completion of their recovery and evaluation of any long term care needs. This model of delivery has been underpinned by community based support co-ordinated by the Third Sector offering a range of service and volunteer led support such as prescription deliveries, food deliveries and befriending.

The Welsh Government funded Transformation programme ‘Our Neighbourhood Approach’ has continued over the last 12 months with the areas of ‘Building Community Assets’ and ‘Home based care and Review’ specifically supporting the same policy commitment and working alongside our Discharge to Recover and Assess model.

This involves close working with the Third Sector and communities via Our Neighbourhood Approach Development Officers and Local Area Co-ordinators. Key outcome objectives include increased uptake in community based services, increased community engagement/volunteering/citizen led schemes and services, and a reduction in traditional long term managed care routes. It has also facilitated the establishment of necessary resource to ensure ‘flow’ through the system so that people receive timely interventions, review checkpoints, access to services such as Direct Payments and where necessary access to long term commissioned care.

Alongside regional partners, Swansea integrated teams will continue to review the wider strategies surrounding the aforementioned models of delivery including the Optimum Model for integrated community services and Keep Me At Home. This ensures that our

services are designed to focus as much as possible on supporting people to remain independently at home for longer, whilst preventing avoidable hospital admissions and expediting hospital discharges. An increased number of clients are passing through the reablement pathway from home or hospital and an increased number of people are leaving a period of reablement support with significantly reduced needs or independent of any support.

We have also continued to develop the Community Equipment Store to accommodate the early discharge from hospital on the Hospital to Home pathway. An Assistive Technology Strategy is in development to clarify the approach in Swansea to promote independence through the use of improving technology. We are currently going through a commissioning review to develop the strategy going forward.

### **Review the effectiveness of Social Service provision and reinvesting and redesigning services to make them sustainable for the long term**

We have maintained a robust focus on reviewing the effectiveness of Social Service provision and reinvesting and redesigning services to make them sustainable for the long term. Overall we are working to manage demand by getting things right at our statutory front door, in making sure that we have a targeted approach to early help and prevention services and that potentially vulnerable individuals and families receive the right help, from the right person, at the right time.

We are continuing to review our service provision and have responded to the pandemic through our residential care and day service offer and continue to incentivise greater use of direct payments to enable greater choice and control for people who need care.

Our Adult Services Transformation and Recovery Programme continues to focus on 'Doing What Matters' for our communities and teams. The continued development and implementation of the outcome focused model has been embedded into practice through the roll out of Collaborative Communications training and practice. We have developed a Practice Framework to upskill social care staff in adopting practice encouraging staff to be more outcome-focused.

During 2020/21 the temporary realignment of social work teams into functions has allowed us to meet the demands of the pandemic and address the most urgent needs of our citizens. Our statutory front door has been bolstered with additional staffing and utilising technology has enabled frontline workers to work from the safety of their homes yet still provide essential communications with citizens, along with regional and integrated partners.

As part of our recovery planning, this functional model of support which mirrors the client pathway will be reviewed and longer term structure defined for implementation. Learning from this period will inform our future Social Work team structure, the maintenance of standalone Safeguarding and Deprivation of Liberty Safeguards (DoLS) teams, as well as supporting regional models of delivery such as Discharge to Recover and Assess will support our approach to practice.

Collaborative Communication training of strength based outcomes has provided the workforce with a skilled approach to positive discussions with citizens at a difficult time.

The COVID 19 restrictions and service delivery guidelines has diverted traditional approached care solutions into smarter conversations to promote wellbeing at a distance.

The use of digital platforms to support and improve ways of working has rapidly expanded over the last 12 months and this change in practice and the many benefits it affords will continue to inform many areas of improvement and opportunities for integrated working.

### **Adopt the new Welsh Community Care Information System**

The Welsh Community Care Information System (WCCIS) is a single information system that supports the delivery of innovative, person-centred and integrated community health and social care. It will allow Local Authorities and community health services to share care records as required by the Social Services and Well-being (Wales) Act 2014, to help improve support for vulnerable people.

Delays in the implementation to WCCIS has allowed creative planning to modify system led tools and applications. The workforce has been actively involved in a solutions based approach to the new recording system and the system is now going 'live' from 12<sup>th</sup> April 2021.

### **Invest in services to help people re-able and recover so that they are able to return to living an active and productive life.**

We have continued to review and re-invest in services to help people recover and ensure that they are able to return to living an active and productive life. As previously mentioned progress towards this objective has been largely supported by the regional Discharge to Recover and Assess model and Our Neighbourhood approach work streams. Social work practice and application of the collaborative communications approach and the resource structures in place to facilitate these outcomes also supports this priority. Services are in place to support people at home and there is ongoing investment in home-based and residential-based reablement services. Ensuring the maximisation of capacity within our externally commissioned domiciliary care sector has been a priority throughout the last 12 months. This work and supporting review function will continue to make sure timely interventions and access to the right care at the right time is maintained.

### **Focus resources for residential care on those with the most complex needs so that they are properly supported**

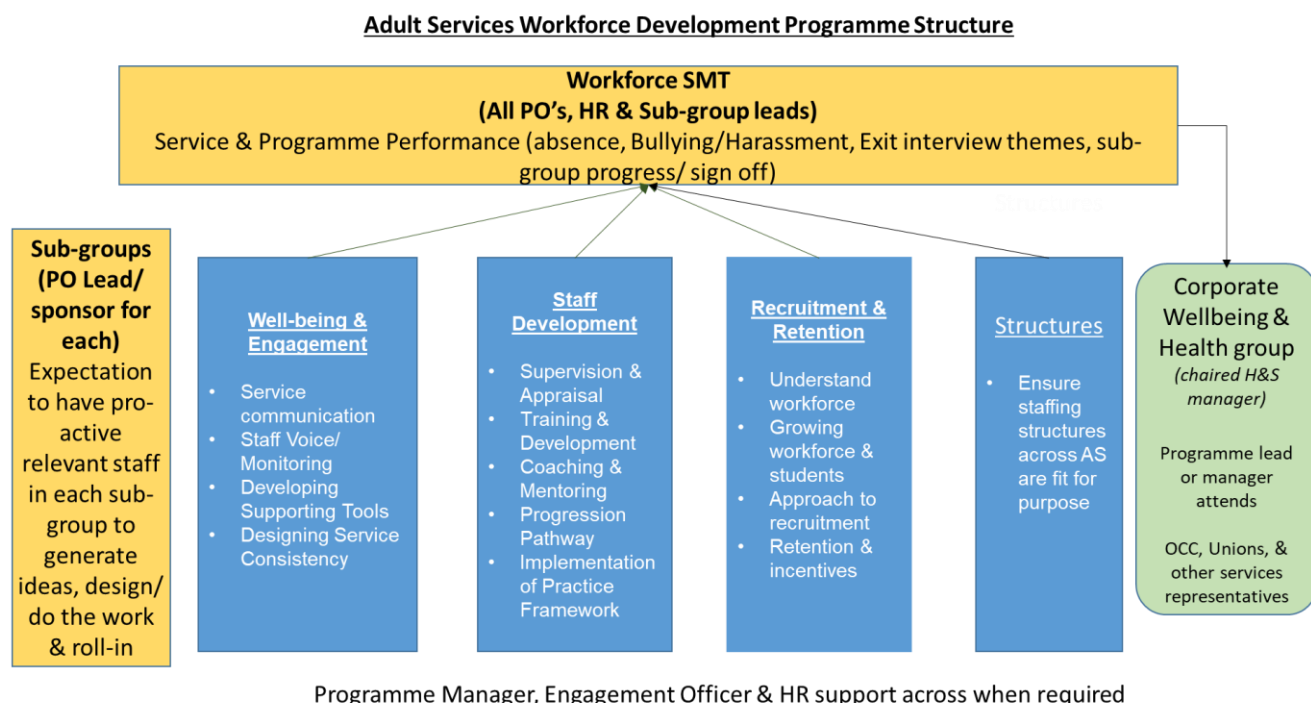
We have continued to focus on prioritising resources for residential care for those with the most complex needs. We have completed a Commissioning Review of Residential Care for Older People and have refocused internal service on complex needs, as well as residential reablement and respite. The preferred option is now being implemented and the implications related to the requirement for the Health Board to contribute to funding are being explored further. The next phase (delayed by Covid) is to identify each of the in-house services best suited to meet the needs and outcomes of people assessed as

complex, in terms of reablement, respite, short term emergency, assessment or long term care and maintaining in the family home through day support or alternatives. The Capital Programme will contribute to any adaptations required to the buildings and external funding is also being sought.

## Continue to invest in our staff at all levels in Social Services

As part of our Transformation programme for Adult Services a revised approach to Workforce Development will be a priority for 20/21. Building upon training, recruitment and wellbeing programmes already in place, a revised governance structure and robust collaborative approach is in development to revisit and review/improve recruitment, retention, training and peer to peer support as well as wellbeing priorities for all staff.

Below outlines what this programme of work looks like and these are things that we are investing in for our staff.



The Social Care Wales and the Institute of Public Care has designed training programmes for managers of which Swansea Council has adopted to improve and support the principles of leadership. The Middle Management Development Programme, delivered by Oxford Brookes University continues to be a welcomed success.

We have continued to host students on social work degree programmes run by partner HEI's such as Swansea University. During the past year Adult Services have recruited additional Social Workers, residential service and homecare staff.

To address the impact of COVIC on staffing in residential services, both internally and externally in Swansea and Neath Port Talbot, a temporary crisis response team, the Additional Support Team (AST) was developed to provide staffing resource 24 hours a day, seven days a week.