



Report of the Cabinet Member for Care, Health and Ageing Well

Scrutiny Programme Committee – 10 February 2020

Key Headlines: Cabinet Member for Care, Health and Ageing Well

Purpose: This report outlines notable activities and achievements in terms of ensuring the delivery of key priorities within the Care, Health and Ageing Well portfolio. It describes some of the improvements made and the impact of these activities in terms of delivering key activities within the portfolio. The report also identifies objectives, key challenges and decisions which are anticipated for Cabinet over the next 12 months. It also sets out how the Well-being of Future Generations Act is being used to achieve positive outcomes

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For Information

1.0 The Portfolio for Care, Health and Ageing Well

1.1 Key responsibilities within the portfolio include;

- Activities to Promote Independence & Ageing Well
- Adult Social Services Modernisation
- Assessment / Care Management
- Elderly Care
- Healthy City Partnership
- Integration of Health & Social Care
- Joint Equipment

- Lead Elements of Sustainable Swansea
- Leaders Representative on West Glamorgan RPB
- Learning Disability
- Local Area Coordination Implementation Lead
- Mental Health
- Physical & Sensory Impairments
- Poverty Reduction
- Safeguarding
- Supporting People
- Well-being

1.2 The Cabinet member provides strategic direction to departments delivering the services within the portfolio. The role is to drive the delivery of corporate and political priorities by working closely with senior directors and heads of service. This involves the monitoring of key performance indicators and ensuring appropriate actions are taken, tracking the delivery of planned savings and supporting the identification of any future transformational opportunities.

1.3 Social services continue to work under severe budgetary pressures due to austerity and an increasing numbers of people needing long term support due to an ageing populations with associated increased frailty. Whilst progress is constantly being made in efficiency, prevention and reablement, the savings made by achieving these improvements lags behind the impact of increasing pressures.

1.4 This report highlights the progress made and future areas of focus in relation to key priorities within the portfolio.

2.0 Promoting Independence & Ageing Well

2.1 *Our Neighbourhood Approach* – This investment, funded via the West Glamorgan Transformation Fund is being made across the region ‘building community assets’ including exploring community based support and engagement.

This involves close working with third Sector and communities via Our Neighbourhood Approach development officers and Local Area Coordinators. 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.

2.2 *Hospital to Home (H2H)* – This regional, integrated Transformation Programme promotes timely discharge from hospital to home and home-based assessment/reablement. This project went live on 10th December 2019.

This model is based on longstanding social care research undertaken by Professor John Bolton maintaining that a focus on reablement home-based support as the primary pathway of hospital discharge will reduce the need for ongoing domiciliary support and residential care. Assessment does not take place in a hospital bed and individuals tell their story once to a Home Navigator who can act on behalf of all agencies. The full assessment takes place once the person has returned home and is carried out by community specialists.

The service aims to facilitate same day discharge for patients and once home, ensures that community teams are responsive whilst making sure that citizens are getting the support which is tailored to their needs. The number of individuals supported through reablement following launch of H2H is up by 50% across the region with a higher proportion supported same day as identified medically fit.

Alongside H2H, there are plans to review the regional Optimum Model for Integrated Community Services to ensure 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.

- 2.3 *Adult Services Improvement Programme* – work is being undertaken to effectively manage demand through the review and right sizing of all packages of care and ensuring effective flow through community services.

Reablement programmes are in place across internal services. 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.

Phase 2 of the Residential Reablement Commissioning Review is being rolled out to embed the agreed model for internal services focussing on more complex needs, respite and reablement.

An Assistive Technology Strategy is in development to clarify the approach in Swansea to promote independence through the use of improving technology.

- 2.4 Over the next year the recruitment of all posts under Our Neighbourhood Approach funding will be completed – links across the model will be established and evaluation measures (local and regional) agreed.

The Hospital to Home programme, is expected to result in an increase in reablement pathway clients, a reduction in Delayed Transfers of Care and an increased number of clients classed as 'independent' following

intervention is anticipated. This will contribute to the sustainability of the model following the period of funding.

The Assistive Technology Strategy will require agreement and appropriate actions will be taken forward.

3.0 Ageing Well

3.1 The Life Stages Team have been working closely with the Older Person's Commissioners Office and the Centre for Ageing and Dementia Research at Swansea University to ensure meaningful mechanisms for engagement of citizens 50+ within the "Live Well, Age Well Forum". Four Forums have already been held in relation to Digital Inclusion, Health & Wellbeing, Transport and Staying Safe.

3.2 A quarterly 'Ageing Well' newsletter provides information on forthcoming events, meetings etc. along with ideas based on the Five Ways to Well-being, e.g. local social groups, volunteer opportunities etc.

3.3 An Integrated Care Funded (ICF) West Glamorgan project is now in year 2. A collaborative digital storytelling project aims to bring together the young and older people of Swansea. This project creates an understanding of Dementia and explores issues around being young and old, helping people to learn from each other and celebrate those moments through finding and telling stories.

The pilot project ended with Pontarddulais Comprehensive School being awarded Dementia Friendly School status and being officially recognised by the Alzheimer's Society. It is the first School in Swansea to receive this award. The project has also been shortlisted for a Social Care Accolade.

3.4 Work continues to explore incorporating a rights based approach into staff inductions, on-going training, strategies and assessment tools etc. across adult services.

3.5 Moving forward, a fifth Live Well, Age Well Forum is planned for February 2020 in relation to Financial Inclusion and Employment.

A review of the Ageing Well Engagement Plan is to be carried out over the next few months, incorporating themes and aims from the soon-to-be published, refreshed Welsh Government Strategy for Older People in Wales and also the Older People's Commissioner for Wales' key priorities.

The Life Stages Team will continue to work with the Commissioner's Office to support on-going work and campaigns such as #EverydayAgeism etc. Web-site updates planned for the next few months in relation to Ageing Well.

As a result of the successful ICF pilot, 7 more Primary Schools and 2 Comprehensive Schools are now working towards Dementia Friendly School status with support from the Life Stages Team, Adult Services and our partners the Alzheimer's Society and People Speak Up (PSU). Bishopston Primary school is to submit its application this term and will also be awarded Dementia Friendly School status.

Dementia Friends training is planned for November and will include four pupils from Pontarddulais Comprehensive along with the Dementia Friendly School lead teachers/support staff of the 11 schools we are currently working with. A digital storytelling workshop delivered by PSU is also planned for November 2019.

4.0 Local Area Co-ordination (LAC)

- 4.1 The Cabinet Member leads on Local Area Co-ordination. A further expansion of the team has taken place and maximisation of opportunities through funding streams including Our Neighbourhood Approach, a whole system review (GP Clusters) and ongoing partner contributions.

Five additional LAC areas have been recruited to – an implementation process is underway with new posts in place early in 2020. This will result in wider collaboration across social value models within the third sector and Health Board.

Outcome measures and performance reporting has been developed and expanded over recent months to offer additional information on the team's impact alongside a traditional case study approach.

5.0 Poverty Reduction

- 5.1 The actions in the Tackling Poverty Strategy Delivery Plan continue to be delivered including family support, maximising skills outcomes, training and employment opportunities.
- 5.2 Progress is being made on the Swansea Poverty Truth Commission, the first in Wales. Partners are signed up and a delivery plan is being implemented.
- 5.3 Partners continue to actively work with us to Tackle Poverty through the Poverty Partnership Forum, Financial Inclusion Steering Group and new Coordinated Crisis Support Programme. Financial inclusion activity has included Fuel Poverty training and Discretionary Assistance Fund training for staff and partners.
- 5.4 Moving forward activities will continue to be measured quarterly, demonstrating the full impact that the Tackling Poverty Strategy is having upon poverty reduction. The continued development and implementation of the Poverty Truth Commission will take place.

The Coordinated Crisis Support Programme will be implemented, improving access to crisis support, simplifying support and addressing the underlying needs to prevent the recurrence of crisis.

6.0 Social Services Modernisation

- 6.1 The Adult Services Programme and a focus on 'Doing What Matters' aligns all programmes of work against key objectives and outcomes for citizens. The benefit of structured and targeted support to deliver against the improvement programme has been evidenced through savings achieved and improvements made over last two years.
- 6.2 A communications strategy includes the roll out of co-productive practice across a number of projects including a commissioning review in relation to learning disability, mental health, physical disability and sensory impairment services, a domiciliary care commissioning review and direct payments review.
- 6.3 An outcome focused model has been embedded into practice through the roll out of Collaborative Communications training and practice. A Practice Framework to upskill social care staff in adopting practice has been rolled out; this encourages staff to be more outcome-focussed on what matters to the person and encourages positive risk taking in a safe and supportive environment to maximise independence.
- 6.4 The Social Work team structure is being reviewed to ensure that it supports the new approach to Practice, as well as the focus on Hospital to Home and key priorities such as safeguarding, Deprivation of Liberty Safeguards (DoLS) and reviews.
- 6.5 Improvements in digital practice include the use of Sharepoint, Skype, WCCIS and mobile technology. Significant progress has been made which when fully embedded will enable closer working across internal and partner organisations (specifically Swansea Bay University Health Board). The Sharepoint database SIGNAL will provide an integrated view of clients as part of the Hospital to Home programme.
- 6.6 The next year will see the implementation of revised team structures across Adult Services. In addition, the implementation of shared systems /WCCIS will be in place during 2020. The successful roll out of Sharepoint will involve active engagement and use for projects including Hospital to Home.

7.0 Assessment /Care Management

- 7.1 A strengths based approach is moving towards the increased use of wider resources/community and own networks to achieve goals. The restructure of social work teams will create the required 'space' to facilitate a collaborative approach to assessment and review. Timely interventions are still an issue but the revised team structures aims to create more specialist and standalone teams to manage this issue going forward and embed a consistent approach to assessments and ongoing interventions.
- 7.2 Hospital to Home and the new approach to assessment will wherever possible focus on short-term interventions with a view to re-abling people to regain skills and independence wherever possible and minimise or delay the need for long-term support. By doing this, there is an overall aim to reduce the direct referrals to long-term residential care.
- 7.3 In addition to the above, work continues in collaboration with the Health Board surrounding ensuring that those who are eligible for Continuing Healthcare funding are able to access it and there is the appropriate funding split between the Local Authority and the Health Board.
- 7.4 Moving forward an increased number of initial/review assessments will be completed and more timely interventions conducted to check against personal outcomes and progress against goals. There will be a greater focus on regaining independence and access to tools/services for individuals. There will be a reduction in direct referrals to long term residential care.

8.0 Elderly Care

- 8.1 Older people (65+) are the target cohort for the Hospital to Home programme. The intermediate care optimal model which has driven the development of community services over the last few years and included the development of the integrated Common Access Point and Acute Clinical Response Service, which allows for health interventions to be undertaken at home, is due to be reviewed alongside Hospital to Home to ensure that our community services are fit for purpose going forward.
- 8.2 The Residential Care and Day Services Commissioning Reviews are now into Phase 2 and our internal model is being shaped to focus on more complex needs, respite and reablement.
- 8.3 There is increased support and training around dementia across a number of services – This includes a training programme with all teams, the Dementia Support Team (SBUHB) which is part of the Multi-Disciplinary Team at the 'front door' (common access point) as well as a Community Psychiatric Nurse who after a 12 months successful pilot (via ICF money) is to continue to be funded through SBUHB. This will offer a

joined up approach alongside social workers and therapists within the Multi-Disciplinary Team and support Access and Information Assistants with general information and sign posting.

- 8.4 The next year will see the successful implementation of the Hospital to Home programme across key sites in Swansea, an increase in the number of reablement referrals and an increased number leaving intervention independent of care. There will be a review and co-ordination of opportunities around ICF for older people with a specific focus on reviewing the existing intermediate care model and Hospital to Home.

9.0 Learning Disability

- 9.1 A Learning Disability (Mental Health, Physical Disability and Sensory Impairment) Commissioning Review is underway.
- 9.2 A new contractual Framework for Learning Disability (LD) and Young Adults with Physical Disabilities (YAPD) Supported Living services has been created. The new arrangements involved creating 16 geographical zones, requiring providers to bid for individual zones, and limiting the number of zones which providers could tender for so that services are distributed more evenly. This created operational efficiencies for each provider because of proximity of staff to settings across multiple providers. The new model provides a more resilient market place due to a greater mix of providers and alleviates risks associated with individual provider failure.
- 9.3 The re-commissioning of these services via the framework commenced in January 2019. Procurement has been split into 4 tranches. Tranche 1 and 2 has been successfully completed with transition to the new contracts currently ongoing. Tranche 3 is now underway and the whole re-procurement of LD / YAPD Supported Living services under the new framework is scheduled to be complete by June 2020.
- 9.4 This will be followed by the further roll out of LD Supported living reviews, residential reviews for complex clients and Supporting People provision.

10.0 Physical and Sensory Impairments

- 10.1 The Commissioning Review of Day Services and Sensory Impairment Services is ongoing. The majority of these services are provided by Swansea Council and a review of these arrangements potentially offers an opportunity for significant change particularly in relation to Learning Disability Day Services given the large volume of internal provision currently provided when compared to other Local Authorities across Wales. The potential for more significant change in this area may mean more detailed co-production and stakeholder engagement is required than for other aspects of this Commissioning Review which may have an impact on timescales. Ty Cila and Alexandra Road Respite have

successfully applied these principles working with young adults with learning disabilities. At the end of last year, Alexandra Road respite was successfully relocated to the Ty Cila site; this change has led to significant efficiency from an operational running perspective as well as benefits for those that stay with us.

- 10.2 The Residential Care Options Appraisal has been completed for all services encompassed in the commissioning review and report outlining options for the way forward will be considered shortly. The Day Opportunities Options Appraisal will then be progressed, followed by the Specialist Domiciliary Care / Floating Support Options Appraisal. Once all reports are complete with a preferred option signed off, the implementation phase will begin (likely from summer 2020, sign off permitting).

11.0 Mental Health

- 11.1 As part of the Commissioning Review, the Mental Health Supported Living service assessment, co-production activities and options were pulled together into an Options Appraisal report presented to CMT on 6th June 2019.

In June 2019, the Commissioning Review process for residential care services commenced. The service assessment and co-production stages are underway and a draft Gateway 2 options paper was presented to the Commissioning Review Board at the end of October 2019.

ICF money has been secured for development of the Crest Recovery College, which is supporting individuals with lived experience of mental health difficulties to live the life they want to lead and become experts in their own self-care. An educational approach is being used to improve health and to compliment care and treatment already offered by Swansea Council and Swansea Bay University Health Board. The college offers strengths based courses designed to contribute towards wellbeing and enable hope, control and opportunity. All courses are co-produced and co-delivered by people with lived experience of mental health difficulties and mental health professionals, providing a shared learning environment where those with lived experience and those who provide their support and NHS staff can learn together.

Transforming Mental Health Services Programme is a key programme in West Glamorgan Partnership. The Programme provides a clear direction of travel for enhancing the availability of services across health and social care that meet the needs of a wide range of individuals. The overall principles within Together For Mental Health and the National Strategy for Dementia lay the foundation for new models of service to be developed to deliver a range of services which will be available to everyone experiencing mental health problems, irrespective of the

severity, aimed at prevention and earlier intervention. There are 7 key workstreams including:

- Wellbeing & Prevention
- Modernising Day Services
- Responding to Urgent Needs
- Addressing Health Inequalities
- CMHTs & Cluster Based Services
- Adult Acute Assessment Re-provision
- Developing Range of Specialist recovery Services

12.0 Supporting People

12.1 The proposal to implement the Housing Support Grant in 2020/21 will bring 3 grants together (Supporting People, Rent Smart Wales and the Homelessness Prevention Grant) to achieve more strategic planning and increased flexibility between these programmes.

12.2 Moving forward the Council will continue implementation of the grant in line with Welsh Government Grant Conditions and Practice Guidance (public consultation closed on 29th November). The creation of a Housing Support Strategy is planned, which incorporates the statutory requirement to produce a Homelessness Strategy and delivery plan for both statutory provision and non-statutory provision. This also includes commissioning plans for use of the new Housing Support Grant, creating one 4 year strategy document and delivery plan with annual updates and a 2 year mid-point review by April 2021.

13.0 Integration of Health and Social Care

13.1 Cllr Mark Child acts as the Leader's representative on the West Glamorgan Regional Partnership Board (RPB). The withdrawal of Bridgend from the partnership has presented an opportunity to restructure and reform resulting in a simpler and more effective programme. Significantly housing organisations have now been included in the RPB in order to achieve a more integrated approach.

13.2 Adult Services has an integrated Senior Management structure with the Health Board which allows us to align our work effectively to deliver the requirements of the Transformation Board programme. There are a number of Section 33 legal agreements in place relating to working arrangements across integrated services, pooled fund arrangements and the Community Equipment Store.

Specific programmes include the Hospital to Home and Our Neighbourhood Approach regional programme linked to the whole system approach Transformation programme. The Integrated Care Fund planning and spend demonstrate integrated working as does the, Dementia action plan and winter planning funding allocation.

There will be further development of integrated working and information sharing across hospital and community based support with local authority community teams. This will be supported through the ongoing shared programmes.

The Commissioning for Complex Needs Programme continues to transform the “practice to commissioning” across the West Glamorgan region. It aims to commission high quality health and social care services that are proportionate to need and ensure best value. This pioneering Programme supports service users to identify and achieve their own personal well-being goals, embodying the essence of the Social Services and Well-being (Wales) Act’s principles around person-centred service provision and offering “greater voice and control” to individuals.

- 13.3 A Joint Equipment review of current contributions across partners has resulted in a revised S33 being produced and agreed. Improved practice across provision has been achieved through review of current processes and systems.

Investment in the model to support growing demands, community based care, a reablement focus, and decrease in Delayed Transfers of Care has been funded through ICF and Transformation funding to source additional equipment and delivery.

14.0 Corporate Safeguarding

- 14.1 Under the revised Cabinet Member portfolios, Cllr Mark Child, Cabinet Member - Care, Health & Ageing Well retains a clear lead safeguarding role.
- 14.2 The Safeguarding (now People) PDC was tasked to update the Corporate Safeguarding policy as part of their work programme. The Revised Corporate Safeguarding policy is now published on the Council’s staff intranet safeguarding page and has an introduction by Cllr. Mark Child.
- 14.3 A Corporate Safeguarding group has been in operation for some time, and meetings are jointly chaired by David Howes, Director of Social Services / Cllr Mark Child to oversee the implementation of Safeguarding policy. All elected members receive training on safeguarding and child protection issues. An increasing number of staff across the authority have received training in safeguarding, this includes all new staff who receive safeguarding training as part of their induction training.
- 14.4 Cllr Mark Child presents an annual corporate safeguarding report to Scrutiny Programme Committee (and has done for several years most recently October 2019). The report summarises all notable activities and

achievements, and improvement, and it contains some performance measures drawn from the annual corporate performance management report. A follow up review of Corporate Safeguarding arrangement carried out by Wales Audit Office in September 2019.

- 14.5 An analysis of the most recent staff survey results was considered by Corporate Safeguarding group (May 2019), the Corporate Safeguarding group is to repeat action/apply new ways of ensuring all staff have awareness of the lead safeguarding role/ Cabinet Member. They will also implement any further improvements arising out of the Wales Audit Office follow up review of Corporate Safeguarding- children in Swansea.

15.0 Healthy Cities

- 15.1 In September 2019, Swansea Council committed to apply for World Health Organisation Healthy City designation in order to continue as a Network member during Phase VII: The Copenhagen Consensus of Mayors. Swansea Bay University Health Board have also made a similar commitment.

Healthy Cities provides active leadership in implementing WHO strategies at urban and local levels and opportunities for collaboration and learning which create the preconditions for healthier living.

- 15.2 There are three overarching goals for Phase VII;
- Goal 1 – Fostering health and well-being for all and reducing health inequities
 - Goal 2 – Leading by example nationally, regionally and globally
 - Goal 3 – Supporting implementation WHO strategic priorities.
- 15.3 A core group of public services will aim to ensure that the Healthy City programme and resources available via the World Health Organisation are embedded in work undertaken by the Public Services Board.

16.0 The Well-being of Future Generations Act

- 16.1 The sustainable development principle's five ways of working underpin how the portfolio operates in order to maximise contribution to the national well-being goals.
- 16.2 *Prevention* - The Council's Prevention Strategy aims to promote action to intervene earlier in order to support people at greatest risk, change behaviours and prevent the need for costly specialist services. It is anticipated that this will help to make individuals, families and communities more resilient, reducing the demand for Council services, lowering costs and achieving better outcomes.

- 16.3 *Involvement* – Co-productive and participative approaches are increasingly important. The principle is demonstrated as integral to the operation of services such as Local Area Coordination where community members continue to coproduce Local Area Coordination recruitment. Putting the individual at the centre of all services by listening to what the individual wants is key to effective involvement.
- 16.4 *Long term* – Understanding future challenges is key as demand increases due to population change reflecting a growing, ageing, more diverse Swansea. The current demand for Adult Services is not sustainable. Demand management has therefore become critical and is a core theme of Adult Services transformation.
- 16.5 *Integration* – A number of joint approach projects have been developed between Adult Services and Child and Family. In addition, closer regional and multi-agency planning and coordination is taking place via West Glamorgan RPB and Swansea PSB.
- 16.6 *Collaboration* – This common denominator underpins the portfolio's services. In particular collaborative funding bids are increasingly common. Joint working is increasingly a factor in social care through West Glamorgan RPB, Swansea PSB and separate one to one arrangements often with the third sector.

17.0 Links to the Public Services Board (PSB) and Local Well-being Plan

- 17.1 The Cabinet member sits on both the Swansea PSB Partnership Forum and West Glamorgan Regional Partnership Board (RPB). This has proved useful in improving integration and collaboration between the partnerships. Closer links are currently being forged between Swansea PSB and the RPB in line with Welsh Government encouragement.
- 17.2 Following a recent review of PSB governance, the Council is now responsible for coordinating work under the 'Live Well, Age Well' Objective. This Objective Delivery Group is chaired by Cllr Child.
- 17.3 Work within the Care, Health and Well-being portfolio is critical to the delivery of Swansea's Local Well-being Plan. In particular, the 'Live Well, Age Well' objective takes a whole life approach to ageing well and aims to help people to plan and live well in order to age well.

18.0 Lead Elements of Sustainable Swansea

- 18.1 Sustainable Swansea is particularly relevant to this portfolio given challenging demographic led changes in demand and the need to implement transformation as a way to sustainably manage demand. An effective, accessible front door to care and health services, is seen as a vital part of Sustainable Swansea.

19.0 Equality Implications

19.1 There are no specific legal implications associated with this report.

20.0 Legal Implications

20.1 There are no specific legal implications associated with this report.

21.0 Financial Implications

21.1 There are no specific legal implications associated with this report.