

## Wiltshire Council

### Cabinet

15 February 2011

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## Report of the Rapid Scrutiny Exercise – Helping People to Live at Home in Wiltshire

### Background and Purpose

1. At its meeting held on 13<sup>th</sup> January 2011, the Health and Adult Social Care Select Committee received an update on the Care Pathway – Shaping Choices Programme for Older People.
2. Committee members were informed that a key piece of work being undertaken by the Department, in taking forward a number of Care Pathway recommendations, was the Help to Live at Home Review. The Cabinet Member for Adult Social Care, Communities and Libraries invited the Committee to consider the proposals arising from the review, prior to their endorsement by Cabinet on 15<sup>th</sup> February 2011.
3. A rapid scrutiny meeting was therefore arranged to enable councillors to carry out this role. The meeting was held on 9<sup>th</sup> February 2011 and was attended by:

Cllr Mike Hewitt	(Lead Scrutiny Member)
Cllr Peter Hutton	(Scrutiny Member)
Cllr Helen Osborn	(Scrutiny Member)
Cllr David Jenkins	(Scrutiny Member)
Cllr Pip Ridout	(Scrutiny Member)
Cllr Jemima Milton	(Portfolio Holder for Adult Social Care)
Cllr John Thomson	(Cabinet Member for Community Services)
Nicola Gregson	(Head of Commissioning – Older People and Adults with physical impairments)
Geoff Vale	(Commissioning Manger – Supporting People)
Andrew Osborn	(Programme Manager)
Ros Low	(Senior Scrutiny Officer)
Brian Warwick	(Representative from Wiltshire Swindon & Users Network WSUN)

4. This report aims to outline the key comments made by Scrutiny members in response to the report: Helping People to Live at Home in Wiltshire.

### Issues to Emerge

5. The Lead Member expressed disappointment at the limited time available for the scrutiny group to consider the report before the meeting. It was acknowledged, however, that all councillors had been invited to attend a briefing on the 'Help to Live at Home' Review a week earlier, and those who attended had benefited from the early explanation of the principles underpinning the review and the proposals put forward.
6. It was also acknowledged that the review had links to other areas of activity such as the Older People Accommodation Strategy and that this was the subject of a separate scrutiny exercise. The Major Contracts Task Group also had an ongoing interest in the Equipment service having previously reviewed the Medequip contract. Following this review, a number of recommendations were made in relation to the future tendering process of the Equipment service.
7. Councillors asked questions on the new Help to Live at Home service and the key administrative changes required to enable customers to deal with only one organisation.
8. The Cabinet Member for Adult Social Care, Communities and Libraries explained that the reorganisation represented a positive step change in home care provision, which provided an opportunity to bring all the services currently commissioned and contracted for separately into one service specification. Reducing the provider base would in turn not only achieve economies of scale but would provide an opportunity to join up services and deliver an improved customer experience from greater continuity.
9. It was reported further that a great deal of work had taken place to ensure that both financial and administrative systems were in place to support delivery of the new service model. This included making sure that systems (including mobile technology) could be extended into the various service areas to enable the access to and collection of real time information on care pathways.
10. The customer would no longer need to pursue different departments or organisations as one telephone number would be made available. Once the support services were integrated, the Council would only need to liaise with 5/6 lead organisations rather than the 120 that currently provide domiciliary care, reablement and housing related support services.
11. The scrutiny group asked questions about the requirements that would be built into the contract specification to ensure standards of service were met and the monitoring process that would be followed. The Head of Commissioning for Older People explained that the new contract would make it imperative that the Council commissioned providers who would deliver a flexible and cost effective service. The contracts would be subject to proportionate contract management to ensure that the required outcomes and value from the arrangements was secured. Monitoring activity would take place monthly and penalties administered where requirements, such as response times, were not met.
12. Councillors explored the level of consultation that had taken place with particular reference to self funders and how the views of those people not

living in sheltered accommodation were captured. In response it was explained that an extensive and thorough consultation programme had been undertaken involving both the public and private sector. This had included engaging with older people's forums, carer groups and the Wiltshire & Swindon Users Network. Discussions with service users around care pathways and with provider organisations (in particular Housing providers already promoting Telecare) had taken place.

13. Key findings from the consultation indicated that there was a lack of equity in the level of service received across the county. Consultation with customers also emphasised the importance of security and providing a service able to respond to people in a crisis as well as the importance of a "familiar face." It was reported that the specification was amended to take such views into account and it was now recommended that the service be commissioned to include housing support as well as domiciliary care.
14. The project team were also in the process of appointing an independent 'older people representative' to champion the views of older people within the community, to take on any concerns where they arise and to provide healthy challenge to the programme throughout its implementation phase.
15. The scrutiny members raised concern that whilst there was much emphasis on support for 'older people' during discussion, the review did include within its scope other user groups also with care packages, for example those with physical impairments or mental health problems. The rapid scrutiny group sought assurances that these areas would not be overlooked during implementation of the new service model and its promotion within the wider community and also that the required levels of transitional support would be put in place.
16. In response the Cabinet Member explained that the review was very much focused in these areas and the Portfolio holder had attended a number of user and support group events to ensure views were represented in all aspects of the review. The Head of Commissioning for Older People did clarify that the Help to Live at Home review would not include those people with high-level complex needs receiving specialist services.
17. Councillors queried the process for assessment and care management and whether there would be an integrated approach to assessments with other agencies. Councillors, reflecting on the experiences within their own communities, also stressed the importance of timely assessments and the potential consequences of delays which were often the result of numerous organisations assessing a customer before any support could be provided.
18. It was reported that the Council would retain the statutory responsibility for assessments but that Providers would be empowered to also undertake this role. The customer would have one assessment of the home and of equipment needs with agreement reached from all partners.
19. An individual would be able to discuss how they wanted their care delivered based on a set of outcomes that they wanted to achieve within a set period of time, for example keeping in touch with family or seeing friends. Key to this

was also ensuring that there was support to help people, in particular self funders, to navigate the market themselves. The important role played by the neighbourhood teams was also emphasised in this process as well as that of providing information and advice through voluntary sector organisations, GPs and through signposting customers to other therapeutic activities taking place in the community which help to promote wellbeing.

20. There would also be performance incentives in the specification which asked the provider to look at collective opportunities where people had similar outcomes and which would realise benefits, for example a trip to the cinema or theatre.
21. The scrutiny members recognised that by putting people at the centre of their support planning and empowering them to make choices around purchasing, the programme to implement self direct support was now a core component of the Help to Live at Home service. It was reported that in the past the Council had commissioned or purchased care in a very prescriptive manner which did not allow the customer to have much 'control' over the services they received. The new person-centred approach would enable people to be able to make informed choices about how and when services are provided.
22. The Scrutiny Group asked questions about the work that would be undertaken around prevention and early intervention. It was confirmed that within the contracting exercise a range of preventative services would be secured to promote an individual's health and wellbeing. The Help to Live at Home Service would extend informal support and services that reduce social isolation, often only provided within sheltered accommodation, to include other vulnerable people living in the wider community. The scrutiny group acknowledged the increasing evidence that preventative work, such as falls prevention, could also realise savings thus reducing the requirement for high-cost services such as residential care
23. Members queried the impact that increasing demand would have on care and support services in the future. The Cabinet member drew member's attention to the demographic analysis and forecast of future demand undertaken as part of the older people's accommodation strategy. It was reported that Wiltshire was investing in and developing a wide range of preventative services which were imperative for long term sustainability due to demographic growth. Innovative opportunities to reconfigure services, such as Help to Live at Home review and the review of Older People Accommodation, took into account changing market conditions, trends and population need projections.

## **Conclusions and Recommendations**

1. The Rapid Scrutiny Group acknowledged the need to realign services provided directly to those individuals living at home and the efficiencies and improvement to the quality of service that will be achieved through the rationalisation of suppliers and providers.
2. Councillors were supportive of the proposals being put forward and acknowledged the work already undertaken in this area. All were thanked for attending the meeting and responding to the Group's questions.

## **Recommendations**

- (1) That the Health & Adult Social Care Major Contracts Task Group receive further detail on the tendering activity, including contract selection criteria, outcomes and the specification of the contracts relating to services for:**
  - Community Equipment**
  - Independent Living**
  - Crisis Response**
- (2) To note the work underway to introduce Self Direct Support in Wiltshire and to request that the report on the Resource Allocation System and its implementation be brought to the Health and Adult Social Care Select Committee prior to its endorsement by Cabinet later in the year.**
- (3) That robust communication and implementation plans are put in place to ensure effective roll out of the new service, so that the required level of transitional support is provided and that customers understand how they will be affected by the changes.**
- (4) That a report is presented to the Health & Adult Social Care Select Committee which shows the work undertaken to measure the extent to which people feel their lives have improved from the new Help to Live at Home service once it is established.**

**Cllr Mike Hewitt, Lead Member for the Rapid Scrutiny Exercise**

**Paul Kelly, Scrutiny Manager and Designated Scrutiny Officer**

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Report Author: Ros Low, Senior Scrutiny Officer (01225 718372)