

Wiltshire Council

Health and Wellbeing Board

18 January 2018

Subject: Adults Social Care Transformation Programme

Executive Summary

Adult Social Care supports people eligible under the Care Act 2014 who are over 18 years and have a learning disability, a mental health problem, a physical disability, a drug or alcohol problem or who are older and frail.

In Wiltshire, the Council, CCG and all health providers (GWH, SFT, RUH, WH&C, AWP) met on 5th April 2017 to agree the Adult Social Care Transformation programme and the use of the additional social care monies provided to Wiltshire Council. The partners agreed that this money should not be spent on additional IC beds, but on supporting people to stay in their own homes.

The ASC Transformation Programme aims to deliver sustainable services that support individuals to maximise their independence and build on their individual strengths and those of their families and communities.

Since the update in September 2017 progress has been made with regards to:

- a prevention model, to be piloted in three communities in Wiltshire
- strategies are being developed in Learning Disabilities and Autism, as well as an Older Persons and Accommodation Strategy, to inform the council's Market Position Statement
- changes to the Help to Live at Home contracts are being implemented with a view to establishing new contractual frameworks with providers and a new in-house reablement service alongside the existing Home First service, to manage demand and create market capacity within the County, supported by community services activities
- Developing new commissioning frameworks for Residential and Supported Living Services, both of which will come into effect in mid-2018, in the Learning Disability Market.

Proposal(s)

It is recommended that the Board notes the progress to date.

Reason for Proposal

To ensure that the Health and Wellbeing Board is fully informed of this significant transformation programme.

Graham Wilkin
Interim Director of Adult Social Services
Wiltshire Council

Wiltshire Council

Health and Wellbeing Board

16 July 2015

Subject:

Purpose of Report

1. For the Board to note progress on the Adults Social Care Transformation Programme since the last report in September 2017.

Background

2. The Council, CCG and all health providers (GWH, SFT, RUH, WH&C, AWP) first met on 5th April 2017 to agree the Adult Social Care Transformation programme and the use of the additional social care monies provided to Wiltshire Council.
3. The ASC Transformation Programme aims to deliver sustainable services that support individuals to maximise their independence and build on their individual strengths and those of their families and communities. The key areas of focus for Wiltshire Council in designing an appropriate service have been:
 - Developing a model of prevention
 - Developing a reablement service that supports Home First
 - Increasing capacity in the domiciliary care market
 - Reviewing the residential and nursing care home capacity
 - Redesigned customer journey

Progress to date is set out below.

4. Developing a model of prevention

Wiltshire Council has conducted a Systems Thinking review of both how it manages demand at the 'front door' and the overall customer journey through the service. It recognises that customer outcomes for independent living would be better provided through improved early signposting to community support and that this will prevent escalation into more costly interventions in both health and social care. A number of models were considered and it was concluded that the most appropriate one for the Wiltshire setting is Local Area Coordination (LAC). Recognising the potential for benefits across the system, partners were invited to a presentation on the LAC in July 2017 and in December 2017 the STP agreed funding of £40k to assist the Wiltshire team to plan, implement and develop a LAC pilot, using expertise gathered from national schemes. Wiltshire Council has also agreed further funding to resource the implement of the LAC pilot and the establishment of

appropriate governance and project management of the scheme will commence early in 2018.

5. Commissioning Intentions and market Position Statement

Additional capacity has been brought into commissioning to further develop current strategies in Learning Disabilities and Autism and work has commenced on the development of an Older Persons and Accommodation Strategy to meet the housing needs of people who are eligible for services. The strategies will form the building blocks for the Market Position Statement which will enable providers to better understand the strategic commissioning and procurement intentions of the Council.

6. Domiciliary care market development

Cabinet approved in December a recommendation to cease all HTLAH contracts by the end of October 2018 and to establish new contractual frameworks with providers which are fit for purpose and better able to meet the needs of the Wiltshire community. Notices were served upon existing providers at the beginning of the month and extensive engagement activity is planned across Wiltshire to create a new contract and attract a much broader provider representation for the new contract commencing in November. The decommissioning of a contract of this size will undoubtedly carry some risks, but the attendant benefits in terms of creating a much broader and more vibrant market that is able to meet the supply demands and maintain people in the community, greatly outweigh these risks. Contingency activities through early market engagement, the creation of a new reablement service to reduce demand and release market capacity and an innovation grant to stimulate market growth and development are amongst a number of initiatives being deployed to achieve a seamless transition and create an infrastructure to accommodate new ways of working and support and encourage new providers within Wiltshire.

7. Reablement and Customer Journey

Linked closely to this will be the establishment of a new in-house reablement service who will work alongside our strategic health partners, Wiltshire Health and Care (Home First service) to manage demand and create market capacity within the County.

The community services activities described above are vital to the success of the new model for Adult Social Care in facilitating community resilience and service demand management through focusing activity much earlier within the customer journey and targeting resource on those areas most in need.

Consultations will be happening with staff affected by the new model of social care.

8. Learning Disability Market

Work is underway in a number of areas. The development of the commissioning strategies described above is further supported by the development of new commissioning frameworks for Residential and

Supported Living Services, both of which will come into effect in mid-2018. These will align with the overall vision of supporting individuals to maximise their independence. These will incorporate the current work that is being completed with the market around the cost of care using the Care Funding Calculator as well as the progression model, ensuring that people with learning disabilities live their life as independently as possible. Further market engagement will and the refresh of the market position statement will ensure that Wiltshire is able to accommodate and develop services that meet the needs of service users now and in the future.

Next Steps

9. It is intended that the redesigned Adult Social Care service, the reablement service and the increased domiciliary care capacity will go live in May 2018.
10. Phase 2 of the Transformation Programme will be scoped, to include specialist services and how to maximise benefits across the social care and health system following the existing Phase 1.
11. The Transformation Board will continue to meet monthly. It is responsible for monitoring progress against the programme plan and timeline. The Transformation Programme also reports to the Joint Commissioning Board.

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