

## PROMOTING INDEPENDENCE IN DEVON: OUR VISION AND 5 YEAR PLAN FOR ADULT SOCIAL CARE IN DEVON

### Report of the Chief Officer for Adult Care and Health

#### Recommendations

1. To approve the refreshed Vision for Adult Social Care in Devon.
2. To approve the updated 5 Year Plan for Adult Social Care in Devon.
3. To note the alignment between this organisational plan and the planning framework for the wider health and care system in Devon.
4. To agree that in future years planning for adult social care in Devon will be part of a more integrated approach to planning across the health and care system with organisational reporting being an output of that approach.

#### 1. Our Vision for Adult Social Care

1.1 Our Vision for Adult Social Care in Devon (Appendix 1) updates that produced during 2013 and published in December of that year and has been developed with wide ranging engagement including from:

- Groups of service users and their carers;
- Senior managers from across commissioning and delivery functions and our professional leads;
- Frontline staff;
- Independent and voluntary sector providers;
- Partners in the NHS including those updating the STP strategy;
- Colleagues in the council, including those updating its strategic plan;
- Managers and staff from allied council functions including Public Health, Children's Services and Community Development.

1.2 It is intended to:

- Provide a clear and inspiring vision that people within and beyond our organisation can identify with;
- Articulate the thinking that informed our Promoting Independence policy.
- Define high level aims and ambitions that can be used as the basis of all our more detailed strategies and plans;
- Influence decision-making, strategy development and planning in the wider health and care system in Devon.

1.3 It is aimed at:

- The residents of Devon;
- People who use health and care services and their carers;
- Organisations that provide those services;
- Staff involved in delivering those services;
- Council Members;

- Partner organisations including:
    - o NHS commissioners and providers;
    - o Community, voluntary and 3<sup>rd</sup> sector organisations;
    - o District Council and independent housing services.
- 1.4 It articulates a vision for all adults in a Devon where people who can lead lives that are as independent and fulfilling as possible through being informed, secure and connected:
- Informed – people who know how they can get the support they need, when they need it, to help with the things that matter most to them;
  - Secure – people who feel safe and confident so that they can make the choices they want about how they live;
  - Connected – people who have rewarding relationships and involvement with their family, social networks and communities rather than feeling lonely or isolated.
- 1.5 It goes on to state our operational planning priorities to achieve that vision and lays out key outcomes and operational activity.

## **2. Our Plan for Adult Social Care**

- 2.1 Our annually updated plan for adult social care in Devon lays out how we will achieve that vision in more detail, drawing on the insights gained from our [annual report](#) and the [joint strategic needs assessment](#), providing a summary of changes planned for 2018-19 and an outline of current thinking beyond, informing the setting of our budget and medium-term financial plan.
- 2.2 This summary document (Appendix 2) is designed for a general audience and is supported by the more detailed strategies and plans that underlie it.
- 2.3 It relates to the council's core purpose to help citizens to live their lives well in a way that makes sense to them: to become and remain independent; to stay safe; and to remain healthy.
- 2.4 It has been developed in parallel with the updated strategy for the Sustainability and Transformation Partnership of NHS organisations and local authorities in wider Devon and arranged around our four priorities:
- Enabling more people to be and stay healthy;
  - Enhancing self-care and community resilience;
  - Integrating and improving community services and care in people's homes;
  - Delivering modern, safe and sustainable services.

## 2.5 Enabling more people to be and stay healthy:

<b>Life Chances:</b> taking a social prescribing approach to linking people to voluntary sector support.	More people connected to opportunities that reduce social isolation and improve well-being with a consequent reduction in demand for adult social care.
<b>Stimulating the voluntary sector:</b> through targeted seed funding and community development.	A self-sustaining voluntary sector with the capacity and capability to support to live independently.
<b>Making every contact count:</b> a training initiative for professional across the health and care system.	More people changing their behaviours in ways that have a positive effect on their health and wellbeing encouraged through the many interactions our health and care staff have with them.
<b>Falls prevention:</b> working across the health and care system to reduce the incidence of falls.	A reduced incidence of falls that lead to unnecessary hospital admissions and the premature loss of independence.
<b>One small step:</b> working with Public health to promote better lifestyle choices	More people reducing their risk of developing conditions that lead to dependence on health and care services through a tailored service for people in Devon who want to quit smoking, lose weight, become more active or reduce alcohol intake.

## 2.6 Enhancing self-care and community resilience:

<b>Personalisation:</b>	Increasing independence by focussing personal budgets on those people who have most potential to exercise choice and control.
<b>Employment:</b> working with employers to support people into and in employment	More people with disabilities supported into and in employment, benefitting the local economy, promoting their independence and reducing their reliance on social care support.
<b>Strength-based care management:</b> improving our care management practice and process	People with social care needs working with practitioners to identify the solutions that best maximise their independence through a strengths-based approach
<b>Technology Enabled Care Services:</b> equipping homes with aids that maximise independence	More people kept as independent as they can be in their own homes for as long as possible by using the latest technology.

<b>Caring Well in Devon:</b> implementing our contract with Westbank to support carers in their caring role	Carers supported to undertake their caring role while having the opportunity to lead fulfilling lives themselves, including through paid work where appropriate.
<b>Preparing for Adulthood:</b> ensuring young people experience a smooth transition to independence	Young people being supported by their families and providers to progress to independence in adulthood.

## 2.7 Integrating and improving community services and care in people's homes:

<b>Living Well at Home:</b> developing our personal care framework to maintain capacity and improve outcomes	Personal care delivered in a way that encourages the recipient to be as independent as they can be.
<b>Supporting Independence:</b> individualised support to assist independent living	People with disabilities supported to develop their independent living skills to do what they want to do.
<b>Short-term services:</b> developing an integrated reablement, rehabilitation and recovery offer	Unnecessary hospital admissions avoided and recovery through rehabilitation after hospital discharge promoted by integrating social care reablement and NHS rapid response services.
<b>Enabling:</b> targeted short-term support to people with disabilities to develop their independent living skills	Adults with disabilities developing the skills they need to lead more independent and fulfilling lives, enabled by targeted short-term intensive support.
<b>Day opportunities:</b> purposeful and interactive group-based activities	People participating together in activities meaningful to them in appropriate centre and community-based settings.
<b>Supported living:</b> ensuring the right balance of group and individual support in supported living settings	People who live in supported living settings supported to live more independently in the best value and most effective way.

## 2.8 Delivering modern, safe, sustainable services:

<b>Accommodation with care:</b> improving the range of accommodation with care options in Devon	An improved range of accommodation with care options that meet the changing needs of Devon's population, working in partnership with district councils.
<b>In-house services review:</b> ensuring our in-house residential and respite services are fit for purpose	Our in-house provision kept under review, to ensure we maintain the right balance of council and commissioned services

<b>New residential and nursing care framework:</b> implementing a new contract for older people	A more sustainable care market with providers funded using an assessment of care needs that ensure fees are proportionate to care hours required and accommodation costs are met at a consistently good quality.
<b>Regional commissioning:</b> taking a more regional approach to commissioning specialist bed-based care	Improved sufficiency, quality and value for money of specialist residential services for people with disabilities by working across the south-west region.
<b>Quality assurance:</b> maintaining comparatively high-quality care in Devon by investing in quality assurance and contract management	Improved quality and sustainability of regulated and unregulated care and support services, preventing whole service safeguarding issues.

## 2.9 Developing our workforce, markets and information technology

<b>Internal workforce strategy:</b> developing our care management capacity and capability.	The workforce we need to serve people in Devon maintained through a continuing professional development programme and focus on recruitment and retention.
<b>External workforce:</b> using our Proud to Care campaign to promote health and care careers.	Local providers supported to have the workforce they need to deliver the services we require by working with the market, national agencies such as Skills for Care, and other authorities in the region.
<b>Information Technology:</b> working across our health and care partnership on integrated IT solutions.	IT solutions for the health and care system in wider Devon that facilitate more joined-up services secured by participating in the development and delivery of a shared IT strategy.
<b>Market Development:</b> working with social care providers to improve quality and sufficiency.	Our future market requirements across the health and social care system determined and communicated through a Market Position statement, with effective provider development, quality assurance and contract management.
<b>Safeguarding:</b> working with our partners through the Devon Safeguarding Adults Board to improve the safeguarding of vulnerable people.	Vulnerable people kept safer by using insights gained from performance information, user and carer surveys, practice quality reviews and other intelligence to prevent where possible and improve our response.

- 2.10 The operational plan incorporates forecasts of the overall impact of our strategies and plans on older people, people with physical disabilities, people with learning disabilities, and people with mental health needs including by the modelling of activity, cost and spend in each of our six most significant service areas:
- Nursing care;
  - Residential care;
  - Personal care;
  - Day opportunities;
  - Individualised support;
  - Direct payments.
- 2.11 This modelling incorporates the projected impacts of demographic change, inflationary pressures including the National Living Wage, and the assumptions of each strategy over a five-year period; forms the basis for our budget setting; and allows for medium-term financial planning. It is refreshed annually.
- 2.12 Where underlying strategies and plans impact directly on the services people receive they are supported by appropriate consultation and impact assessment processes.

### **3. Conclusion**

- 3.1 During 2018-19 we are making further progress towards the join up of the commissioning and delivery of health and care services to achieve better outcomes for the people of Devon within the constraints of our limited resources.
- 3.2 Our annual report, vision, and plan have been developed to align with both the council's strategic plan and the developing strategy of the wider Devon Sustainability and Transformation Partnership with our plan organised around the latter's priorities to maximise the potential benefits of joint working.
- 3.3 From 2019-20 we aspire to a more integrated planning process to a shared planning cycle and structure and are working across the health and care system towards that aim, with any necessary organisational reporting being outputs of rather than inputs into that approach.
- 3.4 The purpose of the joined-up planning will be to increasingly focus activity on the complex needs of the population (and individuals) and to ensure an appropriate balance between this and securing single organisational objectives.

*Jennie Stephens, Chief Officer for Adult Commissioning and Health*

**[Electoral Divisions: All**

Cabinet Member for Adult Social Care and Health Services: Councillor Andrew Leadbetter

Chief Officer for Adult Care and Health: Jennie Stephens

**LOCAL GOVERNMENT ACT 1972: LIST OF BACKGROUND PAPERS**

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**BACKGROUND PAPER                      DATE                      FILE REFERENCE**

*[List specific documents or sources ..... or say Nil*

*Only need to list documents that – in the opinion of the author - contain information/facts which were used/referred/relied upon to a material extent in the preparation of the report. It does not need to include/refer to documents that are already 'published' (i.e. previous DCC Committee Reports!).*