



# Transforming Adult Social Care

*'The future of Adult Social Care in Knowsley'*

2017 - 2020

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## Foreword

Over the next 20 years the percentage of people over 65 will more than double in Knowsley, which means there will be a greater demand on both health and social care. This increased pressure on services will not be sustainable, as Knowsley Council, like many others, is dealing with unprecedented budgetary cuts in light of Government spending reductions.

In just 5 years, over £100 million in funding has been lost across the council. The Council's medium-term financial plan forecasts budget gaps of up to £27m for the two-year period 2016 -18. Therefore, continuing with the current model of Adult Social Care services and support is not an option. In future it will need to ensure that the needs of the most vulnerable are met with less resource. In addition, there are pressures nationally on Adult Social Care due to increasing levels of need; changing expectations of those who need care and support. The Care Act 2014 brought new responsibilities for local authorities, with new eligibility for services, support for carers, new areas of work around information, advice, prevention, support for the care market and safeguarding.

Ensuring quality services for residents requires a re-think in the way we do business including working with the community, partners and providers to reduce longer term reliance on public sector funded services. To continue to do this means new ways of working.

This is our plan for the next three years. It sets out how we will develop a new, more cost effective approach to delivering Adult Social Care. We will work with partners to provide more joined up health and social care, focus on preventive services which help to avoid problems from getting worse, reduce demand and free up resources for those who most need them. Our finances will be used to provide or purchase services that are value for money whilst ensuring we meet the growing demand within a reducing budget.

Adult Social Care remains a priority for the council. Please read this document, to learn how we will be working with you to deliver support for you in the future.

## Adult Social Care is Changing

**JULIE MOSS** - DIRECTOR FOR ADULT SOCIAL SERVICES

Adult Social Care in Knowsley is changing. Our focus will be to promote, maintain and enhance people's independence so that they are healthier, stronger, more resilient and less reliant on formal social care services.

To ensure that Adult Social Care remains sustainable and can continue to support the most vulnerable in the community, the Council has embarked on a transformation programme. Delivering quality services for our residents requires a re-think of the model for how services and support are currently delivered. We need to find alternative ways for delivering services that are high quality, effective and can demonstrate that they are value for the money we spend. We will be considering alternative ways to deliver all of our services.

New objectives have been included in this Strategic Plan to reflect the importance of integrating with partners and working across geographical boundaries to deliver good quality, innovative and cost effective services. We will continue to develop these new partnerships and invest in a much more sustainable offer, based on fostering a new relationship between formal social care and the services and support that already exist in communities.

Resources will be targeted to meet the greatest need and there will be a continued focus on prevention and early intervention to delay escalation of need, including investment in information and advice and in new assistive technologies. As we further progress integration with partners, we will develop a workforce that is skilled and motivated to deliver our priorities and meet the changing demands of the local people.

To do this, we will make sure that everyone has access to information and advice which supports their wellbeing. Our new online e-market place 'Live Well Knowsley' will provide a comprehensive range of services that can support people before they need social care services. We will also work with local communities and other providers of health and care services to develop local, community-based support that helps people stay independent and safe.

We will work with health colleagues to ensure people's needs are diagnosed early, their care needs identified and support people to manage their own care. Wherever possible, we will reduce the need for hospital admission and reduce the reliance on permanent residential care and where people do need support we will make it as easy to access as possible to make sure people get the right support, at the right time, in the right place.



## Transforming Adult Social Care

This Strategic Plan sets out the key areas of work that will ensure the developing asset based model of Adult Social Care is effective and can meet the needs of Knowsley residents now and in the future.

This transformation plan is the primary plan for implementation of the Strategy for Knowsley and the Knowsley Health and Wellbeing Strategy. The plan, also incorporates the work the Council is undertaking to implement the Better Care Fund Plan with Knowsley Clinical Commissioning Group (CCG). Alongside local strategic planning, the transformation plan also includes key adult social care priorities which the Council is involved in with Liverpool City Region and the North West footprint.

The improvement and sustainability of Adult Social Care remains a priority for Knowsley Council. Like many areas of the country, Knowsley has an ageing population and increasing numbers of people with complex care needs which will increase the demand for, and cost of Adult Social Care services. The key demographic pressures for Knowsley include:

- a significant increase in the number of people aged 85+ residing in the borough from 2900 to 6348 by 2037;
- there will be 1,939 older adults in Knowsley suffering with Dementia by 2020;
- by 2030 there will be 13,581 older people in Knowsley with a limiting long term illness;

- 1,974 people aged between 18 and 64 in Knowsley will have a learning disability by 2030 – 453 will be suffering from a moderate or severe learning disability;
- It is predicted that around 13,135 people aged 18-64 in Knowsley will have a common mental health disorder by 2030.

The recently developed Joint Strategic Needs Assessment (JSNA) highlights the key demographic pressures in full and can be accessed here.

### Our Aim

We aim to develop self-reliant communities, protect people's dignity and enhance their quality of life. People will feel safe, will be able to live independently for longer and will have greater choice and control over which services they use and how those services are accessed.

### Our Objectives

We will achieve our aim by -

- Developing a strong offer of support within communities which will compliment formal social care models targeted at those with greatest need;
- People will maintain or regain their independence by being offered help at an early stage providing high quality, accessible, up to date information about services;
- Providing greater choice of services, and giving service users more control in how support is organised and provided;

- Protecting people who are at risk of or are experiencing abuse or neglect;
- Carers will be recognised, feel valued and be supported in their caring role;
- Partners will work together to reduce health inequalities which will reduce demand for services;
- The local market will offer high quality, affordable services which are value for money and add social value;
- Partners across the Liverpool City Region will work together to improve efficiencies and quality of services.

### Principles for Implementation

#### Asset Based Approach

Our approach to providing social care is underpinned by the principle that we start by supporting people to retain their own strengths, and build services around these. Instead of viewing people as a collection of needs that require help; our operating principle is that all people are assets, with skills, experience and networks of existing support. Our role is to work in a personalised way to enable the person to make the most of these assets and support them in ways that maintain them.

We also want to enable the local community to develop support initiatives that prevent people's needs deteriorating. Not all support in the

community can be funded in the future. Identifying and assisting small enterprises, especially to start up, will be important to ensuring there are a range of services that will prevent the need for expensive social care interventions.

### Supporting people early and preventing people's needs deteriorating

Prevention remains the underpinning principle of care and support. At every stage of a person's journey through social care, consideration will be given to how their independence can be maintained or retained. People will receive the **"right support in the right place at the right time"**. This will mean working much more closely with local community groups and the voluntary sector that can provide support to people outside and alongside statutory services meeting eligible needs.

Services meeting eligible needs will also be expected to adopt models of care that maintain and retain peoples independence and this will be facilitated through new contractual and payment arrangements that ensure services are meeting these expectations. Asset based commissioning models, will be introduced which aim to identify with people, the assets that they already have as a community and how these can be connected and used to achieve their aspirations.

### Co-production of services

As the amount of money the Council has to spend on Adult Social Care reduces, it is more important than ever, that the services we do commission are effective and that means working closely with the people who use services to ensure that service providers are responsive to the needs of the local community .

A communications and engagement plan will ensure a wide range of stakeholders are able to shape the future direction of services and support in Knowsley. This will build on the strong partnership arrangements that adult social care has with local community groups and that by working together the local offer of services and support is sustainable and can meet the needs of Knowsley residents now and in the future.

### Developing the market

Developing effective relationships with existing and potential future providers is important as this will ensure that the market is delivering the quality and standards of care that is expected by the Council and those who use services. It will also ensure, that the market develops to meet changing expectations of care and support services. The majority of Adult Social Care services are delivered by external providers.

The Adult Social Care Market Position Statement for Knowsley was published in February 2016 and sets out the Council's future commissioning intentions for services and support including the council's intentions to reduce placements to residential care and invest in more preventative support options including supported employment, extra care and assistive technology. It also sets out the expectation of providers in Knowsley around quality, safeguarding and working in partnership with the Council.

Please find the link to the 2016-2019 Market Position Statement document.

### Quality

The Council has a key role in ensuring the effectiveness of services is closely monitored both in terms of quality, their financial sustainability and their ability to act early to prevent harm to vulnerable people. As we move forward there will be an ever increasing need to demonstrate that services are value for money and can deliver the outcomes that are expected.

A major programme of work to address quality of care is a fundamental priority for the Adult Social Care Transformation programme. The principles of our commissioning approach is that we will work with our providers to free them up to deliver outcomes, with respect for the expertise of front facing services, and we will support providers to invest in a quality workforce and commit to

driving up quality standards. But we will have in place robust, evidence based standards and our contractual and commissioning expectations will be built on these. We will support providers who want to improve and who work tirelessly to do so, but there will be real sanctions for those who do not, or who fail to safeguard or provide a caring service for people who need our services.

### Workforce Development

To meet our commitments to transform and improve Adult Social Care we need to develop a skilled, confident and competent workforce who are able to deliver truly person centered care and support people to maintain their independence. The workforce will work in partnership with commissioned services, carers, families and communities to support individuals to retain and regain their independence, providing care and support with skill, compassion and imagination.

This will be achieved through the development of a comprehensive workforce development programme which understands the needs of the service and has the key components to future proof the social care workforce.

### Delivering integrated health and social care services

Plans for service integration are central to the Council's and Clinical Commissioning Group's future aims for

improved local health and wellbeing. This has been facilitated by the creation of the Better Care Fund which pools health and social care funding and requires the Council and local Clinical Commissioning Group to have a three year plan for developing joint services. The aim is to improve efficiency, avoid duplication, develop services that better support people to maintain their independence and avoid hospital admission or admission to long term nursing or residential care.

To support this, the Health and Social Care Transformation Plan 2016-2020 provides the overarching programme of work to support integration and improve outcomes. Practice nursing, social work and other community care teams will be structured to work in Multi-Disciplinary Teams (MDTs), supporting proactive, enabling and continuous care. These teams will be responsible for assessment, care planning and care delivery and by working together, will ensure the interventions of each professional are aligned throughout and achieve best clinical and quality life outcomes for the individuals.

### Partnership working

We are committed to developing new ways of working and innovative approaches to transform the current model of social care. We will work with a wide range of partners who can help people benefit from services or resources that can improve their health and wellbeing. This will include

services that are available for everyone, for example; green spaces, community centres, places of worship and leisure centres.

We will continue to work with health, housing and third sector partners and we are working closely with Liverpool City region and North West colleagues to pool our collective resources and deliver on our priorities. The opportunity to improve the health and well-being of residents across the City region by preventing ill-health, promoting self-care and independence, arranging local, community based-support whenever possible underpins the work and supports the Strategic Plan for Adult Social Care in Knowsley.

### Exploring Alternative Delivery Models

To achieve our vision for care and support it will be imperative to explore ways in which services could be delivered differently in the future. The aim of this will be to save money but also to ensure the money we spend on services supports the sustainability of the local community and deliver social value as well as our value for money priorities. This includes the creation of local delivery models of support in neighbourhoods, which will reduce or delay the need for high cost, statutory care services, by developing models of care which are flexible and responsive to individual need whilst still meeting

statutory requirements.

In developing the delivery model the Council has a clear mandate to deliver services in a different way; utilising alternative delivery models such as, Teckals, community interest companies, social enterprises and mutualisation.

In the development of new delivery models there is a need to be mindful of cost effective options for residents and the Council and to ensure there is real benefit in terms of efficiencies and outcomes.

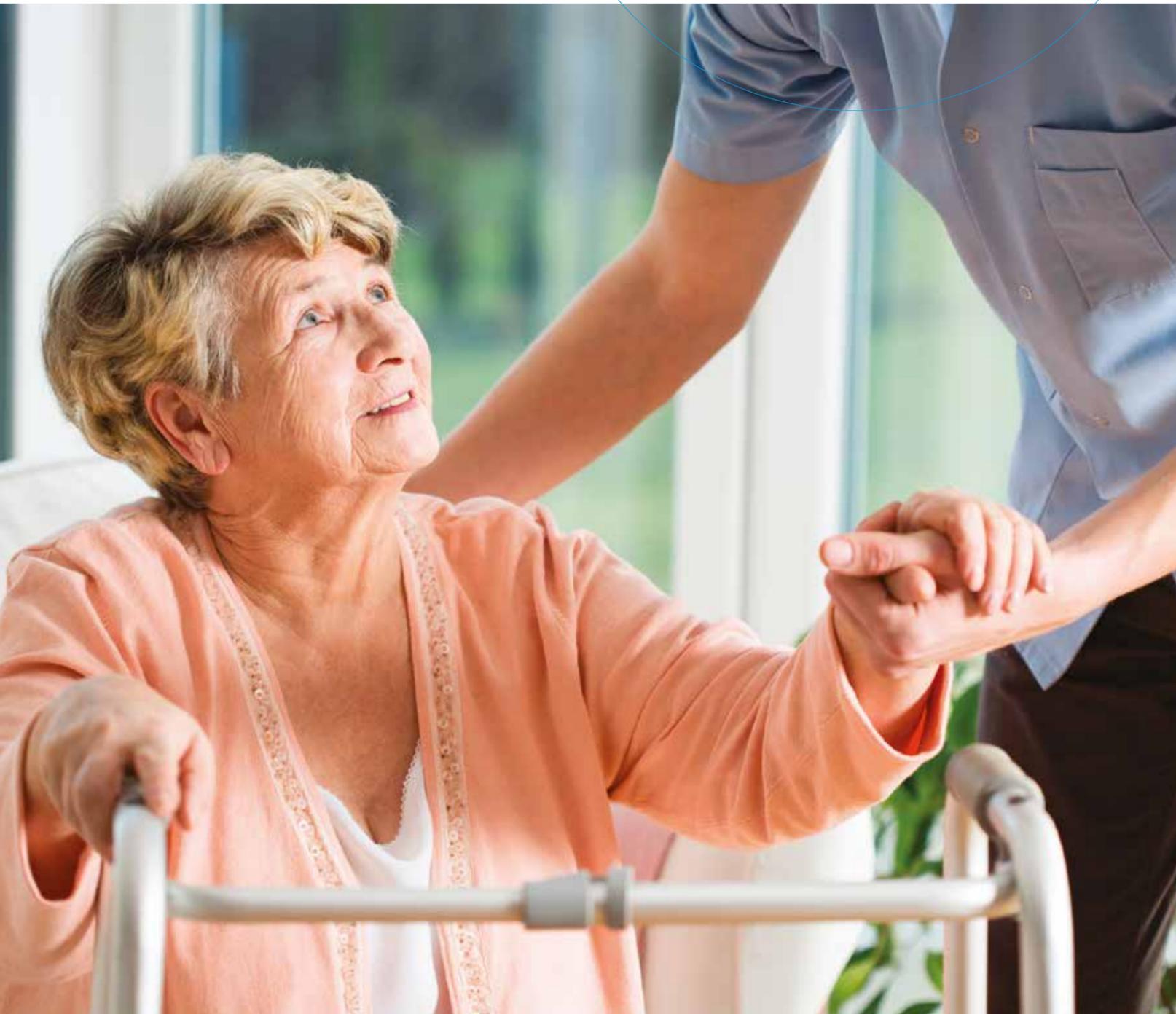
### Performance Management

A robust performance management process underpins the transformation programme. Performance against key indicators is measured and reviewed on a monthly basis and actions put in place to improve areas of underperformance. This includes actions to improve internal processes but also to develop local care and support services to ensure they are meeting the Council's needs and expectations.

This performance framework is supported and challenged by the corporate performance team to provide additional scrutiny and support improvement.

The Council is also engaged in regional improvement programmes to support whole system and sector led improvements with key partners.





## The Transformation Programme

The Transformation Programme has six areas each with identified priorities and milestones. These outline what we will achieve over the next three years.

### Prevention and Early Intervention

Prevention will be the underpinning principle of care and support. At every stage of a person's journey through social care, consideration will be given to how their independence can be maintained or retained. Support from statutory services will complement the assets and resources people have within their own lives, families and communities to ensure that people receive the right support, at the right time, in the right place and to reduce the demand on intensive and expensive support.

#### We will:

- Introduce an asset based approach to assessment and care planning to maximise the use of community services.
- Invest in early intervention and prevention services to prevent and delay people's needs deteriorating.
- Develop services to prevent hospital admissions and reliance on residential care.
- Ensure up to date information is always available to support residents to choose services.

### Pathways to Independence

Access to care and support will be clear and transparent and there will be good quality information and advice available at every step of the journey. Social care will be integrated with health as much as possible to create a more efficient and easy to navigate pathway. Carers will be supported to have a life outside caring and to manage their role as carers.

#### We will:

- Provide services to meet needs when families and communities cannot without delay.
- Develop new models of integrated services with key partners to be more efficient.
- Care will be focused on the individual and will be cost effective.
- Enhance community services to reduce the reliance on residential care service.

## Safeguarding

People who are at risk of or are experiencing abuse or neglect will be protected by a robust safeguarding process that is understood by all partners who are clear about their responsibilities. The person at risk will be at the centre of the process, their wishes and expectations will be met and risk reduced as much as possible.

### We will:

- Ensure that thresholds for safeguarding are understood by all partners, meaning only the most appropriate referrals are being made to the safeguarding team.
- Embed the making safeguarding personal guidance to ensure safeguarding enquires meet the persons wishes and expectations and they are involved throughout the process.
- Develop a Quality Assurance Unit to ensure that the safeguarding process is routinely audited and there is a focus on continued learning and improvement.
- Work with partners to manage risks and develop more risk aware communities.

## Service Development and Commissioning

The local market for care and support services will be modernised by ensuring there is a good range of quality care options for people to choose from. More modern services options will replace outdated traditional models of care. There will be a continued focus on preventing people's needs deteriorating and developing services that meet people's individual needs and wishes. Quality of service provision will be improved and more services will be commissioned jointly with key partners such as health and housing.

### We will:

- Develop the local market to increase the choice and availability of new service options.
- Ensure commissioned services are good quality, keep people safe and deliver value for money.
- Explore an integrated commissioning model for public health, social care and health.
- Develop new models of care in all key areas of commissioned activity including nursing and residential care, support for people with disabilities, support for people with mental health needs and carers.
- Consider alternative delivery models as part of all key commissioned areas to ensure the medium and long term sustainability of Adult Social Care.

## Provider Services

Knowsley Council Provider Services include; Adult Disability Day Services, Respite Care, Shared Lives, Older People's Day Service and a Network of Supported Living Homes. The Purpose of Adult Provider Services is to provide excellent person centred care that supports healthy lifestyles and meets the needs of individuals. This is achieved through good quality care and support that is outcome focused, person centred and maximises community assets.

### We will:

- Redesign services to meet current and future needs by developing alternative delivery models
- Enhance the range and type of services available by working with commissioners and communities
- Increase opportunities for employment, training and volunteering for current service users.
- Ensure young people who are transitioning have greater choice of services as they enter adulthood

### We will:

- Support the redesign of systems and services.
- Maximise the benefits of technology for staff and service users.
- Develop improved performance monitoring.
- Improve financial management and reporting.

## Financial Planning

In 2015/16, the Council's Annual Budget Strategy focussed on 80% Spending Plans for the majority of Council services excluding Adults' and Children's Social Care services. Therefore, social care services have been largely protected to date. The next phase of the Council's Financial Strategy has focused on Social Care, savings targets of £2.153m for 2016/17 and £3.111m for 2017/18 have been approved. This equates to £5.264m or 11% saving of Adult Social Care's net budget. Adult social Care is also required to manage an underlying budget pressure of £0.919m in 2016/17, resulting from demand pressures in previous years.

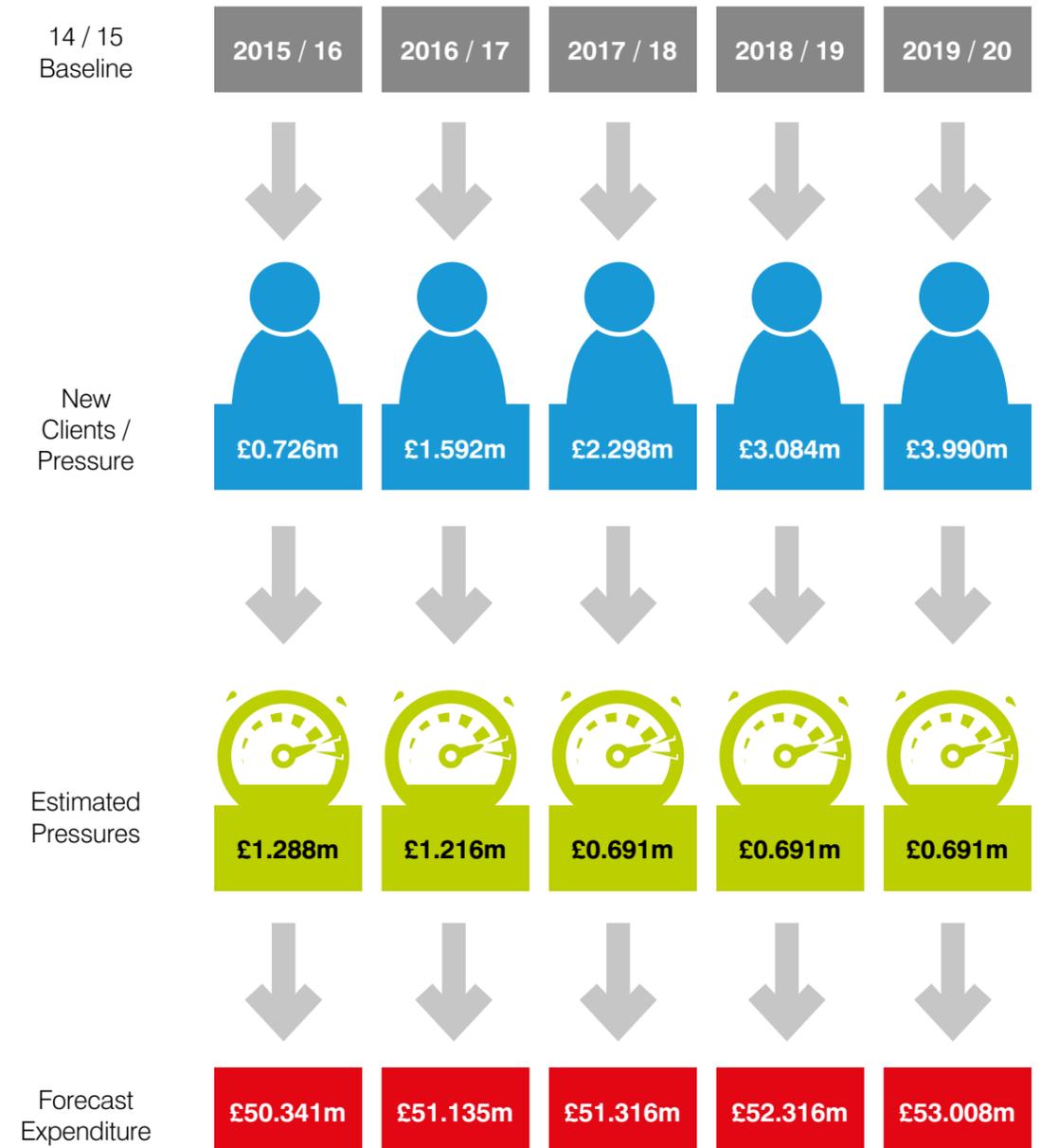
The highest spend is on care is for support at home £26.432m, this includes supported accommodation and home care. This is followed by care and accommodation £15.771m, which includes residential and nursing care. A smaller proportion is currently spent on prevention £3.987m, such as aids and adaptations and carers. For the Adult Social Care budget to become sustainable, it is essential that there is a shift towards more preventative spend to reduce the costs of the higher areas of spend.

### Demographic Pressures

Nationally, demographic pressures such as increasing numbers of older service users with complex health needs will add a significant burden to the already stretched and reducing resources for adult social care services. Analysis of population projections indicates that demographic change is likely to have significant impact on demands for adult social care services. This is not sustainable and requires a whole systems approach to resolve.

The picture below shows the number of existing service users expected over the next five years and the impact of new service users to the forecasted expenditure on adult social care. This illustrates that in 2020 if there is no whole systems change then the forecasted expenditure would increase from £50m in 2015/16 to £53m in 2019/20.

## The position in 2020 without intervention



Figures are sourced from PANSI (projecting adults need and service information)

## The strategy for delivering a sustainable budget in Adult Social Care

The strategy for delivering a sustainable budget in Adult Social Care  
The priority for Knowsley Council is to deliver a model of adult social care that is sustainable and ensures that we can meet the needs of Knowsley residents now and in the future. The transformation programme in its entirety will support this by focusing on prevention, developing services to replace expensive and intensive models of care such as residential and by integrating with partners to make the best use of limited resources. In addition to this, following a series of intensive service reviews and a diagnostic exercise, the following areas have been identified as areas where savings and efficiencies could be made:

- Re-negotiating external care contracts
- Review of high cost expenditure
- Review of lower cost expenditure
- Improved efficiency
- More and better use of technology
- More and better use of Reablement
- Investing in managing demand

### Monitoring of the programme

The progress of the programme will be monitored and reviewed regularly. Stakeholder views will be sought and will influence and shape service development and delivery.

Healthwatch will play a key role in providing support and challenge and we will continue to work with partners to reduce demand and improve the quality of the services offered.

An annual review of the programme will be undertaken to ensure that it is impacting positively against the measures set out in the Adult Social Care Outcomes Framework (ASCOF), and progress will be reported through the corporate performance management framework and business planning processes.



