



Torbay Council Overview & Scrutiny Board

Wednesday 13th October 2021

Presentation by

Steve Holman, TSDFT Associate Director of Operations for Torbay

Steve Honeywill, Torbay Council Head of Commissioning



Adult Social
Care
Improvement
Plan (ASCiP),
Hospital
Discharge and
Market Shaping

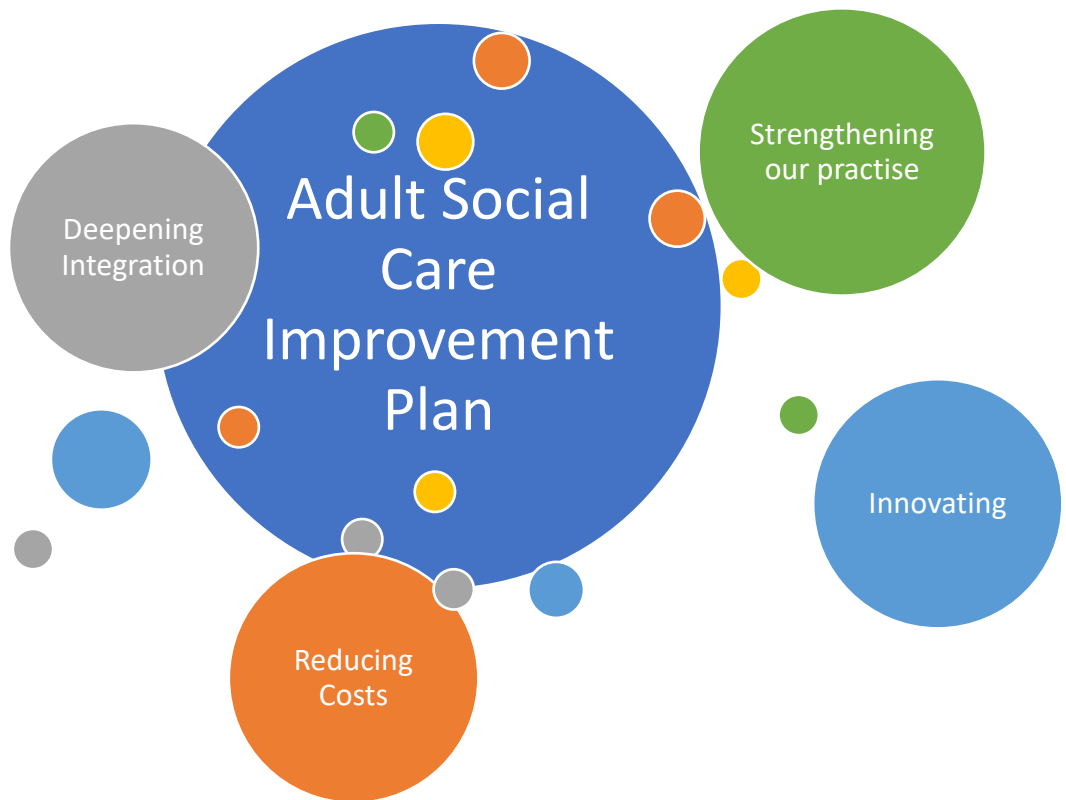


Vision: Thriving people in thriving communities

- Our residents have a place to call home in a community they can be part of, while being empowered to achieve what matters most to them through the best care and support available.
 - **Mission**
 - We will work with our local community to support residents in Torbay to maximise their own wellbeing and independence, advising and guiding them around the best health and social care systems for them. Those who offer and provide support services will feel empowered to enable people to engage fully in their own decision making on choices of care. By working with our community this way we will create a new way of supporting each other to achieve wellbeing for everyone - those receiving support and personal assistance and those giving it.
-

What drives the ASC Improvement Plan?

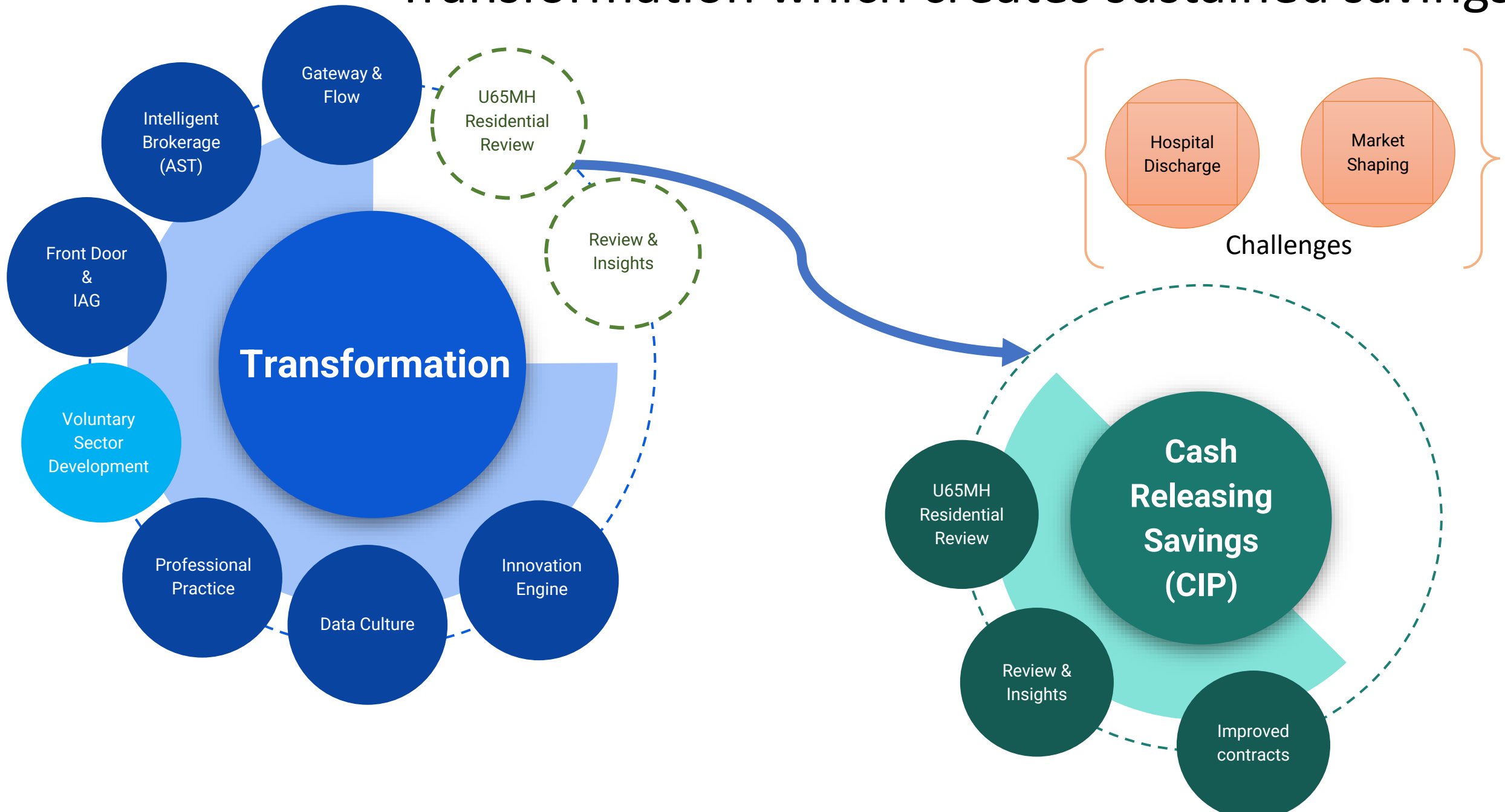
Vision	Transforming Adult Social Care				
Mission	Transforming Torbay Adult Social Care to be the best for innovation, partnership and strength-based working				
Strategic Priority	Cost Reduction	Asset/Strength-based	Innovation	Efficiency	Effectiveness
Strategic Result	The actual cost of ASC in Torbay	Collaboration and values of capacity, skills, knowledge and potential in individuals and communities	Starts with the end in mind” identifies long-term opportunities and then “bridges back to the present”	Input to processes are reasonable: Less at statutory front door, less failures & stops in the process	Staff and Communities who are part of ASC experience good outcomes and positive impacts



Torbay and South Devon
NHS Foundation Trust

TORBAY COUNCIL

Transformation which creates sustained savings



PROJECT	KEY PRIORITIES		
Front Door	Care Act 2014: Prevention	Connecting to our communities	Reducing dependency on ASC
Gateway & Flow	Effective flow of people in ASC	One Bay wide service	Front End & Complex Care Service
Intelligent Brokerage	Care market knowledge	Care market relationships	Arranging affordable care
Information, Advice & Guidance	Understanding demand	Meeting demand	Building relationships between IAG providers
Professional Practice Improvement	Care Act compliance	Effective social work practice	Creative solutions with community partners
Data Culture	Understanding demand for ASC services and flow	Support care market capability	Plan for the future
Innovation Engine	Pipeline ideas from staff quickly	Support improvements across the integrated organisations	Enable change more quickly
Future QAIT	High quality assurance monitoring of Providers	Support Care Providers to be high quality	Improve regulatory compliance monitoring
Under 65 Mental Health Residential Review	Reduce unnecessary reliance on residential care	Support people to make their own decisions	Person-centred approach to accommodation
Review & Insights	Outcome focused packages which support not disable	Review clients in areas where Torbay benchmarks poorly – U65	Use a Community-Led Approach
Improved Contracting	Improve our Provider Frameworks	Ensure Value for Money	
Hospital Discharge	Begin discharge planning on admission	Use a “home first” approach	Analytical tools that can help discharge planning teams

Financial Impact of ASC Improvement Plan

- As part of the Joint Risk Sharing Agreement 2019, a £6 million savings target over 3 years was agreed
- The anticipated target for each year was £2m
- In Year 1 (2021/22) current savings are £1.7m, 86% of the year 1 target

ASCiP saving requirement FYE 21/22	ASCiP CIP contribution FYE 21/22	ASCiP % Savings Completed
£2,013,776	£1,729,617	86%

Key areas contributing to a financial saving:

- Working within our Provider Framework
- U65MH Residential Reviews
- Review & Insights: Outcome-focused support packages

FYE: When the amount entered reflects the whole year
CIP: NHS Cost Improvement Plan

Focus on: Front Door Project

Effectiveness of test of change



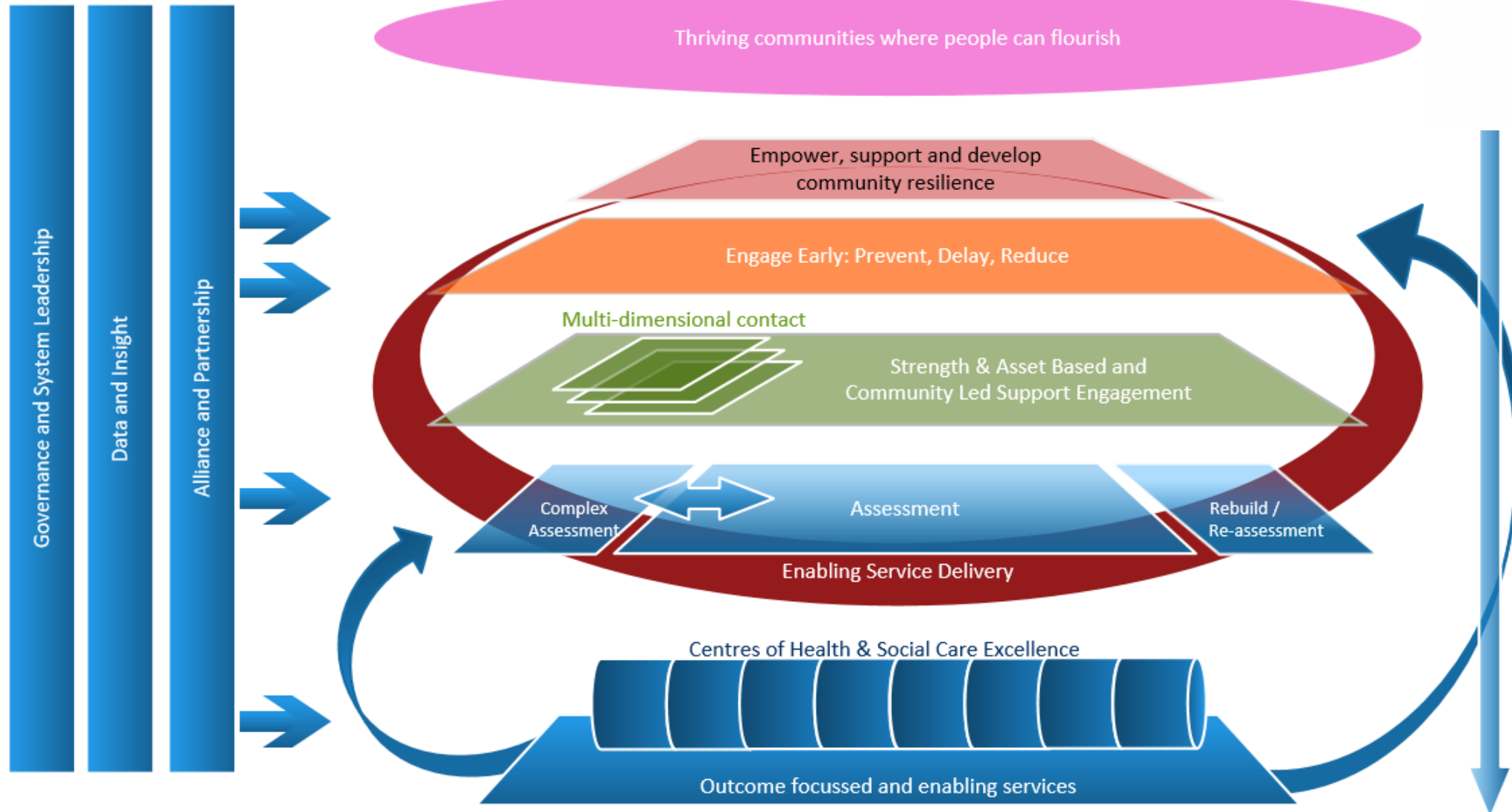
ASC Front Door

Overarching objective of finding solutions for people and their problems where impact is demonstrated in terms of diversions from formal care and delivering good outcomes, by:

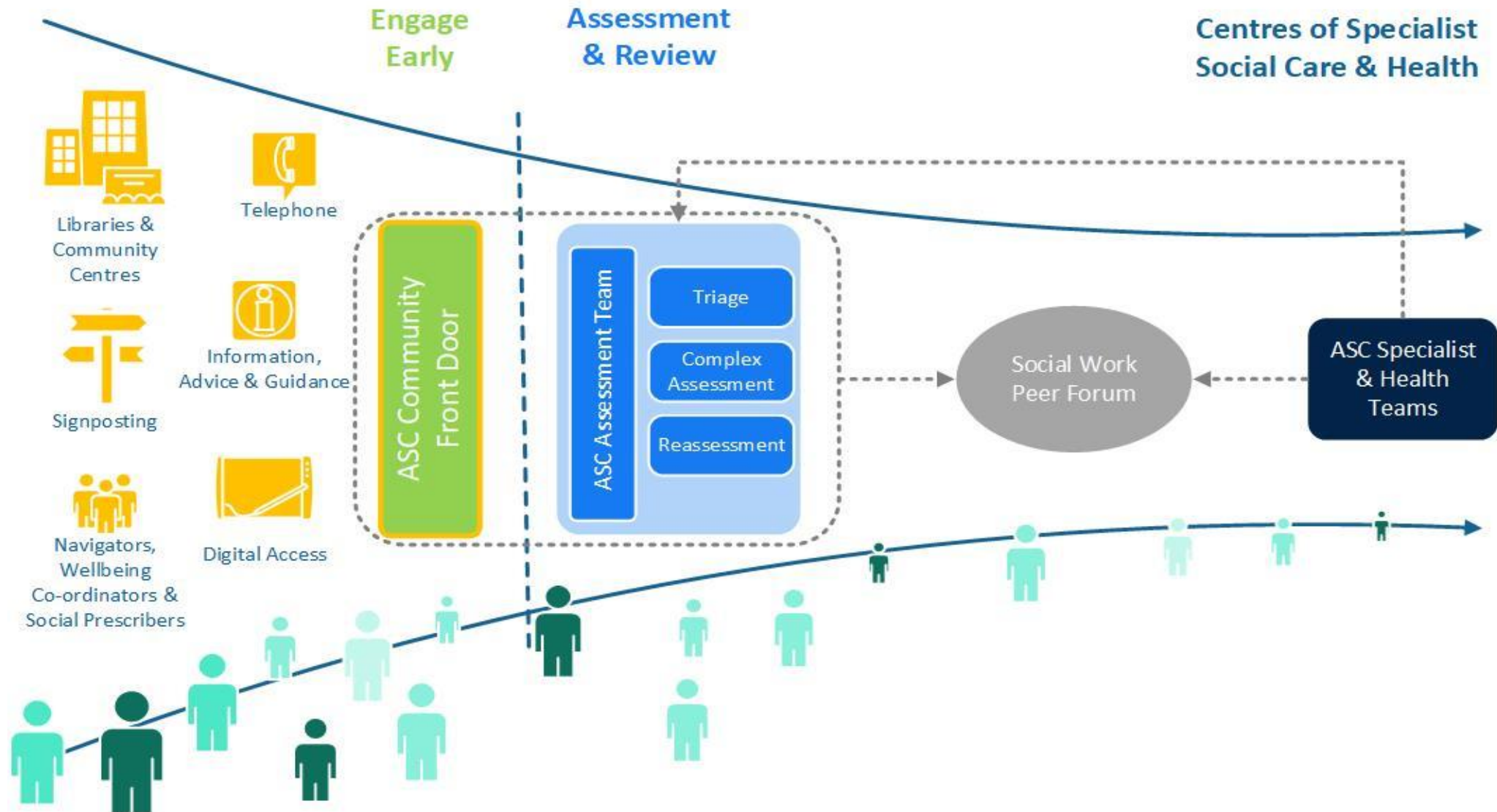
- Rationalise, standardise and improve communication and contact channels
- Further establish, increase and make consistent asset-based working
- Develop organisation, performance and commissioning data and intelligence
- Fit to the broader model of Torbay ASC and support integration
- Under the Care Act 2014: Prevent, Reduce & Delay reliance on statutory services



Adult Social Care Model



Flow through Adult Social Care



How the Front Door meets statutory requirements

The community helpline will help identify preventative services that are already available within the local community and link people in to these.

The community helpline will help to identify gaps in resources that may help prevent further needs arising within the local population.

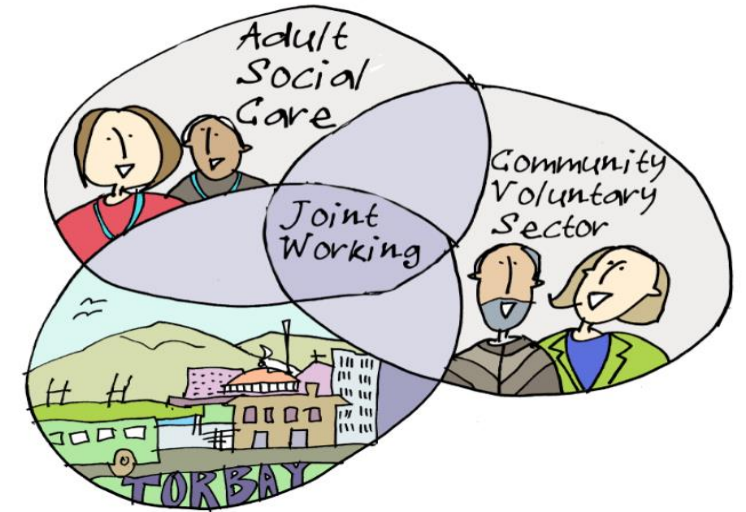
Will provide high quality Information, Advice and Guidance.

Will undertake wellbeing conversations that will help to inform Care Act assessments and promote 'empowerment' giving people control over their day to day lives.

Will provide a proportionate response to people needs.

Will reduce time spent by Social Care staff gathering basic information and allow the workforce to focus on high quality Care Act assessments and support planning.

Promotes partnership working across health, social care and with the community.



Prevention and wellbeing are fundamental in Care Act 2014

Front Door Achievements

Integrated working

- Building on COVID Helpline
- Engaging Community Networks
- Social work & Vol sector joint training
- Data-driven approach – telephony and recording
- Integration between social care, commission and community

Effective Front door

- Over 4 months, 242 people were referred into the Community Helpline
- 47 people came back through to ASC for further assistance
- Of those 47 people, a dual approach between statutory and community/voluntary was found

What support was given?

- Information & Advice
- Community Builders
- Telephone befriending
- Housing
- Mental health
- Finance & Benefits
- Shopping
- 369 total supports were given

Insight

- Loneliness
- Housework and washing – unable to fund themselves
- Sitting service – dementia
- Home visiting – informal chat and company
- Need for improved Information, Advice & Guidance

Improved information for commissioning to support better outcomes in communities

Effectiveness: 20% of people are finding support and solutions within our communities

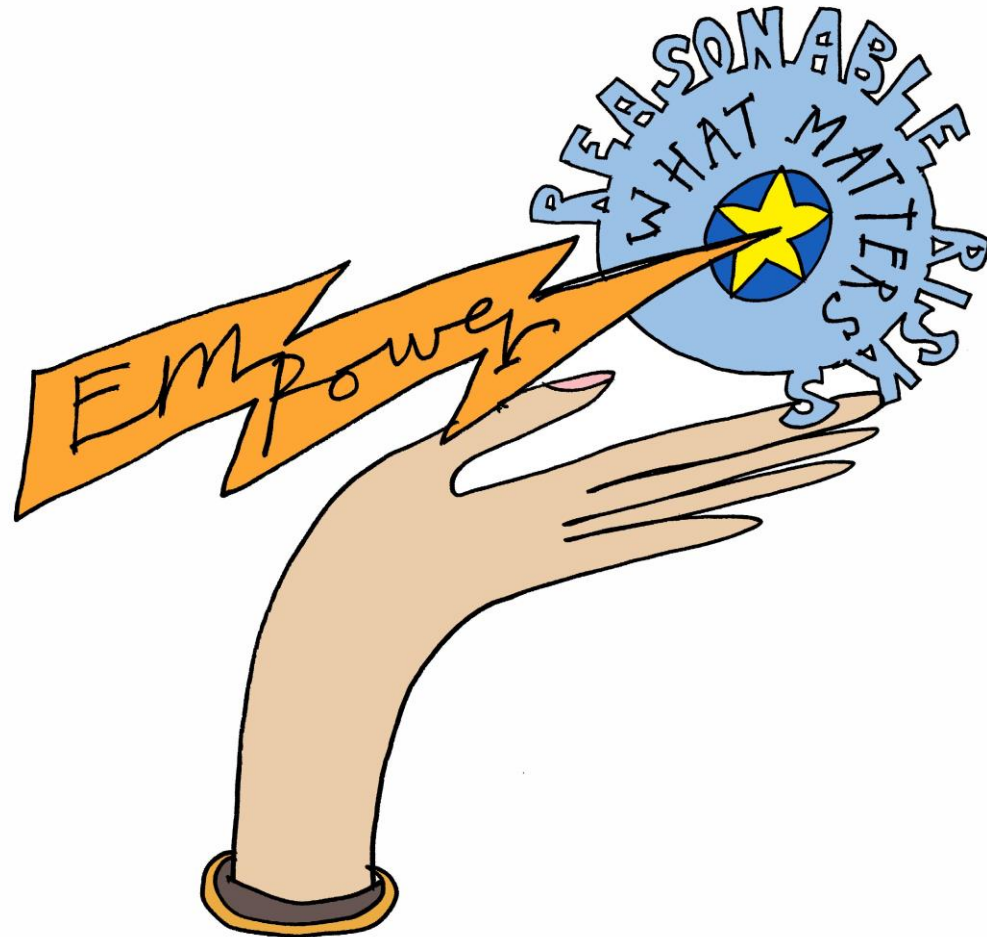


Hospital Discharge Project Planning

- Torbay Council will work with TSDFT to formulate a plan to improve hospital discharge, and work alongside adult social care and community partners
 - Planning for a patient's discharge from hospital is a key aspect of effective care and some will have ongoing care needs that must be met in the community.
 - Meeting the ongoing care may involve specialised equipment at home or daily support from carers to complete the activities of daily living.
 - Planned in advance of the patient's return home, to ensure that there is no gap in the provision of care between the discharge from hospital and the initiation of community services is widely recognised.
 - Flow of information about the patient must also be handed over from the hospital team to the community team so an informed plan of care can be put into place.
 - Discharge planning is vital: poor discharge planning may lead to reduced quality of patient outcomes and delayed discharge planning can cause patients to remain in hospital longer than necessary.
 - The current challenges in the Provider Market will impact hospital discharge and this is discussed later in more detail under the heading Market Shaping .
-

Focus on: Direct Payments Project

Improving personalisation



Direct Payments

Support for individuals can be delivered in several different ways. Under Direct Payments self-directed support is where the person takes responsibility for managing their own support arrangements.

Using Direct Payments in this way can enable people to find more **creative, personalised** and **effective ways** of getting their needs and outcomes met.

Support plans are developed with their key worker and they will take charge of the money required to meet the eligible care and support needs and outcomes that have been identified.

In Torbay there are currently 453 Adult Social Care Direct Payments in situ (as of 30/07/21)

Direct Payments are a TSDFT corporate risk in terms of the processes which underpin the use of direct payments

The project will also support the re-procurement of a Direct Payments Service and work alongside partners in Plymouth and Devon.

The project has key aims:

ASC Strategy

- A refresh of the strategy for using Direct Payments

Effective process

- Confidence, consistency and clarity in the implementation of Direct Payments

System-wide

- Bringing together the individual, their carer (where appropriate), the practitioner involved and the wider system

Focus on: Review & Insights Project

Ensuring that all support packages are strength-based and outcome-focused.



Review & Insights Project

Progress

Reviewing the following areas has been undertaken since the project started:

- Under 65's

- Direct Payment support packages

Use of the strength-based approach has seen support packages become more outcome focused

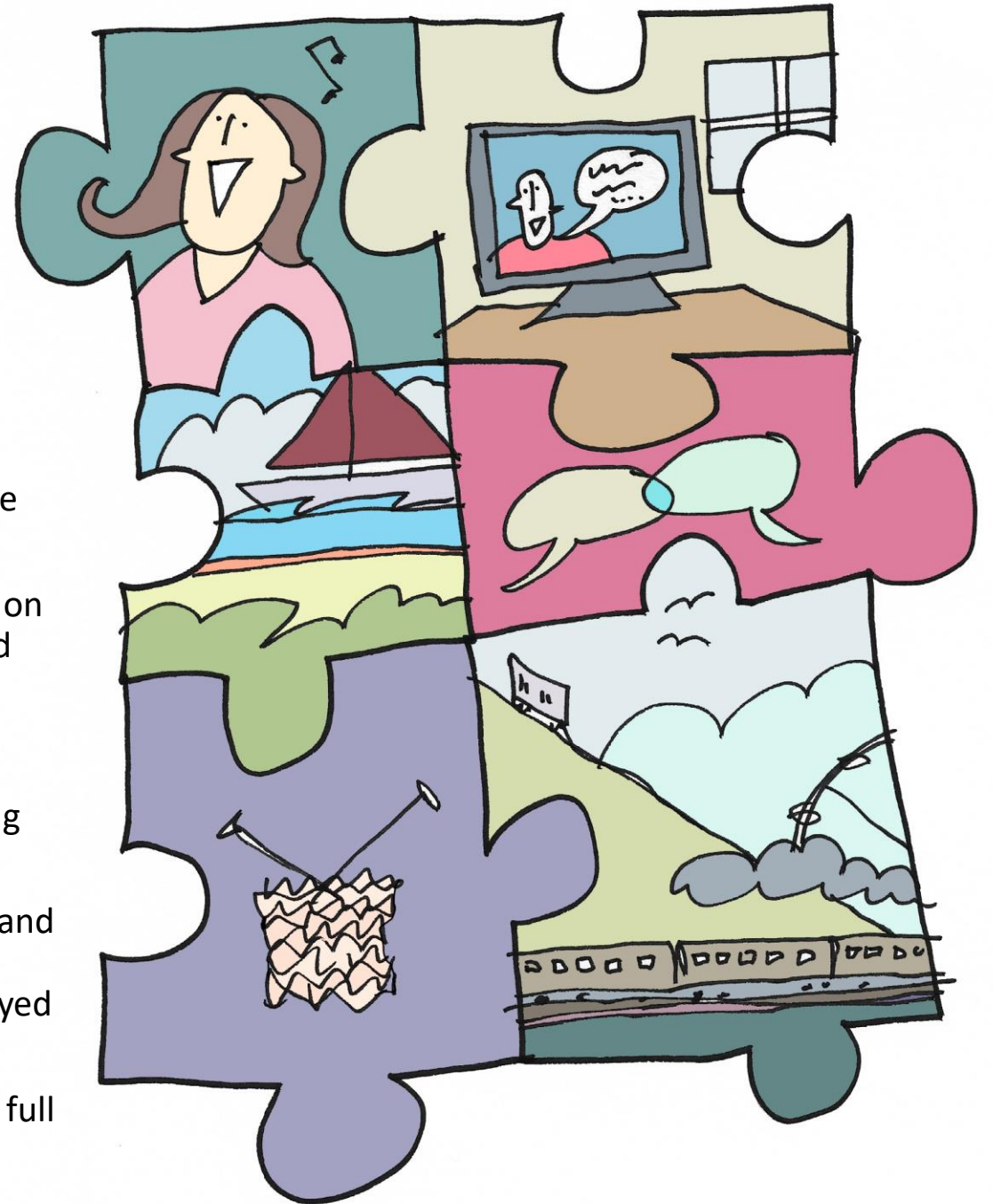
Peer review and support is a critical part of the peer-to-peer challenge on reassessing support packages to ensure key workers are strength-based and this is currently being tested as part of a standard review process

Challenges

TSDFT operational pressures during COVID lockdown and the continuing effect on staff and community services.

Unavailability of community-based and voluntary sector during COVID and the slow return of the voluntary sector as waves of COVID lockdown continued to impact sourcing community-based interventions has delayed the full community-led approach to reviewing packages

Pressures on the operational staff have meant delays in addressing the full overdue reviews list at this present time



Focus on:
Under 65
Mental Health
Residential
Review





U65MH Residential review

- Reduction in current number of long-term clients aged 18-64 with primary support reasons of mental health & cognition in residential care by moving into supported living – as per STP Housing Strategy for MH, A & LD 2018
 - Reduction in number of long-term clients aged 18-64 with primary support reasons of mental health & cognition being placed in residential care
 - Reduction in all placements (including out of area) to inadequate residential settings, working alongside market management and market shaping
 - 9 people of 44 have been stepped down to supported living in Torbay
-

U65MH Achievements

Case Study 1 - AB

AB moved to Torbay in 2013 and was a carer for her father. In 2019 AB was sectioned under the Mental Health Act (53). After being in hospital AB was then placed in residential care. In February 2021, through the U65MH Review project the client was reviewed and by July was ready to move in to Extra Care Housing.

Today, AB is taking her friend's dog out for walks, does her own shopping, visits her father, helps the Gardener, undertakes and enjoys craft work and has increased her friendship group with other residents in the Extra Care Housing scheme.

The primary aim of the project is to support AB to live in the right accommodation to suit her needs and enable her to have access to the community in which she lives.

Original Residential cost: £825 per week
New Cost: £66 per week

Case Study 2 - JK

JK lived independently in Torbay in for 6 years until having a severe mental health breakdown in 2015 and was admitted to hospital. Over the following 6 years, until 2021 JK had three reviews and all resulted with continued stay in the residential care placement. In October 2020 MHSC commence work and a MHSC Social Worker was allocated. JK was highly anxious, there were provider restrictions and expressed emotion from the family.

In February 2021 JK was allocated to the project team who started working with JK and planned to step down the residential care with a focus on JK's goals, hopes and aspirations. JK's family were engaged too and the Provider's restrictive behaviour towards JK was challenged.

In August 2021, JK moved to supported living , joined a leisure centre to swim, goes on day trips unaccompanied, volunteers in a community support role, enjoys creative witing and has joined the library, cooking, and with some support manages their own budget.

Original Residential cost: £684 per week
New Cost: £618 per week

Information, Advice & Guidance (IAG)

A challenge for our system –
project initiation



Challenges we face as an integrated system with Information, Advice & Guidance

“Information and advice is fundamental to enabling people, carers and families to take control of, and make well-informed choices about, their care and support and how they fund it. Not only does information and advice help to promote people’s wellbeing by increasing their ability to exercise choice and control, it is also a vital component of preventing or delaying people’s need for care and support.”

- Care Act 2014

- Bringing together our knowledge and networks to provide high quality information advice and guidance to our Torbay communities in a way they find accessible
- Knowing when we have failed demand for information and advice, and then working to resolve the issues together
- Taking a system-wide view point, involving stakeholders which includes the communities with whom we work and live alongside, at the beginning of the project to build our strategy
- Improve our Care Act 2014 compliance with regard to information, advice and guidance

Market Shaping

Commissioning support and challenges

Commissioning Support to the independent care sector market

- Support with government grants during the pandemic to maximise use of funding and its impact across the sector to improve care environments and support the work force
- Targeted interventions in the market to endeavour to support providers to ensure key services are maintained. That has ranged from capital funding support to maintain capacity and financial support during the pandemic to those most impacted, e.g., reduced occupancy.
- Approval of the Commissioning Strategy and Market Blueprint earlier this year that outlines clear evidence and messages about market priorities in the long term. We wish to support the development of quality Nursing Care, Domiciliary Care and support for Housing based preventive Care such as Extra Care schemes.
- Commissioning role regarding the function and form of the envisaged two Extra Care Housing schemes at Torre Marine in Torquay and Crossways in Paignton.
- Supporting the sector to encourage vaccination uptake to protect vulnerable clients.
- An enhanced working relationship between the Council Market Shaping function in the Council with colleagues in Torbay and South Devon NHS to better coordinate planning day to day and strategically. With this arrangement we have commenced using Better Care Fund monies to co- design and test practical ideas coming from providers to help their businesses on issue such as recruiting and retaining staff.

Challenges facing the Independent Sector Care market

The Commissioning functions

Enabling the provision of social care to be part of a thriving economy by the Council taking a well-planned, fiscally responsible interventionist approach to the adult social care market in Torbay. Doing so reduces the cost and supply risks inherent in a purely market-led approach, allowing the local system to meet current and future demand with excellent services alongside creation of new jobs, support of local service industries and improvements to Torbay's caring economy

Market challenges

- Recruiting and retaining staff: Providers across all parts of Adult Social Care struggling to recruit in a competitive labour market for pay, terms and conditions and incentives. In recent months it has become an employee's market.
- Some vaccine hesitancy is a concern for some providers who we are working with closely to mitigate this impact on quality and safety.
- Post pandemic hangover – All sectors of providers report fatigue and exhaustion with carers and that they are still managing the pandemic day to day, the “we are all in this together” phase feels like it is behind us, is now often said.
- The commissioning team have good market intelligence and dialogue with the independent care sector, however for natural reasons providers may feel nervous expressing difficulties about their future in the public domain.
- Residential and Nursing homes: Recruitment a key issue and fees levels leading to profitability and sustainability worries.
- Some providers have exited the market on small-scale others and now others are voicing significant concerns regarding viability.
- Domiciliary Care: Our Living Well @ Home framework has been a successful model; however, demands have increased since the pandemic and aligned to recruitment and retention issues the position is now more concerning. We are working closely with the sector to support them.
- Supported Living and Extra Care Housing : This part of the market of raising viability issues, during September we received a range of requests for fee uplifts and some signalling they may leave the market if current rates maintained, a plan with being developed to actively respond to this by the Council and our NHS partners.
- Many providers expressing worries about maintaining the quality of care to their clients given the accumulation of the above factors.
- Loss/reduction in government grants: A reliance of short-term government funding may be an issue when this non recurrent financial support help ends.
- All these matters combined are reducing our ability as a system to maintain our good performance regarding Hospitals Discharge and minimising delays.

Summary

Profitability and sustainability are escalating concerns for providers across the whole care market. Further provider failure and market exit are real possibilities, but we continue to work tirelessly to help and support.