

KENT COUNTY COUNCIL

ADULT SOCIAL CARE CABINET COMMITTEE

MINUTES of a meeting of the Adult Social Care Cabinet Committee held at Council Chamber, Sessions House on Wednesday, 1st December, 2021.

PRESENT: Mr A M Ridgers (Chairman), Mr S Webb (Vice-Chairman), Mrs P T Cole, Mr N J Collor, Ms K Grehan, Ms S Hamilton, Ms J Meade, Mr J Meade, Mr D Ross, Mr T L Shonk, Mr R G Streatfeild, MBE, Mr R J Thomas, Ms L Wright and Mr P Cole

ALSO PRESENT: Clair Bell

IN ATTENDANCE: Richard Smith (Corporate Director of Adult Social Care and Health), Chris McKenzie (Director of Adult Social Care and Health North and West Kent), Michael Thomas-Sam (Strategic Business Adviser, Social Care), Lisa Clinton (Stakeholder Engagement Manager), Sharon Dene (Senior Commissioning Manager), Simon Mitchell (Senior Commissioner), Georgina Walton (Design and Learning Centre Manager) and Hayley Savage (Democratic Services Officer)

UNRESTRICTED ITEMS

24. Apologies and Substitutes
(Item. 2)

Apologies for absence had been received from Mr Weatherhead. Mr Cole was present as substitute for him.

25. Declarations of Interest by Members in items on the agenda
(Item. 3)

Ms Meade declared an interest as a carer and Miss Wright declared an interest as an appointee for a family member.

26. Minutes of the meeting held on 29 September 2021
(Item. 4)

It was RESOLVED that the minutes of the meeting held on 29 September 2021 were correctly recorded and they be signed by the Chairman when this can be done safely. There were no matters arising.

27. Verbal Updates by Cabinet Member and Corporate Director
(Item. 5)

1. The Cabinet Member for Adult Social Care and Public Health, Mrs Clair Bell, gave a verbal update on the following:

Local Government and Social Care Ombudsman Public Report on Deprivation of Liberty Safeguards (Dols) in Kent - Mrs Bell had written to the Ombudsman on 11 October 2021 advising that the Council would not be complying with all of the recommendations. The Council had received a response from the Assistant Ombudsman confirming that the outcome had been

recorded 'remedy not complete but satisfied' and this had ended their involvement.

Carer Strategy Online Workshops – Mrs Bell said engagement workshops for the development of the draft Carers Strategy had taken place and Members were advised that the final online workshop would take place on 2 December 2021.

Romney Marsh Community Hub - Mrs Bell visited the Romney Marsh Community Hub in New Romney on 21 October 2021 along with local Member Mr Hills and the Vice-Chairman of the Council, Ms Game. The service had supported the local community throughout the pandemic and continued to provide, in partnership with several organisations, opportunities for the over 50s to participate in a variety of activities to aid health and wellbeing.

Mental Health Wellbeing Awards - Mrs Bell attended the Mental Health Wellbeing Awards on 22 October 2021 along with Dr Allison Duggal, Interim Director of Public Health. The event included many nominations and winners who had lived experience of mental health.

Empowercare – Empowercare, an EU funded project with 13 partners across 4 countries, was currently running a pilot to test various technology schemes and the training of volunteer digital ambassadors to provide support. The project was supported by Canterbury Christ Church University and on 8 November 2021 the Council hosted the annual partnership event.

Virtual Dementia Tour Bus Experience - Mrs Bell took part in the experience, which visited Maidstone on Tuesday 9 November 2021. The experience included practical tips on what could be done to help people living with dementia. Mrs Bell said further dates in Maidstone had been scheduled for 2022 and she would provide information on the Alzheimer's Society initiative, *Dementia Friends Information Session*, for those who were interested.

2. The Corporate Director of Adult Social Care and Health, Mr Richard Smith, then gave a verbal update on the following:

Future Events with Care Providers - Mr Smith said there would be a round table event on 9 December 2021 with care providers and the Council's senior leaders regarding the immediate response to challenges over the Christmas period. A Care Summit event in March 2022 would bring together national and local leaders in the care sector and would cover a medium to long term approach on how the care market could be supported in a more sustainable way.

Adult Social Care Reform White Paper – Mr Smith said this was an important milestone and the operational team were considering the Council's responses.

Operational Staff Update - Mr Smith said Ms Julie Davidson was leaving the Council after several years and recognised her invaluable contribution to the Making a Difference Every Day strategy (MADE) and her support as Principal Social Worker. Mr Carl Griffiths, Interim Senior Responsible Officer for MADE was also leaving and his role would be filled by Ms Helen Gillivan, Head of Business Development. Mr Smith said Mr James Beale had been appointed as

Director for East Kent and would be joining the team in February along with Dr Anjan Ghosh who had been appointed to the permanent role of Director of Public Health. Ms Jenny Anderton would provide interim leadership support to East Kent to ensure continuity and stability.

3. It was RESOLVED that the verbal updates be noted.

28. 21/00091 - Making a Difference Every Day: Our Strategy for Adult Social Care in Kent, 2022 - 2027

(Item. 6)

1. Mr Thomas-Sam introduced the report which presented the revised strategy for consideration following the consultation on the draft 'Making A Difference Every Day – Our Strategy for Adult Social in Kent 2022 to 2027'.
2. Mr Thomas-Sam, Ms Clinton and Mr Smith responded to comments and questions from the committee, including the following:
 - (a) Asked what the financial implications of the strategy were for the Council Mr Smith said the strategy was focused on the people's needs and their choices in meeting those needs, and that costed delivery plans would sit alongside it; and
 - (b) Asked how the views of carers would be considered in developing the Carers Strategy, and how this would interact with the larger strategy, Ms Clinton said the Carers Strategy would be steered by pre-consultation engagement which included carers and a carers research study which was commissioned to look at the relationship of the carer with the person being cared for, the wider family unit and key life stages.
3. It was RESOLVED that the decision proposed to be taken by the Cabinet Member for Adult Social Care and Public Health to:
 - a) Adopt the 'Making A Difference Every Day – Our Strategy for Adult Social in Kent 2022 to 2027';
 - b) Delegate authority to the Corporate Director Adult Social Care and Health to refresh and/or make revisions as appropriate during the lifetime of the strategy; and
 - c) Delegate authority to the Corporate Director Adult Social Care and Health to take relevant actions, including but not limited to finalising the terms of and entering into required contract or other legal agreements, as necessary to implement the objectives of the strategy, be endorsed.

29. 21/00103 - People's Voice Contract (including Healthwatch Kent)

(Item. 7)

1. Mr Mitchell introduced the report and said the People's Voice Contract encompassed HealthWatch Kent, a statutory responsibility for the Council, as well as wider resident and community engagement. The current contract would expire on 31 March 2022 and a short contract of six months was required to

allow a procurement process to take place. Mr Mitchell responded to questions and comments from the committee, including the following:

- (a) Asked how HealthWatch was provided in other Councils, Mr Mitchell said HealthWatch was an independent organisation and some Councils had HealthWatch on its own or combined it with other areas. Mr Mitchell said HealthWatch produced regular reports and a work plan was being produced jointly with NHS CCGs and Medway City Council.
- (b) Asked whether Kent and Medway CCG's decision to continue with the contract would be known before the main procurement took place Mr Mitchell said Kent and Medway CCG contributed towards the peoples' voice element, specifically around mental health, and agreement was in place with Kent and Medway CCG for the next financial year;
- (c) Asked whether the contract would be changed to a longer term Mr Mitchell said the aim was to have a 5-year contract to give stability to the provider. At present a 3-year fixed term contract with two single year extensions was being considered;
- (d) Asked whether financial penalties for non-compliance would be included in the contract Mr Mitchell said incentives to perform against KPIs would be built into the procurement process; and
- (e) Asked whether one or multiple providers would be considered Mr Mitchell said the current structure included a lead provider working with smaller providers. Engagement and feedback from local communities, residents and providers would be used in determining the best model.

2. It was RESOLVED that the decision proposed to be taken by the Cabinet Member for Adult Social Care and Public Health to:

- a) Approve procurement of a new People's Voice Contract, which includes the delivery of Healthwatch Kent, for a maximum of five years (three years plus two single year extensions);
- b) Approve a direct award contract, to the current provider (EK360), for a maximum of six months (1 April 2022 to 30 September 2022) to allow procurement to progress; and
- c) Delegate authority to the Corporate Director Adult Social Care and Health to take relevant actions, including but not limited to finalising the terms of the contract modification or other legal agreements, as necessary to implement the decision, be endorsed.

30. 21/00104 - Older Persons Residential and Nursing Contract Extension and Variation
(Item. 8)

- 1. Mr Mitchell introduced the report and said the Older Persons Residential and Nursing Contract which would expire on 31 March 2022 allowed for a two-year extension.

2. Asked whether there was a means of aligning contracts so that extensions were not required Mr Mitchell said the arrangement for this contract extension was in place due to the Covid-19 pandemic and the two-year extension would provide care homes with a period of stability before structured engagement with the market took place.
3. It was RESOLVED that the decision proposed to be taken by the Cabinet Member for Adult Social Care and Public Health to:
 - a) Extend the current contract in line with contract conditions for a further two years from 1 April 2022 to 31 March 2024;
 - b) Modify the contract to allow a separate Lot to be added that enables the purchasing of Pathway 3 Discharge Beds on behalf of NHS Kent and Medway Clinical Commissioning Group; and
 - c) Delegate authority to the Corporate Director of Adult Social Care and Health to take relevant actions, including but not limited to finalising the terms of the contract modification or other legal agreements, as necessary to implement the decision, be endorsed.

31. 21/00105 - Technology Enabled Care Build and Test
(Item. 9)

1. Ms Walton introduced the report and said the Technology Enabled Care project would involve an initial one-year build and test approach with the outcomes from this used to inform the option for longer-term provision.
2. Ms Walton and Mr Smith responded to questions and comments from the committee, including the following:
 - (a) Asked about the funding of the contract Mr Smith said it would be funded from the Contained Outbreak Management Fund and a market sustainability funding stream.
 - (b) Asked about risk management and the need for robust communication Ms Walton said communication was important in raising the profile of the project and promoting the benefits of different solutions. The provider of the contract would work with the Council to develop a comprehensive communications plan.
 - (c) Asked about ensuring internet access in rural areas Ms Walton said Officers were working with the Council's Digital Inclusion Project to explore the barriers surrounding connection issues and the different options available to support individuals.
 - (d) Asked how the project would benefit someone in need of care Ms Walton said it would complement care or provide people with different options. Currently there were Technology Facilitators who were working to promote the different solutions available. Ms Walton said case studies would be included in future updates to the Committee.

- (e) Asked about the cost involved in ensuring equality and providing Wi-Fi to the elderly and vulnerable Ms Walton said this was being looked at by the Digital Kent Inclusion Project.
 - (f) Asked whether specialist charities would be involved in the procurement process Ms Walton said the Technology Facilitators were currently identifying the options of support available and engagement with partner organisations was taking place.
3. A Member asked Mr Smith for further information regarding funding sources for the project for years three, four and five to be provided.
 4. The Cabinet Member for Adult Social Care and Public Health, Mrs Bell, noted the importance of the Technology Enabled Care Build and Test project in exploring options and solutions for the future, and communication in managing understandable fear and resistance.
 5. It was RESOLVED that the decision proposed to be taken by the Cabinet Member for Adult Social Care and Public Health, to provide delegated authority to the Corporate Director Adult Social Care and Health, to award the contract following the outcome of the procurement activity for the Adult Social Care Technology Enabled Care build and test approach, be endorsed.

32. 21/00106 - Development of Micro Provider Market in Kent
(Item. 10)

1. Ms Walton introduced the report and said the aim was to procure a provider with the relevant experience to work closely with individuals, communities, and the workforce to gain an understanding of the gaps in the market, plan the development of micro providers and put in place a communication strategy.
2. Ms Walton and Mr Smith responded to questions and comments from the committee, including the following:
 - (a) Asked whether care workers were included as micro providers Ms Walton confirmed they were, and micro providers would provide non-regulated care. Ms Walton said some care workers may prefer to set themselves up as a micro provider as opposed to working for an organisation;
 - (b) Asked if un-regulated care would be more difficult to monitor and control Ms Walton said a framework would be developed with the provider of the contract to ensure micro providers comply with the necessary standards including safeguarding. The support provided by the micro provider would depend on the individual's care and support needs and a care and support plan would be completed by the Social Care Team;
 - (c) Asked how the project linked to social prescribing Ms Walton said the contract provider would work with communities and networks, including social prescribers, to identify gaps and opportunities for service provision; and

(d) Asked about the funding for the project Mr Smith said it would be funded partly from the Contained Outbreak Management Fund and partly from a market sustainability funding stream.

3. A Member asked Mr Smith for further information regarding funding sources for the project for years three, four and five to be provided.
4. It was RESOLVED that the decision proposed to be taken by the Cabinet Member for Adult Social Care and Public Health to:
 - a) Award a contract to a provider who can support the development of a micro-provider market in Kent; and
 - b) Delegate authority to the Corporate Director of Adult Social Care and Health to take relevant actions, including but not limited to finalising the terms of and entering into required contracts or other legal agreements, as necessary to implement the decision, be endorsed.

33. Adult Social Care Pressures Plan 2021-2022
(Item. 11)

1. Mr McKenzie introduced the report which provided an overview of the current pressures faced by Adult Social Care and Health and the plan to mitigate those pressures to ensure service continuity and resilience. Mr McKenzie said the Covid-19 pandemic had placed additional pressures on the health and social care system and it was important to be prepared for a greater impact on the service.
2. Asked about OPEL (Operational Pressures Escalation Level) Mr McKenzie said the levels were reviewed and updated daily by each individual organisation and for the system as a whole. The current level would depend on each individual organisation, but most hospitals were currently operating at OPEL 3 or 4. Mr McKenzie said social care was under a more significant state of pressure however despite this was maintaining flow of people from hospitals into the community and was therefore typically operating at around OPEL 3.
3. It was RESOLVED that the content of the report and the Adult Social Care Pressures Plan 2021- 2022 be noted, with thanks.

34. Adult Social Care and Covid - Lessons Learned so far
(Item. 12)

1. Mr McKenzie presented a series of slides (sent to the committee before the meeting) which set out the impact the pandemic had had on Adult Social Care demand, the Social Care Market and workforce and Public Health Services, responses and solutions that had been implemented, and the lessons learnt. The presentation is attached as an appendix to the minutes. Mr McKenzie responded to questions from the committee, including the following:
 - (a) Asked about the security of personal information on platforms Mr McKenzie said the correct levels of security were used to secure the data.

(b) Mr McKenzie agreed to provide Members with further information on the 78 lessons learnt.

(c) Asked whether as many social care staff as possible had been encouraged to take the Covid-19 vaccine Mr McKenzie said the rates of take up had been good and the relevant information had been provided to staff through the provider network.

2. It was RESOLVED that the presentation on Adult Social Care and Covid - Lessons Learned so far be noted.

35. Work Programme 2021-2022
(Item. 13)

It was RESOLVED that the committee's work programme for 2021 be noted.

Adult Social Care and COVID-19 Lessons Learnt so far:

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Chris McKenzie

Director Adult Social Care and Health

Adult Social Care Cabinet Committee: Wednesday 1 December 2021

Minute Item 34

Introduction

The presentation sets out the impact that the pandemic has had on Adult Social Care Demand, the Social Care Market and workforce and Public Health Services, responses and solutions we have implemented, and the lesson learnt.

Send feedback to Stakeholder Engagement Manager, Lisa Clinton: lisa.clinton@kent.gov.uk

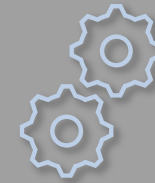
An activity was undertaken in Summer 2020 to pull together lessons learnt from across the Directorate and partner organisations.



150 lessons learnt were captured.



This included 78 lessons categorised as **positive** or **neutral** – “what worked well”

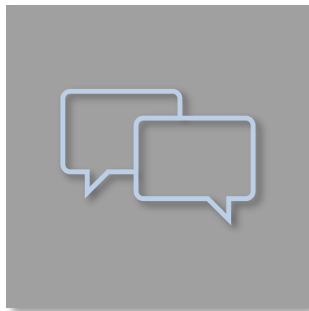


72 lessons categorised as **negative** – “what could work better”

In reviewing these lessons, several opportunities were identified to capitalise on some of the positive changes and innovations that various teams had adopted during the pandemic. The use of technology and remote / online ways of interacting were seen very positively by the people we support, who enjoyed the flexibility and freedom they could offer.

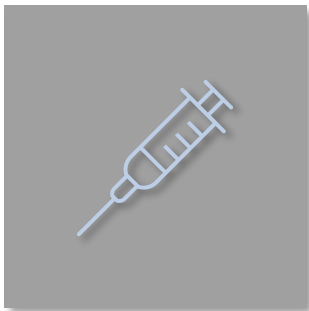
A selection of some of the positive outcomes as a result of responding to the pandemic are detailed in the next slides

Lessons Learnt – Top Themes



Communications

There were challenges in sharing information and guidance with staff, partners and providers. Often government information changed rapidly and came from multiple sources. We implemented bulletins and live events to clarify these messages from a single source. We have also been able to use communication to give information to staff and providers around Personal Protection Equipment, so they understand what is required of them to keep each other safe.



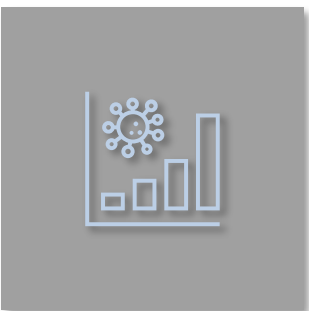
Vaccinations

The Government authorised the use of two vaccines for COVID-19, Pfizer BioNTech and AstraZeneca. This led to the start of the largest vaccination programme ever rolled out in the UK. The Kent and Medway Clinical Commissioning Group lead the roll out of the programme in Kent with support from Adult Social Care in line with the prioritised groups set out by Government.



COVID-19 Testing

There were 24 covid testing sites setup between November 2020 and March 2021 offering capacity of approximately 22,000 tests a day across the county. The sites were heavily used when they were opened and any variant appeared, but over a period of 11 months the sites were reduced as demand reduced to leave 2 sites open with a capacity of between 400 and 800 tests a day.



Infection Control Fund

The Adult Social Care Infection Control Fund was introduced in May 2020 with the Rapid Testing Fund in January 2020 to:

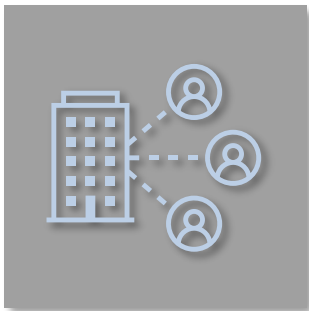
1. Reduce the rate of COVID-19 transmission within and between care settings through effective infection prevention and control practices and increase uptake of staff vaccination.
2. Conduct additional rapid testing of staff and visitors in care homes, high-risk supported living and extra care settings, to enable close contact visiting where possible.

Lessons Learnt – Top Themes



Information, Advice & Guidance

We learnt early on that many of the ways that people explored what support they could access, and the ways in which they engage with our service, could be convoluted and unclear. We are reviewing and improving all the access points to our services – our 'Digital Front Door' – to make it as simple as possible to find what you want, when you want it.



Providers / Working with the Market

We have seen a shift in types of commissioned services required, there now seems to be a national need for more care in peoples own home and people wanting more choice and control over the support they want. We are developing a further self-directed support offer and delivering services and support in new ways such as delivering day support differently, our inhouse services have expanded their offer to support the market and meet the persons needs, and we are working with smaller localities to look at what can be delivered .



Independence through Technology

It was evident that we did not have the right technology in place to support people remotely early in the Pandemic. A series of projects were started to explore different technological solutions we could implement that would enable social workers to engage with the people they support remotely and improve independence and wellbeing.

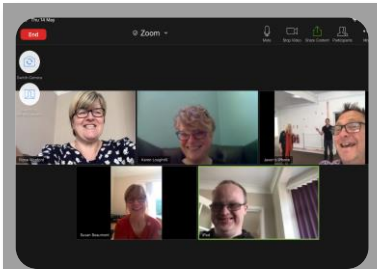
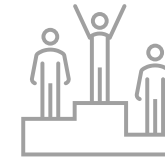


Workforce

We have seen challenges in the workforce in particular filling , personal assistant, homecare worker, senior care worker and nursing care worker roles. We are working with partners to recruit together and will be putting on a Care Summit in 2022 to discuss and explore options for the future. We have also worked with Care homes to help them become digital literate.

Independence through Technology

Making a
difference
every day



KARA

Kent, Alcove, Rethink Alliance

As part of a response to COVID-19, KCC investigated alternative ways of delivering Care and Support. Delivering elements of care virtually, minimises face to face contact and enhances the safety of our staff and service users. The Video Carephone can be delivered and set up remotely; The device is designed for those with little to no tech skills.

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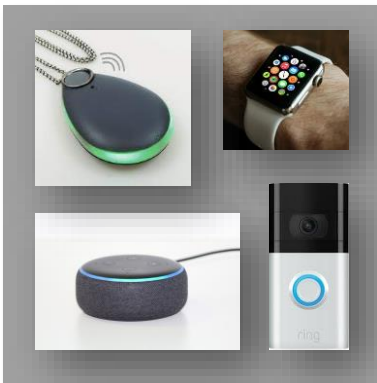
TEC

Technology Enabled Care

We have learnt by using KARA that people want more technology to help them be independent and stay in their own homes where it is safe for them to do so. We are exploring and testing the use of new technology, which can be used in place of, or to supplement traditional care packages and help people to connect with people they need to.

Examples include:

- *Wearable devices (such as smart watches)*
- *Assistive technology (such as video doorbells and medical dispensers)*
- *Apps for smart devices*



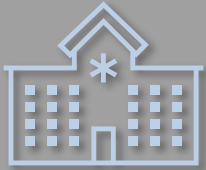
Winner...

Major Project Go Live – Rethink Partners

In March 2020, Rethink Partners, Alcove and Essex, Suffolk and Kent Councils launched a programme. Within 16 weeks it had equipped over 5,000 vulnerable adults with video 'carephones', so that they could talk to friends, family, carers and other professionals, via video, when they were unable to meet due to COVID-19 restrictions.

The strategy was to identify key groups of people, with the most need, to help them stay connected with their friends, family and care services. By the end of July 2020, the project had delivered 2,000 video carephones in Essex, 1,700 in Kent and 1,400 in Suffolk, allowing more than 1 million video calls to be made across the last 12 months.

The team also trained more than 750 health and care professionals, including those working in care homes and in the community, so they were able to support vulnerable people to use the technology and stay in contact with families and friends when contact was limited.



Discharge Pathways

Working collaboratively with partners including Kent and Medway Clinical Commissioning Group, Kent Community Health Foundation Trust and Medway Community Healthcare to review the discharge pathways across Health and Social Care in Kent and identify a set of priorities that can be delivered at pace to strengthen them.

Exploring a new system-based Bed Brokerage process in conjunction with the NHS - the goal of which is to ensure we take a joint commissioning approach when identifying, purchasing and placing people in short-term Nursing and Residential beds.



Resilient Communities

Build a dynamic directory offering information, advice and guidance. Developing and maintaining a strong relationship between communities and Adult Social Care.

Establish and develop a micro-provider market in Kent.

57% of the people Adult Social Care and Health have spoken have said our website is not easy to navigate. We also know that people want to be able to access information Advice and guidance in ways that meet their needs

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AskSARA is an interactive platform that asks simple questions and provides suggestions of equipment that could help and directs people to where they can buy it.



MOSAIC Portals

A secure interface that will enable the people we support to engage with the services they receive more effectively and directly. They will be able to collaborate with the workforce directly, receive notifications, provide additional information and view their records.



Digital Front Door

KCC will introduce a new online channel that will allow the people of Kent to engage with our services. The aim is to provide access to information advice and guidance that will enable people to understand and meet their own care needs.

It will also look to improve Kent.gov and methods by which people can contact Adult Social Care for support.