

# Adult Social Care & Health

## Adult Social Care Pressures Plan 2021-22

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### **Purpose:**

The Adult Social Care Pressures Plan describes the actions on all the key activities in place, as the Directorate prepares for anticipated levels of increased pressure in coming months.

### **VERSION HISTORY**

<b>Version</b>	<b>Date Issued</b>	<b>Brief Summary of Change</b>	<b>Owner's Name</b>
Draft 1.0	14.09.21	First draft	Elizabeth Blockley
Draft 2.0	15.09.21	Second draft – incorporating service resilience updates	Elizabeth Blockley
Draft 3.0	15.09.21	Third draft – incorporating formatting changes and updates to appendices	Elizabeth Blockley
Draft 4.0	20.09.21	Fourth draft – incorporating updates from Short Term Pathways team and update to Appendix A – Operational Pressures Escalation Plan	Elizabeth Blockley
Draft 5.0	27.09.21	Fifth draft – incorporating feedback from SMT, DMT Extended Working recommendations, ASC Risk Registers	Elizabeth Blockley
Draft 6.0	11.10.21	Sixth draft – incorporating further amendments to the Introduction and Context, Financial Implications and Operational Capacity Management Plan for Winter 2021-22	Elizabeth Blockley
Draft 7.0	15.10.21	Seventh draft – incorporating further amendments from Strategic Commissioning	Elizabeth Blockley

<b>Version</b>	<b>Date Issued</b>	<b>Brief Summary of Change</b>	<b>Owner's Name</b>
Draft 8.0	15.10.21	Eighth draft – incorporating further amendments from Adult Social Care and Health Director of North and West Kent	Elizabeth Blockley
Draft 9.0	01.11.21	Ninth draft – incorporating updates to the Finance section	Elizabeth Blockley
Draft 10.0	19.11.21	Tenth draft – incorporating additional figures within 'Operational Capacity Management Plan Winter 21-22' and 'Financial Implications'	Elizabeth Blockley

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## 1 Introduction and Context

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### Current Context

Adult Social Care and Health has managed an extremely challenging period throughout 2021; as recovery from the COVID-19 pandemic has begun, the Directorate and its partners have continued to respond to challenges on several fronts in an unprecedented environment. Whilst the COVID-19 vaccination programme has enabled a return to more normal life, Adult Social Care and Health continues to operate in the context of high demand for services, budget pressures and workforce issues, the pressures of which mean that robust contingency planning and an agile response is more critical than ever.

Local authorities have seen increased budget pressures in recent years, which has impacted on the funding available for Adult Social Care services. This is in the context of increased demographic pressures, with an aging population and people living longer with more complex needs.. Spend on Adult Social Care has inevitably increased during the pandemic to manage the increased costs of services, staffing and equipment including PPE, as well as increased levels of demand and complexity of need particularly as restrictions are lifted.

Adult Social Care now faces a significant budgetary challenge for 2021/22 and 2022/23, whilst simultaneously managing increased waiting lists for services due to the workforce pressures which are being seen across multiple sectors but are particularly acute in health and social care.

The health and social care workforce and system is under significant strain as a result of the pandemic; the NHS has significant backlogs of people waiting for elective surgeries and there are large vacancy rates in both workforce populations. Skills for Care figures from October 2021 indicated a vacancy rate of 105,000 jobs in adult social care services, which represents approximately 6.8% of the total adult social care workforce in England. Turnover rates across the sector also remain high, at 28.5% in 2020-21 and with employers reporting that retention is now more difficult than before the pandemic. NHS Digital statistics also showed that as of June 2021 there were 93,806 vacancies across the NHS in England; an increase of 23% since March 2021.

Given the high vacancy rates and difficulties in recruitment across the social care sector, there is inevitably concern about the impact on service delivery and provision of care this winter. Adult Social Care and Health are already seeing the impact of these workforce challenges; waiting times have increased across several services and are

particularly visible in Care and Support in the Home, where the number of people waiting for care and support has increased by over 500% since May 2021.

The government's 'Build Back Better: Plan for Health and Social Care' acknowledges the historic challenges in funding social care and seeks to address the current inequity between funding for the NHS and social care. The Health and Social Care Levy will make an additional £12 billion per year available for health and social care and will focus on the preventative agenda to support health and wellbeing through behavioural change. Additionally, the plan will cap care costs for individuals at £86,000 to prevent people from having to sell their home to fund their care.

However, the Local Government Association has expressed concern regarding the lack of clarity about what proportion of the funds raised will be allocated to adult social care and identifies a remaining funding gap of £1.5 billion required to stabilise the care provider market.

These factors are all being faced in the context of the wider workforce, cost of living and supply chain issues that are being seen at a national level. As of October 2021, UK job vacancies have reached a record high, and many sectors are struggling to meet demand for goods which is resulting in rising costs. This is combined with the removal of the £20 Universal Credit uplift, rises in National Insurance and Council Tax which will take effect from April 2022, and increased costs of utilities. These increased living costs will be particularly impactful for people on lower wages, which includes a large proportion of the adult social care workforce. This workforce is historically mobile and likely to seek opportunities in other sectors where wages will be equitable or higher, such as retail and hospitality.

### **Winter 2021-22 Challenges**

On Tuesday 14 September 2021, the Department of Health and Social Care (DHSC) published the 'COVID-19 Response: Autumn and Winter Plan 2021'. The plan sets out the key elements of the contingency plans that will be implemented in the event of a significant rise in COVID-19 cases during the winter. The plan also identifies how the government will continue to manage the COVID-19 response through the vaccine programme; the Test, Trace and Isolate infrastructure; and continuing to provide public advice and guidance on how people can protect themselves.

Throughout 2021 there has been a slow return to normality, as the COVID-19 vaccine programme has supported a reduction in serious illness and hospitalisations as a result of coronavirus. National data shows that despite cases of COVID-19 increasing during the summer months, hospital admissions and deaths remained far below the levels of

previous waves of the pandemic. As of 23 September 2021, an average of 84.7% of all adults in England had received both doses of the vaccine, and the NHS had commenced the rollout to 3 million children aged 12 to 15. Additionally, invitations for booster jabs were distributed to around 1.5 million eligible people, including frontline health and social care workers, from 21 September 2021.

Despite the success of the vaccine programme and its associated benefits, there are a significant number of factors which may result in winter 2021-22 being particularly challenging.

Experts anticipate that cases of COVID-19 could increase throughout the autumn as schools and universities re-open, more people return to the office, and people socialise more indoors than during the summer. Additionally, people's resilience to usual seasonal illnesses and infections is low, and there is concern that the impact of flu, respiratory illnesses and norovirus could be greater than usual and result in significant pressure on health and social care services throughout the winter period.

Additionally, health and social care services are already managing large backlogs and waiting lists for care and support services. In the NHS, elective procedures are being delayed and people continue to report challenges in accessing primary care services, which historically results in increased pressure on Accident and Emergency services.

The workforce sustainability issues highlighted above are likely to be compounded by the requirement for all care home workers and other visiting professionals to be fully vaccinated against COVID-19, unless they have an exemption. This will become a duty from 11 November 2021 and will be monitored by the Care Quality Commission.

Intelligence held by Kent County Council's Strategic Commissioning function indicated in September 2021 that approximately 90% of the social care workforce had been fully vaccinated, but there remained a minority of the workforce who were resistant to receiving the vaccine. Given the historically high turnover rates in the social care workforce and high level of job vacancies across other sectors, there is the potential that workers will choose to leave their roles in social care rather than be vaccinated. Based on September 2021 data, this could result approximately 1,700 workers exiting the social care workforce in Kent.

The government is also currently consulting on a proposal to extend mandatory vaccination to all frontline health and care staff. The consultation, which launched on 9 September 2021 and will close on 21 October 2021, could result in further numbers of staff electing to exit the health and social care workforce.

Overall, there is a high level of concern about the level of pressure that health and social care services will face in the winter 2021-22 period. Modelling undertaken in autumn 2020 to anticipate demand ahead of winter 2020-21 fell significantly short of the actual level of need and pressure that was experienced in the system, and demonstrated the challenges in modelling scenarios based on such a diverse and changeable range of factors.

The following plan sets out the ASC Directorate's own escalation plans and contingency actions, to ensure that high-quality, safe and timely support is provided to everyone who needs it, whilst maintaining systems that can react quickly to a range of variables and rapidly changing circumstances. Adult Social Care will need to draw on lessons from winter 2020-21, maintain an agile and responsive approach and continue to work collaboratively with health partners to make best use of resources across the system.

The purpose of the 'ASC Pressures Plan 2021-22' is to provide a clear and concise summary of all the key activities in place, as the Directorate prepares to manage ongoing pressure on health and social care services. The main elements of the plan have been outlined in the table below. This plan will be kept under review during the coming months and updated as appropriate as arrangements are continually reviewed in response to changing circumstances. In line with the review of the Winter Plan 2020-21 which was published in June 2021, the effectiveness of this plan will be reviewed to ensure that lessons learned are built into future plans.

<b>Section</b>	<b>Activity Title</b>	<b>Description</b>	<b>Activity Lead(s)</b>
2	Resilience and Emergency Planning, including the Operational Pressures Escalation Plan	The Emergency Resilience and Planning section outlines the tools and plans in place to respond to incidents or surges in demand across the Kent and Medway Health and Social Care System.	John Callaghan Paul Bufford
3	System Discharge Pathways Programme	This programme of work seeks to work collaboratively with health partners to jointly commission services, promote a whole-system approach to decision-making and improve value for money for Kent residents, underpinning Government hospital discharge policies.	Chris McKenzie
4	Operational Capacity Management Plan for Winter 2021-22	The Operational Capacity Management Plan for winter aims to: <ul style="list-style-type: none"> <li>• Assess the likely operational impact of additional demand and setting out plans for additional staffing to manage the likely demand.</li> <li>• Identify the financial resources required to fund additional capacity and operational costs and how this will be funded.</li> </ul>	Service Managers
5	Commissioned Services	This section lays out the Strategic Commissioning activities which have been identified to support and build the resilience of the adult social care provider market, including the System-Wide Market Pressures Action Plan.	Jeanette Young
6	Financial Implications	This section lays out the funding streams which have been made available to KCC to support the Winter Plan and resilience activities.	James Mackintosh
7	Risk Management	This section identifies the risk management protocols that are in place, how they will be kept under review during the winter period and the risk owners.	ASC Directorate Management Team

Table 1: ASC Pressures Plan 2021/22



## 2 Resilience and Emergency Planning

The ASC Directorate Business and Planning team have identified a number of tools and mechanisms which will be implemented to support directorate resilience for Winter 2021-22, as outlined below:

Deliverable	Objective	Timeline
'Grab-bag' for senior / on-call managers	<ul style="list-style-type: none"> <li>Lesson from recent ICT outages</li> <li>Paper copies of response plans held by key personnel at home</li> <li>Improve response to future incidents</li> </ul>	Completed August '21
Operational Pressures Escalation Plan	<ul style="list-style-type: none"> <li>Plan updated to reflect UK Government policy issued July 2021</li> </ul>	Complete August '21
ASCH Incident Management Plan	<ul style="list-style-type: none"> <li>Provide overarching framework to cover all eventualities</li> <li>Improve response to future incidents</li> <li>Accessible document</li> </ul>	Complete August '21
New version of service Business Continuity Plan	<ul style="list-style-type: none"> <li>Learning from COVID / ICT disruption</li> <li>Reflecting hybrid working model</li> <li>Accessible document</li> </ul>	Roll out from September '21
Crisis Communications Exercise	<ul style="list-style-type: none"> <li>Test ASCH emergency contact arrangements / cascade</li> <li>Provide opportunity for rehearsal</li> </ul>	September '21
Service Business Continuity Plan exercising programme	<ul style="list-style-type: none"> <li>Validate new process / procedure</li> <li>Provide opportunity for rehearsal</li> <li>Engage broader staff group</li> </ul>	Roll out from October '21
ASCH Pandemic Plan	<ul style="list-style-type: none"> <li>Assimilate learning from COVID response into generic plan for future pandemic response scenarios</li> </ul>	Due October '21
KCC Exercises	<ul style="list-style-type: none"> <li>ASCH to engage in a range of KCC exercises to test our plans and links with KCC and multi-agency plans; (1) flooding, (2) Reservoir inundation, (3) Pandemic</li> </ul>	From October '21

*Table 2: Resilience and Emergency Planning arrangements*

The ASC Directorate will continue to work with internal and external providers to increase resilience over the coming months. Workstreams have been established to ensure:

- Frequent review of service Business Continuity Plans
- Continuation of Directorate Resilience Group
- Launch of the ASC Incident Management Toolkit (designed to save time, improve decision making and increase transparency)
- Further develop MOSAIC Outage Operational Procedures
- Development of training and exercise package for operating effective and safe response plans
- Continuation and development of Situation Reporting (SitReps) to support decision making.
- Redeployment of resources from the Directorate's Innovation and Delivery Team who convert issues (highlighted by DMT for resolution) into assigned tasks with completion dates.

The Operational Pressures Escalation Plan (see *Appendix A*) ensures the ASC Directorate responds appropriately to surges in demand across the Kent and Medway Health and Social Care System. The objectives of the Operational Pressures Escalation Plan are as follows:

- Provide information about the national operating frameworks and service requirements
- Describe the monitoring and reporting arrangements in place, to provide early warning of surge pressures
- Inform staff about the national, regional, and local processes and procedures to be used to manage a surge in demand
- Identify roles and responsibilities for services, teams, and individuals
- Describe the actions required in response to surges in demand.

The Operational Pressures Escalation Plan was originally developed for Winter 2020-21 and was successful in managing system pressures during this period; it has been updated to reflect the latest Government policy and guidance and will be maintained as a live document throughout the coming months.

Work was also undertaken in 2020-21 to understand where service continuity should be prioritised and staff redeployed in the event of the health and social care system experiencing extreme pressure or disruption; these plans will be maintained and kept under review throughout the winter 2021-22 period.

Teams also have individualised continuity plans which will be activated in the event of a serious or catastrophic incident. These act in accordance with KCC's legal duties under the 'Civil Contingencies Act 2004' and are aligned to corporate business continuity plans.

### 3 System Discharge Pathways Programme

In summer 2020, ASCH and partner organisations carried out a review of Kent’s hospital discharge pathways and services. The review found Kent did not have a whole-system, holistic approach to delivering effective discharge pathways and set out recommendations for the delivery of consistent, needs-based services aligned to the developing Integrated Care System.

Senior leaders from KCC, KCHFT and KMCCG formed the Hospital Discharge Pathways Programme in autumn 2020. The Programme was designed to improve discharge services for winter 2020-21 and embed a Discharge to Assess approach, to support people back to their own home as quickly as possible and assess their ongoing needs in their home environment. This aimed to reduce reliance on short term community beds and free capacity in hospital beds.

Phase 1 of the Programme focussed on ensuring that discharge services had sufficient capacity, robust referral routes between services to improve flow, and identified gaps in the discharge pathway, including the need to provide better support for people with dementia. The Programme also provided a forum for Kent’s strategic response by increasing engagement with health partners and enabling improved oversight of discharge services, including short-term bed management. This response was critical in ensuring that hospitals could achieve timely discharges during the period of huge pressure from December 2020 until February 2021.

In March 2021, senior leaders reviewed achievements of the Programme and planned Phase 2, which continues to work towards delivering services in an integrated way, centred around the needs of Kent residents. Phase 2 will increase jointly commissioned services, promote a whole-system approach to decision-making and improve value for money for Kent residents.

Phase 2 workstreams and deliverables are as follows:

Working Effectively Together	Implement a <b>single point of access and triage</b> to ensure better decision making and reduce duplication or handoffs
	Reduce the number of assessments a person receives by implementing a <b>trusted assessment model</b>
	Bring teams closer together through <b>integrated multi-disciplinary teams</b> to make better use of the resource available and improve outcomes for users
Pathway Design	Design and implement a <b>pathway for people with dementia</b> and complex behaviours

Commissioning	Deliver a system-based <b>Bed Brokerage</b> model
	Review and redesign the <b>Pathway 1 discharge</b> service offer
System Enablers	Understanding and reporting <b>patient experience</b> in discharge pathway services
	Developing effective <b>data sharing and reporting</b> mechanisms to support 'one version of the truth' and understand the impact of change

*Table 3: System Discharge Pathways Programme deliverables*

The programme of activity is delivered jointly across organisations to ensure alignment of resources and deliver wraparound support to Kent residents in line with discharge guidance from the Department of Health and Social Care.

#### **4 Operational Capacity Management Plan for Winter 2021- 22**

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Winter planning actions across the Directorate have identified a number of staffing requirements and initiatives to meet the anticipated demands of winter 2021-22:

##### **County Placement Team**

The County Placement Team will be resourced to deliver weekend and bank holiday working to support reduced length of stay in hospital for people medically fit for discharge.

**Kent Enablement at Home** Kent Enablement at Home (KEaH) aims to ensure that people are able to remain at home with the appropriate levels of support with the emphasis on enablement and not for people to remain or move into long term placements.

In direct response to the current market pressures several actions are being taken:

1. The weekly sitrep completed by all KEAH teams will identify pressures within the service for staffing and capacity
2. The number of people who stay with the service for longer than the six-week enablement period will be monitored via Power BI and shared with commissioning partners on a weekly basis
3. Market Pressures Escalation Plan for KEaH is being developed and will form part of the winter monitoring and escalation plan
4. Additional funding is being secured via the Better Care Fund to create additional capacity with short term staffing solutions during the winter months

5. Staff within Provider Services not currently fulfilling their contractual hours will be considered for redeployment into KEAH workforce on a temporary basis
6. Recruitment campaign is underway to fill all permanent and short term vacant/available hours
7. Call to volunteers has been activated.

Risk assessments will continue to be completed for all staff and service users. Where a critical major incident occurs, KEaH will activate their Business Continuity Plan.

### **Operational support to hospital discharge pathways**

The Short Term Pathways Teams work with health to ensure people receive the right support when discharged from both acute and community hospitals.

Additional resources are being funded through the Better Care Fund to manage expected levels of activity and to ensure that people are in receipt of the right support at the right time.

6 Occupational Therapy Assistants (OTA) will be recruited across the county to support referrals to KEaH and to review packages of support to ensure most effective use of available home care support. The predicted cost of this additional resource is £180,000.

An additional Case Officer will be recruited to East Kent Short Term Pathways to support the increase in activity for pathway one at a cost of £30,000.

An additional 5 OTA's will be recruited to support people being placed in care homes when discharged from hospital. The purpose is to prevent deconditioning and ensure people return home with the appropriate levels of support with the emphasis on enablement and not for people to remain or move into long term placements. The predicted cost of this additional resource is £150,000.

East Kent - 3x Registered Practitioners/ Social Workers have been recruited via agency staffing to provide additional support with increased demand at a cost of £20,000 per month.

West Kent – 1x Occupational Therapist has been recruited via agency staffing to provide additional support with increased demand at a cost of £7,500 per month.

The Early Discharge Planning team is in the process of recruiting two additional Social Work Assistants for a six-month secondment. They will be deployed to support hospital reach-in and discharge and will provide practical support to enable people to return back into the community after a hospital admission.

In addition to the recruitment of additional resources outlined above, a range of different initiatives are being used to ensure best outcomes for individuals are achieved. This includes:

- West Kent trusted assessor model to continue facilitating direct referrals to KEaH
- North and West Kent - Hilton Discharge to Assess Service – Ongoing review of capacity and demand in order to flex commissioning requirements
- Co-ordinator role for Swale residents to support discharges into care homes
- DGSS and Swale – to commence social care decision making support to pathway one via Virgin Care single point of access
- Ongoing monitoring of the potential need to re-establish designated beds and provide operational management if required
- Provision of daily sitrep updates to ensure transparency across the system, especially at times of pressure.

### **Area Referral Management Service (ARMS)**

The ARMS service continues to receive high volumes of referrals including an increase in urgent referrals to Adult Social Care. To ensure that whole system resilience is maintained the ARMS team will remain at 100% staffing (including recruiting cover for long term leave), with additional capacity created through overtime hours where required. An additional Senior Contact Assessment Officer (KR8) post will be provided for a period of six months to support the continued urgent referrals being received.

The predicted cost of this proposal is £50,000.

### **Approved Mental Health Professionals (AMHP)**

The AMHP service utilises a range of business continuity arrangements to manage increased levels of activity.

A number of newly qualified AMHPs are due to start in post on 4 January, and in order to meet anticipated levels of demand the recruitment of an additional interim AMHP until the end of March is planned.

### **Occupational Therapy**

Kent County Council's Occupational Therapists (OTs) provide a core skillset that underpins the Adult Social Care Making a difference every day approach and supports the aspiration to support people to maintain their independence and manage risk. OTs are experts in recommending just the right amount of support people, supporting the preventative agenda, underpinning the Enablement offer and supporting discharge from hospital.

Short-term acting up management capacity is planned to ensure that the OT workforce (of over 100 full time equivalent staff) is deployed in the most effective way in response to current and emerging pressures.

## 5 Commissioned Services

Strategic Commissioning are also working with Kent's social care providers to deliver actions to ensure their preparedness and resilience for the coming months. These actions are based on guidance from the Department of Health and Social Care and will ensure that providers are aware of their duties and that Strategic Commissioning can provide oversight of actions being delivered.

This approach is based on three key themes:

- Keep people safe and well at home
- Support safe and timely discharge from hospital
- Help people to recover and thrive in their own home.

Activities and services will be delivered aligned to each of these objectives, as outlined below:

<b>Keep people safe and well at home</b>	<b>Support safe and timely discharge from hospital</b>	<b>Help people to recover and thrive in their own home</b>
<p>Preventative services are in place to promote and support physical and mental wellbeing:</p> <ul style="list-style-type: none"> <li>• <b>Wellbeing offer</b> - supporting people to live independently</li> <li>• <b>Support for carers</b> – short breaks, assessment and support services</li> <li>• <b>Live Well Kent</b> – community-based mental health and wellbeing support</li> <li>• <b>One You Kent</b> – support and advice on healthy lifestyles including weight, activity, smoking cessation, NHS health checks</li> <li>• <b>Postural Stability</b></li> </ul>	<ul style="list-style-type: none"> <li>• Support to ward staff with discharge options</li> <li>• Pilot discharge grants</li> <li>• Help to settle at home</li> <li>• Appropriate discharge services</li> <li>• <b>Supported homecare capacity</b> – prioritising regulated provision only where needed; giving support to the market in more complex cases</li> <li>• <b>Develop micro providers</b> to reduce the pressure in homecare and deliver non-regulated support</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Kent Enablement at Home</b> - reablement in the community</li> <li>• <b>Trusted Reviewer Programme</b> – supported programme to enable providers to conduct prompt reviews</li> <li>• <b>Voluntary and community sector support</b> – befriending, community-based activities</li> <li>• <b>One You Kent</b> - support and advice on healthy lifestyles including weight, activity, smoking cessation, NHS health checks</li> </ul>

<p>- digital and community-based service to reduce risk of falls</p>	<ul style="list-style-type: none"> <li>• <b>Secure step down beds</b> for those who cannot go directly home from hospital</li> <li>• <b>Complex beds</b> ensure the right beds are available for those with more complex needs</li> </ul>	
<p><b>Clear and timely communication in place for residents, carers and professionals</b></p>		

### **System-Wide Market Pressures Action Plan**

Strategic Commissioning are working with colleagues across Adult Social Care and health partners to identify and implement activities to support the provider market and enable flow through health and social care services.

The provider market in Kent is already under pressure due to the identified workforce challenges across adult social care. The number of individuals awaiting support through a package of domiciliary care support as of 27 September 2021 was 316, increased from a weekly average of 46 up to May 2021. This represents a 587% increase in the number of people awaiting support, which is illustrative of the significant workforce pressure that is being reported across the market in Kent and at a national level.

Care and Support in the Home services are critical to supporting other parts of the health and social care system by enabling flow from short-term discharge and enablement services. The significant level of pressure that the market is already under is indicative of the need to intervene to support the market and ensure that the challenges it faces do not result in adverse impacts to other parts of the health and social care system.

The System-Wide Market Pressures Action Plan identifies a broad range of activities to reduce overall pressure on the market and system. The action plan supports demand management through utilising equipment and technology to manage lower-level needs and support a preventative approach. Commissioners are working with the providers for the Integrated Community Equipment Services (ICES) to implement an equipment recycling campaign and ensure that equipment, once used, can quickly be re-integrated within the supply chain to enable hospital discharge.

The group is also implementing a number of actions to increase capacity in services:



- Discharge services will have additional capacity in acute trusts in both the East and West of the county
- Settle at Home services provided by the Red Cross have been extended to provide discharge support until 31 March 2022
- Discharge to Assess services provided by Hilton have been extended to the end of March 2022.
- Exploring additional discharge capacity for mental health services with KMPT
- Staffing capacity in services such as Extra Care Housing and step down units may be repurposed to support Pathway 1 hospital discharge
- KEaH will recruit additional staff to support hospital discharge and system flow
- The exploration of the use of 'micro providers' to deliver non-regulated activities will free up capacity in Care and Support in the Home services to address the waiting list for this service and support flow in the discharge process.

There is also a focus on delivering activities which will support recruitment and retention within the care sector workforce:

- The Care Friends app rewards care workers if they successfully recruit friends and family into the workforce
- Strategic conversations are taking place between health and social care to support a joint recruitment approach
- Mental health and wellbeing offers are being developed to provide support to care workers
- A Kent and Medway People Board Care Sector Steering Group has been established
- Work is taking place with Job Centre Plus to target vacancies in social care
- A Social Care Programme has been established with the Prince's Trust.

Additionally, Strategic Commissioning will work with acute trusts to ensure that each hospital has a system which enables access to household cleaning and repairs services. This will support hospitals in providing the right services to people in the community to enable safe and timely discharge.

Furthermore, Strategic Commissioning will implement dedicated Commissioners to each Place Based Partnership location, which will enable improved collaborative working with health and providers to support the Care and Support in the Home market. The local intelligence of these Commissioners will also support the development of the micro provider market and enable an approach that is responsive to the needs of different localities.

Dedicated Place Based Partnership Commissioners will also work in partnership with a new Quality team to provide support to providers who receive a CQC rating of 'Requires improvement' or 'Inadequate'. This will provide assurance that providers

are rapidly taking the appropriate steps to remedy their issues and improve quality without reducing capacity in the provider market.

The plan also lays out how system-wide messaging and communications will be managed. Strategic Commissioning will work with corporate communications teams to manage public messaging and manage reporting into other governance forums. Messaging will focus on what people can do to support their family members this winter, and the need to manage resources so that resources can be targeted to best meet the needs of people requiring care and support.

## **6 Financial Implications**

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Central government has confirmed that the Infection Control Fund will continue until the end of March 2022. Funding will continue to be used to provide tactical support to the provider market. To date in 2021-22 KCC has received three rounds of Infection Control Monies (Infection Protection and Control Fund, (Rapid) Testing Fund and for October to March Vaccine Fund).

These were:

- £10.3m for 1<sup>st</sup> April 2021 – 30<sup>th</sup> June 2021,
- £7.7m for 1<sup>st</sup> July 2021 to 30<sup>th</sup> September 2021, and
- £11.9m for 1<sup>st</sup> October to 31<sup>st</sup> March (only 60% received, balance will be paid in January 2022).

The majority of monies were passed to care providers within Kent, that meet certain criteria and who are;

- Care homes on a 'per beds' basis, and
- CQC regulated community care providers (domiciliary care, extra care and supported living on a 'per user' basis).

The balance of these funds was made available to non CQC regulated care providers to allow them to tackle the risk of COVID-19 infections.

Central government have recently announced a further £4.2m to Kent from the Workforce Recruitment and Retention Fund. The purpose of this allocation is to support local authorities to address adult social care workforce capacity pressures in their geographical area through recruitment and retention activity this winter

Additionally, a bid for funding for winter arrangements has been submitted to the CCG which seeks support for the below activities:

Hospital Discharge Funding to continue until the end of March 2022. This will allow KCC to continue to commission the increased Discharge to Assess capacity we have provided for first 6 months of the year, which will support flow out of hospital and

enable people to be discharged back to their home setting. We are also negotiating with the CCG to identify funding for additional discharge capacity to specifically meet increased need throughout winter period. Additionally, we are looking at potential need for the provision for “Designated Covid Positive” beds for the Winter period.

Plans will be made to step down the additional Discharge to Assess capacity by the end of the funding period; step down plans will be linked to the development of ‘micro providers’ to deliver unregulated care and support needs.

The Council allocates a Winter Pressures budget to fund additional levels of anticipated activity and additional resource requirements. This will be used to deliver the additional staff capacity identified in the Operational Capacity Management Plan for Winter 2021-22. KCC and KMCCG are also exploring opportunities to jointly finance some of this increased staffing. This is in recognition of the fact that increased staffing and capacity in many services is implemented to maintain hospital discharge flow and ensure that KCC can deliver to short timescales for assessments and care and support.

This interdependency between health and social care demonstrates the importance of taking a whole-system approach to the commissioning and funding of discharge services across the system. The System Discharge Pathways Programme will continue to work collaboratively with KMCCG to ensure best value for money and use of resources across the system.

The Market Sustainability Fund will continue to be used to drive activities including our tactical commissioning response, such as block contracts and workforce payments, and will also support the development and testing of new opportunities such as the ‘micro provider’ market.

## **7 Risk Management**

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The ASC Directorate Management Team (DMT) maintain risk registers at a Directorate and Operational levels to oversee risks to service delivery and ensure that appropriate mitigations are put in place. Risk registers are maintained centrally and reviewed regularly by DMT to ensure actions have been implemented and monitor the outcomes.

The Directorate risk register will oversee actions relating to: budget pressures, workforce recruitment and retention, information governance, systems management, business continuity and service improvement.

The Operational risk register will oversee actions relating to: recruitment and retention of specialist staff in the Approved Mental Health Professionals (AMHP)

service, demands on the Deprivation of Liberty (DoLs) assessment service and systems management for Mental Health Act Assessments (MCAs).

The risk registers will be maintained as live documents throughout the winter period and updated with newly identified risks and mitigating actions. DMT will retain responsibility for their oversight and for assuring that actions have been implemented by the identified risk owners.

The full risk registers can be reviewed in Appendices B and C.

## **8 Conclusion**

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The challenges facing Adult Social Care and Health in the coming months are unprecedented in terms of the collective impact of financial, workforce and health stressors on the system. Additionally, modelling demand for services is challenging due to the high level of uncertainty about the level of COVID-19 infections, the level of impact they will have on a population that is well protected by vaccines and the potential impact of a bad flu season.




Whilst Adult Social Care and Health has had the opportunity to learn from the extreme pressures it operated under in winter 2021-22 and has confidence in its business continuity plans and mitigations in place to manage risk, it will need to maintain an agile approach to respond to this unique set of circumstances. The provider market is already experiencing significant disruption and has not yet dealt with what is typically its most difficult period of the year.

However, the collaborative approach Adult Social Care and Health has undertaken with its partners in both the health and the provider market since March 2021 puts us in a strong position to meet these challenges. Partnership working across the system has already demonstrated its efficacy in ensuring that resources can be targeted to where they are most needed, and that Adult Social Care and Health is able to continue to prioritise the health and wellbeing of Kent residents.

## 9 Appendices

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The following section contains all relevant Appendices to the ASC Winter Pressure Plan 2021-22 document.

Appendix Title / Description	Embedded Document
Appendix A – Operational Pressures Escalation Plan	 KCC Operational Pressures Escalation F
Appendix B – ASC Directorate Risk Register	 Directorate 29.09.21.pdf
Appendix C – ASC Operations Risk Register	 Operations 29.09.21.pdf

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