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To: Kent Health and Wellbeing Board

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Subject: Kent County Council Adult Social Care Commissioning Priorities

Classification: Unrestricted

Summary: This report provides a summary position of Adults Social Care commissioning priorities, in the context of Kent County Council's 5 year vision '*Increasing Opportunities, Improving Outcomes*', the whole Council Transformation agenda '*Facing the Challenge*', and specifically the Adults Transformation Portfolio.

These priorities will support effective commissioning and transformation of Adults services to deliver improved outcomes, meet statutory duties and deliver savings. The priorities will also support the implementation of the Joint Health and Wellbeing Strategy and the key objectives of:

- Effective prevention of ill health by people taking greater responsibility for their health and wellbeing
- The quality of life for people with long term conditions is enhanced and they have access to good quality care and support
- People with mental health issues are supported to 'live well'
- People with dementia are assessed and treated earlier, and are supported to 'live well'.

The delivery of the priorities will involve working in partnership with the NHS, voluntary, community and private sector. Adult Social Care has established a Portfolio Management Office which will be able to support implementation and work with partners to ensure effective delivery against objectives.

FOR COMMENT

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Kent Adult Social Care Commissioning Priorities

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Final v 1



1. Introduction

- 1.1 Our aim is to ensure that Kent's population of older people, people with physical disabilities, people with learning disabilities and people with mental health issues and their carers live healthy, fulfilled and independent lives and are socially and economically included in the community. We consider that individuals should be at the heart of joined up service planning, and be empowered to make choices about how they are supported.
- 1.2 Adult Services has the lead role in discharging KCC's statutory responsibilities for social care. The principal responsibilities of the service include undertaking needs assessment, commissioning and the provision of a range of services and safeguarding vulnerable adults
- 1.3 KCC's newly adopted Strategic Statement, 'Increasing Opportunities, Improving Outcomes 2015-2020' sets out the Council's vision: "*Our focus is on improving lives by ensuring every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses.*"

The Social Care, Health and Wellbeing Directorate vision is ambitious and aims to promote and ensure:

- Every child and young person in Kent achieves their full potential in life, whatever their background
- People with care and support needs in Kent live independent and fulfilled lives safely in their local communities
- We protect and improve the health of the population of Kent
- That those most in need will receive the best possible service by ensuring that we have the workforce, the leadership and the systems and processes.

2. Current Position

- 2.1 In connection with the main responsibilities described above, Adult Services
 - provide care for over 6000 people enabling them to live safely in their own homes,
 - enable over 3000 older people and those with disabilities and mental health issues, choice and control over their care needs through personalised budgets and direct payments,
 - support 400 people a month following discharge from hospital with enablement services,
 - support over 3000 adults with telecare services, maintaining independence and reducing hospital admissions,
 - provide day care services to over 2000 adults, including social and educational activities enabling people to live healthy and fulfilled lives,
 - support over 1500 adults with a learning disability live independent lives in their own homes or with family carers
 - have increased the proportion of people with mental health needs who live in a stable environment, on a permanent basis to 82%

- have reduced admissions to permanent residential or nursing care to 127 per month; ensuring people can continue to live safely in their own community.
- Supported over 5000 carers

3. Supporting Frameworks

3.1 **Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement 2015 – 2020.** This sets out three Strategic Outcomes for the council (see appendix 1):

- Children and young people in Kent get the best start in life;
- Kent Communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life;
- Older and vulnerable residents are safe and supported with choices to live independently

The main focus of the Adult Social Care activities is geared to support with the achievement of these outcomes.

3.2 **A Commissioning Framework for Kent County Council:** KCC, in common with other local authorities, is moving to becoming a commissioning authority. The Commissioning Framework is underpinned by the following principles:

- Principle 1: Focused on outcomes for our residents
- Principle 2: A consistent commissioning approach to planning, designing and evaluating services
- Principle 3: The right people involved at the right stage of commissioning
- Principle 4: Open-minded about how best to achieve outcomes
- Principle 5: High-quality, robust evidence informing our decisions
- Principle 6: Hold all services to account for the delivery of KCC's strategic outcomes
- Principle 7: Customers at the heart of our commissioning approach
- Principle 8: A commitment to building capacity
- Principle 9: We will maximise social value
- Principle 10: Our supply chains will be sustainable and effective

3.3 **Commissioning for Better Outcomes** was designed to support local authorities improve their commissioning practice in line with new duties under the Care Act. It provides a framework for councils to self-assess their progress and identify areas for further improvement, and is relevant to all aspects of commissioning, service design and decommissioning. The KCC principles set out above in para 3.2 also complement this framework. The framework is made up of 12 standards which were co-produced by local authorities, service providers, people who use services and a steering group overseen by Think Local Act Personal.

The standards are grouped into four main domains. The domains are:

- Person-centered and outcomes-focused
- Inclusive
- Well led
- Promotes a sustainable and diverse market place.

The 12 standards are:

1. Person-centred and focused on outcomes
2. Promotes health and wellbeing
3. Delivers social value
4. Coproduced with local people, their carers and communities
5. Positive engagement with providers
6. Promotes equality
7. Well led
8. A whole system approach
9. Uses evidence about what works
10. A diverse and sustainable market
11. Provides value for money
12. Develops the workforce

- 3.4 The **Care Act 2014** brings together a number of new duties and powers which define the responsibilities of Adult Social Care and it will impact on both our partners as well as the people we support. The changes which have been introduced include a new national minimum eligibility for meeting care and support needs and a separate eligibility criteria for carers eligible support. The Care Act, for the first time, puts carers on equal statutory footing as the people they support.

Above all, Adult Social Care is focused on building on peoples' strengths and capabilities and promoting their independence to improve their health and wellbeing. We are also assisting people to achieve outcomes that matter to them and working with statutory and non-statutory partners to protect the most vulnerable children and adults in our area.

- 3.5 **Integration – The Better Care Fund:** Adult Social Care takes an active role in the current work being taken forward under the Better Care Fund and Pioneer programme. As outlined in Kent's plan using the Better Care Fund the citizens of Kent can expect:
- Better access – co-designed integrated teams working 24/7 around GP practices.
 - Increased independence – supported by agencies working together.
 - More control – empowerment for citizens to self-manage.
 - Improved care at home – a reduction for acute admissions and long term care placements, rapid community response particularly for people with dementia.

- To live and die safely at home – supported by anticipatory care plans.
- No information about me without me – the citizen in control of electronic information sharing.
- Better use of information intelligence – evidence based integrated commissioning.

As part of delivering the Better Care Fund, Adult Social Care will deliver services seven days a week. We will increase enablement services, supported by integrated rapid response and neighbourhood care teams. Further emphasis on delivering effective self-management and dementia pathways are essential to working to reduce hospital readmissions and admissions to residential and nursing home care.

4. Key Priorities and Outcomes for 2015/2016

- 4.1 Within the Directorate Strategic Priorities Statement 2015/16, Adult Social Care has identified the following as priorities:

Older People and Physical Disability:

1. Transform and modernise service with effective management and control of resources.
2. Implement the Integrated Care and Support Pioneer Programme and Delivery Plan, integrating Health and Social Care commissioning and service delivery (including Better Care Fund).
3. Improve social care practice, keeping vulnerable adults safe, promoting independence and fulfilling lives for all.

Disabled Children and Adults Learning Disability and Mental Health:

1. Keep vulnerable people safe through robust and effective safeguarding procedures.
2. Work in partnership across health and social care to encourage innovation, improve efficiency and support healthy and productive lives for people in Kent.
3. Ensure that there is a smooth transition for vulnerable young people from health, education and Disabled Children's Services into Adult Social Care Services.

Commissioning in 2015/16:

1. To ensure that Social Care, Health and Wellbeing develop safeguarding services which wherever possible stop abuse, prevent harm and reduce risk.
2. 'Facing the Challenge' – Transformation.
3. Contribution to the delivery of the Corporate Outcomes Framework – Supporting Independence and Opportunity and the Commissioning Framework.

- 4.2 The Strategic Priorities are translated into a number of objectives and key areas of activity for 2015/16 which are outlined below with their intended outcomes. The activity is presented in the context of the vision

for Adult Social Care – prevention, promoting independence, support for complex/specialist needs and accommodation solutions.

- 4.3 The delivery of the priorities will involve working in partnership with the NHS, voluntary, community and private sector. Adult Social Care has established a Portfolio Management Office which will be able to support implementation and work with partners to ensure effective delivery against objectives.

Prevention – First contact capability to enable self-management and ensure people receive the right level of response.

Objective	15/16 Activity	Outcomes
<p>Information Services To continue to improve the information provided to support people to make informed choices about their care and support at the appropriate point in the customer journey.</p>	<ul style="list-style-type: none"> • Improve information provided through Kent.gov and other channels. 	<ul style="list-style-type: none"> • Improved access to the right information at the right time. • Support demand management to reduce people being drawn into formal care system.
<p>Integrated Community Equipment and Digital Care Service Providing high quality digital care and telecare services, working with the Council, CCGs, partner agencies and the service user, their carers' and nominated responders.</p>	<ul style="list-style-type: none"> • Ensuring equity of access for service users. • Increasing the range of options that practitioners have to use. • To further develop preventative solutions which will keep people out of social care system. 	<ul style="list-style-type: none"> • Improve access to and speed / responsiveness of support. • Support more people to live independently. • Prevent hospital admissions or support timely discharges.
<p>Community Capacity Building To continue to ensure that all commissioned and/or grant funded services are strategically aligned to KCC vision and outcomes and are supporting people to live healthy and independent lives.</p>	<ul style="list-style-type: none"> • Explore cost / benefit analysis models to develop evidence of impact of preventative services. • Deliver DCLG Delivering Differently in Neighbourhoods Project investigating models of community budgets. • Continue to support Kent's journey to be 	<ul style="list-style-type: none"> • Fewer people entering the formal care system and requiring assessment and ongoing support. • Delay or prevent need for domiciliary or residential care.

Objective	15/16 Activity	Outcomes
<p>Understand opportunities to manage demand for statutory services through better utilisation of voluntary and community sector resources</p> <p>Encourage and support collaboration and diversification in the voluntary and community sector.</p>	<p>Dementia Friendly.</p> <ul style="list-style-type: none"> • TLAP Making it Real Plan developed and implemented. • Begin engagement with older people about the outcomes that matter to them and co-produce new models of care and support. • Work with GET Directorate investigating role of Community Warden in supporting vulnerable people to access timely advice and support. • Deliver Cornwall integrated Care Model in partnership with AGE UK, Ashford and Canterbury CCGs and KCHT • Continue as Arts Council Partner in Cultural Commissioning Programme with PH and GET colleagues. 	<ul style="list-style-type: none"> • New models of care co-produced and implemented • Improved evidence base for preventative services. • Two pilot communities supported to take more control of the care of their residents. • More communities working towards being Dementia Friendly. Recruit more Dementia Champions to train more Dementia Friends. • 500 older people proactively case managed / reduce hospital admissions and reduce need for ongoing care / support.
<p>Carers Support Continuously improve Carers support services, through assessment and short breaks contracts to support Carers and to embed care act requirements in relation to Carers' Services</p>	<ul style="list-style-type: none"> • Understanding impact of Care Act on Carers offer which will also inform recommissioning of carers services strategy 2016-17 • Joint commissioning with CCGs. 	<ul style="list-style-type: none"> • Development of carers commissioning strategy.

Promoting Independence – Outcome based support with a ‘relentless focus on maximising people’s independence’

Objective	15/16 Activity	Outcomes
<p>Acute (Phase 2) To improve long term outcomes for people leaving hospital.</p>	<ul style="list-style-type: none"> • Ensuring the right services are both available and selected during hospital discharge to promote independence after a stay in hospital. • Reduction of inappropriate placements in STBs. • Reduction of direct placements in LTBs as well as after a STB. 	<ul style="list-style-type: none"> • 200 fewer Long Term Residential placements starting in year. • Improved outcomes and increased level of independence promoted on leaving hospital.
<p>Enablement Outcomes and process (Phase 2) To improve the outcomes for service users leaving KEaH and to deliver the service in a cost effective way.</p>	<ul style="list-style-type: none"> • Improved planning processes in KEaH ensuring more service users have access the service. • Increased efficiency ensuring the service becomes more cost effective for KCC. • Sharing of best practice and input from Senior Practitioners and Occupational Therapists to help standardise and improve outcomes. 	<ul style="list-style-type: none"> • Access to enablement service for a greater percentage of those referred to the service. • Improved and standardised effectiveness across the service.
<p>Alternative Models of Care (Phase 2) Ensuring that Service Users are in settings that best meet their needs and lead to improved independence.</p>	<ul style="list-style-type: none"> • Reduction in number of current and ongoing Residential Placements. • Improved decision making at assessment and review ensuring more service users are in receipt of appropriate package of care. • Improved planning and placement process with Supported Living providers • Development of requirements for any future 	<ul style="list-style-type: none"> • Improved visibility of supported living options provided greater choice and making it easier to identify most appropriate setting. • Greater independence for service users. • Development of strategic

Objective	15/16 Activity	Outcomes
	Support contracts.	relationships with housing and support providers. <ul style="list-style-type: none"> • Improved decision making at assessment and Review.
Kent Pathways Service (Phase 2) Development of short term and intensive support packages to improve independence of Service Users.	<ul style="list-style-type: none"> • Sharing of best practice and input from Pathways workers to help standardise and improve outcomes for service users. • Improved decision making at review point including standardised process for approving changes to packages. 	<ul style="list-style-type: none"> • More active support to develop independence of current and future Service Users. • Improved and standardised review process to ensure ongoing packages of care meet needs of service users.
Recommission Advocacy Services for Vulnerable adults	<ul style="list-style-type: none"> • Commission a service that supports vulnerable adults to take a central role in decision making and leading their own care and support. 	<ul style="list-style-type: none"> • Aligns with Care Act requirements. • Supports independence. • Supports safeguarding process.

Complex/Specialist in the Community – Outcome based support to cater for more complex requirements

Objective	15/16 Activity	Outcomes
<p>Commissioning Community Mental Health and Wellbeing Service in partnership with Public Health and all Kent CCGs Commission a service that challenges the stigma of mental illness and creates the environment for people with mental health needs will recover, thrive and are accepted within their communities.</p>	<ul style="list-style-type: none"> • New service is commissioned to deliver a network of supply that encourages and incentivise providers to work together to achieve better outcomes for people needing support and makes best use of resources. 	<ul style="list-style-type: none"> • More people access early preventative help • Less people end up in Mental health crisis • Less people use secondary mental health services • More people are discharged from secondary mental health services
<p>Learning Disability Integrated Commissioning</p>	<ul style="list-style-type: none"> • To develop a LD integrated health & social care commissioning model. 	<ul style="list-style-type: none"> • Integrated LD Commissioning strategy • Integrated pooled budget with clear governance arrangements. • Integrated LD Commissioning Team Structure.
<p>Learning Disability Day Care Services (private)</p>	<ul style="list-style-type: none"> • Understand current provision. • Design new model of service and internal processes for payment. • Procure new services that offer value for money and support independence and choice. 	<ul style="list-style-type: none"> • Updated model that is value for money, offers choice to individuals and supports independence.

Objective	15/16 Activity	Outcomes
<p>Further develop Home Care Market to ensure sufficiency of supply and quality of care</p>	<ul style="list-style-type: none"> • Understand patterns of delivery including areas that are difficult in which to secure supply. • Use evidence to extend or amend current contracts to ensure sufficiency of supply. • Work with all providers to monitor performance using KPIs contained in contract and quality information from complaints, SGVA alerts and CQC intelligence. • Work with providers and operational colleagues to develop new and different models of delivery that support the journey from time and task to outcome based commissioning. 	<ul style="list-style-type: none"> • Contract extensions / amendments completed and in place by June 1st 2015. • All providers compliant with KPIs and performance monitoring regime.
<p>Commission new Community Meals service</p>	<ul style="list-style-type: none"> • Deliver new community meals service to ensure sufficiency of supply and new pricing strategy. 	<ul style="list-style-type: none"> • New service commissioned

Accommodation – High quality accommodation options for target client groups

Objective	15/16 Activity	Outcomes
<p>Deliver the Accommodation Strategy</p>	<ul style="list-style-type: none"> • Encourage and actively support the development of extra care housing for older people. • Encourage and actively support the development of Alternative Models of Care for People with a learning Disability. • Scope the evidence base for future accommodation models for people with autism, physical disabilities and mental health needs. 	<ul style="list-style-type: none"> • Provide more choice to individuals requiring care. • Provide savings to KCC.
<p>Re-let the Older Persons residential and nursing care contracts To align with Care Act requirements from 2016.</p>	<ul style="list-style-type: none"> • Identify commissioning and procurement plan. • Tender and award contracts. 	<ul style="list-style-type: none"> • To include short term care. • To include the findings of Phase 2 Acute Demand project.
<p>Quality in Care To provide a framework that links to Safeguarding with overall reporting programme for operational staff and strategic commissioning across the health and social care economy.</p>	<ul style="list-style-type: none"> • Review findings of Learning Disability pilot • Understand scope for Older People • Roll out 	<ul style="list-style-type: none"> • To provide a clear framework between Quality issues and Safeguarding issues.
<p>LDMHPD Cost Model</p>	<ul style="list-style-type: none"> • Review the model. 	<ul style="list-style-type: none"> • To provide an updated

Objective	15/16 Activity	Outcomes
Understand and standardise costs for people with a learning disability, physical disability and mental health needs.	<ul style="list-style-type: none"><li data-bbox="792 288 1491 320">• Understand changes required and implement.	model to reflect current pricing, market factors and operational issues.

5. Background Documents

Increasing Opportunities, Improving Outcomes 2015-2020

Kent County Council Commissioning Framework

Kent Better Care Fund Submission, 2014

Adult Social Care Transformation Programme Blueprint and Preparation Plan, 2012

Social Care, Health and Wellbeing Directorate Strategic Priorities Statement 2015/16 (draft)