

<b>CABINET MEMBER UPDATE</b>		
<b>Overview and Scrutiny Committee (Adult Social Care) – 5 September 2023</b>		
<b>Councillor</b>	<b>Portfolio</b>	<b>Period of Report</b>
Paul Cummins	Adult Social Care	June – Aug 2023

## **1. The National Assurance Update for Adult Social Care**

As part of the Assurance Phase 1 Plan, Sefton Adult Social Care (ASC) continues to prepare for the introduction of the new National Assurance Single Assessment Framework which was formally introduced on 1<sup>st</sup> April 2023.

Since the last update, the Care Quality Commission (CQC) have undertaken one of four assessment pilots, and Sefton ASC has received feedback from Lincolnshire Council on its experience. CQC continues to move forward this year with the remaining four pilots, before commencing twenty further assessments in Quarter Three and Quarter Four. It is expected that CQC will also publish their What Good Looks Like Guide in Quarter Four enabling councils to reflect on the national guidance, within their development self-assessments.

Assessments for most councils are expected to commence from April 2024.

Sefton ASC is progressing with its assurance plan with the Part One Self-Assessment findings being reported by the end of August.

Part One - Self-Assessment is a document that the CQC will ask for when assessing a Council. It shows CQC how the Council has assessed its performance, opportunities for improvements and plans to address identified gaps. It represents the baseline assessment before moving to Part Two - Self-Assessment, which includes local data and strategies, supporting the production of nine Quality Assurance Statements and further by Part Three, which is for the Council to publish a local assurance account.

As part of the preparation for assurance, Sefton ASC has continued to:

- Report progress to the Executive Leadership Team, Assurance Board and Overview and Scrutiny Committee.
- Put in place operational improvements as progress is made against its plan.
- Undertake codesign sessions with a wide range of partners and people who access and use services to inform its self-assessment.
- Seek support from wider Council colleagues to ensure a whole Council approach.
- Learn from the Children's Social Care inspection experience and reflect improvements in Adult Social Care.

- Assess performance against the new Adult Social Care Outcome Framework measures which will be launched formally in Autumn. These will have a more qualitative focus.

A further update will be provided following completion of the Part One - Self-Assessment.

### **2. Cheshire and Merseyside Integration Update**

In May, NHSE published their Delivery Plan for Recovering Access to Primary Care. The report recognises the rise in demand in general practice, the impact of an aging population and the changing landscape since the pandemic. It describes two ambitions:

- To tackle the 8 a.m. rush and reduce the number of people struggling to contact their practice.
- For patients to know on the day they contact their practice how their request will be managed.

This will be delivered through several initiatives including, expanding services from Community Pharmacy, building capacity to offer more appointments, and cutting bureaucracy. Sefton Place is now working with practices, PCNs and partner organisations to develop plans to deliver against these ambitions. The full plan can be found here <http://www.england.nhs.uk/publication/delivery-plan-for-recovering-access-to-primary-care/>

The NHS Cheshire and Mersey Joint Forward plan 2023-28 has now been published, this sets out the plan for how integrated working between Health and Care will progress over the next five years. The plan details key ambitions and commitment in a number of areas including:

- Supporting all children to have a good start to life in terms of their health and wellbeing and educational attainment.
- Raising the number of years people live in good health.
- Offering exceptional primary and community care services.
- Working with provider collaboratives to build a strong and sustainable NHS provider sector that delivers services which offer consistently high levels of access and quality.

The plan can be found here:

<https://www.cheshireandmerseyside.nhs.uk/media/hmyp0u5e/cm-joint-forward-plan-summary.pdf>

#### **2.1 Integrated Care Teams (ICT) Development**

The Sefton ICT Core leadership team continues to meet on a fortnightly basis, with representatives across Health and Social Care overseeing the continued

development of integrated working within Sefton. Since the last update key highlights are listed below:

- The use of additional monies from the Discharge Grant have enabled expansion of the ICT offer in the North of the Borough which will enable parity with that in the South.
- Integrated pathways with Housing Association colleagues continue to be strengthened and all four Integrated Care Teams now have representation and partnership working arrangements in place.
- An ICT workshop has also been held to focus on strengthening the support available for children and families with complex lives and long-term conditions.

In preparation for winter a number of work streams have been agreed:

- Embedding a consistent integrated Care Team Model across Sefton
- Utilisation of population health tools to identify those in each neighbourhood who would benefit from an integrated care approach (this may include people with dementia or long-term conditions).
- Implementation of a high intensity user approach with one Primary Care network, with the aim of rolling this out across the whole of Sefton.
- Utilising regional learning to embed a complex lives MDT approach.

### **3. Strategic Commissioning**

Key focuses for Adult Social Care Commissioning include the following:

#### **3.1 Domiciliary Care**

As previously reported, Sefton ASC has been reprocurring their framework for Domiciliary Care to support the Council in ensuring there is a sufficient high-quality care in Sefton to allow people to remain independent at home. The Council is currently going through the Procurement and Legal stages of contract award, after an Evaluation and Moderation process that involved Healthwatch and Health colleagues, as well as colleagues from across Adult Social Care. The start date for the new PDPS (Pseudo Dynamic Purchasing System) is mid-September.

In July 2023, Sefton ASC held market-shaping workshops which were well-attended across Care, support, community and volunteers, and discussions centred around what works well and what does not. Work was undertaken to codesign the local market-shaping framework and to influence the development of the refreshed Health and Social Care market position statement. This further supports the market sustainability plan that was put in place on 14<sup>th</sup> March 2023 and starts to inform the market on the changes required. It is hoped that this will allow Sefton to ensure that it is supporting people to live and age well. The fundamental goal is that Sefton residents have access to the right support, at the right time and in the right place.

#### **3.2 Day Opportunities**

Following a successful consultation and co-production process, a new approach to Day Opportunities has been developed with a reference group made up of people who access and use services and their carers. Considerable progress has been made on this, but a pause is being taken to financially model, following the completion of the fees consultation and to support Providers with training. There is also some work to do on strengthening the Dementia approach and it is anticipated that the new service model should be in place by April 2024.

### **3.3 Care Homes**

Engagement with the market is ongoing and Sefton ASC published its Market Sustainability Plan in March 2023, and it held workshops in July to discuss with Providers the new Market Position Statement. More engagement work is planned on market-shaping. Providers were open to what needs to change in Sefton and what aspects of the market and support currently work well. Sefton ASC intends to use this information to inform the updated market position statement and to start to shape its approach to early help and prevention in the longer term.

Fee rates for 2023/24 have been set up and the market is continuously monitored in terms of fee rates and top-ups. Sefton ASC is strengthening its market/quality oversight arrangements and is working with Health Partners on the establishment of a new Contracts, Commissioning and Quality Review Meeting. This will encompass sharing intelligence to highlight any performance, quality, risk, or safety issues and include a collaborative model of decision-making, risk appraisal and approach to quality improvement activity.

### **4. Transfer Care of Hubs - ASC involvement in Hospital Discharge**

Recent statutory guidance to improve discharge arrangements from hospital has recommended the creation of Transfer of Care Hubs (with health and social care staff co-located) to improve early discharge arrangements, with individuals and carers being fully involved.

Sefton ASC are involved in the implementation of the LUHFT (Liverpool University Hospitals Foundation Trust) Transfer of Care Hub in the south of the borough. In the North, Sefton ASC already has excellent working partnerships with its Community Health Partners and there are many schemes already developed which aid a Transfer of Care approach, but these need to be brought together in a hub model, with key third sector organisations. This work has progressed and the time for implementation is November 2023, in readiness for the winter pressures.

### **5. Adult Social Care Budget**

At the close of the financial year 22/23, Adult Social Care's budget had a deficit of £0.174M. The budget pressures affecting the last financial year continue and this year will be a challenging year to ensure that the budget is achieved. Supporting Providers with pay increases above inflation has increased the pressure on ASC budgets and a programme of mitigations is required to offset these costs. Budget monitoring for the first quarter, April – June highlighted the pressures with a potential deficit of £3.6M. As the financial year progresses and the programme of mitigations

are implemented, this deficit should reduce, and the aim is to achieve a balanced outturn position. Other pressures for ASC include the agreed savings requirements and costs associated with the additional bank holidays and the financial impact of an extra day's care due to 2023 being a leap year. Discharge funding (within the Better Care Fund) of £2.2M will assist with ongoing pressures in that area. Through the year, a number of assumptions about expenditure and income will be made and reviewed regularly due to the volatility of the forecasts. Forecasts will be reported regularly to update myself and be included in wider monitoring reports to Cabinet.

### **6. Adult Social Care Complaints, Compliments and MP Enquiries**

Between June and July 2023, there was an increase in the number of complaints received when compared to the previous two months. Sefton ASC upheld 20% of the complaints which had been concluded at the time of this report which is a decrease from 58% of complaints in the previous two months.

In the same period, Sefton ASC received 20 compliments and 17 MP enquiries. For the Member Enquiries, 100% were responded to within the ten working day timescale or remain within timescale.

One third of these complaints arose owing to dissatisfaction with decisions, and service provision accounted for 44% of the total complaints received. Complaints were upheld owing to delays in case management, delays in allocating a social worker, and poor communication.

Timeliness of complaint responses had been identified as an area for improvement, and in the last two months Sefton ASC has achieved this. 81% of complaints were responded to within timescale or remain within timescale and there has been an improvement in MP response timescales as detailed above.

Complaints about finance and funding accounted for almost a third of complaints received in Quarter 1, and action has been taken to address this by reviewing and improving the information provided to members of the public at the first point of contact. It is hoped that this will offer improved information. Detailed briefings have also been provided to all staff regarding expectations.

### **Local Government and Social Care Ombudsman**

The Ombudsman has issued a Final Decision in relation to a complaint about a delay in allocating a case for assessment. The Ombudsman's Final Decision states, *"Based on the information provided, we have found fault in the delay in completing the assessment but consider the recommended action of a symbolic payment and procedural review provides a suitable remedy in addition to the apology already provided."*

### **7. Principal Social Worker Update (PSW)**

On 13th July 2023, the PSW attended the national PSW conference. During the conference there was a highly informative presentation on Anti-Racist Social Work

practice that is currently being undertaken in Essex. During the workshops that accompanied the presentation time was afforded to attendees to reflect on their own experiences of racism and the actions/ strategies, that PSWs can bring back to their own organisations. Consequently, as the new Equality Diversity and Inclusion (EDI) lead for Adult Social Care, the PSW is currently establishing a work forum with colleagues across the service, to develop the ASC EDI approach. This will support the implementation of the corporate strategy and will commence in September 2023.

Since the last report, the updated supervision policy has been codesigned with colleagues and an Equality Impact Assessment (EIA) completed. This supervision and support policy is inclusive of all staff working across Adult Social Care and will be launched formally during September 2023.

During June 2023, the Safeguarding Audit tool has been piloted throughout the service. Following the pilot and auditors feedback the PSW and new Senior Manager for Quality Assurance and Operational Safeguarding have co-designed a succinct audit that captures the appropriate data required to offer assurance, but more user-friendly.

Adult Social Care has also been working with partners to develop a strengths-based approach plan. This will include Sefton hosting a virtual 'Let's Get Strength Based' event with other Local Authorities looking at the national approach to Strength-based practice and drawing on innovation together. This is planned for Autumn 2023.

## 8. Performance and Key Areas of Focus

### Activity Overview:

The following highlights our long-term activity trends:

- Overall provision of long-term services to clients have remained stable over the course of the past twelve months. At the end of June, there were just over 4,100 open long-term services - a slight increase of just over 1% comparing to three months ago.
- Service starts for carers have been fluctuating over the past twelve months. On average, we had just over 100 service starts in last three months - that is up by 17% from the previous three months.
- Contacts received in the past three months reduced by 9% comparing to previous three months. On average, Sefton ASC is receiving just under 2,000 contacts per month.
- The number of assessments undertaken in the latest three-month period was 4% higher than the same period twelve months ago. On average, teams are completing 520 assessments per month.
- The total number of reviews undertaken is down by 8% from previous three months. The teams have been working to clear the backlog of overdue reviews, many of which are complex cases requiring much greater time and resource. It is hoped that review numbers begin to increase once the backlog has been dealt with. On average, 480 reviews are being completed by the teams each month.

- Number of safeguarding contacts received in the last three months remained fairly stable compared to previous three-month period. On average, Sefton ASC is receiving around 240 contacts related to safeguarding per month.
- The number of safeguarding referrals remaining open at month end remains an issue. In June, 378 of referrals were open at month-end. This is nearly 20% higher than twelve months ago.
- Timeliness in handling safeguarding contacts and referrals continues to perform well with 95% being resolved within seven days. In the last three months 71% of safeguarding referrals were completed within 28 days - this is a decline of six percentage points from the previous three-months period.
- Sefton ASC continues to perform well in making safeguarding personal. 97% of safeguarding enquiries saw preferred outcomes met fully or partially and the proportion has been stable over the past twelve months.
- The Adult Social Care Outcomes Framework (ASCOF) measures how well care and support services achieve the outcomes that matter most to people as put forward by Central Government. The ASCOF is used both locally and nationally to set priorities for care and support, measure progress, and strengthen transparency and accountability.
- A change in data collection method for clients with mental health services resulted in Sefton dropping out of the top quartile for both clients in employment (1F) and clients in settled accommodation (1H). NHS Digital explained that more service users are included in the denominator, as definition of the indicators 1F and 1H has become broader. Furthermore, employment and accommodation statuses are being included only if they were updated within last 12 months. NHS Digital advised that indicators dropped for most councils. It is worth noting that metrics 1F and 1H will not form part of ASCOF in 2023/2024. We are currently awaiting on guidance how new ASCOF measures will be calculated.

The main points of note on Sefton ASC's performance are:

### **Admission into care and reablement:**

The rate of admission to care homes for those aged 18-64 remains stable but Sefton ASC remains in the bottom quartile for both the North-West and England. The rate of admission for over 65s continued the downward trajectory, keeping Sefton ASC outside of the bottom quartile for England and outside the top quartile for North-West. Just under 70% of Sefton ASC service users are in 'community based' services (i.e., not in nursing or residential placements) and this proportion is low compared to other North-West authorities and puts it in the bottom quartile. The number of people in receipt of reablement at the end of June 2023 was 20% higher comparing to the same period last year.

The increase in the number of reablement services has seen Sefton ASC move out of the bottom quartile in the North-West on the number of episodes of reablement or intermediate care for clients aged 65 and over.

## **APPENDIX A**

The success of reablement remained a positive with 91% of clients 65+ discharged from hospital remaining at home 91 days after receiving reablement services.



### **Self-directed support and direct payments:**

Provision of services supporting people by either self-directed support or direct payments has remained consistent over the past twelve months.

The proportion of carers receiving a direct payment has continued to increase. June saw a highest figure for this metric in the last twelve months and Sefton ASC remained outside the bottom quartile for both the North-West and England. 100% of carers would need to receive direct payment for Sefton to move to the top quartile- it was almost 94% in June (1C2B).

### **Employment:**

Number of learning-disabled clients going into paid employment remained stable, with around 2.7% of learning-disabled clients being employed (1E). Sefton remained just outside of the bottom quartile in the Northwest and nationally.

Changes in NHS methodology for indicators concerning clients with mental health services, resulted in Sefton dropping out of the top quartile for clients in employment (1F). In the last three months, Sefton moved out of the bottom quartiles regionally and nationally for proportion of adults with mental health services in paid employment.

### **Housing:**

There have been small improvements in number of learning-disabled people who live in their own home or with their family in Sefton. In June, Sefton ASC remained in the top quartile for England and just outside the bottom quartile for the North-West (1G).

Changes in NHS methodology for indicators concerning clients with mental health services, resulted in Sefton dropping out of the top quartile for clients in settled accommodation. In the last three months, Sefton remained in bottom quartile regionally and nationally for the proportion of clients with mental health services who live independently.

## **9. Workforce**

The recruitment and retention of the ASC workforce is a key priority as Sefton continues to experience workforce challenges which reflect the national picture.

Several initiatives have been rolled out during the last couple of months to support the improved recruitment and retention of Social Workers. This includes creation of a dedicated Lead Practitioner post, to increase the recruitment of the number of newly qualified staff who will be entering their professional first role known as an Assisted and Supported Year of Employment (ASYE). ASYEs carry a reduced caseload and require more management support, but by far the largest response to the permanent advert has been by ASYEs. This post - which is currently out to advert - will enable ASC to recruit to the fifteen current vacancies that exist across the organisation for ASYEs.

In addition, Sefton ASC is working with the Local Government Association to look at flexible working approaches across the service that may assist to attract and retain qualified staff in an extremely competitive market.

### **10. Learning and Development**

Offering a wide range of learning and development opportunities for practitioners is key to ensuring the retention of staff and during the last three months there has been progress in several areas:

- Sefton ASC is making timely progress developing a Personalisation Training Programme for students, ASYEs and new starters who have not undertaken this training previously. This will go live in Sep 2023.
- Work has commenced work on an essential CPD (Continuing Professional Development) offer for Adult Social Care, which includes essential training for all staff who work in this area. The target date for completion is January 2024.
- Development of a Neurodiversity Training Plan is now under and will include specialist training for staff such as the Oliver McGowan programme.

#### **Apprenticeships:**

Staff enrolled on the Level 6 Social Work (SW) Apprenticeship Degree and the Level 6 Occupational Therapy (OT) Degree are continuing with their studies and are making good progress. A further cohort will go live from January 2024, and this very much supports a “grow your own” approach to recruitment and retention.