

**Adult, Social Care and Health Select Committee**  
**Overview Meeting 2023**  
**18 July 2023**  
**Adults, Health and Wellbeing**

**Context**

Members are reminded of the Council's Vision that supports decision-making:

A place where people are healthy, safe and protected from harm where:

- This means the Borough will be a place where:
  - People live in cohesive and safe communities
  - People are supported and protected from harm
  - People live health lives
  
- This means that the Borough will have:
  - A growing economy
  - Improved education and skills development
  - Job creation and increased employment
  
- This means we will enjoy:
  - Great places to live and visit
  - Clean and green spaces
  - Rich cultural experiences

The Council plays its part in making sure this is achieved by being a Council that is ambitious, effective and proud to serve.

**Performance Reporting**

Performance across the Council Plan was reported on a six-monthly basis to Executive Scrutiny Committee. Please see the link:

<http://www.egenda.stockton.gov.uk/aksstockton/users/public/admin/kab71.pl?cmte=SCR>

## **ADULTS, HEALTH AND WELLBEING**

### **Director – Ann Workman / Carolyn Nice**

Relevant services include:

- Adult Social Care
- Strategy and Transformation
- Public Health

### **Council Plan 2023-2026**

The Council Plan sets out the aims and objectives for all services and is refreshed on an annual basis.

The key priorities for Adults, Health and Wellbeing are attached at Appendix 1.

### **Emerging Issues**

Service delivery is influenced by a range of internal and external factors that develop over time. Emerging challenges and opportunities are summarised as follows:

#### **Adult Social Care - Priorities for the year ahead**

The four priorities in our Adult Social Care Strategy are:

1. To provide support to people to prevent, reduce or delay the need for ongoing support and maximise independence.
2. To ensure people can get the right level and type of support at the right time
3. To develop and support our staff and to support providers of social care services to develop and support their staff.
4. To work with, and within, communities.

To support these priorities in the coming year we will be:

- Reviewing our intermediate care offer
- Focussing on developing further opportunities for supported and residential living within the borough to enable less out of area placements
- Developing a Workforce Strategy
- Continuing to work with care providers to develop the care market within the borough and improve quality of care
- Develop co-production with people with lived experience

From April 2023 the Care Quality Commission introduced a new inspection regime for Adult Social Care within Local Authorities. A work programme is in place to prepare for inspection, with a focus on ensuring that what we do in our day-to-day practice is robust, safe and of good quality.

## Adult Social Care – Challenges and opportunities

Several key frameworks will be recommissioned in the next 18 months and essential market engagement, service review and re design work will need to be undertaken throughout 2023/24 to ensure services are effective, sustainable and meet the outcomes of people. The key frameworks include:

Framework	When do we expect it to go live
Older People Residential Framework	01 April 2024
Mental Health specialist framework	July 2023
Learning Disability Residential Framework (reopening for additional provision)	July 2023
Care at Home Framework	01 October 2024

The Council commissioned the Housing LIN to support with a market assessment of the housing and accommodation needs for older people and people with complex care and support needs over the next 10 years. This was completed in December 2022 and a priority for 23/24 is to use this market intelligence to stimulate the market and develop accommodation options.

We completed our 2023/26 Market Position Statement (MPS) and will use this as a tool to engage with the market to ensure we continue to have sufficient provision for projected future needs and we learn and build on good practice from other regions and other providers.

The combination of demand pressures, impact of rising inflation and financial challenges plus recruitment challenges across the sector will continue to challenge the sustainability in the market.

The expansion of the remit of the Care Quality Commission (CQC) to oversee the quality and performance of both Local Authorities and Integrated Care Systems (ICS) alongside the existing inspection responsibilities they hold for providers of regulated activities will start in earnest from September 2023. Adult Social Care is working to ensure our systems and processes are effective and ready for a formal inspection and we use the framework as a tool to ensure the services we offer and the way we work continues to deliver good outcomes for people.

The Transformation Programme will build on the excellent work achieved in 2022/23. The programme will focus on several key areas including development of the recruitment and retention programme for the care sector, leadership development and growing leadership networks across organisations, activities in care settings, links to university research and skills / competence development of care provider staff. The Well Led offer made by the Council to Care Providers was a finalist in the Municipal Journal Awards 2023.

Care homes across Stockton have been working within the Activity Coordinator Network to start innovating and developing the activity offer to residents. The Activity Coordinator Network brings together Activity Coordinators to share good practice, ideas and look at solutions to barriers and challenges facing their services.

There has been a series of events, designed in collaboration with Activity Coordinators, the Transformation Team, Tees Active and Catalyst, that brings care home residents together in one place, to socialise and take part in a number of activities and events. This includes Residents on Ice (ice skating with wheelchairs) and The Care Home Legends (a number of physical activity games supported by secondary school students at Thornaby Pavilion).

The Big Green Walk was designed in collaboration with Activity Coordinators, the Transformation Team, Tees Valley Museums, Stockton Globe and Stockton Travel Hub, and saw over 100 residents, their families and staff from across Care Homes, come together to participate in a one-mile walk, followed by a Sing-a-long.

The Activity Coordinator Network has developed into an engaging, motivated network of coordinators, who now run their own Resident Social Group at a local Social Club, bringing residents together from all care homes, to socialise, play games and sing.

To support in the development of Activity Coordinators and strengthen their current skills, a L2 Activity Provision in Care qualification was developed by the Learning and Skills team, which was oversubscribed (20 accepted into the first programme which started in June), and a second programme will start in September.

The Activity Coordinators continue to bring ideas for collaborative working, which are being explored, and include Guinness World Record activities, Care Home Come Dine With Me, and a Care Home Choir.

An Activity Showcase Event held in March 2023 aimed to bring organisations, VCSE and other community groups together to promote the activities or services they can offer to Activity Coordinator and residents; thereby allowing care homes to improve their awareness and knowledge of what is available. Links were created and strengthened with Age UK Teesside, the Mobile Library Service, Greenlinks, Sporting Chance, Stockton Globe, Wag & Co, and Stockton Active Travel Hub, to name a few.

Throughout 2023/24, we aim to continue this work broadening the variety of activities available in the community and sharing good practice to implement in the care homes with residents who may be less mobile and require more meaningful activity within the home.

Work around recruitment and retention across the sector is continuing to develop. All managers across the Stockton network are being provided with Skills for Care registered managers membership. Providers are being asked to complete the Adult Social Care Workforce Data set which will become a contractual responsibility from 2024. The dataset helps provide insights into the characteristics and trends within the adult social care workforce, assisting in the development of policies and strategies to support the sector and allows providers to access the Workforce Development Fund to access training for employees in the sector.

Care sector careers continue to be showcased in Stockton News and on the Employment and Training Hub social media. We are currently working alongside Health and Social Care partners as part of the widening participation programme on a new campaign to promote Health and Social care careers. This campaign will be delivered across the Tees Valley, commencing in November and run until March. Funding for this campaign has been made available via the ICB.

Funding for a Care Academy Coordinators post has also been made available and this will support the development of the Care Academy offer including developing a robust network of I-Care ambassadors to promote opportunities within the sector.

There are emerging challenges within CQC and PAMMS inspections in the care home sector regarding medication management. To respond to this challenge we are:

Commissioning support from the NHS Medicines Optimisation team who provide Medication auditing and training to care homes. Homes that have significant challenges with medication management are provided with an action plan and one to one support from the team.

Additional resource for this team is currently being looked at via Better Care Funding to respond to the concerns identified with medication management across the network at this time.

A Care home quality group has been created for Providers that have been identified as Requires improvement or inadequate in either CQC or PAMMS. One focus of the group is to upskill care home staff around medication management with targets to be agreed with providers for the number of staff that must complete the Medicines Optimisation teams training to ensure significant and sustainable improvement in these homes.

A level 3 medication management qualification has been developed via Learning and Skills and the NCFE (previously known as the Northern Council for Further Education). The qualification is accredited and recognised by CQC. This is run over six weeks and incorporates two theory days based at the skills centre and then an observation in their own setting. An initial cohort of 6 care home staff completed this course and an additional 4 courses have now been made available with 32 places to be offered to Care homes with requires improvement status as part of the Care homes quality group. Additional courses will also be made available.

We are producing an Adult Social Care Workforce Development Strategy (2023-2027) which is likely to focus on the following Priority Areas:

- Priority 1 – To promote and enhance the Wellbeing of our Workforce
- Priority 2 – To ensure we have the right people in the right roles to support the delivery of our services
- Priority 3 – To work with Partner Agencies to ensure that they are delivering training and development opportunities that are relevant, adaptive and meet the needs of our workforce
- Priority 4 – To work with Strategic and Operational Services within Adult Social Care to ensure Quality Assurance is in place with Care Quality Commission compliance and requirements.

An annual Action Plan will be developed to from the ASC Workforce Development Strategy.

We recognise the recruitment and retention challenges within Adult Social Care and to respond to this we are working in collaboration with the Association of Directors of Adult Social Services (ADASS) network with two working groups – these are Social Work and Social Care Staff focussed. This enables the Council to view our workforce data in the context of wider local authority experiences. We are able to benefit from the learning and experience from within these networks. We continue to promote Apprenticeship opportunities and invest in training and progression opportunities.

The health and wellbeing of Adult Social Care staff is an integral focus of the ASC Workforce Development Strategy. We recognise the need to promote and provide holistic wellbeing opportunities. We provide a range of accessible, self-directed learning resources within MyDevelopment, in addition to ASC Wellbeing Week, Social Work Week, Celebration Events; and also access the wider Corporate Wellbeing Services.

We are committed to creating a Culture of Learning within Adult Social Care. This needs to be accessible and delivered in a personalised way that meet the needs of our workforce. To respond to this we facilitate a number of internal training opportunities, such as Festival of Learning, Peer Reflection Sessions; in addition to the structured training sessions which are delivered within Workforce Development, and also by Partner Agencies – such as HEI's,

Local Training Providers; and Stakeholders such as Teeswide Safeguarding Adults Board (TSAB) and Tees Esk and Wear Valley Mental Health NHS Trust.

The Council continues to meet its obligations as a TSAB member by taking active part in each of the six sub-groups' work and by contributing towards the overall TSAB Strategic Business Plan. As part of the quality assurance process, SBC was audited by the TSAB and its partners on 14 July 2022 in relation to Self-neglect and then on 3 November 2022 in relation to Adult Sexual Exploitation. On 10 November 2022, the Quality Assurance Framework Self Audit<sup>1</sup> was submitted to TSAB with the overall rating of 'Green' being assigned by the evaluation panel. Further audits are scheduled to take place in 2023/2024: regarding Modern Slavery and Incidents between residents in care homes.

The Council continues to meet its legal obligations, as outlined in The Care Act 2014 and other relevant legislation, such as The Mental Capacity Act 2005 and The Human Rights Act 1998. Key Policies and Procedures as well as practice guidance are adhered to. Between 1 April 2022 to date, there are no Safeguarding Adult Reviews (SARs) in relation to SBC residents.

Early intervention and prevention services (EIP) continue to deliver critical intermediate care services, robust triage for Adult Social Care and Safeguarding referrals, and play a key role in our management of hospital discharges. We have one of the most effective systems in the country for safe and timely hospital discharge. This has been recognised with presentations being delivered at a regional Better Care Fund event in Leeds and at the annual LGA conference innovation zone, held in Bournemouth. We see integration as a key element to managing service delivery in time of financial challenge and are focussed on what more we can do with a multi-partner integration event taking place this year to set the commitment and direction.

We created a new role of Lived Experience Coordinator in November 2022 with the aim of transforming our co-production approach. This role will be a key in our plans to develop this approach across Adult Social Care and will link into existing commissioning plans and support the expectations of the CQC assurance.

## Public Health - Priorities for the year ahead

Fitting with Council Plan the priorities, our key focus remains delivering on the key high level themes in the Joint Health and Wellbeing Strategy (to be reviewed this year together with communities and partners):

- all children and families get the best start in life
- all people in Stockton-on-Tees live well and live longer
- all people in Stockton-on-Tees live in healthy places and sustainable communities

To support delivery against these key priorities, we will:

- help drive forward the thinking on **asset-based community development** working collectively with communities and partners
- continue to embed **addressing inequalities** in all that we do, working across the wider health and wellbeing system
- continue to develop and implement a local health and wellbeing model and offer for **children, young people and families**, working with communities and partners
- further develop our approach to working with our **adult population** (including transition from childhood) to ensure support and services (e.g. substance misuse, tobacco control) are available and accessible according to level of need, alongside empowering communities
- further **develop 'healthy places'** to help create the environment and conditions for people to be healthy, working alongside communities and partners
- **protect the health of the population** through ensuring accessible services are in place e.g. screening; and ensuring readiness and response to threats to population health e.g. infectious disease; and input to major incident planning and response
- support **development of the ICS** locally and regionally, to help ensure joined up plans are in place to address the health of the local population, working across primary care, mental health and acute care

## Public Health – Challenges and opportunities

As with many other areas, recruiting specialist workforce remains a challenge and we are continuing work to recruit and retain our own staff, providing development opportunities for team members and working with regional training programmes.

We continue to work closely with colleagues across the organisation and with partners to ensure value for money and explore new ways of doing things. Regular service review and evaluation continues to be a key part of our ways of working. The asset-based community development approach to working provides an exciting opportunity to look further at how we develop support for communities where they need it, and act as a facilitator and enabler. This approach extends to our existing work also, including our work with more vulnerable communities. We are developing a pilot to support people with multiple complex needs (particularly domestic abuse, substance misuse and mental health needs), with a view to using a peer- advocacy model and employing the learning to influence other work.

Having worked closely with ICB colleagues over the past year to support PCNs with their health inequalities work (focusing on healthy weight), we are looking to develop our relationships with primary care further, maximising their close links with communities. An example is exploring a pilot for benefits maximisation work to be undertaken from a GP practice, to provide opportunistic support to people in a setting that may be more accessible to them. We are also working closely with ICB colleagues to look at the development of local plans under the new ICB place committee for the borough, which articulate how we work jointly across the system to help deliver on the Health and Wellbeing Strategy.

Working collectively with partners and the community to refresh the Strategy with an associated plan and framework for capturing impact will also be a key activity for the coming year.

With the changes across health, care and children's services, we have a good opportunity to work collectively with partners and the community to develop our model for working with and supporting children, young people and families' health and wellbeing. This is informing the developing model for our 0-19 provision (and up to 25yrs for SEND), where we are looking to use and test and co-production and asset-based approach. The model includes our health visiting, public health school nursing and family healthy weight support services.

As demand and need continue to grow, we are looking to work closely with adult services, health services and the community to ensure our support and provision is tailored according to level of need. This will include using our collective intelligence to understand communities at higher risk of ill health and looking at how we ensure earlier intervention is in place to prevent escalation into needing more intensive support. We already commission health checks in primary care as an example, which we are continuing to build on. The last year has also seen the development of our new Domestic Abuse Strategy and we have also lead on the recommissioning of domestic abuse services, which provides us with an additional opportunity to continue to develop our support to communities with existing needs and vulnerabilities. Primary prevention remains crucial and we will continue to work with partners to implement whole-systems approaches around issues such as tobacco, substance misuse and mental wellbeing in line with the evidence base and taking an increasingly community asset-based approach.

We will also continue to maintain and build our resilience for future threats to the health of the population, including embedding learning from the Covid pandemic, informing refreshes to emergency planning / major incident approaches and maintaining and building further our relationships with key settings such as the care sector and schools. Ensuring effective and accessible infection prevention control and screening and immunisations remain a priority.

With so much regeneration and change underway in the borough, there is the opportunity for us to continue to develop our joint working with Council colleagues, businesses and wider partners in relation to creating healthy places. This includes including supporting people to be healthy to work; supporting workplaces in improving the health of their employees and communities; and working with partners to create and promote opportunities for people to be physically active, access green space and feel a sense of ownership and safety in their communities and neighbourhoods.



## **APPENDIX 1: COUNCIL PLAN – KEY PRIORITIES 2023-2024 (ADULTS, HEALTH AND WELLBEING)**

A place where people are healthy, safe and protected from harm means the Borough will be a place where:

- people live in cohesive and safe communities
- people are supported and protected from harm
- people live healthy lives

We have identified these key priorities for 2023 to 2024 to help us achieve this vision. This year we will:

- deliver improvement programme focusing on workforce, practice and partnerships for children and families in need
- support people to live healthy lives and address health inequalities through a focus on early prevention, long term conditions, substance misuse, smoking, obesity, physical activity and mental health
- continue to lead the public health response to Covid and support the approach to recovery and addressing the impact of Covid, working with partners on the Health and Wellbeing Board
- support people to remain safely and independently in their homes for as long as possible and offer help to people who are feeling lonely
- continue to work with adult residential care and care at home providers to improve quality of care and to continue to support them as they respond to the challenges arising from COVID-19
- engage with individuals, families, carers and communities when developing adult social care support and continue to collaborate with the NHS to ensure health and care services work effectively together
- review out of area placements and day options provision for adults
- work with our communities and partners to develop our approach to healthy places, in the context of regeneration plans and the Health and Wellbeing Strategy