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**Strategic Delivery Plan for Transforming Adult Services
2012-2015****Contents**

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Strategic Delivery Plan for Transforming Adult Services 2012-2015

1. Introduction

In Herefordshire we want people to have fulfilling lives with control over what is important to them. When we have to provide care and support we want these services to be safe, to afford people dignity and to enable people to continue to be part of their own communities.

People are living longer and in Herefordshire we expect the numbers of people over 85 to double by 2026. People are also living longer with long term conditions such as dementia and disabilities.

National policy drivers are very much about empowering communities to take control. The focus is on preventative services, reducing dependencies on state provided services and ensuring people can remain in their own homes and communities for as long as possible, leading healthy lives.

Herefordshire faces similar challenges to those described nationally. In addition to the ageing population there is a need for lifestyle changes to tackle issues such as obesity and the need to engage with people to deliver the changes needed.

We need to have systems and services that are sustainable and offer value for money for local residents, while giving people in Herefordshire choice and control of their lives.

This involves everyone, and all services. Much is already done by individuals, families and communities themselves. The Council and partners provide support and enable people to make choices for themselves. Adult social care plays an important part of our local delivery and represents 40% of the total council budget. The challenge to councils' budgets is very serious as settlements from central Government continue to reduce.

To achieve this we need to shift from providing high cost services such as residential care to supporting people to live in their own homes and communities as far as possible. We need to work with partners and communities to develop and maintain services to be available when people need support.

We want to work with the people of Herefordshire to reduce dependency and to be clear about what they can expect from the Council. We want people to always have access to high quality services to support them to be independent and formal health and social care services when they are assessed as needing them.

Our Delivery Plan is therefore not fixed until 2015. It is in a constant state of refinement and development as more people and partners become involved, we reassess priorities and the effectiveness of what we achieve together.

2. Vision and guiding principles

In Herefordshire our vision for health and well being is :

Working with people in Herefordshire to live independently and to be safe and well.

We will do this by encouraging people, and their communities, to help themselves and, where necessary, ensure access to advice, care and support which is financially sustainable, of high quality, timely, accessible and innovative.

We will deliver this vision by underpinning all our work with the following principles:

1. As people get older, or are less able, they can do things which will help themselves stay independent and well throughout their life.
2. Most people can, and should, be helped and supported by their family, friends and local community.
3. Communities are encouraged to help those that need support.
4. People are responsible, and where able to, should organise and pay for their own help to remain as independent and well as they can be.
5. The local authority and health community are responsible for ensuring that people and their families are able to get advice about things they can do to help themselves, and information about what is available to help them which they can pay for.
6. Where people are less able or become frail or ill, the local authority and the health community will ensure services are provided at home or as close to home as possible, including using the resources that the person's family, friends and local community can provide
7. Services will protect people's safety and independence with the emphasis on preventing deterioration in conditions where possible and/ or in ensuring a dignified and well-cared for end of life
8. Services for people are funded by the people themselves, or by all the tax payers of Herefordshire. So services will be arranged and funded so that they are sustainable and affordable in the short, medium and long term and of good quality
9. Local authority, health, private and voluntary sector services will work together so that people experience a unified, well run single set of services, even if they are provided by different organisations
10. People should require less treatment in hospital and less time in full time residential care through a well thought through community approach and organisations and people in Herefordshire will work together to make that a reality.
11. People should be able to make choices and keep control of their lives.
12. Within three years, Herefordshire should be one of the top performing authorities in terms of self-help; innovation; value for money; speed of assistance and safety

3. Herefordshire solutions

Herefordshire's Strategic Delivery Plan for Transforming Adult Services sets out the areas of work we will focus on for the next three years. Herefordshire Public Services and partners have been working on many of these areas for some time; however, this delivery plan is the mechanism for pulling them together into a coherent strategy focused on adults. This plan forms part of Herefordshire's approach to deliver the Health and Wellbeing Strategy and is an integral part of our joint work with the health sector, including the Clinical Commissioning Group. Importantly this delivery plan, along with the joint strategic needs assessment, enables others to think about what they can contribute and determine their own actions to enable adults to live independently for as long as possible, and to meet the needs of those that choose or require services and support. The solutions offered reflect national health and social care policy direction.

Localities

Herefordshire aims to coordinate and deliver services in partnership and on a locality basis. This delivery plan will enable localities to be at the heart of our collective approach. This may be through specific commissioning at a locality level, through the use of personalised budgets or local contracts. Where best value is achieved through commissioning at a larger scale, the delivery will wherever appropriate be at a local level. The plan is not set out with a section for each locality, as service delivery will vary according to local need and the plan establishes a whole county approach. However, specific initiatives will be taken forward at a locality level, and as we begin the life of this plan the Ageing Well initiative in Bromyard is an example of this.

4. Definitions

The law relating to Adult Social Care dates back to the National Assistance Act 1948 and since then there has been a plethora of additional legislation leading to complexities both for those delivering the services in interpreting the law and for those who receive services to fully understand their entitlements.

The Law Commission was tasked in 2008 to undertake a review Adult Social Care and published its report in May 2011.

This includes a definition of Adult Social Care as it currently stands

“Adult social care means the care and support provided by local social services authorities pursuant to their responsibilities towards adults who need extra support. This includes older people, people with learning disabilities, physically disabled people, people with mental health problems, drug and alcohol misusers and carers. Adult social care services include the provision by local authorities and others of traditional services such as care homes, day centres, equipment and adaptations, meals and home care. It can also extend to a range of so-called non-traditional services – such as gym membership, art therapy, life coaching, personal assistants, emotional support, and classes or courses. Adult social care also includes services that are provided to carers – such as help with travel expenses, respite care, and career advice. Finally, adult social care also includes the mechanisms for delivering services, such as assessment, personal budgets and direct payments.”

The government has announced that it will introduce legislation in 2012 to implement many recommendations of the Law Commission which will simplify the statutory

framework and be based on the overarching principle that the purpose of adult social care is to: “promote or contribute to the well-being of the individual. In effect, individual well-being must be the basis for all decisions made and actions carried out under the statute.”

The recommendations cover areas such as:

- Assessments
- Eligibility
- Carers assessments and eligibility
- Provision of services
- Adult protection
- Ordinary residence
- Health and Social Care divide

5. National Drivers

With the emphasis on prevention and early intervention, *Putting People First* set out the shared agreement between Government, Local Government and their partners for the transformation of adult social care. This has now been further strengthened by Think Local Act Personal with broadly similar aims and goals. The agenda clearly set out change in a number of key areas:

- The extension of choice and control to all citizens with care or support needs;
- The importance of information and advice for citizens with care or support needs, regardless of whether they are state funded or using their own resources;
- The importance of services that promote independence and prevent people needing ongoing care or support where this can be avoided;
- The importance of “universal services” in the lives of all citizens, especially those with care and support needs;
- The importance of all stakeholders working together to shape communities, with the needs of citizens at the centre;
- The continued importance of ensuring the cost effective delivery of services.

Use of Resources in Adult Social Care October 2009 set out the challenge to Local Authorities of self assessing effective use of their Adult Social Care resources. It recognises that some of “...the interventions which will lead to transformational reform for adult social care will take a minimum of five years to deliver” and presents a series of key questions to commence this process.

It refers to local authorities falling into two groups Careland and Communityland – the highest and lowest share of spending on residential and nursing care respectively. It suggests that an “excellent” authority should have a balance of services available with not more than 40% of its overall adult social care budget being spent on residential care.

A Vision for Adult Social Care November 2010 outlined the vision for a modern Social Care System which is built on seven principles:

- Prevention
- Personalisation
- Partnership
- Plurality
- Protection
- Productivity

- People

The direction is to empower citizens and communities and those who use services to develop a range of preventative and other support which will help to reduce isolation, improve health and wellbeing and better manage the demand for formal health and care. The vision is clear that none of this can be achieved in isolation and very much depends on working closely with partners and, importantly, communities.

Healthy Lives Healthy People November 2010 looked to tackle the wider social determinants of health. The White Paper was seen to complement *A Vision for Adult Social Care* in “emphasising more personalised, preventative services that are focussed on delivering the best outcomes for citizens and that help to build the Big Society”. It refers to “designing communities for active ageing and sustainability” making active ageing the norm.

In 2011 Department of Health undertook a consultation exercise *Caring for our Future* bringing together the Law Commission Review and the Dilnot report which considered future funding arrangement for those who needed care.

The feedback from the consultation focussed on

- sharing responsibility for improving the system,
- move to an approach which focuses on building individual and community assets,
- empowering people with choice and control through a universal offer for information, advice and care navigation for citizens balancing national and local information,
- re-balancing the social care market to encourage innovative and preventative action,
- develop integrated and transformational leadership underpinned by a quality workforce,
- strengthen the social care quality framework,
- pilot direct payments in residential homes,
- mainstream housing and planning into care planning,
- develop shared outcome measures based on the user/carer experience,
- and striking an appropriate regulatory environment for financial products

The feedback from the engagement is being used to understand the immediate and longer term priorities for social care reform, with Department of Health continuing to work with stakeholders to develop the policy recommendations to help them decide the approach to the Care and Support White Paper and to progress the report on funding reform, legislating at the earliest opportunity including many of the recommendations from the Law Commission Report.

6. Herefordshire Profile

This Strategic Delivery Plan for Transforming Adult Services has been informed by the Joint Strategic Needs Assessment, which is refreshed throughout the year and published annually. Further detailed statistics are also available on the [Facts and Figures website](#). Some of the significant issues facing Herefordshire include:

- The population of Herefordshire is 177,800 of which 24% of the population is over retirement age (compared to 19% nationally)
- It is predicted that the number of older people with dementia in Herefordshire will rise from 2,821 to 5,572 in 2030 an increase of 92%.
- Life expectancy for men is 77.6 years (compared with 76.9 for England) and for women is 82.4 years (compared with 81.1 for England)
- In Herefordshire the number of people over 65 is expected to rise by 18% in the next five years, whilst the number of people under 65 is expected to fall
- The number of people aged 85+, who have by far the greatest needs for health and social care, is expected almost to double in Herefordshire, from 5,200 in 2008 to 10,200 in 2026
- The rate of physical disability and mental health ill health among the adult population under 65 is predicted to remain virtually the same. (stable prevalence, no population growth until 2030). However, there is an increasing complexity of need.
- The rate of learning disability will increase slightly in numbers until 2030. However, within this the population of clients, their carers will age significantly and younger clients joining the cohort have more intense needs. In addition their carers have more expectations for independent living.

In Herefordshire, in 2011 we have seen a small increase in the number of people receiving home care but a large increase in the amount of care people receive. Similarly with residential care and nursing care, numbers have stayed similar but length of stay and costs have increased significantly. The biggest increases have been in relation to older people and people with mental health difficulties.

CIPFA identify a group of 16 authorities with similar attributes for comparative purposes. Herefordshire's overall unit cost for residential, nursing and intensive homecare for 2010-11 ranked as 9th most expensive.


7. Performance Framework


A fundamental part of our approach is not to prescribe all the activities required to enable and support adults, but to present the key issues facing Herefordshire in an informed, accessible way and to be clear about what Herefordshire Public Services will do for its part.

It is important that, collectively, we focus on activity that has a strong track record of delivering change, whilst also enabling local innovation together. The Strategic Delivery and Transformation Plan can be used by local partnerships, private, voluntary and community organisations to think what they can do to take part enabling and supporting adults, to put thought into action and to pledge their involvement. We will collect these pledges and use them to assess how we are achieving our aims in Herefordshire.

8. Key areas of work

The Strategic Delivery and Transformation Plan sets out the key areas of our work. Each section establishes what we are aiming to achieve, why it is important and what we will do.

The actions outlined in this Plan are important in terms of transforming adult services. The Health and Wellbeing Board has, however, placed a particular emphasis on transforming services for older people. Actions that will specifically contribute towards this priority are flagged -  Each section has a scorecard to enable progress to be measured in year. A revised score card will be developed for each year of the plan.

Clearly, all the actions outlined in this Plan are important in terms of transforming adult services. The Health and Wellbeing Board has, however, placed a particular emphasis on transforming services for older people. Actions that will specifically contribute towards this priority are flagged - 

My life in my community

What are we aiming to achieve by 2015?

For adults in Herefordshire to be as independent as they can be for as long as they can be.

Why is this important?

- National evidence suggests that people want to remain independent as long as possible.
- The costs of caring for people with complex social care and health care needs are set to rise and as our population ages, it is more important than ever that social care gives older people choice and control over services that help them to remain independent
- Adult Social Care Survey 2011 (Herefordshire) - over a third of respondents felt they could not or they had difficulty getting around the house and/or in and out of bed
- Adult Social Care Survey 2011 - 37% of respondents could get to all the places in their local area that they wanted, 45% found this difficult or were unable to go, and 18% did not leave their homes
- People know what choices are available to them locally, what they are entitled to, and who to contact when they need help.(Adult Social Care Outcomes Framework (ASCOF) outcomes 3d)

What we will do?

- Work positively with other council departments, partner agencies, communities and stakeholders to ensure adults in Herefordshire have access to high quality universal services only accessing specialist health and social care services when needed
- 🚩 Develop high quality information and advice services for people, whether or not they are eligible for services, signposting to these services at every opportunity.
- 🚩 Expand the availability of assistive technology, including telecare, to enable people to stay at home.
- 🚩 Develop and improve Home Improvement Agency related services, as well as awareness of and information about them.
- 🚩 Ensure the operational efficiency of the DFG process and budget is maximised.
- Develop a new service model to replace the traditional day care provision
- Actively work with housing and care providers, service users their families and carers, linking this with Home Improvement Agency services to further expand opportunities for supported living to enable people to live independently within their community
- Develop increased capacity for handyperson services.
- 🚩 Support carers to maintain their caring role
 - Continue to work on the new model of enablement helping people with a disability, including learning disabilities, to develop life skills for independent living that reduce dependency on the provision of social care
 - To develop a pathway to employment for those with learning disabilities.

Main partners for delivery:

Herefordshire Public Services

Third Sector

Communities

Clinical Commissioning Group

Wye Valley NHS Trust

Housing providers

My life in my community

By April 2013, adult services in Herefordshire will look like this:

- People with learning disabilities and their families will have greater choice and control over where and how they live
- People with a learning disability and their families will know how to get housing advice and support and will have the opportunity to plan for their housing needs
- Planning for young people with a disability moving into adult services will be improved with the aim to reduce dependency on long term support
- People will have access to good information to enable them to make choices
- Assistive technology will keep more people in their own homes.

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Seek approval for the Learning Disability Housing Strategy 2012 - 2016	By 1 st April 2012	Amanda Edwards
Implement the Learning Disability Housing Strategy	By 1 st April 2014	Amanda Edwards
Appoint a project manager for Ordinary Lives to oversee the development of more supported accommodation	By April 2012	Amanda Edwards
The range of accommodation and housing needs to be extended to meet the housing needs in particular of: <ul style="list-style-type: none"> • Young adults with learning disabilities and other complex/physical disabilities • Older adults with learning disabilities who are becoming frail and/or developing other physical/health needs. • Adults with learning disabilities who need wheelchair accessible housing • Adults with autism or complex health 	By April 2014	Amanda Edwards

needs		
<ul style="list-style-type: none"> • Young people under 30 who require shared supported accommodation 		
Complete tendering process for assistive technology and increase the offer	September 2012	Jade Brooks
Further develop information website and catalogue.	September 2012	Mark Watson

We will use this money:

Amount

£90 k over a 2 year period (£45k per annum)

£250k for assistive technologies

£

Funding

source

NHS

Trans-formation Funding

NHS Transformation Funding/Council

And realise these savings and/or avoid these costs:

£358k. Saving to be achieved by re-designing residential care packages where appropriate into shared care supported living. This includes more effective use of existing block contracts for those supported accommodation providers.

£1.2m savings £2m cost avoidance attributable to assistive technologies

My support close to home and in my control

What are we aiming to achieve by 2015?






For every adult in Herefordshire to be able to access support that meets their needs as close to home as possible and to manage their own support as much as they wish.

Why is this important?

- To delay and reduce the need for care and support (Adult Social Care Outcomes Framework (ASCOF) outcome 2)
- People manage their own support as much as they wish, so that they are in control of what, how and when support is delivered to match their needs (ASCOF outcome 1b-c)
- Carers can balance their caring roles and maintain their desired quality of life (ASCOF outcome 1d)
- Adult Social Care Survey 2011 (Herefordshire) Around 60% of respondents indicated that care and support services help them have control over their daily lives.

What we will do?

- 🚩 Continue to offer a personal budget to all people eligible for services either following review or following assessment.
- 🚩 Develop robust reablement services to help people maintain, or regain, independent living skills.
- 🚩 Work with partners to develop an action plan to deliver the Carers Strategy in particular to increase the flexibility of short breaks and to provide a comprehensive carers service
- 🚩 Work with sheltered accommodation providers to agree minimum accommodation standards and develop a small amount of new affordable sheltered housing
- 🚩 Work with private developers to promote the development of additional retirement housing.
- 🚩 Consider the future role of Floating support, not just within ? (Not just sheltered housing but within wider neighbourhoods too). Introduce universal, preventative support service for people who experience issues with their housing and maintaining their homes
- 🚩 Promote the development of additional enhanced sheltered housing, Extra Care housing and virtual extra care.
- Re shape day and respite opportunities, providing people with the opportunity to gain skills for independent living and employment where appropriate.
- 🚩 Enable people to manage their own Long Term care as much as possible and engage them and their carers in planning when services are required.
- 🚩 Support people, and their carers, to enable them to die in their preferred place at the end of life
- 🚩 Develop and implement a social model of dementia care

-  Challenge inequality so people are not excluded from communities due to stigma.
-  Re-think the future role of sheltered housing, based on a floating support model, or other self funding service model.
-  Investigate the feasibility of more enhanced sheltered housing, through Assisted Living scheme pilots.
-  Decisions on any new sheltered housing provision should be taken on a scheme by scheme basis according to location and demand in the local market and the quality and accessibility of individual schemes to older people.
-  Engage with GP Commissioning groups on new approaches to funding 'virtual' extra care and other low level support.

Main partners for delivery:

*Herefordshire Public Services
 Wye Valley Trust
 2gether Foundation Trust
 Third Sector
 Independent Providers
 Housing Providers*

My support close to home and in my control

By April 2013, adult services in Herefordshire will look like this:

- Day services for adults of a working age who have a physical or learning disability will begin a programme of transformation and modernisation which will have at its foundation that people with disability should be living, working, learning and participating in the community alongside other community members.
- Fewer people of working age with a physical disability will enter and remain in residential care. Through the development of an enablement programme and utilization of personal budgets people with varying levels of physical disability will be able to live as independently as possible, ideally in the community.
- A period of reablement will be the norm for all new service users and for those in longer-term care who will benefit from it.
- All service users will receive a personal budget which is maximised for benefit and efficient support.
- The rate of hospital stay and residential care placements will have reduced

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Seek agreement for the 'Community Lives' strategy that will undertake to remodel traditional Day Services	1 st April 2012	Amanda Edwards
Work with Wye Valley Trust and others to implement a 3 year modernisation programme to implement the strategy	3 tiers commencing April 2012	Amanda Edwards
Develop a universal, preventative support	March 2013	Jade Brooks

service		
Develop and introduce a personalised process for carers	September 2012	Mark Watson/Jade Brooks
Develop the market to encourage providers to deliver person centred care and support	March 2013	Mark Watson
Develop efficient processes for management of direct payments	September 2012	Mark Watson
Enhance the case/care coordination and reablement capacity	September 2012	Tracy Cartmell
We will use this money:		
<i>Amount</i>	<i>Funding source</i>	
£474k Re ablement team	NHS Transformation/ transformation	Council
£ Additional funding support to enhance re ablement function to be agreed		
£		
And realise these savings and/or avoid these costs:		
<i>£82k savings through effective commissioning of carers breaks and carers support</i>		
<i>£379k in 12/13 (part year effect), £1,099k in 13/14 and £1,014k in 14/15 due to impact of reablement and the reduction in long-term support. **</i>		
<i>60k Through the re-design of a more cost effective carers service.</i>		
<i>£150k With n effective enablement programme by using intensive support to gain greater independence. **</i>		
<i>** Savings stated above do not include the impact on the NHS due to reduction in hospital stay and reduction in recurrent admissions to hospital.</i>		

My dignity and safety

What are we aiming to achieve by 2015?

For all adults in Herefordshire to benefit from services that respect them as individuals and work with them with dignity and ensure their safety

Why is this important?

- Enhance the quality of life for people with care and support needs (Adult Social Care Outcome Framework (ASCOF) outcome 1a)
- Safeguard people whose circumstances make them vulnerable and protect them from avoidable harm (ASCOF outcome 4a)
- For people who use adult social care services: - Everyone enjoys physical safety and feels secure. People are free from physical and emotional abuse, harassment, neglect and self-harm. People are protected as far as possible from avoidable harm, disease and injury people are supported to plan ahead and have the freedom to manage the risks the way that they wish. (ASCOF outcomes 4b)
- People who use social care and their carers are satisfied with their experience of care and support services (ASCOF outcome 3a-b)
- Carers feel that they are respected as equal partners throughout the care process (ASCOF outcome 3c)

What we will do?

- 🚩 For each commissioned service, specify a relevant mix of outcomes, outputs and processes to deliver quality, and agree appropriate monitoring arrangements
- 🚩 Support adults and their communities to manage risks to safety before they become an issue
- 🚩 Continue to work proactively with Care Quality Commission where services are causing concern
- 🚩 Develop Adult Safeguarding Board membership to ensure robust multi agency procedures and governance.
- 🚩 Introduce a programme of quality assurance for adult safeguarding cases.
 - Identify at year 9 young people who will require support as adults and ensure a safe transition.
- 🚩 Continue to develop robust policies, procedures and training to protect adults who are unable to make decisions for themselves and are unable to move freely from care homes or hospitals.

Main partners for delivery:

Independent Providers
Herefordshire People's Services (Children's)
Care Quality Commission
Multi Agency Adult Safeguarding Board
Herefordshire Public Services – Children's Services
Wye Valley Trust
2gether Foundation trust.

My dignity and safety

By April 2013, adult services in Herefordshire will look like this:

- People have the information, advice and support they need, to empower them to remain safe in their local community
- People receiving services in Herefordshire are treated with respect and dignity regardless of their culture, ethnicity or sexual orientation
- Staff are supported in their caring role so that the risk of abuse is minimised
- People are reassured that the services they use are safe e.g. hospital/care homes/personal assistants
- People are assured that agencies will work together to keep people safe and will only share information where appropriate

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Systematically review quality of services with providers, including feedback from users	Through 2012/13	Head of Quality and Review
Review quality of services through evaluation of reviews of users	Through 2012/13	Head of Adults Commissioning

We will use this money:

<i>Amount</i>	<i>Funding source</i>
£70k Improved contract monitoring	NHS Transformation Funding
£0k Electronic Monitoring	
£	

And realise these savings and/or avoid these costs:

£44k use of voids (increase usage to 90%) within existing contracts. This will include the reduction in transfer costs incurred when providers have safeguarding issues.

£98k More effective use of electronic monitoring technology to identify when homecare visits are missed / delayed

Joined up services and making the best use of money

What are we aiming to achieve by 2015?

Local authority, health, private and voluntary sector services will work together so that people experience an integrated, well run single set of services, even if they are provided by different organisations.

Effective use of funding available by maximising the value from contracts

Why is this important?

- Improve the continuum of care and support by removing organisational barriers.
- Services need to be arranged and funded so that they are of good quality, sustainable and affordable in the short, medium and long term.
- Funding available is under more and more pressure. Public money must be used in the most effective way to deliver the vision and guiding principles for adults

What we will do?

- 🚩 Use Herefordshire's joint commissioning and provider structures to plan and deliver joined up services for health and care and broader support needs
- 🚩 Develop care pathways across health and care boundaries to address the needs of frail older people, stroke survivors, and people with long-term health conditions
- 🚩 Agree approaches to continuing health care and its support using personal health budgets
- 🚩 Improve transition arrangements between children and adults services
- 🚩 Renegotiate and reduce the cost of contracted services

Main partners for delivery:

*Clinical Commissioning Group
Cluster
WVT
2gether*

Joined up services and making the best use of money.

By April 2013, adult services in Herefordshire will look like this:

- There will be clear pathways, systems and processes for those needing care and support

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Commission frail older person care pathway	March 2013	Amanda Edwards/Jacinta Meighan Jones
Work with providers to make neighbourhood teams effective providers of joined up health and social care.	March 2013	Head of Commissioning Adults
Establish clear processes for joint funding, Continuing Health Care and personal health budgets	December 2012	Head of Commissioning Adults
Fully implement the care funding calculator approach to appropriately achieve value for money placement costs	From April 2012	Head of Commissioning (Adults)/Wye Valley Provider services
Renegotiate inflation and contract values		Jade Brooks/Amanda Edwards
Recommission third sector provision		Jade Brooks
Introduce appropriate charging in line with Council policy	July 2012	Head of Commissioning (Adults)
Programme of reviews to ensure provision is appropriate to needs	Through to April 2013	Jade Brooks/Amanda Edwards/Wye Valley/2gether
Improve information flows and planning between services, and work with young people and families to address needs and expectations	Through to April 2013	Amanda Edwards

We will use this money:

<i>Amount</i>	<i>Funding source</i>
£70k Brokerage Support	NHS Transformation Funding
£383k Review Team	NHS Transformation Funding
£59k Support for review programme for those with mental health difficulties	NHS Transformation Funding

And realise these savings and/or avoid these costs:

£1.065m through contracts

£350k savings through the care funding calculator

£70k saved through effective transition arrangements

£50k savings from the review of those with mental health difficulties

£335k in 12/13 and £420k in 13/14 through the re-design of the homecare market.

£360k savings through programme of regular and timely reviews

£363 through more effective commissioning of the third sector


DRAFT

My health and wellbeing







What are we aiming to achieve by 2015?

For all adults in Herefordshire to maximise their quality of life and healthy life expectancy

Why is this important?

-  Within Herefordshire there are high levels of preventable chronic disease and potentially avoidable premature death despite overall levels of health being relatively good compared to the rest of England.
- Coronary heart disease, stroke and cancer are the top causes of chronic ill health and premature death and account for 51% of all deaths in Herefordshire
- Lifestyle risk factors are the main contributory factors to poor health, disability and premature death
- In Herefordshire smoking, physical activity and alcohol harm reduction have been identified as the highest priorities, with falls prevention also identified as a particular priority for older adults and oral health for children.

What will we do?

-  Work with communities to develop local services to encourage positive ageing.
-  Work positively with partner agencies to ensure adults in Herefordshire have access to high quality universal services only accessing specialist health and social care services when needed.
-  Further development of volunteer befriending to address social isolation.
-  Provide housing options for people with dementia, including housing based and virtual extra care models.
-  Promote initiatives to tackle fuel poverty and improve housing conditions which impact on healthy life expectancy.
-  Promote access to universal services for those who are vulnerable and in “hard to reach” groups

Main partners for delivery:

Herefordshire Public Services – People’s Services Public Health

Wye Valley Trust

2gether Foundation Trust

Third Sector providers

Housing Providers including Registered Social Landlords and Private Developers

My health and wellbeing

By April 2013, adult services in Herefordshire will look like this:

- People in Herefordshire will have positive choices to enhance their health and wellbeing.

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>

We will use this money:

<i>Amount</i>	<i>Funding source</i>
£	
£	
£	

And realise these savings and/or avoid these costs:

£

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The money in my pocket

What are we aiming to achieve by 2015?

Adults in Herefordshire who receive a financial assessment for social care and/or housing services have their benefits maximised and those who fund their own care have access to independent financial advice.

Why is this important?

- Maximising people's income helps them to remain independent and feel in control.

What we will do?

- ✚ Through undertaking financial assessments for care and/or housing services, ensure adults have access to all of the welfare benefits to which they are entitled.
- ✚ Signpost – First Stop housing advice & information service
- ✚ Refer people who fund their own care to access independent financial advice to maximise their income.
- ✚ Continue to ensure that the vulnerable access housing grants to improve insulation and reduce those in fuel poverty.

Main partners for delivery:

Wye Valley Trust

First Stop

Social housing providers

Housing support staff

The money in my pocket

By April 2013, adult services in Herefordshire will look like this:

- Charges in place for those who can afford to pay diverting resources for care to those less off.
- Improve provision for self-funders to allow them to maximise capital increasing the resource available for care fees.

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
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We will use this money:

<i>Amount</i>	<i>Funding source</i>
£	
£	
£	

And realise these savings and/or avoid these costs:

£148k By providing a financial advice service allowing those going into residential care to benefit from income to supplement care home fees.

The people who support me

What are we aiming to achieve by 2015?

That people in Herefordshire are supported by a skilled and effective 'community workforce' that can deliver seamless and sustainable health, care and support for the people of Herefordshire.

- Skilled – experience, knowledge and competence
- Effective – appropriate services in the right place at the right time
- Seamless – working together to best meet people's needs
- Sustainable – transforming the workforce to meet local priorities in the most affordable way

Why is this important?

- To ensure that people who need help get the right support, in the right place, at the right time.
- To maximise the contribution of the community in supporting people to remain at home and to lead independent and fulfilling lives.
- To make optimum use of scarce resources.

What we will do?

- 🚩 Engage with partners and stakeholders to develop an action plan to implement a comprehensive workforce strategy
- 🚩 Use nationally recognised tools to assess the competency and capacity of the workforce in Herefordshire to deliver high quality services.
- 🚩 Enable redesign of services and associated workforce to broaden the market of services, meet the personalisation agenda.
- 🚩 Enable reconfiguration of the workforce through improved modelling and planning.
- 🚩 Enable an increase in supply and support for the Personal Assistant workforce.
- 🚩 Enable identification, recognition and support for carers.
- 🚩 Enable an increase in the contribution of volunteers to support the prevention agenda.
- 🚩 Enable awareness and support to maximise contribution from universal and commercial (non-care).sectors.
- 🚩 Enable greater self-care through promotion of and support for healthier lifestyles to reduce the need for health and social care interventions.
- 🚩 Secure support from Economic Development to enable new providers to emerge in the market place with new legal vehicles such as social enterprises Support professional development and learning
- 🚩 Actively encourage older adults to engage in voluntary and paid work in the care sector.

Main partners for delivery:

- *NHS staff .*
- *Council Adult Social Care staff .*
- *Private, Independent and Voluntary (PIV) sector.*
- *Personal Assistants*
- *Carers.*
- *Volunteers.*

- *Other public sector.*
- *Universal services*
- *Commercial sector.*

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The people who support me

By April 2013, adult services in Herefordshire will look like this:

▪

To achieve this, we will do the following:

Activity

Timescale

Lead

We will use this money:

Amount

Funding source

£

£

£

And realise these savings and/or avoid these costs:

£

My housing

What are we aiming to achieve by 2015?

That people across all tenures in Herefordshire are able to live in accommodation appropriate to them and their needs.

Why is this important?

▪

What we will do?

- ✚ Adopt a market approach to development
- ✚ Use specific planning policies, either in the Core Strategy or through Supplementary Planning Documents, that highlight the importance of older people in the housing market in Herefordshire.
- ✚ Develop a planning framework that will ensure that sites are available, some of which are earmarked for housing for older people, to ensure developers can compete with general needs housing developers.
- ✚ Consider where opportunities exist to provide free or subsidised sites to support Strategic Housing priorities.
- ✚ Proactively seek partners to develop extra care for sale and mixed tenure.
- ✚ Develop a model specification for extra care that will aid developers as they consider the option to develop in Herefordshire.
- ✚ Develop non-specialist general needs 2 and 3 bedroom houses, flats and bungalows for rent and sale that meet lifetime homes standards, across all areas of the county.
- ✚ Encourage mixed developments to balance the market, meet the needs of older people and create genuine lifetime communities.
- ✚ Market the new housing opportunities to older people across all tenures to encourage people who are under occupying to free up family housing through the development of housing for older people.
- ✚ Consider the development of a charged for 'Home Moving' service to support older people who might wish to move but who are daunted by the practicalities of moving
- ✚ Consider the needs of older people within development briefs for Section 106 commitments and the provision of other forms of cross subsidy
- ✚ Ensure that new properties are 'future proofed' to take account of the ageing population.

Main partners for delivery:

My housing

By April 2013, adult services in Herefordshire will have a programme of housing-related projects underway to deliver the recommendations of the Study into the Housing and Support Needs of Older People. This will include both short and long term actions/strategies which will extend beyond the period of this Delivery Plan.

To achieve this, we will do the following:

<i>Activity</i>	<i>Timescale</i>	<i>Lead</i>
Establish Cross Directorate Steering Group	April 2012	Richard Gabb
Develop an overarching work plan	June 2012	Richard Gabb
Establish Task & Finish groups and take forward the key individual projects	August 2012	Richard Gabb
LDF will contain provisions which support housing market transformation to support the obligations of the Adult Strategic Delivery Plan	Spring 2013	Andrew Ashcroft

We will use this money:

Initial scoping work will be funded from existing resources and budgets. Costed plans will be developed, utilising transformation funding where possible.

<i>Amount</i>	<i>Funding source</i>
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£

£

£

And realise these savings and/or avoid these costs:

Longer term savings will be calculated by individual Task & Finish groups.

9. Gap analysis

Implementation of the Delivery Plan and the associated monitoring of progress will identify gaps where there is currently limited or no provision in place to address them. Where gaps are identified, Herefordshire Public Services and partners will work together to address them.

10. Resources

The Delivery Plan encompasses the approach in Herefordshire across the full range of personal to organisational response. The following indicate the broad areas of resource available in Herefordshire to positively deliver our vision and guiding principles:

- People's own resources, skills and support networks
- Universal services, and the third sector
- Housing
- Adult social care budget
- Health budgets

11. Monitoring Arrangements

Progress against the achievement of the strategy and identification of gaps will be assessed through the following ways:

- Reviewing progress monthly as part of Herefordshire Public Services performance management arrangements
- Reporting bi-monthly by Herefordshire Public Services through the Joint Corporate Plan and to the Health and Wellbeing Board.
- Reporting against a range of indicators in the annual report for Adult Social Care.
- Running a series of workshops with partners at Herefordshire's Provider forum focusing on case studies in each of the key areas of work
- Updating the Joint Strategic Needs Assessment. Then updating the Strategic Delivery Plan to ensure effective progress.

Strategic links – list of related strategies and reports

- NHS cluster System Plan
- Director of Public Health's Annual Report
- Herefordshire Sustainable Community Strategy
- Economic Development Strategy
- Housing In Herefordshire Strategy Action Plan 2011-2012
- Joint Herefordshire and Shropshire Housing Strategy (currently out for consultation)
- Healthy Housing Strategy (draft at present)
- Affordable Warmth Strategy
- Homelessness Strategy
- Empty Properties Strategy
- Herefordshire Public Services Corporate plan.
- "Yes We Can" Plan 2011-2015

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