

# Adults Wellbeing Plan 2017-2020





# Contents



Introduction	4
The blueprint	5
Our philosophy	6
Our challenges	11
Whole system outcomes model	14
Tier 1: Help to help yourself	15
Tier 2: Short term enablement	16
Tier 3: Ongoing support for those who need it	17
Adult social care – the customer journey	18



# Introduction

The Herefordshire health and wellbeing strategy, adopted in 2014, underlines how Herefordshire aims to be a vibrant county where good health and wellbeing is matched with a strong and growing economy. Our health and wellbeing strategy therefore links with the county's economic strategy, so we can secure the long term goals articulated in our vision for the future:

*Herefordshire residents are resilient; lead fulfilling lives; are emotionally and physically healthy and feel safe and secure.*



For Herefordshire Council, this is expressed in the priorities set out in its corporate plan 2016 - 2020:

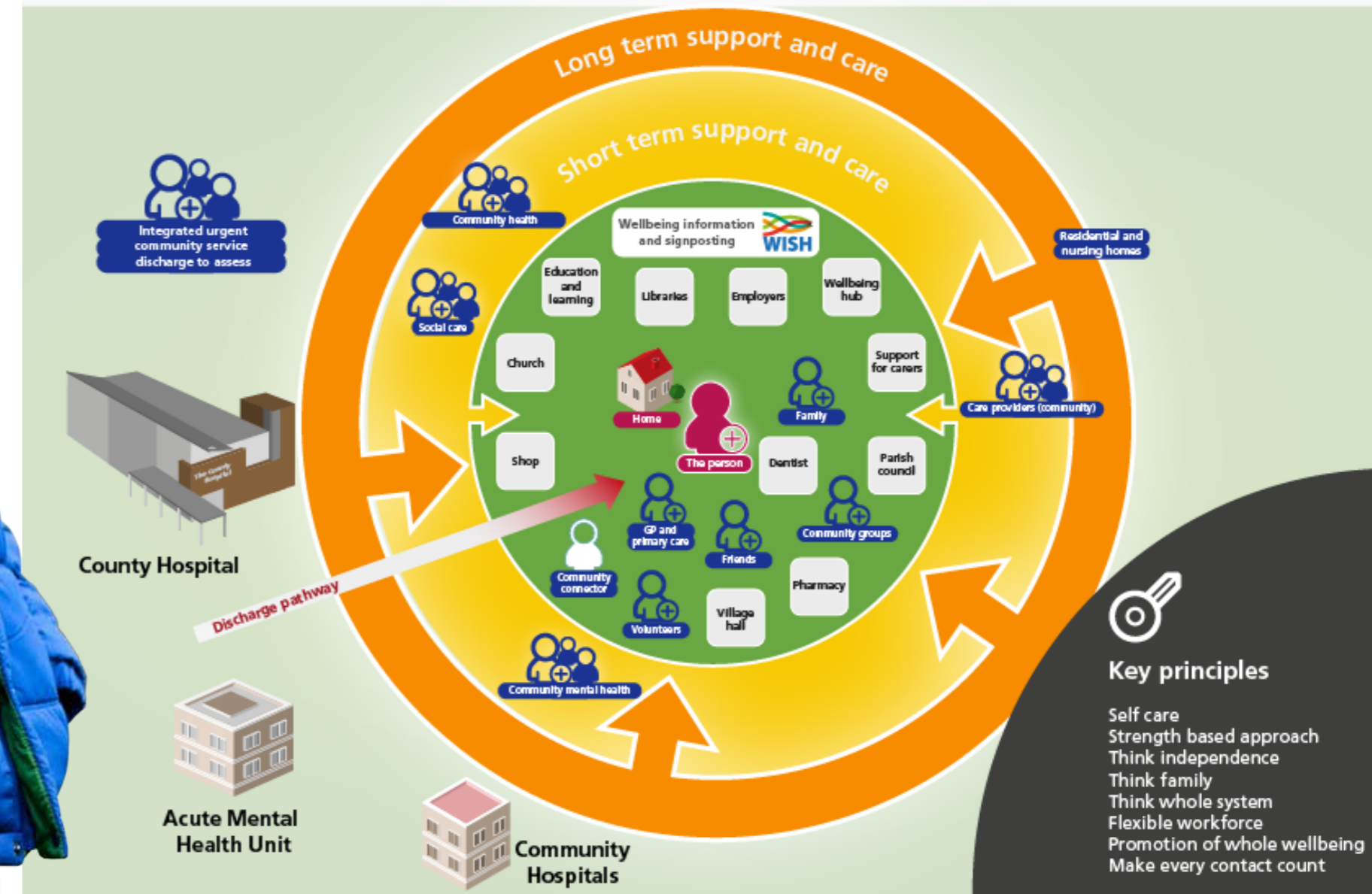
- Enable residents to live safe, healthy and independent lives
- Keep children and young people safe and give them a great start in life
- Support the growth of our economy
- Secure better services, quality of life and value for money

Within this, the vision for the council's adults and wellbeing directorate is:

*All adults in Herefordshire live healthy, happy and independent lives within their local communities, for as long as possible with support when they need it.*

This vision is represented in the following blueprint, where people are supported in their community through family, friends, community groups and good information that enable them to live as fulfilling a life as possible.

## The Blueprint





# Our philosophy

In seeking to adopt the approach set out in the blueprint, our philosophy is centred on the interconnected principles of both information and prevention and also enablement.

The essence of this approach is that it is better if people are able to maintain a good level of wellbeing, drawing on their community, on an ongoing basis. Nonetheless, we recognise that people will at times experience situations where they are unable to cope on their own, even with the support of their local networks. Information and prevention are the central features here. In these circumstances, our philosophy is based on the belief that the best approach is to focus on helping people to regain as much control over their own lives, as quickly as possible. Ways of working that are grounded on the principle of enablement form the foundation of this.

## Prevention

### Stay well

We recognise that everyone is different, with different approaches, experiences, unique strengths and abilities. The essence of our approach is that the individual is best placed to take responsibility for their own life, focusing on the things that are most important to them. This will be a unique combination for each of us.



Sometimes, people need some support to help themselves and maximise their own wellbeing and independence. For the adult population as a whole, we have put in place a wide range of campaigns and services commissioned by our public health team, examples include healthy lifestyles services, health checks, annual flu vaccinations and sexual health services. These services are focused on key groups within our communities, who may be more vulnerable and need additional support.

## Social networks are key

The most significant assets or resources that people can have are often their family, friends and social networks within their community. Communities can and do play a key role in reducing isolation, loneliness, depression and the development of other illness. Part of our work, therefore, is to support communities to understand how they can help people and to enable people to access local community support when they need it.



To help people connect to their communities, we have developed the online WISH (Wellbeing Information and Signposting for Herefordshire) portal. This provides a wide range of information and guidance, including a comprehensive directory of services and activities that support the wellbeing of adults, children, young people and families across Herefordshire.



## Providing prevention and support services

It's critical to the level of wellbeing experienced by Herefordshire residents, as well as the sustainability of social care, that the care and support system works to actively to promote wellbeing and independence, and is not simply a reactive service responding only when people reach a crisis point.

We have in place, and will continue to develop, a suite of preventative services that are designed to intervene early to support individuals to maintain their independence and their daily living skills, helping them to retain or regain their skills and confidence to delay or prevent needs from developing, wherever possible.

These include our recently expanded telecare service, which allows people to call for help if they have a problem at home; extra care housing developments, which make it possible for people to maintain their independence in their own home, secure in the knowledge that care is available on site and our rapid response service, which cares for people in the first few days after they are discharged from hospital.

## Enablement

### Promoting choice and independence

From time to time, a relatively small number of people will need a more substantial level of care and support. At these times, our formal adult social care services are there to assist.

At the heart of our philosophy is the belief that people are best able to maintain a good level of wellbeing when they take control over their own lives, taking personal responsibility for themselves.

We will promote choice and improve wellbeing for everyone we support, so that they can lead the most fulfilling lives possible by achieving the maximum level of independence.

Therefore, when local people are in contact with us, we will:

- Listen to them to understand their circumstances and find out if they need care and support to live independently within their local community
- Find out what people would like to achieve to help them live their life as they want to
- Talk to people, and those who support them, to understand any barriers that could be stopping them from living their life as they want to
- Help people to recognise their strengths and abilities and discuss how these can be built upon to meet their needs

As a result, the people who engage with us can expect a support and care offer that is appropriate and proportionate to meet their needs. In line with our strategic approach, the focus will be on information, prevention and enablement.





## Providing good quality support when needed

We train and support our staff to be compassionate and caring, creative and responsive in assessing and meeting the needs of people seeking support. We want to make every contact count, so our staff are trained to look wider than just assessing whether people are eligible for formal social care and recognise where they can offer information and advice to enable people to make changes to their own lifestyles that could improve their wellbeing.



## Working together

Starting from the belief that people are best placed to take control of their own lives and having choice over the way in which their care needs are met, we will place the individual at the centre of how we work. We will work collaboratively with the people around the person needing care and support, joining with other services, in order to collectively determine the outcomes that build on their strengths and networks, and ensure these are achieved.



## Our challenges

Whilst Herefordshire has a wealth of natural assets, which greatly support the wellbeing of the population, we face a number of significant challenges in ensuring people maintain a good level of wellbeing and are able to access care and support when they need it.

**Rurality:** The level of rurality and sparsely populated communities cause challenges for the delivery of public services. Herefordshire has 186,100 residents and 82,700 homes dispersed across 842 square miles. The county has the fourth lowest population density in England, with over half of all residents living in areas classified as rural, with two in five living in the most rural villages and dispersed areas. Furthermore, those aged 65 years and older are more likely to live in the rural areas, creating particular challenges with the delivery of services where travel times and access issues, such as public transport, is a barrier.

**Demography:** Herefordshire has one of the highest proportions of people over the age of 65 in the country and the figure is growing faster than in most other areas. In addition to this general trend, the number of people aged over 75 and 85 is increasing at a much more rapid rate and people in these age ranges tend to be much more likely to need formal care. Furthermore, although life expectancy has been increasing, the number of years of healthy life that a person can expect has not been growing at the same rate. This means that there has been, and continues to be, a significant rise in the number of older people living with disabilities.

**Workforce:** Not only does the demographic character of the county mean we have a larger number of people requiring care than other areas, but the number of people of working age who might provide that care, is smaller than in other areas. As the economy in Herefordshire develops, there is increasing competition in the market place for staff. Social care has traditionally not enjoyed high levels of status or pay, so it can often prove difficult to recruit and retain staff.

**Funding:** Over the past several years, the funding available to councils has not kept pace with either inflation or demand. The grants paid by central government have fallen very significantly and are due to be largely eliminated by 2020, such that the council will be almost totally reliant on taxation raised from the county's residents and businesses. This means that we have to be sure that we are focusing the limited resources available to us on the most effective ways to support local people and that we prioritise those in greatest need.



## The adults and wellbeing directorate

The council currently supports around 3,200 people a year through its adult social care services. On average, there are around 2,500 people receiving long term services at any one time and over two thirds of these are aged 65 or older.

In 2015/16, the council's net expenditure was a little over £142million. Of this, 41% was spent within the adults and wellbeing directorate.

To ensure we think about people's wellbeing more broadly, the directorate brings together the key areas of social care, housing and public health. We embrace change and continually look to drive improvement within our services and influence the wider health and wellbeing community where we can.

When making changes, we review and re-design our services through collaboration with customers, residents, stakeholders and providers. Our strategy is to work closely with colleagues in the health system, voluntary sector and local communities to find the best way to meet the requirements of the whole adult population.

This includes providing information and advice on keeping safe and well, finding support to help maintain independence, planning care that enables people back into independence and where required, commissioning high quality longer term care.

## Our offer

At times of change and challenge, it is important that the council continues to meet its legal duties, which include making the best use of our resources. We are confident that our approach, along with plans for improved integrated working with health organisations, means that we can both improve and deliver services within our reducing budgets. This enables us to continue to be there when our most vulnerable residents need us.

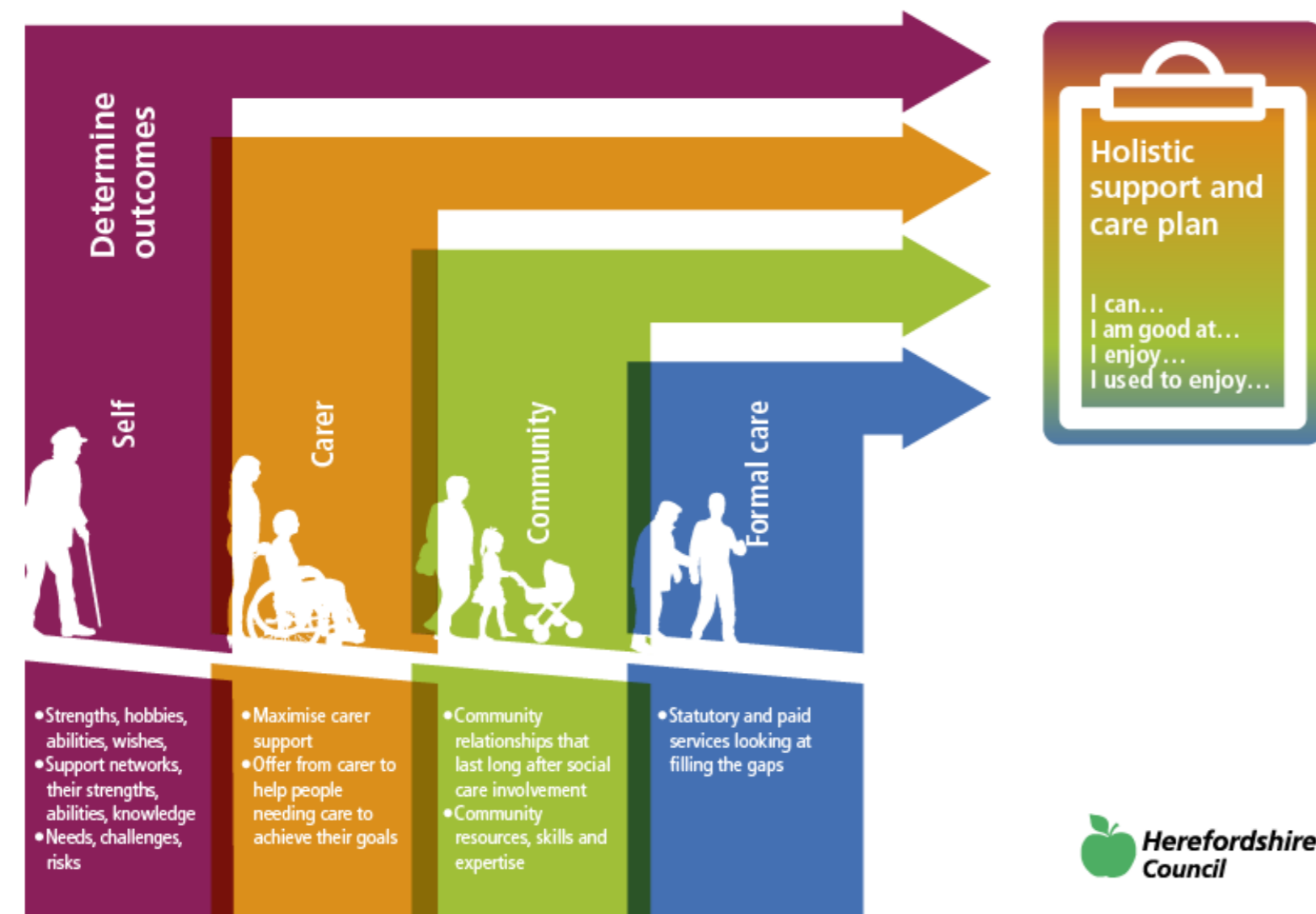
Recognising the importance of protecting and promoting people's independence, resilience, ability to make choices and maximising wellbeing, our social care services operate a strengths based model of practice. This looks first at what people can do with their skills and resources, what the people around them can do and what support is available within their local communities.

Our comprehensive, whole system outcomes approach to care assessment and planning is built upon this strengths based model.





## Whole System Outcomes Model



The result for the people we work with is that they are offered the appropriate level of help when they need it, using our three tier delivery model:

### Tier 1: Help to help yourself

We will...

- Work to keep people in good health and living independently
- Make every contact count and offer information and advice to improve lifestyles and reduce health and social inequalities
- Help people to take responsibility for their lives for as long as possible without 'formal care'
- Offer people information about and connections into their communities, as knowledge of local communities is essential
- Have information at our fingertips to offer advice and signposting
- Capture the wealth of societies, clubs and services within our communities and connect people to them
- Encourage people to be as active as possible and contribute to their community, whilst understanding what their strengths and interests are and how can they build on them
- Look to help people manage at home and remain independent through the use of aids, adaptations and technology

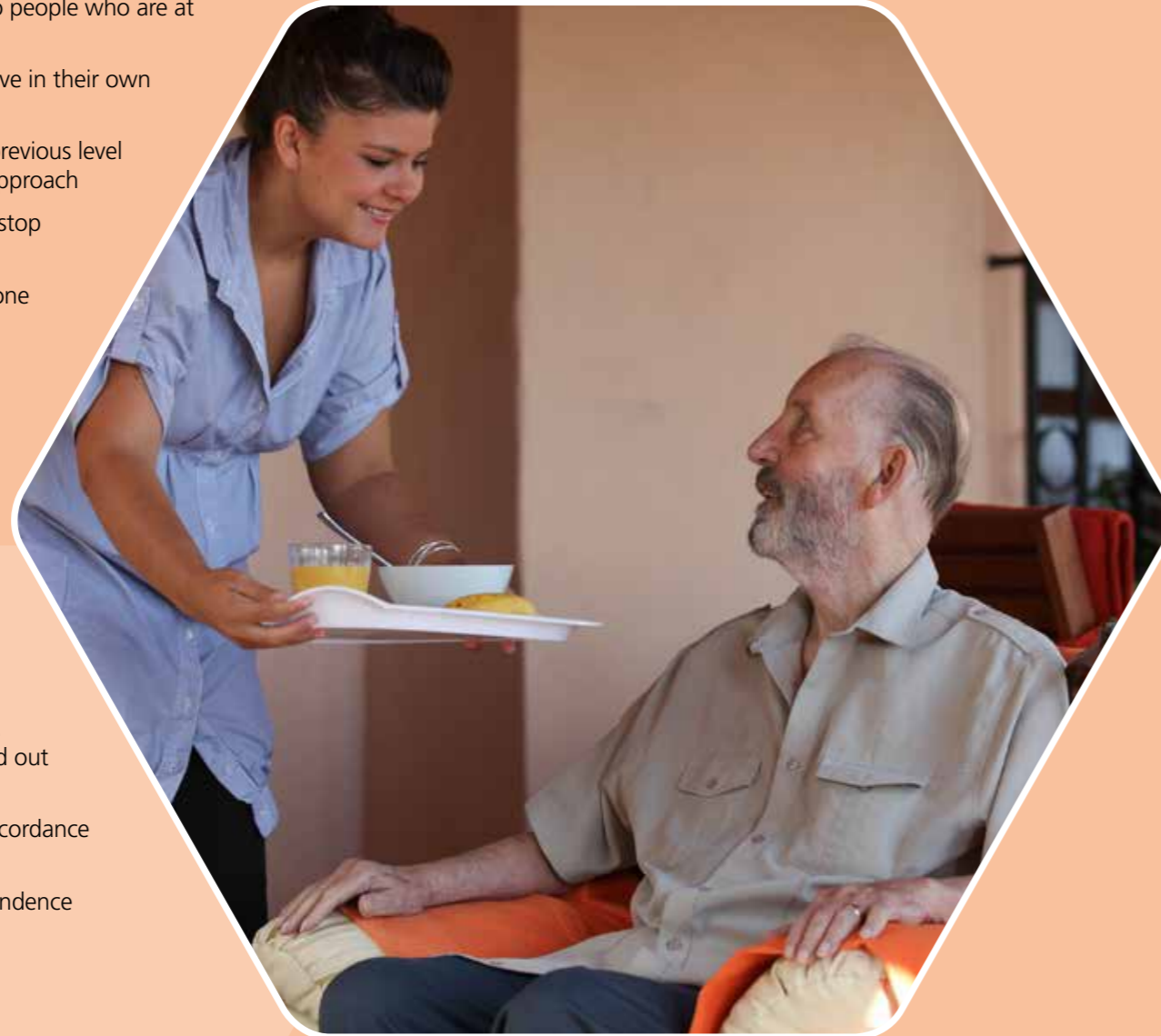
Tier 1 is available for every adult in Herefordshire, whatever their situation.





## Tier 2: Short term enablement

- We will offer short term, sometimes crisis response to people who are at risk of losing their independence
- We will work with people to help them continue to live in their own homes and communities, if at all possible
- We will work to get someone back as close to their previous level of independence as possible, which is our enabling approach
- We will work as quickly and efficiently as possible to stop someone losing their independence
- We will look at the strengths and support that someone already has and how we can build on them
- We will work with people and support their carers to meet their outcomes
- We will use technology and personal aids as much as we can to maintain someone's independence. What is important is what will work and this includes occupational therapy, equipment and assistive technology
- Our response will be time limited and monitored to the point of maximising or achieving a person's independence (see Tier 3 for when ongoing support is needed)
- We will not automatically align customers to services. We will think differently and work with people to find out what would really make a difference to their lives
- Each person with a Tier 2 offer will be reviewed in accordance with their individual circumstances
- Our aim is to assist people on their journey to independence



## Tier 3: Ongoing support for those who need it

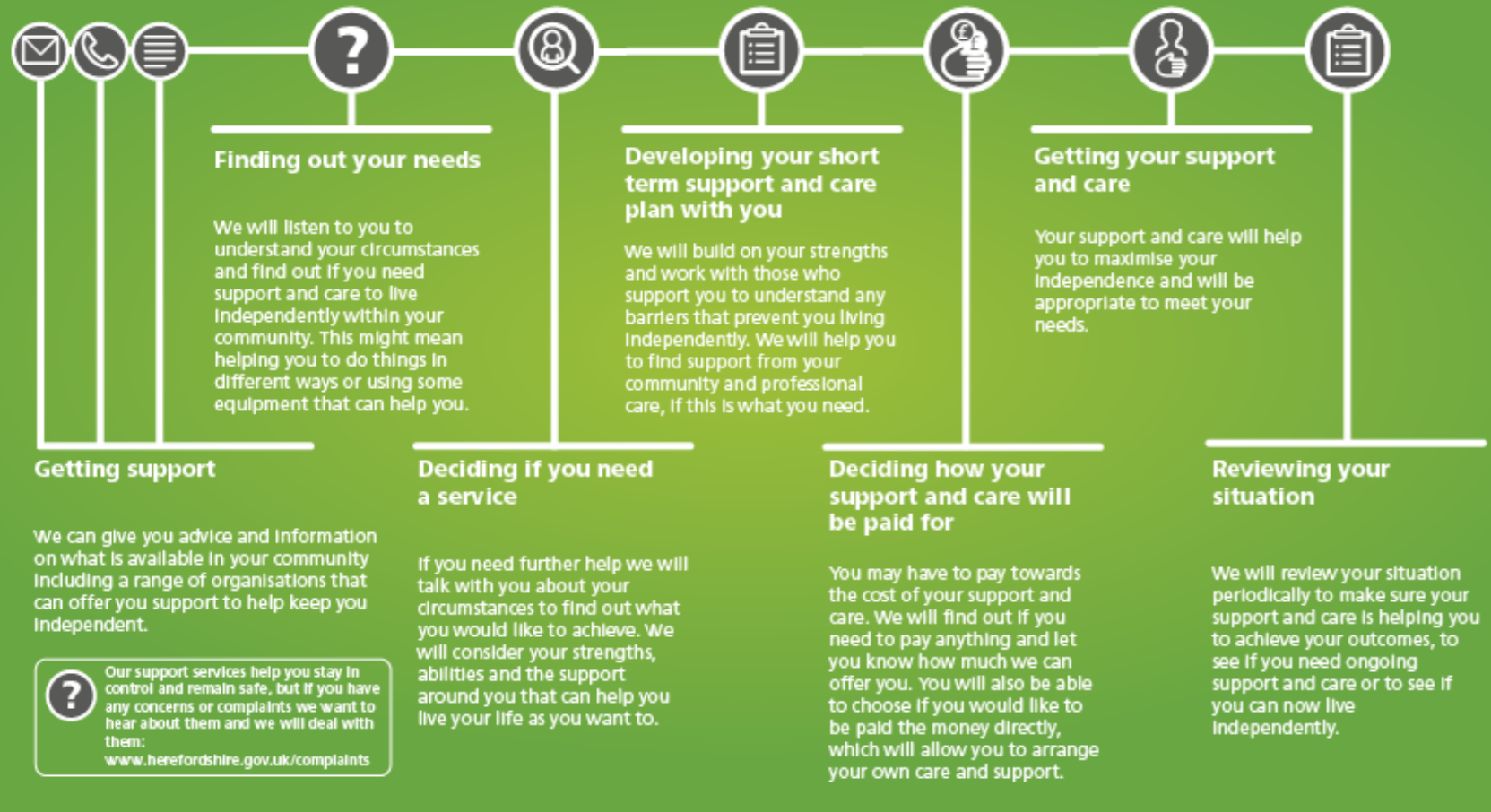
We will...

- Have offered appropriate and timely enablement and preventative support first, before considering ongoing support
- Develop interventions that build on individual strengths, rather than creating dependency
- Ensure that processes are simple and easy for all who use them
- Make sure that any response is proportionate and tailored to people's individual circumstances
- Provide a clear and unambiguous offer that enables people to make informed decisions
- Enable people to have greater choice and control by using the principles of self-directed support and promoting direct payments
- Use a resource allocation system that calculates an indicative amount, which can be spent flexibly and creatively to meet a person's individual minimum outcomes
- Expect people to create their own support plan and give them flexibility to amend it
- Include assistive technology and equipment wherever appropriate in our Tier 3 offer, as it can do so much to maintain independence
- Work closely with local health care teams where appropriate to help a person manage their condition
- Regularly review support according to an individual's circumstances, whether they are someone in need of care or provide care to someone else





# Adult social care - the customer journey



You can take steps to keep yourself safe, healthy and prevent illnesses or conditions developing or getting worse. You can find support in your community, join community groups to make friends, lose weight, get fit, stop smoking and more...

Visit the WISH website for more information: [www.wisherefordshire.org](http://www.wisherefordshire.org)





[www.herefordshire.gov.uk](http://www.herefordshire.gov.uk)