

# Health, Care and Wellbeing Scrutiny Committee

11 September 2023

# Purpose of the presentation

- To set out an overview of the services within the portfolio of the Scrutiny Committee in order to provide context for the forthcoming work programme.
- To identify good practice and challenges which the Committee may wish to explore further as part of their work programme.

# What is Community Wellbeing?

*Community wellbeing is connecting and belonging to the place where you live, feeling safe and having pride in your community.*

*Community is much more than belonging to something – it is about doing something together that makes belonging matter.*

# Who are we?



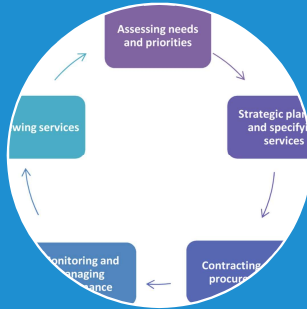
## Communities

Talk Community  
Customer services  
Libraries  
Museums  
Archives



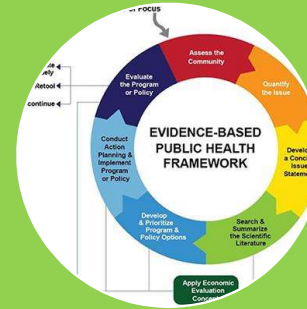
## Social Care Delivery

Adult social care  
Social work  
Adult safeguarding



## All Ages Commissioning

Commissioning for adults and children  
Contract management  
Care quality



## Public Health

Health promotion  
Healthcare/NHS advice  
Health protection  
Emergency Planning



## Housing

Housing Strategy  
Homelessness prevention  
Ukraine and migration

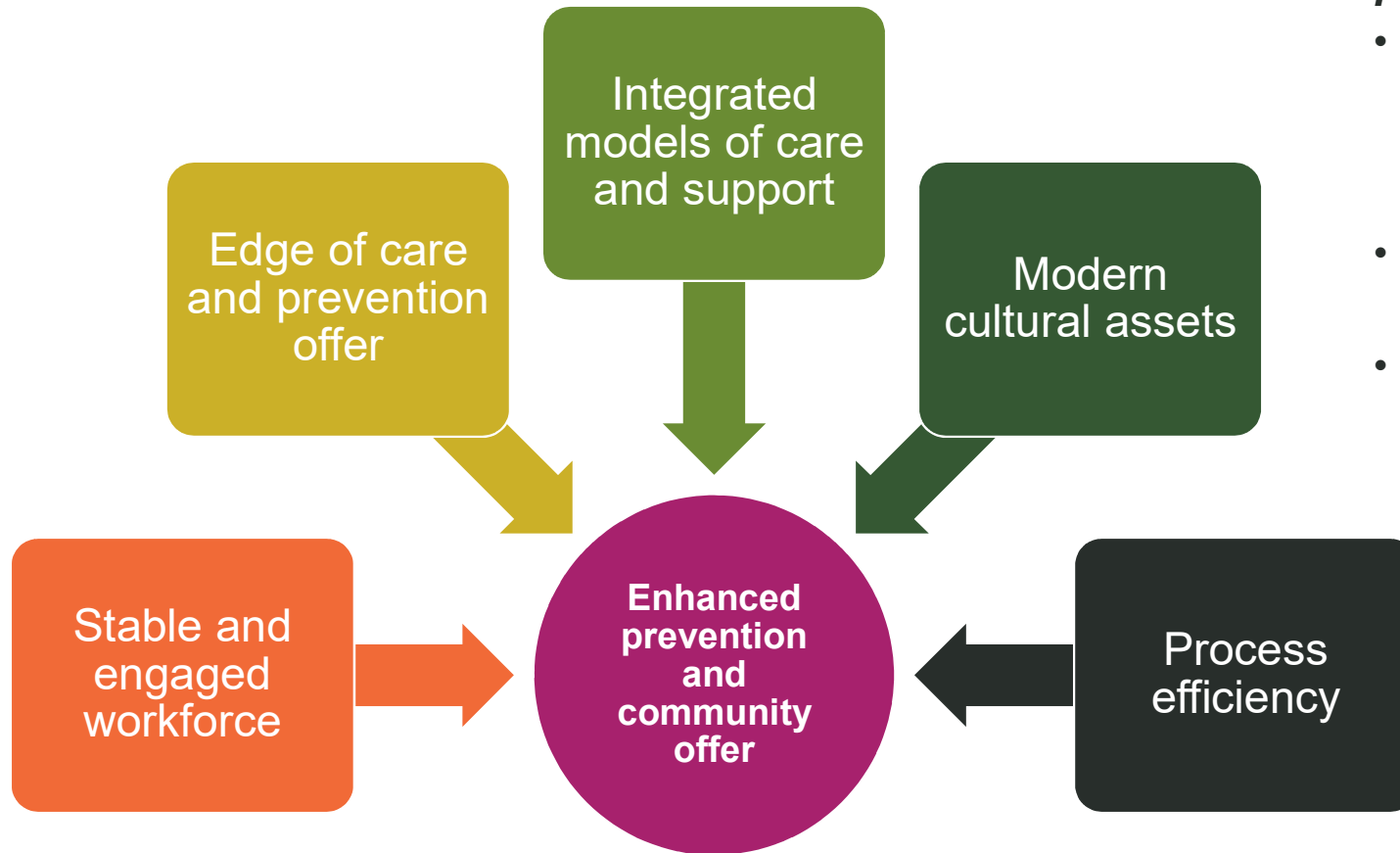


## Prevention and Support

Technology enabled living  
Occupational Therapy  
Financial assessment and welfare benefits

*Enabling diverse, inclusive, vibrant, connected communities where people feel safe, keep well and look out for each other*

# Transformation strategy



## *Principles....*

- *Designing and delivering the solutions with the people who use our services, carers and families, and the workforce.*
- *Integration with partners where that makes sense to do so.*
- *Value for money and efficiency.*

# Social Care Delivery-Overview of services

- Adult social care provides a range of social care based interventions of assessment, review and support planning services according to relevant legislation and policy in order to meet the council's statutory duties to meet needs. Safeguarding individuals is a core duty where there is sufficient concern to indicate someone may have need for social care services.
- Key legislation which underpins our statutory duties and powers to be involved in people's lives (not exhaustive) are: Care Act 2014, Mental Capacity Act 2005, Health and Care – 2023, West Midlands Multi agency safeguarding policy, Discharge to assess.
- Social work provision is available to those at greatest need in Herefordshire 52 weeks of the year 24/7.
- Social care teams operate geographically to reflect Primary Care Network boundaries however with larger areas due to economies of scale. (Our workforce being much smaller).
- A range of teams are in place, both generic and specialised. We operate a locality structure which supports all individuals from the point of being transferred from the young adults team to end of life.
- We have a County complex needs team, Young adults team, Deprivation of liberty assessment team, Approved Mental Health Professional team, Out of hours social work provision, Hospital liaison team, Safeguarding hub and the team which manages the majority of enquiries and referrals for Social care our customer services – Adults referral and advice team.
- Last but not least our one remaining CQC registered provision – Shared Lives – since other provider services run by operations were transferred to Hoople Care in April and May 2022.
- Social care delivery relies on a range of services both within the council and our external partners in order for us to achieve the best outcomes for the public we serve.

# Social care delivery- challenges and opportunities

## Challenges

- ❖ Meeting our statutory duties during a lengthy period of recruitment challenges
- ❖ Increasing demand and higher acuity of people who require formal social care.
- ❖ Stretched health provision /and or delays (Mental health services and elective surgery).
- ❖ Our ability to respond to reduce and or mitigate the risk and impact of delays in assessment or care provision for individuals and or their carers requiring health and care interventions, treatment or provision of care and support.
- ❖ Discharge to assess – absorbs a significant proportion of social care resources.
- ❖ Having available and affordable capacity and choice in the market to meet needs
- ❖ A range of equality and accessibility factors which increasingly impact on people with health and care needs and their carers.
- ❖ Reduced workforce both within the council and in key partner agencies and provider services.

## Opportunities

- ❖ Transformational programme, Strong new Community Wellbeing directorate with a commitment to developing and improving customer experience and a new approach to encouraging a varied market of care and support provision.
- ❖ CQC inspection readiness – clarity of focus on standards we have to achieve.
- ❖ Digital technology and the scope to support safety, prevention, accessibility of information, maximising independence and crucially affording our workforce flexibility to provide care and support services.
- ❖ A strong relationship with our key partners and commitment to integrating and or aligning with our health and community partners where it is in the interest of our public to do so.
- ❖ Shared care records
- ❖ New commissioning approaches
- ❖ Expansion of Shared lives provision
- ❖ Ensuring people with health and care needs benefit from community initiatives and resources and equalities agenda (accessing the resources of our communities, good neighbour schemes and community hubs).

# Social care in practice – achievements 22/23

- Introduction in 2022 of a new team (Care Act Assessment team) – which assesses supports people discharged into a care and support pathway under discharge to assess.
- A strengthened partnership with our health partners who acknowledge our commitment to working together to support those in need of health and care support, to ensure people are supported and
- Low level of complaints – all complaints are seen as an opportunity to learn and improve.
- services commissioned by the most appropriate health or social care agency.
- A robust safeguarding approach and commitment to work system wide to safeguard. – We are going forward with a new proposal from social care delivery to develop a multi agency safeguarding referral and response service has been welcomed by HSAB partners and has now been scoped as a projected reporting into the transformation board.
- The long awaited recruitment of a Principal Social Worker who is leading on the development of practice, quality assurance in practice and supporting our workforce training programme.
- Regular positive feedback regarding social care practice including a good reputation in the courts where Judges and Counsel have acknowledged the robust quality of our Court assessments and work to safeguard individuals whilst also supporting people to make or contribute whenever possible to make decisions about their lives wherever possible.



# All Ages Commissioning

## Service Overview

### What we are responsible for;

Adults Care and Support Services (18 plus)  
 Children's Care and Support Services (0-18, 0-25 for those with additional need)  
 Early Intervention and Prevention Services  
 Community Based Commissions  
 Quality Assurance and Contract Support

All Age Commissioning **lead** on the following strategy work;

- All Age Commissioning Strategy
- All Age Carers Strategy
- All Age Autism Strategy
- Review and update Quality Assurance Strategy for Commissioned Care and Support (Adults and Children)
- Review and update Market Position Statement
- Embed Domestic Abuse Strategy and review needs assessment
- Develop All Age Co-production approach
- Sufficiency Strategy

## Strategic Priorities

### Adults;

- Community Wellbeing Transformation Plan
- Urgent Care and D2A
- Working Age Adults – Community Activities and Supported Living review
- Home Care Solutions – new models of care
- Strategic Contracts – Hoople, Shaw
- Respite Review

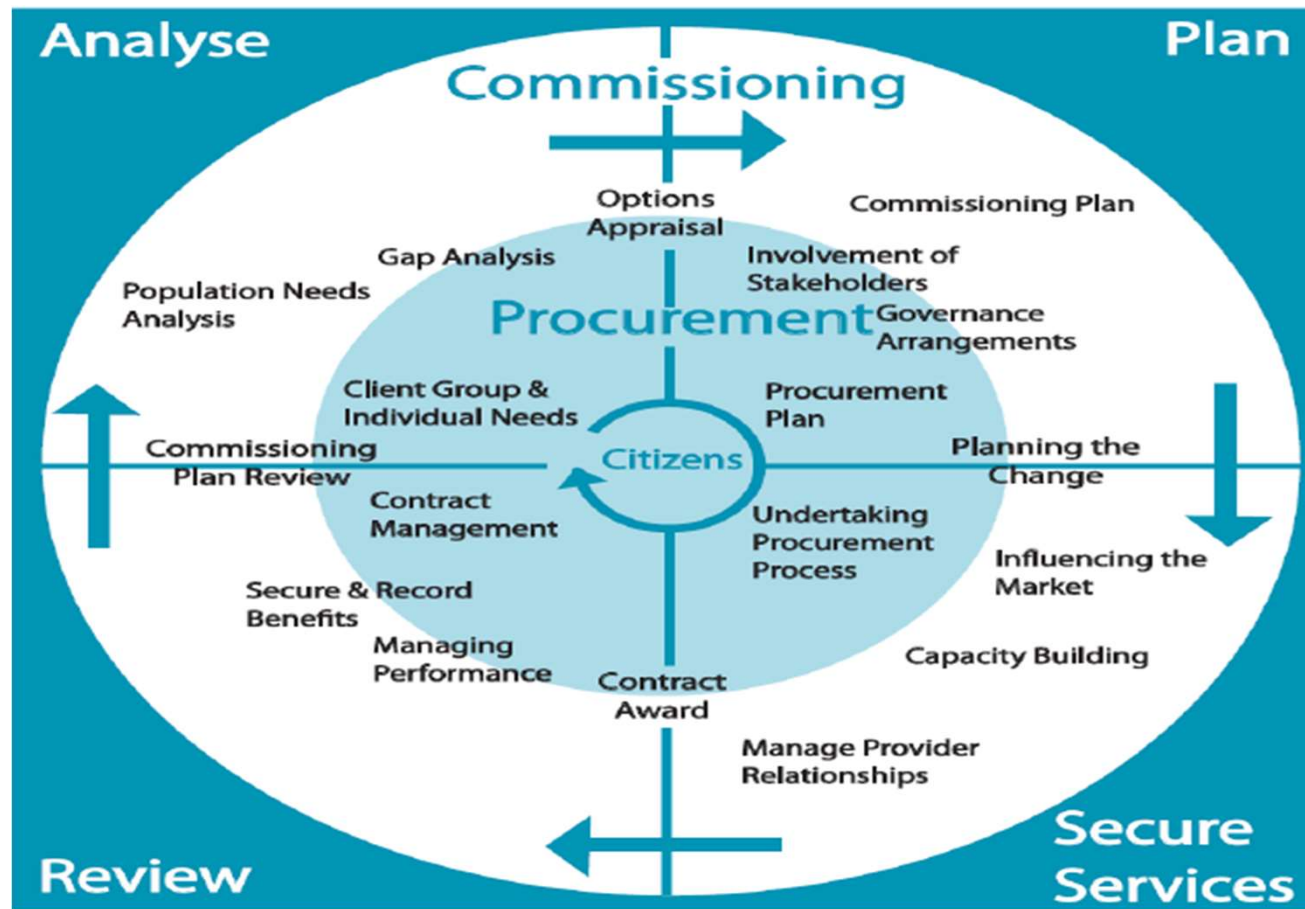
### Childrens;

- Improvement Plan
- Sufficiency Strategy Implementation Plan
- Children's Residential Options Project
- Supported Accommodation Framework for 16 Plus
- SEND Placements
- Alternative Provision
- Short Breaks including overnight provision
- Regional Commissioning Arrangements

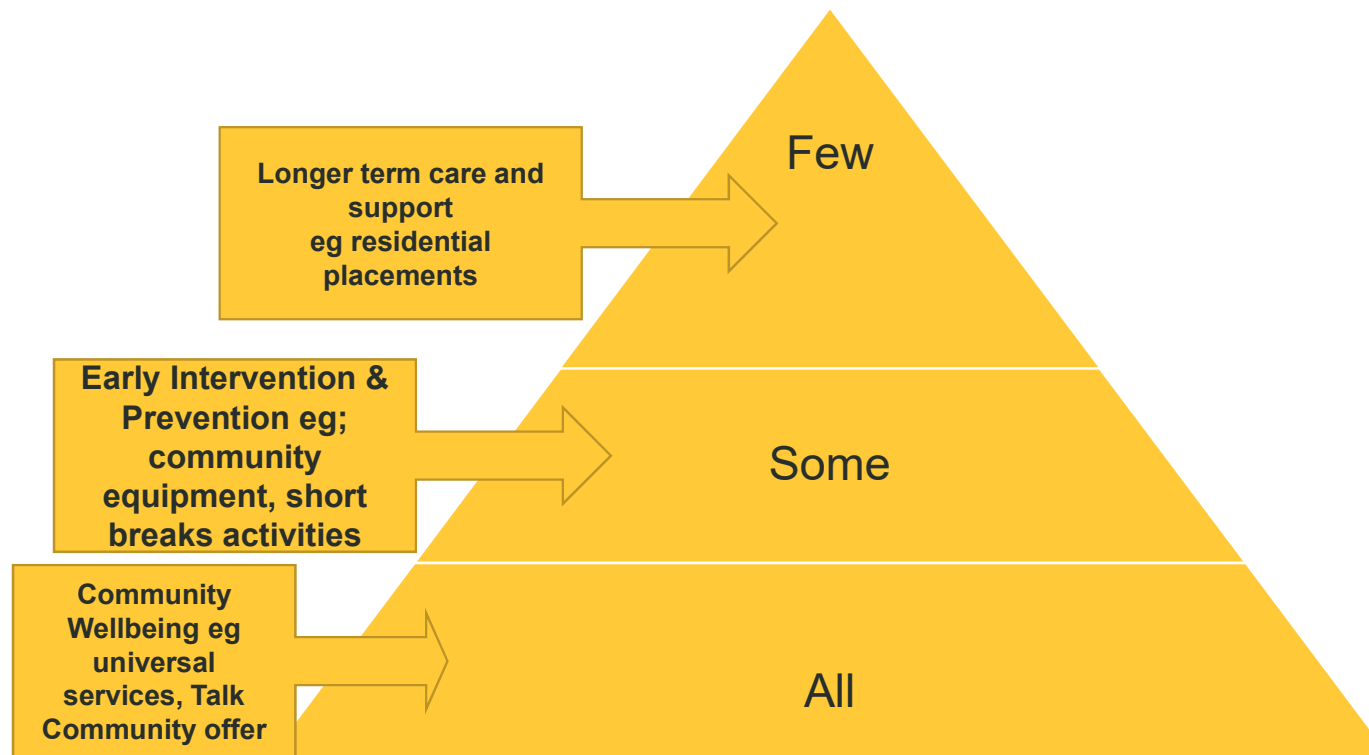
### Community;

- Embed technology enabled Care
- All Age Carers Offer
- Domestic Abuse Support Services
- Domestic Abuse Accommodation Services
- Mental Health
- Refugee and Asylum Seekers Support
- Housing related support services

# All Ages Commissioning



# All Age Commissioning – Need



# All Ages Commissioning

## Opportunities

- Review of commissioning team structure
- Continue to develop relationships with partners
- Continue to strengthen co-production opportunities across all sectors
- Development of Community Paradigm approach
- Transformation Plan
- Digital Enabled Care developments
- Development of regional and national relationships
- Looking at ways to increase flexibility within contracts
- Opportunity to focus on outcomes and quality measures

## Challenges

- Capacity of team
- Structure of team
- Increased demand through all service areas, adults and children's
- Increased acuity
- Rural challenge
- Provider market challenging across children's and adults
- Size of our business
- Self Funder market

# Public Health – Service Overview

HEREFORDSHIRE PUBLIC HEALTH				
<b>Our Vision:</b> Good health and wellbeing for all in Herefordshire		<b>Our Mission:</b> To protect and improve the health and wellbeing of the people of Herefordshire and reduce health inequalities		
Our Values				
Collaboration	Honesty	Supportive	Innovation	Empowerment
Functions				
<b>System leadership</b> - provide expertise on population health, prevention and advocate the needs of the seldom heard	<b>Health in all policies</b> - tackling health inequalities through working across the determinants of health (underlying causes of ill-health) and ensuring that health is considered across all areas of policy decision making.	<b>Evidence informed practice</b> - providing support and advice on the commissioning and delivery of services using data, intelligence, quality improvement and behavioural insights to improve the health and wellbeing of residents and tackle inequalities.	<b>Directly commission services and provide training</b> - achieving best value for money and effective use of the Public Health Grant to fulfil the statutory duties as set out in the Health and Social Care Act 2022.	<b>Preparing and responding to emergencies and protecting people from harm</b> - working with partners across Herefordshire in line with the Civil Contingencies Act and carrying out our health protection duties
Strategic Priorities				
<b>Statutory Responsibilities</b> <ul style="list-style-type: none"> <li>• Substance misuse service</li> <li>• Public Health nursing service</li> <li>• Sexual Health service</li> <li>• NHS Health checks</li> <li>• NHS Core Offer</li> <li>• Oral Health</li> </ul>		<b>2023/24 Priorities</b> <ul style="list-style-type: none"> <li>• Health Inequalities</li> <li>• JSNA Review</li> <li>• Sexual Health Recommissioning</li> <li>• Public Health Nursing Recommissioning</li> <li>• NHS Health Checks Recommissioning</li> <li>• Physical Activity Strategy Implementation                             <ul style="list-style-type: none"> <li>◦ Falls review</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>• Implementing National Drugs Strategy</li> <li>• Integrated Care System Development</li> <li>• Joint Health and Wellbeing Strategy                             <ul style="list-style-type: none"> <li>◦ Best Start in Life</li> <li>◦ Good Mental Wellbeing</li> </ul> </li> <li>• Public Health Grant Review</li> </ul>

# Population outcomes of concern



## Areas where Herefordshire benchmarks poorly

- Smoking status at time of delivery
- Inpatient admissions for mental health disorders aged 0-17 years
- Hospital admissions as a result of self-harm (10-24 years)
- Diabetes diagnosis rates
- Dementia diagnosis rate
- Infant mortality rate
- Child tooth decay at age 5
- Smoking rates among pregnant women
- Children in care immunisations
- Childhood obesity at 4/5 years
- Hospital admissions caused by unintentional or deliberate injuries
- Successful completion of drug and alcohol treatment
- Preventable sight loss
- No. of people invited for NHS Health Checks and/or completed
- Breast screening

# Public Health

## Opportunities

- Ensure effective place based governance is in place
- Recommissioning of key public health services
- Evidence driven decision making via JSNA review (linked to Thrive)
- Greater integration and neighbourhood working (Primary Care Networks)
- Health in All Policies Approach
- Integrated Care Strategy

## Challenges

- Inability for system to shift resources toward prevention
- Joined up approach to tackling inequalities (unregistered population, rurality, the seldom heard)
- Ensure shared commitment to deliver Health and wellbeing strategy:
  - Best start in life
  - Good Mental Wellbeing across the lifetime

# Housing

- Herefordshire Councils Housing Services are a combination of very distinct teams made up of
  - Strategic Housing – responsible for the negotiation and delivery of affordable housing in the County for all client groups, writing & publishing housing related strategies and bid application for grant funding
  - Housing Solutions - the operational team responsible for homelessness, temporary accommodation and outreach support
  - Home Point – the social housing register which is a choice based lettings system in Herefordshire

To deliver accommodation solutions and services we are reliant upon:

- Registered Providers - own and deliver affordable housing
- Charities/ private sector – own accommodation and provide support services



# Housing – Key data

- 130 households in temporary accommodation – 22 households are in chain hotels
- 71 households in B&B
- £1m estimated spend on temporary accommodation for 23/24
- 64 affordable dwellings delivered since April 2023, a further 263 in the pipeline
- £910k capital & £478k recently secured from the government to purchase 10 additional properties
- £3.5m LAHF funding secured to deliver 37 additional properties with Registered Provider partners for Afghan and Ukraine households

# Housing Opportunities & Challenges

- Demand is outstripping supply of accommodation
- Changes in legislation are having a knock on effect on the private sector and many landlords are selling their properties, the number of presentations due to 'notice to quit' no fault evictions are increasing
- Increased interest rates are seeing more presentations of homelessness
- Increased interest rates mean that the RP's are not able to borrow as cheaply therefore their delivery numbers are reducing
- DLUHC funding for homelessness ends Mar 2025
- Housing prices are slowly dropping meaning that more properties are available for purchase with grant funding

# Prevention and Support

- Independent Living Service (ILS): Occupational Therapy (OT) providing: aids (Community Equipment) and adaptations (minor adaptations and major adaptations through Disabled Facilities Grants) to help people stay safe and independent in their own homes, reduce costly care packages and delay the need for residential care.
- Also the council's Technology Enabled Living offer is supporting nearly 2,500 people and a programme is in place to maximise the use of predictive technologies to keep professional staff focused on the people's changing needs, help people maintain their own health and well-being, and support carers.
- In 2022-23 the service received and triaged referrals from 2,931 adults with identified needs for OT support, Community Equipment, Telecare and major and minor adaptations. The service also completed 2,781 reviews
- Welfare & Financial Assessment Service (WFAT) assesses the contribution that residents should make to the costs of the care they receive, administers the Direct Payments service, provides a small Welfare Benefits Advice service.
- The welfare benefits service generates over half a million pounds additional income for benefit claimants per annum of which around 90% is additional income for social care charge payers and adds to the income received through charging
- The Financial assessment team brought in £11.6m in income from charging in 2022-23 and is projecting income of £12.1m this financial year.

# Prevention and Support - Opportunities and challenges

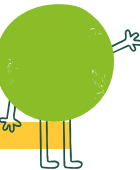
- A Charging Transformation Project is underway - The end to end process of financial assessment of care charges through to collection of those charges contains too many handovers as does the Direct Payments administration process. The review will streamline these processes, make best use of our IT systems and better prepare the council for any future changes in national policy for care charging.
- The project is also scoping the delivery of welfare benefits advice across all agencies to support best practice in the delivery of these services and seek to aggregate the information derived from them.
- Recruitment of OTs is a major challenge – nationally & locally - and we have extensive backlogs in OT assessments and Telecare. Alternative models of local delivery are being explored (with Health OT services) to make the provision clearer to the public and reduce waiting lists.
- Making best use of digital technologies to support Technology Enabled Living will produce efficiency savings in care service delivery whilst providing reassurance and better information to carers service users and professional staff. A 3 year 'Predict & Prevent' transformation programme is underway to realise these opportunities.

# Talk Community

## Building stronger, more connected communities where everyone can thrive

We work locally to enhance the quality of life for all in the community by:

- **Facilitating Collaboration:** We bring together residents, community organisations, and stakeholders to foster partnerships and collective action in addressing community needs.
- **Taking a strengths based approach:** Focusing on identifying and enhancing the existing strengths and capabilities of individuals and communities.
- **Empowering and Engaging communities:** to actively participate in decision-making processes, develop their skills and capacities, and take ownership of local initiatives.
- **Providing Support and Resources:** We offer a range of programs, services, and resources to promote social, cultural, and economic development within the community.
- **Enhance Community Well-being:** We work to improve the quality of life for all residents by promoting preventative healthcare, healthy lifestyle education and physical and mental wellbeing initiatives.
- **Foster Innovation:** We encourage and support innovative solutions, technologies, and approaches to address emerging challenges and improve community development outcomes.



# Building stronger, more connected communities where everyone can thrive

## Community Debt Centres

- **268** trained volunteers
- **£749, 666** debt relief
- **£303,518** client financial gain
- **2474** household supported
- **2047** benefits checks \*

## Engagement

- Connecting residents to organisations, services and events through the Talk Community website, social Media and weekly newsletter
- **800** services/organisations
  - **390** events each month
  - **250,000** page views

**40**

Community Network Meetings

## Hubs

- **76** hubs
- Average of **1170** visitors a quarter
- **277** hub volunteers

## Healthy Lifestyles

- **408** Clients accessing lifestyle Support \*\*
- **564** smoking cessation referrals
- **103** pregnant smoker referrals
- Overall Quality of Service Rating seen as 'Very Good': **91%**
- Client feedback on their confidence to maintain change as 'very confident': **73%**

**10k**

Winter pressure leaflets

## HAF

- Winner of regional provider award
- **42** providers
- **10,000+** spaces per holiday period
- **2** fully booked activity days \*

## Household Support Fund 3

- **£1.2 million** issued from Oct 22 – March 23
- **4700** children given holiday food vouchers
- **5162** food parcels
- **1134** households helped with energy costs
- **1066** families in need supported
- **233** care leavers helped

**83**

Winter wellbeing events

**17**

Cost of living roadshows

**1656**

Community support plans

**250**

members of business & charities group

# Talk Community

## Challenges

1. Monitoring and evaluation
2. Building trust and engagement
3. Diverse community needs and expectations
4. Limited resources/ funding

## Opportunities

1. Community engagement
2. Resource mobilisation
3. Strengthened community cohesion and inclusivity
4. Preventative approach

