

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th November 2013

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WARD(S): All

PORTFOLIO: Health and Wellbeing – Cllr James Walsh

PART I **KEY DECISION**

OLDER PEOPLE'S COMMISSIONING STRATEGY 2013 – 2018

1 **Purpose of Report**

To present to Cabinet for their review and ratification Slough's Commissioning Strategy for Older People 2013 – 2018.

2 **Recommendation(s)/Proposed Action**

The Cabinet is requested to resolve that the Older People's Commissioning Strategy 2013-2018 be approved.

3 **Slough Joint Wellbeing Strategy Priorities**

The priorities in the Older People's Commissioning Strategy reflect those of the Council's set out in the Slough Wellbeing Strategy:

Health and Wellbeing

- Enables people to make positive informed choices about their care and support
- Intervene early to aid recovery and promote healthier lifestyles and choices
- Maintain a person centred approach to service provision
- Provide effective and tailored services for adults to allow them to live independent, socially inclusive lives

Safer Communities

- Improve public information and help people have an active role
- Focus on ensuring personal safety and high quality service provision

Housing

- Increase the amount of affordable housing for rent and sale to support regeneration and promote tenure diversity

- Develop a mix of housing in terms of tenure and size to meet the needs of the current and future population (in particular the assessed needs of older people)

The Older People's Commissioning Strategy also contributes to the cross-cutting themes:

Civic Responsibility (Community Cohesion)

- Promotes and enables involvement in community activities
- Reduces inequalities and promotes fair access to high quality services

Slough Joint Strategic Needs Assessment

- Adult social care is highly resource intensive and our growing and ageing population is set to increase. The JSNA provides indicators for health and wellbeing needs and helps inform our decisions on future commissioning

4 **Other Implications**

(a) Financial

The delivery of the Older Peoples Strategy will be challenging in a time of unprecedented change and tough economic climate, however we believe that getting services right for our local older people is critical. The impact of the Health and Social Care Act 2012 presents major restructuring for health and social care services. This will mean closer working across health and adult social care services resulting in more joined up service delivery. Both health and social care commissioners must therefore work together to ensure that services are cost effective, provide value for money and achieve good outcomes for people. We will in turn work with service providers to redesign or decommission ineffective services to ensure value for money and transform the way services are delivered.

Requirements to use budgets more efficiently and effectively necessitate different approaches and more innovative ways of working. The strategy sets out our key commissioning priorities as identified through Slough's Joint strategic Needs Assessment and the service user consultations carried out. The strategy has an action plan in line with changing needs to ensure better value for money. Page 17 of the Commissioning strategy indicates the key Commissioning priorities which include:

- *Personalised care and support* – working with GPs and community nurses, private and voluntary sector to provide joined up services for people with the most complex needs
- *Providing high quality information* – to increase informed choice and control
- *Promoting active engagement in the community* – reducing isolation
- *Avoiding unnecessary hospital admissions* – working with hospitals and community health services to increase the numbers of people who get rehabilitation and other services to prevent hospital and care home admission
- *Making a positive contribution* – where whole systems approaches include services users and patients
- *Freedom from discrimination* – promoting dignity and respect and further develop the ways in which we keep people safe
- *Promoting and maintaining independence* – enabling people to remain longer in their own homes and communities

Other significant local priorities and key areas of work include:

- *Stroke* – providing enhanced early intervention services
- *Dementia* – working in partnership to embed the National Dementia Strategy in Slough
- *Supporting carers* – assessment and services supporting carers to continue caring

The Council's estimated spend on older people for 2013-2014 is £10.5M. In July 2012 the Department of Health published a new 'Reforming Care and Support' model (Page 4 of the Older Peoples Strategy). This model emphasises promoting wellbeing and independence at all key stages to reduce the risk of people reaching a crisis point. In keeping with this, funding of £1.8M is provided in addition through NHS England for 2013-2014. The funding is in line with the Department of Health's model and focuses on specific joint health and social care projects which help reduce the need for more intensive care and support, a substantial amount of this funding will be supporting older people in Slough to live independently, avoiding admission to hospital and supporting early discharges from hospital.

(b) Risk Management

Risk	Mitigating action	Opportunities
<u>Property</u> – Identifying availability of land and property for developments of Extra Care Housing	Working with providers and housing colleagues	Accessing the Home and Communities Agency's Specialised Housing Fund (application by January 2014)
<u>Human Rights</u> – Older people have the right to choose what service they receive as part of personalisation. If we do not listen to what people need there is a possibility that services commissioned do not meet people's needs.	Full engagement of key stakeholders throughout consultations and commissioning of services	Commissioning opportunity to ensure high quality provision that meets changing needs in appropriate environments
<u>Equalities issues</u> – Services commissioned do not meet the needs of Sloughs communities	Equalities Impact Assessment completed	Commissioning opportunity to ensure high quality provision that meets changing needs
<u>Community Support</u> – Without full engagement of the community in general there is a risk services will be developed and not sustainable or supported by the community	Full engagement of key stakeholders throughout consultations Feedback sessions with information updates provided	Supporting more people in their own homes where appropriate and to promote integration in the community

<p><u>Communications</u> – If the development and subsequent publication of the strategy is not wide spread there is a risk services developed will not meet the needs of Sloughs community.</p>	<p>Full engagement of key stakeholders throughout consultations</p> <p>Feedback sessions with information updates provided</p>	<p>Keeping service users, carers and older people updated and involved in future service developments and commissioning processes</p>
<p><u>Financial</u> – If finances are not monitored or planned there will not be adequate resources available to commission services for older people.</p>	<p>Annual budget setting followed by monthly monitoring</p>	<p>Securing better value for money through better alignment of commissioned services with projected need</p>
<p><u>Timetable for delivery</u> – If the strategy does not consider when services need to be commissioned there is a risk the strategy will not be delivered in the timescale of 2013 – 18.</p>	<p>Regular annual reviews of strategy to ensure appropriateness and take account of any major changes / developments which may impact</p>	<p>There are five years to deliver the strategy.</p>

(c) Human Rights Act and Other Legal Implications

The Government is committed to delivering equity of access to treatment, prevention and promotion interventions, as well as equality of experience and outcomes across all protected groups. The Department of Health's Equality and Human Rights Assurance Group (EHRAG) uses the Adults Social Care Outcomes Framework (ASCOF) outcomes measures and indicators to support the development of an action plan to deliver statutory equality objectives. Slough Borough Council also uses the ASCOF as part of the contract monitoring process.

The development of the strategy ensured full consultation with service users and key stakeholders which had a positive influence in developing the priorities in the strategy. Feedback events on the consultation results were held and the useful information we have gleaned was shared.

(d) Equalities Impact Assessment

An equalities impact assessment (EIA) has been completed. This shows that the strategy would specifically affect people with regard to age and disability issues in enabling them to live more independently.

(e) Workforce

The wellbeing directorate has recently been subject to a restructure which will provide a positive impact on service delivery. This was necessitated by the need to align the workforce organisational structure to transitional and transformational activities that have taken place within the directorate over the past year.

This has included a redesigned Adult Social Care Customer Pathway (required to further embed personalisation to promote choice, control and independence for service users) as well as the ongoing work with NHS commissioners and provider Trusts.

By redesigning the workforce and bringing the statutory responsibilities for adult social care, children's social care and public health into a single unit we now have an organisational workforce model that will further support the delivery of the strategy.

5 **Supporting Information**

5.1 **Background to the strategy development**

5.1.1 Over the last few years, a number of significant changes within health and social care have been made. Slough's previous Older People's strategy has come to an end and a refreshed strategy provides an opportunity to review and transform the way services will be delivered in the future.

The *Health & Social Care Act 2012* is a key document which provides the structure of the new health reforms. These include:

- The role of Clinical Commissioning Groups
- The development of Healthwatch and Health and Wellbeing boards
- The move of Public Health into Local Authorities

The *Adult Social Care and NHS Outcomes frameworks* focus on improving services and outcomes for users.

Transforming Adult Social Care promotes Personalisation – providing increased opportunities for choice and control and improving health, wellbeing and independence.

Slough's changing demographics and health needs as indicated in the Joint Strategic Needs Assessment and the latest census detailing the projected needs of older people in the borough have also influenced the development of the Older People's Commissioning Strategy.

Although Slough has a lower than average increase in the number of older people our older population is growing. What we are facing though, because of the profile of our population, is an increasing number of older people with complex needs and/or long term conditions that means peoples need for social and health care support and services increases. The strategy with its emphasis on preventative and early intervention services is aimed at reducing the number of people who will require long term and expensive social and health care services.

5.2 **Consultation and Engagement**

5.2.1 The refreshed strategy has been developed using a variety of different methods including:

- Extensive consultation with older people and key stakeholders
- An older people steering group provided the lead enabling us to strategically consult with as many older people as possible. The group

contributed to the design of a questionnaire for wider consultation and were kept regularly informed throughout the process

- Engagement with the voluntary sector in arranging a consultation event
- Feedback events to share the results of the consultation. The consultation provided significant but important information which helped inform the strategy
- Reviews of current service provision providing valuable information regarding services throughout the Borough
- Partnership working with key stakeholders to identify priorities for future commissioning
- Slough Clinical Commissioning Group have participated and contributed to the development of this strategy

5.3 The need for change

5.3.1 The Older People's Commissioning Strategy clearly sets out the priorities of the Council which dovetail with those of Slough Clinical Commissioning Group and Slough Public Health.

5.3.2 Many of our current commissioning arrangements with the voluntary sector services are coming to an end and in order to move with the times and achieve value for money we need to change the way we commission services in the future. The older people's commissioning strategy provides opportunities to:

- Help re-shape the market according to need
- Re-provide services which take account of personalisation
- Focus on preventative services that are more outcomes focussed and increase health and wellbeing

5.3.3 The strategy allows us to further demonstrate our commitment to ensuring the needs of our older population are appropriately met which includes future developments such as Extra Care Housing.

6 Comments of Other Committees

The strategy was presented to Health Scrutiny on 17th September. Any points raised by the panel were addressed.

7 Conclusion

That Cabinet approve the Older People's Commissioning Strategy for wider publication.

8 Appendices Attached

'A' – Commissioning Strategy for Older People in Slough 2013 – 2018

9 Background Papers

None