



Adult Social Care

Local Account

2022-2023

Contents

The Local Account is...	3
Our Vision for transforming Adult Social Care in Worcestershire	4
Preparing for Care Quality Commission Assessment Framework	8
Focus on Safeguarding	9
Focus on Learning Disabilities	10
Focus on Reablement	11
Focus on Supported Living	13
Focus on Positive Days	15
Focus on Adult Front Door	16
Celebrating Success	17
Performance Matters	18
Partnership Working	19
Closing Remarks from Mark Fitton, Strategic Director for People	23

The Local Account is...



...Worcestershire County Council's annual magazine about Adult Social Care. It sets out our priorities and includes case studies from our residents, carers, partners and staff – demonstrating how collaborative approaches have triggered change and improvements.

Adult Social Care is part of the People Directorate, with a priority to ensure, with support from our partners, "Worcestershire Residents are healthier, live longer and have better quality of life and remain independent for as long as possible..." continues to underpin everything, we do.

In 2022/23 we have been focusing on developing new ways of working to support residents, with our partners, to develop a more integrated way of working together and to support people, families and communities to thrive, developing more ways to involve people in shaping the way we do things.

In 2023/2024 we will remain focused on ensuring we work with the care market to ensure we have good quality care, value for money and support people to be as independent as they can, in the place they call home. We will remain focused on co-production so we involve people in the design and shaping of services and ensure Equity, Inclusion and Diversity is the golden thread in all that we do. Amongst many transformation initiatives, Adult Social Care will also have its first Care Quality Commission Inspection, a new inspection regime that has been introduced to ensure we work with people, provide the support required, keep people safe and that the service is well led. Ensuring we have a work force who feel supported by the Council is critical for us, and we remain focused on staff wellbeing and ensuring we have people with the right skills, knowledge, and values to deliver our Adult Social Care duties and priorities.



Councillor Adrian Hardman

**Cabinet Member with
Responsibility for Adult Social Care**

Our Vision for transforming Adult Social Care in Worcestershire



Worcestershire County Council's Corporate Plan "Shaping Worcestershire's Future" sets out as a corporate priority the Health and Wellbeing of Worcestershire's residents.

Key objectives include:

- Working closely with the NHS and other health providers to ensure all our residents are aware of ways to support their own health and wellbeing and encourage people to be responsible for their own health outcomes.
- Engaging with our communities to help them help themselves, particularly in later life.
- Continuing to invest in technology to enable people to live safely and independently in their own homes for longer and supporting preventative measures to reduce incidents such as falls which may require NHS or care services.
- Managing demand for our care services, enabling us to focus more resource on preventive measures that support care in the community and within people's own homes.
- Continuing to work with our partners across Worcestershire, including through greater integration between health and social care operationally, to support people to plan for later life and to deliver the most appropriate care where, and when, needed.
- Working with people intensively if they are in crisis to help them regain control of their life, and, wherever possible, supporting them to return to safe, independent living.

Through this joined up approach, encouraging personal responsibility for health, maximizing community resources and application of assistive technology, we will continue our journey to promote independent living and move away from the traditional care options.

Putting people and communities at the heart of everything we do will enable us to fulfil our vision of supporting individuals to live the lives they choose, in a place they call home, connected to people, places and opportunities that are meaningful to them.

Given the current climate of limited funding, increasing demand and workforce pressures, we must do things differently to ensure we are making the best use of our resources.

We are exploring ways in which we can continue to improve access to appropriate care services, whilst ensuring we put people at the heart of decisions around their care, focusing on the things people can do for themselves. We are working to promote inclusion to ensure that the diverse communities we serve have equal access to advice, information and support. Alongside this we aim to improve a person's journey through Adult Social Care focusing on the outcomes they want to achieve.

To meet these demands and ensure we are supporting people to lead the lives they want to live, and in a place they call home, we have developed seven key priorities to ensure the best outcomes for our residents, businesses and communities.



We Will:

Safe and Effective:

- Work with people and our partners to establish and maintain safe systems of care, in which safety is managed, monitored and assured.
- Ensure continuity of care, including when people move between different services.
- Work with people to understand what being safe means to them and work with them as well as our partners on the best way to achieve this
- Concentrate on improving people's lives, while protecting their right to live in safety and make sure we share concerns quickly and appropriately.
- Grow a culture of positive risk taking, that is personalised and places the individual at the centre of risk making decisions, which promotes least restrictive options.

Independence and Opportunities:

- Engage and collaborate with people who use services and their carers/advocates/ residents to help shape, develop and deliver services across Worcestershire.
- Work with partners, including those across Worcestershire Integrated Care System (ICS) to ensure people and communities can access services and receive appropriate support to promote wellbeing and help prevent, delay or reduce the need for ongoing support, with an emphasis on reablement and rehabilitation, to improve the outcomes for individuals in line with the Worcestershire Health and Wellbeing Strategy.

Working with our Communities:

- Collaborate with our community and voluntary sector to maximise opportunities for residents of Worcestershire.
- Support resilience in the community through a strengths-based approach to prevention, care and support.
- Provide a range of community services that enrich the lives of Worcestershire residents.

Choice and Personalised Services:

- Support high quality care and support and meaningful engagement through the promotion of personalised budgets.
- Determine the future of our in-house and block provision and increase the availability and range of accommodation for people with care and support needs to meet the changing and complex needs of individuals.

Working with Partners:

- Encourage and develop further social enterprise through voluntary groups, local businesses and communities.
- Collaborate with our system partners (health, primary care, community, voluntary, business and education) to ensure people who use our services and their carers experience are seamless in the provision of high quality care and support which meets individual need.
- Work with care provider organisations to deliver good quality and accessible services which present good value for money and provide stability for people.

Information, Advice and Communication:

- Use technology to help re-shape our “front door” and provide joined up and personalised care which enables people to maximise their independence.
- Provide more accessible and inclusive information which is communicated more effectively.
- Ensure people can access information, advice and support and refer into Adults Social Care at a time that suits them, through the development of self-service and our digital offer.

Sustainability and High Quality:

- Ensure good budget management to work within available resources without compromising the quality of care and support
- Actively work towards delivering sustainable services that support the Council’s climate change agenda.

Our draft Adult Social Care Strategy sets out how we will deliver adult social care to meet each of these key priorities.

It sets out what people want to keep them safe, the support people want to make the best possible choices about their care and support needs, whilst ensuring the most vulnerable adults in our society continue to receive the care and support they need.

We will focus on a person’s own strengths, skills and networks, including family and friends, to maximise what they are able to achieve, ensuring they remain happier and independent for longer.

We will consider and be mindful of the importance of the local economy in delivering adult social care to local people and the important role of communities and the voluntary sector in supporting people with care needs.

Adult Social Care must be delivered with best value, collaborating with partners to combine resource to support local people with care needs.

We have developed draft core standards for each key priority. By continuing to co-produce and develop our core standards with local people and partners will put us in the strongest position to develop how we deliver against these priorities to enable more people to realise their vision of a good life.

Preparing for Care Quality Commission Assessment Framework

During 2022/2023 we have been preparing for Social Care Reforms, including the introduction of oversight and assurance for Adult Social Care by the Care Quality Commission (CQC) from April 2023, with the first inspections taking place from October 2023. We also spent time planning for other elements of the Social Care Reforms including the introduction of the Care Cap and changes to the financial thresholds set for people receiving social care funding. These reforms have now been delayed, alongside the introduction of Liberty Protection Safeguards.

Our preparation for CQC Inspection so far...

We are experienced in CQC assessments for services that deliver social care so are learning from this experience to ensure we are prepared for the assessment, which will assess how we discharge our duties under Part 1 of the Care Act 2014. The assessment process will help residents understand how the care provided in Worcestershire is improving outcomes for people and reducing inequalities in their access to care, their experiences and outcomes from care.

There will be a focus on 4 themes:

1. How local authorities work with people
2. How local authorities provide support
3. How local authorities ensure safety within the system
4. Leadership

Over the last 12 months, we have completed a detailed Self-Assessment, involving our staff, partners, providers and people who use services, to understand what we are doing well and areas for improvement. We have been keeping up to date with developments from CQC on the new regime and working closely with colleagues in other Local Authorities and West Midlands ADASS (Association of Directors of Adult Social Services).

CQC will use the existing scoring framework to support consistent judgements, to support the transparency and consistency of our judgements, we intend to introduce scoring into our assessment process for local authorities. This approach will be consistent with their current assessments of registered providers. For each quality statement in the assessment framework, we will assess the 'required evidence' in the evidence categories and assign a score to the quality statement, with an overall rating.

In Worcestershire, so far, we have carried out 95 self-assessment tasks including workshops with those who use services, carers, residents, staff and partners. We know what we are doing well and where we need to improve. We are building on our existing forums with coproduction at the heart of them, to ensure we truly work in a way that recognises experts by experience are equal partners and essential in shaping our future services.

Focus on Safeguarding

It is our priority to ensure people feel safe in Worcestershire. In 2022/2023 93.1% of people who use our services reported to feel safe and secure (Data Source: Adult Social Care Survey 2022-23).

We continue to see a significant rise in the number of safeguarding concerns we receive and enquires undertaken under our Care Act 2014 duties.

The Worcestershire Safeguarding Adults Boards (WSAB) role is to co-ordinate local work to ensure that adults with care and support needs across Worcestershire are protected from harm and abuse. In 2022 we launched the Complex Adult Risk Management (CARM) Framework. It provides frontline practitioners with a framework to facilitate effective multi-agency working for people who are at risk of harm due to their complex needs.

There have been 31 referrals from a range of agencies, 13 of which progressed to CARM. The Framework has supported regular updates between agencies involved, timely decision making, robust joint working, a person centred flexible approach with a named lead professional coordinating the safety plan. WSAB has supported regular discussions and problem solving which has further developed the Framework. It has been agreed that WSAB will continue to fund a CARM co-ordinator for the next 12 months while it continues to develop and to ensure that it aligns with the WSAB Draft Exploitation Strategy which is in draft and will be introduced in 2023/24.



Focus on Learning Disabilities



Worcestershire's new Learning Disability Strategy 2023-2028 – Making Worcestershire a Great Place to Live for people with Learning Disabilities

Over the last year, Worcestershire's Learning Disability Partnership Board has been co-producing a new Learning Disability Strategy for Worcestershire.

Co-production, as we define it in the strategy, is about everyone working together in partnership on an equal basis to create and develop something, and this is the true spirit in which the new strategy has been developed.

To develop the strategy, we ran a survey, held workshops, attended coffee mornings and self-advocacy groups, and facilitated many conversations and discussions with a wide range of stakeholders. Most importantly, we heard the voices of people with Learning Disabilities and their families.

The new strategy is all about making Worcestershire a great place to live for people with Learning Disabilities. We have set out aims actions within seven themed areas focusing on housing, health, inclusive communities, purposeful days, key life transitions, being safe and carer support.

The strategy is designed to be a “go-to” guide for all organisations and residents in Worcestershire, to get involved and to work together. In the words of Lucy, Co-Chair of Worcestershire's Learning Disability Partnership Board:

“We want this strategy to make a real difference. By acting, we can make a positive change to the lives of people with learning disabilities in Worcestershire.”

Named worker approach

The Learning Disability Service introduced the named worker approach in the South of the county, which is nationally recognised as best practice and aims to create meaningful relationships between individuals and their families, and professionals involved. This results in the allocated worker working pro-actively with the person, provides a consistent approach and respond promptly to changes in need and is a consistent person for care providers to liaise with. In 2023/2024 the service aims to provide all individuals with a named worker, with the opportunity to review with individuals and families any improved outcomes and areas for development.

Reasonable Adjustments Project

The service has been involved in several key initiatives, including the reasonable adjustments project with NHS England Digital. Worcestershire County Council are a fast follower in the project working alongside partners the Integrated Care Board to work hard to contribute towards increasing the profile of the tackling health inequalities agenda. The Reasonable Adjustment Flag is a national record which indicates that reasonable adjustments are required for an individual and optionally includes details of their significant impairments and key adjustments that should be considered. The aim is to improve patient experience and outcomes when accessing services.

Focus on Reablement



The County Council provides a Reablement service to ensure people receive the right support, at the right time to help them live independently at home for as long as possible.

The therapy-led service helps to prevent the need for any unnecessary admissions either to hospital or residential/nursing care and, where an admission is required, support people to return home as soon as they are well enough, with a plan for recovery and reablement.

Therapists and Promoting Independence Assistants will work with individuals, drawing on their strengths to identify and set goals to:

- **Focus on what an individual can do and build on these strengths** rather than focusing on what the individual cannot do.
- **Provide short-term intensive support** to enable individuals to learn how to live their lives as independently as they can; supporting them to regain their independence during the period of support.
- **Work across the health, social care, voluntary and community sectors** leading required interventions to reduce hospital and care admissions.

Any adult in the County will be considered for reablement when they, or their family/carer contact Adults Social Care for support.

During the 2022/23 the Reablement Service has continued to provide support to people across Worcestershire. This includes people who receive Community Reablement and people who have had a stay in hospital. Following significant investment in 2021 the Reablement Service has been able to steadily increase the capacity available to support people. **In the last 12 months:**

- The service supported 3039 people with a Reablement Plan – an increase of 17%
- The proportion of people leaving the service requiring low or no ongoing care needs increased from 78.4% in 2021/22 to 84.2% in 2022/23.

Here is a snapshot of some of the feedback from people who have used the service, their family and carers.

“Please thank everyone for me. I’ve recovered quite considerably from my spell in hospital and enjoying this freedom very much.”

“The assistants that provided the support that Mum needed to come out of hospital were absolutely wonderful. They were professional, friendly, cheerful and really made Mum feel so special. They truly helped to make the last week of her life comfortable and well cared for. I will forever be grateful to your wonderful teams for helping to make Mum’s last days so happy.”

“A great big thank you to all of you for the support, positiveness, encouragement, friendliness and first-class care that you have all given Mum. This has greatly helped her recovery. We will miss all of you.”

“I feel that Johns needs were frequently reassessed and equipment was provided as needed.”

“The assistants are supporting Jean to be a lot more independent that he was previously.”

“I am now managing and would like to say a big thank you to the team for all the support that I was provided, especially a big thanks to [staff member] for progressing me back to my previous level of independence.”

“Was most helpful and lots of staff got me standing.”

Focus on Supported Living



We are making our vision for greater independence a reality for adults with care and support needs in Worcestershire.

Supported Living

Supported Living is where a person with social care needs gets the support that they need to live in a home they either own or rent as a tenant. People may be living in:

- Shared houses with support
- Cluster flats with onsite, often 24/7 support
- Their own home with support to live independently

Worcestershire County Council has a contract for Supported Living with a range of providers to support different kinds of needs across the County. There are over 180 different supported living settings in Worcestershire.

The specification for services has been co-produced with people who have used the services and sets out clear outcomes for providers to work with individuals on, as well as what should be expected from staff within the services.

What's it like to live independently?

“It's different – it's more active!”

“It's good that I can do things on my own now.”

“Now I'm here, I feel more confident. I enjoy cooking my own meals with staff

helping me.”

“It’s good to have my own front door.”

“I like to eat healthy food like fruit and vegetables and staff help me choose.”

“I can go to town and feed the ducks and look about, and on the bus.”

“I love everything about living here!”

Quotes from Worcestershire adults living in Supported Living. For more information and videos see the pages on Worcestershire County Council’s website: [Worcestershire County Council - Supported Living](#)

CASE STUDY - Moving into my own house

When looking at supported living one of the wishes both from C and his parents was having a place to live that felt like a home and staff that felt like family to him. He was able to find a house and support provider that fitted his wishes, and this also made it easier for his parents to let C “go”.

The family felt they were kept involved throughout the whole process of picking locations, getting to view properties (virtually), and writing their wishes for a care provider’s approach and staff skills, and this really helped with understanding how supported living would work.

C’s house really feels like this is his home and not just a “placement”. There will always be some hiccups and challenges along the way, but we hope these will be solved through working in partnership to come to agreements that work for everyone involved.

Now that C is living with his friends in his own house, he says he is “**Proud of his life**”.

Focus on Positive Days

In October 2022, Worcestershire County Council commissioned a new contract for day services in Worcestershire which we have called “Positive Days”. We already have over, 30 locally based services, mostly from the charitable or voluntary-sector, signed up to the new contract and providing activities and support for adults with care and support needs right across Worcestershire.

The specification for the Positive Days contract has been shaped by our discussions with people who use the services, who said:

“I’d like to feel part of my community”

“I’d like the opportunity to learn new things/skills and a choice of things to do”

“I’d like to have friends and be able to socialise”

Day services can help people to have a fulfilling life, enable development of new skills, gain employment, pursue interests, make friends, gain relationships, peer support, and make a positive contribution to the community.

It is our vision that in the future more people will access the available community options to be able to lead fulfilling and purposeful days, taking a full part in the community where they live. Through working in partnership with our contracted providers, we are starting to make this vision a reality in Worcestershire.



Focus on Adult Front Door



To help manage current and future demand, Worcestershire County Council has undertaken a review of the way customers access our services. The aim of the review was to improve customer experience, ensuring those making contact with the Council are able to access the most appropriate service to meet their needs and enable more capacity for our Social Care Service to support residents. **As a result of this review, a number have teams have been brought together to create the Adult Front Door.**

The Adult Front Door took its new form in January 2023 **as the single point of contact for Worcestershire residents (18+)**, their families, carers, and professionals who require information, advice, and guidance to cope with daily living or are in times of crisis.

When contacted, the **Adult Front Door advisors** will have a 'strengths-based conversation' with the resident to agree the best support available. For many residents this will involve the advisor providing support, signposting, advice, and guidance to meet their needs, as well as making a referral to available community support and services. Sometimes information, advice and guidance will not be enough to meet the residents' needs, and in this instance the resident may be referred to **one of the Front Door's Targeted Adult Support Teams (TASTs)**. These teams work with residents to offer a targeted package of support designed to prevent, reduce, and/or delay residents' needs reaching the point where Adult Social Care support is required.

In some cases residents' may have care and support needs or be at risk of immediate harm and in this instance, they would be referred, by the Adult Front Door, into the appropriate social care teams.

Since the introduction of the newly formed Adult Front Door in January 2023, there has been a reduction of demand into the Adult Social Work teams, and the aim is to reduce this further through the prevent, reduce, delay approach. Going forward, work will continue with staff and partners to integrate and embed this preventative approach further.

Celebrating Success

In line with our vision, we have continued to show a move to more independent living for the people we support, which is demonstrated by comparing performance from December 2021 with December 2022:

- 2% reduction in those living in long term residential and nursing care
- 5% increase in those living in Supported Living
- 3% increase in people living in Extra Care
- 7% increase in those supported to remain at home through domiciliary care support
- 17% increase in those supported to remain independent using Assistive Technology

We have also developed new ways of working with our domiciliary care providers (who provide support in people's own homes) for the delivery of an independence focused domiciliary care service. This means supporting people to be as independent as possible and be supported to do the things they can do for themselves, understanding what outcomes people actually want to achieve. The Council will be commissioning additional providers for South and West Worcestershire in the second half of 2023/24.

CASE STUDY - Assistive Technology - Independent living.

Fred is an 82-year-old man who was receiving support from a carer within his own home. This included a visit in the evening to monitor his diabetes and to ensure that he was able to summon support if there were complications with his blood sugar and he was unwell.

Fred is a musician and plays in a band every weekend. Fred felt the timings of the evening call was negatively affecting his social life, having to wait in for visits.

A Social Worker shared information with Fred about an Assistive Technology device called 'Libre' which could be placed on his arm. 'Libre' monitors blood sugar levels constantly and is linked to Fred's, and a family member, phone to alert them if blood sugars drop below or rise above a certain level. This means that Fred can be alerted at any time and be able to respond appropriately to changes in blood sugars, reducing the need for care, medical support. Most importantly, it enables him **to be in control** of his blood sugars and care and support.

Fred describes 'Libre' as **"a good bit of kit which means I am alerted 24/7"** and now can enjoy his social life and was not having to worry about the need to wait for care staff and no longer requires that evening call. Fred was at the **centre of the decisions** made, giving him **more control and independence**.

CASE STUDY - Working together - A Move to Independent living.

Jim is a 47 yr old man with an Acquired Brain Injury. He was funding care in a rehabilitation care home, following the sale of his own property. He had reached his full potential and was advised he needed long term care in a care home setting. The Social Work Team **worked alongside Jim**, his family and NHS colleagues looking at alternative options **to meet his outcome, which was to live a more independent life**.

There were setbacks and challenges, but **by working together**, Jim moved into an extra care property which has **targeted support when he needed it tailored** to his needs.

Jim's independence continues to increase and the amount of support he requires has reduced. He is now able to complete some of his own personal care tasks, and with support he is also now able to make a drink, sandwich, and simple meals. He is **involved in community activities**, is mixing with his long-term friends, and is making new friends along the way, **living his life to the full**.

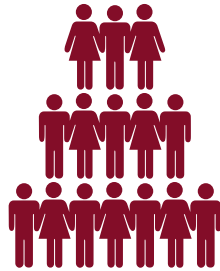
Performance Matters

The demand for Adult Social Care rises each year as people live longer and there are more people living with complex long-term conditions. Adult Social Care faces ongoing demographic and budget challenges, but the care sector also brings millions of pounds to Worcestershire's economy – together, we are working hard to keep people living independently.



24100

enquiries received



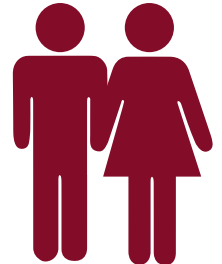
33000

people employed in Worcestershire's Health and Social Care Sector



66250

carers providing unpaid care to family and friends



6700

People in receipt of services funded by Adults Social Care

Proportion of people (65+) who are still at home 91 days after discharge from reablement services:

- 84% Worcestershire
- 82% England average
- 81% West Midlands average

People who use services say these services have made them feel safe & secure:

- 93% Worcestershire
- 88% England average
- 86% West Midlands average

Number of people in Supported Living

- 747 on 30th April 2023

Percentage of adults with a learning disability in paid employment

- 2021-22 latest available benchmarking
- 4.95% Worcestershire (2022-23)
 - 4.8% England average (2021-22)
 - 3.3% West Midlands average (2021-22)

Area for improvement (Percentage of adults receiving direct payments):

2021-22 latest available benchmarking

- 23% Worcestershire (2022-23)
- 27.9% England average (2021-22)
- 28.4% West Midlands average (2021-22)

Partnership Working

Integrated Care System

Integrated care is about giving people the support they need, joined up across local councils, the NHS, and other partners. It removes traditional divisions which, in the past has meant that too many people experienced disjointed care.

Integrated care systems (ICSs) were first developed in England in 2018. An ICS brings together NHS organisations, local councils, and wider partners in a defined area to deliver more joined up approaches to improving health and care outcomes. We know that access to, and outcomes from health and care services are not experienced equally across our population and addressing this is core to our strategic priorities.

Over the last year health, local government and wider partners have worked together to draft an Integrated Care Strategy which focuses on building a healthier future for local people in Herefordshire and Worcestershire. The strategy builds on the existing work that partners are delivering, whilst using the partnership arrangement as an opportunity to accelerate progress in improving the health and wellbeing of everyone who lives and works in Herefordshire and Worcestershire.

The Health and Wellbeing Boards (HWBBs) and the Integrated Care Partnership (ICP)

There are two Health and Wellbeing Boards – one in Herefordshire and one in Worcestershire. These provide the platform and foundations for local partners to come together to develop and oversee delivery of initiatives to improve population health and wellbeing, focusing on the wider determinants of health including housing, leisure, employment, and environment.

In July 2022, the ICP was established by NHS Herefordshire & Worcestershire, Worcestershire County Council and Herefordshire Council as a joint committee. The wider integrated care partnership assembly (ICPA) comprises of the ICP members and local statutory partners such as district councils, police, fire and Healthwatch with a wide range of representative members from the Voluntary, Community and Social Enterprise (VCSE) sector, education establishments, care providers, housing organisations and more. The role of the ICP is to oversee the development and delivery of the integrated care strategy and is a platform for engagement and collaboration.

Collaboratives and Partnerships

The ICS operating model has been developed around the principle of subsidiarity (equality and independence of organisations regardless of their size) and local partnerships. There are two 'places' in the ICS. Herefordshire and Worcestershire, these are aligned to upper tier local authorities, Herefordshire Council and Worcestershire County Council. In Worcestershire, the partnerships are built around 10 Primary Care Networks working alongside 6 District Collaboratives, coming together under the support of the Being Well Strategic group.

Partnership working in Worcestershire

We recognise the required shift to achieve greater integration and have been working to establish a framework for the culture within which we will work, between key partners, by putting people in our communities at the heart of everything we do. We understand that an equal partnership between NHS and health, local government and our Voluntary, Community & Social Enterprises Alliance (VCSE) sector is vital, and we have been developing shared health and wellbeing principles as follows:

Together we will

- Place equal value and emphasis on the physical health and mental health and wellbeing
- Protect health and focus on supporting the conditions for good health
- Focus on prevention; to prevent, reduce or delay need for care and support
- Improve health disparities particularly for those who are vulnerable, disadvantaged or living with a disability
- Listen to people who use our services and strive to improve, ensuring a quality experience
- Deliver proactive and better coordinated care to help people to stay healthy and independent, based on each person's needs
- Work together in an evidence-based way to take to system wide approaches to improve health across the life course
- Maximise shared funding opportunities to achieve best value (including social value)
- Develop and support our workforce

Our Worcestershire system spans many partner organisations and sectors, as demonstrated below. Whilst many have been working together for years, this is now being extended to deliver even greater collaboration as we strive to fully integrate health, public health and social care.



How we are delivering good outcomes together



Fully integrated health and social care system based around the person

Placing residents at the heart of everything we do must be a key ambition of our truly integrated health and social care system. Whilst we have good examples of joint working across Worcestershire, we need to change our approach, we need to listen more to our communities, supporting a 'carer friendly Worcestershire' and genuinely valuing their voice, rather than being driven by targets.

- **Engaging people, integrating care, ensuring the right level of care at the right time** - an example being how we continue to develop and enhance neighbourhood teams.
- **Supporting people to build knowledge, skills and confidence and to live well with their health conditions** - connecting services to enable residents to have a clear understanding of how to access support and advice, starting from prevention at early years through to our aspiration of integrated health and wellbeing hubs.
- **Supporting people to stay well and build community resilience, enabling people to make informed decisions and choices when their health changes** - our work to promote greater supported self-management has seen good results which we continue to grow. This includes roles such as social prescribers or community builders to enhance community-based support.



Taking system-wide approaches to improving health across the life course

We recognise that our shared priorities are not individual NHS, Social Care or Public Health challenges and often, when working in silos duplication of resource and effort can arise. The introduction of the ICS, our joint working principles and strategic work programmes now encourage us to take a system-wide approach to improve health across the life course. We recognise that the whole system plays a part; from General Practice through to hospital, in Public Health, Social Care, emergency services, the VCSE, and beyond. We are working to take collaborative action, which will be a long-term challenge, but one that we are starting in many priority areas.

A few examples demonstrating this approach include:

- **Best start in life** - coordinating efforts to optimise health and support before conception, during pregnancy and post birth and to reduce the impacts of smoking, obesity and poor mental health and to work together to support additional vulnerabilities to reduce risk which can contribute to infant mortality.
- **Housing and health** - progressing integrated working in areas such as supporting independent living, participation of housing providers in mental health and wellbeing programmes, and social housing residents accessing NHS training or employment.
- **Quality of life and care as we grow older** - ensuring as people age, they are as healthy and independent as possible through initiatives such as falls prevention, a focus on enablement, provision of suitable accommodation and assisted technology, and appropriate support at end of life.



Integrated strategic work programmes

The aim is to work together to integrate services around people's needs ensuring we reduce duplication and pool resources to provide better support for delivery of our key priorities. We have established a range of county-wide forums to bring relevant partners together to share information around various disciplines such as a data or engagement. These 'place-based cells' include a Clinical and Practitioner Forum, Intelligence Cell, Communications Cell and Engagement Cell. There are additional forums for specific health and care priorities such as access to urgent care and mental health services.



Provider Collaboratives

Our providers are working collaboratively with others both within and beyond our county boundaries eg through the Mental Health Provider Collaborative and The Foundation Group. Our two provider trusts are working collaboratively across Worcestershire to maximise the positive impacts on healthcare provision and integrated pathways. Supporting Place as the primary planning footprint for both delivery of population health and integration of NHS, and adult and children's social care services.



Voluntary Community and Social Enterprise (VCSE) Alliance

Worcestershire's VCSE organisations play a critical role, both as service providers and as vehicles for community engagement and voice. They are important strategic partners in terms of delivering improvements in health and wellbeing and reducing inequalities – which often involves working more closely with communities.

Through the Worcestershire VCSE Alliance, the sector is bringing organisations together to collaborate and develop new and robust approaches to innovative service delivery.

Worcestershire VCSE Alliance is building capacity and gathering community intelligence and developing methods to measure the impact of its services. It will continue to:

- Support people and communities through commissioned activities
- Work with local communities, providing intelligence and acting as advocates
- Provide a perspective different from statutory agencies
- Co-produce and work in partnership to identify interdependencies and identify solutions
- Work in a person centred way; and
- Support with delivery.

Closing Remarks from Mark Fitton, Strategic Director for People

In 2023/24 we will continue to transform our services and ensure they are fit for purpose and meet the growing demand for our services in the most effective way. We will do this through strengthening our Customer Experience feedback tools, talking with people at every opportunity who use our services, to understand how we can transform the way we do things in a way that better meets the needs of people and our communities. We will continue to develop our Adult Front Door and support we offer at an early stage to promote independence and reduce demand on services. A key focus will be to look at specific workforce plans for Adult Social Care, within the wider Councils Workforce Strategy, to ensure we have a sustainable, supported workforce, with the skills, knowledge and experience we need to deliver our statutory duties under the Care Act 2014 and other relevant legislation. Wherever possible, we will reduce duplication and improve our Customer Journey through the service. For example, we will be introducing a new strengths-based Assessment Tool for practitioners to use to record conversations with people, closely followed by a new self-assessment tool, that will be coproduced with people who use services, enabling people to tell us their story upfront via online methods.

We will continue to review and develop our Safeguarding services to ensure we meet growing demands and work in the most effective way so we can respond to people at risk in a timely and appropriate manner, to ensure they are as safe as possible. Our overall aim is to ensure our staff are enabled to spend much of their time talking to people, understanding their outcomes and supporting them to achieve them wherever possible. Partnership working will continue to strengthen through the development of our Integrated Care System and communities and maximise opportunities for delivering excellent health and social care outcomes for all residents. Finally, we will continue to work with our providers to ensure we have high quality services available to meet the specific needs of people or require support and their carers.



Mark Fitton

Strategic Director for People
Adult Social Care

