

# Medway Council Adult Social Care Strategy

2021 - 2025



MEDWAY  
ADULT SOCIAL  
CARE



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***Promoting wellbeing to aid Medway's residents to enjoy full and active lives in the community***

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# Foreword



As Lead Member for Adult Social Care and Health in Medway Council, I am pleased to introduce the Adult Social Care Strategy for 2021-2025.

It has been a very difficult and challenging year because of the Coronavirus Pandemic. Adult Social Care has been busier than ever, supporting Medway's residents and ensuring that Service Users remain at the heart of everything we do. We have worked closely with our health colleagues and the hospital assisting them to safely discharge patients, and I would like to thank all our partners, providers, voluntary community sector, and our staff for their continuous dedication in supporting some of the most vulnerable residents in Medway.

This strategy provides a vision for Adult Social Care in Medway, based on a strategic approach to Prevent, Reduce, Delay Need and Meet Need. By focussing our actions and efforts on these key areas for improvement I believe will allow us over the next 4 years to strengthen and improve the support and care that we provide to residents and their Carers. The central theme of the strategy is that we will support individuals to live as independently as possible and recognise their rights and choices when we are supporting them, and to ensure they are safeguarded when necessary. We want to make sure that wherever possible residents in Medway are supported to stay or return to their own home, so that they can maintain important relationships with family, friends and continue to actively be a part of their own community.

We believe that the best social care is delivered through partnership working with our key stakeholders. Strong partnerships will be the best way to deliver support which allows our residents to have full and valued lives. Our residents demand that we make best use of our resources, as all of Medway's residents expect us to provide fair and affordable care which represents good value for the public purse.

Linked to this vision we will develop a framework to check our performance so that we can all be confident that both the supply and quality of our support and care are right. All of this will be underpinned by a commitment to safeguard anyone who needs specialist support and help, and to always show respect and dignity for those we work with. I hope that you will help and support us to make this vision a reality so that we can all celebrate the success of a first-class Adult Social Care Service in Medway.

**Councillor David Brake**

*Portfolio Holder of Adult Social Care and Public Health Services*





Medway Council is committed to ensuring its people thrive in the place they live and work making Medway the best place to grow old in and where people age well with the best opportunities.

We want our residents to feel valued, respected and appreciated and seen as the assets they are. The corporate vision is to make Medway a waterfront university city: connecting innovation, people, and place; driving growth for all.

Our Adult Social Care Strategy is about how we put in place the best conditions in Medway for adults to live fulfilling, independent lives where possible. However, the Council cannot do this alone, everyone in Medway has a stake in creating these conditions which do the very best for its adults and older people. This strategy is our blueprint for how we will achieve that.

We are ambitious for our adults. The launch of our new strategy comes at a particularly important and challenging moment for health and care services for adults. As the government's 'Integration and Innovation' White Paper recognises the challenges of the past year on Health and Social Care throughout COVID it remains our mission to achieve consistently high-quality care for everyone, respond to demographic change and achieve long-term financial sustainability across the health and care system, we must do things differently.

This strategy provides that vision. It invites everyone to play an active part in making Medway a healthy and caring place for all adults.

**Dr Lee-Anne Farach**

*Director of People, Children and Adult Services*



**Adult Social Care is an important issue for everyone, regardless of age, health, or personal circumstances.**

Adult Social Care provides support in a variety of ways to people living in Medway who have the highest level of need, for example those with a disability or a long-term illness, older people, and to unpaid carers. It helps people do everyday things, and safeguards people from significant harm and enables them to live a normal life.

We want individuals who have care and support needs, as well as unpaid carers, to enjoy the best quality of life possible, based on choices that are important to them. We recognise that many things impact this; people's health and sense of safety, opportunities for education and learning, employment and housing, social contact including relationships, culture and leisure activities and access to green spaces. Our services play a crucial role in supporting people to remain healthy and independent, whether that be through the provision of information and advice, access to prevention services, or more intensive support for those with long-term or complex needs.

There is growing understanding that councils cannot do many of the things that have been done previously. We want to focus on what we can do, what our partners and communities can do, and what individuals can do. We believe that people know best how to meet their own needs, and we will support people to do that. This means that our working relationships with partners, people who have care and support needs, and unpaid carers, will be based firmly on co-production. This will be championed by social care professionals who are committed to respecting the views and aspirations of those who access our services.

Our strategy builds on our past successes but firmly points to the future in how we plan to work with our partners to meet the challenges ahead. Publicly funded care and support will only be provided when it is really needed, our focus will be on promoting independence, supporting people to help themselves and providing choice, control, and flexibility.

**Jackie Brown**  
*Assistant Director, Adult Social Care*

# Introduction

Adult Social Care in Medway is changing. Like all adult social care services across the country, we need to change and adapt as we cannot meet growing levels of demand within the budget we have, and the predicted demand over the next ten years shows this challenge will only grow.

We need to find more effective ways to support people to stay in their own homes or communities for as long as possible, avoiding hospital admissions, delaying, or reducing the escalation of need and finding innovative ways to meet peoples need through what we buy or “commission” to maintain a safe and sustainable service.

Medway’s Adult Social Care Strategy sets out the objectives and focus for Adult Social Care over the next 4 years. It aims to ensure that we safeguard our residents and improve outcomes for our Service Users, while ensuring that the service we provide achieves the best value for the council.

Adult Social Care provides support in a variety of ways to people living in Medway who have the highest level of need, for example those with a disability or a long-term illness, older people, and to unpaid carers. Social care helps people do everyday things, and safeguards people from significant harm.

Despite the large numbers of people living with a long-term condition in Medway, only a small number of people receive long-term care.

In **2019/20** around **3,600 people** received care and support and the Council spent approximately £68m (net) on Adult Social Care services. Most people received care and support in their own home, with around **1135 people** receiving care via residential care. Each year approximately **300 older adults** move into residential or nursing care and approximately **30 adults of working age**, with a disability or mental health need similarly move into a residential care setting and **232** into Supported Living accommodation. In **2019/20**, **470 Mental Health Act Assessments** and **1486 Deprivation of Liberty Safeguarding (DoLS) assessments** were completed.



Close working with Public Health, and our wider public sector partners will ensure our focus will be to promote, maintain and enhance people's independence so that they are healthier, stronger, are more resilient and less reliant in future on formal social care services.

Co-production is a key concept in the development of public services. It has the potential to make an important contribution to all the big challenges that face social care services. Therefore, the lived experience of service users, their Carers and those who are actively engaged in support networks/services will inform our actions.

Co-producing our solutions wherever possible is better for people in terms of their long-term outcomes and better for Medway Council in helping make our money go further. It is also better for health partners as it will help reduce hospital admissions. To do this we will move towards increased and integrated community-based support that helps people stay independent, healthy, and safe in line with the NHS 10-year Plan:



# Adult social care vision

**We will promote people's independence and wellbeing to aid the residents of Medway to live full, active lives; to live independently for as long as possible, and to play a full part in their local communities.**

*Table 1: Adult Social Care Vision*

**Our vision supports the following council priority:**

## **People**

**Supporting residents to realise their potential**

**Older and disabled people living independently in their homes**

- We will support the people of Medway to live full, active lives; to live independently for as long as possible, and to play a full part in their local communities.
- We will continue to strengthen our arrangements to safeguard vulnerable adults.

*Table 2: Council Priority*

**It also supports the Joint Health and Wellbeing Strategy Vision:**

**The lives of all people in Medway 'will be as full, meaningful and healthy as possible'**

**We will achieve this through making Medway a place where people are enabled and encouraged to look after themselves and others, services are accessible and delivered equally well across the area**

*Table 3: Joint Health & Wellbeing Strategy Vision*



# Our mission

**To make the best and most sustainable use of all available resources across the council, statutory, voluntary sector, and health system to ensure people, their families and Carers have access to the information and tools to enable them to live healthily and independently for as long as possible. To exercise choice and control over their lives, while ensuring safety, dignity, and quality of life for those in need of long-term care.**

## ***Table 4: Adult Social Care Mission***

We aim to improve the quality of the services we provide and outcomes for our service users by aligning better with health colleagues continuing to build on integration for the benefit of Medway residents. Our underlying objective in all that we do is the desire to help those we care for stay well and live well. Working together with partners, sharing information, and using it intelligently, and joining up services will help us to avoid duplication wherever possible and to understand people's total health and care needs.

Where people do need support, we will make it as easy to access services as possible. People will be able to get the help, advice and support they need online, by phone, by video calls or, where required, through pre-scheduled home visits. On first contact with people, we will try to resolve their problems as quickly as possible and seek to utilise support from families and communities before resorting to formal social care services. We will do this because we know that this helps people to be more resilient and have better social care outcomes; it reduces isolation and is more cost-effective. Support identified in people's local communities, outside of local authorities, makes life better for both the individual and the community.





Working with our partners we plan to deliver at a population level. We will identify people who may be at risk of needing help in the future and for whom support in the short term may prevent the need for longer term care. Developing wherever possible the opportunity for people to be enabled and supported to manage their own care.

Where people experience a crisis in their lives, rather than intervening to remove people from the crisis we will work with people and families to manage the crisis, become more resilient and develop skills to deal with issues in the future.

We will engage earlier with Children and Young People who are receiving help from Children's Social Care and who may go on to need our help when they become an adult. Engaging earlier will help us provide advice and information to families on the criteria for receiving adult social care support; explaining choices and setting expectations to ensure we can meet aspirations and outcomes. Most of all we need to ensure that there is no gap in support as young people transition between the two services, which means we need to have an all-age focus.

We aim to deliver services which will enable people to gain or regain skills to help them to live independently and recover from illness. We will do this in the most unobtrusive and least restrictive manner possible. This means that we will support people in the short term whilst expecting that wherever possible people will support themselves in the longer term. For most people, long term support from the local authority will be the exception rather than the rule. We will provide just enough support to assist people to build on their current strengths and develop their abilities to look after themselves without becoming overly dependent on social care support. We will work with partners to ensure that people have the right access to housing, health, and community services so that they can have a good quality of life and make a positive contribution to their communities. Our aim is for people to have access to work, housing, and social networks which support them to be independent, improve their wellbeing and reduce isolation.



## Our direction of travel

The main responsibilities for Adult Social Care are set out in three main pieces of legislation:

- **Care Act 2014**
- **Mental Health Act 1983**
- **Mental Capacity Act 2005**

As the overarching piece of legislation, the Care Act 2014 lays down responsibilities, including:

- **promoting well-being**
- **protecting (safeguarding) adults at risk of abuse or neglect**
- **preventing the need for care and support**
- **promoting integration of care and support with health services**
- **providing information and advice**
- **promoting diversity and quality in providing services**

We have a legal duty to meet a wide range of needs. Keeping people safe is an important part of the legal obligations we must meet, and Medway Council takes this very seriously.

Our Adult Social Care service currently supports approx. 2,619 adults with care needs at any one time. About **1,390 of these are older people, 608 people with learning disabilities, 216 people with physical and sensory disabilities**, and over **200 people with mental health needs**. We assess and review around 2,500 people per year.

In 19/20 we received **1,564 Adult Safeguarding Concerns**, this led to **699 Section 42 safeguarding Enquiries**.

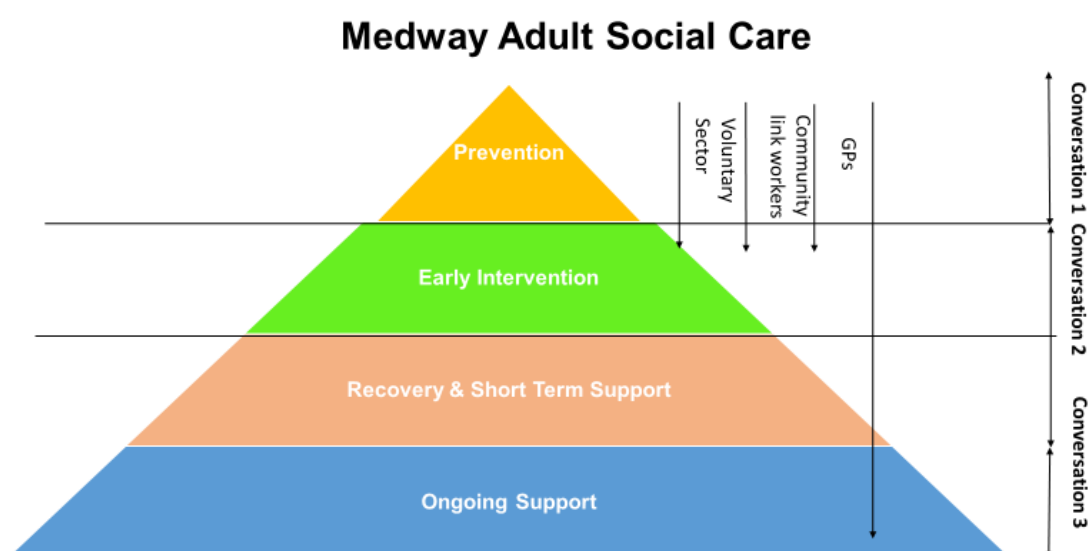


However, we are largely a reactive social care service, and this model is not sustainable and must change as demand exceeds available resource. Through effective practice, we want to see a transformational shift from a focus on long-term care and support, to early intervention and enabling people to live independently for as long as possible.



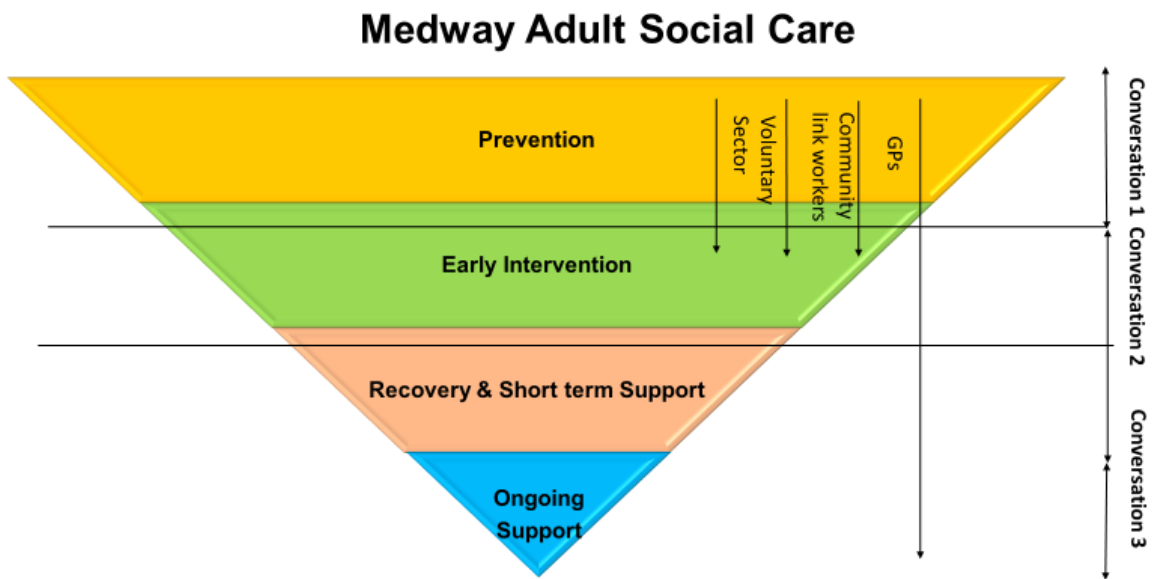
The model below describes what the service could look like in 2025.

## A shift from reactive





## To empowerment



This means we will work towards ensuring:

- That we are better able to **identify earlier those at risk of their needs rising** and facing the risk of crisis and dependency
- That we make **early intervention and recovery the default offer** for those in short-term need or crisis, helping them to rebuild their strengths, confidence, and independence
- That we work to replace traditional service offers that simply manage conditions with **new innovative solutions** that maximise opportunities for individuals to live their lives well
- That we **promote personal responsibility** and place more power in the hands of individuals and their families to take decisions on their own care and support needs
- That we will work with our providers to ensure the **best possible levels of care provision** for those who cannot live independently



# Strategic approach

Since 2016, we have been working jointly with our NHS partners and Kent County Council as a sustainability and transformation partnership that has helped to deliver a range of improvements to health services across Kent and Medway.

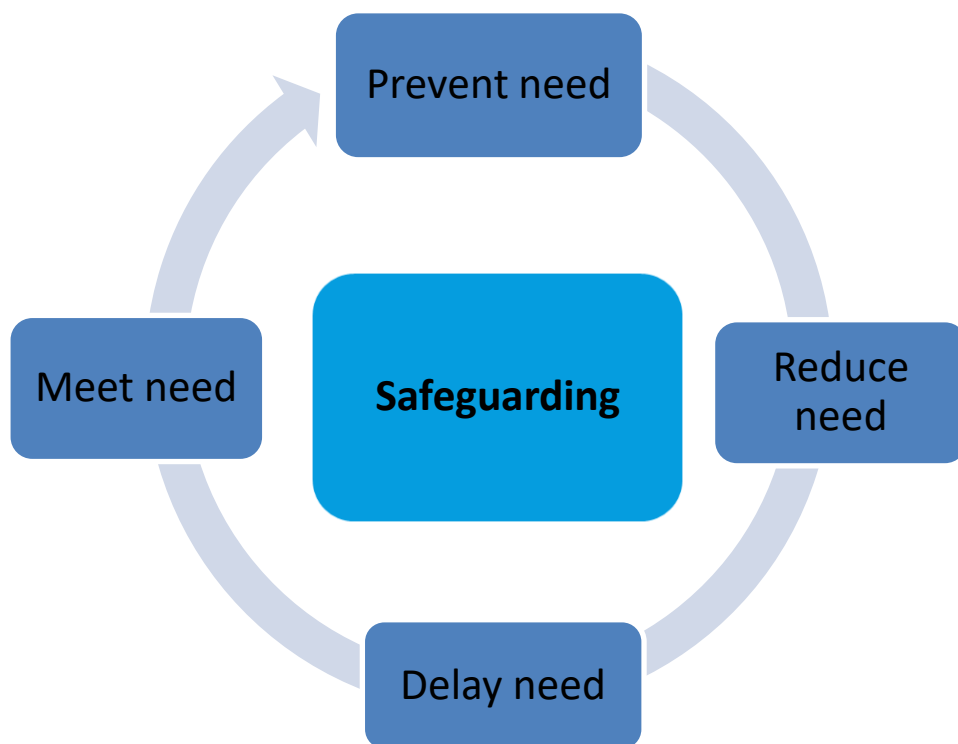
The NHS and its partners in Kent and Medway were formally designated an Integrated Care System (ICS) from 1 April 2021. The ICS enables all organisations involved in health and social care work to together in different, more joined-up ways. The ICS will build on the work of the Sustainability and Transformation Partnership (STP); the focus is on providing care in a way that benefits patients - not what is easiest for organisations.

An Integrated Care Partnership (ICP) has been created to draw together all provider NHS organisations in Medway and Swale to work more closely with social care. There will be a whole system, multi-agency plan which will ultimately ensure that the local system works in partnership to high standards of care and support during times of pressure and is handled as part of business-as-usual.

We must also consider the Department of Health & Social Care's legislative proposals for a Health and Care Bill. The proposed bill will give Local Authorities and the NHS a duty to collaborate with each other. A key responsibility for these systems will be to support place-based joint working between the NHS, local government, community health services, and other partners such as the voluntary and community sector. The proposals include an improved level of accountability that will also be introduced within social care, with a new assurance framework allowing greater oversight of local authority delivery of care, and improved data collection allowing a better understand capacity and risk in the social care system.

Adult Social Care is not uniform and there are different markets and different approaches for different types of need. This strategy is ultimately for the whole population of Medway, but it is focused especially on three cohorts: those who are frail and elderly, those with learning and physical disabilities and those with mental ill-health. It is a strategy to support those with greatest needs; within these broad cohorts is a wide spectrum of types of need.

To meet Medway's Adult Social Care obligations under the Care Act 2014 we have developed a model which is 'layered'. It is designed to ensure that people can get the right level and type of support, at the right time to help prevent, reduce, or delay\* the need for ongoing support, and maximise people's independence. We will support Carers, we recognise that this is not just about delivering services, but about providing support, information and advice that recognises the valuable contribution that Carers make, while helping them to manage their own needs.



### Prevent need

We will work with our partners in health and across communities to prevent people needing our support. We will work even more closely with Public Health going forward, this will mean we will do this at scale and working closely with our public health advisors to act quickly where we identify risks of falls and frailty. We will do this by providing information and advice so that people can benefit from services, facilities or resources which improve their wellbeing.

This service might not be focused on specific health or support needs - but is available for the whole population and we will be an integral part to the Medway Culture Strategy and the use of green spaces, libraries, adult learning, places of worship, community centres, leisure centres, and information and advice services.

We will promote better health and wellbeing and work together with families and communities (including local voluntary and community groups) to reduce need.

### Reduce need

Where we identify high risks groups or people most at risk of having escalating need or in crisis, we will intervene as early as possible to help them to stay well and prevent the further need for services. For example, we might work with those who have just been diagnosed with dementia, or lost a loved-one, people at risk of isolation, low-level mental health problems, and Carers.

We know that acting early can significantly help improve people's longer-term outcomes. Our work will be targeted at people most likely to develop a need and try to prevent problems from getting worse so that they do not become dependent on support. This might include, information, advice, minor adaptations to housing which can prevent a fall, support and assistance provided at a distance using information and communication technology via telephone or computer.

### **Delay need**

This will focus on support for people who have experienced a crisis or who have an illness or disability, for example, after a fall or a stroke, following an accident or onset of illness.

We will try to minimise the effect of disability or deterioration for people with ongoing health conditions, complex needs, or caring responsibilities. Our work will include interventions such as enablement, rehabilitation, and recovery from mental health difficulties.

We will work together with the individual, their families and communities, health, and housing colleagues to ensure people experience the best outcomes through the most cost-effective support.

### **Meet need**

The need for local authority funded social care support will be determined once we have identified and explored what's available to someone within their family and community.

People who need our help and have been assessed as eligible for funding, will be supported via a personal budget wherever possible. The personal budget may be taken as a payment directly to them, where appropriate, or can be managed by the council.

Wherever possible we will work with people to provide a choice of help, which is suitable to meet their outcomes. However, in all cases the council will ensure that the cost of services provides the best value for money.

Whilst choice is important in delivering the outcomes that people want, maintaining people's independence and achieving value for money is paramount.

Our approach is based on four principles. We understand that these principles will only make a difference if they are part of the practice and culture of our operational teams and through our work with partners.

### **1. Prevention:**

We will focus shared learning and build on evidence-based interventions that can help to prevent avoidable demand on statutory health and care services.

### **2. Early intervention and recovery:**

We will proactively work with individuals, families, and other agencies to help people who have experienced ill-health or crisis to recover as quickly as possible, reducing their ongoing needs and helping them return home.

### **3. Enablement:**

We will work on the assumption that people want to be enabled and supported to live independently at home and access employment when possible, ensuring that residential care is only used when there is no alternative.

### **4. Safeguarding:**

We will place the right of all adults to live their lives free from harm, abuse, and neglect at the heart of everything we do



# Safeguarding

Safeguarding means protecting an adult's right to live in safety, free from abuse and neglect.

The Care Act (2014) places a statutory duty on local authorities to make enquiries or cause others to make enquiries where the adult at risk is; aged 18 years or over, has care and support needs, is at risk of or experiencing abuse or neglect and, as a result of their care and support needs is unable to protect themselves from that (risk of) abuse or neglect.

The aims of adult safeguarding are:

- To prevent harm and reduce the risk of abuse or neglect to adults with care and support needs
- To safeguard individuals in a way that supports them in making choices and having control in how they choose to live their lives
- To promote an outcomes approach in safeguarding that works for people resulting in the best experience possible.
- To raise public awareness so that professionals, other staff, and communities as a whole play their part in preventing, identifying, and responding to abuse and neglect.

The level of needs is not relevant, and the adult does not need to have eligible needs for care and support or be receiving any service from the local authority, in order for the safeguarding duties to apply. While recognising that for some people there is a need to protect them, it is essential that we ensure we “make safeguarding personal”. It is essential that we understand what outcomes people want from safeguarding enquiries and actions.

We will continue to strengthen the council's leadership responsibility through improved working arrangements with other agencies who share responsibilities to keep people safe in all settings. This will include working closely with key partners in health and police, but also ensuring that we co-operate with the Care Quality Commission as the regulatory body for social care delivered in nursing and residential settings, and by home care agencies delivering care in citizen's own homes.

We will work with vulnerable adults to ensure that they are protected from abuse, neglect, or exploitation, and ensure their views inform any action taken as much as possible. We will ensure that the people who seek our help to feel safe and obtain care and support are offered this in a way which optimises their independence, choice, and control over the key decisions in their lives and is in their best interests.

## Our foundational building blocks

To achieve our aims Medway needs to ensure the following is in place:

Our practice and process	Our workforce
<p><b>We will:</b></p> <ol style="list-style-type: none"> <li>1. Further embed strengths-based practice in Adult Social Care and strengthen financial controls</li> <li>2. Undertake a Business Process Review to improve and re-design processes</li> </ol>	<p><b>We will:</b></p> <ol style="list-style-type: none"> <li>1. Design our organisational structure so there is the appropriate mix and capability in the workforce</li> <li>2. Update our Workforce Strategy to improve leadership that will drive change, promote equality and inclusion, and encourage co-production</li> <li>3. Create a workplace culture where a deeply held set of values are shared by those working in it. The values within a positive workplace culture should align with the values needed for person-centred, high quality care and support.</li> </ol>
Collaboration	Technology
<p><b>We will:</b></p> <ol style="list-style-type: none"> <li>1. Develop an integration programme with health partners to promote further joint working</li> <li>2. Further develop a Medway market shaping strategy, including an approach for investing in the market</li> </ol>	<p><b>We will:</b></p> <ol style="list-style-type: none"> <li>1. Develop a Digital programme for Adult Social Care to invest in technologies that promote and increase self-care and management to enable people to find alternative methods of support as an alternative to statutory services, support improved workforce productivity and improve information sharing</li> <li>2. Embed the Kent &amp; Medway Care Record within the Council</li> <li>3. Carry out a needs analysis to identify the types of care needed in Medway to support residents who require adult social care and support.</li> </ol>

The assumptions that underpin this strategic approach are below:

Assumption	Implication
There is rising demand for NHS and social care services from a growing and ageing population	NHS and social care will continue to work together to identify and establish new and improved ways of <b>preventing</b> avoidable need <i>and</i> costs and different ways of ensuring health and care needs can be met
Rising demand is closely correlated to low income, high deprivation areas and to the effectiveness of primary care. It is not spread evenly across Medway	Resources need to be <b>targeted</b> and we need to have localised <b>place-based strategies</b> through the Medway and Swale ICP and Population Health
There will continue to be a national focus on reducing growth in emergency admissions to hospitals and reducing length of stay with a focus on safe discharges from hospital	We will continue to work in <b>partnership</b> with Health and our other partners to implement the High Impact Model for Change, as required by the Better Care Fund (BCF). We will fully explore the opportunities offered with public health by utilising population-based care solutions
Adults want their needs met within their own homes and communities and to live independently and healthily	There is a need for the right kind of <b>housing</b> and the right access of community support and capacity.
Carers work long hours to support loved ones and provide substantial financial benefit in Medway, but they lack social contacts and struggle to access information and advice.	We need to further improve our services for Carers particularly around information, education, and social contact to enable them to care without harm to their wellbeing and health.
The pandemic may have an impact on the care market	Medway needs to work to ensure there is <b>good choice and quality</b> in the market and that there are alternatives where the market does not provide the right solutions.
Technology will play an increasingly important role in enabling people to live independently and to self-manage their care needs	We will work jointly with our Smart Cities team and Kyndi Ltd to understand the areas of <b>potential for technology</b> and establish a programme of investment
The population of people with learning disabilities and autism is relatively stable but will account for a significant proportion of adult social care expenditure.	We need to consider how <b>best to meet needs of adults with LD</b> and get best value while promoting independence and employment where possible.

# Our design principles

To make this happen, we will work to a set of guiding principles which aim to put the person at the centre and to ensure that the support they receive can deliver the right outcomes and manage any risks appropriately.

These principles are:

<b>The right person</b>	People who really need our support are identified and prioritised
<b>The right time</b>	We will intervene to prevent things getting worse, increase resilience and maximise independence
<b>The right place</b>	We will ensure people are cared for in the best setting whether at home, in the community or in a specialist setting – according to need and what is most cost-effective. We will produce an accommodation strategy to support this principle
<b>The right support</b>	We will provide the appropriate amount of support to keep people safe and prevent, reduce, or delay the need for long term help, delivered by the right people with the right skills
<b>The right partner</b>	Working more effectively with individuals, their friends, and families and in partnership with other organisations – to achieve more joined-up and cost-effective support



# Delivery plan

In 2021/22 we will:

## 1. Start a transformational shift towards early intervention and recovery:

Action	Outcomes	Outcome Measures	Lead
Review the process of the client entering the front door of ASC	We will ensure only those people who really need support from Adult Social Care receive it	Increase in proportion of people with immediate resolution to enquiry receiving short term support	Assistant Director, Adult Social Care and Business Change Service
	We will seek to achieve best value for money	Quarterly finance monitoring	
	We will help residents to remain independent in their own home for as long as possible, using the minimum support so that they can keep doing things for themselves	Measured via the Adult Social Care Outcomes Framework	Assistant Director, Adult Social Care, Heads of Locality Services
Focus and re-purpose Adult Social Care teams through the organisation. Re-design work so there is greater focus on early intervention and recovery	We will see a reduction in long-term packages of care and placements.	Measured via the Adult Social Care Outcomes Framework	Assistant Director, Adult Social Care, Heads of Adult Services and Business Change Service
Improve access to information and advice through the digital approach – review our current information offer and identify gaps in provision where immediate improvement can be made digitally to provide people with access to information	We will ensure residents know where to find information about social care services, and how to access advice and support when required	Reduction in the number of telephone calls and emails (channel shift)  Measured via the Adult social Care Outcomes Framework	Heads of Adult Services, Business Change and Digital Services

early before they are in crisis			
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## 2. Promote the voice of the user and learn from their lived experience:

Action	Outcomes	Outcome Measures	Lead
Develop approaches that promote the voice of the user and support co-production to promote self-management and/or community solutions	We will see residents, working with partners/providers, help shape Medway's care and support offer through participation at a Co-Production Board.	Residents, Service User and Carers feedback	Assistant Director, Adult Social Care and Principle Social Worker
Continual review of support offers to Carers to ensure that Carers are supported to maintain their caring and their quality of life	We will support Carers to maintain their caring role and look after their own health <ul style="list-style-type: none"> <li>•Physical health and emotional wellbeing are maintained</li> <li>•Carers can better manage stress</li> <li>•Carers feel confident to fulfil their caring role</li> <li>•Carers maintain a dignified relationship with the person they care for</li> </ul>	Measured via the Adult Social Care Outcomes Framework	Adults Partnership Commissioning Programme Lead for Community Based Services

## 3. Improve quality:

Action	Outcomes	Outcome Measures	Lead
Working with the Kent & Medway CCG, invest in care market improvement through the BCF and in care market supply management	We will support our care providers in being rated good or outstanding	CQC inspection ratings	Head of Adult Partnership Commissioning as part of the co-production plan
Undertake an effective practice and culture review.	We will ensure operational resources and their productivity are maximised	Measured via Quality Assurance Case File Audits	Undertake an effective practice and culture review.
Develop an Adults Workforce Strategy	We will establish an innovative and skilled workforce responsive to key local and national drivers	Decrease in number of locum social workers	PSW and HR Business Partner

		Increased staff retention	
		Reduction in number of sickness days	

#### 4. Develop a 3–5-year capital investment programme to drive transformation:

Action	Outcome	Outcome Measures	Lead
A Digital innovation programme for adult social care	We will introduce greater workforce productivity with mobile and flexible working post Covid	Increased staff retention  Increase in the number of Long Term Assessments/Reviews completed  Improved staff health and wellbeing captured via social work health check	Assistant Director Adult Social Care, Heads of Adult Services and Business Change service
	Through the application of telecare, we will increase independence and self-care for service users, which allows them to control their care, empowering them to manage it in a way that is right for them	A reduction in the number of clients in receipt of long-term support, using telecare	Assistant Director, Adult Social Care, Head of Locality Services, Head of Adults Partnership Commissioning
	We will introduce an improved system overview of the client's journey and flow, to ensure that our clients are receiving a good service from Adults Social Care.	Measured via client level data	Assistant Director, Adult Social Care, Head of Locality Services and Business & Intelligence
	We will connect people to care choices and their community	Reduction in the number of telephone calls and emails (channel shift)	Heads of Adult Services, Business Change and Digital Services

## 5. Build quality partnerships and place-based strategies

Action	Outcome	Outcome Measures	Lead
Work with health partners, to establish ambitions for integration with deliverable priorities focussing on improving discharge, sharing data and a common digital road map	<p>We will implement the Kent &amp; Medway Care Record (a single shared care record).</p> <p>Effective discharge pathways will be introduced which make best use of digital solutions</p> <p>Working with Public Health, we will facilitate and encourage the Medway residents in improvement of their health and care</p>	TBC in line with the development of the ICP	Assistant Director of Adult Social Care, Head of Locality Services, Children & Adults Business Systems Manager
Agree place-based priorities and strategies as part of the Medway & Swale ICP	<p>We will improve our understanding of the profile of need in local areas and agree common priorities for targeting resources</p> <p>We will see a reduction in ASC contacts and admissions to the hospital</p>	Measured via the Adult Social Care Outcomes Framework (ASC <i>contacts only</i> )	Assistant Director of Adult Social Care, Public Health, Head of Partnership Commissioning and Head of Locality Services

## 6. Medium term actions to start in 2021/22

Action	Lead
Build data capability: Develop an approach with partners to use predictive data analytics and Population Health Management so we can target rising risk cases earlier on, helping to prevent the escalation of needs to high-cost packages	Public Health and Head of Adults Partnership Commissioning
Market improvement: develop a 4-year programme to support care providers being rated good or outstanding	Head of Business Operations and Providers Services and QA Lead, as part of the co-production plan
Improve information and advice (and access to it) for vulnerable adults and their Carers	Head of Locality Services, Business Change and Digital Services
Continue to develop Medway's leadership role and engagement in the ICP system	Assistant Director, Adult Social Care and Head of Adult's Partnership Commissioning



# Monitoring our performance

Our progress will be monitored and reviewed regularly with the support of partners including Healthwatch and the Health and Wellbeing Board. Progress will be reported through our business plan and quarterly performance updates.

We also report yearly to the Association of Directors of Social Services (ADASS) and must submit performance data against the measures set out in the Adult Social Care Outcomes Framework (ASCOF).



# Key:

**Residential Care:** A residential care home provides accommodation and 24-hour personal care and support to the elderly and others who may find it difficult to manage daily life at home.

**Nursing Care:** Nursing homes provide care and support for people with specific conditions or different types of disabilities who struggle significantly with daily life and need the added support. In a nursing home care facility, there is always at least one qualified and registered nurse on site, meaning residents have access to 24-hour medical care and skilled nursing support.

**Supported Living:** Supported Living provides support to help people live as independently as possible in their own home. Some people receive help for just a few hours a week, while others have 24-hour support,

**Mental Health Act Assessment:** A Mental Health Act Assessment is an assessment to decide whether a person should be detained in hospital under the [Mental Health Act](#) to make sure they receive care and medical treatment for a mental disorder

**Deprivation of Liberty Safeguarding (DoLS):** Article 5 of the Human Rights Act states that 'everyone has the right to liberty and security of person. No one shall be deprived of his or her liberty [unless] in accordance with a procedure prescribed in law'. The Deprivation of Liberty Safeguards is the procedure prescribed in law when it is necessary to deprive of their liberty a resident or patient who lacks capacity to consent to their care and treatment in order to keep them safe from harm.

**Transition:** Until the age of 18, social care services for children and young people are provided by children's services. From 18, if the young person is eligible, care and support is provided by adult services. Between the ages of 16 and 18, the child will start a "transition" to adult services. The assessment should provide advice and information about what can be done to meet or reduce the person's needs, as well as what they can do to stay well and prevent or delay the development of needs.

