

Report to:	ADULT SOCIAL CARE AND HEALTH SCRUTINY COMMITTEE
Relevant Officer:	Karen Smith, Director of Adult Social Services
Date of meeting:	28 September 2023

ADULT SERVICES OVERVIEW

1.0 Purpose of the report

- 1.1 To provide Scrutiny Members with an up to date overview of the Adult Social Care directorate including the current financial position.

2.0 Recommendation(s)

- 2.1 Scrutiny members are asked to comment upon progress being made, propose potential improvements and highlight any areas for further scrutiny which will be reported back as appropriate.

3.0 Reason for recommendation(s)

- 3.1 To ensure constructive and robust scrutiny of these areas of work.
- 3.2 Is the recommendation contrary to a plan or strategy approved by the Council? No
- 3.3 Is the recommendation in accordance with the Council's approved budget? Yes

4.0 Other alternative options to be considered

- 4.1 Not Applicable

5.0 Council priority

- 5.1 The relevant Council priority is:
- 'Communities: Creating stronger communities and increasing resilience'

6.0 Adult Social Services Update

6.1 Hospital and Health Based Teams

- 6.2 At Blackpool Teaching Hospital we continue to work jointly with NHS colleagues in the

Multi-Disciplinary Transfer of Care Hub, which deals with all patients identified as medically fit for discharge and in need of support to leave the acute hospital. They triage patients and commission the appropriate pathway out of hospital, this service also includes Clifton Hospital. The hospital operates a discharge to assess model of working, where all assessments required to meet medium/longer term needs takes place outside of the acute environment in the persons own home or in an interim care setting. Patients in need of bed based rehabilitation mainly to go to the ARC, others go home via Home First which is a pathway that includes a therapy assessment at home and an agreed level of care mainly provided by In House Reablement Services. Shortages of care staff can sometimes mean a delay in the availability of a care package or due to waiting times for community therapy assessment, which results in some people going into short term residential care while they wait. In both cases, work is underway with NHS and care providers to optimise our response to avoid this wherever practicable.

- 6.3 Community assessments, including ongoing or long term care and support needs and any requirement to pursue Continuing Health Care funding are picked up by our staff based in discharge support services.
- 6.4 Staff within the Multi-Disciplinary Rapid Response Team remain busy and while they focus primarily on preventing hospital admissions they also undertake some work linked to discharges and virtual wards. This work will increase over time as more people receive their medical care outside of a hospital environment. Work is underway with NHS and care providers to develop comprehensive response capability to the rising number of urgent care needs and prepare for the growth of virtual wards and 'hospital at home' – national policy directives aimed at reducing the pressures on hospital bed-based care.
- 6.5 The staff based in the GP Neighbourhood Hubs are well established and work jointly with therapy and district nursing colleagues to support people in the community, with complex health conditions.
- 6.6 We have some staff vacancies within our Health Linked Services which are proving difficult to recruit to. Some of these posts work over seven days along with the rest of the hospital system and covering rotas for this can be difficult. However we are managing with help from staff in this wider team undertaking additional hours on a temporary basis until recruitment gaps are filled.
- 6.7 Adult Social Care**
- 6.8 Staffing pressures are beginning to ease, through a combination of more interest in our roles, staff who left over the past year or so returning, some key agency appointments, and places offered to our graduating newly-qualified Social Workers.

Volume of people approaching us for help remains high, meaning some people are

waiting longer than we would like for a response or a review. We are managing this via appropriate prioritisation and, escalation, and working with providers to highlight and respond to any emerging issues that need our input.

- 6.9 We are approaching the end of our first pilot site with the 3 Conversations Innovation Site and anticipating useful feedback and learning which we can roll out among other teams. To date this way of working has demonstrated that by spending time understanding what matters to the person, sticking with them to manage a crisis situation, connecting them to their own communities wherever relevant, and only doing longer-term planning when necessary and things are settled, we achieve better outcomes for people, staff feel much happier, and as a by-product of doing the right thing at the right time, we are seeing a reduction in requests for commissioned services which is a good outcome for both individuals and also Blackpool Council.
- 6.10 The 3 conversations approach focuses on not passing on the person to another worker, the worker that answers the initial enquiry will stay with them. The worker listens hard to the person and their family and focuses on how we can help them and to understand their situation. The person is empowered to concentrate on the resources that they already have around them including community assets. Staff support people to access these resources and also checking back in with them following up to see how this went; rather than giving them the information and closing down the request.
- 6.11 Staff have found to date that often a small change actually makes a big difference such as supporting a person to use rideability community transport to attend a social club. They presented as socially isolated following the death of their husband and lacked confidence to access the community. They have been empowered to have the confidence to access this independently following a staff member assisting them once, whereas traditionally a commissioned service would have been requested with adult social care arranging transport and daycare.
- 6.12 Feedback has also been gathered from people and their families and there has been consistent praise for how quickly staff have responded and for the support that has been given.
- 6.13 A formal evaluation of the work is currently underway which will be shared in due course.

6.14 Care and Support CQC Inspection – Coopers @ Ambleside:

Blackpool Council in partnership with NHS England developed a bespoke residential Respite and Short Breaks Service over recent years. We were able to open the service in 2022 following an initial registration with the Care Quality Commission.

Our Coopers @ Ambleside Respite and Short Breaks Service for adults with learning

disabilities/autism has now received its first full on site CQC Inspection – We are pleased to confirm that the rating achieved is GOOD across all areas, as detailed below:

6.15 Is the service safe – GOOD

- There were sufficient staff to support people and provide high level of person centred care – One relative said “They do have plenty of staff to support [person] which is comforting to know”.
- People were protected from the risk of abuse and their human rights were respected and upheld.
- Accidents and incidents were recorded, analysed and managed. The management team had oversight of this, and shared their findings and lessons learned with staff.
- People received their medication on an individual basis, their medicines were kept in their own room in locked facilities.

6.16 Is the service effective – GOOD

- People received support from a consistent team of staff, who were aware of the needs of people STAYING AT Coopers @ Ambleside. Comments from relatives confirmed they were involved in managing their care and had input to how that was delivered – One relative said “every time we stay at coopers they are so thorough and we are always consulted throughout [person] stay”.
- Staff were trained and skilled to provide care and support for people staying at Coopers @ Ambleside – One staff member said “any training we want to do is supported by the management team”.
- People were supported to have a healthy and nutritious diet and were fully involved in deciding menus around their individual preferences – One relative said “I know when [person] stays they get involved in the cooking with staff, who are so good”.

6.17 Is the service caring – GOOD

- Relatives told us that they were treated with respect and kindness by caring and competent staff and comments confirmed this.
- Staff and management team took time to understand peoples individual communication styles and develop a relationship with them – A relative said “[person] is difficult to understand, however the staff are fantastic at learning how to communicate with people using different techniques”.
- Staff explained how they always promoted people’s independence and choice when providing care. For example, people helped in the kitchen and that enabled people to develop life skills if it was their choice. We observed people were spoken to in a dignified and respectful manner. Consent was always gained, choices and explanations always offered, reassurances given at all times.
- Where a person may struggle to express their views in words, staff had detailed understanding and know-how of the indicators that alerted them to signs of agitation and unhappiness or other emotions.

6.18 Is the service responsive – GOOD

- People received personalised care, which met their current and changing requirements when staying at Coopers @ Ambleside. Each individual had a detailed person-centred care plan to guide staff on how to support them. Care records were individual and written in a positive way based on people's abilities and what support was required.
- Records has a 'communication needs assessment' and detailed where people had communication needs and what staff should do to ensure the person understood them.
- The service has a complaints Policy and process. At the time of the inspection no complaints had been received.

6.19 Is the service well-led – GOOD

- There was a positive culture throughout the service which focused on providing people with high standards of care and support – A relative commented, "we have nothing but praise for the service they have provided and the way [person] is treated when staying there. They are truly a god send for us and provide much needed respite".
- Staff told us they felt supported and valued by the management team. A staff member said "we have a very good management structure that gives us fantastic support".
- The Management Team had auditing systems to maintain ongoing oversight and continued development of the service.
- This is the first CQC Inspection the Council's Provider Services have experienced since before the Covid Pandemic – To achieve a GOOD rating is testament to the continued hard work, commitment and dedication to the Councils Care and Support Division which establishes a solid foundation for any future CQC Inspections.

6.20 Community Health and Care Services Responding to Additional North West Ambulance Calls

- 6.21 Building on the strong collaborative relationships across Blackpool's health and care system we (Blackpool Council, Blackpool Teaching Hospitals Community and Lancs and South Cumbria Integrated Care Board) are starting to take some tentative steps to understanding the opportunities there are to do things differently. Not all 999 calls require an emergency response or indeed an ambulance. For North West Ambulance Service they would determine these at Category 3 and Category 4 calls. These calls are likely to include concerns about minor health conditions, exacerbations of existing conditions that don't need an ambulance response, housing, falls, mental health and many other social care related areas. Arguably, North West Ambulance Service are not always the most appropriate response for these types of concerns and therefore health and care partners are taking a look at how we might be able to collaborate with North

West Ambulance Service in developing a similar 'divert' model that is used for Falls Pick Ups. This is where health and care partners will be able to have access to the digital platform where calls/responses are held and those that could be followed up by different areas of health and care, can be pulled through by those areas, dealt with and the ambulance stood down once the person's needs have been met. There is work to do between all partners, however, Blackpool Council is in a position of having a 24hr response centre in Vitaline that has established links to different health and care partners. So, we have something to work with and work from in terms of taking some initial next steps. Work is nearly completed on the STRATA digital platform between North West Ambulance and Vitaline in respect to divers for Falls Pick Ups. Once this is operational we will be able to expand further the 'divert' model with North West Ambulance Service.

6.22 Vitaline Service – Technology Enabled Care

6.23 Blackpool Council's Vitaline service has successfully provided a 'falls pick up' response for over 20 years. More recently we have expanded this model into Care Homes and linked in with our Community Health partners Urgent Crisis Response Service and North West Ambulance Service. This new way of working is reducing the number of calls to 999 and conveyances to Accident and Emergency as people are receiving the care and support they require at home, thus ensuring they remain as independent in their own home for longer.

6.24 Between April – July 2023:

- Vitaline responded to a total of 791 people who had fallen at home. Of this, 674 were successfully 'picked up' and remained at home with no further support required from North West Ambulance Service
- Vitaline responded to a total of 49 people who had fallen in a Care Home. Of this, 34 were successfully 'picked up' and North West Ambulance Service was stood down and there was no conveyance to A and E
- Vitaline linked with Urgent Crisis Response on 17 separate occasions on behalf of people living at home to ensure they received the medical care they required at home. This prevented 17 conveyances to A and E
- The average response time for Vitaline is 17 minutes when responding to a Fall Alert or a Welfare Visit – When the health and care system is experiencing significant pressure, the wait times for an ambulance can be up to several hours for a 'falls call'

6.25 The Vitaline response data demonstrates the positive impact collaborative working can have across a dynamic health and care system in reducing the number of ambulances dispatched and then subsequent conveyance to Accident and Emergency. Furthermore, the outcomes for the people receiving a coordinated response and their lived experience is typically more positive.

6.26 Keats Day Service (supporting people living with dementia and their carers)

6.27 The Keats Service supporting 20 people and their carers is in the process of moving to a new location on Highfield Road Blackpool. The Keats @ Highfield service will be operational towards the end of September 2023 once some essential works have been completed. The space at the old Highfield Day Service that is being used is a larger space which creates opportunities for the Keats Service to expand further. Engagement with people using the service and their families has been positive and they are looking forward to being involved in the continued development of The Keats @ Highfield Service.

6.28 Potential Opportunities that link to Health and Care Integration and Community Transformation:

- Establish a Dementia HUB and encourage carers to 'drop in'
- Day support for people experiencing mental ill health (not dementia)
- Intergenerational working with Beaumont College (also occupy the building)

6.29 Hornby Children's Home for Respite and Short Breaks

6.30 The service is rated as GOOD following its Ofsted Inspection at the start of the year. There are currently 24 young people and their families being supported by the service with referrals being made continually. The Hornby Service is an essential provision supporting families to care for their child who is likely to have complex disabilities. Hornby is also integral in the preparation for adulthood journey of young people who are likely to require ongoing care and support as they move into adulthood. Hornby works closely with the Council's Coopers Respite and Short Breaks Service (Adults) to ensure a well-supported and seamless transition. During 2022/23 so far, there has been 4 successful transitions from Hornby to Coopers with a further 3 transitions planned in the coming months.

6.31 Shared Lives and Volunteers Service (including Independent Visitor and Friend for Life)

6.32 This service has recently expanded to include Independent Visitor and Friend for Life which transferred over from Head Start, which is now fully embedded in the Shared Lives and Volunteers Service. The service is currently looking to recruit shared lives carers in response to the ever changing care and support needs of people. It is fair to say that the Pandemic had a significant impact on the services carer cohort and this now needs rebuilding. The shared lives and volunteers service provides long term placements, short term respite and day support from a cohort of around 25 carers. The service is also supported by around 120 volunteers, providing essential community support to carers, including befriending, meet and greet and care home 'buddy' support.

6.33 Phoenix Service (Mental Health Social Crisis)

6.34 The service has supported 98 people between April and July 2023 who have experienced

a mental health social crisis and/or require a period of respite/short break. The service has fostered strong collaborative working with partners across health and care to ensure that the service is accessible to all those that need care and support at times of mental crisis. This includes Blackpool Mental Health Liaison Team at Accident and Emergency (A and E), Crisis Team., Home Treatment Team and Community Mental Health Teams. There are also established links with the Richmond Fellowship Light Lounge (at Blackpool Centre for Independent Living) which is available for people to 'drop in' up to Midnight 7 days per week.

6.35 Provide Support HUB

6.36 The service continues to support the care sector across Blackpool with practical assistance and guidance in respect to CQC regulatory compliance and other operational pressures. This includes the coordination of feedback around hospital discharges and linking in with the Hospital in getting a response as required. A recent development is the establishment of a new role of Provider Support and Resilience Worker. This is a casual cohort of staff who can be deployed across internal services and support resilience in the external market. The Provider Support HUB is also taking early steps to develop an Emergency Care Response with different providers where space capacity can be declared each day and deployment of that capacity is targeted towards urgent and emergency request for care and support.

6.37 The ARC Service

6.38 The Council's integrated bed based intermediate care service (ARC) continues to support hospital discharges and people who require a period of time away from their home to help them get back on track. Between April and July 2023 the service supported 176 people and the average length of stay remains at around 27 days. The service is working closely with the Transfer of Care HUB at the Hospital to establish a Blackpool FIRST approach to hospital discharges. In particular, those people requiring a period of nursing assessment and/or nursing care as part of their ongoing planning and where this may have ordinarily resulted in a nursing placement outside of Blackpool. We are able to utilise the clinical beds at ARC for a short period of time to support the relevant assessments and then finding the nursing home placement. This approach ensures that Blackpool residents remain close to their home and family and that they also benefit from the high quality of care and rehabilitation that ARC provides. Which, in some cases leads to a return home following a period of recovery and may not have been realised in a different placement.

6.39 ARC is also continuing to be vigilant in terms of Covid-19 as the hospital admissions are increasing and covid infections rise across Blackpool. The ARC has declared to partners that we can flex the provision to include covid positive beds as we did during the pandemic which will help support hospital discharges.

6.40 Extra Support Service

- 6.41 Over recent years the services has been working closely with Children's services in supporting young people as part of their journey into adulthood. Building on this success and the learning from the joint work with Children's services in understanding some of the scenarios that lead to children needing additional support and/or going into care. The service has developed an 'in reach' model that is supporting families and in particular, the adults (parents). The service is currently supporting 7 families and receiving positive feedback from Children's services and families. The difference being made is resulting in children remaining with their families and the parents being better able to provide the care, support and parenting their children need.

6.42 Homecare and Reablement Service

- 6.43 The service remains integral to preventing hospital admissions and supporting discharges from hospital. The focus continues on the short term and reactive urgent care that is more likely to fluctuate in the initial days. The service is currently supporting at least 52% of the care that is required following a discharge from hospital with the remaining care being delivered by other providers. The service continues to provide the Urgent Crisis Response for the Rapid Response Team and there has been a significant increase in requests for care coming to the service via this route. In part due to the expansion of the Rapid Response Team and the increased volume of people they are able to visit and support. This is a positive increase in demand as this is preventing hospital admissions and ensuring people receive the care and support then need in their own homes in the community.

6.44 Langdale Day Centre - Time Support Service (Learning Disabilities)

- 6.45 The service currently supports 72 people and their families. Part of the service is supporting learning disabled adults to achieve a qualification in catering. This approach ensures that people are provided with the opportunity to take early steps on their journey to employment in the future. The service links in with the Council's Companies to establish work experience pathways as part of the next step to employment. Further developments with the Winter Gardens and Blackpool Catering Services are being explored which will continue to support our learning disabled population to gain employment in the future.

6.46 Finance Update

- 6.47 As at the end of June 2023 the Adult Services Directorate is forecasting an overall overspend of £3,304k for the financial year to March 2024 on a net budget of £64m.
- 6.48 Pressures on the budget are primarily as follows:
- The Adult Commissioning Placements budget is forecasting an overspend of £3,447k.

- There are savings shortfalls of £1,012k from the proposal in which the Integrated Care Board (ICB) were expected to provide additional income of £1.6m into the Better Care Fund (BCF)
- A further shortfall on Winter Pressures funding of £337K.
- There is a pressure of £1,175k in Supported Living due to additional packages of care
- £475k of pressures due to additional packages of short-term care linked to hospital discharge.
- An increased number of complex case packages have also created a pressure of £123k.
- £400k pressures relates to Out of Area Residential and Nursing Placements fee uplifts being significantly greater than forecast but are being offset by £225k in savings due to fewer bed nights.
- There is a £70k pressure on Homecare whereby the current commissioned hours exceeds budget.
- Direct payment pressures of £80k are resulting from a forecasted reduction in claw-backs based on year-to-date actuals.

6.49 Adult Social Care is forecasting an underspend of £167k at month 3 due to a high volume of vacant positions.

6.50 Care and Support is forecasting an overspend of £24k at month 3 due to Nibbles Café income shortfalls and provisions expenditure pressures.

6.51 There is a comprehensive recovery planning approach exploring a number of different areas that impact on spend in the Department, given the range and complexity of the operational and consequent financial pressures. Fortnightly oversight meetings with the Finance Lead and Senior Managers is in place, interspersed with fortnightly meeting with the Chief Executive and Section 151 Officer.

6.52 We are taking opportunities to change what we do and also to work collaboratively with our NHS partners and wider organisations across the town to support the most effective ways of working, that often drive out opportunities to reduce what is spent. The reality is that there are pressures in all areas and for all organisations. This needs to be used as the catalyst for very different ways of working and intervening earlier/working on prevention and not just crisis response or response to deterioration.

6.53 Does the information submitted include any exempt information? No

7.0 List of appendices

None

8.0 Financial considerations

None

9.0 Legal considerations

None

10.0 Risk management considerations

None

11.0 Equalities considerations and the impact of this decision for our children and young people

None

12.0 Sustainability, climate change and environmental considerations

None

13.0 Internal/external consultation undertaken

None

14.0 Background papers

None