

2018

# Adults' Health and Care Strategy

Our vision for health and care -  
a five year journey



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Our five year journey towards a  
new vision for health and care



# Contents

An introduction from Graham Allen, Director of Adults' Health and Care .....	1
Portfolio Holders' Foreword .....	2
Context for the Vision and Five Year Plan.....	3
The Vision and Five Year Plan – what we want to achieve.....	7
How we will achieve our Vision .....	9
Prevention (incorporating Demand Management).....	10
Independent living at home .....	12
Accommodation .....	14
In summary .....	16
Where we will be in five years time.....	17
Appendix - Services at a glance.....	18



# An introduction from Graham Allen, Director of Adults' Health and Care

**It is well known that as a society we are living longer and, as a result, an increasing number of people have complex needs and require the support of the health and social care system.**



This includes increasing numbers of young people with learning and physical disabilities who are moving from Children's to Adult Services and often need high levels of support. This is all happening at a time of continued reductions in public funding that is anticipated to continue into the next decade.

We will continue modernising and looking for new and different ways of using our (reducing) resources in the most appropriate way to support the most vulnerable, whilst ensuring that at all times, we continue to provide safe services and meet our statutory responsibilities. This means:

- supporting more people to make healthy choices about the lives they lead
- investing in new ways for people to find information and advice, as well as care and support
- exploring new accommodation models that support people to live as independently as possible within their local communities
- ensuring we are making the very best use of new technology in every aspect of our work, from delivering services, to working more efficiently, to making it easier for people to deal with us
- recognising that happiness and reduced social isolation play a key role in maintaining people's independence and supporting their mental health and wellbeing
- working collaboratively with partners including the NHS, independent providers, the voluntary and community sector, other stakeholders and importantly with the people that need our advice, help and support, in all that we do
- establishing Hampshire County Council as an 'enabler' - an organisation that supports communities to work together to look after those who live there

- striving to create the right employment conditions to enable both ourselves and those we work with to attract and retain the very best employee workforce.

**Our Vision, put simply, is to help people to live long, healthy and happy lives, with the maximum possible independence.**

The measure of our success will be if we are able to deliver more person-centred care and support, keep people safe, help people to have reasonable choice and control, make sure that there are enough care and support services available, work better in partnership and do all of this within the (reducing) financial resources available to us.

Our strategy builds on work we have successfully implemented since the introduction of the Care Act 2014, including our broader responsibilities to promote the wellbeing of adults living in Hampshire and to prevent the need for care and support. In this regard our Public Health Team bring great expertise and experience and more information on our Public Health priorities can be found in a separate document [Towards a healthier Hampshire](#).

The following pages primarily focus on how we intend to deliver our Adult Social Care obligations and responsibilities, working in a strength based way, focusing on what people can do rather than what they cannot.

I commend this strategy to you and welcome your support in our work to achieve its objectives.

# Portfolio Holders' Foreword

## Councillor Liz Fairhurst, Executive Member for Adult Social Care and Health

As the elected Portfolio Holder for Adult Social Care in Hampshire, **I am committed to ensuring that Hampshire residents live long, healthy and happy lives with the maximum possible independence.** Our plans for achieving this are set out in this document.

Adult Social Care has always sought to support and improve the lives of vulnerable younger adults and older people in Hampshire. In these times of financial constraint, an ever aging population and growing demand for support, we must continue towards a system of health, care and ways of working that emphasises 'wellness' and the maintenance of independence.

We will increasingly **focus on what people are able to do for themselves** and support individuals, families and communities to take the initiative. We also recognise that **some people will continue to need direct help and support** from the County Council and here too, we will place greater emphasis on maintaining or improving independence.

As we transform the way we work, maximise the role that technology plays and invest further in modernising our services, I am delighted to welcome our colleagues from Public Health into our new Adults' Health and Care Department. Their knowledge, skills and networks provide a perfect complement to ours and together we will help to improve people's health and wellness so that our scarce resources can be targeted to those most in need of our help.

I hope you find the following pages informative. I look forward to our Strategy turning into reality over the coming weeks, months and years for the benefit of all.



## Councillor Patricia Stallard, Executive Member for Public Health

As the elected Portfolio Holder for Public Health, **I am committed to enabling healthy, happy and resilient communities now and for future generations in Hampshire.** Our Public Health Strategy and aims are set out in detail in a separate document – Towards a healthier Hampshire.

We welcome the opportunity to work more closely with Adult Social Care colleagues to help to positively contribute to the significant challenges we all face in terms of unsustainable rising long-term service demand and decreasing resources.

The merging of our two services will enable the County Council to continue to achieve the best for all its citizens, ensuring that the most vulnerable have all the opportunities and support they need to maintain their current abilities and live as

independently as they can. At the same time we will encourage others to lead healthier lifestyles, or simply to stay well for longer, rather than waiting until they become ill, in order to reduce future service demands.

I look forward to the next five years confident that together, we will continue to adapt and change the way Adult Social Care and Public Health services are delivered to ensure our most vulnerable citizens get the support they need and that year on year, we see an improvement in the overall health and wellbeing for all.



# Context for the Vision and Five Year Plan

## Our obligations and responsibilities

Adult Social Care is there to support people who need help with daily living so they can live as independently as possible in the place of their choice (usually at home), within the resources available. The care and support that Adult Social Care arranges or provides, is based on a needs assessment of adults who are supported using public money or pay for their own services.

**Keeping people safe is a critically important part of our obligations and we take this very seriously,** as evidenced in our [Care Governance Strategy](#).

The main responsibilities of Adult Social Care are set out in three main pieces of legislation: the Care Act 2014, the Mental Health Act 1983 and the Mental Capacity Act 2005. As the overarching piece of legislation, the Care Act 2014 lays down new responsibilities and extends existing responsibilities including:

- promoting wellbeing
- 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

## Our operating environment

The environment in which we are operating has never been more dynamic or challenging. That said, the opportunities to modernise services, to innovate, to benefit from the latest advances in technology and to work closer with providers and partners **to achieve greater outcomes with less resources** is exciting and continues to provide optimism for the future.

Despite an unprecedented period of austerity, a relentless strategic programme of transformational and innovative change has improved efficiency and ensured services have been modernised and improved. **Just some of our achievements over the past few years include:**

- every young adult with a learning disability and/or autism who can benefit, is now living with greater independence in the community rather than in an institution
- over 8,500 people, young and old, have the benefit of care technology, which they tell us has increased their independence, safety and security
- our multi million pound investment in Extra Care housing is enabling 850 people to live where they have the balance of privacy and the support they want
- securing good or outstanding Care Quality Commission (CQC) ratings for our directly run reablement service and for 20 of our in-house homes that provide residential, nursing and respite services to older people and younger adults with complex support needs
- jointly developing a short stay reablement service with the NHS at an Acute hospital setting in the north of Hampshire, which is helping to ensure clients return home as independent and as resilient as possible.

## Our operating environment (continued)

Whilst the challenges we face in the coming years must not be underestimated, the County Council has the plan, the expertise and the resolve to continue to re-shape and improve the social care offer in Hampshire. The strategy that we have developed demonstrates this. It also relies upon us understanding and proactively responding to the different elements of our operating environment as summarised below.

### 1 – We have less money available to pay for Social Care

There have been some recent high profile one-off increases in Government funding. These include the ability to increase Council Tax, the Social Care Support Grant and additional funding provided as part of the Improved Better Care Fund, designed to support the social care market and help more people to be discharged quickly, but safely from hospital.

Whilst welcome, **this additional investment is more than offset by year-on-year reductions to the County Council's social care budget**, meaning we must continue to make difficult choices about what we fund, ensuring our services are increasingly focused on those with the greatest needs and least ability to pay.

Adult Social Care cumulative net budget reduction since 2015



### 2 – The number of people in need of help and support is increasing

Our older person's population continues to grow with an estimated 14% increase in the 85-89 year old age range expected in the next five years and an even higher 26% increase in those aged 90 and above.

Whilst this is a cause for celebration in many ways, inevitably **longer lives mean more people succumb to illness and lose the ability to care for themselves**. In addition, there is an increasing number of children and younger adults with highly complex needs surviving into older age. In fact, the County Council now spends as much supporting younger adults with care needs as it does on those aged over 65.

The changes the County Council is experiencing in social care are mirrored in increasing demand for local health services. The Joint Strategic Needs Analysis, which looks at the health needs of Hampshire's population, confirms that the county has an increasingly ageing population with a life expectancy above the national average.

### 3 – The provider landscape is challenging and unstable

Around 80% of our budget for Adult Social Care is spent on commissioned services providing direct care. We have a significant and very **diverse provider care market with whom we are working increasingly closely** in response to the operational, financial and demand challenges that we both face. In this vein, **we have recently co-produced Market Position Statements** covering Help to Live at Home, Residential and Nursing, Learning Disabilities and Autism and Mental Health services.

We have a duty of care under the Care Act 2014 to shape the local care market. We are **supporting providers to better understand supply and to meet demand** especially as more people have control over their own care and support by being self-funders, or through personal budgets.

We have also made a number of public commitments to our providers in our Market Position Statements and we will diligently work through each of these throughout and beyond the life of the five year Strategy. We are in no doubt that providers across all care groups are facing a myriad of business challenges.

The market place is especially volatile at present, best exemplified by the increasing number of residential and nursing care home closures. This has further increased our resolve to work collaboratively with our providers ensuring that we share the same expectations around quality, prompt and appropriate payment, recruitment and retention and training and development.

### 4 – Our (public sector) partners are facing similar challenges to us

In Hampshire, we work across a number of different health and care systems involving acute hospitals within and beyond the county boundary and five Hampshire CCG's. **Pressures on the NHS have arguably never been greater**. This extends to budgets, to workforce, to demand levels, to quality, to expectations and to systems, processes and governance.

We are jointly working to improve system performance, particularly in respect of admissions to, and discharges from hospital and this will remain a key area of focus for the NHS and the County Council.

**We are committed to integrating services where it is sensible to do so and results in improved outcomes for the people we serve**, and to this end, immediate priorities being pursued include intermediate care integration which will improve system effectiveness and efficiency and importantly will lead to fewer unnecessary hospital admissions. We will also be focusing our joint efforts on joint commissioning of Learning Disability services and on improving our continuing healthcare performance.

Our **relationship with the Voluntary and Community Sector is changing positively** as we look more and more to the contribution that local communities can make in terms of improving contact, networks and maintaining personal independence so that residents stay well for longer and require reduced levels of paid for social care.

## 5 – Maintaining and/or increasing the workforce supply has never been harder

The estimated number of Adult Social Care jobs in the Hampshire area is currently around 35,000. The requirement is predicted to need to rise by between 18% and 20% over the next five years due to the increase in the number of older people, higher demand for mental health services and increasing numbers of younger adults with learning and physical disabilities. **The County Council is very aware that growing the workforce to this level will be, based upon our assessment of the labour market conditions, practically impossible to achieve** and also financially unsustainable. We also recognise that the National Living Wage, other changes to employment law and the uncertainty surrounding BREXIT have all made workforce issues even more challenging.

As part of our strategy to maintain, and where appropriate (or necessary) add to overall workforce numbers, **the County Council will work with the market to provide strategic leadership around workforce planning and workforce development** and to support providers as employers to meet their own workforce challenges, including recruitment and retention.

Our Partnership and Care Training (PaCT) activity and work programmes will facilitate partnership working with and between care providers, training providers, NHS partners and other key stakeholders to help develop a workforce with the capacity and capability to meet the future care and support needs of the people of Hampshire. There will also be a focus on delivering training in Positive Behavioural Support and Least Restrictive Practices to providers who are meeting the needs of those with the most complex needs.

We are committed to developing our own workforce including the 1,600 employees who we directly employ across the range of our in-house services. We will also continue to **create the optimum conditions for our social worker and other front line staff to perform** including improving our business processes, equipping them with the right mobile technology and empowering them to work more flexibly as we concentrate more on service outcomes.

In conclusion, the trends of diminishing resources and increasing demand, alongside ongoing challenges for providers, partners and social care workforce recruitment and retention, have led us to reassess how we provide support to those most in need, whilst still ensuring we fulfil our responsibilities under the Care Act 2014.

This document sets out our approach to managing demand, to maximising independence and to providing support to the most vulnerable. We will develop and implement this approach in consultation with those who use our services, carers, voluntary and community groups, partners and our providers, over the next five years.

# The Vision and Five Year Plan – what we want to achieve

**Our Vision** is for Hampshire residents to **live long, healthy and happier lives** with the **maximum possible independence**. We will do this by:

## Encouraging you to stay well

- We encourage you to do as much as you can with support from your family, friends and community networks
- We work with other organisations to ensure you can access advice, find out about local support and other services to help you look after yourself in your community
- Making local places, healthy and safe places

## Supporting you to help yourself

- When you need more help, we provide information and advice about where you can find help
- Where you have specific care needs, we will help you to find support that increases your ability to manage these

## Carefully working with you when you need help

- When you are vulnerable and in need of direct support, we ensure you have access to social care services that meet your needs and are affordable for the County Council
- If you are referred to Adults' Health and Care, we ensure you are assessed, and should you need support, that you receive services to enable you to live as independently as you can

## Our Vision will be underpinned by a number of key principles and values

These are to:

- provide good quality (and easily accessible) information and advice to enable people to **make informed choices about their own care and support**
- use **strengths-based working**, collaborating between our services and the individual, their family and community, drawing on their own skills, abilities and networks. In this way maintaining or progressing towards independence and recovery and staying socially connected
- support people to **make their own decisions safely**
- work in **positive collaboration** with our providers and partners to ensure that care of the **right type and quality** is available wherever it is needed
- spend public money wisely, achieving **best value** for every £ spent
- support a **knowledgeable and informed workforce**, helping staff develop their professional practice
- **monitor our performance** ensuring that managers, staff and the organisations we buy care from are able to deliver the best outcomes possible for service users and carers
- **engage** with service users, carers and partners to **co-produce** new approaches.

## Who is it for?

Our **Vision** and **Five Year Plan** set out how we will work with those who use our services and other stakeholders to help people to live long and healthy lives with the maximum possible independence.

While this plan is for adults of all ages, the **focus is on those at most risk of ill health and developing long term conditions**. Our services will also ensure that the needs of young people with disabilities from the age of 14 onwards are taken into full consideration as they move from childhood to adulthood.



### Adults 65 and over with support needs

Physical, Sensory, Memory and cognition



### Adults 18 to 64 with support needs

Physical disabilities, Learning disabilities, Mental health, Autism



### Young people in transition (age 14 to 25)

Physical disabilities, Learning disabilities, Mental health, Autism



### Carers

Those providing personal care to relatives or friends

The following pages set out in more detail some of the initiatives and approaches we will use to appropriately help and support adults in Hampshire. Our work will be underpinned by the relevant national and local policies and protocols, for example in relation to keeping adults safe and in terms of equality. Our approach to how we commission will ensure that our reducing resources can be used to help the growing number of people who need our direct support.

# How we will achieve our Vision

In this section we summarise how our Vision will be achieved – in short, by focusing our efforts, time and resources into three key areas:

## Prevention (incorporating Demand Management)

**Preventing and/or reducing demand for formal social care services. This will include helping people to remain fit and well, or to maintain their current abilities for longer, by making informed choices.**

Our Demand Management and Prevention work will build on people's strengths, enabling them to improve their health and take more personal responsibility for looking after themselves with support from their family, friends and community network. We will encourage this by making the healthy choice the easy choice, developing accessible, inclusive and readily available information and advice services. We will also carry out targeted prevention work for certain groups of people who are most at risk of poor health to keep them well and to avoid or delay the need for social care services. We will promote the use of technology where it can play a role in helping to maintain independence. We will work with partners, in particular the NHS, GPs and the Voluntary Sector to achieve the above aims.

## Independent Living at Home

**Supporting people with emerging care needs to live independently in their own homes for as long as they can.**

Supporting people in this way will involve providing help and advice to people who need it, but this will be balanced with an expectation that those who have the financial and/or other resources to help themselves, will do so. Our aim is to promote wellbeing and independence, reducing the need for social care services. We will enhance the opportunities for less able people to access support and will promote low cost care technology solutions to support people to remain able to live at home independently or with reduced levels of paid for care.

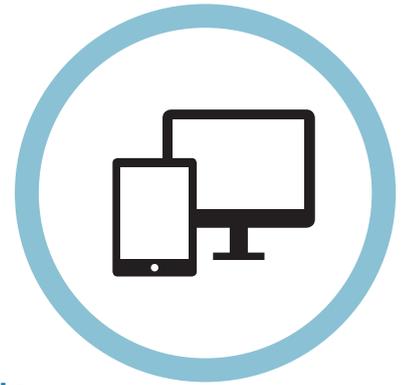
## Accommodation

**Maintaining the independence of people with the greatest needs.**

We will take further action to **target our direct support to those who are most vulnerable** or who could most benefit from progression towards independence and recovery. We will support people by commissioning accommodation services that promote and maintain independence as far and for as long as possible, by developing more modernised settings and offering more short term (reablement) opportunities. We will utilise and expand our reablement service to reduce dependency and, wherever it is achievable, support people back to their own home or more independent accommodation to reduce paid for service levels. We will further invest in new, modern facilities playing a direct role in supporting adults with higher end dementia and the increasing number of frail older persons (85 years +) who are in poor health, often living with multiple conditions.

Everything described above will be underpinned by a way of working that builds on an individual's strengths. Strengths based working is a collaboration between our service professionals, the individual and where appropriate, their family and community, which draws on a person's own skills, abilities and networks. By using people's strengths, we maximise what they are able to achieve. The person remains happier and independent for longer, or progresses towards independence and recovery whilst staying socially connected.

# Prevention (incorporating Demand Management)



The following paragraphs describe just some of the interventions the County Council is investing in to meet one of the core aims of the Care Act 2014, namely preventing the need for care and support. Success in this area will enable us to sustainably support a growing demand for social care advice, help and support against the backdrop of reducing financial resources.

The County Council's **Public Health Strategy** aims to improve health outcomes and optimise the use of resources. While many of these improvements will take time we will see short term benefits from the implementation of the strategy. For example, within a year of stopping smoking, there are significant benefits including improvement in lung function for people with chronic obstructive pulmonary disease and reduced risk of coronary heart disease. Alcohol identification and brief advice can reduce weekly drinking by up to a third. Effective identification of people at risk of falling and appropriate interventions will also have immediate benefits.

**Connect to Support** is a relatively new online resource that is making a significant and growing contribution to helping adults identify a wide range of support to help maintain independence without the need to approach the County Council. Some 5,000 'hits' per month are helping to reduce demand by directing residents to local support offerings often being delivered by existing community organisations or by volunteers. Pilots with GPs and a focused marketing campaign in 2018 is aiming to take usage beyond 10,000 a month.

Presently, still the most common way that people make **direct contact with Adults' Health and Care is by telephone** to our contact centre. Leaving aside hospital discharges, this is the 'front door' to social care services.

## Connect to Support Hampshire

The Contact Centre receives more than 100,000 calls a year.

Trained advisors are improving resolution rates towards 70% and are increasingly directing callers to low, or no cost support solutions including recognising where care technology can help to maintain independence and social connectivity. A range of channel shift initiatives will be put in place aimed at positively resetting the balance between use of Connect to Support and the Contact Centre.

**The contribution that carers make to our society is significant.** It is estimated that just over 10% of our population are providing unpaid care to adult family members or others. People aged over 65 provide almost 25% of all unpaid care. With an ageing population, carer numbers will inevitably increase further.

Amazing resource for people in the community and those supporting them (professionally and personally) - very well done!

Voluntary Sector Worker

Totally satisfied with my mother's care technology. The peace of mind given to myself and my family is immeasurable.

Carer

Our Carers Strategy, co-produced with health and social care professionals, voluntary sector representatives and carers, is designed to ensure that health and care organisations work in partnership with carers to establish and coordinate easily accessible support across the county. The strategy will build on the range of services we currently commission to support carers, including carer specific information and advice services, carers contingency planning, respite care and one-off carer direct payments. We are also pioneering the use of care technology to support carers.

Further developing our relationships and ways of working at the **community** level with voluntary sector key influencers and providers is an essential part of our prevention and demand management strategic approach. We are working to identify existing community assets and stimulate

development of alternatives to paid services by working closer with communities, the voluntary sector and local Adult Social Care teams. In turn, this is helping to ensure that local resources are correctly represented on Connect to Support and that awareness and use of Connect to Support significantly increases.

Developing routes for ensuring that people, who would otherwise need social care, can more easily make the connections to receive the support that they need to stay independent will help us to prevent the need for care and support and thus reduce the demand for paid for services. Importantly, this will improve community resilience and enable people to be more independent, happier and stay locally connected.

## Where we will be in five years time

- more people will be keeping fit and well in the community, reducing the demand for health and social care services
- information and advice via Connect to Support will be routinely accessed to enable people to make informed choices about their care and support
- the County Council's contact centre will directly resolve 75% of a reducing number of client enquiries for help and support
- private pay care technology solutions will be routinely requested and provided
- community support offerings will be increasingly known about (partly through Connect to Support), better trusted and more widely used
- social isolation will be reduced and carers will be better supported

# Independent living at home



There is strong evidence that many people in need of social care prefer to receive it in their own home. People are generally happier living as independently as possible in familiar surroundings, staying connected to their families, friends and neighbours.

This preference is at the heart of our carefully developed vision for Hampshire residents to **live long, healthy and happier lives** with the **maximum possible independence**. We recognise that living at home offers greater autonomy and control, as well as the freedom to continue with or further develop their chosen lifestyle. Some of our work aimed at maximising independence is described below.

All those eligible for social care support will receive a personal budget. People may then choose to take control and organise their own social care through a **Direct Payment**. We will encourage people to take control of their own care and support and to use direct payments, reducing the need for the County Council to directly buy services on their behalf. We will encourage the growth in the market of **Personal Assistants (PAs)**, who are paid to help an individual with their care needs. In addition, Hampshire is part of a national programme called My Life My Way, which provides personal budgets for people with complex support needs.

We are working with system partners to develop and implement a **single intermediate care function** that will deliver much improved client outcomes and will reduce cost for the NHS, the County Council and our providers. Hospital admissions will reduce. We are determined to move to a service that is based around the individual. People will not have to tell their story endless times, they will have more of a say, they will receive more care in or near their home, they will only need to go to hospital for planned procedures or when their needs determine urgent care provided in an acute hospital is the most appropriate option. People will feel supported to successfully manage their

own conditions, make their own choices and be supported to live as independently as possible. We aim to have the single integrated service operating in 2019.

We are also prioritising work with our NHS partners on developing a **joint commissioning approach for (and possible integration of) learning disability and mental health services**.

This is set to deliver a number of system benefits and improved outcomes for people including a more cohesive and integrated pathway that will facilitate earlier intervention, prevent crisis and reduce inpatient hospital admissions. Other benefits will include single assessments, more positive behavioural support, reduced institutional care and greater uptake of personal budgets.

A new and improved **Help to Live at Home** arrangement is set to be introduced later in 2018 supplying up to 40,000 hours of support to people every week. This service will enable some 4,000 – 5,000 clients to live safely and comfortably in their own home. Help to Live at Home support will be designed around the individual, but with a view to **increasing independence** and

encouraging people to do as much as they can without help, or with the help of unpaid carers, such as family, friends and neighbours. To help with this aim, we will work hard to ensure that prior to receiving long term Help to Live at Home services, all people who can benefit from it will receive a period of intensive reablement, largely delivered by our in-house Community Response Team. This will help people to regain their independence, with paid for support gradually decreasing as the individual regains confidence and ability.

Having control over my own money to arrange the support I need, means I am able to live the life I want and enjoy things that keep me healthy and happy.

Service User

We will look to **develop a specialist high-needs/ dementia Help to Live at Home service** for people who might previously have entered residential care. They will have the benefit of living independently in their own home in the community, supported by a specialist Help to Live at Home service. This service may also be used for specialist end-of-life care.

The County Council's trailblazing care technology partnership has demonstrated the immense **value of technology in supporting and improving people's independence**. A range of devices are being deployed in and outside the home to manage risks to health, safety and wellbeing, as well as **providing reassurance to carers and loved ones for some 8,500 clients**. We will seek to maximise both the range of technology available and the number of people benefitting, making the most of the latest innovations as they emerge.

Alongside our **Wellbeing Centres**, which currently provide support to 2,000 people living with mental health needs, we will work with organisations to help improve the employment rate for people living with mental health needs by commissioning day opportunities and supported employment initiatives. We will increasingly focus on supporting healthy lifestyle choices, employment and help and advice for carers. We will also work with communities to enable them to play a greater role in supporting people with mental health needs.

For people with learning disabilities, day opportunities will be focused on preparation for work, supported employment and integration into mainstream community activities. **The My Life My Way programme** will help prepare young adults (16 to 25) to prepare for adulthood. We will continue to shift the focus of support for people with learning disabilities away from residential care towards supported living and other community-based services.

### Past



Residential Supported Living

### Now



Residential Supported Living

### Goal



Residential Supported Living

## Where we will be in five years time

- more service users will be using Direct Payments as a means of taking control and organising their own social care
- a system-wide single intermediate care function will have been in operation for at least three years. Hospital admissions for older people and service costs will be reduced
- an integrated learning disability and mental health service will be in place, resulting in improved earlier intervention, less client crisis and reduced hospital admissions
- we will have Help to Live at Home service arrangements that are geared to maximising independence. Average care hours per week will be lower than they are at present
- more than 12,000 service users will be benefitting from the very latest care technology solutions to enable them to remain at home and live independently
- our wellbeing centres, our work with communities and our My Life My Way programme will all combine to further improve the independence of people with mental health and learning disability needs

# Accommodation

Commissioning accommodation and directly providing in-house services in order to help maintain or increase independence of people with the greatest needs, are important elements of our forward Strategy.



**The County Council has a long tradition of facilitating accommodation based services and for directly operating our own suite of residential and nursing homes** partly to complement and add to market provision. We also benefit from greater control especially in relation to higher cost placements and geography, recognising both the size and rurality of the Hampshire administrative area.

Our ambitions for the next five years are bold but realisable. We aim to take forward a possible £300m capital programme, set to be wide ranging. It will result in some new facilities and services alongside the modernisation and updating of the remainder of our in-house stock – introducing the latest technology wherever we are able to, for the benefit of clients, their families and friends, and to assist our own front line operational staff.

Crucially, the investment will mean that the **County Council's on-going annual revenue operating costs** for the clients benefiting from the different accommodation choices, **will be reduced**. In an era of rising service demand and continued austerity, the importance of this key area of our five year strategy cannot be overstated.

In the past year we have jointly developed with the NHS, a **short-stay (reablement) facility** within an acute hospital setting aimed at improving discharge performance and supporting people to return towards independence. The focus has very much been on **helping people to regain or further develop their function and confidence so they can live in their own homes or in the community with support if needed**. We have plans to develop this concept further at other NHS hospital sites and to develop our own short stay hubs in community settings enabling hospital admissions to be avoided and people in, or on the edge of crisis, to be supported and then able to return home.

For the most vulnerable adults of all ages and abilities, long term accommodation will continue to be available either in a residential setting, or through supported living, Extra Care or other placements. The residential and nursing care placements we make will be for people with the most complex needs, but despite increasing service demand, **we do not intend to increase the overall number of people going into this long-term form of accommodation**. Wherever possible, and especially for people with autism, learning disabilities, mental health issues and physical disabilities **we will continue to move away from residential settings into other forms of supported living accommodation**.

We currently directly provide residential and nursing care services for older persons and clients with learning disabilities at 23 different homes. We intend to re-provision part of our existing stock to **develop specialist dementia hubs** for people with medium to high end dementia, recognising this is one of the fastest growing conditions for our ageing population. We also plan to focus more on the **frail elderly** given the growth predictions for those aged 85 and above. This vulnerable client group are usually affected by a range of conditions and often require significant levels of care and support as a consequence.

**Extra Care Housing** schemes are a fundamental and growing component of our service, enabling people with high levels of support needs to live in the community but with care support on site. It can be an option for all of the groups of people we support. It is an alternative to residential accommodation giving more independence and autonomy. Extra Care may also be used for short term or respite accommodation. We intend to develop our Extra Care provision for older and younger persons, learning disability, adults, backed

by up to £70m of investment. Extra Care housing is also being actively developed for younger adults with physical disabilities and for people with mental health needs.

**Supported living** is where people with complex and high levels of need live with support in a domestic setting. It is usually a long term provision but can also be used for short term or respite placements. We will develop more such places, for example by purchasing private properties to convert and transforming care homes into supported living accommodation. This will be the default provision for people with autism and learning disabilities who will be encouraged to move into supported living where they will have more independence, choice and control over their lives.

We will grow year on year the **Shared Lives** service where a person with support needs lives with a family at home and shares their life. While

many of those currently benefitting from the Shared Lives scheme are adults with learning disabilities, older people are also enjoying family placements and we want to further develop the number of placements available for people living with mental health needs.



I am very happy in my new home, it is quiet, I can cook for myself and I love my garden!

Service User

## Where we will be in five years time

- unplanned hospital admissions will be reduced as more people will benefit from reablement type services in new community facilities developed by the County Council
- system discharge performance will be improved with access to reablement services available at acute settings as a result of joint County Council/NHS investment
- the County Council will have developed its own dementia hubs for those with medium to high end dementia, complementing and adding to specialist market provision
- in response to the expected significant increases in the 85 year and over population, we will have developed facilities for frail elderly clients with multiple conditions
- there will be more supported living accommodation for autism, learning disability and physical disability clients and accommodation solutions to improve independence amongst those suffering from mental health conditions will have been implemented
- we will have increased the level of older person Extra Care units facilitated or delivered by the County Council to 1,500, doubling the number of units currently
- our remaining residential and nursing homes will have been updated, modernised and improved, and will benefit from the latest technology

# In Summary

This document outlines a five year Adults' Health and Care Vision for Hampshire residents to **live long, healthy and happier lives with the maximum possible independence.**

It sets out clear priorities about how we will support people to make the best possible choices about their health and care, **while ensuring that the most vulnerable in our society, whatever their age, continue to receive the care and support they need.**

We know that **we will only achieve our aims in collaboration** with service users, carers, our partners including the NHS, providers and the voluntary and community sector.

We are **very aware of our complex operating environment** including the unrelenting demand for help and support services from a more diverse, complex and ageing population alongside a challenging financial climate. Austerity is set to continue into the next decade.

Despite this, **we are confident that our Strategy is well thought through and is deliverable.** We have set out clearly our intentions and have confirmed where we expect to be in five years in terms of:

- prevention activity (incorporating Demand Management)
- helping people to live independently, and
- facilitating and/or directly delivering new and improved models of accommodation.

The achievement of this Vision is predicated on working in a **strengths based way** which will flow through everything we do - especially the conversations we have with people seeking information, advice, guidance and support.

We will focus on a person's own skills, abilities and networks (including family and friends). By using people's strengths, we maximise what they are able to achieve. **The person remains happier and independent for longer, or progresses towards independence and recovery whilst staying socially connected.**

**Key to success will be our ability to continue to embrace change,** to be flexible and innovative e.g. making the most of new thinking and advances in technology to improve the quality and effectiveness of the way we work and the services we provide.

Robust annual business plans will be developed so that we are able to **track progress and remain on course** to achieve everything we need to and have set out to.

Whilst our focus in this document is on the coming five years, we must not forget that people will continue to need care and support well beyond then. **We have a responsibility to future generations of vulnerable people to make the changes set out in this document** as a means of building sustainable public health and social care services into the long term.

We hope you have found this document **clear and informative.** We look forward to working with you to turn our **vision and strategy** into **reality.**

# Where we will be in five years time



## Prevention:

- more people will be keeping fit and well in the community, reducing the demand for health and social care services
- information and advice via Connect to Support will be routinely accessed to enable people to make informed choices about their care and support
- private pay care technology solutions will be routinely requested and provided
- the County Council's contact centre will directly resolve 75% of a reducing number of client enquiries for help and support
- community support offerings will be increasingly known about (partly through Connect to Support), better trusted and more widely used
- social isolation will be reduced and carers will be better supported.



## Independent living at home:

- more service users will be using Direct Payments as a means of taking control and organising their own social care
- a system-wide single intermediate care function will have been in operation for at least three years. Hospital admissions for older people and service costs will be reduced
- an integrated learning disability and mental health service will be in place, resulting in improved earlier intervention, less client crisis and reduced Hospital admissions
- we will have Help to Live at Home service arrangements that are geared to maximising independence. Average care hours per week will be lower than they are at present
- more than 12,000 service users will be benefitting from the very latest care technology solutions to enable them to remain at home and live independently
- our wellbeing centres, our work with communities and our My Life My Way programme will all combine to further improve the independence of people with mental health and learning disability needs.



## Accommodation:

- unplanned hospital admissions will be reduced as more people will benefit from reablement type services in new community facilities developed by the County Council
- system discharge performance will be improved with access to reablement services available at acute settings as a result of joint County Council/ NHS investment
- the County Council will have developed its own dementia hubs for those with medium to high end dementia, complementing and adding to specialist market provision
- our remaining residential and nursing homes will have been updated, modernised and improved. They will benefit from the latest technology
- in response to the expected significant increases in the 85 year and over population, we will have developed facilities for frail elderly clients with multiple conditions
- there will be more supported living accommodation for learning disability and physical disability clients and accommodation solutions to improve independence amongst those suffering from mental health conditions will have been implemented
- we will have increased the level of older person extra care units facilitated or delivered by the County Council to 1,500, doubling the number of units currently.

# Adults' Health and Care – our business

## Adult Social Care

### Who we support



1,600 people are cared for in our nursing and residential homes



3,500 people receive short term reablement helping them back on their feet



7,100 carers and 3,700 veterans receive support



92,000 people are helped by organisations who receive a grant from us

### We provide long term support to over 20,000 residents

■ Older people (64%) ■ Learning disability (14%) ■ Physical disability (11%) ■ Mental health (11%)

### What we do



1 in 10 Hampshire residents receives information, advice, guidance or support



100,000+ calls are responded to



31,600 assessments are carried out



5 million hours of homecare are provided



100,500 items of support equipment are delivered



414,000 Meals on Wheels lunches are provided and 32,600 afternoon teas



£1m is given to community organisations to support local people



4,500 falls prevention classes are held



14,000 people are discharged safely from hospital



8,500 people are provided with care technology to help them live independently

### Our challenges

**1 in 10** of the Hampshire population is over **75**



Over the next seven years the number of residents aged 75 years and over will increase by 30%



The number of people aged 18–64 years predicted to have a moderate to serious physical disability is projected to increase by 3% over the next five years, this equates to an extra 2,100 people who may need support.



The number of people aged 18 years and over predicted to have a learning disability is projected to increase by 11% over the next five years, this equates to an extra 2,600 people who may need our support.

# Public Health

## In a typical year:



**Improving the public's health** – more than 25,000 Hampshire residents have a Health Check



**Promoting healthy weight** – more than 3,700 people are supported to achieve a healthy weight using Hampshire's adult weight management service



**Reducing tobacco use** – 5,400 people are supported to quit – nearly two thirds are successful after four weeks



**Over 700 attendances** by women who want to become more active at local cycling groups

200 young people are trained in secondary schools to help prevent others starting to smoke



**Supporting people who experience domestic abuse** – ensuring 5,550 people have been supported through our victim support services



**Reducing dependency on drugs and alcohol** – more than 550 people successfully complete drug and alcohol treatment programmes – over 2,800 people currently being helped



**Championing innovation** such as leading work to reduce the number of suicides, particularly in men, and introducing the Health Passport for Gypsies and Travellers to share health information with medical professionals

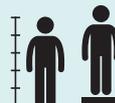


**Promoting sexual health** – Hampshire residents use specialist sexual health clinics for consultations, advice and testing over 34,000 times

## Supporting families, children and young people



Every family with children (0-5 years old) can access Hampshire's **Health Visiting Service** – currently supporting over 70,000 children



The weight and height of nine in ten primary school children are measured by school nurses as part of the **National Child Measurement Programme** in Hampshire schools



Over 4,000 children aged 0-5 are provided with free toothpaste and supported to **brush their teeth** daily



Over 190,000 children being educated in Hampshire can get help from the **School Nursing Service**

## Our challenges. Hampshire's 1.3 million population is:



**Living longer in poorer health** – men spend 14 years and women spend 17 years of their lives in ill health or needing high levels of support

**Becoming more unequal** – in deprived areas men live nearly 7 years less and women live nearly 5 years less than those in least deprived areas of Hampshire

