



# Adult social care in West Sussex

## Our vision and strategy 2019-2021



# Welcome

There is some excellent work that goes on every day in our Adult Services, but it is still most important for us to ensure that we set out a vision and strategy for the future as society is continually changing and we always need to put those who need our support at the heart of what we do.



No one doubts that most people would wish to be independent and in their own homes for as long as practically possible and to achieve this aim takes co-production, integration and hard work between the people involved, their family and friends and the organisations providing the services so that these can be delivered seamlessly and with the right outcomes.

The question "would this be good enough for my mother or father?" is key and I know that for me making it possible for my mother to stay in her own home after her stroke was one of the best things I ever achieved for her."

I hope you will agree with me that this Vision and Strategy sets out these aims.

A handwritten signature in blue ink that reads "Amanda Jupp".

Amanda Jupp

Cabinet Member for Adults and Health

We want West Sussex to continue to be a great place to grow older and a place where all adults with care and support needs, and their families and carers live well and thrive.



Our vision and strategy is simple: adults with care and support needs should have the best opportunity to lead healthy and independent lives. But, we will only achieve this by changing the way we work, focusing on outcomes, what people want to achieve, how they want to live and working with our communities differently.

We need to invest in models of support that are fit for the future, those which promote independence rather than dependence, encourage partnerships and collaboration and support the vital role undertaken by informal carers.

I have seen first-hand the positive benefits that community led support has on people's lives and I am excited about the opportunities that this approach will offer for our West Sussex residents.

A handwritten signature in blue ink that reads "Kim Curry".

**Kim Curry**

Executive Director, Children's, Adults', Families, Health and Education.

This vision and strategy sets out how we will continue to work together to build on the good progress we have made to implement a strength-based community-led approach, focusing on prevention and reablement, supporting family and friend carers, and working towards the integration of services.



A cornerstone of our approach will be co-production. This means working in equal partnership with the people who use our services, family and friend carers and our partners. I am committed to making this a reality and building on our existing relationships to deliver our vision.

Our approach will move away from traditional types of support, towards solutions that work with people to keep them independent for longer and living in their own home and community. It is important that people have a life, not just a service, and that they value the support they receive. We want to keep people safe and will work with our partners to achieve this.

There is already a lot for us to be proud of. Over the next three years I want us to develop a service which our customers, partners and staff all value.

I am passionate about social care and this vision and strategy will enable us to realise our ambitions.

A handwritten signature in black ink that reads "Paul McKay". The signature is written in a cursive, slightly slanted style.

**Paul McKay**

Director of Adults' Services

The Adults' Services Customer and Carer Group and the Minorities Health and Social Care Group, the



second in partnership with the NHS, have worked with the County Council over many years to influence and help shape services from the perspective of the people who use them.

We welcome the fact that the Adults' Services Vision and Strategy reflects a person-centred approach to the provision of services which will be tailored to the particular needs of the individual. The population of West Sussex is made up of diverse communities of people with differing social care needs, faiths, cultures and backgrounds, and this Vision and Strategy sets out the commitment made by Adults' Services to work in a way that enables people to live the life they choose.

The strong local focus is important and reflects an awareness of 'place' and community that is so important to residents, particularly at times when people need support in their day-to-day lives

**Dr Iyad Daoud**

Chair, Minorities Health and Social Care Group

**Peter Cornish**

Deputy-Chair, Adults' Services Customer and Carer Group

# Introduction

We are committed to supporting adults who have social care needs to be as independent as possible throughout their lives. We want West Sussex to continue to be a great place to grow older in, where all adults with care and support needs, as well as their families and carers feel included. We need to make sure that we work in a way that fits with how people choose to live their lives.

This document sets out how we will work together with people who need social care support, their family and friends carers, and our partners. The aim is to achieve our vision for **adults in West Sussex who have care and support needs to live healthy and independent lives.**

To do this, we will:

- help all adults with care and support needs become more independent;
- give people support at an early stage, meeting with them in community locations closer to where they live;
- support family and friend carers, including young carers;
- work together with NHS colleagues to streamline our services, reduce duplication and move towards bringing health and social care services together; and
- give people as much choice and control as possible over how their support needs are met.

This is not just about saving money. It is about using our resources effectively to deliver better outcomes for people who have care and support needs.

Our vision and strategy supports the delivery of the 'Building the West Sussex health and care system' joint vision with the NHS and the Health and Wellbeing Board strategy, to make sure that our residents 'start well, live well and age well'.

# Adult social care in West Sussex

Estimates indicate that within the next 20 years the number of people aged 65 and over living in West Sussex will increase by more than 100,000. People aged 85 and over will make up a third of this increase. We celebrate that people are living longer and we recognise their value to our communities.

In the past, we relied quite heavily on residential and nursing home care to meet the needs of adults who have care and support needs. If current trends continue, it is estimated that we would need an extra 1,165 residential and nursing home places for older people within the next five years. Not only is this unsustainable, we know that most people want to continue living in their own homes. In the future, residential and nursing care will be focused on short-term and end-of-life care.

Supporting working-age adults who have care and support needs to be as independent as possible is equally important.

We will support people with mental health issues, autism, learning disabilities, physical disabilities, sensory impairment (sight or hearing difficulty) and acquired brain injury from adulthood to retirement when they need it, in a way that works for them.

Our adult social care budget for 2018/2019 is £195million, which is 37% of the total council budget. We are spending more on adult social care each year, which is putting a strain on our budget.



## Our approach

Our approach will allow us to support people to live as independently as possible and to reduce how much we rely on residential and nursing care.

We will focus on the following.

### **Keeping people safe from abuse and neglect**

- This is a central part of all our practice and is viewed as 'everyone's business'.
- Protecting adults is centred on the person and supports them to achieve the outcomes they want.

### **Increasing independence – helping people help themselves**

- We will support and develop local resources that can improve the quality of community life, reduce isolation and loneliness, so people can live independently for longer.
- We will make sure that people have the information, advice and guidance they need to have choice and control over their health and independence.

- We will use technology and adaptations more, for example access ramps, and equipment and devices such as alarms and sensors.
- We will support people to relearn the skills they need for daily living.

### **Supporting people when they need it, in a way that works for them**

- If necessary, we will intervene and offer the right kind of high-quality care.
- We will focus on outcomes, not processes.

### **Choice and control**

- People will have choice and control over the way they live their lives, their support, and the services they use.

# Our strategy

Our strategy will deliver a high-quality and sustainable adult social care service, which is focused on outcomes. It will help us achieve our vision for **adults in West Sussex who have care and support needs to live healthy and independent lives.**

We plan to:

- change how we arrange and commission services (commissioning means planning, prioritising, buying and monitoring services);
- put into practice a community-led model of support, known locally as 'Supporting Lives Connecting People' (this model focuses on people's strengths and community networks, supporting people closer to where they live);
- strengthen how we work in partnership; and
- Refocus our in-house services on delivering excellent support which makes the most of people's wellbeing and independence. These are the services which we provide and which include day centres, residential care homes and our 'Shared Lives' scheme, which provides family-based accommodation or support for vulnerable people.

## Change how we arrange and commission services

Commissioning and market management is essential to delivering this strategy.

We will work with our partners to:

- focus commissioning on helping people to achieve their goals and ambitions;
- improve the information, advice and guidance we offer;
- make sure that there is support for family and friend carers;
- improve people's health and wellbeing, focusing on prevention whenever possible, to support people throughout their lives so that they live, work and age well.
- increase the availability and accessibility of technological aids and adaptations to help people live more independently (for example, alarms, sensors and wheelchair ramps); and
- make sure that services are high quality and sustainable.

## Put 'Supporting Lives Connecting People' into practice

'Supporting Lives Connecting People' is our community-led approach to delivering adult social care. It draws on individual and community strengths and support networks. There will be a local focus and a strong emphasis on supporting people at the earliest stage possible through a joined-up partnership approach with the NHS as well as voluntary and community-sector partners.

## Refocus our in-house services

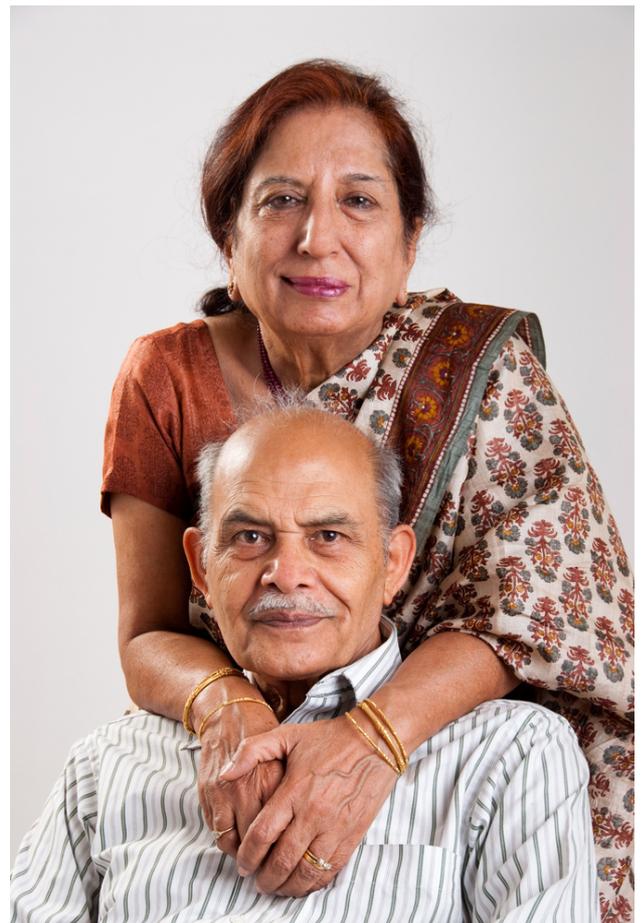
We will work with partners to make best use of prevention services locally, and we will explore options to share buildings and make them available to communities seven days a week.

Day services will focus on the goals people want to achieve. We will help people understand the range of support available and create further options for them to support themselves independently.

## Strengthen how we work in partnership

We will work in equal partnership with people who use our services, family and friend carers, colleagues across the council, and our partners to find shared solutions. This is called 'co-production'.

We have worked with stakeholders to develop a set of **co-production principles**, setting out the clear expectations that people with care and support needs and family and friend carers have when they work with us. The principles are shown on the next page.



## Our co-production principles

### Empowerment - everything starts

#### from here.

#### Understand me

- The way I choose to live my life
- My disability or condition
- My culture, faith and background

#### Hear my voice

- Do not assume that I am too sick or disabled to speak.
- But do not assume that because I don't display any visible sign of disability that I can receive information and process it like everybody else

#### Involve me on an equal footing every step of the way

- Planning my care
- Changing the services and support I use

### Participating equally

Involve me at an early stage in proposed changes that will affect me, whether relating to my personal support or changes to the services I use.

#### Support me to take part

- Recognise that not everybody has an equal opportunity to contribute
- Understand the barriers that I may face in participating and work with me to overcome these.

### Listening and understanding

Listen to each other and demonstrate that we have heard what each other has said

- Recognise that I am an expert of my own needs and experiences.

#### Always be honest and open

- Tell me about changes to services and support that affect me at an early stage.
- Explain the reasons if something can't be achieved.

#### Treat me with respect and dignity

- I have the right to make my own choices and take risks.
- I can live the life that I want and do the things that are important to me.

Provide me with information which is accurate, timely, accessible and consistent

- We all know where we stand.
- I know how much time I have to respond.
- Recognise that sometimes I need more time to process information and adapt to changes.

## Our workforce

Our greatest asset is our workforce.

Delivering our vision and strategy depends on a strong and resilient adult social care workforce, both within the council and in the wider health and social care sector.

We will continue to develop our workforce and make sure staff understand their role in delivering the vision and strategy and their contribution to our wider priorities. We will review services to make sure we have the right staff in the right places, that leadership is consistent, and that all our workforce has a set of shared goals. We will promote staff health and well-being.

Staff will have the skills to put into practice a strengths-based approach – at front-line and leadership levels. Training and development will make sure that staff use the 'Supporting Lives Connecting People' approach in their day-to-day work, including reflecting on their professional experiences to improve the way they work.

Social-care and health services face significant challenges in recruiting, developing and retaining appropriately skilled staff to meet increasing demand. We will work with local partners and take part in national initiatives to promote careers in social care, support our workforce and strengthen the care sector.



## Measuring Success

This vision and strategy sets out a framework for delivering adult social care which will include detailed and wide-ranging programmes of work. To measure success we must focus on outcomes for people who use our services and family and friend' carers. We will ask for their input and feedback.

Learning from other local authorities and organisations, we will measure our progress against the best and apply good practice from other areas.

We will monitor how this vision and strategy is delivered using our performance management processes and a robust evaluation framework. This will help us measure the effect of our work at a local level to make sure that **adults in West Sussex who have care and support needs live healthy and independent lives.**



If you would like this information in another format, please contact us by telephone us on **01243 642121** or by email at [socialcare@westsussex.gov.uk](mailto:socialcare@westsussex.gov.uk).

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