



# Adult Social Care Business Plan 2021 – 25





Our vision:

Putting communities at the heart of Adult Social Care: enabling people to live their lives to the fullest

ASC needs to move to a more community-based model that is more local, more preventative, and more integrated with partners – helping to ensure that people can get the right support at the right time to maintain their independence and quality of life

# The outcomes we want people to enjoy



Independence and wellbeing is maximised

Choice and control over health and care

Access to a place to call home

Access to social and employment opportunities

Positive experience of health and social care system

Reduced inequalities and increased inclusion

Kept safe

### Co-production with citizens and partners

**Our mission is to enable people to live the best lives they can**

**Our principles will guide the way we work**

#### Local

We will do all we can to enable decisions to be made as close to residents as possible, trusting and empowering communities and individuals to play an active role, take on responsibility and use their expertise and resources creatively

#### Prevent, reduce, delay

Prevention will be at the heart of everything we do: we will seek, identify and maximise every opportunity to prevent, reduce or delay the need for care

#### Person-centred

We will work alongside people to ensure that wherever possible they plan their care and support and achieve their aspirations

#### Collaborate

We will work with a range of organisations and individuals to break down boundaries of collaboration, identify shared goals and tackle common problems

#### Evidence-based

Our decision-making will be deeply rooted in the evidence and insights we collect

#### Continuous improvement

We will strive to always do better, embracing innovation and change where it can continuously improve outcomes

# SWOT analysis

## strengths

- **Outcomes are stable** and good in comparison with other LAs
- **Workforce numbers are up** and 6-day working now in place
- **Positive response** by all to demands of **Covid**
- **Good budget management** enabling financial stability
- **Improved coproduction/** collaboration with residents
- Strong internal/external **relationships**
- **Good talent in the teams and passionate front line staff**

## weaknesses

- **Increasing demand** causing workforce pressures
- **Data quality issues** in getting accurate, timely, quality MI
- **IT system** is a key issue affecting quality of data, low staff retention and increased levels of administration
- **Carers offer** needs strengthening
- **Choice and control** needs further development

## opportunities

- Covid has accelerated opportunities for **place-based, whole system working** with health, districts/boroughs, voluntary and other partners
- **Joint commissioning opportunities**
- Better use of **pathways out of hospital**, can lead to better outcomes and better use of finite public resource
- **Technology** – especially since Covid

## threats

- Fragility of the **care provider market** is a key concern, especially as government Covid funding is withdrawn
- **Further outbreaks of Covid** are highly likely, although the impact and timing is uncertain
- Unemployment and other fallout from Covid is likely to cause increased **demand for mental health support**
- **Funding pressures and uncertainty**



# We have an ageing population...

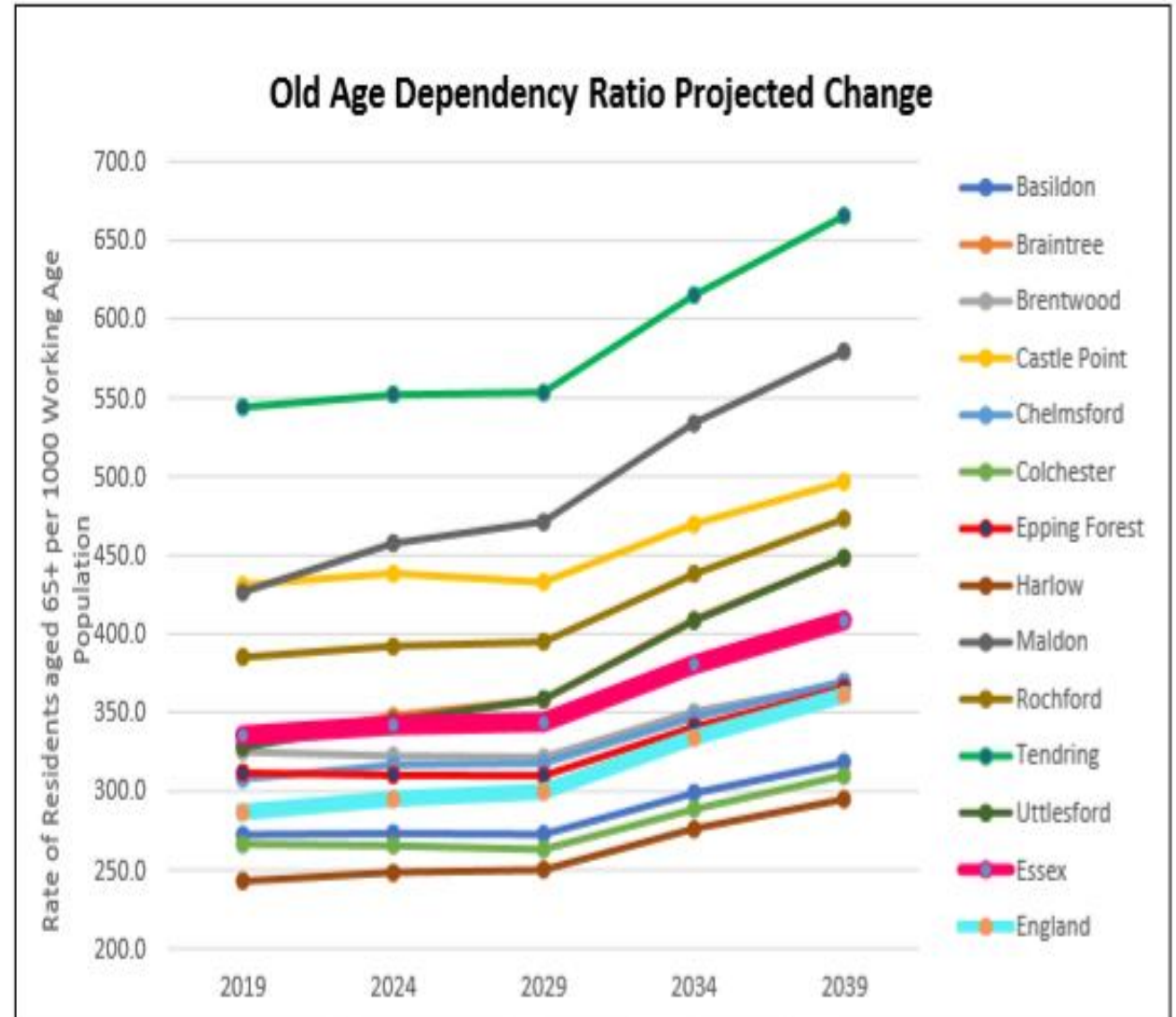
21% population aged over 65

Nearly 25% of the population will be over 65 by 2032.

The number of Essex residents aged over 80 will grow by 55.9% by 2040.

The number of residents aged over 90 will grow by 88.7% by 2040

Source: Essex Joint Strategic Needs Assessment (JSNA)



# Growing demand of complex cases

## Learning Disabilities and Autism

- Demand across LD and autism is growing by c8% up to 2025 – this is already our single biggest area of net spend (£203m or 48% of ASC spend).
- Adults with LD&A struggle to access meaningful employment

## Physical and sensory impairments

- The number of people with physical and sensory impairments is growing and it grows with age
- People with some sensory impairment set to grow from 240,000 (2020) to 310,000 (2030)

## Obesity and diabetes

- Obesity linked to wide range of conditions, including type 2 diabetes, heart disease, stroke, cancer, mental health conditions
- 1/3 of children aged 10-11 and 2/3 of adults are overweight or obese
- 6.3% adult population in Essex have diabetes

## Mental Health

- 1 in 6 Essex adults have a mental health problem
- 50% problems occur by the age of 17
- Suicides in Essex have been increasing
- Adults with MH problems struggle to access employment and stable housing

## Dementia

- Diagnosis rate for over 65s in Essex increased from 60.5% in 2017 to 65.4% in 2019 (but diagnosis rates below England average)
- By 2040, prevalence of dementia forecast to grow 50%

## Deprivation

- The number of Essex residents living in 20% most deprived areas has doubled since 2007
- More than 123,000 (8.6%) live in areas which are amongst England's most deprived 20%, compared to 60,000 in 2007
- Over 50,000 of these live in the most deprived 10% of areas, compared to c.12,000 in 2007.

# Quality ratings – providers

## Residential – all services

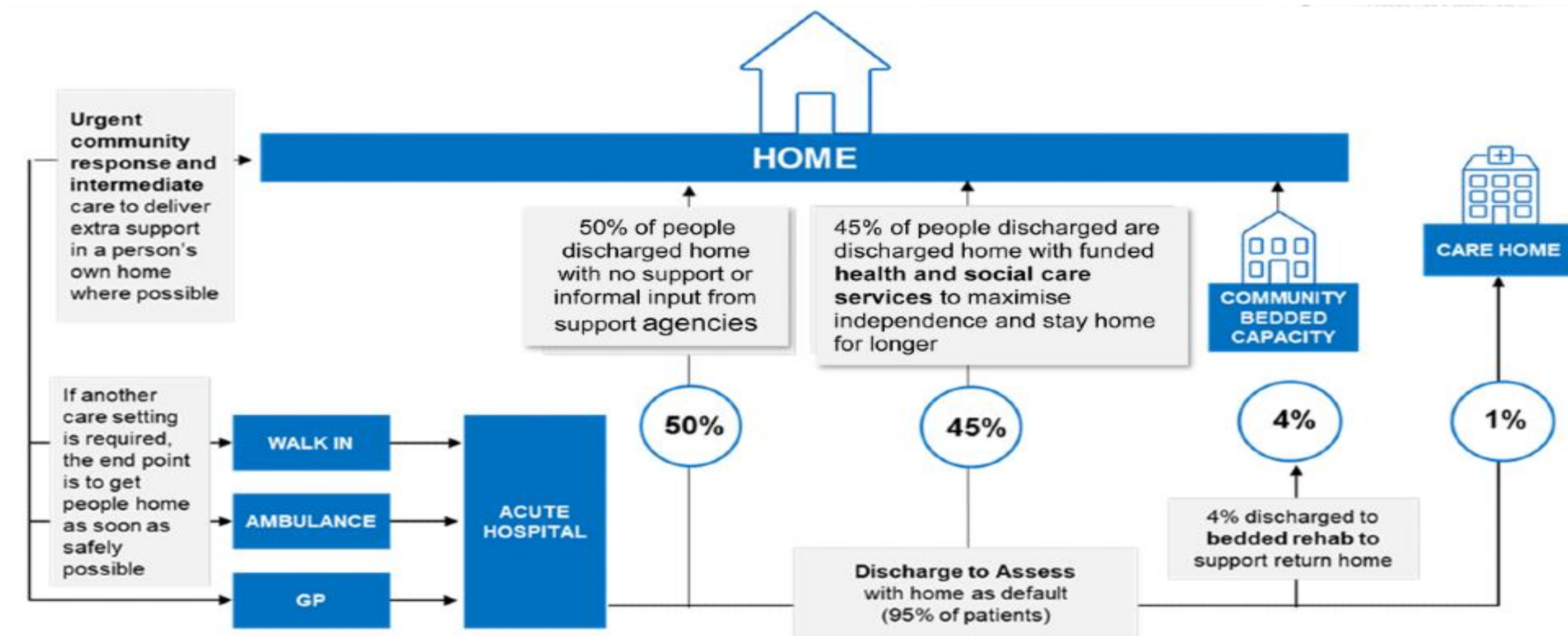
Rating	All Services	
	Number	% of inspected
Outstanding	10	2.52%
Good	325	81.86%
Requires Improvement	53	13.35%
Inadequate	9	2.27%
Total Inspected	397	100.00%
Not Rated	9	
Total Services	406	

## Community-based services – all services

Rating	All Services	
	Number	% of inspected
Outstanding	15	6.22%
Good	205	85.06%
Requires Improvement	18	7.47%
Inadequate	3	1.24%
Total Inspected	241	100.00%
Not Rated	98	
Total Services	339	



# Discharge to Assess guidance



# Our priority areas of focus

The Council has set out its 4 strategic aims and commitments. While these are cross-cutting, our main focus will be on improving health, wellbeing and independence outcomes for all ages:



These are the mission-critical areas that we must focus on



# Our areas of focus

Our Area of Focus	Why is it important?	Where do we want to be by 2025?
<b>1. Develop prevention and early help offer</b>	To help reduce or delay the onset of health and care needs	<p>We are effectively working with partners to prevent, reduce and delay the need for social care and achieving:</p> <ul style="list-style-type: none"><li>• improved population health outcomes,</li><li>• a reduction in hospital admissions of older adults</li><li>• improved independence and increased self-directed support through more effective reablement and home first approaches with improved access to care technology</li><li>• Improved life chances and outcomes for children and young people at risk of mental illness, or where this is prevalent in families</li><li>• Improved pathways to the front door to prevent unnecessary demand and enable people to get help earlier at the right time and in the right place</li><li>• Increased access to support in communities via digital offers</li></ul>
<b>2. Improve support offer to carers</b>	To ensure that people get the support they need in their caring roles while enabling them to enjoy a good quality of life	<p>Essex has a first class, all-age offer for carers with</p> <ul style="list-style-type: none"><li>• Carers feeling supported and connected within their communities</li><li>• Reduced levels of social isolation and loneliness</li><li>• An increased range of respite options available including local, flexible, personalised support</li><li>• Improved information, advice and guidance which addresses specific types of need and enables self-directed support</li></ul>

# Our areas of focus

Our Area of Focus	Why is it important?	Where do we want to be by 2025?
<b>3. Improve access to housing and employment opportunities</b>	Ensuring we promote an inclusive society that addresses inequalities in access which have an adverse impact on quality of life, independence and health outcomes	<p>Essex is working in partnership with District and Borough Councils and housing providers with</p> <ul style="list-style-type: none"><li>- A wider range of accommodation options so that people have choice over where they live</li><li>- A pipeline of accommodation, especially Extra Care Housing and Supported Living for people with disabilities</li><li>- Equality of access for people to different types of accommodation, especially for those with mental illness and complex disabilities</li></ul> <p>Essex has a vibrant, inclusive job market with:</p> <ul style="list-style-type: none"><li>- Reduced levels of unemployment for those with disabilities and mental illness</li><li>- All adults can join in with the lifestyle, social and leisure activities they choose and live the lives they want to live</li></ul>
<b>4. Place-based working and integration</b>	Working in multi-disciplinary teams with partners to improve people's experience of the health and care system	<p>Essex has highly performing integrated care systems and local place-based partnerships, with:</p> <ul style="list-style-type: none"><li>• improved outcomes in population health and healthcare service ratings;</li><li>• reduced inequalities in outcomes, experience and access;</li><li>• enhanced productivity and value for money; and</li><li>• contributing to broader social and economic development</li></ul>

# Our areas of focus

Our Area of Focus	Why is it important?	Where do we want to be by 2025?
<b>5. Support and shape the care market</b>	So that care provision is viable and sustainable going forward	<p>Essex has a stable, high-quality care provider market that addresses the expected needs of people for the future with:</p> <ul style="list-style-type: none"><li>• people having choice within the market and accessing high-quality, person centred solutions to best meet their individual needs and which promote self-directed support</li><li>• Access to good quality and diverse care choices</li><li>• A stable, valued and resilient workforce with care seen as a desirable and accessible occupation</li><li>• A digitally enabled market and workforce to provide care and support relevant to current and future generations</li></ul>
<b>6. Improve the quality of practice</b>	To fully embed a strengths-based approach that promotes independence, choice and control, and dignity	<p>Essex has an engaged, high-performing social care workforce delivering high-quality practice standards in meeting their statutory responsibilities and has a workforce that knows and can measure the quality of its work/practice. It is also achieving transformational change through its social care activity with:</p> <ul style="list-style-type: none"><li>• Adults, their carers and networks experiencing improved health and care outcomes and reporting a positive experience of the social care system</li><li>• Adults have choice and control over their lives, care, and support, with lived experience at the centre of decision making</li><li>• Practice is person-centred and strength-based, as our workforce is professionally curious.</li><li>• A professional, stable workforce that place value in continuous professional development and meeting the standards of their registered bodies</li><li>• Essex is seen as a desirable place to work in social care</li></ul>



# Our areas of focus

Our Area of Focus	Why is it important?	Where do we want to be by 2025?
<b>7. Improve digital and technology infrastructure</b>	To ensure we have the right support for people with care needs to live independently, to support the workforce to work as efficiently as possible, and to support the care market	<p><u>For Adults</u></p> <ul style="list-style-type: none"><li>• Digital health and social care guidance and services will be simple to access, joined up and intuitive to use.</li><li>• Our platforms will be available to adults, families and carers at any time from convenient devices that might include mobile phones, computers and smart speakers.</li></ul> <p><u>For Employees</u></p> <ul style="list-style-type: none"><li>• Our technology will make it easy for our workforce to work from wherever they need to.</li><li>• We will have complete, trustworthy data at the our fingertips to support their decisions.</li><li>• Our workforce will have the skills and confidence to use technology that supports good practice.</li><li>• Our workforce will have more time to spend with people they support through simplifying the process of recording case data.</li></ul> <p><u>For System Partners</u></p> <ul style="list-style-type: none"><li>• Our collaboration tools will make it easy and quick to work with partners.</li><li>• Our technology platforms will support a shared view of each Adult and their data.</li><li>• Our systems will make it easier to connect our processes quickly across organisational boundaries.</li></ul> <p><u>For the Market</u></p> <ul style="list-style-type: none"><li>• We will make it easier for the providers to link up with our IT systems to reduce processing time and costs.</li><li>• We will join up activity and market data so that we improve insight around supply and demand.</li></ul>

# ENABLERS

We have identified 6 enabling strategies that will support delivery of the business plan.

Financial strategy; People Plan; Market Strategy; Data, Analytics and Insight Strategy; Digital Strategy; Operational Delivery Plan

## People Strategy

- Improve recruitment and retention
- Support care market
- Aligned Health and Care Workforce Strategy

## Data, Analytics and Insight

- Improve data quality
- Develop approaches to population health management
- Listen to, and use, Citizen Insight and Lived Experience

## Financial Strategy

- Achieve sustainability
- Shift spend towards early intervention and prevention
- Develop place-based budgets
- Invest to save

## Digital and Technology Strategy

- Opportunities to support workforce, market and service users and carers
- Develop 4 year pipeline of digital and technology priorities

## Market Shaping Strategy

- Refresh market position statement
- Commissioning intentions from ECC and NHS partners
- Stimulate innovation and address gaps in market offers

## Operational Delivery

- Address operational backlogs and pressures
- Develop quality of practice
- Prepare for new inspection regime
- Joint place-based working

Strategic Performance Measures	Baseline	Targets (indicative in 23-24 and 24-25)				Data Source	Area of focus
		2021/22	2022/23	2023/24	2024/25		
Percentage of older people (aged 65+) who received reablement/ rehabilitation services after hospital discharge	2.9%	3.6%	4.2%	4.2%	4.2%	Connect measures (people benefitting from reablement)	Early intervention/
Number of adult social care users in receipt of care technology	N/A	2877	4195	5566	6444	Care Tech contract performance metrics	EI/P / Tech
Number of adults with LD known to social services in paid employment	323	344	391	456	537	MLM - ECL Live contract metrics	Employment/ housing/ ops
Number of adults with LD known to social services who secure new employment	N/A	86	115	144	173	Realise Futures contract	Employment/ housing/ ops
% adults known to secondary mental health services in paid employment	15.6%	Increase	Increase	Increase	Increase	From Mosaic	Employment/ housing/ ops
% of adults with a learning disability that transition into adult social care in residential care	18%	Decrease	Decrease	Decrease	Decrease	From Mosaic – national measure but the calculation we are using is different to the statutory measure	EI/P
The proportion of adults in contact with secondary mental health services living independently, with or without support	72.9%	Increase	Increase	Increase	Increase	Data from EPUT	Employment/ housing/ ops
The percentage of adults who are self-caring post reablement on discharge from hospital	48%	50%	52%	54%	55%	Connect measures	EI/P

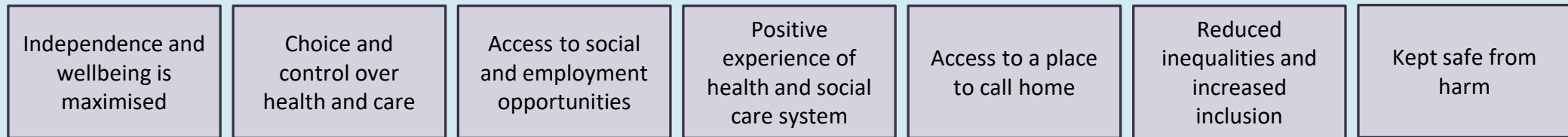
- Stability and development of the workforce - we are looking to develop an appropriate measure to track changes in the care workforce to ensure that this continues to support a strong care market and the provision of quality services.”

# ASC Strategic Planning Framework

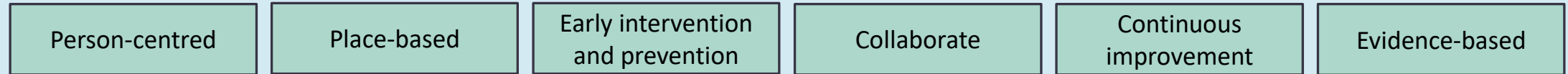
Vision, outcomes and principles

Our VISION: **Putting communities at the heart of adult social care: enabling people to live their lives to the fullest**

The OUTCOMES we want to see for adults and their carers

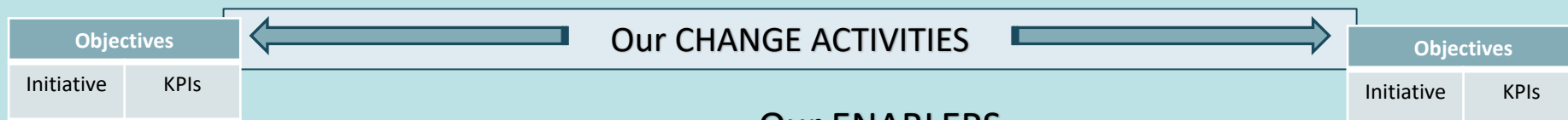
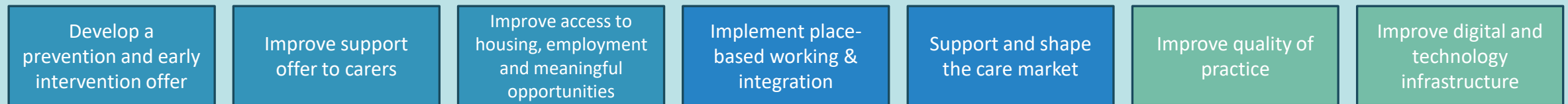


Our PRINCIPLES



Business Plan

Our PRIORITY AREAS OF CHANGE FOCUS



Our ENABLERS



# 4 themes

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1. Population health and wider determinants of health
2. Demographic growth, service pressures and changes to discharge
3. Market structures and market shaping
4. Key aspirations e.g independence, care tech, access to meaningful opportunities