

# MARKET POSITION STATEMENT

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2019 - 2024



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## INTRODUCTION

From May 2018, Wirral Council Adult Social Services Commissioners and the Local Clinical Commissioning Group have come together under the brand “Wirral Health & Care Commissioning” (WHaCC) to work together as one to deliver improved outcomes for people who live in Wirral. We have aligned our Strategies into one and will respond to meet our local requirements under The Care Act 2014 and the Health and Social Care act 2012. We are working collaboratively with our Health and Care system leaders to deliver both the “Wirral Plan “and “Healthy Wirral Objectives”.

Our work plan will impact directly on five Wirral Council pledges:

- Pledge One: Older people live well
- Pledge Six: People with disabilities live independently
- Pledge Sixteen: Wirral residents live healthier lives
- Pledge Eighteen: Good quality housing that meets the needs of residents

These sit alongside the Healthy Wirral Plan Priorities of;

- Community-based health services (e.g. access to GPs, community nurses and social workers) seven days a week
- More services currently delivered within the hospital setting to be delivered within the community, by consultant-led teams
- Health and social care professionals working together with patients who have ongoing needs: one assessment, one care plan, one key coordinator
- Specialist in-patient hospital care for those that need it
- Support for people to look after themselves and stay healthy

Working with our partners in Wirral Community Health and Care Foundation Trust (WCHC) and Cheshire and Wirral Partnership (CWP), to deliver our Social work duties under the Care Act, we will cooperate as one to help people to help themselves where they can, and support only those with the greatest need. Our local Community Care Market and Voluntary and Community Sector also form a major part in our one system approach and are working together to deliver the best possible outcomes for people.

Our two key aims of the Care Act are to;

- Prevent and delay of the need for care and,
- Support and people in control of their care

Self-Care has been identified as an enabling work stream of the Healthy Wirral Plan. The Self-Care work stream builds on the Wirral Plan Healthier Lives Pledge to “Support local people to take control over their own health and wellbeing”. The focus of the Self-Care work stream is to help build connected, resilient communities and empower people in their own health and wellbeing. The Healthy Wirral Self Care work stream aims to build upon the good work in this arena in Wirral and ensure the development of a coordinated and systematic approach to Self-Care activity.

Our Market Position Statement describes to the market what our commissioning intentions are for the future, and what we will consider to be our main priorities. Links to the Wirral Intelligence service and other intelligence sources will help providers of care and third sector to research Local Intelligence to support their business thinking and decision making.

New models of assessing and working with a range of providers, including our community care market to deliver Trusted assessment will strengthen our local responses and streamline processes so that people in receipt of services will see a more coordinated response.

We will aim to increase the numbers of people who are accessing services on line, both for self-assessment and financial assessment, as well as being able to source a local offer for themselves via our Live Well Directory.

We will further develop Outcomes based commissioning and collate data and intelligence from our providers to support evidence of improving outcomes for our communities and people. We will report this across our Health and Care system and ensure we capture this as part of our Health Wirral reporting requirements.

Working with our Liverpool City Region commissioners we will establish a Flexible Purchasing Framework, supporting providers to access work across the region, enabling easier access for local teams to work a wider group of providers and offer choice to people who need services.

One of our main focuses for the future will be to deploy a range of technologies, with an ambitious roll out to support both health and care outcomes. This will include a range of technologies including electronic support planning, equipment to help people remain at home and also to make them more independent. Our aim will be to improve safety and quality and to enable both people and providers to manage risks and reduce negative outcomes, facilitating where people will be able to use readily available technologies themselves to improve their quality of life. Technology will be a key feature for all of our service areas and will be described all service areas.

We will continue to work with Wirral Community Care market to improve the quality of services provided and to ensure that Care Quality Commission ratings improve.

We look forward to continuing the good work that we are already doing together to develop and improve services for people in Wirral.

**Jacqui Evans**  
**Assistant Director, Unplanned Care and Community Care Market Commissioning**

## **WHERE TO FIND OUT ABOUT DATA AND INTELLIGENCE TO SUPPORT HEALTH AND SOCIAL CARE IN WIRRAL**

### **Wirral Neighbourhood Information**

Wirral Community Insight provides content to match our 4 Localities and 9 Neighbourhood areas. These bespoke reports can be found on <https://wirral.communityinsight.org/>

### **Wirral population and life expectancy**

More information can be found via the Wirral Intelligence site:

### **Wirral Population and Data Information**

### **The Wirral Plan: 2020 Vision underpins our journey for Older People.**

You can read more about our Older People (65+) including the projections to 2030 here:

### **Wirral Older People**

### **Carers**

Carers make up a large part of the Wirral Population, More information can be found here: **Carers**

### **Learning Disabilities, Autism, profound hearing disabilities and Mental illnesses**

Information can be located here, along with health data for Older people:

<https://www.pansi.org.uk/>

<https://www.poppi.org.uk/>

### **Health Data Older People**

### **Dementia**

Estimates suggest that around 4,800 people predominantly aged 65+, possibly rising to over 7,000 by 2030, could have dementia. With this first number compared to current GP records for known dementia patients it suggests there could be around 1,600 people locally who have dementia, but are not known to services. Equally this estimate could be dominated with over 60% females having dementia

<https://www.wirralintelligenceservice.org/jsna/dementia/>

### **Falls**

Estimates point to almost 18,000 falls per year by people aged 65 and over, rising to almost 24,000 per year by 2030, a possible 33% increase in that 15 year period with figures suggesting that females could potentially suffer 30% more falls than males in that period

<https://www.wirralintelligenceservice.org/jsna/falls-older-people/>

### **Diabetes**

Wirral population predicted to have Type 1 or Type 2 diabetes is expected to increase from approximately 13,000 in 2015 to around 17,000 in 2030: <https://www.wirralintelligenceservice.org/jsna/diabetes/>

Different types of Cardiovascular Disease will have different impacts on Social Care with for example prevalence estimates implying there are over 2,200 residents, rising to over 2,500 by 2030, that may have a longstanding health condition as a result of a stroke with the consequences that translate to increased needs for social care and the support it requires

<https://www.wirralintelligenceservice.org/jsna/heart-disease/>

### **Chronic Kidney Disease**

The prevalence rate for Wirral of 6.9% which equates to approximately 18,000 Wirral residents, aged 16 and over, possibly with the condition.

### **Chronic obstructive pulmonary disease (COPD)**

The prevalence rate for Wirral of 2.4% (2014/15) equates to approximately 8,000 Wirral residents.

**Cancer**

Estimates suggest that 2 in 3 people living with cancer have personal or practical support needs and that 4 in 5 people have emotional support needs. With a figure of approaching 1,700 people in Wirral with cancer suggests there are a number of residents who could require support due to their diagnosis.

<https://www.wirralintelligenceservice.org/jsna/cancer/>

**End of Life care**

Will continue to be a major consideration in terms of support for individuals, their Carers and families.

<https://www.wirralintelligenceservice.org/jsna/end-of-life/>

**SOCIAL VALUE**

WHaCC will increasingly measure the impact on social Value to Wirral, which its commissioning activity has.

Social Value refers to wider financial and non-financial impacts of programmes, organisations and interventions, including the wellbeing of individuals and communities, social capital and the environment. The Public Services (Social Value) Act 2012 (the 'Act') requires commissioners and Category Managers to consider securing additional economic, social, or environmental benefits (Social Value) when procuring services (including goods and works contracts procured in combination with services), to which the Public Contract Regulations 2015 apply. Wirral Council have however elected to adopt an approach of explicitly evaluating social value when commissioning services to demonstrate its commitment to a performance and evidence-based approach to Social Value.

Based on the National TOMs (Themes, Outcomes and Measures) developed by the Social Value Portal, bidders for Wirral Contracts are required to propose credible targets against which performance (for the successful bidder) will be monitored. The TOMs within this tender process have been adapted only to reflect the specific needs of the organisation. A copy of the Wirral MBC TOMs is available via the Social Value Portal at <http://socialvalueportal.com/>

Wirral's Social Value policy, approved by Cabinet in January 2018 can be found at:

<http://democracy.wirral.gov.uk/documents/s50046967/SocialValuePolicyNov2017.pdf>

WHaCC will embed its Social Value Policy within all commissioning arrangements wherever possible and in all cases where procurement activities are valued at £100,000 and above. Social value will also be applied to appropriate contracts below this threshold and Commissioners are expected to give this consideration during the analysis phase of the Commissioning Cycle.

Measuring and reporting on Social Value is a developing field and Wirral Borough Council recognises that flexibility and a collaborative approach are required. Agreed Social Value commitments may require a certain amount of refinement as a result. A key requirement is the willingness of the contracting partner to work openly and transparently with the council whilst bearing in mind that the overall value of Social Value commitments made must be delivered by the winning contractor.

## CARE AND SUPPORT AT HOME

WHaCC are committed to reforming the Care and Support at Home services within the Borough of Wirral and ensuring they are equipped to meet the changing and growing demand from the population it serves. WHaCC need to ensure there is a robust community offer for Care and Support at Home Services in Wirral and that there is continual capacity and opportunity for work flow to support hospital discharge processes and respond to community cases to prevent acute admissions.

We have worked with the Care & Support at home market to co-produce a new model of care that is focused on delivering improved outcomes for individuals who live in Wirral, maximising where possible the use of people's natural assets and community support networks;

The Care & Support at Home Service will deliver a reformed model of care and support in the community, delivering early intervention and preventative support through to intensive health and social care interventions. The service will support people to sustain and improve the quality of their life living at home, preventing deterioration and social isolation through regular monitoring and support, diverting people away from inappropriate and long term reliance on health and social care services unless they are absolutely necessary.

The Care & Support at Home service will work in partnership with WHaCC, the Council, local health services and other agencies/organisations to develop a model of Care & Support at Home which covers all of the service areas detailed below;

- Re-Ablement
- Domiciliary Care
- Continuing Health Care non-complex (not requiring nursing from registered provider)
- End of Life Care
- Trusted assessment

Care & Support at Home Providers will adopt trusted assessments roles which promotes greater consistency for individuals and carers this is an enhanced approach to improve the timelessness of response, improve continuity for the individual and seek to increase flow across the market as a whole. It promotes appropriate decision making closer to the individual and enables Providers to make informed decisions as part of a wider and shared model to promote independence and achieve outcomes for individuals.

Trusted Assessment plays a key part in facilitating more cohesive working relationships between social care practitioners and Domiciliary Care providers.

WHaCC are working with Providers in the Community Care Market on joint recruitment initiatives to support this sector in recruiting and retaining staff, alongside this creating and establishing a "Wirral Career Pathway" with a range of small, medium and large enterprises.

WHaCC will work collaboratively with these commissioned services to further develop the model and understand the costs of the service using an Open Book Accounting and Contract Management approach. This model will enable us to grow and develop together a shared understanding of the costs attached to the service with our providers and the best ways in which to work effectively and collaboratively to achieve this.

WHaCC are working closely with colleagues in the WCHC, Wirral University Teaching Hospital (WUTH) and Care Providers on the co-production of a home first pathway with the aim to have people home first with assessments and care being provided instead of in a hospital/residential setting. There will be an improved community equipment offer with other commissioned services wrapping around this model i.e. enhanced technologies, community health services which supports right care, right place, right time for people in Wirral.

We are aiming for a much-increased community and domiciliary offer and a reduction in residential and nursing placements, and we will continue to invest in the domiciliary care market to achieve this.

There has been a 16% increase in activity in this service area in 18/19. We expect to see a steady increase in activity over the next few years, as we work to ensure Wirral residents are given full opportunity to be supported at home, delaying the need for long term care.

All partners have agreed the following principals and outcomes in the co-production of our new community model:

### Principles

- People Receive Care & Treatment at home wherever possible
- Transfer 2 Assess Bed (T2A) will not be a first option
- People shouldn't stay in a hospital bed longer than they need to
- Simple information & summary from an acute setting will support discharge
- Enough information at the right time to support discharge
- People who can be rehabilitated and reabled are
- We will have a one service offer with duplications removed
- We will have a Single discharge pathway supported by a single management structure
- People are charged according to their assessed needs
- People get a quality and safe service offer
- Shared/trusted assessment and review
- People won't wait longer than they need to
- People who don't need to go to hospital don't
- Other commissions will support the new pathway including:
  - Medication
  - Transport
  - Community Equipment
- We will aim to give people targeted times to leave hospital in a planned way
- We will continue to challenge ourselves and others to improve people's experience and get them home where we can as a first option

### KEY MESSAGES:

- *Our first offer will always be to take people home from acute settings where possible*
- *We will always aim to keep people at home and not admit to residential or nursing settings including hospitals*
- *We will have a robust domiciliary care market offer, which is flexible and responsive*

## Assistive Technology in Care and Support at Home

Health and social care services are under increasing financial pressure, driven by the re-profiling of national budgets, Government policy and, locally, by an ageing population. It is clear that existing services, delivered in traditional and orthodox ways will not be able to meet the ever increasing demand. While efforts are being made across the system through the Healthy Wirral Programme and other system transformation, it is clear that new and existing technologies can be utilised to save money, avoid costs and enable new models of service delivery that in turn will enhance outcomes for people and impact positively on their lives.

The expectation is for the Community Care market to work collaboratively with us in deploying and using technologies.

WHaCC are piloting and trialling new equipment to identify suitability/solve problems. Any technologies that provide a potential solution with a focus on avoiding costs, reducing reliance on care and increasing independence can be used. We predict that people will remain in their own homes for longer, living healthier and better lives, supported by the use of new technologies, in conjunction with the wider community. This reduces the costs to statutory services and makes better use of community-based services.

Key priorities for the community care market over the next 2 years are:

### Falls Prevention App

We will develop and deploy a community based tablet/smartphone based falls risk assessment app. The Community care setting Synthetic estimate of the cost of falls in Wirral for people aged over 65 is £32M in 2019, rising to £36.9M in 2030. Successful use of the app could reduce these costs by 25% to 40% in high risk settings.

### Geolocation

Enhancing safety through discreet tracking and location. The primary technology for this would be a variety of GPS equipped devices, tailored to individual need.

### Home Smart Monitoring

Creating greater opportunities for people to live safely and independently, reduce intrusion and decreased reliance on care services. The primary technology for this would be Remote movement sensors, Amazon Echo, tablet-based video/audio calling, machine learning.

### Electronic Care Planning

- Enhancing care through greater compliance of plans, improving safety, reducing costs by tackling inefficiencies within the care market
- Enables and facilitates contract management
- Facilitates payment by activity (actuals v commissioned), with domiciliary care providers reporting that it allows more effective service delivery;
- Provides care staff with the information they need, when they need it;
- Simplifies monitoring processes.
- Additional reporting facility will allow tracking of outcomes, punctuality, length of visit, etc.
- Permits sharing of care package details (and annotation) by other authorised individuals, i.e. Carer, Community Nurse, Podiatry Improved care and verification of interventions.

### KEY MESSAGES:

- *People will go Home first*
- *People will be supported to help themselves*
- *A Full Re-Ablement offer*
- *Invest in and embed existing and new technologies to support care and support initiatives in both community and complex placement settings, which improve outcomes and reduce dependency on services*
- *Promote technology solutions which compliment workforce strategy challenges*

## DAY SERVICES AND EMPLOYMENT

### Learning Disabilities and Mental Health

There are a range of Providers who currently offer day opportunities to people in Wirral, these are commissioned through the WHaCC and are commissioned either on a block contract or a spot purchase basis.

Wirral wants to establish a framework of providers who are commissioned to provide day services and work with these providers to ensure that there are a variety of activities for people to access which will provide more choice and control.

Working with the Liverpool City Region we are establishing a Flexible Purchasing System (FPS) for Providers who provide day activities and employment services. Procurement activity will take place during 2019/2020 and will be led by Liverpool City Council.

Providers will be able to apply to go on the FPS through the Chest, the aim of the FPS is to increase the number of providers that the Wirral will be able to commission day opportunities within the community. This will give individuals more choice about the activities they take part in and move towards a reduced building based day opportunity offer. Providers will be expected to focus on outcomes for individuals and supporting people to be more independent and more specifically moving into work, volunteering, leisure and learning.

Wirral will continue to develop and research a range of innovative technologies which will support people to access these services and move towards more independence.

### Older People

For older people including those with dementia, there are a range of day care models available in Wirral for people who meet the eligibility criteria under the Care Act. This includes commissioned services with the third sector or by accessing alternatives with a direct payment. Some of the services are available 7 days a week in order to ensure that people have a choice about when they attend and to be flexible around Carers needs. Day care for people with early on-set dementia is provided in a specialist centre which operates for 3 days per week, as well as, day care opportunities for socially isolated groups e.g. people who are physically frail and isolated.

Older people's day care services will be reviewed and recommissioned in 2020.

These services are being developed following consultation with people who use services, please see useful links page.

### KEY MESSAGES:

- *Continue to develop a range of day opportunities across all ages and client groups*
- *Develop employment services to support people with disabilities into employment*
- *Promote independence and support people to access universal and community services*
- *Develop innovative technology to support people to access services more independently*
- *Older people's day services will be reviewed and recommissioned in 2020*

## SUPPORTED LIVING

Supported Living services can be accessed by all client groups and there are approximately 780 people currently accessing this type of accommodation. Supported Living includes supporting people who are living in their own property or who are living in shared accommodation with other people.

We will move towards actively improving the outcomes for people who live in shared supported living settings by working with providers to promote independent living and operate a positive risk taking approach.

We will decommission shared accommodation services where they are not delivering the best outcomes for the people who live there. We have recently commissioned apartment style schemes where people live with 'their own front door' and can have access to background support when needed. We will continue to develop new schemes in line with the Wirral Plans specialist housing target.

While we are aware that for some people the shared accommodation offer will be the most appropriate type of support, we want to ensure that the properties that people live in are of a high standard and we will work with housing providers to deliver this type of accommodation.

When reviewing packages of care, we will utilise a range of technology which will ensure that people are receiving the right support at the right time and which will assist people to sustain/improve their independence. We are already utilising Just Checking and activities of daily living monitors.

As part of the Transforming Care Programme, there is an expectation that those people who have been placed out of Borough, will be supported to relocate back to the area. To do this Commissioners will work jointly with Providers to develop appropriate accommodation to meet the needs of those people, this will also include ensuring that staff have the appropriate skills, knowledge and training in order to support a range of needs.

During the next 12-18 months WHaCC will engage with providers, people who use accommodation services and families to review the current model of supported living and develop a more appropriate and sustainable model to commission.

We will continue the next phase of our outcome based commissioning pilot and expand this to include introduction of 'Trusted Assessment' with the supported living sector and a pilot review of night time support.

We are currently reviewing our supporting people funding arrangements and will deliver a new model linked to our care and accommodation panel during 2019/2020.

### **KEY MESSAGES:**

- *To review the supported living model to ensure that it meets the needs of the individuals*
- *Decommission supported living services that are not fit for purpose in the new model*
- *Further test the outcome based commissioning pilot*
- *To develop and utilise a whole range of technologies*
- *Pilot the introduction of trusted assessment*
- *Review the model of night time support*
- *Review the supporting people funding*

## EXTRA CARE

Wirral already have 200 units of Extra Care accommodation in operation. This accommodation has been developed as an alternative to residential care and is a valued resource in the Borough.

Within the Extra Care schemes, individuals have a range of needs, and as people grow older, there is acknowledgement that their needs will increase. Extra Care gives people the opportunity to continue to live in their own accommodation with care on site for when they need to access it. Extra Care will be increasingly used as an alternative to residential care.

Recently we have been working with developers to increase the number of Extra Care units for older people, and also to develop this type of accommodation for people with disabilities. Within the Extra Care accommodation for people with disabilities the emphasis is on promoting independence for people with learning disabilities and/or autism. This has been identified as an area for growth. As we know that people with learning disabilities and/or autism want the opportunity to live in their own home, with their own front door, but in order to meet their needs they may require access to support which is based on site. For people with disabilities this accommodation will be the first offer that people will receive when they are assessed to live independently.

We will review all existing schemes and when working with developers, the range of technology that can be used to maintain the person's independence and support them to be independent and ensure that we are up to date with new technology offers.

The Wirral Plan: A 2020 Vision includes a target of an additional 300 extra care units for older people and people with learning disabilities and/or autism by 2020. WHaCC are working jointly with developers and housing associations to develop Extra Care schemes across the Borough to meet the future demand of Wirral residents.

### **KEY MESSAGES:**

- *Continue to develop Extra Care accommodation to meet the growing demand*
- *To ensure that this accommodation is the first option for people with disabilities*
- *Review technology to ensure that we keep up to date with new equipment*

## RESPITE

In order to support Carers and family members with their caring needs Wirral provides a range of respite options for people with disabilities and older people to access. These are services that have either been commissioned on a block contract or on an individual spot purchased basis. People can choose to either access the contracted respite services that have been commissioned by WHaCC, or they can access a direct payment in order to organise their own respite provision. Wirral want to ensure that while Carers are receiving a break from their caring roles, the Service User has an enjoyable respite break and their respite outcomes are met.

Wirral will promote Direct Payments to people who require respite services, this will ensure that people access the type of respite service that they feel will meet their outcomes.

Wirral has recently commissioned a 10 bedded respite and emergency unit for people with learning and physical disabilities who require care and support. This service has been commissioned up to 2024. The service will be reviewed on a regular basis, while we continue to monitor the respite needs of people in Wirral; future commissioned respite services will meet any changes needs of the Carers and the people who will access the services.

We are working collaboratively with our colleagues from the Clinical Commissioning Group (CCG) on a wider respite offer as an alternative to existing health funded arrangements.

For older people, there are a range of commissioned short break beds available, depending on the person's needs, these include 9 residential, 8 residential EMI and 2 nursing care. The beds are available to provide a break to the Carer of an older person following an assessment of need. The beds are pre-bookable, so that the Carer is able to plan their breaks from Caring, but also available for unplanned respite placements. The current contract for the beds is up at the end of November 2019.

We will keep under review the number of respite beds currently commissioned and adjust to reflect value for money, quality and demand.

We want to ensure that residential respite support focuses on a quality service and that providers offer greater diversity of experience for people using this service through links into the community and third sector support.

Breaks from caring are also provided through Domiciliary Care, including a flexible Care at Home service and day care provision. This will be reviewed during 2020/2021.

### **KEY MESSAGES:**

- *Continue to promote Direct Payments as an option for purchasing respite services*
- *Review the current commissioned respite service and ensure that future respite services meet the changing needs of the people who will use the service*
- *Residential and community Short Breaks for older people will remain under view to ensure value for money and good quality care is available*
- *Provision of Direct Payments will continue to be promoted to increase choice and personal preference*
- *A review of the location and availability of the short break beds will be completed in light of the Neighbourhood model of care*

## SPECIALIST RESIDENTIAL AND NURSING

Wirral currently commission a small number of specialist residential and nursing care for people with disabilities. The Local Authority is developing a range of other accommodation to meet the needs of people with disabilities, with specific emphasis on Extra Care accommodation.

The aim of the Local Authority is to reduce the number of people who are living in residential and nursing care, particularly those people with low level needs and younger people. Wirral wants to support people with disabilities to be as independent as they are able to be with the same opportunities of living in their own accommodation, enabling them to have more choice and control over their lives. In order to support people we will be accessing a range of technology which will enable the person to have the actual support that they require at the time that they need it.

While we want to reduce this number, we do acknowledge that there will be people, specifically those people with complex needs who will require this type of accommodation. Our aim will be to only place those people with the highest needs into residential and nursing care, and not to place young people with disabilities in residential care settings.

We are working collaboratively CCG colleagues to jointly develop specialist services for those who need it, to allow them to return to live in Wirral if currently out of borough or to return from acute settings. This work is in support of the transforming care programme.

### **KEY MESSAGES:**

- *Further move towards supporting people in their own home*
- *We will not place young people into residential and nursing care*
- *We will only place people with the highest needs in a residential and nursing care setting*

## ADVOCACY, ADVICE AND USER ENABLEMENT

The Care Act 2014 states that individuals who require advocacy support should have a trained advocate who is able to support them in all aspects of their lives, ensuring that individuals do not have to work with a number of advocates at the same time. Wirral's Advocacy offer is in line with the requirements set out in the Care Act 2014 and is able to offer all targeted advocacy support from well trained and experienced advocates through one channel, the 'Wirral Advocacy Hub'.

The Advocacy Hub offers the following advocacy support:

- Care Act Advocacy
- Independent Mental Capacity Advocacy
- Independent Mental health Advocacy
- General Advocacy
- Self-Advocacy
- Support for Peer Advocacy

WHaCC also commission Healthwatch Advocacy, this service provides advocacy to people who have negative experience through health services.

The Local Authority has a statutory duty to commission Advocacy services for Independent Mental Health Act, Independent Mental Capacity Act, Care Act Advocacy and Healthwatch Advocacy. The Advocacy services are regularly contract monitored and we are reviewing these services during 2019 to ensure that the future commissions meet the requirements of our statutory responsibility and the needs to the public.

Wirral also want to further develop its self-advocacy and peer advocacy, this has been included in the Wirral Advocacy Hub commission, however, there is a need to develop this area to enable develop their skills to advocate on their own behalf.

### **KEY MESSAGES:**

- *Advocacy is NOT advice and information, or assisting with the completion of forms*
- *We will continue to commission services that meet our statutory responsibilities for targeted advocacy*
- *We will continue to develop self-advocacy and peer advocacy*

## MENTAL HEALTH SERVICES

In July 2018 WhaCC transferred its social work service for mental health services formally to Cheshire and Wirral Partnership (CWP) to deliver within an integrated arrangement with health services.

Services for people with Mental Health issues is an area that WHaCC are continuing to develop as part of this new offer, and we will increasingly deploy a 'Lead Professional' model to ensure that people who require assessment and support can work with the right professional at the right time.

Mental health is a key priority for the Healthy Wirral work stream; there are 4 key areas for delivery during 2019/20:

- Crisis Care - ensuring that the provision of Crisis services meets the needs of the local population and improves community provision to support people to access time at the right time, right place and by the right person. Wirral's Care Crisis Concordat group meets on a frequent basis and this group aims to promote the effective and efficient delivery of mental health services in Wirral ensuring that all statutory demands are met
- Talking Together, Living Well Wirral - Improving Access to Psychological Therapies and providing a seamless pathway across Mental Health services supported by the TTLWW partnership board - group comprising of statutory and non-statutory partners,
- Physical health in Mental Health - Deliver annual physical health checks to people with an SMI and consider wider Mental Health support in line with Primary Care Networks and Neighbourhood model.
- Dementia care - reviewing dementia provision across Wirral in line with the Dementia Clinical Strategy, ensuring a key focus on post diagnostic support overseen by the Dementia Strategy Board.

Wirral's plan and commissioning intentions meet the requirements of the Mental Health Five Year Forward View and will look at further transformation in line with the NHS Long Term Plan.

Commissioned services to meet need continue to develop and grow and we will have a stronger focus on improving the quality of the services provided.

We are moving towards maximising opportunities for innovation and collaboration and to promote best practice across the Cheshire, Merseyside and Wirral area. The work of this group will inform the WHCC future commissioning strategies for this area with a focus on adults of a working age and older people.

### KEY MESSAGES:

- *Continue to review opportunities for innovation and collaboration promoting best practice*
- *We will improve the quality of the services delivered*

## RESIDENTIAL AND NURSING

The Council is aiming in the long term to continue to reduce the number of long term placements in residential and nursing settings as it continue to both improve and grow its domiciliary care offer and increase the number of Extra Care housing units.

The Council will continue to support and place people with only the most complex needs such as dementia. We will continue to provide respite care for people where all options of supporting in the community have been considered. We will de-commission and reduce the number of placements for long term care in a care home setting and look at alternatives accommodation models and we will increase care and support at home offer so that more people can be supported in their own homes.

We will work with and support the care market to improve the quality of the care provision in line with the Care Quality Commission (CQC) whose fundamental standards and ratings system sets the benchmark for the quality of care people should expect. Our expectation is that providers should be rated as either 'good' or 'outstanding' and we will work in collaboration to jointly commission services that deliver improved outcomes for adults in Wirral and will work with providers that 'require improvement' to achieve a better quality.

Through innovation and technology projects we are supporting care homes that provide services for more complex needs by successfully deploying technology within a care home setting for people with dementia, increasing personal independence, choice and control and to create better outcomes for people, reducing dependency on statutory services.

We have deployed a Falls Application - "Safe Steps" and are supporting care homes enabling them to improve safety and prevent and reduce the number of falls. We are continuing to explore a range of technology options across the breadth of the service areas including early intervention and prevention, falls prevention, medicine management and electronic care planning so that we can develop and deploy digital technology to improve outcomes for people who require support. We are working closely with the care home market to deploy technology to enable people to become more independent and create a safer and quality environment in which people can thrive and improve their quality of life.

We will develop a care home improvement plan, which incorporates quality, GP input and intervention, technologies and other initiatives

### Deferred Payments Scheme and Top Up arrangements

Sufficiency in the market for self-funders is a responsibility for the Local Authority under The Care Act;

we will continue to support people in finding a service and or by arranging their care offering the deferred payment scheme and top up agreements for long term care needs.

### KEY MESSAGES:

- *Reduce numbers of long term beds*
- *Increased choice and control for people*
- *Increase the Community Care market offer*
- *Support the care market and deploy innovative technologies and equipment*
- *Improve quality of life for people*
- *Create better outcomes for people*
- *Care Home development plan to be put in place*

## URGENT CARE

Wirral is committed to improve performance around Urgent Care building upon the positives in 18/19.

We will continue to develop a resilient, responsive and effective urgent care system that focuses on patient care, quality and makes best use of resources.

There continues to be a focus on the main areas of the urgent care system:

- Admission avoidance and reducing non-elective admissions
- Improving the flow through the hospital from admission to discharge
- Timely discharge and supporting 'Home First' and 'Transfer to Assess' principles

In relation to unplanned care, this is defined as urgent and emergency healthcare which is not scheduled activity for illnesses or injuries that are not life threatening but that require an urgent clinical assessment or treatment. Examples Emergency Department (ED), ambulance services, emergency social or mental health services, GP out-of-hours, walk-in centres, minor injury units, 111 telephone advice and triage, NHS Direct, etc.

### Wirral's vision for urgent care

For adults and children with urgent care needs, we should provide a highly responsive service that delivers care as close to home as possible, minimising disruption and inconvenience for patients, carers and families. For those people with more serious or life-threatening emergency care needs, we should ensure they are treated in centres with the right expertise, processes and facilities to maximise the prospects of survival and a good recovery.

Key deliverables include:

- System wide capacity and demand modelling to identify the range and volume of services required
- Implementation of the result of the consultation exercise around community urgent care services
- Delivery of the urgent treatment centre with redesigned and improved urgent care pathways
- Implementation of the Integrated Urgent Care Clinical Assessment Services (IUCCAS)
- Making the best use of the Better Care Fund to ensure we have the right services to provide the care needed
- Support development of neighbourhoods to provide the right level of support, closer to home, for people with complex needs.

Remodel services based on outcomes of a system wide capacity and demand review to enable delivery of operational priorities, ensuring;

- Continued focus on further reducing Emergency Department attendances and Non-Elective Admissions
- Achievement of the 4 hour standard
- Improving internal hospital flow from the point of admission to discharge with particular focus on reducing long stay patients
- Improving length of stay in both acute and community settings whilst reducing bed dependency and particularly improving our integrated commissioning approach and requirements within the community home first and T2A model
- Rapidly improving the 7 day home first pathway and community model to meet system requirements, optimising the future model
- Full implementation of the newly commissioned domiciliary care contract
- Maximising 7 day working by reviewing roles and responsibilities to improve efficiency supporting current and future workforce challenges, maximising technology solutions

## WIRRAL INDEPENDENCE SERVICE

The Wirral Independence Service is a key component of the achievement of independence, safety, dignity and wellbeing of adults. Wirral has brought together a range of services through a single lead provider operating a 7 day service 8am-8pm 365 days a year resulting in a more efficient service and a positive experience for our customers. The service meets the outcomes for customers with an integrated customer pathway across different services, reducing hospital admissions, reducing in care home admissions and reducing the number of falls at home. The service is offered to people living on Wirral or to people who have been discharged from acute settings from neighbouring authorities to Wirral.

Approximately 3884 people in Wirral are benefiting from Assistive Technology in their home reducing burden on carers and increasing confidence and peace of mind and maximizing quality of life.

This service is a 'foundation' commission which underpins all other commissioning activity within the borough, and we will continue to grow this offer.

The service includes:

- Community Equipment
- Equipment for pressure care
- Equipment for adult visual impairment & hearing impairment
- Assistive living at home
- Assistive Technology (Telecare and Telehealth, equipment, installation, maintenance, decontamination and repair and recycling)
- Falls prevention
- Falls pickup service
- Carers emergency card response

During 2019/2020 we will work with the Wirral Independence service and domiciliary care providers to enable them to order low level equipment.

### **KEY MESSAGES:**

- *Promote technological innovation to support people and the community care market by developing the supply of innovative technologies and equipment*
- *Increase confidence and wellbeing enabling people to live longer in their own homes*
- *Early Intervention and prevention - delay the need for long term care*
- *Reduce hospital admissions*
- *Support carers in the community*
- *Enable the domiciliary care market to order equipment*

## SHARED LIVES

Shared Lives provides long term placements for individuals living with a shared lives carer and their families, day support and respite it is also used as a stepping stone for someone to get their own place.

We will continue to offer a Shared Lives service which is currently used by a wide range of people, with a range of identified and assessed needs. Provided in peoples own homes the service is flexible and can adapt to suit individuals.

We re-commissioned this service in 2018 and are reviewing our current model to expand the Shared Lives offer as part of our move to offering alternative accommodation models. We are looking to expand the offer to support more people and will include those who are ready to leave hospital that are able to move in to recuperate with a Shared Lives carer and or prevent re-admission to hospital.

We will Identify, select and deploy technology that can support shared lives carers and to enable people to become more independent and improve their quality of life and wellbeing.

### **KEY MESSAGES:**

- *Expand offer to create alternative models*
- *Choice and Independence for people*
- *Support Discharge from Hospital*
- *Deploy technology to improve independence and support carers*

## TRANSFER TO ASSESS

The transfer to assessment service enables people to be discharged earlier from acute inpatient wards and for people living in their own homes who may need short-term or urgent support within a nursing home environment, in order to prevent hospital admission by coordinating care in alternative settings. Important features include the trusted assessment between health and social care, the re-ablement offer, rehabilitation, and care coordinators within an integrated multi-disciplinary team to support patients and their families throughout and facilitates a more relaxed and appropriate environment to engage with family and friends to enable informed future care decisions to be made.

This service currently provides 104 community transfer to assess nursing beds with additional capacity to meet seasonal pressures and, also 40 local hospital based beds that support nursing care for those people requiring initial assessment, outside of an acute setting, and plan for future care (usually at home). These beds work collaboratively with short-term assessment and re-ablement services that reduce the demand for acute health care.

WHAAC will continue to jointly commission support services to enable discharge from hospital which also provide assessment. We will however move to commission less beds over time, based on detailed modelling of capacity as we improve and increase our home first and community care offer. WE will in future always aim to assess people at home first and foremost with people supported in their own home to determine how their needs can be best met and to reduce the days of delayed transfers of care from hospital.

We will continually review service specifications for this service, with a view to continuous improvement, improved outcomes for people, and value for money.

### **KEY MESSAGES:**

- *People will go home first to be assessed*
- *People will have a personalised service and feel that their choice and control are prioritised to meet their individual needs and preferences*
- *People are more confident and able to be supported in their own home setting and reduce the risk of re-admission to hospital and admission to a residential home*
- *People are protected from avoidable harm and risk whilst in the care of a provider or their own home with technology and equipment to support them*
- *People assume personal responsibility for their recover/health and well-being is maximised*

## CARERS

The value that Carers give to supporting people to remain independent is critical. This ranges from providing emotional, physical and practical support to hands on care and, in financial terms it has been calculated as approximately £841 million per annum in Wirral. Organisations are increasingly realising the valuable contribution that Carers offer to our communities and acknowledge that Carers need to be supported in their caring role but also to support them to have a life outside of the role they lead as a Carer. WHaCC will commission services to support working Carers as a priority to enable them to lead active and engaging lives.

People living in their own homes are able to access support from a range of natural networks and assets based within their own communities. There is a full range of networks including;

- Family, friends and carers
- Community and faiths sector
- Local neighbourhood groups
- Third or voluntary sector
- Digital technology solutions

When people make a request for an assessment, the care and support they already receive via the community offer is considered, prior to any commissioned services being put into place. Providers will be increasingly asked to tie people into their local community offer to reduce dependency and promote independence. This is reflected in all new commissions going forward.

WHaCC have commissioned a Community Interest Company (CIC) to shape and support the third sector and has developed them to respond to meet local demands.

## SUPPORT FOR CARERS

WHaCC commission services to support Carers in the community and to meet outcomes identified by the Carers, either as a discussion with the Carer or through the Carers Assessment process.

With the implementation of the Care Act 2014, Carers have a right to a Carers Assessment if they appear to have needs. The commissioned Carers Offer in Wirral reflects the wellbeing and preventative principles set out in the Care Act. The intentions for improvement in support for Carers are also included in Wirral's Strategy for Carers:

- Identification and recognition of Carers
- Improved access to community services
- Support networks
- Improved health and wellbeing
- Development of skills through training/education
- Maintain a life outside of caring
- Agencies recognising Carers as expert partners
- Whole Family approach
- Involvement in design and delivery of services

The jointly commissioned services include Carers Practical Support, Carers Grant, Carers flexible short breaks by providing care to the cared-for in the community and in residential homes, daytime care and activities.

WHCC actively encourage organisations to work collaboratively to provide a range of support available to adult Carers providing care and support to people across a range of conditions and disabilities. Carers services will adopt an asset-based approach to support Carers to access non-commissioned and universal services. Carers will be supported to access assistive technologies that can support them in their caring role.

We want providers to be innovative in identification and support for Carers and responsive to local Carers needs as demands for support increase.

It is difficult to accurately state the number of people providing care in Wirral but this has previously been estimated at about 40,00 people.

<https://www.wirralintelligenceservice.org/jsna/carers/>

Moving forward there will be a drive to increase the number of Carers Assessments completed, either face to face or on-line. The Carers Health and Wellbeing Service forms part of the Early Intervention and Prevention contract delivered by Wirral Health and Wellbeing CIC, this service will be reviewed and recommissioned in 2020.

Wirral's Strategy for Carers will be reviewed during 2019.

### KEY MESSAGES:

- We will Increase the number of Carers receiving an assessment
- We will Review Carers Support services as part of the Early Intervention and Prevention contract
- We will Review Wirral's Strategy for Carers, in line with local and national requirements

## EARLY INTERVENTION AND PREVENTION

The future commissioning of early intervention and prevention services will be based on organisations working to provide a coordinated third sector response to assist to meet the outcomes for vulnerable Wirral residents. To support residents to access universal and community support services that will build resilience and improve or maintain an individual's health and wellbeing. We will review this offer during 2019/2020.

A range of services are currently provided by Wirral Health and Wellbeing Community Interest Company to assist and enhance the lives of vulnerable people of all ages and their Carers.

The services provided to adults and older people include:

- Day Services for Older People and People with Early Onset Dementia
- General Support Opportunities for vulnerable people
- Home Service - support to facilitate early discharge from hospital
- Third Sector Connectors - connecting people to services
- Falls Army - volunteers to support the reduction in falls
- Breeze - programme of support and self-management of people with long-term conditions
- Shop mobility - wheelchair and powered scooter hire
- Carers Health and Wellbeing Service

Services provided to children and young adults include:

- Young Carers Services
- Advocacy and Independent Visitor for Children Looked After and Children subject to a Child Protection Plan
- Special Educational Needs and Disabilities (SEND)

Providers will promote models of self-care across all age and disability groups, using assistive technologies to support individuals to remain to live in the community, access the Live Well Wirral directory of services, support and activities and to reduce the reliance on statutory funded services. Also, to encourage people to improve their own health and wellbeing using tools such as Best You, a web based support to helps people to improve health and lifestyle.

This service will be reviewed and recommissioned in 2020.

### KEY MESSAGES:

- *Third sector providers will work together to offer support to vulnerable residents, to support to improve health and wellbeing and improve outcomes for individuals*
- *Providers will promote the self-help model, building on an asset based approach to community development*
- *We will review this offer during 2019/2020*

## SENSORY SERVICES

Services to Support people who are hard of hearing or deaf are commissioned to provide support to promote independence that improve their quality of life, including the use of aids and equipment in the home.

Visual impairment assessment services are currently provided by WCHC.

There will be a review of the services provided by health and social care in 2019/2020 with a view to recommission a service that meets the needs of people with a sensory impairment in Wirral.

### **KEY MESSAGES:**

- *To develop a service that will support people with sensory impairments to access community support that promotes independence*
- *To include in the review services for people who are blind or sight impaired*
- *We will review this offer during 2019/2020*

## HEALTH WATCH

Health watch has a statutory duty, as part of the Health and Social Care Act 2012 to:

- Gather the views and experiences of people using health and social care services
- Feedback the views on services to contracts managers and commissioners to assist to improve services
- Enter and View Care home settings for CQC registered providers and to feedback to the CQC through Healthwatch England with issues or concerns
- Support people to access information and advice on services
- Represent the views of Wirral residents on the Health and Wellbeing Board
- Support people who require to access advocacy support for NHS service complaints.

The current contract will be reviewed during 2019, with a view to have a new contract in place in 2020. The Healthwatch Advocacy service will be form part of the wider review of the Advocacy Hub contract and the NHS PALS service.

To find out more about Health Watch Wirral - see the useful links page.

### **KEY MESSAGES:**

- *Review of Healthwatch provision in Wirral with new service offer for 2020*

## MANAGED ACCOUNTS AND PAYROLL SERVICES

The Managed accounts and payroll service is for people in receipt of a Direct Payment and require support to manage payments for the care they receive.

This service is currently under review and is commissioned to 2020.

As part of the Direct Payments support, a prepaid card system is being rolled out where monies are loaded directly on to a payment card. There will be a focus on increasing the number of people using prepaid cards.

For more information on Accounts and payments please see the useful links page.

### **KEY MESSAGES:**

- *Increase take up of people using Prepaid cards*
- *Full review of service*

## OUR NEIGHBOURHOOD WORKING MODEL

To ensure the best possible outcomes for the population within our nine neighbourhood areas across Wirral.

We will draw upon the full broad range of resources, including voluntary and community sector as well as public services, and making effective use of them.

To do this we need strong system leadership; including strong local relationships and effective local delivery networks across sectors.

Place based care is about collaborating to improve services;

This requires us to build capacity in the voluntary sector and local communities to support people to be as healthy and well as they can be.

Take collective responsibility when things go off track.

Our starting point is people, not organisations, this does mean putting our residents before organisational self-interest.

### **KEY MESSAGES:**

- *Engage stakeholders across all sectors in decision-making*
- *Move from central control*
- *Community Engagement: Encourage collaborative working, critical thinking and problem solving*
- *Local Flexibility*
- *Long-Term Commitment*

## FINANCIAL INFORMATION

The estimated gross expenditure on community care in Adult Care & Health over the next five years is given in the table below:

| Care Type              | 2018/19      | 2019/20      | 2020/21      | 2021/22      | 2022/23      | 2023/24      |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                        | (£m)         |              |              |              |              |              |
| Day Care               | 7.1          | 7.5          | 8.0          | 8.5          | 9.1          | 9.6          |
| Direct Payments        | 9.3          | 9.9          | 10.5         | 11.2         | 11.9         | 12.6         |
| Domiciliary Care       | 13.7         | 14.8         | 15.9         | 17.1         | 18.5         | 19.9         |
| Independent Reablement | 1.0          | 1.1          | 1.1          | 1.2          | 1.3          | 1.4          |
| Nursing Long Term      | 13.7         | 14.2         | 14.7         | 15.2         | 15.7         | 16.3         |
| Nursing Short Term     | 4.9          | 5.1          | 5.4          | 5.6          | 5.9          | 6.2          |
| Res Long Term          | 30.4         | 31.5         | 32.6         | 33.7         | 34.9         | 36.1         |
| Res Short Term         | 3.9          | 4.1          | 4.3          | 4.5          | 4.7          | 4.9          |
| Shared Lives           | 0.9          | 1.0          | 1.0          | 1.1          | 1.2          | 1.3          |
| Supported Living       | 27.4         | 29.4         | 31.6         | 33.9         | 36.4         | 39.0         |
|                        | <b>112.3</b> | <b>118.5</b> | <b>125.1</b> | <b>132.1</b> | <b>139.5</b> | <b>147.3</b> |

The figures above are estimates based on the amount of money spent in the 2018/19 financial year and increased for known factors such as inflation, the increase in the National Living Wage and demographic growth across the borough.

The growth in various areas of community care is displayed in graphical form below:



## USEFUL LINKS

You can find information on paying for adult support:

<https://www.wirral.gov.uk/health-and-social-care/adult-social-care/paying-adult-support>

Wirral Council are extending the number of services on offer to Direct Payment users and more information can be located here: <https://www.wirral.gov.uk/health-and-social-care/adult-social-care/direct-payments-prepaid-cards>

More information around finance support and money advice can be located here:

<https://www.wirral.gov.uk/benefits-and-money/money-advice>

You can find out more information on the Deferred Payment Policy here:

<https://www.wirral.gov.uk/health-and-social-care/adult-social-care/paying-adult-support>

You can find out more information about the Wirral Independence Service here:

<https://www.thelivewelldirectory.com/Services/3033>

Live Well is a directory of local care and support services, information and activities for Knowsley, Liverpool and Wirral. You can find out more here: <https://www.thelivewelldirectory.com/>

Healthy Wirral is an initiative designed to encourage re-shaping of health services and social care in Wirral, while promoting you to take more responsibility for your own health. You can find out more here:

<https://www.wirralccg.nhs.uk/healthy-wirral/>

The Wirral Plan, published in 2015, sets out a series of 20 pledges which the council and its partners will work to achieve by 2020, focusing on three key aims. You can read the Plan here:

<https://www.wirral.gov.uk/about-council/wirral-plan-2020-vision>

Find out more about Health Watch here: <https://healthwatchwirral.co.uk/>

You can find out information on The Wirral Intelligence Service, information contained and also subscribe to their newsletter here: <https://www.wirralintelligenceservice.org/>

## **STRATEGIC LINKS**

All Age Disability Strategy:

**<https://www.wirral.gov.uk/sites/default/files/all/About%20the%20council/Wirral%20Plan/All%20Age%20Disability%20Strategy.pdf>**

All Age Learning Disability Strategy:

**<https://www.wirral.gov.uk/sites/default/files/all/About%20the%20council/Wirral%20Plan/Residents%20Live%20Healthier%20Lives%20Strategy.pdf>**

Deprivation of Liberty Safeguards Policy:

**<http://wbcnet.admin.ad.wirral.gov.uk/sites/default/files/media/Deprivation%20of%20Liberty%20Safeguard%20procedure%20November%202018.pdf>**

Healthy Wirral:

**<https://www.wirralccg.nhs.uk/healthy-wirral/>**

