




# Appendix A1 Q2 – ADULT SOCIAL CARE & PUBLIC HEALTH

## Long Term Success Factors

We will assess our long term achievements over three and ten years against the following measures:

<p>Rate of permanent admissions to residential and nursing care homes of older people aged 65+ (per 100,000 population)</p> 	<table border="1" data-bbox="627 703 1243 846"> <tr> <td><b>Baseline: 2017</b></td> <td><b>952.4</b></td> </tr> <tr> <td><b>Three year target: March 2020</b></td> <td><b>628.2</b></td> </tr> <tr> <td><b>Ten year target: March 2027</b></td> <td><b>592</b></td> </tr> <tr> <td><b>Actual: Q2 2018/19</b></td> <td><b>599.5</b></td> </tr> </table> <p>Comment: The success of the Adult Social Care (ASC) “Care Close to Home” programme has driven down the rate of admissions to permanent residential or nursing care. The forecast for the 2018/19 financial year is that the rate at that point (end of March 2019) will be around 461 per 100,000 which is considerable better than both the three- and ten-year targets set in the Corporate Plan. The national average for 2017/18 was 585.6 per 100,000 meaning that the Isle of Wight is on schedule to be ahead of its original Corporate Plan ten-year target and the national average by the end of the 2018/19 financial year.</p>	<b>Baseline: 2017</b>	<b>952.4</b>	<b>Three year target: March 2020</b>	<b>628.2</b>	<b>Ten year target: March 2027</b>	<b>592</b>	<b>Actual: Q2 2018/19</b>	<b>599.5</b>
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<p>Percentage of all people in receipt of ASC supported to live at home</p> 	<table border="1" data-bbox="627 1274 1243 1417"> <tr> <td><b>Baseline: 2017</b></td> <td><b>27.3</b></td> </tr> <tr> <td><b>Three year target: March 2020</b></td> <td><b>35</b></td> </tr> <tr> <td><b>Ten year target: March 2027</b></td> <td><b>60</b></td> </tr> <tr> <td><b>Actual: Q2 2018/19</b></td> <td><b>34.4</b></td> </tr> </table> <p>Comment: This reflects the reducing reliance on residential care and is a success factor linked to “Care Close to Home”</p>	<b>Baseline: 2017</b>	<b>27.3</b>	<b>Three year target: March 2020</b>	<b>35</b>	<b>Ten year target: March 2027</b>	<b>60</b>	<b>Actual: Q2 2018/19</b>	<b>34.4</b>
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Percentage of adults in need of secondary mental health services  	<table border="1"> <tr> <td><b>Baseline: 2014/15</b></td> <td><b>14.5</b></td> </tr> <tr> <td><b>Three year target: March 2020</b></td> <td><b>13</b></td> </tr> <tr> <td><b>Ten year target: March 2027</b></td> <td><b>10</b></td> </tr> <tr> <td><b>Actual: Q2 2018/19</b></td> <td><b>14.5</b></td> </tr> </table>	<b>Baseline: 2014/15</b>	<b>14.5</b>	<b>Three year target: March 2020</b>	<b>13</b>	<b>Ten year target: March 2027</b>	<b>10</b>	<b>Actual: Q2 2018/19</b>	<b>14.5</b>
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	Comment: Figure reported is sourced from the <a href="#">Public Health Outcomes Framework</a> (PHOF) and from 2014/15. No more recent data has yet been published on this outcome although in 2016/17 according to the PHOF only 6% of adults in contact with secondary mental health services are living in stable and appropriate accommodation compared to the England average of 54%.								

## Key Activities

### **Champion the needs of the Island’s community in the development & implementation of the NHS sponsored Hampshire & Isle of Wight Sustainability Transformation Plan/Programme (STP)**

*The recently revised Hampshire and Isle of Wight (HIOW) Sustainability and Transformation Plan/Programme (STP) was endorsed by the Health and Wellbeing Board and the council’s Cabinet. It endorses the need for the development of a local integrated health system/partnership based around the Local Care Board. Work is ongoing to identify the key elements of the health and care strategy that would inform the work of the system/partnership.*

### **Revise and refresh the terms of reference for, and the operation of Health and Wellbeing Board (HWB); ensuring that it is an effective strategic driver of community wellbeing for the Island**

*Colleagues from Democratic Services are in the process of redrafting the terms of reference for further consideration by the Health and Wellbeing Board. The impact on the constitution and corporate governance will be monitored.*

### **Develop and implement a clear plan, process and system for securing the integrated delivery of local health and care services**

*A Discharge to Assess draft pathway is now in place and is currently being circulated around the Hospital wards for feedback, which incorporates both the in-house services and the community rehab services. The intention being to implement a single point of referral across rehab, reablement and recovery with a multi-disciplinary team in place to decide who is best placed to deal with the referral. Work remains underway as part of the Alliance Contract to formulate a plan to enable integration for Rehab, Reablement and Recovery. Workshops and project meetings have been ongoing, and partners are currently working out the Key Performance Indicators and how to work collectively to the new National Institute for Health & Care Excellence (NICE) guidance for intermediate care.*

### **Complete the implementation of integrated locality services (ILS) and an integrated access hub with Isle of Wight NHS Trust**

*The Co-ordinated Access project has been renamed to ‘Urgent and Emergency Care Hub’ and is currently paused. The main reason for this is that there are some essential elements to the implementation of an integrated Care Hub, which form part of a national project. These elements will need to be put in place and then the Co-ordinated Access and social sides of this would be added as possible onto the Integrated Urgent Care. The Operational Delivery Group (ODG) has confirmed that this project will be paused with no timeline specified for the recommencement of the project but meetings with project leads are due to recommence in January or February 2019.*

<p><i>Nicola Longson (Isle of Wight NHS Trust) is leading ILS at present. Both Adult Social Care and the Trust have confirmed that the current focus is on the processes of working together, and the co-location of any more staff in the alliance will not happen until after March 2019. The Community Service Redesign Programme is also currently being revised.</i></p>
<p><b>Implement an agreed three year delivery plan for the ‘Care Close to Home’ strategy based on the principles of person centred practice and support &amp; making best use of the additional Improved Better Care Fund monies</b></p> <p><i>The Care Close to Home Programme encompasses all Adult Social Care transformational activity and is monitored monthly by the ASC Transformation Programme Board. All activity is mapped against seven pillars shown below:</i></p> <ul style="list-style-type: none"> <li>• <i>Promote well-being</i></li> <li>• <i>Improve well-being</i></li> <li>• <i>Protect well-being</i></li> <li>• <i>Competent, confident and critical thinking colleagues</i></li> <li>• <i>Commissioning to secure both value and impact</i></li> <li>• <i>Person centred practice, care and support</i></li> <li>• <i>Integration and Partnerships</i></li> </ul>
<p><b>Develop a robust and effective processes for securing annual Better Care Fund (BCF) agreements with the IW CCG with appropriate action plans and to ensure significant increase in joint commissioning activity</b></p> <p><i>There is no joint planning in place - eg development of BCF plan for 2019/20. This is paused until after the Carnall Farrar work is completed.</i></p>
<p><b>Deliver demonstrable improvements in adult safeguarding practice using the principles of ‘Making Safeguarding Personal’ and ensure a high quality and consistent approach in the council and its partners thereafter</b></p> <p><i>The project was agreed to be closed at November’s ASC Programme Board and has now moved to business as usual. The action plan is ongoing and managed by the Safeguarding Lead. The quarterly safeguarding reports go to Safeguarding Adults’ Board, which is independently chaired, and the Director of Adult Social Services always attends.</i></p> <p><i>Further work is planned in relation to Making Safeguarding Personal (MSP) including Vulnerable Adults Panel review following the development of Integrated Locality Services (ILS) and Multi Agency Risk Management (MARM) and family case conferencing. Work has also begun on the development of a “managing allegations framework” for people in a position of trust.</i></p>
<p><b>Revise the Health and Wellbeing Strategy and ensure support from partners in its delivery and application</b></p> <p><i>A progress report was submitted to the Health &amp; Wellbeing Board Chair on each of the Health and Wellbeing Strategy actions. The report was made up of three sections; update on progress in meeting the ten priorities of the HWB, a HWB Workplan Review which focuses on the actions from previous HWBs and a risk register.</i></p>
<p><b>Build on the robust short terms arrangements put in place for the continued delivery of sexual health, substance misuse and 0-19 (school nursing and health visiting) services and develop a plan for the long-term delivery of the services</b></p> <p><i>New commissioning models for the delivery of sexual health services have been explored. Sexual Health needs assessment was completed in November 2018 and procurement the services has</i></p>

commenced.

*The Island Recovery Integrated Service (IRIS), has concluded that it is in the best interests of service users and staff, for the service to be transferred to a specialist service provider with the appropriate expertise and access to suitably qualified staff. The Isle of Wight NHS Trust is working closely with the Public Health commissioners to ensure a smooth transfer to a new service provider as quickly as possible. In the meantime, the service will continue to be operated by the Trust.*

*The Trust have agreed the new contract value for 0-19 services and to deliver the service until August 2019 with the option to extend to April 2020. The contract is still going through the organisational processes of the Trust to be signed.*

**Update the Joint Strategic Needs Assessment (JSNA) ensuring the data is relevant, current and informs decision making at all levels of the council**

*Phase one of the website is now complete and available on [iwight.com](http://iwight.com), with initial key data migrated and the proof of concept work finished and approved by the JSNA steering group. The community safety and substance misuse deep dive work has been completed, and the sexual health work is close to completion.*

*A forward plan for the remaining 2018/19 updates has been agreed with the steering group and this is on target to be delivered by the end of the year. This includes life expectancy & mortality, locality profiles, education and skills, fuel poverty, housing and equality & diversity updates as well as further development and data migration into the interactive JSNA site.*

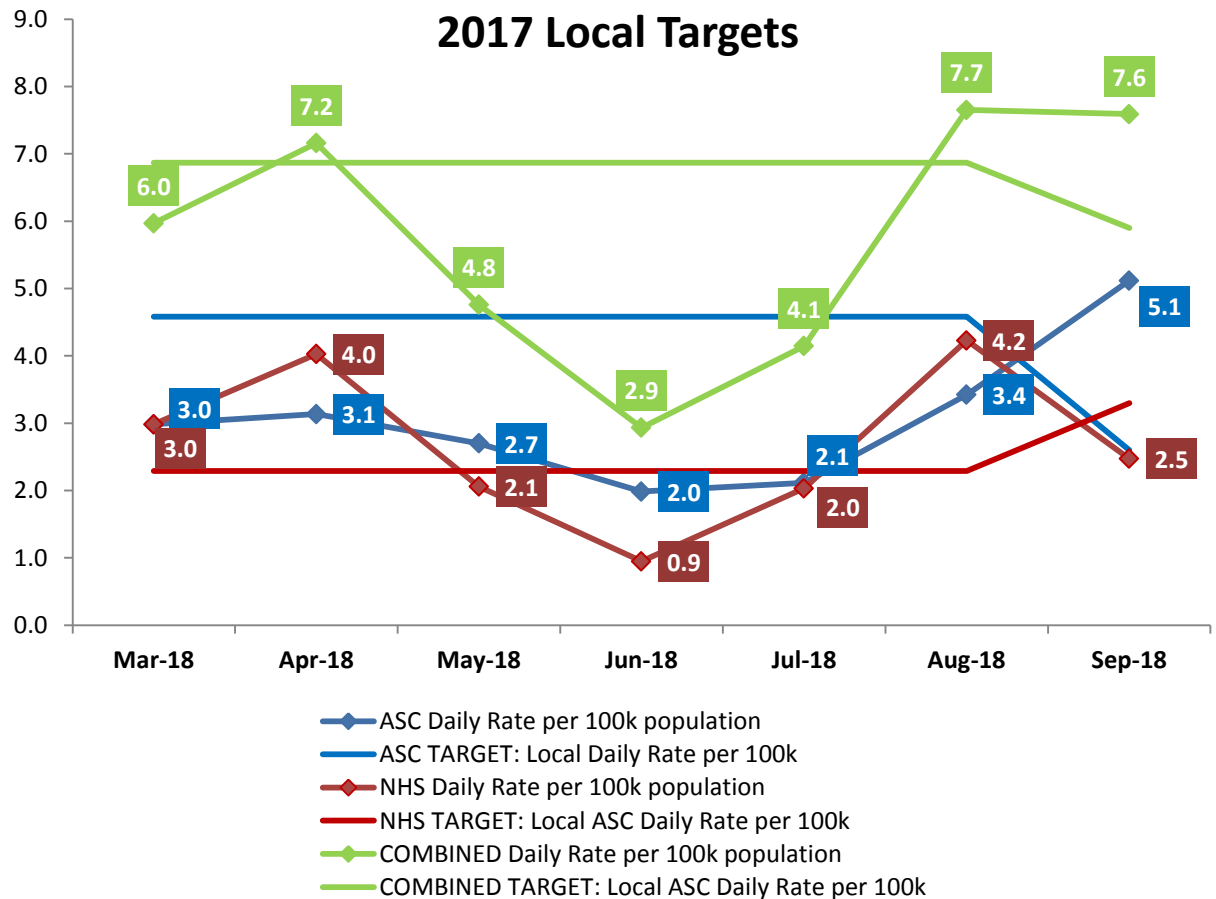
## Short Term Measures

### Adult Social Care

**Average daily rate of Delayed Transfers of Care (DTOC) per 100,000 due to Adult Social Care**



**ASC, NHS & COMBINED Daily Rates per 100k vs 2017 Local Targets**

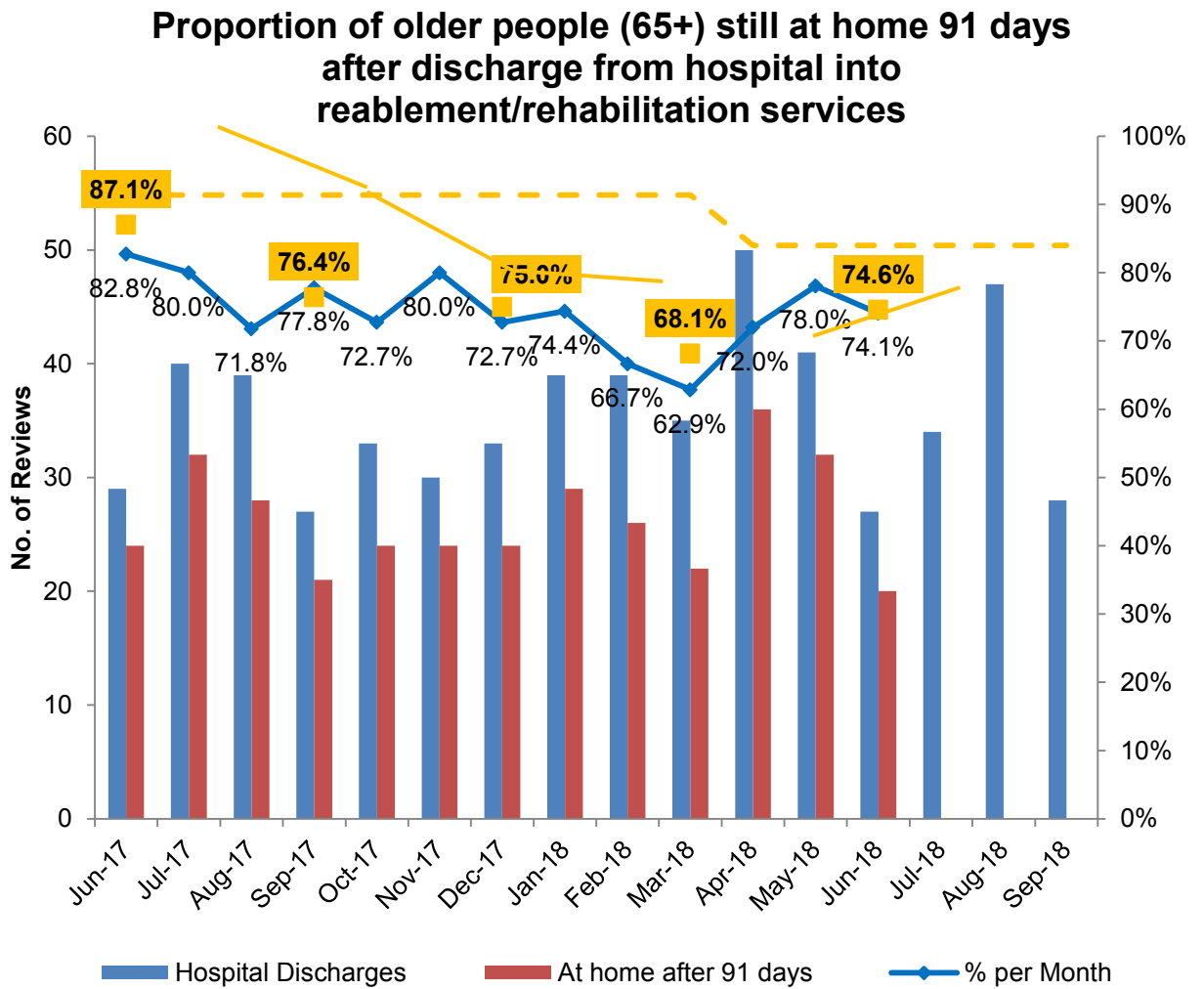


Revised targets are now in place across ASC and the NHS. ASC sees a reduction from 4.6 to 2.6, NHS an increase from 2.29 to 3.3 and an overall target reduction from 6.9 to 5.9. Performance in September sees ASC above the required local daily rate per 100k target and the NHS below theirs. The combined rate reduced slightly in September from 7.7 to 7.6, however this is above the required 5.9 local daily rate per 100k target.

Reducing the numbers of people experiencing a delayed transfer of care has been a top national government priority and one which has been taken very seriously by local systems leaders. Our successful approach reveals that ASC has consistently exceeded its target and that on only four occasions between October 2017 and September 2018 has the combined local target been missed. However, it has been missed in both August and September of 2018.

Benchmark - The Isle of Wight performs well in comparison to its regional group neighbours. In September 2018 there were 227.7 days delay in discharge per 100k population. The average for the South East region was 365.5 days per 100k population.

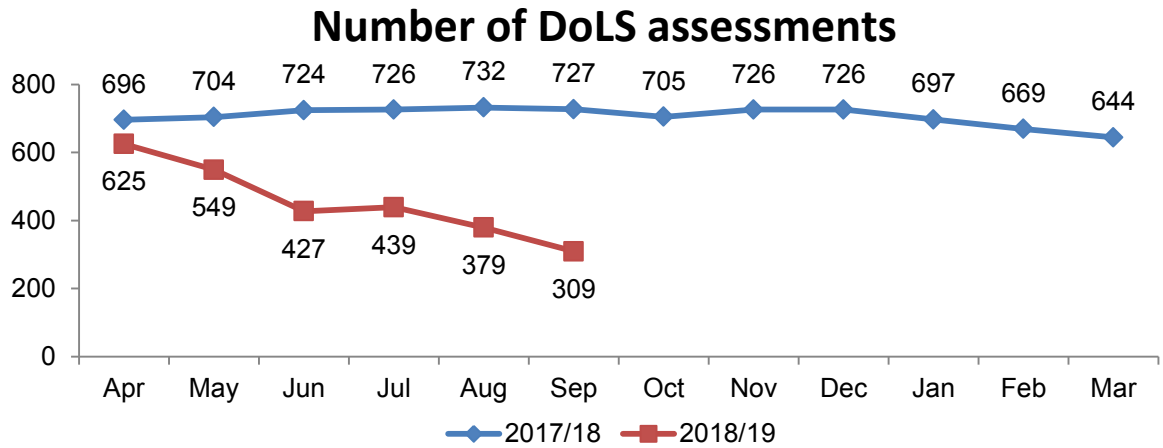
**Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement / rehabilitation services**



Figures for the 91 days measure will always be three months in arrears due to the nature of the measure. Figures provided are to highlight the monthly and quarterly position. Of the seven people in June that were not at home after 91 days, five were readmitted into hospital.

Benchmark - The outturn figure for the Isle of Wight for 2017/18 was 75% which is below both the South East average (82.2%) and whole England average (82.9%)

**Number of outstanding Deprivation of Liberty Standards (DoLS) Assessments**



There were 45 applications received in September 2018 which compares to 51 in August 2018 and 44 in September 2017. 94 assessments were completed, with 71 authorised, five not granted and 18 circumstances changed. There were 18 requests ended in September (two returned home, 13 died and three moved). September again sees a big drop in the numbers of applications awaiting assessment reducing from 379 in August to 309 in September (September 2017 there were 727 outstanding).

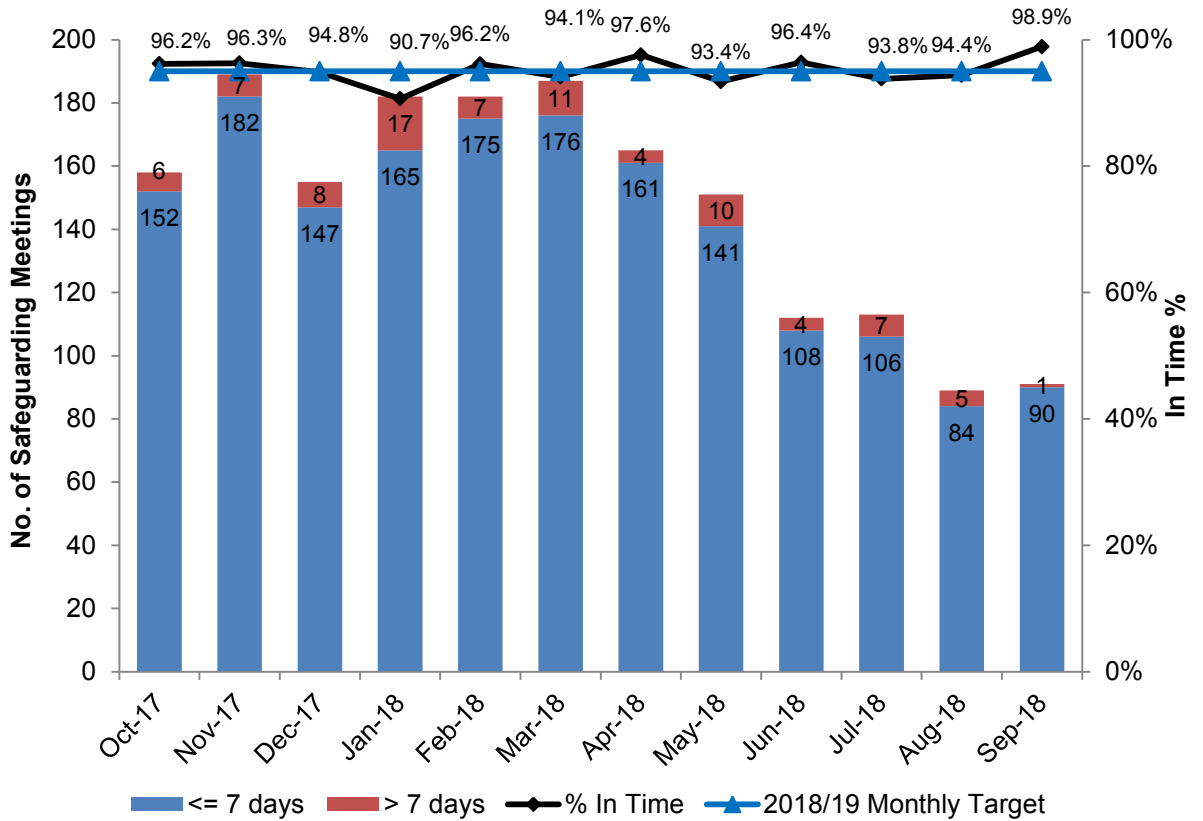
New requests in September were 10% down on the long-term average. Authorisations remain at a fairly high level, greater than new requests, however the number of authorisations are reducing as the Occupational Therapy Practice project is nearing completion.

The number of outstanding requests continue to fall which is contributed to the 'older' requests being completed as part of the OTP backlog project; however the number of outstanding 'business as usual' requests continue to rise as adequate resource is not in place to keep up with the incoming. Due to uncertainty regarding available funding for substantive and independent assessors this new backlog is likely to continue to increase.

**Percentage of safeguarding meetings held within seven days of the referral being received.**



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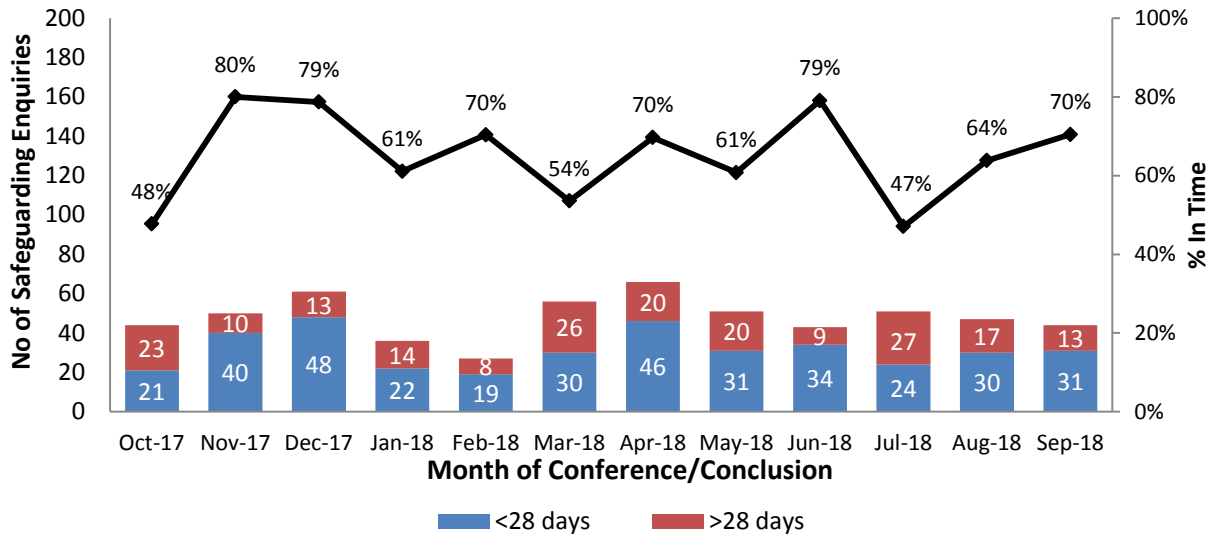
The safeguarding meetings being held within the seven-day timescale continues to be high with only one meeting out of 91 exceeding the target. The delays are caused by a lack of information in the original referral to enable a timely decision, Making Safeguarding Personal (MSP) contact and other agencies or information being unavailable.



**Percentage of adult safeguarding case conferences held within 28 working days of the safeguarding planning meeting**



**Number of S42 Enquiries Conferenced/Concluded per month, and their 28-day timeliness**

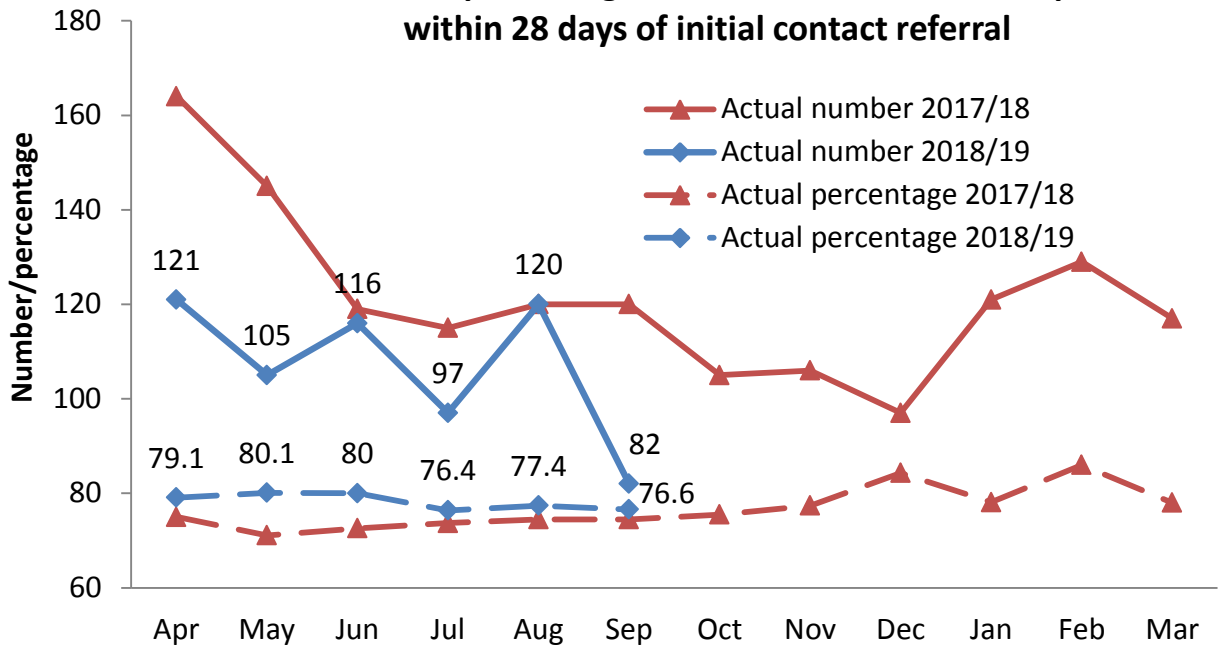


The 28 day timescale has been breached due to the complexity of the enquiries currently being completed, and waiting for partner agencies to complete their own reports and internal enquiries. There has also been annual leave of workers within the team, one worker on long term sick and an agency worker leaving the team.

**Percentage of adult social care assessments completed within 28 days of the initial contact referral**



**Number and percentage of needs assessments completed within 28 days of initial contact referral**



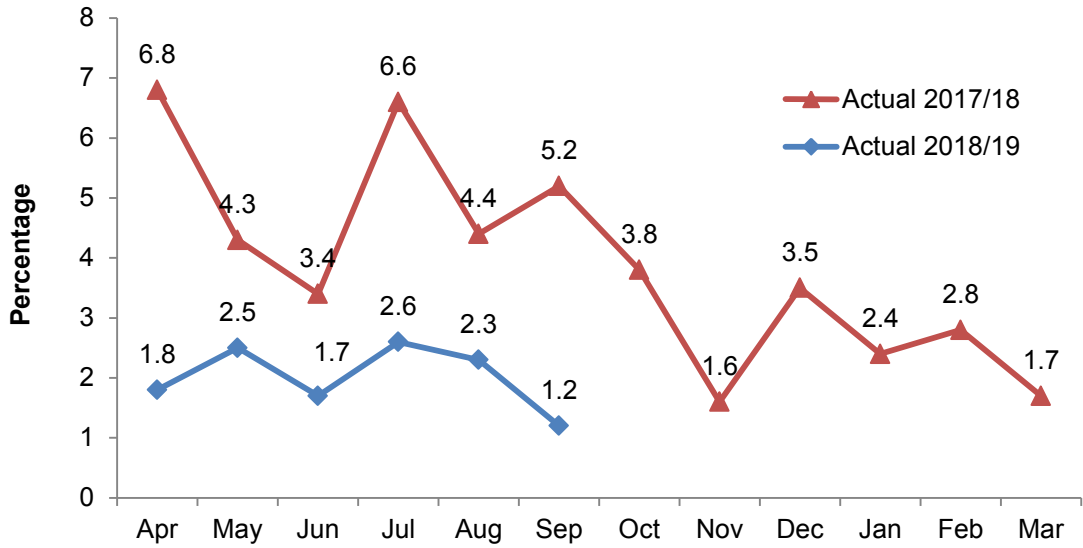
Completed 'Your Needs Assessments' remain at a steady level with the authorisation rate remaining at a similar proportion. The percentage completed on time throughout the 2018/19 financial year so far has exceeded the performance from the previous year.

The number of outstanding reviews is also on the right trajectory reducing from 461 at the end of June to 332 at the end of September. There were 164 reviews that were overdue by more than three months at the end of September, but this was reduced drastically to 127 in October.

**Number of admissions to permanent residential or nursing care as a percentage of all initial contact**



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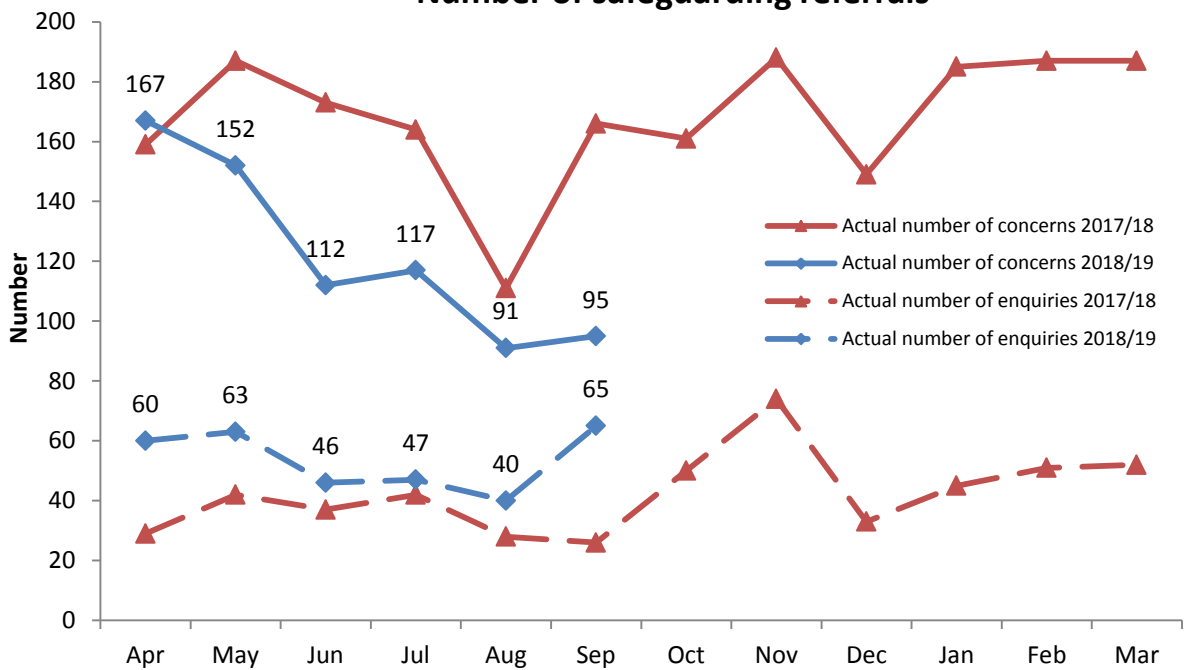
This figure has been consistently low for several months. Downward trend is positive and represents residential or nursing care being seen as a last resort solution allowing more people to remain in their own homes. The figure has reduced significantly over the last year (it was 5.3% in September 2017.)

Benchmark - The national benchmark figures for permanent admissions to residential and nursing care homes is split between people aged 18-64 and people 65 and over. For a number of years the Isle of Wight has been an outlier on this measure with a far higher proportion of people placed in permanent residential or nursing care than the national average. Due to the success of the ASC Care Close to Home programme the Isle of Wight is forecasted to have a lower than average number of people admitted to permanent residential or nursing care by the end of this financial year.

**Number of adult safeguarding referrals**



**Number of safeguarding referrals**



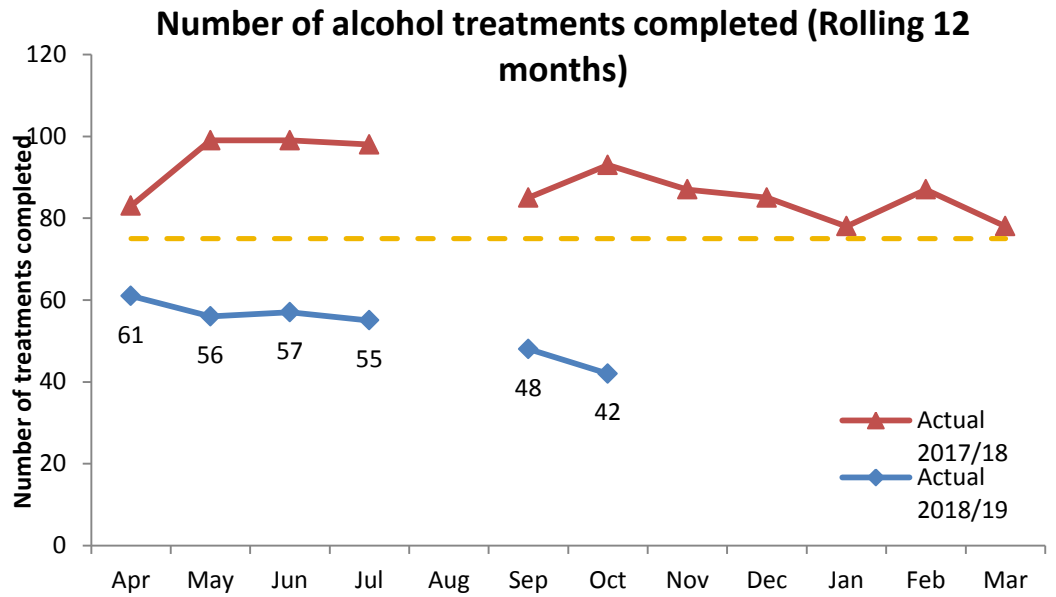
Via the leadership of the Safeguarding Adults Board, we have developed a new ‘threshold and decision making tool’ and provided risk training to all agencies who work with adults at risk. As a result, we are beginning to see a continued reduction of the number of concerns, allied to a higher conversion rate to Section 42 Enquiries. We believe this is due to the more consistent triaging at the referral stage and more appropriate referrals. There has been a reduction in falls & medication errors. The service hopes that these numbers will continue to show the receipt of appropriate referrals as new criteria is followed.

A safeguarding concern is a report made to the lead agency for the safeguarding process to raise concerns that an adult at risk may have been, is, or might be, abused. Some concerns then lead to an enquiry.

The Care Act 2014 (Section 42) requires that each local authority must make enquiries, or cause others to do so, if it believes an adult is experiencing, or is at risk of, abuse or neglect. An enquiry should establish whether any action needs to be taken to prevent or stop abuse or neglect, and if so, by whom.

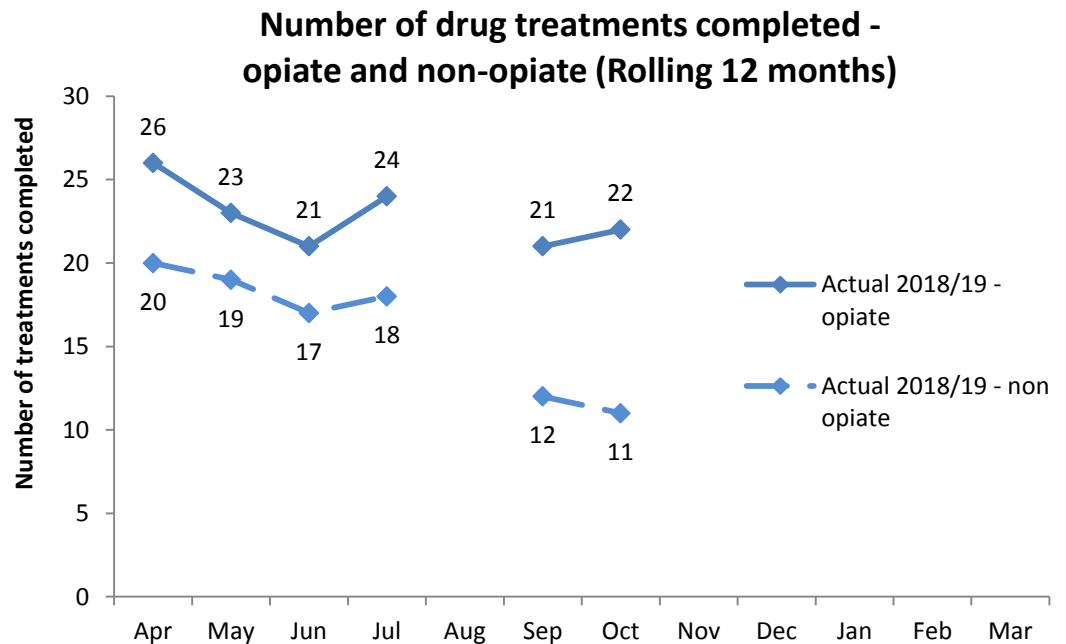
## Public Health

### Number of alcohol treatments completed (Rolling 12 months)



September data is released in October. 90 treatments that have been completed in the quarter out of 261 in treatment.

### Number of drug treatments completed - opiate and non-opiate clients (Rolling 12 months)



September data is released in October. 22 completions out of 32 in treatment for non-opiate clients and 11 completions out of 32 in treatment for opiate clients, indicates long periods in treatment.

## Strategic Risks

<b>Failure to recruit acceptable quality of professional practice across Adult Social Care (ASC)</b>		<b>Assigned to:</b> <b>Director of Adult Social Care</b>
Inherent score: 14 <b>RED</b>	Current score: 12↔ <b>RED</b>	Target score: 6 <b>GREEN</b>
<b>Mitigation</b>		
<b>ASC Programme Board</b>	All ASC Projects are reviewed monthly by the ASC Programme Board with any exceptions being escalated to ASC Service Board.	
<b>Adult Social Care restructure to support person centred care</b>	A review is under way of the current structure, services and processes within ASC to be completed early in 2019	
<b>ASC recruitment and retention</b>	Human Resources have completed the recruitment campaign for the key priority roles in ASC and are currently reviewing the wider ASC recruitment plan. Additional resource is now in place for ASC in terms of the recruitment co-ordinator.	
<b>ASC Learning and Development Plan</b>	The ASC Learning and Development Programme is in place. Commissioned tailored support from RiPFA, based on evidence informed practice, critical thinking and analysis and assessment are mapped to the programme training events. Learning and Development are currently promoting podcasts, webinars and national events.	
<b>Mobile working pilot</b>	The ICT mobile working pilot will not meet the kit rollout milestones for ASC due to the prioritisation of ICT resource for the County Hall moves. This has been raised as an issue within the ASC Transformation Programme November Highlight Report.	
<b>New person-centred, strengths-based assessment forms</b>	The strengths-based approach forms are nearly finalised but will have to go back to the director of adult social services for final sign-off. Until this has happened the 'go-live' date cannot be confirmed. Training guides for staff are currently being devised, which will feed into the new PARIS training.	

<b>Failure to identify and</b>	<b>Assigned to:</b>
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<b>effectively manage situations where vulnerable adults are subject to abuse</b>		Director of Adult Social Care	
Inherent score: 16 <b>RED</b>	Current score: 9 ↓ <b>AMBER</b>	Target score: 6 <b>GREEN</b>	
<b>Mitigation</b>			
<b>ASC Programme Board</b>	All ASC Projects are reviewed monthly by the ASC Programme Board with any exceptions being escalated to ASC Service Board.		
<b>DoLS backlog clearance programme</b>	In November 2017 ASC identified some 750 outstanding DoLS referrals awaiting assessment, of which 120 were classified as high priority. Funding was identified to commission an external agency to complete these outstanding assessments. All outstanding high, medium and low priority assessments were completed by the end of September 2018.		
<b>Mental Health Action Plan</b>	An action plan has been produced in response to the independent review of mental health social work practice – the Mental Health Team has been heavily engaged in its development. Progress has been delayed with the implementation of this plan while critical staff appointments were made.		
<b>Safeguarding Action Plan</b>	The Safeguarding Action Plan was developed in response to the ASC report commissioned to review the practices and processes of the Isle of Wight Council Safeguarding Team. The Safeguarding Adults Board (SAB) is the statutory, multi- agency partnership committee which monitors the progress of the action plan. Good progress has been made in multi- agency working with regular Multi Agency Safeguarding Triage (MAST) and Multi Agency Risk Management (MARM) meetings in collaboration with police, health and Clinical Commissioning Group colleagues.		
<b>LD Homes Service improvement plans</b>	There are policies and procedures in all of the learning disability (LD) homes for whistleblowing, safeguarding and ongoing training and awareness for staff and there have also been unannounced meetings by senior management. Additional safeguarding training sessions are currently being arranged. Registered managers continue to actively address and review the actions detailed in their service improvement plans.		
<b>Centralisation of outreach teams</b>	There are policies and procedures in place for things such as safeguarding, meetings and supervision with staff, training, complaints procedures etc. The introduction of CM2000, the new electronic rostering system will help to improve efficiencies in outreach. Locations for the centralisation of outreach are currently being scoped and explored as it is difficult to be responsive and effective with the two teams so geographically separate.		

<b>Failure to secure the required outcomes</b>	<b>Assigned to:</b>
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<b>from the integration of adult social care and health</b>		<b>Director of Adult Social Care</b>
Inherent score: 16 <b>RED</b>	Current score: 12 ↑ <b>AMBER</b>	Target score: 6 <b>GREEN</b>
<b>Mitigation</b>		
<b>ASC Programme Board</b>	All ASC Projects are reviewed monthly by the ASC Programme Board with any exceptions being escalated to ASC Service Board.	
<b>Transformation programme and operational integration</b>	<p>Work on the following programmes/operations will be based on the pathway and financial model produced by consultants Carnall Farrar:</p> <ul style="list-style-type: none"> <li>- LD integration.</li> <li>- Mental health integration.</li> <li>- Rehab/reablement and recovery.</li> <li>- Integrated Locality Services – Community Services.</li> <li>- Continuing health care.</li> <li>- Integrated quality function.</li> <li>- Hospital flow/discharge.</li> <li>-</li> </ul>	
<b>Responsiveness to hospital escalations</b>	Senior ASC staff are on call seven days a week in order to direct resources to those people deemed medically fit for discharge and the responsibility of ASC. In addition, the single point of commissioning (SPOC) team is identifying all providers willing and able to respond to requests at weekends to assess people deemed as requiring either residential care or domiciliary support. Delayed transfers of care (DTC) meeting chaired by DASS occurs every Friday, which provides the single and agreed DTC count (ASC has new, tougher target of only 2.6 per 100,000) which has been met throughout the last four weeks.	

<b>Additional demands placed upon the Isle of Wight Council and partners owing to pandemic flu</b>		<b>Assigned to:</b> <b>Director of Public Health</b>
Inherent score: 16 <b>RED</b>	Current score: 9 (new risk) <b>AMBER</b>	Target score: 5 <b>GREEN</b>
<b>Mitigation</b>		
<b>Internal arrangements</b>	Isle of Wight Council pandemic flu plan in place as part of wider emergency management plans.	
<b>External arrangements</b>	Public Health Team to continually assess if all health and social care sector agencies have up to date pandemic flu plans in place and test them appropriately.	
<b>Provision of up to date information</b>	Pandemic flu guidance is displayed on the Isle of Wight Council website and covers such things as checklists for businesses and	



	guidance for specific operational settings such as police and fire and rescue services.
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