Surrey County Council’s Adult Social Care Commissioning Intentions 2019/20
VISION FOR SURREY IN 2030

By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.

We want our county’s economy to be strong, vibrant and successful and Surrey to be a great place to live, work and learn. A place that capitalises on its location and natural assets, and where communities feel supported and people are able to support each other.

OUR AMBITIONS FOR PEOPLE ARE:

- Children and young people are safe and feel safe and confident
- Everyone benefits from education, skills and employment opportunities that help them succeed in life
- Everyone gets the health and social care support and information they need at the right time and place
- Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life

OUR AMBITIONS FOR OUR PLACE ARE:

- Everyone lives healthy, active and fulfilling lives and makes good choices about their wellbeing
- Everyone has a place they can call home, with appropriate housing for all
- Businesses in Surrey thrive
- Journeys across the county are easier, more predictable and safer
- Well connected communities, with effective infrastructure, that grow sustainably
- Residents live in clean, safe and green communities where people and organisations embrace their environmental responsibilities

SURREY COUNTY COUNCIL
Adult Social Care’s Strategy and Commissioning Vision

Adult Social Care directorate strategy

To promote people’s independence and wellbeing, through personalised care and support that focuses upon their strengths, the outcomes they want to achieve and enables choice and control.

Our challenges

The care and support system for those eligible for care in Surrey is under significant strain and is facing long and sustained financial challenges in meeting care and support needs of its residents. This is due to:

• Surrey is growing rapidly; by 2030 over 22% of Surrey residents will be aged 65 and over, compared to 19% in 2018.
• A shortage of affordable residential and nursing home beds that are in line with Surrey County Council’s (SCC) guide price. Currently approximately 40% of placements are made within the guide price.
• National benchmarking would suggest Surrey’s biggest gap in provision is extra care.
• Growing numbers of young people with learning difficulties and/or autism who will need an accommodation and support package transitioning to Adult Social Care (ASC).
• The largest area of expenditure in terms of types of care provision for ASC are specialist home care and residential placements.

The ways we will work

ASC will continue to provide services for our residents that fulfil our 2030 vision. However to achieve this, we must ensure our service is sustainable. We will focus on the following three ways we can achieve improved outcomes sustainably in our commissioning activity:

1. Managing the number of people receiving care and support, whilst ensuring people who have an eligible need have their needs met.
2. Reducing and mitigating the costs of care.
3. Changing how we deliver and commission services.

Strengths based practice

We will work with residents focussing on their wellbeing, setting goals and outcomes which delay or prevent the need for packages of care. We will have high expectations that the people we work with will reach the highest level of independence that is possible for them. Alongside this, we will work with our strategic partners (including the Integrated Care System, our Sustainable Transformation Partnerships and district and borough councils) to achieve our shared ambitions.

Safeguarding

We will ensure that all our commissioning activity protects an adult’s right to live safely, free from abuse and neglect. We will work with partners and providers to prevent and mitigate both the risks and experience of abuse and neglect, while at the same time making sure that the adult’s wellbeing is promoted.
Adult Social Care’s Commissioning Intentions 2019/20

Our commissioning intentions 2019/20

We will prioritise the following areas to help achieve our vision and to support the SCC three corporate strategy goals of wellbeing, economic prosperity and resident experience:

**Information and advice** – Providing information and advice to residents to promote their independence, health and wellbeing. Enabling residents to maintain their independence and delay the need for packages of care.

**Technology and innovation** – Using technology to promote independence, health and wellbeing, and manage increasing demand by driving proportionate practice. We will seek out opportunities, and maintain an awareness of technology innovations and trials, that help to upskill our workforce, learning from others what works well.

**Community based support** – Working collaboratively with partners and providers to deliver care and support in the community making best use of existing community assets and services. Enabling people to maintain their independence and avoid the need for more intensive packages of care.

**Carers** – Supporting individuals that provide unpaid care and support to family and/or friends to enable them to continue their caring role.

**Home based care** – Working with providers to deliver care and support to individuals in their own home to promote their independence and delay the need for accommodation based care.

**Market management** – Working collaboratively with partners and providers to deliver high quality care and affordable and sustainable prices.

**Accommodation with care and support** – Developing a range of flexible and financially sustainable accommodation with care and support that will enable adults to live and age well in Surrey.

The following pages of this document will outline our approach for each of the above themes for all residents and will reference the work for specific client groups where appropriate. These client groups are:

- Older people
- Learning disabilities and autism
- Mental health and socially excluded groups
- Physical disabilities and sensory impairments, acquired brain injury, and long term conditions

This document forms our initial engagement with the market. We will now seek to coproduce our market position statements with key strategic partners including providers, service users and carers.
Information Advice and Engagement

All client groups
We will work with partners and people who use or may use services...

• Explore jointly commissioning information and advice services with the NHS and local district and borough councils, based on local needs to enable delivery of the following priorities:
  • Improved information and advice support in GP surgeries/hubs and at hospital discharge.
  • Mobilise information navigators/champions/human directories to help residents with their information or advice needs in a trusted environment.
  • Information and signposting is treated as a service in its own right and becomes embedded in care pathways.
  • Local health and social care providers and integrated operational processes comply with the NHS Accessible Information Standard to help people with an information or communication support needs due to their disability.
  • Work with Surrey Coalition of Disabled People to engage more with people with disabilities, carers and people who use services and have their views heard in matters that are important to them.

Technology and Innovation

All client groups
We will work with partners and people who use or may use services...

• Support people to learn how current assistive technology and equipment options can help them to live independently at home for longer and delay the need for more intensive packages of care, and support our workforce to embrace new technology and become smart champions.
• Welcome and explore innovative ideas for small-scale projects that can show how assistive technology can meet individual needs and outcomes in a more cost-effective way.
• Encourage care providers to use available ‘smart’ technologies to improve the efficiency of care delivery and to provide reassurance on the quality of care to customers.
• Test the use of universally available ‘smart’ technologies i.e. the use of apps, smart telephones, smart devices, and social media to support people to manage their mental health and wellbeing.
• Set an expectation that providers of equipment and technology include training and ongoing support on the use of their products as part of their standard offer.
• Extend the current contract for community equipment for two years from April 2019 and start planning for the re-commissioning of this contract.

Mental Health and Socially Excluded Groups
We will...

• Require providers of supported living to utilise assistive technologies to contribute to our strategic aims of enabling independence and recovery and delivering better outcomes at less cost.
• Recommission a service enabling carers of people with mental health concerns to access support in their own homes through Skype based conversations with clinicians.
• Encourage the use of technology for peer support.
Community Based Support

All client groups
We will work with partners and people who use or may use services...
• Commission personalised support for individuals and carers (including young carers), recognising individual strengths, preferences and aspirations, so that each person can maintain their independence and control over their own lives.
• Ensure people who access long term support have a full range of options in meeting their leisure, educational, vocational and social needs along with the general population and have access to mainstream community activities.
• Support individuals to continue or start participating in purposeful activity including education, training, employment and volunteering.
• Support individuals to access colleges and build networks and create the necessary mechanisms so the pathways to employment are accessible.
• Work to increase the take-up of personal budgets and individual service funds for individuals using long term support.
• Work with the provider market to support the development of a range of services that help avoid and reduce social isolation, in line with the ways people with care needs want to spend their budgets.
• Review models of care for people with dementia, their carers and families
• Ensure people avoid/and or delay developing additional care and support needs as a consequence of their experience of care.

Learning disabilities and autism
We will...
• Continue to work with the voluntary sector and the wider community to ensure they make the adjustments necessary to ensure people who have autism and/or a learning disability can access mainstream services and facilities, so that people can play a full part in their community.

Mental health and socially excluded groups
We will...
• Assess the requirement for commissioned outreach/enabling independence support for people with a mental health problem and begin a tender process if appropriate.
• Review current arrangements for adult social care in mental health and implement changes to service delivery which support people to build skills, confidence and resilience.
• Support the delivery of our ambitions for mental health such as:
  • Single point of access for secondary mental health services and rapid response to crisis care.
  • Integrating mental health in the primary care networks through field tests taking place over the coming year to assess the viability of the model and determine future procurement.
  • Expansion of opportunities for volunteering and employment and independent living
  • We will continue to support the expansion of access to talking therapies for adults and older adults with common mental health problems, with a focus on those with long-term conditions.

Physical disabilities, sensory impairments, acquired brain injury, and long term conditions
We will...
• Work with providers to explore how we provide appropriate specialist and timely rehabilitation, closer to home, to enable people with physical and sensory impairments and long term conditions to develop and maintain independence.
• Continue to work with providers in health and social care, and the wider community to raise the awareness of the psychological and social needs that people with long term conditions may experience and need support with. For ASC commissioned services we will ensure psychological and social needs are included in service specifications.
Carers

All client groups
We will work with partners and people who use or may use services...
• Continue to commission a range of independent carers information, advice and support through county wide provision. This includes a generic carers support service and also a back care service to support carers in undertaking safe moving and handling.
• Continue to commission a range of flexible breaks services for carers including through carer focused home based breaks and a GPs Breaks service.
• Enhance our digital offer for carers by expanding use of the Carers Digital Resource that has been developed with Carers UK. We will also facilitate piloting use of smart technology in the home to assist carers in their caring role. We will encourage family and friends of the cared for person to be part of technology training and demonstrations.
• Aim to develop carer friendly communities which includes fostering a carer friendly NHS and promoting carer friendly employment practice. We will encourage carer aware health and social care provider services that are able to identify carers and refer them to sources of preventative support, including support for their psychological and social wellbeing. This approach helps improve carers lives and reduce the need for statutory services.
• Work with independent young carers to identify more young carers services and continue to offer high quality preventative support. We will also expand use of a payments card service as part of the preventative offer.

Home Based Care

All client groups
We will work with partners and people who use or may use services...
• Support home based care providers to invest and focus on tasks and functions that prevent, delay or avoid deterioration in an individual’s health and wellbeing.
• Identify best practice in supporting people with complex needs, behaviours that challenge, severe dementia, and significant mobility issues.
• Ensure home based care enables timely discharge from hospital or rehabilitation to community settings.
• Ensure home based care supports an integrated approach in community based health and social care rehabilitation and reablement services.
• Work with NHS partners to engage with providers on the future of the Approved Provider Status framework, and confirm the future contracting arrangements on a timely basis.
• Expect home based care providers supporting people with complex needs to have a well trained workforce who are knowledgeable and appropriately skilled.
• Have a consistent approach to the delivery of care which supports self-care and which embraces reablement principles in supporting an individual’s skills gain after illness or injury.
• Deliver sustainable care and support to people who live in the more rural areas of Surrey, or those areas with limited transport options.
Market Management

All client groups
We will
• Work collaboratively to build stronger market intelligence in order to better manage the market and undertake provider negotiations.
• Work across the care sector and with residents to improve understanding of the needs of an ageing population of people across all client groups.
• Explore alternative methods of managing direct payments, e.g. Individual Service Funds and pooled budgets, to expand the options for people who want to maximise control over their own support.
• Develop and embed a more robust and standardised approach to care plan reviews and decision making to make sure that we are getting it right, that individuals receive the support that they need and know exactly what to expect.
• Bring the prices for care packages more in line with benchmarks through reviews and negotiations with providers.
• Develop commissioning mechanisms with the nursing care market, which will secure sustainable capacity for Surrey County Council funded residents.
• Formalise the way in which SCC sources care and support, so there are standardised expectations of care, strategic partnership arrangements in place and clear and consistent processes.
• Work with providers to keep people safe and free from harm in line with our duty of care.

Learning disabilities and autism
We will
• Work with Surrey Choices (SCC’s wholly owned Local Authority Trading Company) to review existing services (day services, short breaks and employability) and deliver a new contract from August 2019, which will include service improvements designed to better meet the needs of people with a learning disability and/or autism.
• Work closely with learning disability and autism providers to promote recruitment of the required staff, as well as develop the training programmes needed to create a workforce with the necessary knowledge and skills to support these individuals.

Mental Health and Socially Excluded Groups
We will...
• Mobilise the new contracts for supported living for people with a mental health and/or substance misuse problem to ensure quality and value for money.
• Continue to commission the community connections services which enable people to manage their mental health and emotional wellbeing needs and prevent the need for more intensive support.
• Recommission Dementia Care and support in line with priorities defined within the Dementia Action plan and Strategy.
All client groups
We will work with partners and people who use or may use services...
• Develop more settled accommodation options for people to live independently with an individual care and support package based on their needs and preferences.
• Shift away from offering traditional residential care for people with mild to moderate needs.
• Develop more specialised placements and settings within Surrey to cater for people who have more complex needs.
• Work with district and borough council colleagues and providers to co-produce a commissioning strategy for all housing types.
• Work with partners to support people to make adaptations to their properties or to examine accommodation with care options on a proactive basis, and reduce the risk of moving to more restricted care environments as a result of crisis.
• Foster strategic partnerships with developers, landlords and care providers where SCC owned land is to be redeveloped.
• Build a shared understanding with planning and housing colleagues on the possible range of specialist housing options.
• Clearly advise prospective developers on local needs for accommodation with care on a borough and district basis.
• Support development proposals which clearly benefit local residents, maximise independence and mitigate against future care costs as our residents’ needs increase by promoting an approach that allows access to local health and care services, transport, employment and the wider community.

Mental Health and Socially Excluded Groups
We will...
• Continue to manage and evaluate bids submitted for the dynamic purchasing system (DPS) for supported living for people with a mental health and/or substance misuse problem.
• Work with district and borough council colleagues to redesign models of housing related support for people who are homeless and/or socially excluded.

Accommodation with Care & Support

Older People
We will...
• Provide an additional 725 units of affordable extra care units by 2028 to allow individuals to maintain their independence in the community for longer and reduce our reliance on residential care.
• Work together to maximise the use of existing and future extra care schemes.

Learning disabilities and autism
We will...
• Reduce the number of people with a learning disability and/or autism in residential care by 40-50% over the next 5 years by expanding the development of new independent living provision.
• Begin commissioning an additional 700 independent living units in clusters of 6 to 8 over the next five years to help make sure people receive care and support at the right time and in the right place.
• Commission specialist community accommodation and support for people who would otherwise access NHS England inpatient hospital services and enable them to live independently.

Mental Health and Socially Excluded Groups
We will...
• Continue to manage and evaluate bids submitted for the dynamic purchasing system (DPS) for supported living for people with a mental health and/or substance misuse problem.
• Work with district and borough council colleagues to redesign models of housing related support for people who are homeless and/or socially excluded.

Mental Health, Socially Excluded Groups, physical disabilities, sensory impairments and long term conditions
We will...
• Begin commissioning an additional 300 supported living units in clusters of 6 to 8 over the next five years to help make sure people receive care and support at the right time and in the right place.