


LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Care and Support at Home Transformation Programme	
REPORT OF Executive Director, Adults and Health	
FOR SUBMISSION TO Health and Adult Social Care Scrutiny Committee	DATE 27 th February 2024
<p>SUMMARY OF REPORT</p> <p>Camden’s Adult Social Care (ASC) department is ambitious to develop and transform the way we engage with our residents to support them to remain independent in the place they call home. Central to our future vision for Camden is a programme of transformation that focusses on the objectives of the ‘Supporting People, Connecting Communities’ strategy and reinforces our ambition for residents to live and age well in Camden. We know that when residents stay connected with their loved ones, local neighbourhoods and communities that they thrive. This involves recognising that people are the experts in their own lives, that they have strengths, resources and networks of their own, and with some support and connection can retain independence, live a good life and delay the need to draw on more intensive care and support.</p> <p>Our aim is to transform our care and support at home offer for residents alongside a range of interconnected projects, such as our emerging Accommodation Plan, and include the further development of a neighbourhood approach with key partners across the Council, health, care and the voluntary and community sector (VCS).</p> <p>Local Government Act 1972 – Access to Information</p> <p>No documents that require listing have been used in the preparation of this report.</p> <p>Contact Officer: Chris Lehmann Head of Adult Social Care Strategy and Commissioning and Deputy DASS Camden Council 5 Pancras Square N1C 4AG Chris.Lehmann@camden.gov.uk</p>	
RECOMMENDATIONS	

That the Committee note and comment on the report.

Signed: 

Jess McGregor, Executive Director Adults and Health

Date: 14th February 2024

1. Purpose of Report

1.1. This report provides information and updates about an ambitious change project that aims to transform care and support at home¹ in Camden. This project includes research, testing new ways for residents to draw on care and support in the future and enhances opportunities for residents to connect with their communities and neighbourhoods. It incorporates a programme of work to scope out opportunities for change and improvement that will be developed and implemented incrementally over the next five years.

1.2. Adult Social Care (ASC) is designing the vision for care and support at home to reflect the life that residents would like to live:

“...We all want to live in a place we call home, with the people and things we love, in communities where we look out for one another, doing what matters to us...” **Social Care Futures²**

1.3. To support this project and to embed both co-production and imagination into our future vision, officers are engaging with a design-led research organisation, Fora. Alongside Fora, residents, carers, providers and partners in health, social care as well as the VCS, Camden is creating a bespoke approach to care and support at home.

1.4. There are a number of associated developments within ASC and the wider council that complement this project. These include the development of integrated health and care teams in the emerging neighbourhoods; our ambitions for Adult Early Help; our work on friendships and community connectedness; a review of our day services offer; and, our Supporting People Connecting Communities Accommodation Plan.

1.5. Any future vision for care and support at home in Camden will align with the Council's statutory responsibilities outlined within the Care Act 2014 (Care Act). These requirements include keeping people safe, providing information and advice on care and support, promoting wellbeing and independence within an integrated health and care system, and support for unpaid carers.

1.6. The Care Act is also clear about the role of the Council in sustaining and diversifying the local care market. Through this project, we are considering how to develop and build a sustainable care and support workforce that is skilled, flexible and responsive to our residents, whilst simultaneously offering good employment opportunities for local people.

1.7. Across the country a number of councils are recognising that current domiciliary care arrangements do not always meet ambitions to offer

¹ Care and support at home includes services such as long-term ongoing care (homecare), reablement support, floating support, day services, Direct Payments and our offer to unpaid carers.

² [Social Care Future - In Control \(in-control.org.uk\)](https://www.in-control.org.uk)

personalised, strength-based support to residents. Future demographic changes indicate that demand for these services will grow, and many councils are reviewing their approach to care at home. Along with Camden, many councils take a 'home first' approach which focusses on supporting residents to remain in the place they call home for as long as possible. Consequently, new models for care at home that embed a personalised, strength-based approach are starting to materialise. These include a home based wellbeing model with a focus on community connections and preventing loneliness, integrated health and care services to maximise independence, changes to care worker recruitment and employment options to ensure a sustainable care market and use of digital technology to support independent living.

- 1.8. The care and support at home project is in an early stage, within the first year of the getting underway, and the committee is asked to consider its ambitions and progress to date.

2. Transform Care and Support at Home in Camden?

- 2.1. It is an opportune time to review and transform the care and support at home offer for a number of significant reasons covered in this section.

Social Care Contracts

- 2.2. Approximately 3,500 residents draw on support from homecare each year, enabling them to live safely and maintain independence within their own home. In addition, around 1,250 residents draw on short-term reablement³ services in Camden per annum. The social care contracts for both homecare and reablement account for a substantial proportion of ASC expenditure, totaling nearly £16 million every year. The current homecare and reablement service contracts are coming towards the end of their agreements in 2025, and there is a crucial opportunity to explore what care and support could look like beyond 2025, with a focus on personalised support and improved outcomes across Camden's resident population.
- 2.3. Officers know from conversations with residents that the current care and support they draw on in their homes does not always offer the flexibility they wish, and that the quality of support and communication from providers and carers can be inconsistent. Although there has been some progress across these services through continuous improvement, service development and a strengths-based approach that focusses on what matters to residents, gaps remain in realising a truly coordinated and person-centred offer.

Neighbourhood development and Integrated Care Teams

- 2.4. The Camden Health and Wellbeing Strategy 2022-30 commits to deepening the integration between health and care, particularly at a neighbourhood level.

³ Reablement is a preventative service that enables residents to regain or retain their independence, often following a period in hospital.

Integrated Neighbourhood Teams (or 'INTs') are a new initiative aimed at co-locating staff and practitioners who deliver health and care support in Camden. INTs will operate at a 'neighbourhood level' and deliver integrated and coordinated care for residents with a range of support needs. The INTs will bring together primary, secondary and social care, as well as some community services. As this work develops, it is anticipated that homecare and reablement services will work in tandem with the INTs to ensure that the support people draw on is holistic and accessible. From a resident perspective, services will work together with the resident at the centre, making decisions about their own life so they can maintain their independence. This joined-up working will offer closer connections to residents' local communities so they are able to participate in the things that they enjoy, stay close to their loved ones, build their own networks and prevent feelings of isolation.

Sustaining and Uplifting the Social Care Workforce

- 2.5. The care workforce has been exposed to many challenges over the last few years. There was notable impact on the mental health and wellbeing of staff during and after the pandemic, with many care workers and managers exiting the care sector. This workforce situation has created ongoing challenges in the recruitment and retention of staff, which includes high turnover and vacancy rates that exist locally, regionally and nationally. Care workers in general are asked to offer more complex support in the community, which requires enhanced skills, a good understanding of prevention as well as local knowledge that helps connect people to their communities. Conversely, ASC recognises that care workers tend to be the lowest paid in the sector, with gender, age and ethnicity disproportionately represented by this workforce in comparison to the wider population.

Interconnected projects

- 2.6. There are a number of projects in development across Camden ASC and within other departments that have close links with the care and support at home project and will have an impact on any future innovation, design, commissioning and delivery:
- Supporting People, Connecting Communities Accommodation Plan
 - A preventative model of Adult Early Help to prevent, reduce, or delay the need for statutory social care support
 - Carers workplan being coproduced with carers and holding a key position in the way it aligns with care and support at home
 - Review of day services
 - Embedding a strengths-based approach in social care
 - The implementation of Integrated Neighbourhood Teams which includes a commitment from ASC, community health partners and primary care to work closely together on a neighbourhood footprint and be connected to the wider community.

3. Care and Support at Home Project Workstreams

- 3.1. Over the last nine months, ASC has initiated a range of workstreams to move the vision and ambitions of the care and support at home project from ideas to reality. The workstreams are at a differing stages of progress, but are being managed and coordinated together to ensure a consistent approach, robust project management and clear accountability with achievable milestones. These include:

Co-production and Design

- 3.2. The design-led research organisation, Fora, are working alongside Camden, its providers and partners to establish communities and networks of stakeholders who will be engaging in a range of design initiatives. The aim is for the groups to collaborate with each other and with the Council on an ongoing basis. Fora will be working with the Council until Autumn 2024 and will support the development of 'test and learn' care and support pilots. They will also actively build knowledge and skills within the workforce to ensure that any change projects can be taken forward successfully from 2025 onwards. The outputs and outcomes from their work can be shared with the committee once it has been completed later this year.

In-house community based model

- 3.3. Officers are developing an innovative extension of a current in-house service to offer a small group of residents personalised, wraparound support that is tailored to offer the best outcomes for each individual. The project will focus on residents where it is known there is a particular gap or challenge with support, for example autistic and neurodiverse residents, with the aim to promote independence and connections within local communities. This is a 'test and learn' project that will help the service to understand the difference that offering a strengths-based and highly personalised service has for residents where care and support may have broken down in the past.
- 3.4. The service will adapt and expand incrementally, with set review periods throughout the workstream to reflect learning and incorporate changes over time. It is anticipated that this project will involve ten to fifteen residents and be in place from mid Spring 2024 for up to two years. Fora will support the service to design and implement bespoke resident impact measures to capture evidence that will simultaneously hold a person's story central to the care and support, whilst demonstrating impact and issues that arise over time.

Recovery, Reablement and Rehabilitation

- 3.5. Reablement is a short-term service which enable residents to regain or retain their independence through a goal-focused approach. Residents often draw on these services following a crisis in their health, such as a stay in hospital. Reablement is often combined with community health rehabilitation services such as physiotherapy and occupational therapy which maximises resident potential to recover or retain independence. Usually residents draw on these services within their own home but there is also short term residential option

within a sheltered housing scheme for periods up to six weeks. Reablement services are currently offered by four externally commissioned agencies.

3.6. Officers are researching best practice in these services and co-producing new ways of working with reablement workers, their managers and practitioners in health and social care to enhance Camden's current approach to reablement. This work includes both short-term and long-term objectives which will be the focus during 2024-2026.

3.7. Short term objectives will focus on refining the current approach to reablement through:

- Testing new ways of working with reablement providers in setting personal objectives for each resident, reviewing progress, supporting residents to connect to their networks and community
- Developing a coproduced enhanced training offer for reablement workers based on gaps identified by workers, their managers and resident feedback
- Improving communication between residents, reablement teams and ASC
- Building an understanding with residents, patients and their carers about the purpose and value of reablement

3.8. The long term objective is to develop a future vision for an integrated approach for reablement and rehabilitation across health and social care which could potentially come into place during 2026. This will run in parallel with the short term objectives during 2024-2026 and will include:

- Researching recovery, reablement and rehabilitation across England to understand best practice
- Building opportunities to test and learn any best practice identified
- Understanding the impact of integrated health and care models on resident outcomes
- Exploring the use of technology to support independent living alongside reablement.

3.9. **Promoting Choice through Self-Directed Support**

3.10. Direct Payments, referred to mainly as DPs, are financial payments that can be drawn down by a resident in place of Care Act eligible care services. DPs enable the resident to make their own arrangements for care and support independent of the council alongside professional guidance from an independent DP support service, People Plus.

3.11. Currently around 600 residents draw on DPs and arrange and manage their own care and support, this may include, for example, employing their own personal assistants⁴ or arranging activities in the community. Most residents

⁴ Personal assistants are people who a resident chooses to employ and provide the support they need in the way that suits them best this may include cooking, cleaning, help with personal care and other things such as getting out in the community.

employ or would prefer to employ personal assistants who offer tailored and personalised support. Residents report that there is a shortfall of personal assistants available in the employment market locally and this is preventing or delaying access to a DPs for some residents in Camden.

3.12. Camden is developing a number of initiatives through this specific workstream to expand access to DPs for residents. The intention is to coproduce these initiatives with residents. During 2024/25 the ambitions are to:

- Promote options for and benefits of DPs using varied communication channels
- Offer peer support networks for residents who draw on DPs with access to information and guidance on how to manage a DP and how to be a 'good employer'
- Offer peer support groups and access to training opportunities for personal assistants
- Build the personal assistant market in Camden alongside Good Work Camden and exploring alternative business models such as cooperatives and microenterprises
- Review and streamline the Council's internal DP process so that residents receive a speedy response to any request for DPs.

3.13. **Workforce development**

3.14. Alongside the workstreams outlined above, there is an exciting and important opportunity to work closely with care providers and their staff on workforce support and development. Camden is determined for employment in the care sector to be defined as a respected career for local people with potential for career progression across health, social care and beyond. The ambition of this workstream is to improve the experience of working in Camden's health and care sector whilst delivering better outcomes for local people through:

- Reviewing employment terms and conditions to fully understand pay and contractual arrangements, in line with the Council's current commitment to the Ethical Care Charter and London Living Wage
- Listening to care workers to understand what they consider to be the biggest issues (for example 'zero-hour' contracts, low pay, access to training, health and wellbeing, career progression)
- Working with providers and care workers to model sustainable approaches to recruitment and retention of staff, for example, using value-based recruitment that identifies core personal skills, testing differing employment contract arrangements, employing apprentices
- Reviewing access to care and support training that could enhance care worker skills and reduce the gaps that prevent personalised support
- Embedding and promoting the Memorandum of Understanding on Zero Tolerance so that care workers who are exposed to abuse feel able to report the abuse and can expect an appropriate and timely response from their employer and the Council.

4. Equality Impact Assessment (EQIA)

4.1 The majority of people who draw on care and support are likely to fall within the protected characteristic relating to disability. These services will engage with people with various protected characteristics, emphasising the importance of an intersectional approach to this work. Further EQIAs will be developed alongside the design options for care and support at home workstreams and key deliverables as they take shape over the next six to twelve months.

5 Finance Comments of the Executive Director Corporate Services

5.1 The financial implications of any proposed changes to how care at home is delivered are yet to fully determined and adequate financial modelling will need to be undertaken to ensure it can be delivered with the current budget envelop and any pressures which may arise are sufficiently funded.

6 Legal Comments of the Borough Solicitor

6.1 The Care Act places a duty on the local authority to promote the market for adult care and support in their area. This includes a duty to ensure that the market has a wide range and the local authority should develop and shape it, to ensure it meets the needs of all its residents who need care and support. This report demonstrates that the local authority is adhering to its responsibilities.

7 Environmental Implications

7.1 There are no environmental implications identified.

REPORT ENDS