




A Vision and Strategy for Adult Social Care in Lewisham

2023



Why do we need a Vision and Strategy

We need a vision so we, including all of our partners, are focusing on a common goal; an aspirational statement to help us deliver excellent health and social care services...

...and a strategy so we are clear on the journey we are going to take to get there.

It's therefore important that our vision and strategy :

- resonates with service users, staff , providers and the wider community
..So, we have co-produced this strategy with our staff and have plans in place to consult with our service users and providers.
- focuses work across the long term and helps us to make decisions and prioritise resource and effort
.. So, our plans started with the 10 year ASC reform strategy, LBL corporate strategy and flow down to everyone's team and individual staff objectives
- Links us across ASC and the wider Council and ICB Place based system
..and we continue to work closely with the wider Health and Wellbeing Board across SEL to ensure our plans align.

THE CURRENT LANDSCAPE

This past years have seen increasing challenges for adult social care.

Overall, our population is growing and more of us can expect to live long and healthy lives; If population estimates are right, there will be 16,000 more people in Lewisham in 2030, with 10,000 of them over the age of 65 (POPPI).

There are more people with long term conditions. More people have a higher risk of 2 or more at the same time, and many people are living longer with those conditions. This can make care and support more challenging in old age.

At the same time, more and more people aged under 65 have long term conditions or disabilities, increasing the number of individuals needing help.

The impact of the pandemic is far from over with more and more people requesting support; in Lewisham our referrals to the gateway are now consistently over xxx per month with more people coming to us in relation to their mental health, domestic abuse and safeguarding and unpaid carers are reaching the limits of what they can do.

We now also face the impact of the cost-of-living crisis, with those who need or work in care amongst the most exposed.

We are also seeing the impact of the NHS challenges ; We can see more people going into hospital for shorter stays and thus more people need to be discharged – with more complex needs and without sufficient recovery time. More people are waiting for assessments or for care at home. A proportion will inevitably deteriorate or fall – some will end up needing hospital which could have been avoided if they had received support earlier.

Despite the 10 year reforms and the commitment of more funding, Adult social care has had much less funding from Government over recent years at a time when demand and needs are growing and costs are increasing. Short term funding and stops and starts in Government reform has created uncertainty and instability requiring close work with the care provider market to ensure sustainability.

Our workforce continues to be affected; 12% of the adult social care workforce positions across the SEL area are vacant, with 11% of people working in the sector leaving and needing to be replaced in 2020/21.(ASC WFD) . Similarly 11% of our workforce left in 2022/23 and we continue to be dependent on agency staff who are more than a 1/3rd of our workforce.

OUR VISION & STRATEGY

We will work together to support you to live the best life you can in Lewisham.

We will do this by:

- Working together to enhance your Quality of Life and wellbeing and maximising your independence focusing on goals, strengths and connections, while protecting your right to live in safety.
- Working jointly with you, our citizens, carers and partners and providers to co-produce and provide the right support, in the right place, at the right time as close to home as possible
- Working towards Lewisham being a place that people want to work in ASC, both in the council and provider market. Developing, supporting and motivating our staff so they feel empowered to make the right decisions
- Focusing on innovation and improvement, in readiness for CQC assurance and wider ASC reforms
- Ensuring equality and accessibility by improving access and simplifying and streamlining our communications, data, processes and systems
- Delivering value for money making the best use of our resources across the system and spending within our means
- We will work with our local provider market to ensure that we have a sustainable and high quality care market in Lewisham that values staff and promotes independence and wellbeing

OUR VALUES AND PRINCIPLES



Independence & Safety

We will work together to enhance Quality of Life, wellbeing and maximise independence focusing on goals, strengths and connections, while protecting the right to live in safety.

OBJECTIVES

- We work with people and our partners to establish and maintain safe systems of care, in which risk and safeguarding is managed, monitored and assured.
- We will improve multi-disciplinary decision-making focusing on supporting Service Users to achieve their goals and more independent outcomes
- We will deliver progression pathways for adults with a Learning Disability and those young people preparing for adulthood who are transitioning from CYP into ASC.
- We will support more people to benefit from our enablement service and improve its effectiveness
- We will promote Direct Payments as a way of maximising choice and control
- We will value and work with carers, to help sustain them in their caring role, have a life outside of caring and support them to maintain their own health and wellbeing.

• Working towards Lewisham being a place that people want to work in Adult Social Care. Developing, supporting and motivating our staff so they feel empowered to make the right decisions

OBJECTIVES

We will ensure we have a sustainable workforce through:

- Developing and delivering a workforce strategy and plan that focuses on:
 - effective recruitment and retention
 - career progression
 - Increasing ASYEs and apprenticeships
 - Succession planning
 - Working with SEL ICB to improve access and promote careers in ASC
- Ensuring sufficient resources to meet demand and manage risk;
 - ensuring clarity over structure, job roles and case load equity
 - Using overtime effectively
 - Reducing our dependency on agency workers

We will empower, develop, motivate and support staff through:

- Developing an annual training plan for ASC ensuring all have clear CPD opportunities
- Creating a single point of access to key statutory and local information
- Improving leadership support and supervision
- Creating a more holistic approach to staff communication
- Improving staff wellbeing and MH
- Developing and delivering a clear quality of practice auditing framework
- Addressing inequalities within the system that adversely impact upon specific groups in the workforce.

To ensure a sustainable and diverse care market

- We will work with our local provider market to ensure that we have a sustainable and high quality care market in Lewisham that values staff and promotes independence and wellbeing

We will ensure we have a sustainable market through:

- Working in partnership to ensure we have a market that can meet the needs of local people
- Work towards funding provision at a Fair Cost of Care rate
- Delivering against the Unison Ethical Care Charter

We will empower, develop, motivate and support staff through:

- We will value jobs in social care & support the ADASS Proud to Care programme and implementing it locally
- We will ensure contracted providers pay LLW
- We will work with providers and the NHS to develop skills and open career pathways

OBJECTIVES

Co-production and Collaboration

We will work jointly with our citizens, carers, partners and providers to co-produce and provide the right support, in the right place, at the right time as close to home as possible

OBJECTIVES

- We will develop and deliver a co-production strategy with our service users, providers and partners.
- We will work with our partners to deliver joined up care e.g. Home First; Transitions; Mental Health; Intermediate care; Prevention; Autism; Dementia; Paid and unpaid Carers ; Housing
- We will work with the Care Market to ensure services are able to meet need in a way that supports choice and independence and to improve conditions for care workers to ensure they feel valued
- We will collaborate with others to deliver the places, activities and programmes our residents need to feel empowered to live a physically active lifestyle;
- We will work with the local NHS to deliver the services Lewisham residents need and create the Lewisham Health Care and Wellbeing Charter.
- We will work with our partners and providers to digitise social care in line with the ASC 10 year vision.

- We will ensure continuous learning and development from compliments and complaints, appeals, incidence reporting, peer reviews, SARS, and quality of practice audits
- We will establish a Programme Management Change approach, in order to catalyse change and ensure project benefits are realised, alongside continued BAU requirements, aligning across the system
- We will make all necessary improvements to be ready for ASC reforms including CQC Assurance, client record digitisation and market sustainability improvement planning
- Data dashboards will be regularly assured and reviewed to inform better decision making, continuous improvement and learning

OBJECTIVES

- We will create a single performance and quality assurance framework across ASC and integrated across the system, where appropriate, including introducing the new social care data framework.
- We will streamline the safeguarding pathways and Liberty Protection Standard Reforms
- We will ensure our information is timely, accessible and up to date, across all channels
- We will accommodate equality and diversity in our quality improvement and ensure significant changes have been through an Equalities Impact Assessment to ensure equality and accessibility is paramount.
- We will reach out to under-represented groups to ensure their voice is heard

Effective Budgets and Resourcing

We will deliver value for money making the best use of our resources across the system and spending within our means

OBJECTIVES

- We will empower managers by devolving budgets
- We will improve the recording and understanding of our costs to ensure accuracy and transparency and to support clients to avoid debt.
- We will procure services that deliver the best outcomes at the most cost effective rate
- We will manage demand effectively at the points of access in order to maximise independence for residents
- We will ensure timely and adequate reviews of packages of care
- We will ensure support plans are strength based and proportionate to need, including for children and young people who are transitioning into ASC.
- We will make sure that funding is allocated appropriately across the system