

Adult Health and Social Care

Page 53

Adult Prevention and Early
Intervention Delivery Plan 2023/25

Adult Health and Social Care: Preventing, Reducing and Delaying the onset of social care needs 2023 - 2025

Our Vision and Ambitions for people of Sheffield

Our vision is that 'everyone in Sheffield lives in a place they can call home, in communities that care, doing things that matter to them, celebrated for who they are - and when they need it, they receive care and support that prioritises independence, choice, and recovery.'

The vision is centred around delivery of five outcomes. These outcomes are about making the vision real so that we 'get safeguarding right' for the people of Sheffield. The outcomes are:

- Safe and Well
- Active and Independent
- Connected and Engaged
- Aspire and Achieve
- Efficient and Effective

The development of this plan follows six guiding principles. They show how we will achieve our outcomes and highlight what we want to improve. These commitments are

1. Support people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support where needed.
2. Provide temporary assistance to help people regain some stability and control in their lives following ill health or crisis
3. Provide care and support with accommodation where this is needed in a safe and supportive environment that can be called home.
4. Make sure support is led by 'what matters to you', with helpful information and advice and easier to understand guidance.
5. Recognise and value unpaid carers and the social care workforce, and the contribution they make to our city.
6. Make sure there is a good choice of affordable care and support available, with a focus on people's experiences and quality improvement.

Delivering Our Commitment to Prevent, Reduce and Delay the onset of social care needs.

The strategic vision and principles form a platform on which to build a comprehensive prevention and early intervention strategy.

Prevention and early intervention are all about doing things earlier and differently to improve outcomes for people and make better use of resources, and a process of targeting resources at the places and people where they can have the most effect.

This delivery plan builds on that strategic approach as set out in the committee report provided in March 2023. Prevention and early intervention work is already being done in the city. The challenge now is for partners and partnerships to build on existing efforts and to use this strategy to inform additional prevention and early intervention actions across the whole spectrum of public service activity, with a key focus on supporting and developing the voluntary and community sectors.

What does prevention and early intervention involve?

The strategic approach discussed at Committee in March 2023 established a broad understanding of the relationship between adult social care, prevention and early intervention, and the wider local authority and its partners. Key definitions used in that approach are maintained in this delivery plan.

Definition of terms

Prevention

Prevention is a term frequently used across health and social care, but with no clear-cut definition and no consensus as to what constitutes 'prevention'. This lack of clarity is compounded by 'haziness' around the boundary between health and social care and such things as housing and transport. In this plan the 2006 Kings Fund approach is adopted, 'Prevention' is:

- Page 55
- To delay or prevent ill health or disability consequent upon ageing by the promotion of wellbeing
 - To promote/improve wellbeing of people and their inclusion in social and community life
 - To create healthy and supportive environments that develop wellbeing'

Wellbeing

The definition of prevention above relies heavily on the concept of 'wellbeing', particularly since, in the definition above, prevention is all about the 'promotion of wellbeing' or the 'improvement of wellbeing' or the 'development of wellbeing'. The Care Act 2014 includes a statutory principle to promote individual wellbeing as the driving force underpinning the provision of care and support. 'Wellbeing' is defined as per the Care Act 2014:

- physical and mental health, emotional wellbeing, and personal dignity
- protection from abuse and neglect
- control by the individual over day-to-day life (including over care and support provided to them and the way in which they are provided)
- participation in work, education, training or recreation
- social and economic wellbeing

- domestic, family and personal relationships
- suitability of living accommodation
- the individual's contribution to society

Early Intervention

The Care Act 2014 requires local authorities to prevent, delay or reduce people's need for care and support. The focus is on being proactive and deploying early interventions to reduce dependency, rather than just providing intensive services at the point of crisis. 'Early intervention' is about acting as soon as possible to tackle problems e.g., delivering occupational therapy or social work as way of tackling a problem, or set of presenting issues, in a way that helps people to 'get back on their feet'. In this strategy, therefore, we use 'early intervention' to mean specific goal-based activities the council and its partner's deliver, that support independence.

Independence

Independence is, at first glance, a simple concept. At its most basic level, it means having full autonomy over one's own life. However, the challenges posed by lifestyle choices, the ageing process and disability, can challenge this definition, especially when assistance is needed to perform daily tasks.

Adults strive to determine their own actions and decisions, but at the same time, no one is totally independent from other people or things. Often people are inter-dependent, sometimes dependent on objects (mobile phones for example) and sometimes, hopefully, in rewarding reciprocal relationships. But these are entered into through choice as capacitated and autonomous individuals. Then, as people reach older years, or live with disability, the scope of our independence can diminish, or be impacted on by changing mobility, mental and physical health, which leads to the need for greater help and assistance.

Lessening independence, in large part, is a natural element of ageing, - but the challenge arrives when this help is not available or is insufficient to meet developing needs such that state intervention becomes necessary. However, with the right early interventions that make changes to the environment, technology, support, the person's choice and control in their life can be maximised. People can remain independent from further state intervention.

Prevention and early intervention services

There is no consensus around what 'preventative services' or 'early intervention services' are. Such that even when the notions of prevention and early intervention are defined, the services that meet these needs often do both interchangeably. Some services do both prevention and early intervention, some do more of one thing than another. The practical reality is that it's very difficult to separate out services that just deliver

on 'prevention' without also 'intervening early', and services that intervene early are often preventative in nature. In this strategy preventative services are:

- Services that promote wellbeing
- Services that promote peoples' independence
- Services that promote people's engagement with the community

And early intervention services are:

- Services targeted at specific groups of people intending to prevent, reduce or delay the need for social care provision.

1 Leadership and Governance					
Council Priority – A Good Council					
ASC Strategic Outcome: Efficient and Effective					
Issue summary: There is need for stronger governance and partnership with regular performance reporting on prevention and early intervention against an agreed plan					
Accountable Officer: Director Adult Health and Social Care and the Direct or communities			Accountable Committee/ Board: Adult Health and Social Care Committee		
Performance picture	Baseline	Current	Target	Direction of travel	RAG
Creation and development of a City-wide Prevention and Early Intervention Partnership Board	No such board exists to discuss and develop prevention and early intervention initiatives	The Director of Adult Social care and communities have agreed to establish a city-wide board, which includes the voluntary and community sector, to develop and take forward this delivery plan	Establishment of a well-attended and effective city-wide partnership to address prevention and early intervention. November 2023	Permissions stage	Green

Coproduction and engagement embedded within the City-Wide Prevention and Early Intervention Partnership Board	Coproduction and engagement arrangements are set up within different departments, but they need to extend to the new Board.	Terms of reference need to be drafted and agreed, the Board is not yet meeting on a regular basis	January 2023	Permissions stage	Green
The Board reviews the delivery plan, develops clear priorities and agrees detailed action plans.	A broad delivery plan is in place	More specific and measurable actions are needed.	The Board meets and develops a set of priorities and action plans that are monitored. February 2024	Permissions stage	Green

What are the issues underlying current performance (summary)?

Departments are working together to achieve common goals, sharing resources to gain collective outcomes. This collaboration needs to develop and increase.

What does success look like in 2024/25?

An established board, with people who use services and carers embedded into its operations, with clear priorities and a set of agreed action plans that are monitored

Key milestones	Milestone/action	By when	RAG
1	Creation of a City-wide Prevention and Early Intervention Partnership Board	November 30 th , 2023.	green
2	Coproduction and engagement embedded within the City-Wide Prevention and Early Intervention Partnership Board	January 31 st , 2024.	green
3	Priorities and action plans that can be monitored are in place	February 28 th , 2024.	green

Risks	Other issues
--------------	---------------------

Engagement from different departments in the Local Authority, engagement from partners, engagement of the voluntary and community sector.	Agreeing approaches to coproduction, agreeing priorities and agreeing action plans.
---	---

2 Collaboration and partnerships

Issue summary: Different organisations and services do not always collaborate on shared priorities, therefore wasting effort and resources, and being less effective

Accountable Officer: Director Adult Health and Social Care and the Direct or communities
Accountable Committee: Adult Health and Social Care Committee

Performance picture	Baseline	Current	Target	Direction of travel	RAG
Adult Health and social care and Communities directorates need to collaborate to support shared objectives	Departments operate in cooperation with each other, but not always with as much collaboration as there could be.	A 'Bridging' Project is proposed to link communities' Team Around the Person (TAP) arrangements more closely with First Contact's Make a Call Take a Call (MCTC) team.	Bridging service is established, monitored and developed. Decision November 2023 Recruitment 3 months Delivery starts April 2024	Permissions stage	Green
Arrangements between Primary Care Sheffield (PCS) and TAPs and MCTC and Long-term Social Care services are clarified and shared.	PCS is being set up agreeing processes and systems to enable efficient and effective joint working arrangements are needed	A review of operational practice arrangement is needed	Review of interfaces is begun and completed	January – March 2024	Green

Insufficient early intervention & appropriate support/services available to meet people's needs.	Contract scoping work reviewed	Work has been completed to map prevention contracts across the city. This work needs reviewing for themes and issues.	Summary of completed work and information shared Conclusions drawn Commissioning plans developed	December 2023 March 2024 April 2024	Green
--	--------------------------------	---	--	---	-------

What are the issues underlying current performance (summary)?

Pressures on resources and increasing demand mean different organisations focus on core functions and statutory duties. Gaps between services open up.

What does success look like in 2024/5?

Finding was of linking organisations via shared endeavours has the potential to improve efficiency and gain better outcomes for people.

Key milestones	Milestone/action	By when	RAG
1	Delivery of the Bridging Project between Communities and Adult Social Care (ASC)	Start operationally April 2024	Green
2	Described and agreed interfaces between ASC and Communities, and between both and Primary Care Services	February 2024	Green
3	Contract scoping work presented, and conclusions drawn	March 2024	Green

Risks Invest to save resources for the Bridging project are not agreed Recruitment of necessary staff not completed on schedule Conclusions cannot be drawn from previous scoping work	Other issues • none
--	-------------------------------

3 Identifying and developing early interventions

Issue summary: The Local Authority and its Partners need to identify practical, affordable and deliverable interventions that will support prevention across the city. Setting up as of monitoring impact and benefits.

Accountable Officer: Director Adult Health and Social Care and the Direct or communities	Accountable Committee: Adult Health and Social Care Committee
---	--

Performance picture	Baseline	Current	Target	Direction of travel	RAG
----------------------------	-----------------	----------------	---------------	----------------------------	------------

The Adult Social Care department is developing enablement pathways across its services. Success needs to be monitored and developed	Enablement is a way forward in various areas of the department already, but the work to develop and embed this needs to be shared.	Embedding new principles and practices is key to success.	April 2024 – 25	Developing	Green
Communities TAP process is evolving and developing practices. Success needs to be monitored and developed	Communities are constantly reviewing impact and effectiveness of the TAP process,	Creating new ways of working and focussing resources is key to making progress and coordinating with other bodies.	April 2024	Developing	Green
Primary Care Networks are developing and there are interfaces with various departments and organisations. Success needs to be monitored and developed	The Integrated Care Board (ICB) and Primary care Services are leading PCNs through already established work streams.	How PCS link to this early help and prevention Board will need to be carefully worked out to avoid duplication and confusion.	February 2024	Not started	Green
Contracts and relationships with the Voluntary and Community Sector (VCS) need to be reviewed, developed and communicated	Previous work has been done to look at all the prevention work across the city	Conclusions from the earlier work need to be drawn and a commissioning approach needs to be devised	April 2024-25	Review of previous review – February 2024 Commissioning approach agreed April 2024	Green

Page 6

What are the issues underlying current performance (summary)?
 Adult social care needs to continue embedding of new practices, partners understanding and contributions to prevention need to be better understood and conclusions on collective ways forward need to be agreed.

What does success look like in 2024/25?
 A range of early intervention approaches are in place and understood across the partnership, gaps are identified, and commissioning plans are in place to address them.

Key milestones	Milestone/actions	By when	RAG
1	'Enablement' across adult social care is described and presented to the partnership	February 2024	Green

2	TAP purpose, focus, and 'direction of travel' is described and shared with the partnership	March 2024	Green
3	Interfaces with PCNs are describes and shared across the Partnership	April 2024	Green
4	VCS contracting arrangements are described and shared across the partnership	May 2024	Green
5	Action plans to address gas ad improve working arrangements across items 1-4 are developed	June – September 2024	Green

<p>Risks</p> <p>Complexity means descriptions are challenging and conclusions are difficult to draw. The scale of issues means finding cost effective ways of impacting on issues is challenging.</p>	<p>Other issues</p> <p>None</p>
--	--

Addressing prevention

Issue summary: The Local Authority and its Partners need to support approaches to prevention across the city, reducing inequality and addressing wider determinants of health.

Accountable Officer: Director Adult Health and Social Care and the Direct or communities	Accountable Committee: Adult Health and Social Care Committee
---	--

Performance picture	Baseline	Current	Target	Direction of travel	RAG
To delay or prevent ill health or disability consequent upon ageing by the promotion of wellbeing	Contracting arrangements are in place across the Adult Social Care Department that address prevention of social care needs	Described arrangements and a shared understanding of gaps in provision, developing commissioning plans.	June 2024	Market Position statements are already in place, but update / progress needed	Green

To promote/improve wellbeing of people and their inclusion in social and community life	Communities' strategies are in place	Agreed next steps with partners needed	September 2024	In progress	Green
To create healthy and supportive environments that develop wellbeing'	Public Health need to be key partners to the Board	Engagement of Public Health	November 2023	To begin	Green

What are the issues underlying current performance (summary)?

Restricted resources for investment.

Provider markets under financial pressure

Recruitment and retention challenges across the health and wellbeing sector

What does success look like in 2024/25?

A clear enablement approach across adult social care with good interfaces to primary care networks and community colleagues. clear commissioning priorities with the voluntary and community sector, with wider determinants of health being addressed across Sheffield.

Key Milestones	Milestone/actions	By when	RAG
1	Review of prevention aspect to all ASC contracts, and gap analysis on MPSs to establish a clear commissioning priorities statement for prevention.	September 2024	Green
2	Reviewed community development strategy completed and actions agreed on prevention priorities.	November 2024	Green
3	Engagement of Public Health in the establishment of the Prevention and early Intervention Board	November 2023	Green

This page is intentionally left blank