

Report to the Cabinet

Meeting to be held on Thursday, 5 December 2019

Report of the Director of Adult Services

Part I

Electoral Division affected:
(All Divisions);

Adult Social Care - Winter Plan 2019/20

(Appendix 'A' refers)

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Executive Summary

This year's plan for 2019/20 has now been finalised and reflects and summarises the various actions and services that are in place to support the residents of Lancashire who may need our adult social care services across the winter months.

Information is also included in the plan from other services across the council which contribute towards supporting people to stay safe and well during winter. The plan highlights both existing and developing services and some of the risks to sustaining these.

The plan is shared each year with NHS organisations across Lancashire and contributes into the multi-agency Winter Plans in each of the 5 Lancashire Integrated Care Partnership areas (Fylde Coast, Morecambe Bay, Central Lancashire, West Lancashire, and Pennine Lancashire).

This is deemed to be a Key Decision and the provisions of Standing Order C19 have been complied with.

Recommendation

Cabinet is asked to:

- (i) Approve the county council's Adult Social Care Winter Plan for 2019/20, set out at Appendix 'A'.
- (ii) Note the financial risks beyond the current financial year 2019/20 to some of the schemes detailed in the plan, which are currently funded from the Improved Better Care Fund.

Background and Advice

For all health and social care systems across England, 'Winter planning' is a necessary and critical part of the annual planning cycle, in order to ensure business continuity and manage major areas of risk during what is typically a more pressured season of the year.

In order to set out the approach across winter 2019/20 for Lancashire County Council Adult Social Care, a 'Winter Plan' has been developed. Elements of the plan have already started to come into effect but if the full plan is approved by Cabinet its full impact will run until 31 March 2020.

An ageing population, combined with increasing numbers of people with a long term health condition, means that demand for both health and social care is increasing, and it is well known that these pressures increase during winter months, particularly across the urgent care system. Following another challenging winter in 2018/19 across the Lancashire and South Cumbria Integrated Care System, the need for integrated planning is again critical for this coming winter. The Council's Adult Social Care leadership is working closely with partners in the various local Integrated Care Partnerships (or Multi-speciality Partnership in the case of West Lancashire) and the Accident and Emergency Delivery Boards, to ensure that, as far as possible, newly commissioned discharge or hospital avoidance arrangements are in place and existing services are optimised before the full force of winter is felt.

These arrangements are designed to support the extra pressures the health and social care system face throughout the winter. However, it is important to be mindful of the considerable pressures that the Lancashire and South Cumbria health and social care system is already experiencing. This means there are already significant challenges faced by many local health and social care statutory organisations in achieving consistently good performance, balancing budgets and ensuring sufficient workforce is available.

Nevertheless, as we head into winter 2019/20, the existing services set up with money from the Improved Better Care Fund places us in a relatively improved position to meet the challenges ahead.

Initiatives such as the Acute Social Work peripatetic team will bolster social work assessment capacity, enabling those teams to better respond to demand when there are surges in demand due to hospital pressures. There also continues to be further enhancement and expansion of 'Home First' schemes and pathways across the county, which are designed to improve system flow, and decision-making arrangements and outcomes for individual citizens.

The 24/7 Acute Mental Health Professional service continues to make a significant and positive impact. The greater availability of Acute Mental Health Professionals around the clock enables more people to avoid unnecessary attendances at Acute Emergency Departments, where they can experience very lengthy waits for assessments and mental health beds, in an environment that is rarely conducive to providing the right support for individuals who are in an acute phase of mental illness.

In addition to setting out the overall plans across the winter months, the specific issue of capacity and contacts across the Christmas and New Year holiday period are included in relation to each service provided, to enable seven-day hospital

discharge arrangements. Within each Integrated Care Partnership or Multi-speciality Partnership, Adult Social Care will continue to participate in and respond to escalations, reporting on a daily basis with NHS partners through the Operational Pressures Escalation Level Framework. This is a national NHS framework, designed to ensure a collaborative approach to supporting all parts of the system. Work is underway to look at the council's participation in the 'Escalation Management System Plus' reporting mechanism across the Integrated Care System.

Adult Social Care will continue to work with each Integrated Care Partnership (or Multi-speciality Community Partnership in relation to West Lancashire) area, through existing networks and via each of the five Accident and Emergency Delivery Boards in place across the County. It is the role of the multiagency Accident and Emergency Delivery Boards to coordinate actions by services and organisations, and to ensure delivery in their respective parts of the local urgent care system. However, where possible, a pan-Lancashire approach will be encouraged to maximise system resilience and the benefits of the deployment of resources.

Many of our current resources to support urgent care and flow out of hospitals continue to be enhanced through Improved Better Care Fund monies, and we will ensure best use of funding to meet Key Performance Indicators and ensure resilience across the system.

Across this winter, work will continue through the Advancing Integration Board (formerly the Better Care Fund Group) to progress the Intermediate Care Review. Utilising a programme management approach, with the aim of achieving financial sustainability and effective delivery of new services and pathways that evidence shows will make a difference, and to agree funding options beyond March 2020.

When systems are under pressure, it becomes even more important to collaborate to make best use of public funding and to reduce duplication. Lancashire County Council will continue to plan with partners to ensure that these principles underpin our collective response to winter resilience. A copy of the proposed county council Winter Plan for 2019/20 has therefore already been shared with each Accident and Emergency Delivery Board, for inclusion in the system wide winter planning and delivery system reporting.

Consultations

The Lancashire County Council Adult Social Care Winter Plan 2019/20 has been developed with the close involvement of local NHS stakeholders.

Implications:

This item has the following implications, as indicated:

Risk management

The Winter Plan will be subject to close monitoring in a number of forums to ensure its full delivery and the achievement of key outcomes. These forums include the five multiagency Accident and Emergency Delivery Boards that cover the Lancashire and South Cumbria system, the multiagency Advancing Integration Board that covers the Lancashire county council footprint; and internally via the county council's own

Performance Board arrangements. The whole system's performance will also be closely scrutinised by NHS England regionally and nationally.

Finance

The Lancashire spending on 'Winter monies' is £5.518m, which is contained within the Better Care Fund.

Within the Winter Plan are a number of schemes and services that are in operation only through the use of Improved Better Care Fund monies. Many of these schemes have a positive impact on performance targets such as Delayed Transfers of Care, as well as delivering improved outcomes and experience for Lancashire citizens in need of support via 'Home First' initiatives.

Sustainable social care funding solutions for the longer term are therefore required if these critical services are to continue beyond 2019/20, but the existing money should suffice to ensure these services continue through this coming winter.

List of Background Papers

Paper	Date	Contact/Tel
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None

Reason for inclusion in Part II, if appropriate

N/A