

Caring for Our Futures:

**A Vision for
adult social care
and support in
Kirklees**

	Page
1. Why do we need a Vision for Social Care? Why do things need to change?	1
2. Our Vision for Health and Wellbeing	2
3. Our Vision for Adult Social Care and Support	2
4. What can we do to make sure that we can care for people when they need help?	4
5. Helping ourselves and each other	7
6. The Social Care and Support Pathway	9
7. People at the centre	10
8. Developing the market – Personal Budgets	11
9. Supporting communities and building capacity	11
10. Carers – the bedrock of social care and support	11
11. Partnerships, co-operation and co-ordination	12
12. Keeping people safe – everybody’s business	12
13. Quality services	13
14. Where next?	13

1 Why do we need a Vision for Social Care? Why do things need to change?

Kirklees Council has written this document to explain to people how we are changing the way we deliver social care and support and why. We are calling it our vision for adult social care and support.

Like the rest of Britain, Kirklees’ population is growing older. There are more older people and fewer younger people. The fact that we can all look forward to longer lives is a good thing – we are already seeing how a new generation of retired people are contributing in very many ways to their local communities – older people are often the mainstay of local voluntary organisations. Their input is really important now, and will be even more so, in the future. We all want to look forward to healthy and independent older age – and working to keep ourselves fit and well will help to make this possible.

However, as the balance of our population changes we will also see more and more people needing help to live at home. We expect to see demand for social care for people aged over 65 grow by 30% in the next 10 to 15 years. This is a serious challenge to our public services – there simply will not be enough younger people, or resources, to look after this number of older people in the same way as we do now. If we don’t change what we do, the growing demands will swallow up the whole of the Council’s budget and more.

We need to find different ways of supporting people and, most importantly, of helping people to stay fit and healthy for as long as possible so that as we get older we can look after ourselves and keep independent with the minimum reliance on public services.

Improvements in healthcare have also meant that many children who have illnesses and impairments which would have been life threatening in the past are now able to live longer and more active lives. This is good news for everyone, but also means that we have more pressure on our health and social care resources to make sure that they are properly supported and able to lead fulfilling lives.

Some people have lifelong conditions that mean they are always going to need help throughout their lives and we need to make sure that there are enough resources available to help them, and their carers, for as long as they need it.

That is why Kirklees Council is developing this **vision for adult social care**.

We are working closely with our colleagues in the NHS who are also taking a similar approach to the way they are changing our healthcare.

To meet the challenge of our changing population we need to be clear that **caring for each other is everyone’s business** – our own, as individuals looking after ourselves; our community’s as we look out for our neighbours, family and friends; our Council’s as we develop our role in supporting the health and wellbeing of the people of Kirklees; and the wider public, private and voluntary sectors as we work in partnership. We have been taking this early intervention and prevention approach – helping people early and supporting people to regain their independence – for a number of years now and we are seeing what a huge difference it is making to people’s lives. Our Short Term and Urgent Support Service (STUS) works intensely with people when they first identify that they need help at home and more than 60% of people who go through the service do not need any longer term care or significantly delay the point when they need that help. Continuing with this approach will help us to make sure that people get the help they need and keep independent for as long as possible.

2 Our Vision for Health and Wellbeing

The **Kirklees Health and Wellbeing Board** – which brings together people who work in health and social care in Kirklees, and representatives of the people who use these services - has agreed the following, simple vision for everyone who lives in Kirklees:

“By 2020, no matter where they live, people in Kirklees live their lives confidently, in better health, for longer and experience less inequality.”

The Board also wants to make sure that:

- People in Kirklees are **as well as possible for as long as possible**.
- Local people can control and manage life's challenges.
- People **live in safe, warm affordable homes** in a decent environment.
- More people have **fulfilling work**.

Working towards this vision for the health and wellbeing of the people of Kirklees is the job of the various individuals and organisations that make up the Health and Wellbeing Board, working in partnership with people and communities. This includes organisations from the NHS, the Council and the voluntary sector, each of whom has their role to play in achieving this vision.



3 Our Vision for Adult Social Care and Support

The Council has responsibility for making sure that people's social care needs are met. When we talk about social care, as opposed to health care, we are referring to:

“Care and support which helps people who, because of age, illness, disability or other similar circumstance, need help to carry out their personal care or domestic routines. It can help people to stay in work, build relationships and participate fully in society.”

To help achieve the Health and Wellbeing Board's overall vision, the Council has set the following vision for adult social care:

Kirklees Council helps people to be as **independent** as they can be.

We **work alongside people** to help them to **keep well and do as much for themselves as possible, for as long as possible**.

We put people's individual needs, choices and aspirations **at the heart of care and support, helping people to make their own decisions, achieve their potential and get the most out of their lives**.

When people do need help we make sure that the services they can choose from are of a **high quality**, meet their needs, **help them to stay in control of their own lives and treat people with dignity and respect**.

We work to **protect people**, as far as possible, **from abuse and neglect**.

We aim to **make the best use of the resources** that are available. We **look for opportunities to work in partnership** with other organisations which can help people who have community care needs, including the National Health Service, voluntary and community organisations and the private sector, **to make sure that people who need support get well co-ordinated services which will try to help them achieve the outcomes they want**.





4 What can we do to make sure that we can care for people when they need help?

We know **we have to change the way we help each other, as a community, to reflect the fact that we are ageing as a society**. There are plenty of ways we can do that, and we can learn from other countries and communities about the kinds of things which work. There are some crises that can happen to us all which we know make us more dependent on support when we are older – for example, having a fall, or if our partner dies or if we experience a burglary. We know that speedy, intensive, skilled help, for short periods, at these critical times can really make a difference to getting us back on our feet and able to cope again.

So we need to have services that can respond quickly, work with people to help them regain as much independence as possible and then withdraw and move on. If people then need ongoing support – we need to make sure that it is available quickly, of a high quality, makes people feel safe and helps people to keep being able to do as much as they can for themselves for as long as possible.

When we talk to people who receive care, they tell us that this is what they want as well. We all want to be able to look after ourselves, to feel safe and to get speedy support when we need it.

Getting the right information at the right time is really important in helping people to manage their own care – simply being pointed at the right kind of help, or offering people some education about how they can manage their own conditions better, can help people to stay in control and avoid or delay the need for more intensive support. The Council will continue to develop its approach to “self care” – making sure that people have access to the best information that can help them make the best decisions for themselves.

Some people have very profound and complex disabilities and they will always need a lot of care & support. For many people the majority of these needs are met by their family carers who also need support to carry on giving this care. Re-ablement is not always an option and it is important that we continue to be able to provide the right care for people with the most profound needs. Changing our approach to social care, as we are describing in this vision document, is one way that we are trying to protect the resources we have to make sure that there are enough services to help the people who need them most. Some people have conditions that will get worse and so their need for support will grow over time. Our approaches to re-ablement and early intervention will try to slow down their loss of independence and delay the need for more intensive support.

One thing that we have in our favour as a society is new technology which can help us meet these challenges – and it is really important that we make the best use of this to help people stay independent. We have been using assistive technology (that is things that are designed to help us be independent and look after ourselves) to help people for a number of years – and it is clear that it makes a big difference to people’s lives, helping them to stay in control of their support – we use community alarm systems and, linked to these, a wide range of different technology, such as medicines dispensers, falls and flood detectors, GPS trackers, etc. Every day new gadgets and systems are being designed that help us manage our day to day lives. More and more assistive technology is appearing and we will be making as much use of this technology as possible in the way we deliver social care in the future.

The following examples are not real. Their purpose is to illustrate how we can change the way we help people – to make us all more able to look after ourselves and to make us feel more in control of the support we get.

How speedy help in a crisis makes a difference for Alice

Alice is 85. She has arthritis and is quite frail. Family and friends help her with shopping, trips out and visits to church. She looks after herself and is keen to remain independent at home.

Sadly she has a fall and breaks her hip. She goes to hospital and has an operation to replace her hip. This goes well but she is shaken by the whole experience and very worried about how she will cope when she gets home. She wonders if it is time to move into a care home.

In hospital she has a lot of physiotherapy from staff who quickly get her back on her feet. After two weeks she moves to a local care home specialising in rehabilitation – staff there work with her every day to help her learn

how to manage with her new hip. As they help her Alice starts to regain her confidence and after 4 weeks, feels ready to move back home. At home she gets daily visits from the Council’s Re-ablement Team who work with Alice to build her confidence to support herself with washing, dressing and cooking, helping her to find new ways of doing things which are easier for her. They put a Carephone in the house and Alice wears a pendant so she knows that if she gets into difficulty she can call help quickly. After 6 weeks, Alice is able to manage on her own again. She has new rails fitted around the house so she feels more confident moving around. She doesn’t need any more daily help and is happy to be back in control of her own life.

New technology keeps Michael in control...

Michael is 18. He was born with cerebral palsy and uses a wheelchair to get around. His family have helped him over the years, but now he is looking to be more independent.

Like all parents, Mum and Dad worry about how he will manage on his own.

The Transition Team have been planning with Michael and his family for the past two years to help find him a flat and to work out a good support plan. Michael finds a flat close to his family home and the Council arrange for adaptations to it to help Michael get around it in his wheelchair.

A big part of helping Michael to be independent relies on new technology – as he sometimes has seizures in the night, he has sensors fitted which can alert either family or the Council’s Mobile Response Service who can check he is OK. He has a Carephone and a pendant which he can use if he gets into trouble. The flat also

has sensors around the walls of the bathroom – so if he needs help urgently and hasn’t got his pendant he can alert people.

With an adapted kitchen, Michael can make his own meals. He is keen to cook for himself, but hasn’t got much experience. The Council’s Care Navigator who is working with him puts Michael in touch with a local voluntary “cook and share” group who are linking skilled cooks with people keen to develop their cookery skills – and Michael becomes a keen member – eventually sharing his skills with friends from college.

At first, Michael has a care worker to help him get up in the morning and ready for college and to get to bed at night. After three months, when he reviews his support plan with an assessment worker, he feels he can get himself to bed – and this frees him up to go to bed when he chooses. Mum and Dad are impressed with the amount that Michael is able to do for himself and have found the Care Phone system a big reassurance.

Helping Asif and his mum to stay together...

Asif is 42 and he and his Mum live together in a terraced house in Dewsbury. Asif was born with severe learning and physical disabilities which mean that he needs care & support all the time to keep him safe and well. His Mum has looked after him all his life with help from nurses, care workers and family and friends.

His Mum is getting on – she'll be 78 at her next birthday – and she is finding it more and more difficult to care for Asif. Because she and Asif are the best of friends, she is really anxious that he shouldn't have to live in a care home – she wants to be able to carry on living with him and supporting him.

A social worker who knows the family well talks to Asif's Mum and they agree that she needs more support every day. But it is going to be difficult to find the resources to put in any more visits to his home. They talk about the new Extra Care Housing scheme that has been built in Dewsbury where care staff are available 24 hours a day and people live in their own flats.

After a visit and lots of conversations with family, Asif and his Mum decide to move into a two bedroom flat in the scheme – the flat is adapted so that Asif's wheelchair can get around it and he can be helped to use the bathroom which is fitted with ceiling tracking which helps both his Mum and his care workers to support him. Because the care team are on site, it is easy to set up extra visits to enable his Mum to have more help. The alarm system helps her to call for assistance in an emergency if she needs it.

Asif's Mum starts to feel more confident about leaving him in the flat for short periods – and she is able to join with other tenants in some of the social activities that take place in the scheme. She feels much more able to carry on with supporting him, knowing that help is nearby if she needs it.

Helping Julie to get well and keep well...

Julie is 55 and lives on her own in a flat in the centre of Huddersfield. She has suffered from periods of depression all her adult life and has been in and out of hospital. She has had a variety of jobs but struggles to keep them when her depression makes her ill. After a recent stay in hospital she meets with her Community Psychiatric Nurse to discuss her recovery.

There is medication available which her doctor has recommended to help her stay well but it is likely to increase her appetite and can lead to gaining weight. She is already a bit overweight and is really worried about this.

Her CPN recommends that she meets with a Health Trainer- Sue – who can talk to her about ways she can manage her weight.

Sue and Julie meet and agree that it would be really helpful for her to think about a regular programme of

exercise – Julie has never been keen to go to gyms or classes, but Sue knows of a new walking group that has just started in the town centre where people who aren't very fit come together to go on small group walks, using local public transport to get to the countryside. More experienced walkers volunteer as guides.

Julie goes along to the first meeting with Sue and finds that she gets on well with the group. She starts to go out for regular walks and then, as her fitness improves, she finds that she enjoys walking more and using buses less – she gets fitter, her weight is more under control and she really feels the psychological benefits of being out in the open air, meeting with other people and being active. Julie tells her CPN that she feels much more in control and is more able to see the early signs of any depressive episodes and take action before they make her really ill.

5 Helping ourselves and each other

Over the last few years different Governments have said that they want to see Councils:

- work with local organisations to make sure that everyone is able to play a full and active role in their community – helping people to build their own networks of support and come together to support themselves and each other (**Building Social Capital**).
- help people to stay independent for as long as possible, offering information and advice to a wide range of people to help them understand how best to keep fit and healthy (**Universal Services**);
- provide targeted, short term, early support to people who have a crisis and are in danger of becoming more dependent to avoid them needing longer term care (**Early Intervention and Prevention**);
- when people do need support, help people to take more direct control of this for themselves (**Personalisation, Choice & Control**);

The Government's Care Act sets out a vision that: “promotes people's well-being by enabling them to prevent and postpone the need for care and support and to pursue education, employment and other opportunities to realise their potential... The Vision is for integrated care & support that is person centred, tailored to the needs and preferences of those who need it and their families.”

The aim of this new approach is to move away from a situation where most of the Council's resources are used on a growing number of very dependent people with very complex needs (but with little or nothing left to spend on people with fewer needs) and towards a situation where resources are used more effectively – with expensive, skilled, intensive support targeted at the people who need it, when they need it (ideally for the shortest possible time), and less expensive, universal services are available to more people. A lot of this less intensive support will be coming from within people's own communities with the Council's role being to help communities to be better able to help each other. This will also mean that help is available for those people with the highest levels of need. The Council is working with its partners in the National Health Service and the voluntary sector to develop this common approach to promoting wellbeing and self-care.

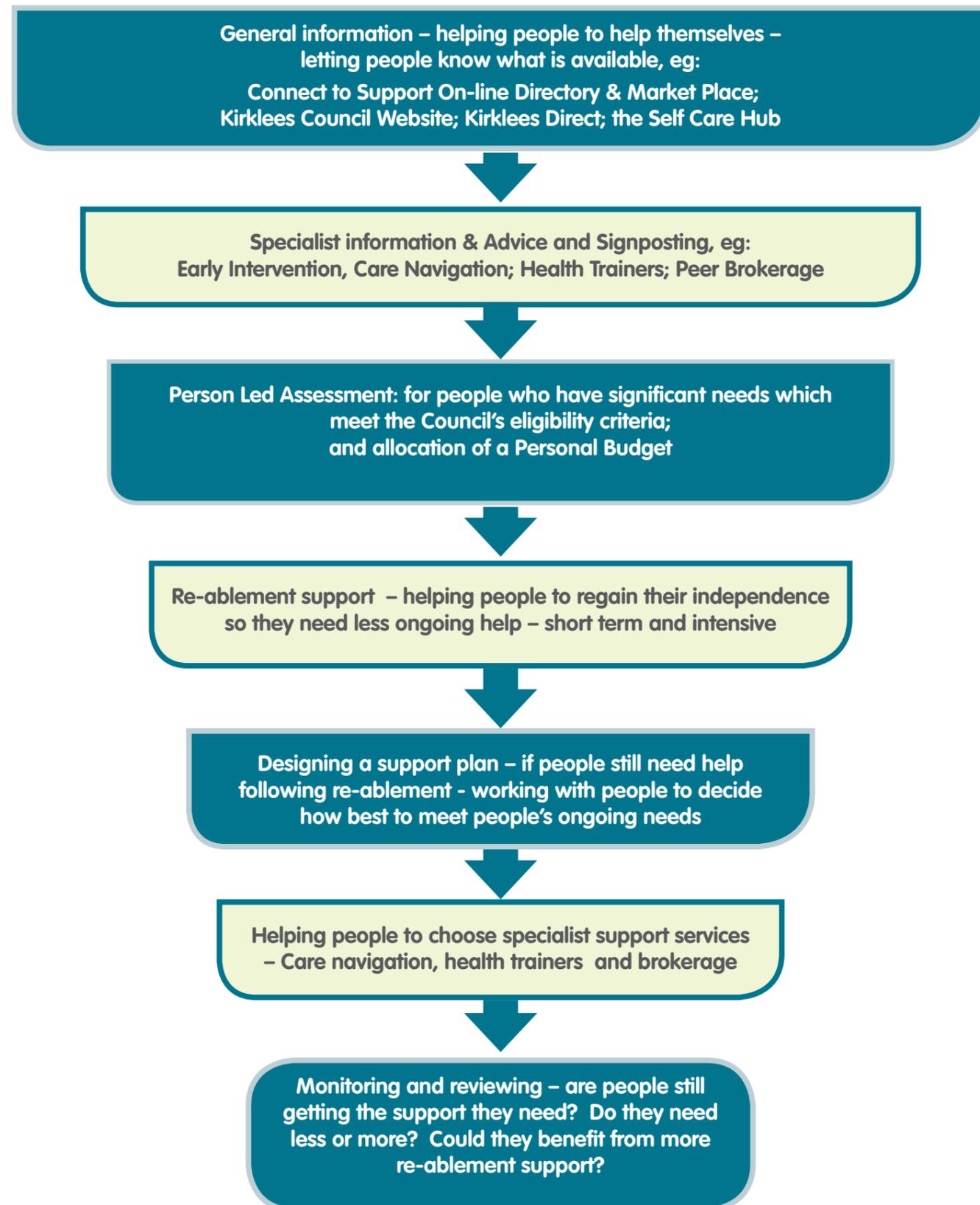
-  **Formal assessed services (eg home care, accessed by assessment)**
-  **Targetted non assessed services (specialist support, openly accessible)**
-  **Community based services (voluntary organisations and groups)**
-  **Informal support (family, friends, neighbours)**



For many years, Kirklees Council has worked with voluntary organisations to grow the capacity of communities to help themselves – this gives us a strong community base on which to build support for the future.

6 The social care and support pathway

Within social care, we are changing the way we offer support and advice to reflect this shift towards helping people to keep themselves as independent as possible and to be in control of their care and support. **We want to help people to help themselves, wherever they find themselves.** This diagram shows how the Council is doing this.



7 People at the centre

In this new pathway, people who need care and support are being helped to stay more in control of how this care is delivered to them. The idea is that we all take more personal control of our care arrangements – but with help to do this if we need it.

This help will be available from the Council in a number of ways:

- easy access to information about the help that is available (eg Connect to Support);
- specialist support from social workers to help understand what our needs are and then explain how the Council can help to meet those needs and what choices are open to us;

- staff who can help us to navigate our way through the variety of different services and assist us to plan our care and support;
- help to manage our money (and any staff we may employ) if we choose to take a Direct Payment and oversee our care arrangements for ourselves;
- help for community organisations so that they can offer support to people who need it;
- help for businesses (both private and voluntary) to make sure that the care and support people want is available.

Connect to Support

This is the Council's E-market place for care and support.

It's an on-line system that helps people to:

- 1) Find out what's available;
- 2) make contact with the various suppliers; and
- 3) buy it on-line.

There's plenty of people can help you to use it – council staff at Gateway to Care, the local libraries and (where else?) will be happy to show you the system – or go online and have a look for yourself – (insert link) – you will find home care, day care, personal assistants, care homes, luncheon clubs and much more.

<https://kirklees.connecttosupport.org>



Care Navigation and Health Trainers

These Council services help people to find the care and support they need – recognising that there are lots of ways people can be supported that put them back in control – but it isn't always easy for people to find them and know which will suit them best. Care navigators (and Health Trainers) work with people to help them put together a plan of support that meets their needs.



www.kirklees.gov.uk/healthtrainers

Care in Kirklees Website

This council-run website is targeted at individuals and organisations who provide care and support for people in Kirklees – eg home care agencies, care homes, day care providers, personal assistants etc – it is regularly updated with information about training opportunities, what people are telling us they want but can't buy; contract opportunities, etc. There's also a Facebook Page (insert link) promoting careers in social care and linking people to jobs.



www.kirklees.gov.uk/careinkirklees

Carers Count

A group of voluntary organisations, funded by the Council, have come together to help support carers who are looking after people at home – the service, based at 8 Upperhead Row, Huddersfield, offers information, advice and advocacy for anyone who is looking after a relative or friend who is frail, disabled or in need of social care support.



Carers Count

www.carerscount.org.uk

8 Developing the market – Personal Budgets

More and more, people are choosing to use personal budgets to buy their own social care so that they can take direct control over their support. As more people do this, the Council's job is changing – we are contracting and providing fewer services ourselves and focusing more on making sure that the services people want to buy are available locally, whether they are buying this with their own money, or using Direct Payments provided by the Council to meet their needs.

Where the Council does provide care services directly, we are focusing on those services which:

- are short term and rely on very effective partnership working across organisations;
- are not available in the independent sector at the moment;
- are experimental – ie we want to test something out which is new;
- we know deliver the best value for all Kirklees' residents.

We are working closely with organisations who provide care to make sure that what they offer matches what people are saying they want to buy. Our vision is to make sure that:

- there is a good range of different, affordable services on offer to meet everyone's needs;
- the services are of an excellent quality and offer value for money;
- the services work in partnership with people who need support (co-productively), meeting people's needs and aspirations and treating people with dignity and respect;
- services help people keep well and independent for as long as possible;
- services can attract, recruit, develop and retain a high performing and high quality workforce;
- we encourage innovation and creativity – supporting the development of organisations that offer genuine alternatives to traditional social care;
- when we do contract for services, we look at the overall value they can offer including value for money, social value to local people and communities and environmental value.

9 Supporting communities and building capacity

If we are all going to have to do more for ourselves and for each other in the future, then a big role for the Council is to make sure that local groups, communities and organisations are supported to help with this. Through a range of services the Council offers community development support and grants to local groups and organisations. We do this in partnership with commissioners in the NHS (the Clinical Commissioning Groups). Rather than specific priorities, we always encourage groups to come and talk to us when they have ideas. This investment will increasingly be focused on well-being and prevention with an emphasis on making sure that services are sustainable for the future through the funding they are given rather than continuing to be dependent upon the Council.

We recognise that community led projects bring added value in many ways, through alternative skills, local resources, volunteering, people supporting each other, all with a very local focus.

10 Carers – the bedrock of social care and support

As our population grows older, so the number of us who are caring for a friend or relative will also increase. We know that there are at least 60,000 people living in Kirklees who are involved in informal caring. We also know that our whole social care and support infrastructure depends on carers and their ability to carry on doing this invaluable job. As a Council we will continue to support carers, recognising the pressures they can face and appreciating that co-ordinated support from the Council and its partners will help them to continue. Having well supported carers who are both willing and able to carry out this role is critical to the Council's vision for the future of social care.



11 Partnerships, co-operation and co-ordination

As there are more and more people needing care and support we need to get better at co-ordinating the different services that can help them, especially across health and social care. We simply cannot afford to duplicate services or to have services that are confusing and where the pathways for people are not clear and simple.

Our vision is for joined-up health and social care that is centred on the person needing help, tailored to their needs and preferences, and those of their carers and families, and is straightforward for people to navigate through on their road to recovery.

We also know that for disabled people and their families transitions between services, at different stages in their lives – for example moving from childhood into adulthood and then onto older age – can be especially difficult, as services can change and the support people receive can be disjointed. Our vision is for smooth and supportive transfers for people through various life stages and we will aim to improve the way we support people during these changes, working closely with NHS colleagues to try to get more joined up approaches. We will continue to work closely with both NHS commissioners (via the Clinical Commissioning Groups) and providers – such as the local hospitals and community health services. More and more the government wants to see joined up health and social care services and here in Kirklees we think that is the most effective way of making sure that people get the support they need, when they need it. It is our vision that people will get seamless, well co-ordinated services to meet their health and their social care needs.

12 Keeping people safe – everybody's business

One of the most important duties that Councils have is Safeguarding – protecting vulnerable adults (and children) from harm or potential harm. We also have a key role in making sure that everyone of us sees safeguarding as our own individual responsibility – it is the duty of us all to make sure that those around us are safe from harm wherever possible.

This isn't always easy – we have to balance keeping people safe, with helping people to be in control of their own lives and being free to take risks. In the Council, in partnership with other organisations responsible for health and wellbeing in Kirklees, we have founded our adult safeguarding vision on the following principles:

- **Empowerment:** - everyone should be in control of their lives and their consent is needed for decisions and actions being taken to protect them.
- **Protection:** - it is everybody's responsibility to take action if they think someone maybe at risk of abuse.
- **Prevention:** - stopping abuse from ever taking place is the most important goal – and we all have a role in this.
- **Keeping things in Proportion:** - we must try to get the balance right between protection and empowerment
- **Partnership:** - making sure that we have really good systems that enable organisations to work well together to help protect people.
- **Accountability:** - being transparent and making decisions that are open to scrutiny.

13 Quality services

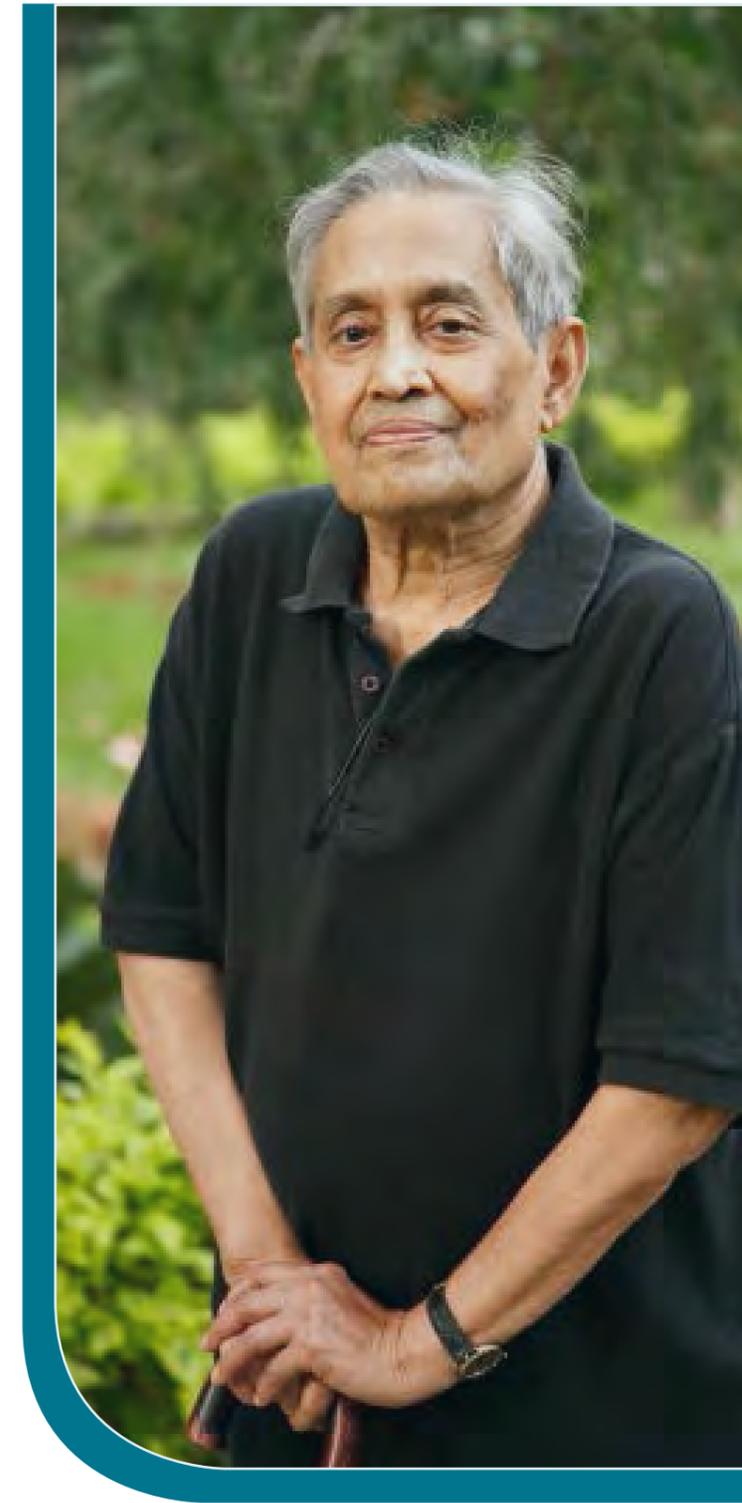
The Council has contracts with a lot of organisations who provide social care to people in Kirklees, including care homes and home care agencies. We will continue to work with organisations such as the Care Quality Commission and the NHS to make sure that the care that is delivered by these organisations is of a high standard. We do this in a number of different ways including:

- listening to feedback and comments from the people using these services and their carers;
- visiting establishments (usually unannounced), offices and people's own homes to make sure that the care being given meets the agreed standards;
- meeting regularly with organisations who provide care to share good practice and hear about any problems they are having and working with them to try to resolve these;
- talking with professionals who regularly visit care homes, and people's own homes to hear about any issues or concerns that they may have;
- taking action when problems do arise, and working with care organisations to improve their standards.

As more people choose to organise care for themselves in the future, this role in keeping a check on the quality of care available will change – and a key new development will be encouraging people to give their own feedback on care providers based on their experiences, using facilities such as Connect to Support (the Council's E Market Place for care) – this will help us all to make informed choices and should help to make it clearer to providers the things that really make a difference when people are choosing a care service.

14 Where next?

As the Council works with partners to deliver this vision for adult social care, we are committed to working alongside people who use services, and their carers, to achieve the best outcomes. We will use this vision to guide our planning and our day to day work and will regularly review progress, with our partners, and with the people of Kirklees to ensure it remains fit for purpose.



S O C I A L C A R E V I S I O N 2 0 1 6