

ADULT SOCIAL CARE AND PUBLIC HEALTH COMMITTEE

13 June 2023

REPORT TITLE:	REABLEMENT SERVICE DESIGN MODEL
REPORT OF:	DIRECTOR OF CARE AND HEALTH

REPORT SUMMARY

The purpose of this report is to seek the Committee's approval of the Adult Social Care Community Reablement Model. This is designed to add value to a person's experience with the reablement system.

The report Community Reablement Model contained within the comprehensive Target Operating Model attached in Appendix 1. This is split into six sections: -

1. Context
2. Design model
3. People
4. Financial
5. Governance & Reporting
6. Appendix

The Adult Social Care Community Reablement Model (the model) supports the delivery of the Wirral Plan 2021-2026 'Active and Healthy Lives' theme: "Working for happy, active and healthy lives where people are supported, protected and inspired to live independently." And the 'Brighter Futures' theme: "Brighter Futures for all, regardless of their background".

This report is a key decision. It affects all wards.

RECOMMENDATION/S

The Adult Social Care and Public Health Committee is recommended to approve the Adult Social Care Community Reablement Target Operating Model as set out in Appendix 1 of this report.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Adult Social Care and Public Health Committee on 11 October 2022, approved in principle the establishment of an Adult Social Care reablement service delivered by the Council. This report outlines the proposed Target Operating Model.
- 1.2 The Council currently has a hybrid model of reablement. The assessment element is provided by the Wirral Community Health and Care NHS Foundation Trust, as part of Wirral Social Work contract, this returns to the Council on 1 July 2023. The delivery element is currently provided by independent sector community domiciliary care providers as part of a full Care and Support at Home offer which covers reablement, domiciliary care and Continuing NHS Health Care.
- 1.3 The model will enable greater alignment and joining up of services to improve outcomes for people accessing or in need for reablement to live well in their communities, and to aspire to more active, fulfilling, and independent lives as possible.
- 1.4 The model will focus on providing high quality community reablement services that would enable greater opportunity to direct resources to those who would benefit the most.
- 1.5 The model is designed to enable people to maximise their independent living skills in order that they can continue to live their lives as independently as possible and to reduce their need for long term social care support.
- 1.6 The approach to supporting people who require reablement services in Wirral will benefit from learning from other areas. This is to ensure that best practice in personalised care and support is offered to people to meet their goals and aspirations, and to achieve better outcomes.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Not to design an Adult Social Care Community Reablement Model in collaboration with key stakeholders would not deliver the best outcome for the residents of Wirral.
- 2.2 Not to design an Adult Social Care Community Reablement Model based on 'home first principle' may hinder a delay in services provided thus effecting a delay an individual's levels independency and recovery rate.
- 2.3 To commission the service from a third-party provider could cost the Council more and would potentially reduce the longer-term benefit of being able to directly focus reablement services where they are needed most.

3.0 BACKGROUND INFORMATION

3.1 In 2018, Wirral Health and Care Commissioning (WHCC) and the Healthy Wirral Partnership were established. This presented the opportunity for a jointly commissioned, ambitious, fully inclusive service called the 'Care and Support at Home Service' delivering:

- Reablement
- Domiciliary Care
- Complex Care (Domiciliary)
- CHC non-complex (not requiring nursing from registered provider)
- End of Life Care
- Trusted Assessments / Provider led reviews

3.2 A review of the existing Care and Support at Home contract is due in 2024, one year prior to the end of the first 5-year contract period, and officers will be able to re-specify for the community care market providers, trusted assessments and reablement requirements. This will ensure that the community care market offer is aligned to the Community Reablement Model should members approve the model.

3.3 In May 2023, the Service Modelling Phase commenced and used data, intelligence and feedback gathered from the engagement phase to inform and shape a Community Reablement Model as outlined in the March 2023 progress report.

3.4 To support the Service Modelling Phase a comprehensive Target Operating Model has been produced to define the principles and operating elements of a Community Reablement Model that adds value to Social Care & Health Market across Wirral.

3.5 Community Reablement Model - Target Operating Model consists of six sections as illustrated in diagram below. Each section is supported by comprehensive level of detail contained in Appendix 1.



3.6 The Director will receive an implementation plan in line with the Target Operating Model and report back to Committee as and when required.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There is a financial implication to this report this stage, however, it is anticipated that the realignment of existing resources from the Council's discharge funds (originally made available in 2022 through National funding to support Hospital flow) will be re-allocated to finance the workforce required to enable a Community Reablement Model. It is also proposed that existing capacity where appropriate be aligned to this model, and reablement is closely aligned with the NHS Home First service to enable greater value and joining up services as well as enabling people to access the services as a step up from their own homes.
- 4.2 The total discharge fund for this financial year is £2.7M of which £500k has already been committed.
- 4.2 The total cost of the Adult Social Care community reablement workforce with on costs is approx. £833,110. This falls well within the total resource available to the Council and should also reduce longer term cost, thus contributing to the savings identified within the Adult Social Care budget 2023/2024.

5.0 LEGAL IMPLICATIONS

- 5.1 The Council has a statutory duty under the Care Act 2014 to ensure a responsive and sufficient care market to meet the needs of its population.
- 5.2 In addition, the Council has a duty to prevent, reduce or delay needs for care and support (Care Act 2014 s2) for all adults including carers. This means early intervention to prevent deterioration and reduce dependency on support from others. Reablement is one of the ways they can fulfil this duty.
- 5.2 The Council has a duty under the Health and Safety at Work etc. Act 1974, to ensure the health and safety of its employees and any people who use Council services.
- 5.3 The current commission of the Care and Support at Home Service has been undertaken in accordance with the Public Contract Regulations 2015 and the Council's Contract Procedure Rules.
- 5.4 The Council will be required to meet any regulatory requirements of the Care Quality Commission (for the establishment of any new directly delivered regulated service options).

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 Internal existing officer resources has been required to provide leadership, subject expertise, and programme management of the service design.
- 6.2 The Council will need to recruit 1 registered manager and 12 community reablement practitioners in accordance with human resources rules and regulations if approved.
- 6.3 The Council may need to refresh the current IT equipment and systems for an Adult Social Care Community Reablement Model.

6.4 The Council will need to consider resources to enable it to manage its duties under the Health and Safety at Work etc Act 1974 and associated regulations.

6.5 The Council will have to consider as part of any staff hybrid working arrangements, desk-based calculations for future accommodation.

7.0 RELEVANT RISKS

7.1 There may be insufficient levels of reablement staff within Wirral to support staffing models for both a community reablement service and a Home First service.

7.2 There may be duplication of roles due to the insourcing of staff into the Council, linked to Home First and the new community reablement model.

7.3 There is a missed opportunity of not expanding the role out of Home First model to include community 'step up' reablement due to the initial focus is 'step down' hospital discharges to reduce demands on beds.

7.4 There is no risk presented by the plan to design an Reablement Service Design Model for people who need care and support from this service.

7.5 There is a risk that the Community Reablement Model recommended for Wirral is not affordable in the current financial climate.

7.6 There is a risk that the Community Reablement Model recommended requires longer to implement due to the complexity and cultural design as part of the care and health system.

7.7 Mitigating actions to the above risks are described in the Target Operating Model in appendix 1.

8.0 ENGAGEMENT/CONSULTATION

8.1 Stakeholders and experts by experience have been involved to inform the design of the Adult Social Care Reablement Service Model.

8.2 Best practice models and learning from across the country have been gathered and analysed. This included Wirral Community Health and Care NHS Foundation Trust 'Home First' pilot, which based its principles on Barnsley's Model (South Yorkshire), Manchester City (Northwest) and Middlesbrough (South Teesside).

3.8 Visioning sessions were facilitated by the Assistant Director of All Age Independence and Providers Services, with support from the Council's Strategic Change Team in collaboration with system leaders from Wirral.

3.9 Integrated into Wirral Unscheduled Care Programme Board governance arrangements is below.



9.0 EQUALITY IMPLICATIONS

- 9.1 An Equality Impact Assessment (EIA) has been produced and will continue to be updated as part of the implementation of the proposed Community Reablement Model. This is located here: <https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments/equality-impact-assessments-january-202-6>.
- 9.2 Consideration will also be given to the need for an EIA for any individual areas of work within the review where this is identified.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 Consideration will be given to environmental and climate implications in the design of Adult Social Care Community Reablement Service Design Model

11.0 COMMUNITY WEALTH IMPLICATIONS

- 11.1 Reablement Service provides opportunities for local employment in the care sector.
- 11.2 Reablement services supports vulnerable people in the community through enabling independence for individuals to live fulfilling lives to the best of their abilities.

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APPENDICES

Appendix 1 – Adult Social Care Community Reablement Target Operating Model

BACKGROUND PAPERS

<https://www.scie.org.uk/reablement/what-is/principles-of-reablement>
<https://www.nhs.uk/conditions/social-care-and-support-guide/care-after-a-hospital-stay/care-after-illness-or-hospital-discharge-reablement/>

TERMS OF REFERENCE

This report is being considered at the Adult Social Care and Public Health Committee in accordance with Section 2.2(a) adult social care matters (e.g., people aged 18 or over with eligible social care needs and their carers).

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Adult Social Care and Public Health Committee	6 March 2023
Adult Social Care and Public Health Committee	11 October 2022
Adult Social Care and Public Health Committee	7 June 2022