

Living Better Lives - Our vision for Adult Social Care

2023 - 2026



INTRODUCTION

Living Better Lives is the three-year vision for Adult Social Care and Health in Liverpool.

“Working together, we will enable Liverpool residents to live full active lives; to live independently and to play an active part in their local communities.”

This vision underpins the three-year journey of transformation and improvement we are undertaking to bring about lasting, positive change to how we support people in Liverpool.

We are also committed to establishing better ways to engage people in decisions about social care – what we call co-production – and we will be reaching out to communities over the coming months to ask people to become involved in helping us shape the future of social care and support.

As part of our commitment to co-production, Liverpool Council is using the Think Local Act Personal (TLAP) Making it Real framework. Co-production recognises that people (and their families) have knowledge and experience that should be used to support improved planning and decision-making.

Together we will create a better future for the people of Liverpool.

Introduction from the Cabinet Member for Adult Social Care



Cllr Angela Coleman

Cabinet Member for Adult Social Services

As the Cabinet Member for Adult Care and Health, I am committed to achieving the best outcomes for the people of Liverpool along with our partners and the countless voluntary organisations that form this wonderful, caring community of ours. Our three-year vision supports wider community action, building upon the social movement that was seen during the pandemic.

People should be given the best opportunity possible to lead healthy and independent lives, but we will only achieve this by changing the way we work, focusing on outcomes, that people want to accomplish, how they want to live, and working with our neighbourhoods and communities differently. We want to bring together our partners and community groups, to help us tackle health and wellbeing issues via place-based partnership working; and see improved engagement, ensuring everyone's voice is heard, whilst co-producing and co-delivering services.

With people, families, and communities very much at the heart of what we do, we are committed to providing our residents with the right level of support when they need it. As part of our approach to prevent, reduce, and delay the need for care, we want to build upon people's strengths and assets; to support their independence and enable them to live a better life; in the neighbourhoods and communities they call home.

Introduction from the Deputy Chief Executive and Corporate Director of Adult Social Care and Health



Anne Marie Lubanski

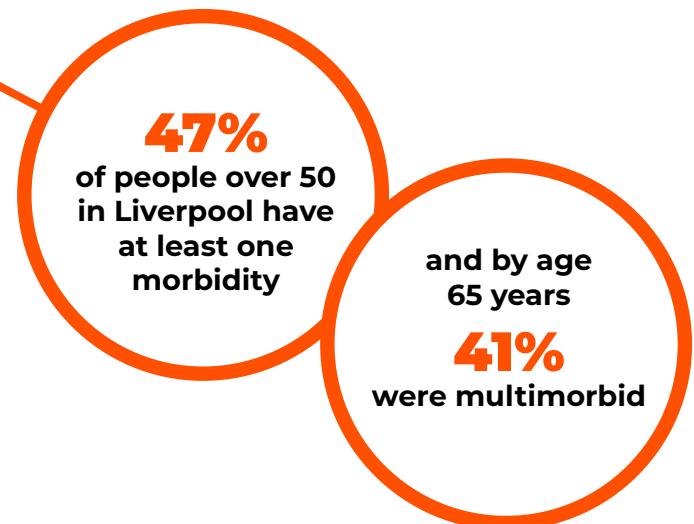
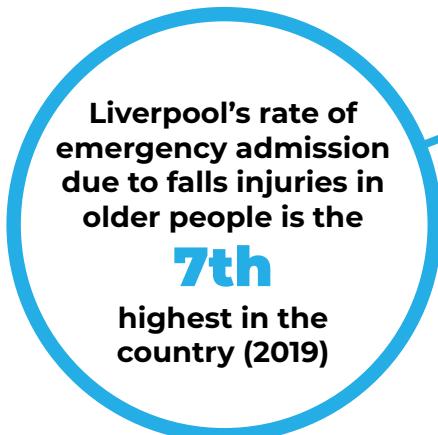
**Deputy Chief Executive and
Corporate Director of Adult
Social Care and Health**

At a time of real challenge and change, we want to work together to deliver a new vision for Adult Social Care in Liverpool. We understand the importance of having a place to call home, surrounded by friends and neighbours, doing the things you enjoy and with people looking out for one another. However, we know that we still have work to do to change things and we must be honest about the challenges facing Adult Social Care.

These include financial pressures, as well as increasing demands upon our services. Therefore, we need to work together to look at how we can do things differently to achieve better, more innovative and real value for money outcomes for people in Liverpool.

By working together and with our partners, I am confident that we can make real progress in achieving our objectives. We may not always get it right first time but if we can learn together, celebrate our successes, and learn from where it did not always work first time then we can hopefully start to make a difference together.

About Liverpool



National context for change

In November 2021, the Government published its White Paper on Adult Social Care Reform, *People at the Heart of Care: adult social care reform*, which sets out a 10-year vision for how it intends to reform adult social care in England focused on achieving three objectives:

1 People have choice, control, and support to live independent lives

2 People can access outstanding quality and tailored care and support

3 People find adult social care fair and accessible

Our improvement journey seeks to speak to these aims of supporting choice, control, independence, access and fairness, outlined in the White Paper.

The Government also recently published a White Paper on integrated care - *Health and social care integration: joining up care for people, places, and populations* - which sets out proposals that aim to provide better, more joined-up health and care services at 'place' level.

Place is one of the foundational principles of our strategy, and we strongly support the idea of bringing partners together to prioritise reducing health inequalities and sharing in resources to improve the health of local people. We want our improvement journey to be seen as an important step towards further strengthening our approach to local partnership working.

Local context for change

Liverpool's Adult Care and Health services are facing the most challenging time in living memory. Nationally, systems are strained, recruitment into adult social care job roles is in crisis and budgets are overspent, the picture is no different for us here in Liverpool.

Contributory factors

The reasons contributing to the current situation are well known to us all, including ongoing austerity, COVID-19 and the current cost of living crisis. Added to this is our aging population and an over-dependency on our formal care services. The problems are complex, and so too will be the solutions. But not impossible.

Why is transformation needed?

Transformation is essential for the successful delivery of adult social care services in Liverpool. Some improvement programmes, including our Front Door systems, have been in train for some time, but the scale and pace has been hampered by lack of resource to deliver as well as unforeseen factors.

What are we doing?

We are taking a fresh approach to transformation that will focus on independence, reablement, community and voluntary assets and a holistic strengths-based approach across health and care. By doing this we will also achieve a challenging savings target of more than £60m by 2026 while delivering a high performing, good quality service that delivers on outcomes for Liverpool residents.

How can we achieve our goals?

At the heart of transformation will be our entire workforce, every single colleague within our directorate, our corporate services, partners in the voluntary sector, commissioned services and health are being asked to commit to the work required to bring about the changes necessary to achieve our objectives.

Our vision

We will act together to enable Liverpool residents to live full active lives; to live independently and to play an active part in their local communities.

Our aims for the future

Our aims are the same as those our residents would wish for themselves, the right service delivered at the right time at the best value for money.

We will work to:

- Improve people's wellbeing and outcomes through promoting independence.
- Prevent, reduce, and delay demand for formal adult social care support.
- Create a financially sustainable adult social care offer.
- Collaborate with people who use our services to understand what people want and to establish a positive adult social care culture.

Our key objectives

We will shift our focus, and that of the people who need or seek our help, to solutions that focus on their strengths and abilities.

We want to move away from an over reliance on formal council services, such as care at home, in residential settings or day care centres. This includes us over providing as well as residents believing this is the best or only option available to them. We will:

FOCUS ON THE PERSON:

We will listen to people and assess their health and wellbeing needs as well as gaining an understanding of their place in the community and the strength of their existing support networks. We will also help them to explore options to grow wider circles of support through community and voluntary organisations. This will lead to an increase in personal independence and a decrease in spend on formal council services.

MAXIMISE INDEPENDENCE:

We will work to enable people to live as full lives as possible for as long as possible in the homes and communities where they want to live. Further improvements to our reablement services will reduce the time people require our help and speed up their return to independence. We will offer more guidance and regular reviews to help those people receiving direct payments for their care to understand the options available to them and how to get the best value for money.

WORK IN PARTNERSHIP:

We will work with our NHS partners to ensure we are all making the right decisions for, and getting the best value from, the available funding. Our approach also means that we work creatively with all our partners including the voluntary sector and community-based organisations. We will identify and work with organisations providing grassroots services, activities and programmes across our city that help to prevent people from needing or seeking more costly and formal health and care services.

WORK SUSTAINABLY:

We will ensure our efforts are in balancing our budget support, whilst contributing to the Council Plan, in order to have excellent affordable services and a well-run Council.

We will develop more robust approaches to purchasing the services we source externally and manage contracts to ensure the delivery of the very best value for money services.

How we plan to achieve the vision

Our vision will be achieved through a programme of transformation made up of three phases over three years.

Phase One: January 2023 - March 2024

Our objectives are to create new and improved ways of working that keep the person at the centre of our work, simplify and uncomplicate systems and prevent, reduce and delay the needs of people. These will include:

- New streamlined pathways that have been co-designed with colleagues
- A refreshed Adult Social Care Front Door that focusses on information, advice guidance, prevention, and early intervention to prevent people going into crisis
- Better ways of working and reduced duplication

- Better utilisation of community reablement
- A common understanding of strength-based practice following training
- Introduction of practice standards and audit tools
- A clearer operating model that we all sign up to that focusses on preventing, reducing, and delaying needs from escalating
- Streamlined forms within Liquid Logic that are Care Act compliant and save time
- Improved online information, advice and guidance that is easier to navigate
- Online Policy Tool where we can access policies in one place
- Revised job descriptions that have been job evaluated
- Some new roles and functions created to better support our departmental objectives
- Streamlined management spans and layers
- Clarity of where people report into
- Formal staff consultation to give staff the opportunity to feedback on new structures and roles

How we plan to achieve the vision

Phase Two: January 2024 - March 2025

- Mental Health pathways and teams including the Crown Hub
- Review of Reablement and Recovery offer including Home First, Sedgemoor, Granby and Townsend
- Review of Occupational Therapy offer and teams
- Review of Brokerage pathways to bring consistency and accountability on how we purchase services for people
- Staff consultation as needed prior to implementation of service reviews and pathways
- Identify and implement further adjustments from Phase 1

Phase Three: September 2024 onwards

- Identify and implement further adjustments from Phase 2
- Other areas to be identified

Transformation is something we are doing together, within our teams and services, in partnership with wider stakeholders and the people who use our services, carers and families.