

Local Account 2018/19

How We Served You





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Foreword

We are very pleased to welcome you to your annual local account of adult social care for 2018/19. It will provide you with an update about some of our achievements during the year, as well as a summary of our continuing challenges. It will tell you about how we are facing these challenges by having priorities and targets in place to meet the needs of vulnerable people as well as the council's Ambitious for Sutton Plan.

Sutton is ambitious: it wants all of its residents and visitors to make informed choices about their lives, to stay active, to live well independently and to stay safe.

In previous years Local Accounts we outlined the rising demand for adult social care services against a backdrop of reducing resources, but despite these challenges we are proud of our achievements in making a real difference to the lives of local people. Our vision and commitment in adult social care is putting people first, to maximise health and well being by bringing together the right services to deliver the right support at the right time and place. We recognise that it is only through strong partnerships and collaboration with all our partners, including the NHS and the voluntary and community sector that this is possible. We have brought together health and social care staff in local areas within Sutton, so people's needs can be met more within the community. We are also proud of our Short Term and Reablement Team that helps people leave hospital at the earliest opportunity and is part of our partnership alliance 'Sutton Health and Care' with the NHS.

Our approach in adult social care is to promote individual and community independence and resilience, and to ensure we meet our duty to continue to safeguard the most vulnerable in our community. It is therefore important we deliver sustainable services to support these people. We will wherever possible, help them to live as safely and for as long as possible in their own homes. This will mean continuing to have individualised support in place which will include the growing use of assistive technology whilst also ensuring we are robust in our approach to safeguarding. We are proud that during 2018/19 adult social care services and the Sutton Safeguarding Adult Board had a successful safeguarding Peer Review. External partners scrutinised how safe we keep Vulnerable Adults and found that we perform well; particularly in our personalised approach to safeguarding.

Sutton is ambitious and whilst there continues to be challenges ahead, we will continue to listen and respond to what people using adult social care services have told us about their experiences, so that we can work together to achieve the best possible outcomes for our most vulnerable residents.



Nick Ireland
Strategic Director of People Services



Councillor Marian James
Chair - People Committee

Introduction

The Local Account in Sutton is produced annually to inform our residents of how Adult Social Services helps adults with care and support needs in the borough.

This is Sutton Council's eighth Annual Local Account that sets out how Adult Social Services performed in 2018/19, including our achievements, priorities and the challenges we faced during the year.

It also aims to provide information on how we plan to build on our achievements in 2018/19 and report on new priorities to continually improve the service we provide for residents.

What is the Local Account?

The Government introduced Local Accounts in 2011 for councils to explain how well local services are being delivered and areas councils wish to develop further.

Local Accounts make local services accountable to local people by sharing with the community the improvements that councils are making in Adult Social Services.

What is Adult Social Care?

The London Borough of Sutton Adult Social Care services aim to help residents who need support to stay healthy and active in their community for as long as possible. We do this by providing information and advice and access to services to help people stay independent and improve their overall wellbeing.

Adult Social Care services covers the provision of support for personal care and practical support for people with a physical disability, learning disability, mental health and also support for their carers. Support services enabling residents to live at home include:

- Sutton Health and Care at Home in partnership with health colleagues
- START (Short Term and Reablement Team) service on discharge from hospital
- Occupational Therapy service and the provision of equipment

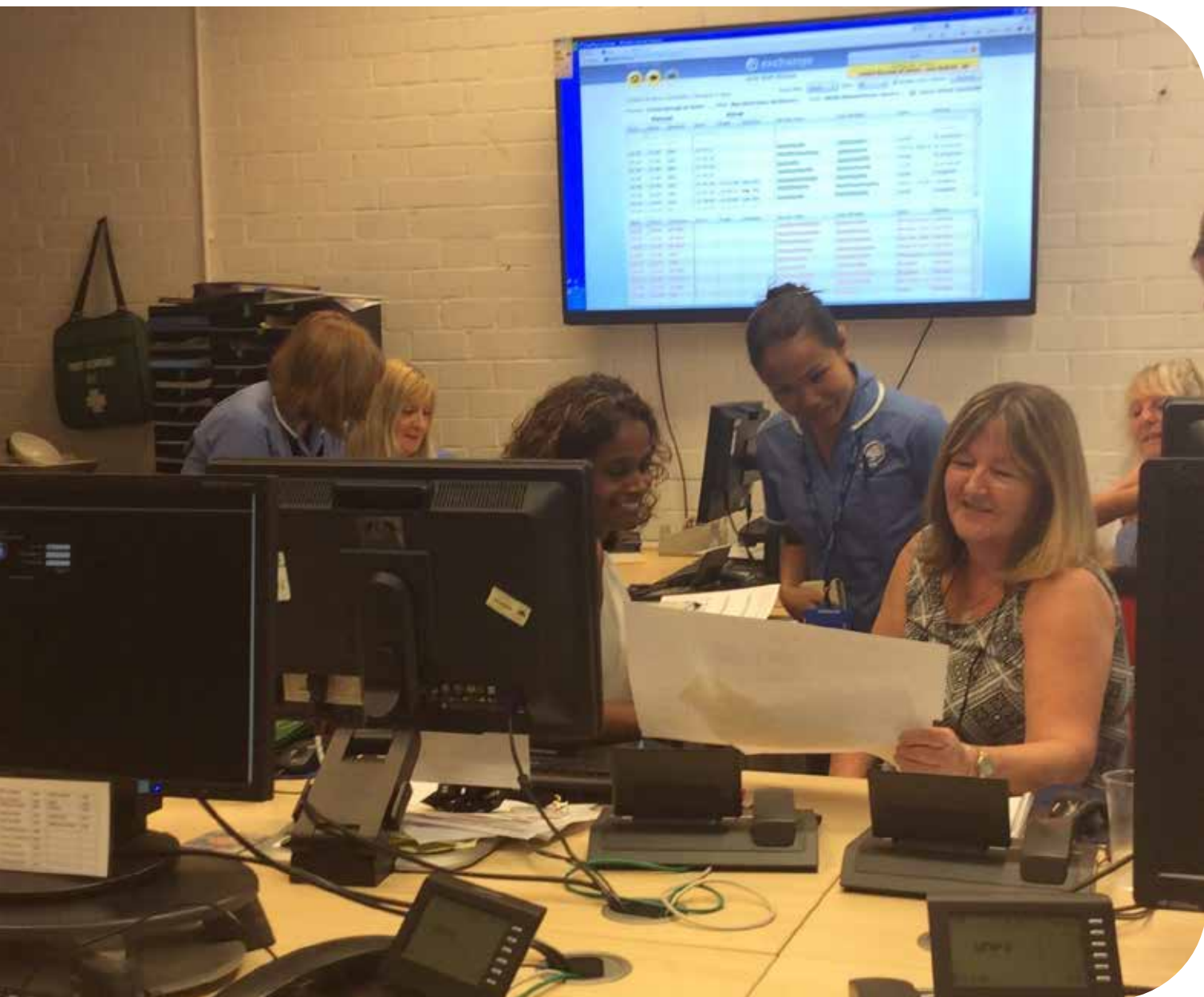
- Meals on Wheels
- Personal Budgets to enable people to remain independent in the community following an assessment of their need
- One example is direct payments which enables people to have the flexibility to purchase care from providers of their choice.

Other services for residents with complex needs include:

- Residential care
- Nursing care
- Referral to Continuing Health Care to support residents with health care needs.

Our Key Achievements in 2018/19

- We implemented and continued to embed the Sutton Health and Care at Home Service
- We changed the way we deliver Adult Social Care by moving into locality teams
- We developed and implemented our first integrated pilot site co-locating Adult Social Care staff with our Health partners
- We improved our customer service as a result of the transformation offering a better 'customer journey'
- We are embedding our Joint Learning Disability Strategy and Commissioning Framework to achieve better health, social care and life outcomes for people with learning disabilities
- We continue to support access to Continuing Health Care - Packages of care for those with healthcare needs
- We continue to build on our service provision to carers
- We underwent a Peer Review of our Adult Safeguarding Service which was really positive.





Our Key Achievements in 2018/19 explained:

Sutton Health and Care at Home Service –

Partner alliance with London Borough of Sutton; Epsom & St Helier University Hospitals NHS Trust; Sutton Clinical Commissioning Group; South West London and St. Georges Mental Health NHS Trust and Sutton GP Federation.

Sutton Health and Care at Home is a commitment by partner organisations to work together and deliver care differently to Sutton's adult population.

It seeks to deliver seamless, high-quality care for people at risk of hospital admission and also aims to get them home again as quickly as possible after hospital admission. It supports people to maintain their skills and independence and to have a positive experience of care, as close to home as possible. It does this by all teams using one single, holistic assessment and care planning document.

The removal of organisational barriers has meant that the person is at the centre of services and decisions about their health and care.

The success of the service so far has been evidenced by:

- a reduction in the length of stay in hospital
- a reduction in the number of attendances and admissions for people under 65 years of age
- good patient feedback.

Feedback from patients so far includes:

“They were most helpful in getting me back on my feet. They helped me to do what I could for myself but safely.”

“The staff have been so good to me. They all did a very good job by supporting me to be able to get back on my feet.”

“I was more independent than I realised. I can now do so much more for myself.”

“I received the right care at the right time. My needs were assessed and the care and support provided was exactly what I needed.”

“Really good at providing appropriate care for people together with other health and social care services.”

Transformation of Adult Social Services

In response to the changes in Sutton's population and increasing demand, we wanted to ensure local people have access to consistently high-quality care that is affordable and sustainable. To meet these challenges, we recognised that we needed to deliver care in a more integrated way, which is centred on the person, is more efficient and in the long-term more viable financially.

In 2013 the Better Care Fund was announced as part of the Government's spending round to promote joint working between health and social care services. In preparation, the local Health & Wellbeing Board adopted a Joint Strategy for Health and Social Care in Sutton which described how Sutton CCG and Sutton Council would work together to 'enable people to maintain their independence and health in the community'.

Locality Team working is part of that strategy and vision, where, with the right professionals co-located and working closely together, care can be delivered in a more efficient, person-centred way:

- A Locality Hub was created for Wallington and further hubs are to be created for the remaining two localities
- A joint approach to assessments and care planning to help clarify roles and responsibilities - "make one visit count"
- Jointly-funded integrated packages of care.

In preparation for the Locality hub model London Borough of Sutton Adult Social Care successfully restructured its operating model in October 2018. It moved to a locality service, which comprised of three locality service areas, including a Hospital Pathway Team alongside an All Age Learning Disabilities Service, with the vision of creating multidisciplinary community teams aligned with NHS services in the future.

The three locality services work with younger and older adults with mental health needs, drug and alcohol needs, physical disabilities and dementia; in fact all client groups except adults with learning disabilities. There has been a move away from separate specialist teams, since these specialisms are now incorporated within the locality service. Lead roles around various specialisms sit within the teams which include safeguarding leads.

The intention of the restructure was to reduce the fragmentation in the customer journey with fewer "transfers" between specialist roles and teams to ensure a timely response to people using the service, so a person only has to tell their story once. The purpose is to support people who come into contact with adult social services to be as independent as possible by using a strengths based approach. The emphasis is on keeping what we do as simple and flexible as possible and to make the most of different skills and professions to do this.

The localities have three main functions:

- Providing a robust first response focused on prevention and reablement, both physical, social and psychological, to people who don't currently receive long term statutory support; and
- Continuing casework for long term service users including annual reviews of their care
- Safeguarding interventions for all vulnerable people who need them.

The restructure of Adult Social Care is currently going through a review process and we will be able to report on outcomes achieved next year. Very early qualitative findings show the Adult Social Care restructure has resulted in timelier interventions and improved outcomes for adults/families. It has also enabled teams to solve people's concerns more effectively at the source and has reduced transfers between teams.

Improve Customer Care

The transformation has led to the realignment of teams into localities and the integration of safeguarding and mental health within the teams. This has meant case responsibility has been accepted at an earlier point without the need to pass cases around among professionals, which ensures the customer journey is speedier and customers can now expect, initially, to be dealt with by one member of staff within the area they live.

Working with Health partners in 2018/19 – The Pilot Site at Wallington Library

Following an extensive refurbishment of Wallington Library completed in August 2018, NHS Community Health Services and London Borough of Sutton Adult Social Care were able to share the first locality office.

The Wallington team for Community Health Services (district nurses) moved into the new office based at Wallington Library in August 2018. The team of district nurses were joined by the 'first response' element of London Borough of Sutton's Wallington Locality on 28 April 2019. The First Response team consists of social workers, occupational therapists and assessment officers.

In addition, officers from 'Encompass', the company that provides Sutton's Brokerage Service, have now started to use the Wallington Locality office to ensure the best value community, residential and nursing care services are found for Wallington residents.

Early findings show an increase in joint working between London Borough of Sutton staff and the District Nurse team leading to timelier, more efficient responses to referrals.



There have been a significant number of joint visits which has benefited the customer making the referral as they are seen in one visit by the appropriate professionals, allowing for a holistic assessment of their needs and this supports the desired approach of 'tell your story once'.

The pilot site at Wallington Library is being evaluated with a vision to increase its multidisciplinary work. This evaluation will also inform the future model for roll-out in the other localities.

The feedback so far has been very positive – co-working relationships have been developed with joint working, joint visits and discussions on how to best provide support in a more joined up way. Being based within the community we are working with gives us a better understanding of resources, and staff have also confirmed they feel a bigger part of the local community, which leads to better outcomes for residents.

Joint Learning Disability Strategy and Commissioning Framework

We published our four-year Joint Learning Disability Strategy in December 2017 and have been working more closely with Sutton Clinical Commissioning Group (CCG), local people, the voluntary sector and providers to change the way that we work, so that we can support individuals with learning disabilities to achieve better health, social care and life outcomes.

We have created an All-Age Learning Disability Service within London Borough of Sutton which has brought together the knowledge and expertise of professionals working with adults and children across different levels of need. This year we continue to review and make changes to ensure that the service delivers the streamlined and integrated approach that people who use our services asked us to provide.

This streamlining includes bringing together information, advice and service information which helps us to continue to improve our service offer.

As a result of the strategy, we are now working together on a plan which will add further opportunities to enable people to play a role in the community in which they live, socialise, work, train or study. We are encouraging independence by recommissioning improved options to support independent living and we continue to work closely with organisations who support people into work. One of our aims for 2019/20 is to widen our horizons and to work with our partner providers to engage more local companies and organisations to extend these opportunities.

Continuing Health Care Package for those with Healthcare needs

NHS Continuing Healthcare is available to adults who have particularly intense, complex and unpredictable care needs. With increasing demand from people with more complex health needs, London Borough of Sutton will ensure that people receive the correct

support they require through NHS Continuing Healthcare. We will continue to work with our NHS colleagues to ensure resources are targeted in the right areas to meet needs and prevent avoidable pressures on NHS services.

Service Provision to Carers

In last year's Local Account we said:

"We will improve the service we provide to carers. We intend to work with carers to improve the way we assess and support them. We will develop information and advice and more localised and integrated interventions to help sustain carer's wellbeing."

Since last year, through engagement with a range of partners and carers, Sutton Council and Sutton Clinical Commissioning Group have approved a Joint Carers' Strategy for the borough.

This strategy sets out our vision for carers in the borough and the shared key priorities.

Looking ahead, working with carers, health colleagues and a range of partners, we will implement the Carers' Strategy delivery plan to better support carers in their role.

Improved Information and Advice Service

In last year's Local Account we said:

"We will develop Adult Social Care to be more businesslike with improved efficiency and provide more responsive interventions and early help. We will provide an enhanced information and advice service including developing a high street presence for equipment assessment and provision. This will provide improved outcomes for the clients and carers."

As part of our information and advice offer, we have continued to work with our Health and Voluntary Sector partners on the development of a 'social prescribing model'.

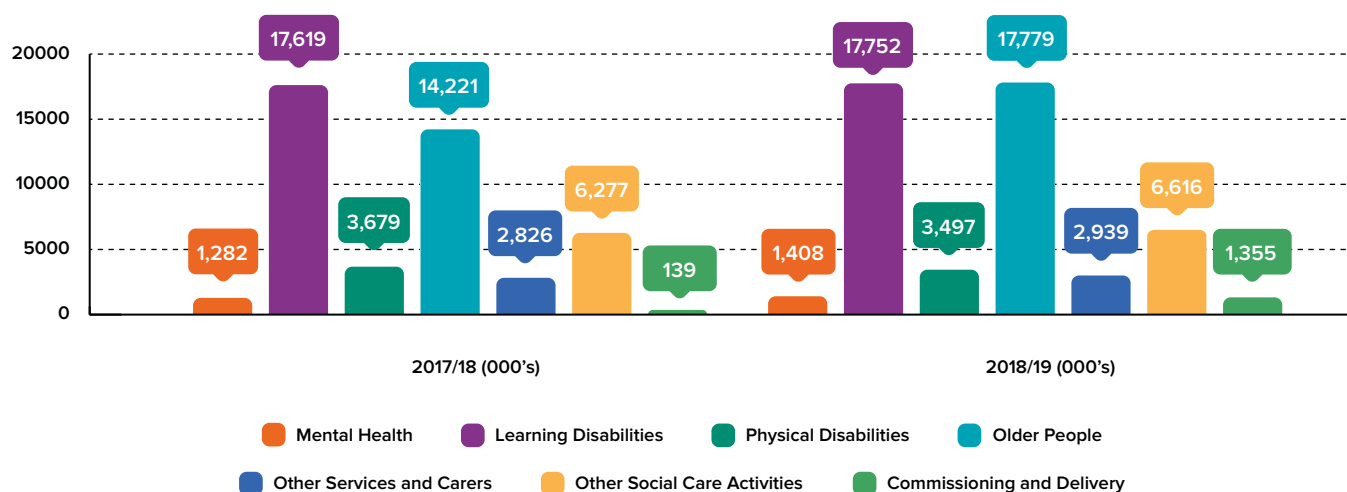
Social prescribing is a means for GPs and primary care professionals to connect people to a range of local, non-clinical services, community groups and agencies for practical and emotional support. Social prescribing seeks to address people's needs in a holistic way and aims to support individuals take greater control of their own health.

We have also continued to engage with key stakeholders to inform future delivery models for our information and advice services.

We continue to explore the options for making equipment provision more accessible.



What we spent in 2018/19

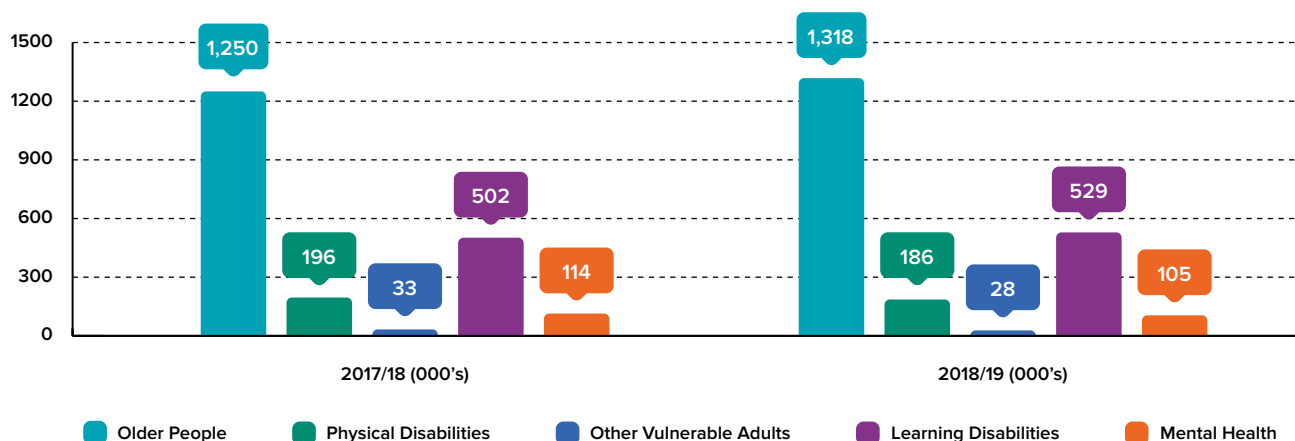


The total expenditure for Adult Social Services in 2018/19 was £47.5 million. Since 2010 the Council has had to continually deliver on-going savings in response to the Government's policy of reducing the public sector deficit, mainly through reductions in

public expenditure. It is recognised that there is uncertainty about the future of Adult Social Care funding. To date the Council has made savings of £75.4 million and, of this total, Adult Social Services has contributed a saving of £16.1 million.

Who we provided support to in 2018/19

Long Term Support



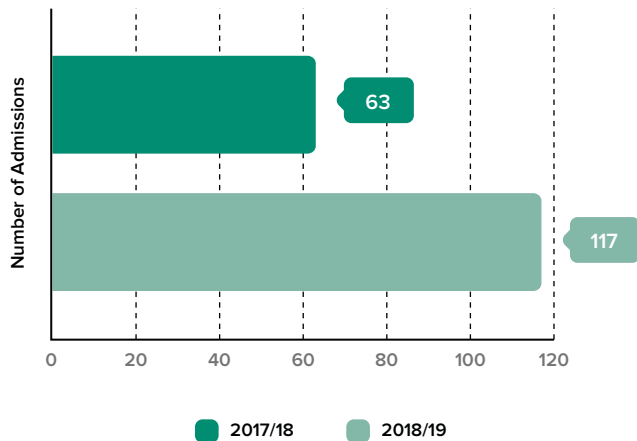
Adult Social Services received a total of 3,287 requests for support. Most of these people were provided with information and advice, and/or received a referral to services in the community.

The Council supported 2,166 people in 2018/19 with a Long-Term Support service. The breakdown of this number can be found above.

How are we doing? Our performance

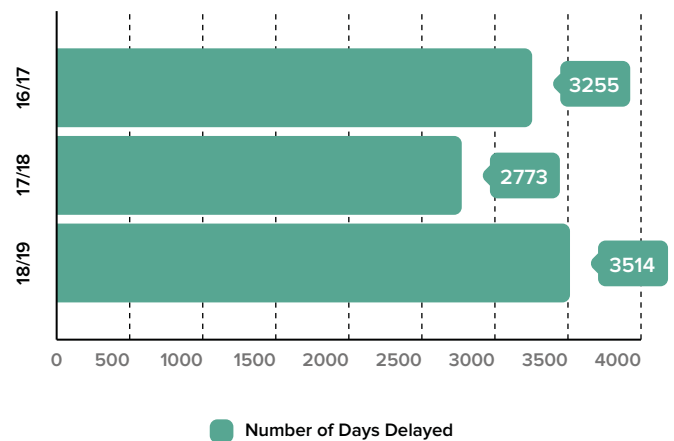
Sutton Council has an Adult Social Services Performance Report. In this Local Account, we provide a brief summary below of our performance:

Admissions of older people to residential/nursing care



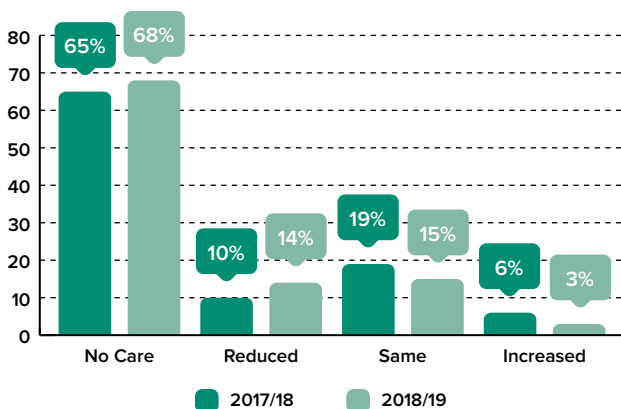
In 2018/19, there were 117 permanent admissions made to a nursing and residential care home compared to 63 admissions in 2017/18. Adverse weather conditions during 2017/18 affected the number of people going into hospital who subsequently needed admission to residential or nursing care. There was a higher proportion of older people who were more prone to suffer the impact of adverse weather conditions.

Waiting to come out of hospital



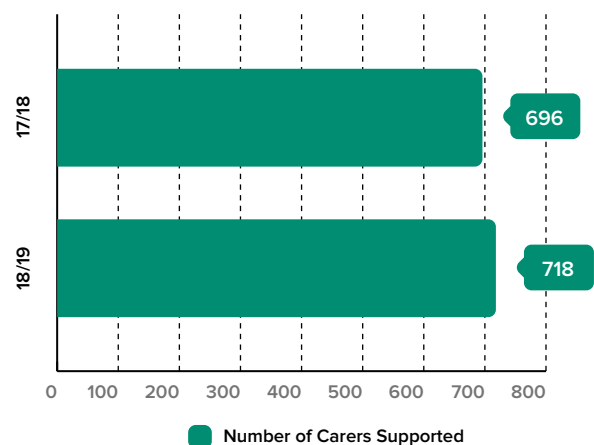
This performance measures the number of extra days people had to stay in hospital waiting for suitable arrangements to leave hospital. Our aim is for people to return home as soon as they are medically fit to leave hospital. A key factor affecting performance in 2018/19 was the adverse weather.

Helping people to remain independent for as long as possible

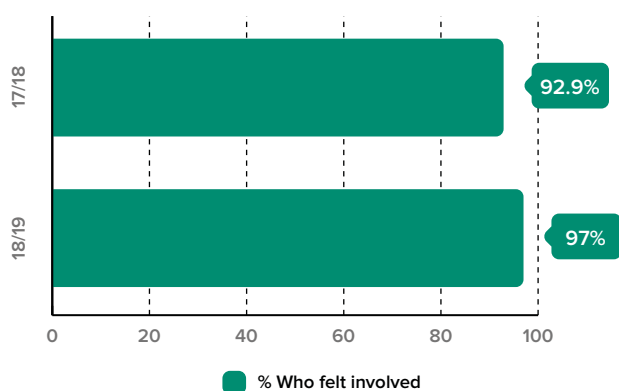


The START Reablement Service aims to support people to retain their independence. In 2018/19, over 800 episodes of support were provided. Over 65% of people who completed such a programme did not require any long-term support services following the START intervention and a further 14% saw a reduction in the ongoing support they required when the service ended.

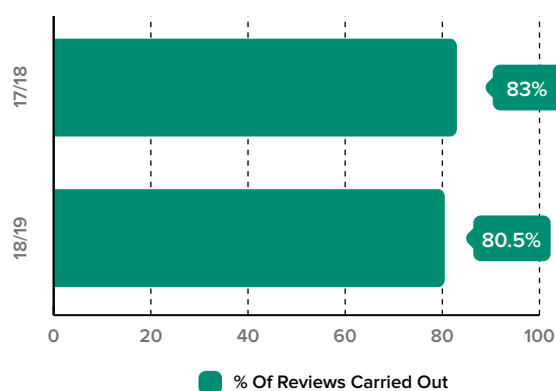
Helping carers in their role



During the period 2017/18, we helped 696 people to continue in their caring role. In 2018/19 we have supported slightly more carers (718) than we did last year. Support was provided to carers by means of a direct payment, provision of universal services, information and advice or through signposting to other agencies. In the recent Carers' Survey, it was recognised that we have improved our information and advice to carers (survey findings on page 14/15).

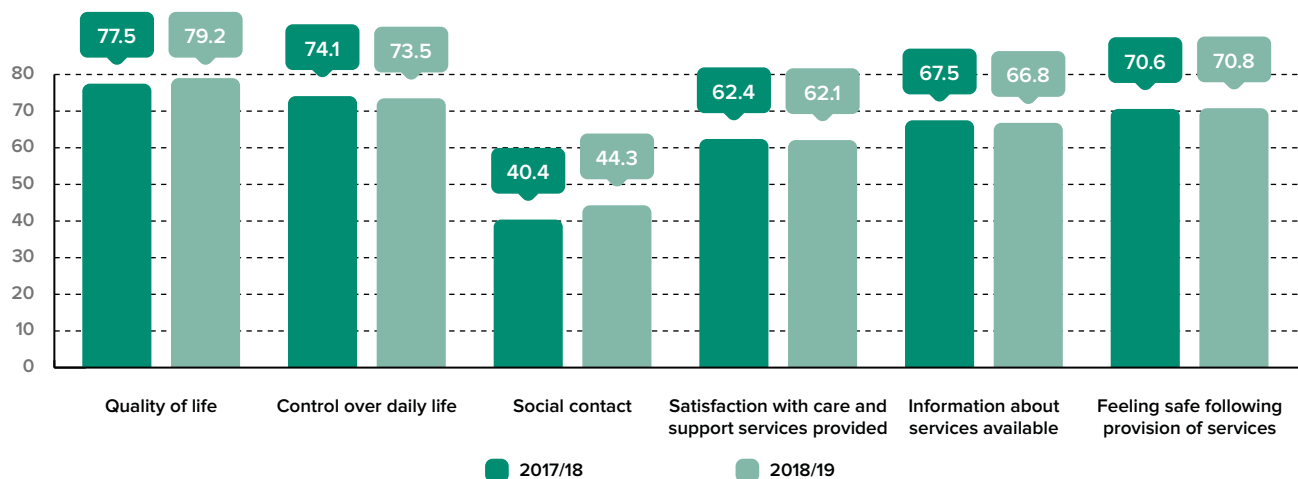
Keeping people safe from harm

This performance measure indicates the percentage of vulnerable people who have experienced safeguarding concerns and have been actively involved in the decision-making process designed to keep them safe.

Making sure adult care and support needs are being met

It was our aim to review 78% of people in receipt of a service to make sure that their needs were being met appropriately. In fact we reviewed 80.5% of people in receipt of services and we aim to continue to improve.

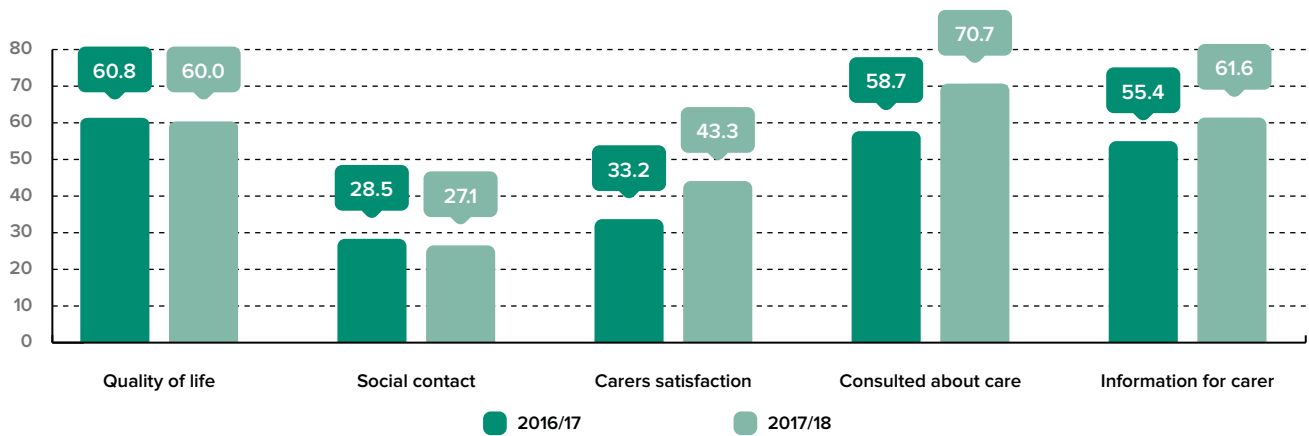
What you told us about our services in 2018/19

National Adult Social Care Survey 2018/19

The National Adult Social Care Survey is a survey of service users conducted by all local authorities in January and February every year. The full NHS Digital report can be accessed via this link: <https://digital.nhs.uk/data-and-information/publications/statistical/personal-social-services-adult-social-care-survey/england-2018-19>

In January and February 2019 questionnaires were sent to 921 long-term service users. 320 people completed the survey (a response rate of 35%). The margin of error for the survey was $\pm 5\%$ i.e. if we had responses from all service users we would expect the results to be within 5% of the scores from the sample.

National Adult Social Care Carers Survey 2018/19

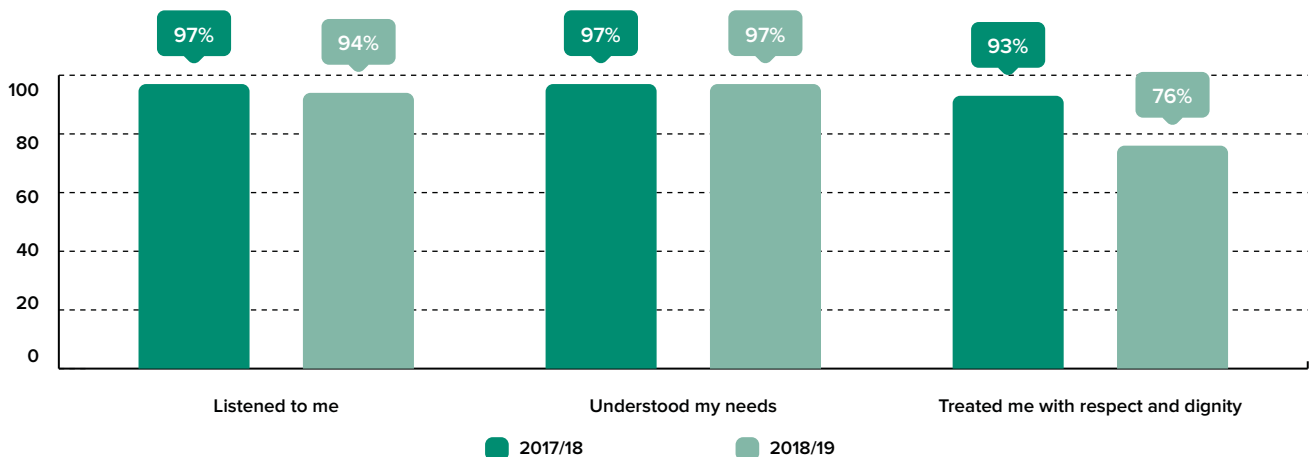


The Carers' Survey is conducted every two years. The full NHS Digital report can be accessed via this link: <https://digital.nhs.uk/data-and-information/publications/statistical/personal-social-services-survey-of-adult-carers/england-2018-19>

In October 2018, questionnaires were sent out to the 603 carers who had been assessed or reviewed

by the Council in the previous year (excluding those carers where the person they cared for was deceased). 260 carers completed the survey (a response rate of 43%). The 'margin of error' of the survey is less than +/-5%, so any change of greater than 5% between this year and 2016 is statistically significant.

The Sutton Adult Social Services' User Experience Survey 2018/19



The Sutton Adult Social Services' User Experience Survey provides us with feedback on our service users' experience of accessing Adult Social Services and of their satisfaction with how they were treated by us. In 2018/19 275 people completed the survey, a decrease of 29% from the previous year.

The survey looks at their experience of going through the assessment process. The survey continues to show high levels of overall satisfaction with Adult

Social Services throughout 2018/19. The ability of staff to listen to people and understand their needs was rated most highly by the people who completed the survey this year.

We continue to evaluate areas where there has been a decrease within the last year and we will be taking measures to address this, including promoting interdependence and resilience with individuals and communities.



Highlights of the year

Peer Review of Adults Safeguarding Service

The Peer Review for Safeguarding took place between 20-22 February 2019. London Borough of Sutton invited an external assessment of its leadership and practice of adult safeguarding. This review was carried out by officers from other councils who were invited to provide scrutiny on how well we are doing and to see where we could do better.

The outcome of the peer review was positive and supportive of both adult safeguarding practice and the Safeguarding Sutton's Adults Board (SSAB) in creating a culture where safeguarding is everybody's business and residents are kept safe.

Transformation of Adult Social Care

In October 2018, London Borough of Sutton Adult Social Care successfully restructured its operating model, moving to a Locality service, with a longer term vision of creating multi-disciplinary community teams aligned with health services. The aim of the restructure was to improve the 'customer journey' by offering a seamless and holistic approach thereby reducing the need for hand-offs and striving to solve emerging issues at source.

Wallington Library – Pilot Site for an Integrated Community Team

Following an extensive refurbishment of Wallington Library, NHS Community Health Services and LBS Adult Social Services were able to share the first locality office. Co-working relationships have been developed with joint working, joint visits and discussions on how to best support clients in a more joined-up way.

Overall, being based in the community provides us with a better understanding of the available resources and helps us to play a stronger role in the local community.

Admiral Nurses

Admiral Nurses play a unique caring role by working across different parts of the health and social services system, so the needs of unpaid carers and people with dementia can be addressed in a coordinated way. In 2018/19 Admiral Nurses supported 279 Sutton families. There is a case study at the end of this document that illustrates this good work.



Future Plans for 2019/20

In keeping with our new five year corporate plan 'Ambitious for Sutton', we have continued to develop exciting plans to empower and enrich the lives of our local residents. The plan sets out our ambitions for the borough under four new outcome based themes:

1. **Being Active**
2. **Making Informed Choices**
3. **Living Well Independently**
4. **Keeping People Safe**

Raise Awareness of Safeguarding

Keeping People Safe

We will aim to empower communities to better protect and look after themselves.

Dealing with Complaints

Making Informed Choices

We aim to provide an improved response to complaints and to develop strategies to learn lessons from them.

Service to Carers

Living Well Independently

We will increase the number of carer assessments and promote awareness of carers' rights. We will continue to implement and embed the Carers' Strategy.

Continuing Health Care

Keeping People Safe

We will continue to ensure that people have access to the correct support they require through Continuing Health Care.

Transformation of Adult Social Care – Phase 2

Living Well Independently

We will deliver phase 2 of our Transformation Programme across the remaining localities which will entail bringing together the remaining elements of health and social care.

Quality Assurance Framework

Keeping People Safe

We are developing our first joint Quality Assurance Framework to bring together Adults' and Children's commissioning. This gives us the opportunity to consider the full-life experience of the people accessing social care and commissioned support from the local authority. This is how we will make sure that we can keep improving outcomes for adults, families and children in Sutton.

Through the Quality Assurance Framework we will ensure assessments and reviews meet minimum standards and staff continue their professional development.

A Special Story

Admiral Nurse Service - A case study

The following case study provides an insight into the work of our Admiral Nurse service and is a testament to the good work they do.

Kathleen and Bahman's story

"Without our Admiral Nurse, life would have been far more difficult physically and financially."

Bahman had been worried about his wife's mental health for some time.

"Kathleen would ask the same questions over again, such as what day it was," says Bahman. He finally persuaded Kathleen to go to their GP but, as Kathleen was an eloquent and intelligent former GP herself, the doctor concluded there was nothing wrong with her.

The problems continued for months and Bahman decided to seek advice from their local mental health team. "We referred ourselves," says Bahman. "They examined my wife, and that's the first time we heard the word Alzheimer's mentioned."

"I couldn't think of anything worse happening to my wife than the deterioration of her mental state," says Bahman. "I looked Alzheimer's up online, learning there was no cure and it could mean forgetting who your own children were. This was very difficult to learn."

Bahman contacted Dementia UK and was put in touch with the Admiral Nurse service.

"The Admiral Nurse offered suggestions about the financial support we could get, such as Attendance Allowance, which we'd never heard of. We were told about the help we could get from the district nurse too. She visited us at home every week, which was a great help as it meant not having to struggle to get to GP appointments. Without our Admiral Nurse, life would have been far more difficult for us to cope with both physically and financially."

Kathleen also had sleep apnoea, a disorder that meant she could fall asleep deeply at any moment. "Kathleen was sometimes sleeping for 20 hours a day," says Bahman. "I couldn't wake her up, even if I shook her arm. Nothing worked. She could fall asleep wherever we were, which could mean me trying to move her physically."

Our Admiral Nurse told Bahman about a taxi service that could carry Kathleen in her wheelchair, so even if she fell asleep while out and about, Bahman could get her home.

For five years, our Admiral Nurse kept on coming to see Kathleen and Bahman. "His regular meetings with me and my wife helped a great deal," says Bahman. "We had live-in care for the last five years, which almost broke the back of the financial structure of the family. Our Admiral Nurse helped us apply for Continuing Healthcare funding, which we were completely unaware of. We managed to get about a third of our expenses taken care of through that."

Bahman particularly valued the meetings our Admiral Nurse hosted once a month for other carers. "You met other people caring for a person with the disease, so we could all share experiences," explains Bahman.

Kathleen died at home in spring 2019. "She went peacefully with her whole family around her," says Bahman. "We were very fortunate in that."

Our Admiral Nurse and Bahman still keep in touch. "Our Admiral Nurse was here only a few days ago," says Bahman. "He's planning to come every now and again just to see how I'm getting on, now that I am living by myself. I only have praise for our Admiral Nurse. It's an excellent service."



