

Council Improvement Profiles

LOCAL AUTHORITY : WIGAN

- In 2015/16 11 ASCOF measures have improved.
- Delayed transfers of care from hospital per 100,000 populations – top quartile nationally and in North West.
- Proportion of people who use services who reported that they had as much social contact as they would like – top quartile nationally and in Northwest, ranked top within the 10 Greater Manchester Combined Authorities.
- Permanent admissions of older people 65+ to res/nursing per 100,000 population – Improved and we have moved out of the bottom quartile nationally.
- Proportion of carers using Social Care who receive Self-Directed Support – bottom quartile nationally.
- Proportion of people who use services who find it easy to find information about services – bottom quartile nationally.
- Overall satisfaction of people who use services with their care and support – improved by 2.7% against last year, top quartile nationally.

The health and wellness of residents in Wigan Borough tends to be poorer compared with other parts of the country, however, we have continued to improve in eleven of our ASCOF measures since last year which demonstrates a year on year improvement.

We have changed the way in which we deliver Adult Social Care in Wigan since 2014 through the implementation of the Deal for Adult Social Care and Health (DASCH). This is our large scale and innovative transformation programme, which is underpinned by an asset based approach to create independence and reduce dependency on formal health and social care support. So far over 1,000 people have attended the Deal training and the principles underpinning the strength-based approach has become a cultural way of how we work in Wigan with all staff adopting the same attitude, behaviours and values to support this new way of working.

We have seen numerous examples that illustrate

how the DASCH through equipping staff to have deeper, more insightful conversations with people and giving them permissions to be more creative with support have helped to improve the health and wellbeing of our customers.

For example, though performance has dropped for the proportion of carers using Social Care who receive Self-Directed Support – the Carers Assessment, Support Plan, Personal Budgets and review work duty has predominantly transferred from the Local Authority to the Local Carers Centre, with the exception of complex cases which are still managed and monitored through the LA's social care teams. Through re-modelling our arrangements for undertaking carers duties as part of the DASCH, by having different conversations with carers and building upon their strengths and aspirations we have seen an increase in the number of carers accessing universal support services in the community, such as the Carers Network. This is set against choosing to have a statutory assessment of their needs undertaken and a subsequent allocation of a personal budget

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However, we are still looking at how we can further improve to ensure the Deal continues to deliver the best experience and outcomes to our customers. We know that there are still challenges to overcome with regards to the number of handoffs our customers experience and the fragmented nature of our services due to the number of specialist roles and functions. We have therefore commissioned Vanguard Consultancy to work with us in the first phase of our DASCH "Fresh Look". The Vanguard Methodology will provide the means to study our adult social care services end-to-end, understanding service-user demands and following that demand through the services in order to understand how and how well the services work, identifying the system conditions that help or hinder delivery of the DASCH and achievement of purpose from the service users' point of view. One of the immediate solutions to improve our performance against the proportion of people who use services who find it easy to find information about services – bottom quartile nationally is the launch of our Community Book which went live this month. The Community book brings together local people, community groups and organisations to do great things. It enables individuals to find a wide range of support services and community opportunities available in the Wigan Borough, new groups and organisations to promote their events, source equipment and find volunteers.

Wigan understands that the long term health and wellbeing of residents will only be secured if organisations and individuals work together to take charge of the health needs. A key component of the work of our Locality Plan for Health and Care Reform, "The Deal for Health and Wellness" is the formation of Integrated Community Services (ICS) across the Borough. The development of Integrated Care Services will consist of a new partnership with providers of health and social care built around primary care to work in a community facing integrated way, delivering better outcomes for people.

The services will focus on early intervention and will employ a personalised approach that anticipates care requirements and adopts shared care planning which is based around the needs of individuals across the life course.

This means any individual will only have to tell their story once and will have one assessment and one care plan – all supported by one integrated system. Our first locality is already operating in Hindley having been launched in October 2016.

In June of this year the Council embarked on a new commissioning process by introducing the Community Services Ethical Framework which embeds the principles of Ethical, Asset Based Approaches in partnership with major stakeholders including users of services, providers, health and social care professionals. All providers of services must apply to join the framework as all commissioning in future will be through the framework. The development of the Framework has been a really successful exercise to ensure that our current and future ASC providers have the right skill set and value base to deliver more creative options, at a high quality, to better meet and improve the lives of our customers. We are proud of the work we have done to date and are carefully managing the transition to new providers.

However, the challenge for next year is to continue to develop a diverse and sustainable ASC market – as currently we have a mixed market in terms of quality with both the nursing and residential market being more fragile than other areas. The priority over the coming two years is to incubate innovation and creativity across these particular markets, aligned with ongoing and robust quality assurance through our Innovation Fund. The longer term solution is to develop a new centre of excellence to introduce additional capacity and opportunity to shift away from poor providers in the local ASC market.

STUART COWLEY

Director of Adult Social Care and Health