

SHEFFIELD CITY COUNCIL

POLICY COMMITTEE DECISION RECORD

The following decisions were taken on Wednesday 8th February 2023 by the Adult Health and Social Care Policy Committee.

Item No

7. HOSPITAL DISCHARGE AND URGENT CARE DELIVERY PLAN

- 7.1 The Committee considered a report of the Director of Adult Health and Social Care and the Deputy Place Director Sheffield Place - Integrated Care Board.

The overarching Adult Health and Social Care vision was for every adult in Sheffield to be able to age well and live the life they want to live, with choice and control over the decisions that affect them.

The purpose of the report was to articulate the ambition in relation to hospital discharge, urgent care, and avoidable admission as well as a delivery plan so that individuals can return home from hospital when well.

- 7.2 **RESOLVED UNANIMOUSLY:** That the Adult Health and Social Care Policy Committee:-

1. Agrees the direction of travel and planned improvement activity; and
2. Requests that the Director of Adult Health & Social Care provides the Committee with updates on progress against the Delivery Plan on a 6 monthly basis.

7.3 Reasons for Decision

- 7.3.1 As a partnership between agencies in Sheffield, we have made a commitment to admission avoidance.

7.4 Alternatives Considered and Rejected

- 7.4.1 Do nothing: It would be possible not to produce a plan in relation to discharge – but it would mean any activity would lack focus, coherence, and public accountability.

8. ADULT HEALTH & SOCIAL CARE DIGITAL STRATEGY

- 8.1 The Committee considered a report of the Director of Adult Health and Social Care.

The report detailed how a digital strategy for adult health & social care, to inform and contribute to the whole organisation's digital strategy, was necessary.

It would provide a framework for decisions on use of digital technology in adult

health and social care going forward, and a plan to best optimise it as part of the Council's new operating model.

8.2 **RESOLVED UNANIMOUSLY:** That the Adult Health and Social Care Policy Committee:-

1. Approve the digital strategy for adult health & social care, and confirm it aligns with the Committee's strategic direction; and
2. Request that the Director of Adult Health and Social Care bring a six-monthly report noting update and progress made with implementation of the strategy to Committee.

8.3 **Reasons for Decision**

8.3.1 An approved Adult Health & Social Care Digital Strategy will enable us to articulate a vision and direction of travel in terms of our use of digital technology to support the new operating model. In turn, this will help us to:

- Provide greater accountability and transparency about how we intend to use digital technology.
- Align with partners to deliver a system wide approach.
- Maximise opportunities to develop further activity to improve the use of digital technology in alignment with our aspirations and goals.
- Ensure the needs and requirements of Adult Social Care (clients, carers, partners and staff) are reflected in any future corporate Digital Strategy.

8.3.2 An approved Adult Health & Social Care Digital Strategy Delivery plan will allow us to track progress towards delivering the strategy – even when the delivery of specific elements may be part of other projects or carried out as “business as usual”.

8.4 **Alternatives Considered and Rejected**

8.4.1 **No Adult Health & Social Care Digital Strategy** – we could choose not to have a digital strategy for Adult Health & Social Care. However this would result in a less coherent approach to our use of digital technology, particularly in the absence of a corporate Digital Strategy.

8.4.2 **A different delivery plan** – the attached delivery plan is intended as an “umbrella” for the individual elements which contribute to it. The constituent pieces of work will be progressed in different ways, with some of them resulting in their own future reports to the Committee. Some of these will also appear as constituents of the operating model delivery plan. However, it was felt that there is value in providing a specific digital technology focussed view of delivery.

9. TRANSFORMING CARE HOMES FOR CITIZENS OF SHEFFIELD

9.1 The Committee considered a report of the Director of Adult Health and Social Care

which provided an update on the proposals to develop/transform the care home market in Sheffield.

It included a commissioning plan which set the strategic direction and an associated four stage delivery plan. The plan included a re-procurement exercise and a market sustainability exercise.

9.2 RESOLVED UNANIMOUSLY: That the Adult Health and Social Care Policy Committee:-

1. Approve the care homes commissioning plan which sets out the strategic direction for the development of care homes in Sheffield (in line with the Care Act 2014);
2. Approves the associated high-level delivery plan for the next 2 years (22-24) including the intention to re-procure, support, and sustain the market; and
3. Agrees that an update on progress is provided to the Adult Health and Social Care Policy Committee on a six-monthly basis.

9.3 Reasons for Decision

9.3.1 Do nothing - Continue with the existing services as is. This alternative was rejected because:

- It does not respond to feedback gathered
- It does not allow us to update the current service agreements
- It does not allow us to develop an improved relationship with providers • It would not necessarily provide a well sustained market
- The provision would not be fit for the future.

9.4 Alternatives Considered and Rejected

9.4.1 This commissioning plan is recommended because it:

- Starts a journey of transformation so care homes are a positive choice as a place to live and work
- Builds in time for there to be some stabilisation of the market and development of relationships and partnerships all of which should benefit the individuals living there
- Builds trust with partners and providers leading to better outcomes for people
- Delivers the outcomes that people said were most important to them and has quality assurance systems which test this
- Ensures care homes are part of a wider community and accepted as an invaluable resource in that community.

10. MARKET OVERSIGHT AND SUSTAINABILITY - ADULT SOCIAL CARE

- 10.1 The Committee considered a report of the Director of Adult Health and Social Care which sought approval from Committee for Sheffield's Market Oversight and Sustainability Plan 2023/24 (Appendix 1 of the report), which set out how the Council will ensure that it fulfils its statutory duties as set out in the Care Act 2014.

The report also asked Committee to endorse a Care Quality Framework (Appendix 2 of the report) which sought to define the standards the Council expects from the delivery of care by all adult social care services: both our Council run service and all commissioned care services.

These two documents form part of the Council's Care Governance Strategy, contributing to improving our performance, quality and outcomes

- 10.2 **RESOLVED UNANIMOUSLY:** That the Adult Health and Social Care Policy Committee:-

1. Approves Sheffield's Market Oversight and Sustainability Plan 2023/24;
2. Approves the Care Quality Framework; and
3. Requests that the Director of Adult Health and Social Care review and refreshes the Market Oversight and Sustainability Plan and the Care Quality Framework annually for subsequent consideration by the Committee

10.3 **Reasons for Decision**

- 10.3.1 The recommendations arise from the Council's market shaping responsibilities and from the need to fulfil the conditions for receiving the DHSC's Market Sustainability and Fair Cost of Care Fund (2022-23).

10.4 **Alternatives Considered and Rejected**

- 10.4.1 The development of Market Sustainability Plans is consistent with Council's duty to oversee and if necessary to intervene in the market to ensure that people have a choice of good quality support providers to choose from should they need to draw on social care services, whether funded by themselves or from public funds.

11. **REVENUE BUDGET MONITORING REPORT - MONTH 8**

- 11.1 The Committee considered a report of the Interim Director of Finance and Commercial Services which brought the Committee up to date with the Council's financial position as at Month 8, 2022/23 General Fund revenue position

- 11.2 **RESOLVED UNANIMOUSLY:** That the Adult Health and Social Care Policy Committee:-

Notes the Council's financial position as at the end of November 2022 (month 8).

11.3 Reasons for Decision

11.3.1 This report is to bring the Committee up to date with the Council's current financial position as at Month 8 2022/23.

11.4 Alternatives Considered and Rejected

11.4.1 The Council is required to both set a balance budget and to ensure that in-year income and expenditure are balanced. No other alternatives were considered.

13. APPROVE ALL AGE MENTAL HEALTH AND EMOTIONAL WELLBEING STRATEGY (COMMITMENTS 1,6 ASC STRATEGY)

13.1 The Committee considered a report of the Director of Adult Health and Social Care.

The Sheffield All-Age Mental and Emotional Health and Wellbeing Strategy set the scene for supporting Sheffield people – from young to old – with their emotional health and mental wellbeing.

It is positive, ambitious, and focussed on delivering change in partnership and collaboration across Sheffield. The strategy would be underpinned by an annually updated delivery plan which would have clear objectives and outcomes anticipated. This would be a partnership document, and a range of organisations will continue together to the delivery of the strategy's objectives.

13.2 **RESOLVED UNANIMOUSLY:** That the Adult Health and Social Care Policy Committee:-

1. Endorse the All-Age Mental and Emotional Health and Wellbeing Strategy and note that approval will be sought through the Strategy and Resources Committee; and
2. Request that an accompanying delivery plan is brought to the committee in six months' time, along with an update of progress made.

13.3 Reasons for Decision

13.3.1 The strategy is a positive development for the city and will enable partner organisations to work together to improve mental and emotional health and wellbeing of individuals and carers across the City.

13.3.2 Approving the strategy demonstrates the Committee's commitment to partnership working for the benefit of citizens of Sheffield.

13.4 Alternatives Considered and Rejected

13.4.1 **Do nothing:** It would be possible not to produce a strategy for this area – but it would mean any plans would lack focus, coherence, and public accountability.

14. ENDORSE DIRECTOR OF ADULT SOCIAL CARE (DASS) REPORT AND DELIVERY PLAN

- 14.1 The Committee considered a report of the Director of Adult Health and Social Care.

This report provided a Director's update regards the performance and governance of Adult Health and Social Care Services, including progress in meeting DASS accountabilities and delivering on our statutory requirements.

It also provided an update regarding Adult Health and Social Care progress in relation to the Council's Delivery Plan and key strategic events and issues on the horizon.

- 14.2 **RESOLVED UNANIMOUSLY:** That the Adult Health and Social Care Policy Committee:-

1. Notes the Director of Adult Health and Social Care report;
2. Notes the attached What Good Looks Like Assurance; and
3. Notes the work underway to prepare for CQC Assurance including review and practice and learning development plan

14.3 **Reasons for Decision**

- 14.3.1 The report provided an update regarding Adult Social Care activities for Members

14.4 **Alternatives Considered and Rejected**

- 14.4.1 Not applicable – no decision or change is being proposed.

15. ENDORSE ADULT SOCIAL CARE FINANCIAL UPDATE AND PROGRESS WITH FINANCIAL RECOVERY PLAN

- 15.1 The Committee considered a report of the Director of Adult Health and Social Care.

The report delivered on the Council's commitment to transparent and accountable financial reporting. This update provided assurance regards delivery upon the Council's financial recovery plan, spend forecast and outlook for 2023/2024 including an update on the Autumn Statement, financial risks, and challenges.

It also provided an overview of steps taken to prepare for implementation of new care and wellbeing tender, and an update on recovery mitigations including an update on automation in Adult Social Care, external challenge to improve use of resources and a review of the Integrated Commissioning budget.

15.2 **RESOLVED UNANIMOUSLY:** That the Adult Health and Social Care Policy Committee:-

1. Note the update to the financial forecast for the delivery of savings in 2022/23;
2. Note actions taken to achieve savings or mitigation of pressures;
3. Note the update provided on the Autumn statement and work being undertaken to prepare for the 2023/24 financial year;
4. Note the actions being taken and the progress made to date to prepare for the introduction of the new care and wellbeing service;
5. Note the opportunities for further efficiencies being explored in Adult Health and Social care to improve the use of automation and digital technology; and
6. Request updates on progress with implementation through our Budget Delivery Reports to future Committee

15.3 **Reasons for Decision**

15.3.1 The recommendations were made to support strategic planning and operational decisions that are necessary for the long-term sustainability of adult health and social care and the long-term benefit of people in Sheffield.

15.4 **Alternatives Considered and Rejected**

15.4.1 Not applicable – no decision or change is being proposed.