



Report to Policy Committee

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Sheffield

Report of: Director Adult Health, and Social Care and Director Commissioning Developments, South Yorkshire Integrated Care Board.

Report to: Adult Health and Social Care Policy Committee

Date of Decision: 19th December 2022

Subject: *Improving Wellbeing Outcomes and Tackling Inequalities Through Early Intervention, Integration and Partnership Working.*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given?				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below: -				
<i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>				

Purpose of Report:

The purpose of this report is to provide an overview of the joint working across health and social care in Sheffield and how this is improving outcomes and closing the gap on inequalities for the residents of Sheffield. Improving people's experience of health and care services in Sheffield has been a key driver to ensure people and carers have a similar experience of services and support which ever service they access.

The report also provides an update in progress in relation to the area of development *Improving Wellbeing Outcomes and Tackling Inequalities Through Early Intervention, Integration and Partnership Working* in the Council's Delivery Plan.

Recommendations:

It is recommended that the Adult Health and Social Care Policy Committee:

1. Note progress in relation to the Adult Health and Social Care Integrated Working Delivery Plan – Improving Outcomes through Tackling Inequalities through Integrated Working attached at Appendix 1.
2. Approve the Sheffield Wellbeing Outcomes Framework described at section 1.9.
3. Agree that Director of Adult Social Care brings back 6 monthly reports on progress in implementation of the Delivery Plan and Outcomes Framework.

Appendixes

Appendix 1 - Improving Wellbeing Outcomes and Tackling Inequalities Through Early Intervention, Integration and Partnership Working in the Council's Delivery Plan

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Liz Gough
		Legal: Patrick Chisholm
		Equalities & Consultation: Ed Sexton
		Climate:
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>Alexis Chappell</i>
3	Committee Chair consulted:	<i>George Lindars Hammond and Angela Argenzio</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Martin Smith Jon Brenner	Job Title: Deputy Director Planning and Commissioning Principal Programme Manager, Adult Health and Social Care
	Date: 5th December 2022	

1.0 PROPOSAL

- 1.1 The [Adult Health and Social Care Strategy](#) and accompanying [Delivery Plan](#) set out our vision for 2022 to 2030. Called 'Living the life you want to live', it's about how we work together to help the people of Sheffield to live long, healthy and fulfilled lives. A key commitment within the Strategy and Delivery Plan is the development of effective partnerships and relationships which enable people to live the life they want to live.
- 1.2 Sheffield partners recognise that to take a fully outcomes-focused approach to health and care services necessitates looking forward about what makes for an independent, fulfilling life and how to support people to lead that life. If integration really impacts on peoples' lives positively then it does matter to them.
- 1.3 In 2018 the Care Quality Commission undertook a [Local Area Review of the Sheffield System](#) and found that too much of the care and support provided to Sheffield citizens was delivered away from their home environment, that services were fragmented and hard to navigate, there was insufficient focus upon preventative pathways and that financial pressures could be increasingly risk managed in collaboration.
- 1.4 The Council must set out how it will promote wellbeing, integrated working and prevent needs for care and support in accordance with the Care Act 2014 general responsibilities in relation to [1.Promoting individual well-being](#), [Preventing needs for care and support](#), [Promoting integration of care and support with health services etc.](#).
- 1.5 In response to the findings as well as the legal duties, significant work has been undertaken to build partnerships and relationships which improves lives and outcomes for people of Sheffield. This has been reflected in the [Better Care Fund Update and Overview](#) reported to Committee on 16th November 2022, [Sheffield Joint Health and Wellbeing Strategy 2019 - 2024](#) reported to the Health and Wellbeing Board.
- 1.6 In particular, the Council has made a clear commitment to *Improving Wellbeing Outcomes and Tackling Inequalities Through Early Intervention, Integration and Partnership Working* by way of thematic delivery actions under the Strategic Goal of Healthy Lives and Wellbeing for All set out in the [Council's Delivery Plan](#) approved at Strategy and Resources Committee on 30th August 2022.
- 1.7 It's aimed that the actions in the plan provide a foundation for delivery upon our strategy, our legal duties, the CQC findings and ultimately through these improving lives and outcomes of people of Sheffield. This report provides an update in relation to the actions contained in the Councils Delivery Plan and seeks endorsement of an approach to Sheffield Outcomes Framework.

1.8 Update Against the Improving Wellbeing Outcomes and Tackling Inequalities Through Early Intervention, Integration and Partnership Working Theme of the Council's Delivery Plan

1.8.1 The "Improving Wellbeing Outcomes and Tackling Inequalities Through Early Intervention, Integration and Partnership Working" Delivery Plan which is the actions agreed within the Council's Delivery Plan attached at Appendix 1 provides an update in relation to progress made.

1.8.2 Good progress has been made to date as follows:

- ✓ Joined Up Local Support – [An Adult Social Care Target Operating Model](#) was approved at Committee on 16th November 2022 and this provides a foundation for greater joined up working with Primary Care Networks, Trusts, ICB and partners to develop multi-disciplinary team-based ways of working and a shift towards early intervention and prevention. A report on progress in implementing the Target Operating Model and joint working with Primary Care, Trusts and key partners is planned for March 2023 Committee.
- ✓ Joint Wellbeing Outcomes - A Joint Health & Wellbeing Outcomes Dataset which tells us the impact we are having on people of Sheffield and areas for development has been developed and further information is provided in this report about the outcomes dataset.
- ✓ Joint Quality Framework - A Joint Health and Social Care Quality Board has been developed and its planned to use this as a foundation for developing joint framework for monitoring quality across health and care commissioned provision aligned to the [Care Governance Strategy](#) and [Practice Development Framework](#) approved at June and November Committees. Updates will be provided to March 2023 Committee.
- ✓ Information and Advice - A new information and advice platform which provides greater information and advice about supports available and builds a foundation for greater use of digital technology and self-assessment to improve access to social care has been developed and update is provided to Committee today.
- ✓ Early Help and Intervention – A working group is underway to refresh our approach to Early Intervention and Help which enables people to live independently and healthier at home for longer. A workshop has been organised with Committee Members for 11th January 2023 to inform a future model and report to Committee seeking approval for the Model in March 2023.

1.8.3 Over the next six months it's planned to progress delivery upon of a Joint NHS and Social Care Financial and Strategic Plan, so that we can evidence how we are using our joint funding effectively to achieve best outcomes for people of the City and delivery of a joined-up approach across Social Care and Housing to support people to live independently and well across communities.

1.8.4 It's aimed that in undertaking each of these developments, this establishes further foundations for further partnership working which can close the gap on inequalities, delivers improved wellbeing outcomes and enables people to live the life they want to live.

1.9 Sheffield Wellbeing Outcomes Framework

1.9.1 The growing body of evidence shows that better outcomes and experiences, as well as reduced health inequalities, are all possible when people can actively shape their care and support. As Sheffield health and care organisations work together more closely, the power of individuals as the best integrators of their own care is well recognised.

1.9.2 This principle has underpinned the creation of a Sheffield Outcomes Framework. It aims to be a framework which can enable us to evidence the joint impact on people and communities. This then supports our ambition that we build services around people rather than around organisations to improve the experience of health and care and to make a real difference to outcomes. Collaboration will be key to delivering upon the outcomes and everyone will have a role to play.

To achieve this, the framework operates at three different levels:

1.9.3

- that of the individual person; (Personalised Care)
- the place where they live; (Communities and Neighbourhoods)
- and the wider population of which they form a part. (Population Health Management)

1.9.4 The focus of integrated transformation needs to be both on designing services for people with specific needs to give them greater control over their lives and improve overall outcomes, as well as on places and populations to address the wider determinants of poor health. It's about building on the assets, strengths and skills of local communities and people to reduce the need for care and health support from the statutory agencies, and to improve outcomes

1.9.5 By owning a set of key outcomes that are important to the City, we will ensure that progress is made and commitment by all is maintained. This provides a great opportunity for us all to make a difference, reduce inequalities and ensure our most vulnerable citizens are respected and heard over a sustained period.

1.9.6 It provides an all-age approach from maternity and childhood, through living with frailty, older age, and end of life, encompassing both mental and physical health and recognises the role and voice of carers. It also importantly recognises the contribution of communities and the voluntary and community sector.

1.9.7 The Sheffield Health and Wellbeing Outcomes Framework will ensure all organisations in Sheffield are committed to delivering the outcomes and annual reporting will show progress against our vision. This fits with the Sheffield Joint Health and Wellbeing Strategy ambitions to enable the people of Sheffield to start well, live well, age and die well.

1.9.8 The Framework was developed through significant engagement with individuals and partners throughout the period 2021 to 2022. This was undertaken at the same time as development of the Adult Social Care Strategy which supported an alignment of the ambitions and focus on people.

1.9.9 To enable oversight and implementation of the framework, a multi-agency Outcomes Steering Group was established as a way of bringing partners together around a focus on outcomes for citizens of Sheffield.

1.9.10 The Steering Group has used the framework to take a thematic deep dive into our impact on people of Sheffield in a systematic way. To date the framework has focused on children and young people, mental health and dementia and it's planned to look at adults with a disability and older adults in the new year.

1.9.11 To enable effective oversight of the outcomes framework, learning and implementation from these the Outcomes Steering Group, will provide update reports to the Health and Wellbeing Board and to care group specific partnerships. For Adults its proposed that the outcomes are reported to the Committee as part of the overall outcomes and performance reporting now established to the Committee.

The Framework is described below:

1.9.12

Sheffield City Health and Wellbeing Outcomes	Alignment to Adult Care Commitments	What does this mean as a partnership?	What does this mean for individuals?	'I' statements for Sheffield
The most deprived communities have the same healthy life expectancy as those from the most affluent communities	Commitment 2 - Provide temporary assistance to help people regain some stability and control in their life following ill health or crisis.	All partners across the city work collaboratively to improve healthy life expectancy and disability free life expectancy. Health, social care, education, housing, activity, police, fire, public health, Voluntary, Community and Social Enterprise Sector (VCSE) and the citizens of Sheffield	Knowing that all professionals are working together and encouraging individuals to have choice and control over their lives.	I can expect to live a long and healthy life I have the information I need to help me to achieve this I know how to access support when I need it
The population of Sheffield will be supported by a diverse range of individuals and organisations	Commitment 1 – Support people to live a fulfilling life at home, connected to the community and resources around them, and provide care and	We will support and encourage thriving communities, and continue to strengthen connections and innovative approaches of	Knowing that appropriate support opportunities will be available from a variety of organisations	I know that I will be supported by a wide range of organisations – now and in the future I know how to access the

	support where needed	engagement at all levels across the city		services available to me
The Sheffield population's voice drives service and strategic changes	Commitment 4 - Make sure support is led by 'what matters to you', with helpful information and easier to understand steps.	Co-ordinated engagement with our communities to raise awareness, actively listen and ensure services reflect what has been heard – we do not always know best...	All voices, especially those with lived experience, will be heard and will help to influence and shape future services across Sheffield and within communities	I know how to get involved and make my voice heard I know I will be listened to I know I will get feedback in an accessible format and be kept informed of progress and improvements
Sheffield people feel connected to friends, family and community	Commitment 1 – Support people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support where needed	Ensuring people are supported in the ways they want to be by their family, friends and communities and know how and where to make connections with others, digitally or otherwise	Getting the right level of support, engagement, and access to live your life in a way that suits you	I feel connected to my friends and family I know where to go if I need support from my community I know how I can get involved in my community
Our workforce reflects the make-up of the Sheffield population.	Commitment 5 - Recognise and value unpaid carers and the social care workforce and the contribution they make to our city.	Ensuring everyone has the opportunity and support to progress and enhance their life and work choices	Knowing there are equal opportunities for everyone	I know there are equal employment opportunities for everyone in Sheffield I know how and where I can get the support I need
The Sheffield population experience high quality support and services	Commitment 3 and Commitment 6 – Make sure there is a good choice of affordable care and support available, with a focus on people's experiences and improving quality.	Ensuring everyone experiences high quality services that meets their needs and delivers positive outcomes	Knowing that whenever you need help and support, the services you receive will meet your needs	I will receive the right care and support when I need it I know the care and support I receive will be what I need and of high quality

4.0 HOW DOES THIS DECISION CONTRIBUTE?

4.1 This proposal also supports a broad range of strategic objectives for the Council and City, and is aligned with existing policies and commitments, including:

- *Adult Social Care Strategy* – Delivery upon vision, outcomes and all commitments.
- *Councils Delivery Plan* – Under the Strategic Goal Health and Wellbeing for all.
- *Our Sheffield: [One Year Plan](#)* – under the priority for Education Health and Care, Enabling adults to live the life that they want to live
- *Conversations Count*¹⁰: our approach to adult social care, which focuses on listening to people, their strengths, and independence.
- *Our new ASC Operating Model* - this aligns to that new arrangement by establishing greater focus on outcomes and community connection.

4.2 The governance arrangements proposed will support a culture of accountability, learning and continuous improvement which will enable the Council to deliver upon its vision and strategy for Adult Social Care, deliver better outcomes and an improved experience for people and a more sustainable adults social care service for the future.

4.3 One of the commitments under the strategy is to “Make sure support is led by ‘what matters to you’, with helpful information and easier to understand steps.” The improved governance arrangements aim to promote and ensure quality of support and practice which matters to individuals.

5.0. HAS THERE BEEN ANY CONSULTATION?

5.1 The update describes progress in delivering upon an area of development in the Council’s Delivery Plan and Adult Social Care Strategy. Due to this the update has not been formally consulted on.

5.2 There is lots of work currently underway to strengthen the direct involvement of people in the decision making and co-production of adult social care services and functions. The intention is that this will be formalised in a co-produced and co-designed dedicated document which will set out the different ways that people are able to engage with the Council from complaints and surveys to board membership and performance challenge sessions.

6.0. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

6.1 Equality of Opportunity Implications

6.1.1 The Equality Act 2010 gives legal status to various protected characteristics which people have – these include Age and Disability, characteristics which are central to the core activity of Adult Health and Social Care. As a Public Authority,

the Council has legal requirements under the Equality Act. These are specified in the Public Sector Equality Duty, which includes a requirement to consider if and how we can advance equality of opportunity between people who share a protected characteristic and those who do not.

6.1.2 The aims of the Delivery Plan are consistent with these equality duties – this report identifies ways in which it can contribute to these ends.

6.2 Financial and Commercial Implications

6.2.1 A key function of the improving outcomes through partnership working update is to support the delivery of a financially sustainable Adult Health and Social Care Service, because it is designed to give assurance about the delivery of the Council's statutory responsibilities for adult health and social care.

6.2.2 These duties include ensuring a sustainable care market and the ability to meet eligible care needs. The ongoing resourcing of Adult Health and Social Care is a key challenge for Sheffield City Council and Local Authorities nationally.

6.3 Legal Implications

6.3.1 The main responsibilities of Adult Health and Social Care are set out in the following main pieces of legislation: the Care Act 2014, the Mental Capacity Act 2005, the Human Rights Act 1998, the Health and Care Act 2022, and Domestic Violence Act 2021.

This legislation directs Adult Health and Social Care to:

- promote wellbeing
- protect (safeguarding) adults at risk of abuse or neglect
- prevent the need for care and support
- promote integration of care and support with health services
- provide information and advice
- promote diversity and quality in providing services

6.3.2 As previously described the key function of the report today is to provide an overview of the to set out how the Council will ensure that Adult Social Care is statutorily compliant.

6.4 Climate implications

6.4.1 In future years will ensure that climate impacts are considered in decision making as this is a part of the Effective and Efficient Outcome in the Adult Health and Social care vision and strategy.

6.4.2 Through implementation of the outcomes framework, officers will therefore be tasked with measuring the achievement of the service in the delivery of this ambition and identifying actions as and when performance falls short.

7.0 ALTERNATIVE OPTIONS CONSIDERED

Alternative options have been considered and the options are:

- 7.1 Option 1 - Option 'to do nothing' and have no outcomes framework. However, this would not enable citizens to see the impact of health and social care activity in an open and transparent way.
- 7.2 Option 2 – Delay request for approval and implementation of the framework to enable further learning, benchmarking, and engagement. It is planned that benchmarking, learning and engagement will take place on an ongoing and dynamic basis to ensure it delivers what matters to people of Sheffield and is responsive to changing circumstances.

8.0 REASONS FOR RECOMMENDATIONS

- 8.1 The report provides an update in relation to *Improving Wellbeing Outcomes and Tackling Inequalities Through Early Intervention, Integration and Partnership Working* theme in the Council's Delivery Plan. It also seeks approval for city wide health and wellbeing outcomes framework.
- 8.2 It's aimed that this approach will promote continuous improvement, which can then provide assurance to Committee regards our impact on people as a collaboration across health and care.