



Gofal Cymdeithasol **Cymru**
Social Care **Wales**



Noddir gan
Lywodraeth Cymru
Sponsored by
Welsh Government

Care and support at home in Wales

Implementing the five-year
strategic plan 2017-2022



Introduction

People in Wales want to live in their own homes and communities with the support they need, when they need it. Care and support at home makes this possible. It includes a wide range of activities that work in many different ways provided by a variety of people, including:

- individuals themselves
- families
- unpaid carers
- communities
- volunteers
- paid workforce.

This implementation plan sets out the key actions that will make the biggest impact to care and support at home in Wales over the next five years. It is based on evidence from feedback people have given us in events and in writing and research that formed the basis of the Care and support at home in Wales five-year **strategic plan**. It doesn't go into the detail of the actions, nor list all potential partners for each action; these will be considered by the lead agencies and task groups.

A steering group to oversee the implementation plan will bring

together a range of perspectives. The group will make sure the work gets done and review its impact. It will do this through collective support and challenge, and by communicating with relevant stakeholders and networks outside the steering group.

Five years is a long time. As circumstances change some actions are likely to evolve. We will review and revise the plan to make sure it stays relevant and addresses what is needed. The steering group will have an important role in agreeing changes.

Principles used to develop the plan are:

- The actions need to uphold the principles of current legislation and policy, including Prudent Healthcare, the Social Services and Well-being (Wales) Act and the Well-being of Future Generations Act
- We need to take a co-productive approach based on equal and reciprocal relationships between professionals, people using services, their families and their communities. Public Health Wales and Co-production Wales have developed a self-reflection tool that can help with this **www.goodpractice.wales/SharedFiles/Download.aspx?pageid=96&mid=187&fileid=78**.

- A range of approaches to deliver care and support at home need to be considered; these could include support provided by carers and communities, social care, health and housing services. It also includes support to carers and to people who need care and support
- Communities are defined as communities that matter to people. They are not only about where a person lives, but include communities around culture, religion, sexual identity or personal interests and characteristics
- A broad range of people access care and support at home; the need for specialist care and support needs to be considered for all actions.

A lot of feedback has been used to develop this plan. It has been written around the six key areas in the strategic plan, concentrating on the areas where most feedback was received and where actions will make the changes people say are needed. Some actions specifically measure progress; others are prioritised in the following way:

1. Actions with the biggest impact, where we have had most feedback
2. Actions that will give strong support to the changes that need to happen
3. Actions that will have some impact, with some support from feedback

The actions fall into three broad categories, listed in the plan as 'status':

Active: specific, agreed actions that may have started already

Agreed: actions agreed as a priority with partners but not yet active

Recommended: less specific areas of work where the need for action has been identified, but need further scoping and agreement.

Implementing the five-year strategic plan 2017-2022

Outcome 1: Make sure people who need advice, care and support and carers, are equal partners who can use their skills, expertise and experiences to help make decisions

Impact

- Individuals are supported to do what is most important to their well-being – personal outcomes are jointly agreed
- Individuals and carers help shape policy and practice
- Organisations and communities have a culture of working alongside individuals and carers

Objective	Actions	Lead partners	Priority	When	Status
1. A 'what matters' approach is embedded in practice	a) Ensure any advice or interventions reflect the priorities agreed with individuals, using resources provided by Social Care Wales, Public Health Wales and HEIW as needed	Local Authorities Service providers NHS Wales	1	2017-22	Active
	b) Identify and share good practice through an online improvement hub	Social Care Wales	2	2018-19	Active
	c) Influence and support key partners to adopt a 'what matters' approach to advice, assessment and ongoing care and support at home	Social Care Wales	1	2017-2022	Active
	d) Support the wider health and social care workforce to take a 'what matters' approach	Social Care Wales NHS Wales	2	2018-2020	Recommended
	e) Evaluate the impact of taking a 'what matters' approach to practice	tbc	3	2020-22	Recommended
<i>See also outcome 3; objective 3 and outcome 4; objective 3</i>					

Objective	Actions	Lead partners	Priority	When	Status
2. Policy and practice focus on what matters to people	a) Review and evaluate how individuals and carers currently influence policy, commissioning and service improvement to develop an agreed regional approach	Regional Partnership Boards CSSIW	1	2017-19	Recommended
	b) Establish a national framework for public involvement based on evidence and findings from the review	Social Care Wales Public Health Wales CSSIW	2	2018-19	Recommended
	c) Evaluate how the framework is being put into practice and take action as needed where the framework is not being put into practice	Social Care Wales Public Health Wales CSSIW	2	2021-22	Recommended
	d) Involve the public in health and social care research	Social Care Wales Health and Care Research Wales	2	2017 - 22	Agreed

Outcome 2: Care and support at home is built around the communities that matter to people

Impact

- People who need care and support and carers feel part of the community
- Carers feel supported and valued – including people who don't identify themselves as carers
- People who need care and support and carers know what support is available to them
- Care and support at home provides sustainable early intervention and prevention
- Networks of support play a bigger role in enabling people

Objective	Actions	Lead partners	Priority	When	Status
1. A clear direction for how to build care and support at home around communities	a) Long-term planning and development of care and support at home is based on community assests, population need and well-being assessments	Regional Partnership Boards	1	2017-22	Active
	b) Identify pioneering approaches to building community resilience that support individuals to live at home, no matter how complex their needs, for as long as they can	Social Care Wales Research partners NHS Wales Housing agencies	1	2017-18	Recommended
	c) Test and evaluate new initiatives and methodologies, including use of technology and social prescribing, to develop care and support at home and within communities	Social Care Wales Research partners	2	2018 – 21	Recommended
<i>See also outcome 3; objective 4</i>					

Objective	Actions	Lead partners	Priority	When	Status
2. Unpaid carers are supported in their role	a) Conduct a 'what works' type review in relation to developing and improving support for carers, to include a rapid evidence review of emerging good practice and innovation in adult carers support which would include examples from Wales and the rest of the UK with relevance and replicability	Social Care Wales NHS Wales	1	2017 – 18	Agreed
	b) Hold workshops to improve understanding and ways of working together with carers, including bereaved carers	Social Care Wales Care to Co-operate	1	2017-18	Agreed
	c) Share learning on what good support for carers looks like	Carers organisations Social Care Wales	2	2018 onwards	Recommended
	d) Promote learning resources for unpaid carers and develop resources as needed	Social Care Wales Health tbc	1	2017-18 onwards	Recommended
	e) Deliver and promote accessible learning for unpaid carers that help them in their caring role	Regional Partnership Boards	2	2017-22	Recommended
	f) Embed support for unpaid carers in planning and development of care and support at home	Regional Partnership Boards	1	2017-22	Recommended

Outcome 3: Care and support at home promotes individual outcomes and meets different needs

Impact

- Consistent approach from partners to supporting people with individual outcomes
- Better experience of service provision
- Improved relationships between people who need care and support, carers and the workforce
- Gaps and duplication in provision identified
- Opportunities for change and improvement identified and recommendations made

Objective	Actions	Lead partners	Priority	When	Status
1. Person centred, outcomes focused care and support at home	a) Identify, explore and share learning from best practice in Wales, the rest of the UK and internationally	Social Care Wales	2	2018 – 19	Recommended
	b) Develop and share resources to support positive risk taking	Social Care Wales	1	2018 - 19	Recommended
	c) Deliver phase two of Supporting Outcome Focused Social Work Practice training	Social Care Wales	1	2017 - 18	Active
	d) Embed culture and practice that supports a person-centred, outcome focused care and support at home	ADSSC Local Authorities Health Boards Service providers	1	2017-22	Active

Objective	Actions	Lead partners	Priority	When	Status
2. Organisations take a shared approach with agreed principles for care and support at home	a) Ensure the strategic planning, design and delivery of care and support at home align with health, education, housing and social care in meeting personal well-being outcomes	Regional Partnership Boards	1	2017-22	Active
	b) Support partners to enable joint commissioning, including pooled budgets and resources to provide care and support at home	National Commissioning Board	2	2018 - 20	Active
	c) Explore the potential to better align terms and conditions for the care and support workforce across employers, including health, social care and housing; statutory, independent and third sector	Welsh Government Local authorities Health Boards Employers	3	2019 - 20	Recommended
	d) Identify good practice in working together, barriers and areas for improvement to inform an improvement methodology	Social Care Wales Regional Partnership Boards	3	2020 - 21	Recommended
3. Care and support at home services are flexible and can respond to what matters to people	a) Ensure service providers adapt and are empowered to work with individuals to take greater control over their lives	Local Authorities Health Boards Providers	2	2018 - 19	Recommended
	b) Ensure that the statutory guidance on recording and reporting against personal outcomes is understood and interpreted with consistency across partners	Welsh Government Social Care Wales	1	2017-22	Recommended
	c) Develop evidence base for new technologies and pilot approaches	Technology Enabled Care Board Social Care Wales	3	2017 - 18	Agreed

Objective	Actions	Lead partners	Priority	When	Status
4. A range of options are available that focus on what matters	a) Identify barriers to the uptake of direct payments, find solutions and promote access to individuals and carers; to include confidence in offering direct payments and understanding of their potentially flexible uses	Direct Payments Practice and Information Exchange (PIE) All Wales Direct Payments Forum	2	2017-20	Active
	b) Share learning on flexible and creative uses of direct payments through events and digital stories	Social Care Wales All Wales Direct Payments Forum	2	2017 – 18	Active
	c) Research the uses, effectiveness and sustainability of direct payments	Direct Payments PIE Social Care Wales	2	2018 – 19	Recommended
	d) Establish how to align continuing health care funding and direct payments to support individual choice and control	Welsh Government Complex Care Group	1	tbc	Recommended
	e) Explore the use of personal health budgets in Wales	Direct Payments PIE	3	2019 – 20	Recommended
	f) Explore the development of individual service funds in Wales	Direct Payments PIE	3	2019 - 20	Recommended
5. Consistent, outcomes focused inspection	a) Embed outcomes focused inspection for care and support at home which supports consistent delivery of outcomes focused social care practice	CSSIW	2	2018 – 20	Active
	b) Develop quality standards for care and support at home for use in inspection evaluation criteria	CSSIW Providers	2	2018-20	Active

Outcome 4: Invest in a range of good-quality options that help people maintain their independence and well-being

Impact

- Improved well-being of people who need care and support
- More choice of specialist care and support at home, including positive behaviour support and meeting complex needs
- More flexible options for care and support
- Improved communication, trust and working relationships
- Greater capacity to use resources effectively and efficiently
- Further opportunities and solutions identified

Objective	Actions	Lead partners	Priority	When	Status
1. Appropriate funding to deliver care and support at home	a) Direct resources from acute and institutional care to community-based care and support to enable choice and sustainability of care and support at home, including universal services that support prevention and well-being, support for carers, health, housing and social care	Welsh Government	1	2017 – 21	Recommended
2. Support employers to address pay and conditions	a) Evaluate the effectiveness and economic contribution of social care	Social Care Wales with UK partners	2	2018 – 19	Active
	b) Act on the findings of the consultation on Phase 2 implementation of the Regulation and Inspection of Social Care (Wales) Act 2016 – Workforce aspects	Welsh Government	1	2017 – 18	Agreed
	c) Prioritise the Integrated Care Fund for supporting sustainable care and support at home	Welsh Government	2	2018 – 20	Recommended
	a) Identify and share concerns about domiciliary care workforce issues to inform policy and planning	Expert Reference Group for Domiciliary Care in Wales	1	2017	Agreed

Objective	Actions	Lead partners	Priority	When	Status
3. A new model of commissioning	a) Support commissioners with tools and methodologies that enable a collaborative approach to deliver better outcomes for people	National Commissioning Board National Provider Forum	1	2017-22	Active
	b) Deliver a series of workshops for commissioners, service providers and the inspectorate to address barriers and issues in delivering outcome focused models of domiciliary care	Social Care Wales National Commissioning Board	1	2017 - 18	Active
	c) Develop and publish an outcomes focused commissioning toolkit for domiciliary care to promote flexibility of provision, including ways to share responsibility for meeting personal well-being outcomes with providers, building on learning from the workshops (above)	National Commissioning Board National Provider Forum Regional Partnership Boards	1	2018 - 19	Active
	d) Embed a consistent approach to commissioning, based on the toolkit, that promotes outcomes and flexibility over processes through: <ul style="list-style-type: none"> • a statement of principles, aims and vision • regional planning 	National Commissioning Board National Provider Forum	2	2019-22	Recommended
	e) Develop, share and update information about procurement powers and procedures that support flexible, joint and outcomes-focused commissioning	National Provider Forum	2	tbc	Recommended
	f) Carry out a national market analysis of care and support at home services to identify trends, opportunities and risks	National Provider Forum National Commissioning Board CSSIW	1	2018 - 19	Recommended

Objective	Actions	Lead partners	Priority	When	Status
4.Shared resources	a) Explore where and how resources can be shared to streamline processes, improve effectiveness and create efficiencies, including: <ul style="list-style-type: none"> • business functions between provider organisations • consistent and effective use of technology between commissioners and providers • consistent approach to tendering, contracting and monitoring between organisations 	Tbc	3	2018-22	Recommended

Outcome 5: Make sure the workforce has the knowledge, skills and values to deliver outcome focused care and support at home

Impact

- Individuals are supported by confident and skilled practitioners who have actively engaged in the principles of the 'what matters' conversation
- Consistency in this approach can be expected by individuals from carers
- Care and support work is actively considered as a career of choice
- Better engagement with learning and development
- Increased knowledge and skills for the care and support workforce
- Improved recruitment and retention of the workforce
- Improved working relationships
- Improved quality service delivery
- Empowered and satisfied workforce

Objective	Actions	Lead partners	Priority	When	Status
1. The care and support at home workforce are valued in their roles	a) Develop a long-term plan to raise the profile professionalism and reputation of social care as a career, linking with regional work to include hard to reach groups	Social Care Wales	1	2017 – 21	Recommended
	b) Celebrate and share good practice through the Social Care Accolades and the NHS Wales awards	Social Care Wales Public Health Wales	2	2017-22	Active
	c) Share practice examples of matching workers with individuals to embed a 'what matters' approach to practice	Social Care Wales Employers	3	2020-21	Recommended

Objective	Actions	Lead partners	Priority	When	Status
2. Leaders, managers and practitioners can deliver the necessary transformation	a) Develop an approach which enables workers to deliver outcomes focused care and support at home through informed and proactive leadership	Social Care Wales	1	2018 – 19	Recommended
	b) Implement a learning programme focusing on ethical, outcomes focused commissioning for a range of roles in health and social care commissioning, including individual care managers or nurses, middle and senior managers and commissioning, procurement and contracting teams	Social Care Wales	2	2018 - 20	Recommended
3. Improve recruitment and retention of the social care workforce	a) Develop a careers, recruitment and retention framework and action plan based on evidence from research and practice	Social Care Wales Employers	1	2017-19	Active
4. Develop a social care workforce strategy	b) Develop a social care workforce strategy that supports the development of the workforce, including the measured impact of Brexit on the workforce	Social Care Wales	2	2018	Active
5. A qualified and supported workforce	a) Embed a shared induction framework for health and social care workers	Social Care Wales	1	2017 -18	Active
	b) Work with Qualifications Wales to develop a new suite of vocational qualifications and a practical delivery strategy	Social Care Wales HEIW	1	2017 – 18	Active
	c) Regulate the delivery of social care training to improve quality	Social Care Wales	1	2018 –22	Agreed
	d) Establish peer mentor support groups to support staff in specific areas e.g. Dementia complex needs	Regional Workforce groups	2	2018–22	Recommended

Objective	Actions	Lead partners	Priority	When	Status
6. Professionalise and upskill the domiciliary care workforce through registration	a) Register the domiciliary work force by 2020 and target funding on qualifications for registration and development	Social Care Wales	1	2017 – 20	Active
7. Training opportunities are available for volunteers, unpaid carers and the workforce (including personal assistants)	a) Develop good quality, thought-provoking training and learning around key areas identified with partners	Social Care Wales NHS Wales	2	2017-22	Recommended
	b) Develop training options for volunteers, unpaid carers and citizens	Social Care Wales	2	2018 - 20	Recommended
	c) Develop ways to recognise or accredit training and enable it to be recognised across geographical, sector and organisational boundaries	Social Care Wales	2	2017 -19	Recommended
	d) Develop an aligned workforce strategy for health and social care which includes recognition of unpaid carers and volunteers	Social Care Wales NHS Wales	1	2019 – 20	Recommended

Objective	Actions	Lead partners	Priority	When	Status
8. A flexible and multi-skilled workforce	a) Share or align national workforce development activities to support joint working between health, social care and housing services	Social Care Wales HEIW	2	2018 – 22	Recommended
	b) Develop aligned or joint health and social care qualification and training frameworks	Social Care Wales NHS Wales	2	2019 - 20	Recommended
	c) Develop a national agreed approach to accountability and competence in undertaking health related tasks by unpaid carers and care and support at home workers (including personal assistants)	Welsh Government HEIW Social Care Wales	1	2017- 19	Recommended
	d) Develop opportunities for joint commissioning and delivery of training and development between organisations and employers, including health and social care, independent and third sector	Providers Regional Workforce groups	2	2019 - 21	Recommended
	e) Develop and promote learning around outcomes focused assessment and review for the workforce	Social Care Wales Expert Reference Group Domiciliary Care Wales	1	2017 -22	Recommended

Outcome 6: Care and support at home is influenced by evidence from academic and practice-based research

Impact

- Evidence is available to inform practice and service improvement
- Better understanding about different models of care and support
- Clear understanding of factors that impact on key issues
- Innovation and practice generate evidence of what works

Result	Action	Key/lead partners	Priority	When	Status
We learn from good practice	a) Evaluate and estimate the value of prevention and early intervention in line with the research and development strategy	Social Care Wales, Wales School for Social Care Research and Health and Care Research Wales	1	2018-19	Active
	b) Develop hubs and networks to enable sharing of research, information, existing resources, practice evidence and data about care and support at home	tbc	2	2018-21	Recommended
	c) Develop programmes to test out innovation and new ways of working	tbc	2	tbc	Recommended
	d) Develop a culture of innovation, improvement, evidence informed practice and research awareness	tbc	3	2018-22	Recommended
	e) Respond to the Welsh Government evaluation of the impact of the Social Services and Well-being Act	Social Care Wales	2	tbc	Agreed



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Contact details

Our ambition is to encourage regular dialogue with all those with an interest in social care and early years, and we welcome feedback on our plans and activities.

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