Westminster – a Beacon for Strategic Commissioning

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ONE CITY

Excellent Services – Strong Communities

Welcome to One City, part of Westminster City Council’s five year Vision to deliver a world class city, built on the delivery programmes of Order, Opportunity, Renewal and Enterprise.

Our aim is to deliver strong communities, with low taxes and services of the highest quality, which are easy to access and available when people need them.
The story so far:

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Transforming Health and Social Care for Adults

Our Mission

We will ensure that all adult residents of Westminster have the opportunity to achieve the best possible health and wellbeing, are able to have as much choice and control in their lives as they wish, are able to make an active contribution to the community and are free from discrimination or harassment.

❖ Promoting independence
❖ Giving users choice and control over their services
❖ Together balancing risks with protection and safeguarding
❖ Supporting Carers
❖ Adding life to years and years to life
❖ Developing staff
❖ Working together to give a better service
❖ Working together to make best use of resources
❖ Doing things better
Transforming Commissioning & Contracting

User Led

Identifying the needs of the local community, and what works?

Specifying a service or range of services to meet those needs

Implementing a service development, or procuring a service or range of services through a service agreement or contract

Monitoring and evaluating the quality and quantity of the service provided; and the impact of the service on meeting the identified needs.

Outcomes Based

Wider, more flexible market. Outcome based contracts – new models – higher risks.


User feedback showing outcomes achieved. Aggregation of individual outcomes to indicate overall service outcomes

Outcomes based – flexible – quick to respond to changing needs.

User led – more direct relationship with providers.
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Examples of User Involvement:

- Mystery Shopping
- Recruit-ment Panels
- HOPE Project
- Readers’ Panel
- Quality of Life Survey
- LGBT needs assessment
- New outreach Service for LGBT Older people
- Tackling Health Inequalities Strategy
- BME Health Forum
- Local Area Renewal Partnerships
- Customer and Resident Surveys
- JSNA Rolling programme
Commissioning for Outcomes

The Health and Care network will be responsible for delivering and monitoring three LAA Improvement Priorities:

- **LAA 12**: To encourage children and their families to have a healthy lifestyle and prevent obesity.
- **LAA 13**: To help people achieve a good level of health and well-being, and to prevent early onset of long-term illness.
- **LAA 14**: To enable older residents to live independently and enjoy a good quality of life.

The Health and Care network will also be able to make an impact on:

- **LAA 3**: To tackle anti-social behaviour and reduce the number of people who feel it is a problem in their area (Will include a focus on alcohol and drug misuse.)
- **LAA 9**: To meet housing need and tackle the consequences of housing shortage.
- **LAA 15**: To support vulnerable young people and improve young people’s engagement in education and training.
- **LAA 16**: To increase the number of disadvantaged people in employment.
- **LAA 17**: To improve the employability of disadvantaged adults.

### Implementing the new National Indicator Set through eg
- Learning Disability Quality Framework
- Joint Performance Framework for Intermediate Care

### Outcomes Star Chart (Joint with other LAs)

### Tools
- Case Studies
- Self Assessment/RAS Tool

### Individual outcomes aggregated to measure service performance

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City of Westminster

Westminster City Council and Westminster City Partnership
Examples of Outcomes Achieved and Outcomes Planned:

Learning Disabilities – the Big Plan

Older People – Every Older Person Matters

Families at Risk – the Family Recovery Project

Tackling Alcohol and Substance Misuse – the re-commissioning of substance misuse services

New Deal for Carers
Learning Disabilities

Outcomes achieved:

- Developed Accommodation Strategy and 24 people successfully moved into more independent, local housing options by 2008
- 50% people currently offered a Health Action Plan
- 60% people currently receive an annual health check
- 52 people helped into employment (2nd highest rate in London)
- 38 people helped into voluntary work (3rd highest in London)
- Achieved year on year increases in number of people on direct payments up to 64 in 2008
- Recruited 10 people with a learning disability to the Individual Budgets pilot

Outcomes planned:

- 27 people to move back to Westminster by 2011
- 47 people to move from residential to support housing options by 2011
- 37 people to move to independent housing options by 2011
- 100% people to be offered Health Action Plans from 2009
- 100% to be offered annual health check from 2009
- Achieve 2% year on year improvement in level of obesity in people with a learning disability
- Achieve over 60% pwld supported at home on Individual Budgets by 2011
- Support 60 people into paid employment from 2008-9
- Support 40 people into voluntary work from 2008-9

User and carer involvement in identifying needs, planning services, contracting and staff recruitment, monitoring of services.
Every Older Person Matters

**Our Plans for Older People in Westminster 2005-2008**

**Older People: housing and care – a strategic framework for Westminster**

**Westminster Dementia Strategy**

**Transforming Intermediate Care**

**User and carer involvement**

Through Senior Citizens Forum, WASSR, WOPN, and User surveys as well as HOPE Project

### Outcomes Achieved:

- ✓ Sustained reduction (5-14% in emergency admissions over 4 years
- ✓ In 2008, 80% supported at home despite 17% increase in demand from 2006
- ✓ Sustained low rate of delayed transfers
- ✓ 450 OP using direct payments – doubled over last 2 years – 50% from BME groups using DP to arrange culturally specific care
- ✓ Over 1,000 OP using preventative services eg 600 using home library, 2,700 community alarms
- ✓ Increased take up of falls service (LAA target)

### Outcomes Planned:

- ➢ New re-ablement service offer to all appropriate referrals in 2009
- ➢ Reduced rate of OP in residential care through development of extra care options
- ➢ By 2011 over 50% OP supported at home to take up Individual Budgets
- ➢ Achieve 2% stretch target increase in OP reporting that preventive services made a great difference to their quality of life
- ➢ Develop social networking and casefinding to meet needs of socially isolated OP through Participle
Family Recovery Project

Children and Young People’s Strategy
Domestic Violence Strategy
Safer Westminster

Outcomes Achieved:
- 10 families involved since start of project in October 2008 – 14 more referred
- Multi-disciplinary team appointed and will be complete by end January
- Early feedback is positive
- Team working breaking down historical barriers between social care and police
- Team widened to include CityWest Housing
- Family as a whole perspective benefiting for example son with learning disability

Outcomes Planned:
- Increased take up of extended services and children’s centres
- Reduced number of looked after children and fewer episodes of short term care
- Increased number of families receiving benefits and employment advice
- Reduction in perceptions of anti-social behaviour (Place Survey)
- Reduction in rent arrears
- Improve children’s emotional wellbeing (measured through Strengths & Difficulties questionnaire)
- Reduction in incidents of domestic violence
- Reduction in rates of re-offending
Substance Misuse Re-commissioning

Tackling Alcohol Misuse In Westminster 2006-2009

Drug Action Plan

Substance Misuse Services Re-let Proposals

Outcomes Achieved:

✓ Increased numbers of drug users in treatment from 1190 in 2003-04 to 1812 in 2007-08
✓ Achieved improved retention in treatment rates from 75% in 2005-06 to 85% in 2007-08
✓ 1255 problem drug users (PDUs) in effective treatment (in top 10% nationally)
✓ Brief interventions offer in A&E increased to 800 pa
✓ Needs assessment has identified under representation of women and BME users
✓ Clean break audit tool shows 10% reduction in “top up” drug use in rough sleeping population

Outcomes Planned:

➢ Further 5% increase in PDUs in effective treatment from 2010
➢ 10% year on year increase in PAU in structured treatment and completing treatment from 2010
➢ Reduce rates of worklessness amongst PDUs
➢ Achieve an additional 50 BME crack users in effective treatment pa through new dedicated service
➢ Increase number of women accessing structured treatment through new commissioned drop in service
➢ Achieve 3.3% fewer victims of actual bodily harm offences

User Involvement through Consultation, User Panel, Community and Residents Groups
New Deal for Carers

Outcomes Achieved:

✓ Identification - number of carers known to LA now exceeds the number of carers in receipt of Carers Allowance

✓ Known carers account for 40% of those providing 20+ hours a week in 2008

✓ 996 carers supported with specific carers services exceeds LAA stretch target (460)

✓ Nearly six out of ten carers (568/996) were supported through short breaks

✓ 84% of carers reported health & wellbeing benefits from having 1:1 carer support sessions

Outcomes Planned:

➢ Increase number of carers known, to account for an increase in the % of carers who are providing 20+ hours per week

➢ Increase the number of carers supported with carers services

➢ Increase the proportion of carers supported through short breaks from 57%

➢ Increase the number of carers accessing leisure services to help them to have a life of their own away from their caring responsibilities

➢ Increase the proportion of respondents who feel their role as a carer is valued by professionals and by the community

Carers from all communities involved through Carers Network and participation in all Partnership Groups, training and recruitment of staff etc
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Sharing Good Practice

Case Studies – from different stakeholder perspectives – disseminate via IDeA, LGN, ADASS etc


Learning Sets – programme of workshops – with other Beacons – for other authorities

Join conference workshops and presentations – local, regional, national

Learning event – open day – information packs

Join conference workshops and presentations – local, regional, national