



Prevention and Well-being Strategy

April 2024

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‘Prevention in social care is about encouraging people to be more proactive about their health and wellbeing. It can increase independence and reduce or delay the need for care and support services’. (Prevention in social care, SCIE, May 2021)

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Executive summary

Prevention and well-being are well-used terms across many sectors, including adult social care. However, there is a lack of common understanding and consistency in the approach to prevention and wellbeing within the social care sector (Wavehill 2019). Social care, by its very nature, should be all about prevention with a focus on delivering good outcomes for people, increasing well-being and independence, and ensuring that people live their best life.

The Care Act 2014 places a duty on local authorities to provide or arrange for the provision of services, facilities or resources, who could contribute towards preventing, delaying or reducing the development of needs for care and support for adults and needs for support for carers. This strategy is intended to set out Wiltshire's position in terms of what we already have in place and illustrate a clear direction of travel of how we intend to continue to embed prevention and well-being approaches into our practice and the wider social care system.

We will collaborate with individuals, families and other local organisations and communities to promote wellbeing and independence, build resilience and give people access to the right information, advice and choice and control over the support they may need to prevent, reduce or delay the development of eligible needs. The delivery of this duty will be an on-going consideration and not a single activity or intervention.

The Council remains committed to preventing and delaying the development of eligible care and support needs and reducing the existing care and support needs for adults and carers. Prevention is about being proactive rather than reactive.

Vision and purpose

We have high aspirations for people in Wiltshire and our overriding vision is to support independent lives in thriving resilient communities. We believe everybody has the right to live an independent life, to make choices about how, where and with whom they live, and to achieve the things they want out of life. Our starting point is to celebrate people's strengths and give people the support they need to build on those strengths.

Social care services can appear complex and confusing, Wiltshire Council works to ensure the system is simple, that people get the right information and right support when they need it. We start from the strengths, talents and assets that each person has - this means looking beyond their diagnosis or needs, however important these may be.

Wiltshire Council's vision is to create strong communities where people can fulfil their potential, be actively involved and included in their communities, make informed decisions, have control over their lives, and be valued and included within society.

This strategy highlights how we want to work together to make Wiltshire an inclusive, vibrant, well-connected place for people to live in. It is underpinned by prevention and early intervention, tackling inequalities, understanding our communities, and maximising independence, choice and control. People need to be supported in the right environment,

with support in the right place at the right time. By enabling people to take risks, we will empower individuals to live the kinds of lives they want for themselves.

This strategy responds to national government guidance and legislation and sets out our local priorities. Our interventions are aimed at preventing, reducing or delaying the development of eligible needs, we will do this by:

1. Providing clear information, advice and signposting
2. Offering the right support at the right time, in the right place
3. Reducing the likelihood a person will need to be admitted to hospital or acute care setting.
4. Supporting people to live independently at home.
5. Improving outcomes and opportunities for people in Wiltshire
6. Enabling people to live at home for longer, reducing the likelihood that a person's care, and support needs will need to be met in a residential care setting on a permanent basis.

To achieve our vision, we will continue to collaborate with local colleagues across organisations and alongside our communities with residents. We will build and develop on our prevention offer whilst working to strengthen our communities, to ensure individuals retain their skills and confidence, and prevent need or delaying deterioration wherever possible.

Local and national context

The Care Act 2014 highlights prevention as one of seven key responsibilities for local authorities, with a link to the fundamental principle of promoting wellbeing. Wellbeing is a broad concept; considerations of wellbeing will take the following into account:

- Personal dignity
- Physical and mental health and emotion well-being
- Protection from abuse
- Control by the individual over the day-to-day life
- Participation in work, education, training or recreation
- Social and economic wellbeing
- Domestic, family and personal
- Suitability of living accommodation
- The individual's contribution to society

The Care Act sets out a range of additional statutory duties for local authorities, including a number related to the prevention agenda. It is critical to the vision in the Act that the care and support system works proactively to promote wellbeing and independence, rather than waiting until people reach crisis point. The act states that preventative services should operate at three levels:

1. Primary prevention
2. Secondary prevention
3. Tertiary prevention

The Care Act guidance provides a framework for commissioners and practitioners, both of whom are well placed to support a focus on prevention. Prevention is often seen as ‘belonging’ to commissioning but true prevention should run all the way through every contact in whatever form it takes. From people using universal services and community groups, to an initial request for information and advice, to assessment, care and support planning, and reviews, and beyond to strategic plans and service development. As the statutory guidance highlights, ‘at every interaction with a person, a local authority should consider whether or how the person’s needs could be reduced or other needs could be delayed from arising’ (DHSC, 2016).

Providers – Advising, signposting & supporting	Commissioners – collaboratively understanding local needs, provisions, risks and opportunities	Community – Building links, sharing skills and experience, working together
PREVENTION		
Voluntary organisations – offering activities, advice, and support to increase wellbeing	Social care practitioners – identifying and addressing needs that can be prevented, reduced, or delayed	NHS, housing, leisure and transport – sharing plans and provision to support prevention

Current position

Wiltshire Council already has a strong focus on prevention, early intervention and well-being with it being one of the four themes of the Council’s Business Plan. Wiltshire Council ‘takes a long view, focusing on what is right for Wiltshire and invests in prevention and early intervention to tackle problems before they get worse and aimed at improving outcomes in population health and care. We have a whole life approach to planning and providing service for our residents.’ (Wiltshire Council Business Plan 2022-2032)

Adult social care, in Wiltshire will support people to live independently, with a focus on preventing, reducing, and delaying needs and building several types of support opportunities in the community. We will endeavour to support people as early as possible, helping people to maintain and develop social and community networks, retain their skills, independence, and confidence, and preventing need or delaying deterioration wherever possible.

We will make use of universal services, promoting reasonable adjustments and we will work with individuals and their families, as well as other local organisations and communities to promote wellbeing and independence, build resilience and give people access to the right information, advice, choice and control over the support they may need to prevent, reduce or delay the development of eligible needs.

Our dementia strategy highlights Prevention as being one of the 5 key themes to be focused on which have been based on the national Well Pathway for Dementia. This priority aims to ensure the people of Wiltshire are provided with the information about

reducing their risk of getting dementia. Awareness is essential in our work to improve prevention of dementia, how to identify signs and symptoms and where to go for help, educating residents across all age groups about steps to reduce risk, ensuring information is accessible to all. Wiltshire dementia advisors are provided by Alzheimer's Support and are available across the county to advise and signpost residents.

The new support service contract for carers was awarded in April 2024, this is a consortium of providers to support carers in Wiltshire.

Wiltshire already has several Prevention and Well-being teams designed and embedded to support the council's Care Act 2014 duty to offer services and support to the residents of Wiltshire. These are as follows:

Advice and Contact is the first point of contact for most people wishing to access Wiltshire Adults Social Care Services. The prevention and well-being principle is firmly embedded within the team. The team supports those contacting Adult Social Care Services using a strength-based approach, listening hard to people and their families to understand what is important and what is working and not working for them, identifying strengths and needs. They request Care Act Assessments, which starts with a first conversation, where information is discussed, advice is provided, or a discussion may happen about finding appropriate local community support. They might also prescribe small items of equipment and consider support from our reablement teams.

The Prevention and Well-Being Team was established in September 2021 to support people in a strengths-based way. People are supported within their own communities to make connections, friendships and to identify their own solutions to goals. The team support the creation of natural relationships and safeguarding networks, supporting people away from formal care services.

The Reablement Service is made up of both a provider section and operational Occupational Therapy Team, who work together in an integrated team. The aim of the service is to work with and help people, up to a period of 6 weeks, to learn / re-learn the skills necessary to live as independently as possible and to prevent, reduce and delay the need for ongoing services. The service includes the provision of information and advice, analysis of need, provision of technology, adaptive equipment and adaptations and targeted assistance from a team of specialist support workers to ensure best outcomes for everyone that they work with. Reablement remains a core element of prevention, providing short term, intensive support to help people regain the skills, confidence, and independence that they may have lost due to an illness, disability, or period in hospital.

As well as supporting people with high levels of needs, our **Mental Health Team**, aims to:

- promote independence and enable people to live supported in their own homes where possible.
- increase opportunities for choice.
- work with partner organisations to promote health and wellbeing.

They work in partnership with the Bath and Northeast Somerset, Swindon and Wiltshire Integrated Care Board (BSW ICB) and the Avon and Wiltshire Mental Health Partnership

NHS Trust (AWP) to provide the best service to people with mental health needs. They also work with a range of voluntary organisations. The mental health teams provide specialist services for adults over 18 years of age. The team supports people to recover from periods of difficulty with their mental health and stay as independent as possible by providing support that is person-centred, this gives people choice and control in their lives. A referral to these teams is usually done in conjunction with a GP and AWP.

We commission The Wiltshire Mental Health Inclusion Service which provides one-to-one support for people who are isolated and unsure how best to take their first steps towards accessing support or connecting with their local communities. Support is tailored towards helping people to engage with groups and activities in their area. The service can help people:

- improving health and emotional wellbeing.
- improving levels of confidence and self-esteem
- increasing social inclusion.
- increasing independence.

Wiltshire Employment Support Team, better known as WEST, is a supported employment service for young people and adults with special educational needs and disabilities, including autism. They aim to support people to find and keep various levels of paid employment. To achieve this, they look at the several types of job options and what is realistic, including things like:

- what jobs are available?
- travel implications.
- work ethic.
- skills and interests
- working hours
- previous experience.

WEST applies a person-centred, yet realistic approach, working with people to enable stability in the job with the planned aspiration for you to do this independently. WEST forms part of a wider team called Employment and Community Skills, which includes Community Connecting.

Community Connecting is a team supporting young people and adults with special educational needs and disabilities, including autism to independently travel in various forms. Supporting travel to school, post 16 educational providers, travel for confidence and to community to support achieving their outcomes. Promoting and expanding opportunities for individuals accessing the wider community. **Get Connected**, is working within our special schools to support independent travel. Supporting young people with various abilities, disabilities, academic learning, and development needs to fully experience what it means to take personal responsibility for their travel needs, understand road safety and practice new skills in a safe but realistic environment.

The **Moving on Service** works with people aged 18-25, this service aims to support young adults and their families to be better prepared for adult services. The service will start to

engage with individuals when they are 16, but responsibility will remain with children's social care until they turn 18. [Growing up and Moving on - Local Offer \(wiltshire.gov.uk\)](https://www.wiltshire.gov.uk/growing-up-and-moving-on-local-offer)

The Optimising Care Team are a specialist team of Occupational Therapists who work with individuals who have complex moving and handling needs and high dependency support packages. It has been found that by collaborating closely with people, their carers and providers, a number of high-cost care packages can be reduced so that the care is delivered by one carer for some or all the visits. Benefits include a person-centred approach to care more flexibility in routine, better relationship with the carer, and improved dignity. This team have achieved the following outcomes:

- Better use of limited resources by making optimum use of care capacity.
- Better trained carers within the sector.
- Improved relationships with Care Alliance, offering training and a joint approach to the management of complex moving and handling.
- Improved integration with Health, as they can offer workshops to therapists to roll out this approach across sectors.
- Increased confidence in workforce to enable the management of complex cases and positive risk management.

The Intensive Enablement Service focuses on maximising independence for people with complex needs who are currently supported by a social care or health professional. The service is funded via the Better Care Fund (BCF) and is an example of integrated working to address the pressures on acute general and mental health hospitals. The aim of the service is to build upon an individual's strengths and resilience. Solutions to problems are determined in collaboration with people, with a focus on minimising dependence on services, and encouraging independence and citizenship. The service provides time-limited support in a person's own home, supporting people with mental health needs, learning disability, autistic spectrum conditions, and people who are at risk of hospital admission and/or for people being discharged from acute psychiatric hospital and/or rehabilitation.

The Outreach and Enablement Service -focuses on maximising the independence of people with Learning Disabilities and/or Autistic Spectrum conditions. The aim of the service is to build upon an individual's strengths, knowledge and understanding of life skills. The service developed in response to the closure of day services during the pandemic and evidence suggested this model resulted in better outcomes for individuals. The service has, therefore, continued and provides support for a maximum of 12 weeks for Wiltshire funded customers who are not in crisis.

Tenancy Support Officers - Our housing team deal with one of the biggest challenges in our society which is to help people find and retain a home. During the last 18 months a need was identified to provide additional tenancy support to people who are homeless or threatened with homelessness to help them to sustain their current accommodation or to assist them in finding something more suitable. We currently have 11 Tenancy Support Officers (TSO) and a Senior TSO who are part of a wider team within Adult Social Care who are at the forefront of innovative thinking in helping to reduce homelessness and reduce the use of temporary accommodation. The team look to maximise income and

reduce debt, provide advice and support people to keep their personal housing plans on track, as well as signposting people.

Wiltshire Council has 18 Area Boards, one for each community area which provides a platform for engaging with local communities and taking part in local reviews and decision making. Attached to Local Area Boards are Local Youth Networks which specifically represent the needs of children and young people ensuring their needs are heard and responded to.

Co-production

The Council will ensure that services are developed and coproduced as appropriate with individuals, families, carers, the community, and voluntary groups. We will engage local communities and facilitate open conversations about how we can best deliver prevention services within our communities.

The Care Act Statutory Guidance states “Local authorities should, where possible, actively promote participation in providing interventions that are co-produced with individuals, families, friends, carers and the community.”

We want to support residents to live their best lives and be independent. Everyone wants to live in a place they call home, with the people and things they love, in communities where people look out for one another, doing what matters to them.

To achieve this, a programme of transformation in adult social care is in progress which aims to improve the effectiveness of the council’s policies and strategies, ensure cultural and transformational changes are long term and sustainable, build trusting relationships, be transparent, and to deliver better services and improved outcomes. For this programme to have the best chance of success, it must be in conjunction with those people who know the social care system better than anyone else – the people who access adult social care. We recognise that people using social care, education and health services have a wealth of knowledge and skills that they have developed because of their lived experience.

We asked Wiltshire Centre for Independent Living (WCIL) to host a series of visioning events where people who use adult care services were asked questions about their priorities for social care. They produced a vision: **We all deserve to live our lives our way**, which leads on to the values which are:

- My support on my terms at the right time with people I know and trust.
- My relationships are real, equal and honest; I feel love and give love.
- My own home works for me and makes me feel safe and secure.
- My community is where I belong, contribute, have and add value.

We have commissioned engagement providers to support us in making sure we hear the voice of the customer in the work we do.

We have recently introduced an automated telephone service called Contact and Connect. Customers who have received a Care Act Assessment and are in receipt of a package of care from us will get a call two weeks and six months after care starting to hear their experience of working with us. This service will enable us to capture the views of more people

than it has previously. Individuals and/or their carers/advocates are also contacted as part of internal audits that take place.

We are looking at themes in the feedback we get from customers via social media platforms, our website, compliments, and complaints. We will identify the key areas of risk, focus, and success in how feedback is acted upon to improve service delivery.

We have surveyed people to better understand their opinions of the self-directed support service with the aim of improving the personalisation offer so that people are more motivated to self-direct their support results in people having more choice and control over how their needs are met.

We have asked people about their views on Technology Enabled Care (TEC) and are working to raise awareness and information sharing regarding TEC, developing clear pathways for TEC, growing the TEC offer, using a test and learn approach, and providing support to stakeholders.

As we move forwards, we will be developing a Co-production Strategy which will be developed with individuals, families, friends, carers and the community.

WCIL will be piloting the use of pioneers within Wiltshire Council adult social care. The pioneers (disabled people in Wiltshire) will work with innovators (Wiltshire Council staff) to design and embed change that will enable people to live their lives, their way.

In their contact with residents in Wiltshire, adult social care will take a strengths-based approach, which means through genuine conversation, they will establish a full picture of the person's life. They will look at an individual's strengths, ambitions and priorities; their support networks; their needs and risks; the available community and voluntary groups and resources, and help the person to answer the question, 'What does a good life look like for you and how can we work together to achieve it?' As maintaining a person's well-being is increasingly recognised as a positive way to promote independence.

Adult social care will consider at every contact, what needs can be prevented; which could be reduced; which might be delayed; and which may need support now. Support will focus on meeting a defined outcome; these outcomes will be defined by the individual and support may be short term, time limited with an enabling approach. Other support may be identified as needing to be longer term to enable the individual to achieve the desired outcome.

Values and Principles

For our approach to be meaningful and fully embrace prevention and well-being, as being front and centre of our practice in Wiltshire we need to ensure we work to the following values and principles:

1. Take a collaborative approach.
2. Recognise people, their families and carers as experts in their own lives with lived experience.
3. Promote positive risk taking and personal choice.
4. Use a person-centred approach to build relationships.

5. Listen hard and be curious.
6. Stop making assumptions.
7. Learn from reflection.

Our priorities

In developing the strategy, several key priorities and areas of developments have been identified which would improve the prevention and well-being offer in Wiltshire.

'Prevention' can refer to a range of measures, services, facilities or other resources. There is no single definition of preventative activity; it can range from wide-scale, entire population measures aimed at improving health and well-being, to more targeted, individual interventions designed to improve the skills or functioning of one person or a particular group of people. It can also include measures to lessen the impact of caring on a carer's health and wellbeing. Prevention can be broken down into three general approaches: primary, secondary, and tertiary prevention which are described below, this approach will be used to structure our work plan allowing us to focus on specific solutions and improvements that are required at each level.

Prevent – primary prevention/promoting wellbeing

This approach should be applied to everyone, encompassing a range of services, facilities and resources that will help avoid the need for care and support developing. It could include information and advice, promoting healthy and active lifestyles, and reducing loneliness and isolation.

We will achieve this by:

- Providing advice and information – we ensure every contact matters and advice, and information is key to this. Adult social care needs to think about whether needs could be prevented, reduced, or delayed and which need support now.
- Working with health partners and public health we could ensure and enhance Your Care, Your Support webpages on prevention are reflective of wider system and the resource available in Wiltshire.
- Utilising Technology Enabled Care (TEC) – adopting a TEC first culture, utilising smart TEC devices, preventing the need for formal support.
- Utilising our 'Living Well Hub,' generating collaboration and closer working at the 'front door', enabling transfer of knowledge and a more efficient response to residents. Regardless of whether any eligible needs are identified, people are given information that helps them to prevent and reduce any needs developing, connect with their local community, and delay the onset of greater needs. Information and advice to help in the same way will also be provided to carers.
- Ensuring our information is accessible to all and we routinely promote access to universal NHS, public health and other funded service, such stop smoking services.
- Applying strength-based conversation – We focus on strength-based / person centred care in line with the Care Act in our work in adult social care. To agree a shared understanding of the approach we expect to realise the benefits for customer as well as the system. We need to think innovatively with people about their lives rather than assuming responsibility for providing care. We help people to access a wide range of opportunities for intervention and prevention provided in communities and by partner organisations and wherever possible, we enable people to take

ownership for their care and support needs, encouraging their problem-solving abilities for them to live independent lives.

- Collaborating with partners, including community and voluntary sector organisations and the wider health and social care system to ensure that there is a shared vision, strategy and 'prevention' offer and effective action plan in place for the residents of Wiltshire. This is paramount when considering the cross-cutting nature of prevention and well-being as it is both broad and complex and covers all sector of our population.

Reduce – secondary prevention/early intervention

This approach is targeted at individuals at risk of developing needs where support may slow this process or prevent other needs from developing. It could include carer support, falls prevention, housing adaptations or support to manage money.

We will achieve this by:

- Technology Enabled Care (TEC) - By developing a comprehensive and accessible TEC offer, ensuring assistive technology is offered at the right time and further upstream to achieve the aim of preventing and delaying. There is an opportunity to work together with health, primary care and social care. (see our TEC Strategy [Executive summary - Wiltshire Council](#))
- Taking a whole system approach –working with our health partners and public health, to design services that will help people, before they reach crisis point, to stay healthy and out of hospital or less reliant on formal care services.
- Providing equipment clinics – There is the potential to improve the independence and well-being of individuals and their safety in and around their homes, with low level / cost equipment, which is available and offered without delay E.g. The Hearing and Vision Resource Centre.
- Working together with health, public health, primary care and wider Wiltshire Council services and social care to join up, promote and develop funded targeted services such as falls prevention and Health and Well-being coaches.
- Utilising the Prevention and Well Being Team who can evidence the greatest impact on increasing wellbeing and independence and preventing, delaying or reducing the development of needs for care and support by adults and/or their carers. The team are well positioned to reach further 'upstream' and are optimising the impact for the residents of Wiltshire.

Delay – tertiary prevention/formal intervention

The third approach is aimed at people with established complex health conditions, to minimise the effects, support them to regain skills and to reduce their needs wherever possible. This could include rehabilitation/reablement services, meeting a person's needs at home, and providing respite care, peer support, emotional support and stress management for carers.

We will achieve this by:

- Having clear commissioning intentions, for the services commissioned across the whole of the council to reflect the strong emphasis placed on prevention and well-being. We will collaborate with providers and incentivise them to develop innovative

services / offers that are not risk adverse, outcome focused and work to prevent, delay or reduce the development of needs for care and support by adults and/or their carers.

- Information sharing and awareness for both commissioners and practitioners, to know of the opportunities for prevention, as an integral part of the whole system approach and cannot be done in isolation.
- Using the Moving on service, ensuring early engagement and intervention, particularly in the space where young people are transitioning from children services to adult services. Preventative and well-being services need to be accessible and offered to all people, no matter their age.

The Council has a range of services, facilities, and resources in place to prevent, reduce and delay the development of eligible needs that it will continue to build upon. We will carefully consider the breadth of local resources that are already available to identify what further steps are required to ensure preventative services are available across Wiltshire. Our implementation plan will set out the actions required, to improve and develop preventative and well-being services to support the residents of Wiltshire in line with the priorities list above. This will be an evolving process and includes actions which may require resources to be identified, or a change in practice and the way we work. The plan will also illustrate and evidence the benefits realised, including those for individuals, for example, quality of life measures, independence, and the benefits to the system.

