



Care and Support Strategy

2023 - 2027

Introduction

This Care and Support Strategy solidifies our ambition to place care and support at the very heart of Orwell. The provision of good, quality, affordable housing is fundamental to enjoying positive health and well-being outcomes and the cornerstone of any sustainable community. Adding the opportunity of exemplary care and support to this provides people with the support they need to live their best life.

This Strategy defines our vision ‘that everyone has a safe place to call home with the care and support they need to live their best life’ and puts the ethos of “together we make a difference” at our core. It sets out our priorities for the next 5 years and is aligned to the objectives in the Corporate Plan 2023-2027, underpinned by our PACE Values.

Our services support independent living across multiple diverse needs. The work we do is built upon nurturing collaborative relationships, co-production, partnership, and common purpose. As our population grows older and people with care and support needs live longer, there will be additional challenges to our services. We are working to integrate social care with health services to help people remain well and independent for longer. Key to the sustainability and quality of all our care and support services are our colleagues. We recognise the importance of valuing, supporting and investing in our colleagues who are at the heart of our service delivery. We need to deliver services within a challenging market that meets demands and budgetary constraints but delivers a service that is fit for the future.

In order to deliver these strategic objectives, we have identified key themes, aims and priorities as outlined below. These priorities are underpinned by the principles of organisational values and key legislation, including the Care Act 2014, Social Care Act 2012, Mental Health Act 2007, Homelessness Reduction Act 2017, the Mental Capacity Act 2005, the Domestic Abuse Act 2021, the Children Act 2004 and the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014.

As we enter a new strategic period, our focus shifts towards our ‘effective’ value: ensuring consistent positive financial performance and stability across our different service areas to maintain the support we offer and enable us to continue to make a difference.

Operating Environment

The external environment has presented some significant challenges across Care and Support over the last few years and these include the impact of the pandemic on those living and working within a care environment: leading to labour and skills shortages and the consequent financial and salary implications.

The environment in which we are operating has never been more dynamic and challenging. At a time of austerity and budget constraints faced by the partners and authorities we work with, and a growing demand on services from an ageing population, there are even more challenges for us to overcome to fully deliver sustainable, viable and effective care and support services.

Despite these challenges we remain committed to providing first class customer service and outcomes delivered by engaged, values-based and supportive colleagues.



Our Services

We provide regulated care and support services primarily in Suffolk, with a small number in Essex and Norfolk, to customers with learning disabilities and older people and those who are vulnerable and in need of personal care. We also provide support services to vulnerable young people, care leavers, homeless people and people fleeing domestic abuse in Suffolk, Norfolk and Cambridge.

Extra Care Provision

Within Suffolk the current provision of extra care housing is delivered across 23 separate services with Orwell as the largest single provider with 12 services. We believe extra care housing can be an alternative to residential care. Our extra care housing is designed to support the needs of vulnerable older people, whilst giving them a great opportunity to foster their independence in a supportive environment with 24-hour care staff and an emergency response. The aim of all our services is to support those people who are at greatest need irrespective of their financial situation.

Our approach to extra care housing is to be person-centred, supporting lifestyles people can enjoy with care provided if and when needed. We support people on their journey to end of life but also those with lower care needs. Our teams are experienced in supporting people with long term conditions such as Dementia or Parkinson's disease but also those with other conditions that affect their wellbeing such as depression and anxiety.

Learning Disabilities Provision

Our Supported Housing services are proudly based on promoting the values and principles that support the rights of people with a learning disability to have a voice and the right support to develop skills and confidence to live their life of choice.

Our teams are skilled at providing specialist support to people who have been assessed as needing daily living support due to complex health or behavioural needs through to those with less complex needs.

We are also committed to partnerships with other key agencies to provide a network of person-centred support, working with the person and their family to assess need, set goals and demonstrate positive outcomes. We are committed to working with our asset management strategy, and commissioners, to review the appropriateness of our shared accommodation to ensure that it remains fit for purpose and continues to provide homes that are needed and wanted by our customers to achieve independence, wellbeing and positive health outcomes.



Temporary Supported Housing provision

Our Temporary Supported Housing services support people with a range of needs: the key factor being they are at risk of homelessness, or at risk of harm or further harm. The people we support may also present with complex or additional needs such as drug and alcohol misuse, poor mental health and wellbeing, unhealthy and abusive relationships and low self-esteem.

We work closely with other organisations to offer holistic and trauma informed support. As with all our Care and Support work, we provide a person-centred focus on each individual, supporting them to remain safe and make decisions based on the widest opportunities available to facilitate a positive move towards a future of resilience and wellbeing.





Due to the firm foundation of extensive experience we have across our Care and Support directorate, there are opportunities in all three areas and we are in a strong position to build partnership relations with current competitors as well as strengthen relationships with Borough Councils, County Councils, and Health Care.

These relationships vary from innovative delivery models to proof of concept ideas and test and learn pilots that we can replicate in differing geographical locations or expand in the same area to impact the greatest number of people in our communities.





Our Objectives

1 People Focused - To provide exceptional customer service through our response to customer feedback and community need, supporting development and independence wherever possible through engaged and empowered colleagues.

What we want to achieve:

-  92% customer satisfaction with our care and support services by 2027.
-  At least a 'good' CQC rating in all CQC registered services.
-  Enhanced opportunities for customers to achieve their aspirations and potential.
-  Empowered colleagues who offer individualized support and suggest innovation to support independent living and opportunity.






To achieve this over the next 5 years we will:

-  Provide clear pathways of support, training, learning opportunities and reasonable adjustments to enable customers to develop and live their best lives.
-  Grow the support we can give our Care and Support customers to live independently through identified projects including the use of assistive technology.
-  Continue to expand the Care and Support induction programme and the Building Leaders programme to ensure all colleagues have ongoing understanding of both role and culture and are aware of the opportunities open to all.
-  Use customer data and insight to inform service design.









2 Ambitious – To promote Care as a career and nurture a values-led, person-centred, specialist and consistent workforce who make a positive difference to the lives of our customers every day in services most needed by our communities.

What we want to achieve:

-  Enhanced availability of care and support services to enable people to be as independent as possible and achieve positive outcomes.
-  Recruitment of individuals who fully align with our PACE values.
-  An inclusive, happy and healthy working environment for all care and support colleagues.
-  Developmental and learning opportunities for those that would like care as a career.
-  90% employee satisfaction.




To achieve this over the next 5 years we will:

-  Minimise the use of agency to provide consistency of care and efficient use of resources.
-  Work with the Talent team to reduce overall colleague turnover, with a focus on reducing probationary turnover to no more than 10% through effective onboarding and induction.
-  Achieve at least 50% feedback from Care & Support in engagement surveys to ensure their voice is heard and action can be taken to make Orwell a fantastic employer for those in the Care and Support profession.
-  100% of Care & Support leaders to have attended the Building Leaders Programme.
-  Work with and develop new partners in health and social care and Local Authorities to identify areas of need and co-design suitable, sustainable services that will have the biggest impact for our community.
-  Achieve additional and diverse funding streams to support the growth and viability of care and support services.



3 Collaborative – Knowing our customers through effective feedback; using this data to aid collaborative working that informs service improvement meeting customer need in a way that works for them.

What we want to achieve:

-  Varied channels of accessible communication that encourage engagement to ensure customer voice is representative.
-  Fit for purpose and effective customer-focused services co-designed with customers.
-  Increased variety of care and support options available to appeal to the widest possible customer group.





To achieve this over the next 5 years we will:

-  Work closely with our Communications and Customer Engagement teams to ensure we provide inclusive communication methods based on customer need. Use these methods to gain insight into what customers believe fantastic care and support looks like. This data will then feed into practical and inclusive decision-making about the service we offer.
-  Request and monitor customer feedback, including compliments and complaints, across all three streams of C&S to ensure effective representation.
-  Ensure C&S is fully represented on the Orwell Residents Group and in our Tenant Satisfaction Measure surveys and the information gathered is shared with customers and fed back at strategic level to inform wider business decisions.
-  Actively seek customer consultation and clearly evidence this through co-created services and support coming from these consultation exercises: you said we did.
-  Recognise the diversity of our customers through qualitative and quantitative data, ensuring relevant choice is provided wherever possible, evidenced by an increase in individualized, customized, service provision and assistive technology.
-  Work in partnership with at least two additional organisations who align with our values to either increase provision or provide enhanced services, support and/or signposting.
-  Be a steering group member of the Suffolk Association of Care providers ensuring collaboration and sharing best practice with care providers and key partners across Suffolk including the County Council, the CCG and the Integrated Care Board.












4 Effective – ensure that our services are run efficiently, effectively and sustainably: safeguarding ongoing care and support for our customers

What we want to achieve:

-  Financially sustainable services that provide excellent support whilst remaining viable in a stand-alone capacity.
-  Working alongside our Asset Management strategy, provide safe, energy efficient and well maintained housing for all customers.
-  Minimal voids/quick void turnaround and timely allocations to ensure those that require housing and support have opportunity and choice.
-  Leaders that work with value for money and efficiency in mind.

To achieve this over the next 5 years we will:

-  Successfully and positively move on 70% of people from our homeless services.
-  Focus on quality and financial stability with a limited growth agenda to ensure each service and business stream is self-sustaining.
-  Recruit to 115% of establishment, to minimise agency use and spend, and provide continuity of care.
-  Work closely with the Asset Management team to review shared accommodation in the Learning Disability services.
-  Reduce void times to ensure properties are re-let in a timely manner.
-  Further develop relationships with partners, demonstrating quality to ensure we are a provider of choice.
-  Develop a peer networking group to enable shared best practice, benchmarking, joint working possibilities for efficiency and exploration and research of innovative solutions.
-  Actively embrace digital solutions to minimize the administrative burden and maximise the time spent with each customer.
-  Put in place consistent, uniform systems and processes to better enable agility and the ability to easily work across services, minimising staffing pressures.



Our Measures and Metrics

By 2027 we will:



92% customer satisfaction.

At least a 'good' CQC rating in all CQC registered services.



90% employee satisfaction.

No greater than 10% colleague turnover in the first six months of employment.

At least 50% feedback in surveys from Care and Support.

100% C&S leaders to have attended the Building Leaders programme.



Work in partnership with at least two organisations to increase provision or provide enhanced services.



Successfully move on 70% of people from our homeless services.

Recruit to 115% of establishment, to minimise agency use and spend, and provide continuity of care.





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