

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to	Executive Committee
Date	15/07/2013
Subject	Transformation of Adult Social Care (Older People's Services) – Residential Provision
Portfolio Holder(s)	Councillor Kenneth P Hughes
Lead Officer(s)	Gwen Carrington, Director of Community
Contact Officer	Anwen Davies, Head of Adults' Services
Nature and reason for reporting	
<ol style="list-style-type: none"> 1. Request closure of Public Consultation (5 October – 7 December, 2012); 2. Report on the key emerging messages in light of a statutory public consultation on the future provision of residential care which was undertaken by Adult Social Care in the Autumn, 2012; 3. Advise on the next phase of the transformation of older people's services. 	

A – Introduction / Background / Issues
<p>1.1 Proposals concerning consultation on the transformation of residential services on the Island were initially submitted to the former Board of Commissioners at its meeting convened on 3 September, 2012. The Board of Commissioners resolved to extend the mandate for consideration of residential care provision from the proposal to close Garreglwyd, Holyhead into an Island wide consultation on the Local Authority provision of residential care.</p> <p>1.2 Members will be aware that the aforementioned resolution of the Board of Commissioners was implemented with a formal statutory period from 5 October, 2012 and continued until 7 December;</p> <p>1.3 <u>Resume of the Consultation Process</u> - the addendum to this report (Appendix 1) provides a resume of the consultation process and how it sought to engage with all relevant stakeholders (users, carers, citizens and partner organisations). It can be summarised that some 3894 individuals, groups and organisations engaged in the consultation process.</p>

B - Considerations

The Department has been concentrating efforts over the past 2 months on the following aspects of the older people's transformation programme:

- Preparation of a 5 year strategy for adult social care which describes our direction of travel, priorities and timelines in readiness for the New Council to consider and endorse. This has also included preparing a draft vision statement for Older People (known as the Service Intentions document – Appendix II) in response to feedback from the formal consultation. The Programme will continue to engage and will consult on individual Projects as appropriate.
- Preparing to enter into an engagement programme with users, carers, citizens/ communities and partner organisations regarding the evolving vision underpinning older people's services to the future (Spring/Summer, 2013);
- Taking positive steps to strengthen community based services as sustainable service models to the medium term (to include 24 hour home based services, respite services to relieve informal carers, enhanced re-ablement as an intake model, assistive technology – telecare);
- Entering into discussions with partners to develop alternative accommodation models for older people;
- Confirming the current use of the Authority's 6 residential homes. This has included restricting use of any vacancies at Garreglwyd, Holyhead for respite care only.

2.1 We have been successful in recruiting a Programme Manager for our transformation of older adult social services and I can report that the parameters of our programme are currently being defined within the Authority's Corporate Transformation Plan;

2.2 Our overarching transformation efforts now need to concentrate on 6 specific themes:

- Services to help people at home;
- Dementia Services;
- Services for older people not able to stay at home;
- Resources (workforce);
- User voice and control – Direct Payments and Citizen Directed Support;
- Procurement and brokerage of care & support services.

C – Implications and Impacts

1	Finance / Section 151	-
2	Legal / Monitoring Officer	
3	Human Resources	-
4	Property Services (see notes – separate document)	-
5	Information and Communications Technology (ICT)	-

C – Implications and Impacts		
6	Equality (see notes – separate document)	-
7	Anti-poverty and Social (see notes – separate document)	-
8	Communication (see notes – separate document)	-
9	Consultation (see notes – separate document)	-
10	Economic	-
11	Environmental (see notes – separate document)	-
12	Crime and Disorder (see notes – separate document)	-
13	Outcome Agreements	-

CH - Summary
See above

D - Recommendation
<p>R1 Note the key messages and emerging themes from the Public Consultation (5 October – 7 December, 2012)</p> <p>R2 Endorse the next steps in our older people's Transformation Programme (as detailed in paragraph 4.3 above).</p>

Name of author of report Anwen Davies

Job Title Head of Adults' Services

Date 03/07/2013

Appendices:
<p>APPENDIX 1 RESUME OF CONSULTATION PROCESS [PROVISION OF RESIDENTIAL CARE] OCTOBER – 7 DECEMBER, 2012</p> <p>APPENDIX 2 OLDER PEOPLE SOCIAL CARE SERVICE INTENTIONS</p>

Background papers

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PURPOSE OF THE REPORT:	<ol style="list-style-type: none"> 1. Request closure of Public Consultation (5 October – 7 December, 2012); 2. Report on the key emerging messages in light of a statutory public consultation on the future provision of residential care which was undertaken by Adult Social Care in the Autumn, 2012; 3. Advise on the next phase of the transformation of older people's services.
REPORT BY:	Anwen Davies, Head of Adults' Services
CORPORATE DIRECTOR:	Gwen Carrington, Director of Community

1. BACKGROUND

1.1 Proposals concerning consultation on the transformation of residential services on the Island were initially submitted to the former Board of Commissioners at its meeting convened on 3 September, 2012. The Board of Commissioners resolved to extend the mandate for consideration of residential care provision from the proposal to close Garreglwyd, Holyhead into an Island wide consultation on the Local Authority provision of residential care. The Board of Commissioners resolved as follows:

[RESOLVED]-

“To agree to a consultation on the transformation of residential services on the Isle of Anglesey;

To agree the following principles as the basis for the future provision of residential services:

- **That the Council should reduce the amount of direct residential provision it makes and concentrate on delivering support to older people with complex needs;**
- **That the Council should increase the opportunity for older people to live in their own homes with support through additional care and suitable housing on one or more of its existing residential sites;**
- **That residential homes run by the Council across the Island should be considered for transfer to the independent and private sector or for closure if there is not a suitable business case to support them into the future;**
- **The commissioning of services for older people should invest in building the added capacity of the voluntary sector to provide a network of support to help people remain at home and age well;**

- That the capacity of private home care services should be developed to respond to increasing choice and demand for people to remain at home;
- To acknowledge that in order to deliver against the principles set out above, the review will need to consider the following options in respect of each of the existing homes:
 - To retain the home in its current format;
 - To close the home and the site used for redevelopment;
 - To sell the home as a going concern;
 - To change the use of the home (including the option of Social Enterprise);
 - To develop the home as a specialist centre for complex care.

2. CONSULTATION PROCESS

2.3 Members will be aware that the aforementioned resolution of the Board of Commissioners was implemented with a formal statutory period from 5 October, 2012 and continued until 7 December;

2.4 Resume of the Consultation Process - the addendum to this report (**Appendix 1**) provides a resume of the consultation process and how it sought to engage with all relevant stakeholders (users, carers, citizens and partner organisations). It can be summarised that some 3894 individuals, groups and organisations engaged in the consultation process;

3 KEY EMERGING MESSAGES

3.1 The Department received many observations, comments and suggestions during the Public Consultation. There are some emerging common themes and key messages:

- People want to stay in their own homes for as long as is practicably possible but there are concerns about what community based services will be available to the future to support them;
- Need to ensure quality services and people wanting to know how services will look in the future;
- Genuine concern about how the proposals will affect the current residents of the care homes coupled with worries associated with change;
- The need to ensure the availability of adequate facilities to relieve informal carers of their caring responsibilities (eg respite and day services to meet complex care needs);
- Continuous concern that the Local Authority has endeavoured to transform residential care over a number of years – with no resolution;
- Uncertainty and lack of clarity around direction of travel creates concern and worry for people.

3.2 There was one single key message that featured throughout the consultation process – that the Council's future plans for older people's services were not clear to the citizens of the Island. In fully recognising this message, we have developed an outline vision for services to the medium term which will form the basis of an engagement/consultation process over the coming months. The outcome of this process will enable us to submit a medium term vision to the Executive Committee for consideration and endorsement in the Autumn.

4 NEXT PHASE OF TRANSFORMATION PROGRAMME

4.1 The Department has been concentrating efforts over the past 2 months on the following aspects of the older people's transformation programme:

- Preparation of a 5 year strategy for adult social care which describes our direction of travel, priorities and timelines in readiness for the New Council to consider and endorse. This has also included preparing a draft vision statement for Older People (known as the Service Intentions document – Appendix II) in response to feedback from the formal consultation. The Programme will continue to engage and will consult on individual Projects as appropriate.
- Preparing to enter into an engagement programme with users, carers, citizens/ communities and partner organisations regarding the evolving vision underpinning older people's services to the future (Spring/Summer, 2013);
- Taking positive steps to strengthen community based services as sustainable service models to the medium term (to include 24 hour home based services, respite services to relieve informal carers, enhanced reablement as an intake model, assistive technology – telecare);
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4.2 We have been successful in recruiting a Programme Manager for our transformation of older adult social services and I can report that the parameters of our programme are currently being defined within the Authority's Corporate Transformation Plan;

4.3 Our overarching transformation efforts now need to concentrate on 6 specific themes:

- Services to help people at home;
- Dementia Services;
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- Resources (workforce);
- User voice and control – Direct Payments and Citizen Directed Support;
- Procurement and brokerage of care & support services.

5 RECOMMENDATIONS

- R1** Note the key messages and emerging themes from the Public Consultation (5 October – 7 December, 2012)
- R2** Endorse the next steps in our older people's Transformation Programme (as detailed in paragraph 4.3 above).

Anwen Davies
Head of Adults' Services
Community Department
17/05/13
(amended 03/07/13)

RESUME OF CONSULTATION PROCESS [PROVISION OF RESIDENTIAL CARE]

OCTOBER – 7 DECEMBER, 2012

5.1 Current Users of our Residential Care Services - The Department prioritised the one to one engagement and discussion with current users of our Residential Services – ensuring that all users had an individual session with a social worker and accompanied by their family (if that was in keeping with their wish). Indeed, a significant number of these individual sessions were completed prior to the consultation events for the particular area in question. A total number of 150 users had an individual session. Advocacy services were facilitated in respect of those users who do not have the mental capacity to partake as well as any other individuals/families requesting the service. 15 users received advocacy support];

5.2 Engagement and Consultation with other stakeholders - A series of consultation events were organised by the Department which were convened within the window of the consultation period as follows:

- Initial dialogue with the Commissioner for Older People in Wales on 28 September, 2012. This was followed up by a fieldwork visit to the Island by a member of the Commissioner's team on 18 December, 2012;
- Ongoing dialogue with CSSIW (Care and Social Services Inspectorate for Wales) on the Transformation programme (commencing 28 September, 2012);
- Information session for partners – Health, Independent and Third Sector convened on 5 October. The aim of this session was to provide information and context regarding this work programme. The session also provided the opportunity to facilitate a shared understanding of matters to be considered by the Local Authority and its partners. It was attended by some 70 partner representatives;
- 6 consultation events within different locations across the County in order to share information and facilitate discussion on the Transformation proposals –
 - Plas Mona – 8 October;
 - Haulfre – 10 October;
 - Garreglwyd – 11 October;
 - Plas Penlan – 16 October;
 - Brwynog – 17 October;
 - Plas Crigyll – 24 October.

All of these events were well attended with an approximate 480 in total attending across the 6 local communities.

- A series of sector specific sessions –
 - Third sector partners – 12 November;
 - Domiciliary care providers – 3 December;
 - Independent sector providers of residential/nursing home care – 27 November;

- Betsi Cadwaladr University Health Board (BCUHB) – 30 November;
- General Practitioners (GPs) – 27 November.
- Consultation has also been facilitated via our mainstream mechanisms underpinning the Strategy for Older People (Older People's Forum and Council)
- The consultation process also afforded people the opportunity to submit their views via email or letter. The Department had also prepared a set questionnaire if people wished to air their views through that medium.
- In addition, 6 staff consultation events were convened and access facilitated for individual information and support.

5.3 1000 hard copies of our Consultation Document were widely distributed. A decision was taken not to produce further hard copies when the supply was exhausted but rather to encourage use of the Council's website or to print paper copies upon request;

Cyngor Sir Ynys Môn – The Isle of Anglesey County Council

Ynys Môn

THE ISLE OF
Anglesey

Older Adult Social Care Service Intentions

Helping you to live at home

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COUNTY COUNCIL



ioacc



@angleseycouncil

This is an overarching document to inform all stakeholders about our Vision and how we will realise the benefits of the Vision, how services will look and what this means for the citizens of Anglesey.

Our Vision Statement

To empower older people on Anglesey by giving them as much independence, choice and control as possible in their future care.

Why Change?

People are living longer and as such, we expect to see an increase of 68%¹ in the number of people over 85 living on the Island over the next 10 years. The Isle of Anglesey has the second highest older people's population in Wales. We are also finding that there is an increase in the number of people with long-term conditions, including dementia². At present our services are not arranged to be able to provide the necessary level of support required to meet the growing demand in terms of both finance and workforce.

The Isle of Anglesey County Council recognises that it needs to change the way it delivers Social Care and Community Based Housing Related Support Services to ensure that they are suitable now and remain so for future generations. Studies confirm that "a majority of the participants were adamant that they wished to remain in control of their lives for as long as possible. Very few were keen on a living situation where household tasks or financial matters were carried out by others as a matter of routine"³. Local consultation has helped inform the development of this document and proposals for the future. It also supports national and independent research; people have told us what is needed to achieve this is⁴:

1. Community based services need to be sufficiently robust to enable people to remain in their own homes
2. Opportunities for Respite Care⁵ and Day Care support to be readily available
3. Sufficient number of residential beds to be available on the Island to meet demand now and in the future
4. Information and advice for informed decisions

What will be different?

To achieve our Vision we will work with people to achieve their aspirations for their care and support and are committed to making innovative and positive changes. We are working with highly experienced and qualified individuals, learning from lessons learnt by other Welsh (including North Wales) Local Authorities and utilising national and independent studies to move from concepts to developing models of service and onto actual operational delivery.

¹ Isle of Anglesey Data Review, June 2012

² Prevalence rates of Dementia for Anglesey based on Dementia UK (2007) data indicate that there will be 1,310 people over the age of 65 in 2013 rising to 1,776 by 2023, and 2,311 by 2033

³ Retaining independence and autonomy in a rural area: Older people's preferences for specialised housing, Vanessa Burholt and Gill Windle 2007 Interdisciplinary Research Centre on Ageing, University of Swansea, and Dementia Services Development Centre, Institute of Medical and Social Care Research, University of Wales, Bangor

⁴ Summary of the result of the Public Consultation proposals for Transformation of Adult Social Care on Anglesey

⁵ Consultation with Care Home Residents, Relatives, and Representatives on the Transformation of Adult Social Care on Anglesey

To deliver better services and a greater range to accommodate more Older People there will undoubtedly be some differences in the way services are currently delivered. Traditional and outdated models of care and community based support are being redesigned and updated to align with best practice, new legislation and other Counties across Wales.

A visible change will be the establishments from which services are delivered. Initial internal reports have indicated that existing internal Care Home facilities restrict the range and level of services we aim to deliver and require unsustainable levels of investment to modernise. Establishments within the service are to be independently re-evaluated for quality and appropriateness to need. To achieve our ambition we will explore opportunities to move from existing Residential Care Services and become a commissioner of Residential, Nursing, Domiciliary, Respite, Re-ablement Care and other Community Based Support services to develop a consistency in service delivery to our service users, their carers and families.

We recognise that there is a real and significant need to develop a Community Hub model to build community capacity, develop social networks and relationships so that people feel safe and empowered in their own communities. With this in mind, we will support and encourage communities to develop their own services/activities which cover areas such as:

- meal provision
- befriending services
- information and advice via Community Hubs
- community transport
- age well services

Adult Services will provide effective leadership in order to strengthen current services and developing new and innovative community based services. These services will be based on the principles of Citizen Directed Support, which places the citizen at the centre when planning and shaping services. This includes real voice, choice and control about what services are needed and how they are delivered.

We have commenced working towards delivering our Vision to meet current and future needs over the next 10 years by focusing on the following Objectives:

- Promoting independence, dignity and wellbeing by ensuring information and advice about all services is easily available. This will support individuals to make good decisions about the care, support and quality of life they need;
- Reducing dependency on high cost health and social care services by ensuring a complimentary range of community based services (e.g. Supporting People Programme) and opportunities are available to choose from. These will support people to live at home, play a part in the community and keep as much independence as possible;
- Encouraging individuals to get involved in local community networks to reduce isolation, loneliness and exclusion and increase the resources within the local community. This will enable adults to better support each other;
- Providing better support for carers to enable them to maintain their health and wellbeing;
- Work with the Health Board to ensure services are available to support people with complex needs.

Our services will be structured as follows:



DIAGRAM TO BE ADJUSTED

Following a robust assessment of need, a sound eligibility criteria enables us to ensure that those who require services and provided with the right menu of options at the right time. This will be an open process which Older People will be required to undertake. Community Hubs will be a place to provide information, advice, signposting and guidance and also enhance and support the delivery of Community Support Services and the availability of our services will be extended to include Extra Care facilities.

Our service users should experience a better quality of life, greater choice of service options available, services will be enhanced to increase availability and achieve excellent standards, there should be a consistency in the number of individuals involved in their care and support and carer's should have the support they need. There will be a single referral route with a clear and dependable assessment, which will reduce delays and care plans to match individual's wants against their need. If people aren't able to stay at home this will be identified and alternatives will be available for consideration. Currently our services can be confusing; Older Adult Social Care will provide a reliable service which is transparent and easy to understand.

By transforming Older Adult Social Care we will have a service which is able to demonstrate delivery against the Vision and Objectives. A quality service which meets future need; provides value for money and is fit for purpose; that ensures safeguarding and provides support for individuals to make informed choices about their own future care requirements. Older Adult Social Care will be an enhancer and developer of a wholesome care in the community culture.

How will we deliver?

We believe that supporting older people with care needs will be best achieved by working with everyone involved – including carers, social workers and other agencies – to identify and agree the needs and then choose and obtain services to help achieve these. The Council has introduced a Transformation Programme which comprises of 6 key Projects and 22 Stages with a group of senior leaders who are committed delivering key changes which will look to improve in the following areas:

Direct Payments and Citizen Directed Support

Citizen Directed Support (CDS) is based on the principle of placing the citizen at the centre when planning and shaping services. This includes a real voice, choice and control about what services are needed and how they are delivered. One component to building up a CDS based support plan will be Direct Payments which enables individuals to purchase their own care. We will support voluntary and external organisations to develop support agencies that will assist individuals to manage their personal care budgets.

Helping you to live at home

This Project is to look at preventing the need for higher levels of support but boosting community based services which have been identified as those key to enable people to remain in their own homes.

Shared Lives⁶ is a little known alternative to home care and care homes for Older People. It is used by around 15,000 people in the UK and is available in nearly every area. A Shared Lives carer and someone who needs support get to know each other and, if they both feel that they will be able to form a long-term bond, they share family and community life. This can mean that the individual becomes a regular daytime or overnight visitor to the Shared Lives carer's household, or it means that the individual moves in with the Shared Lives carer. These relationships can be life-long. We will explore opportunities to develop this service and provide it as an option available.

We anticipate an increase in the demand for safety equipment and home and personal sensors in line with the increased numbers of people living in community settings. Aids & Adaptions and Assistive Technology will target resources to meet complex care needs, and sign post individuals to self-purchase low cost supportive equipment.

Rapid response allows GPs to provide patients who require a response within 24 hours (eg if they have fallen over) with access to a Multi- Disciplinary Team: Physiotherapists, Occupational Therapists and Advanced Nurse Practitioners. We will revise our intermediate care strategy with the Health Board in order to enhance service provision, integrate current schemes and create pooled budgets. There is also commitment to developing the role of support workers who can respond to services across health and social care to provide continuity of care. We have agreed a training schedule and to start with, we will implement the scheme on a pilot basis in one area.

Adult Services will commission Re-ablement services, making sure that everyone goes through a time limited and focused service concentrating on objectives to help individuals get better using clear and specific care plans. An evaluation of the current model will be completed by September this year.

Due to need, not everyone is able to remain at home and the Assessment & Care Management Arrangements will correctly identify options available to individuals who find themselves in this position. Welsh Government has identified a national need to review current procedures and we will be working with them to ensure compliance with national guidance and standards.

Môn Enhanced Care (MEC) is a health led initiative and has been embedded into mainstream practice as a model to avoid hospital admission during acute medical episodes.

⁶ In 2010, England's care inspectors gave 38% of Shared Lives schemes the top rating of excellent (three star): double the percentages for other forms of regulated care.

This area has scope to expand on the uptake of this service and we will be working with the NHS to better this service provision.

A delayed transfer of care⁷ occurs when a patient is ready to transfer to the next stage of care, but is prevented by one or more reasons. These often arise when people transfer from a health care setting to social care services. We will continue to identify new ways of working with the NHS to improve upon transfers of care.

Evolving Resources

By Transforming Older Adult Social Care there is a need to redress role functions to ensure that we have a suitable and appropriately skilled workforce with capability and capacity to effectively complete their roles. This Project will review and improve upon current induction and on-going professional training, support those who may be effected by the Programme and explore closer working with the NHS.

Procurement/Brokerage

As we will be a commissioner of services, we will develop our arrangements for using approved providers as well as our own contracting arrangements for the provision of Domiciliary Care, Residential Care, Nursing Care, Respite Care, Re-ablement and support services. Brokerage arrangements will enable us to better influence and work with providers to grow a sustainable market and make better use of contracts. We have identified the need for more Nursing Home Care which we will facilitate by working in partnership with independent providers to develop care homes registered to provide both personal and nursing care so that people do not have to move from one home to another as their care needs increase. This will aid timely and appropriate placements that minimise delay in discharge, ensuring sufficient Care placements are available within Anglesey as well as developing more effective relationships with providers and service users.

Supporting Services for People with Dementia

The rising numbers of people with Dementia in Wales is a trend which is common across the world.⁸ To meet this increased demand, Adult Services will further develop its community based services. Our range of Health and Social Care community initiatives will focus on:-

- Early diagnosis and referral to Memory Clinics.
- Joint working between Community Psychiatric Nurses, Nurses, Therapists and Social Workers in assessing needs and providing on-going support.
- Respite breaks for Carers – at home and in residential care in accordance with carer's preference.
- Specialist Day Care and also 24 hour outreach carer support at Plas Crigyll which is supported by Community Psychiatric Nurses.
- Dementia Advisers working closely with Community Psychiatric Nurses on delivering therapeutic/re-ablement programmes.
- Working closely with the Independent Care Home sector to increase the range and volume of specialist Dementia Care Home provision.

⁷ Unnecessary delays compromise the independence of vulnerable older people who become delayed. Being unduly delayed in hospital is bad for those concerned because they can lose mobility, mental and physical function and ultimately their independence. Such delays also harm wider service delivery and performance across the whole health and social care system. In 2006/2007, 268,491 hospital bed days were occupied by delayed transfers of care in Wales, at a cost of £69 million, Wales Audit Office 2007.

⁸ Prevalence rates of Dementia for Anglesey based on Dementia UK (2007) data indicate that there will be 1,310 people over the age of 65 in 2013 rising to 1,776 by 2023, and 2,311 by 2033.

- Housing related support to enable people to maintain their independence in their homes and prevent unnecessary admission to institutional settings.

Enhancing Accommodation Options

If we're to support more people in the community we need to develop a range of high quality accommodation options to meet people's current and long term housing needs and avoid unnecessary relocation. By focusing on enabling people to remain independent within the community we anticipate that the demand for Residential Care placements will reduce – allowing the service to focus on more complex care needs and specialist dementia provision.

Extra Care offers a new way of supporting people to live independently for as long as possible. It gives people dignity and responsibility, security and privacy of a home of their own, a range of facilities on the premises and access to on site care or support. All care support is provided by external care agencies as and when required. Currently we have one Extra Care facility on the Island in the Holyhead area and we feel strongly that Extra Care will assist us to help the people that matter. We will prioritise investment in the development of further Extra Care facilities on the island informed by needs assessments. This will include provision for the Amlwch, Llangefni and Beaumaris area. We will also develop our current Sheltered Housing schemes as Community Hubs.

We have established Projects that will produce benefits for the people that matter this mirrors the strategic aims of the council to promote and protect the interests of the island, its citizens and communities and the following strategic outcomes to create an Anglesey:

- where people achieve their full potential
- where people are healthy and safe
- where people are proud of their Council

How we will keep you informed

We will engage with the general public, Independent Sector and stakeholders on specific Projects and through a detailed plan for engagement with Programme updates in the local press, through designated web pages, updates to GPs and Town and Community Councils and by engaging with established reference groups. We have already conducted a Consultation which was invaluable to aid the development of this document and the design of the Programme and Objectives.

Throughout the Programmes lifetime we will continue to engage with all stakeholders. In fact we see it as being imperative to do so; to not just develop service models, but service care. To dramatically improve services we must put people in the heart of service revolution and work with the citizens of Anglesey to define quality, manage expectations and ensure what we aim to deliver is fit for purpose, safe, offers value for money and meets need.

We want better for the people of Anglesey, for you, for us, for our families. We are listening, will continue to do so and welcome all opportunities to work together in this exciting opportunity to build a better future for Older People on Anglesey.

If you would like to speak to someone about the Transformation Programme and how to get involved please visit our web pages at....or e-mail.....or call.....