
ADULT SOCIAL CARE TRANSFORMATION PROGRAMME

SUMMARY REPORT

Purpose of the Report

1. The purpose of this paper is to update Scrutiny on the progress of the Adults Social Care Transformation Programme, which was outlined in a report in September 2017.

Summary

2. The Care Act provides the context to review and implement a new, clear operating model for adult social care services, which can be owned and understood by staff, service users and carers, and which can deliver good quality services at a sustainable cost.
3. This Transformation Programme is enabling this sustainable operating model to be delivered in Darlington and deliver efficiencies which will support the delivery of the Medium Term Financial Plan (MTFP).

Recommendation

4. It is recommended that :-
 - (a) Scrutiny Committee note the progress on plans to transform Adult Social Care.
 - (b) Scrutiny Committee participates as a key stakeholder group as and when Member input is required during the transformation programme.
 - (c) Members ask any questions and request further information.

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Background Papers

MTFP

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S17 Crime and Disorder	n/a
Health and Well Being	Adult Social Care is central to health and wellbeing
Carbon Impact	None
Diversity	If significant changes are proposed an EIA will be undertaken
Wards Affected	All
Groups Affected	People in receipt of, or potentially in receipt of Adult Social Care
Budget and Policy Framework	MTFP
Key Decision	No
Urgent Decision	No
One Darlington: Perfectly Placed	Aligned
Efficiency	New ways of delivering care have the capacity to generate efficiency

MAIN REPORT

Information and Analysis

The need for Transformation

5. As detailed in the previous updates the need for Transformation arose due to:-
 - (a) Changes in local demographics
 - (b) Increasing pressure on Adult Social Care budgets as a result of reducing resources

Programme objectives

6. To develop a new operating model that will be sustainable going forward.
7. The vision is being delivered through a systematic and controlled delivery of projects and task and finish activities that are separated into 4 work streams:-
 - a) **Managing Demand** – Focussing on a robust preventative approach which is delivered through effective signposting and self-screening; an effective first point of contact and improved use of assistive technology. Enabling independence will divert those at risk of becoming vulnerable due to health and care needs away from dependence on formal care systems. Individuals will be able to access information and advice to help them manage their care needs. They will know what support networks are available to them locally, what they are entitled to, and who to contact when they need help.
 - b) **Maximising Independence** - The reduction in reliance on formal care settings is paramount to a sustainable future care model, focussing on a strength based approach to assessment; aiming to maintain independence for as long as possible; delivering care at the right point in an individual's circumstances, in their own home where possible and ensuring effective use of community resources and social prescribing. This combined with defined periods of reablement interventions when there is a change in circumstances, to get people back to normal function where possible. Where joint care is required, strong partnership working supports the individual to receive joined up care, regardless of the funding.
 - c) **Self-Directed Support** – Implementation of an effective Resource Allocation System along with effective use of personal budgets and direct payment across the population to enable purchase of specialist service provision, where this is more cost effective than contracted services. This combined with effective use of the eligibility criteria should ensure cost effective use of resources.
 - d) **Effective and Responsive Best Value Provider Economy** - To ensure a thriving, varied social care market within Darlington where providers offer continuously improving, high-quality, safe and innovative services. This includes work to develop markets for care and support that are sustainable over time. The work will have regard to ensuring a sufficiency of provision in terms of both capacity and capability to meet anticipated needs for all people in their area needing care and support regardless of how they are funded. The market will support the increased use of direct payments.
8. These work streams are underpinned by a number of cross cutting projects that are required to support the changes in service delivery:

- (a) **Workforce** – supporting staff to achieve a different approach to the provision of social care through cultural change, leading to positive risk taking and a focus on strengths and the delivery of just enough care at the right time to support independence. Training and workforce development in support of a changed culture and approach to service delivery with effective recruitment and retention that attracts good quality candidates and develops high quality staff. Backed up with quality practice and procedure guidance that is well communicated and useful to staff and a clear policy and criteria to support staff taking a strength-based positive risk-taking approach.
- (b) **Business Process Reengineering** – Effective processes to be put in place to support social care staff in practice, maximising the time they can spend with clients, including effective and improved reporting and improved business intelligence. This coupled with effective use of ICT systems and mobile working to produce a LEAN working system with systematic removal of waste and increased value added work with clients.

Programme Deliverables and Progress

- 9. The adults programme is progressing well with some complete pieces of work and many more nearing completion.
- 10. The programme is regularly reviewed and new work added; project completed; the scope of pieces of work widened as applicable, all done via stringent change control methodology.
- 11. Overall the Adult Social Care Transformation Programme remains on track with further quantifiable progress in many areas relation to:- package reviews, reablement pathway improvements, the review of first point of contact; mobile/agile working has been rolled out in Children’s services and a pilot is now in place in Adults to establish the correct kit before roll out to all Adults social care staff. Guidance on Short Stay bed usage is drafted and about to progress to sign off.
- 12. The Just Checking Assessment tool has been implemented and is transitioning to business as usual, improvements to Validation Forum are well embedded, Directory of Services and Autonomy screening tools are live and public launch is planned, review of the eligibility criteria in relation to medication is complete. The transitions from Childrens to Adults pathway review is complete with roll out to staff taking place.
- 13. New projects have been added in relation to a review of the Brokerage Service that was implemented in July 2017, a review of our practice guidance and local procedures for ASC has commenced, along with DTOC verification and E-Notifications for health readiness.
- 14. The budget position is also in a much healthier position, with targets being over achieved in this financial year.
- 15. A high level summary of the progress against each work stream and their associated projects is provided in the table below:

Work stream	Project/Deliverable	Delivery Date	Status
Managing Demand	An online community directory	Nov 2017	Live but not yet launched
	An online self-assessment and screening tool (the portal):-	Nov 2017	Live but not yet launched
	<ul style="list-style-type: none"> Care Need Screening Financial Contribution Screening On line Financial Assessment 	Nov 2017 Nov 2017 Apr 2018	Complete Complete Complete
	Implementation of Just Checking assessment tool as a default screening at assessment stage	Mar 18	Complete-transitioning to Business as usual
	A vibrant voluntary community sector, groups and networks (BCF)	Nov 2018	In progress
	A realigned single front door Implementation of new model	April 2018 Aug 2018	In progress Not started
	Strengthen validation forum arrangements	Sept 2017	Complete
	Section 117 Aftercare & risk	Apr 2017	Complete
	Vane House review	Sept 2018	In progress
	E Notifications from health & DTOC verification (BCF)	Apr 2018	In progress
	Maximising Independence	Strength based review of Care Packages	Mar 2018
Financial contributions towards S117 packages of care		Apr 2018	In progress
Intermediate care provision & reablement review DBC Implementation		May 2018 Aug 2018	In progress Not Started
Commissioned Beds review (BCF)		Aug 2018	In progress
Short stay beds		May 2018	In progress
Transformation Team desk top review		Jun 2018	In progress
Self-directed support	Resource Allocation System	May 2018	In progress
	Eligibility criteria	Dec 2017	Complete
	Direct payments	Apr 2018	In progress
An effective, responsible and best value provider economy	Refresh the Market Position Statement & Commissioning intentions	Mar 2018	In progress
	Off framework Value for money checklist	Jun 2017	Complete
	Review of In House Adult day opportunities/services	Apr 2018	In progress
	Brokerage function	Jun 2017	Complete
	Extra Care Provision – Package reviews	Feb 2017	Complete
	Extra Care - Contract & Service delivery model	Mar 2018	In progress
	Housing Options for all ASC client groups	Mar 2018	In progress
	Maximising the value of DFG	May 2018	In Progress
	Review of telecare/telehealth	Sept 2018	In progress
Review of Brokerage and future team	May 2018	In progress	

Work stream	Project/Deliverable	Delivery Date	Status
	development		
Workforce	Directorate WF Development Strategy	On-going	On-going
	Effective recruitment process		
	Staff retention		
	Leadership Capacity and Capability		
	Effective management oversight		
	Cult of innovation & Creativity		
Business processes	Mobile/Agile working Adults Pilot	Apr 2018	In progress
	Adults Roll out	Jul 2018	Not started
	Childrens roll out Phase 2	Apr 2018	In progress
	Optimisation of agile working	Sept 2018	Not started
	Adults LL implementation:- Data Capture & Performance Reporting – improved Business Intelligence & Budget Reporting and PMF refresh following LL implementation	Sept 2018	In progress
	Transitions Pathway Review	Jan 2018	Complete
	Mental health pathway review	May 2018	In progress
	LL phase 2 – business process review	Dec 2018	Not Started
ASC policy, practice guidance and local procedure review	Apr 2018	In Progress	
Better Care Fund – joint work with Health	Transfers of Care <ul style="list-style-type: none"> High Impact Change model Validation of DTOC figures & E notifications DST delays – establishing the cause 	See MD	In progress
			In progress-see MD In progress
	Intermediate Care <ul style="list-style-type: none"> Step up and step down beds commissioning Still at home 91 days after discharge Community Provision 	See MD	In progress-see MD In progress
		See MD	In progress-see MD
	Care Home Group <ul style="list-style-type: none"> Capacity, demand and pressures 		In development