

**ADULTS SCRUTINY
25 AUGUST 2020**

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 last reported in October 2019.

Summary

2. The Care Act provided the context to review and implement a new operating model for adult social care services to support the delivery of good quality services at a sustainable cost.
3. The Transformation Programme is enabling the delivery of a modern services which are Care Act compliant and work in partnership with people to maximise their individual strengths and assets.
4. This is a rolling programme, there are currently 18 projects in progress.

Recommendation

5. It is recommended that :-
 - (a) Scrutiny Committee note the progress on plans to transform Adult Social Care.
 - (b) Members ask any questions and request further information.

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Director of Children and Adults**

Background Papers

Elaine Taylor: Extension 6079

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

6. As detailed in the previous updates the need for Transformation arose due to services needing to be modernised and Care Act compliant, as well as increasing pressures on Adult Social Care Resources.

Programme objectives

7. To develop a new, modern operating model that will be sustainable going forward.
8. 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** – This workstream aims to deliver the care act principles of Empowerment and Protection at the first point of contact. 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** – This workstream encompasses all principle of the Care Act and is key to achieving improved outcomes for individuals. Reducing reliance on formal care settings is paramount to a sustainable future care model, focussing on a strength-based approach to assessment; aiming to maximise and 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** – Implementing 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** – 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.

- (a) **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 and many of the larger projects have now been completed or are nearing completion. As such, the objective of developing a modern operating model has largely been achieved.
10. Remaining and future projects, will seek to improve business delivery further and contribute to the future sustainability of the operating model as a whole.
11. There will continue to be a rolling programme of business improvement projects, with a list of business improvement projects waiting to start once resources are freed up to deliver these. All projects are subject to frequent review, with resources allocated to the priority areas as needed.
12. As expected some projects have suffered a delay due to Covid, which has been reflected in the delivery dates below.
13. A high-level summary of the current 15 projects are provided in the table below and the completed projects are attached in Appendix 1.

Work stream	Project/Deliverable	Delivery Date	Lead	Status
				S=Service Led C=Commissioning Led F=Finance Led
Managing Demand	An online self-assessment and screening tool (the portal):-	Nov 20	S	Not live – content issues to resolve
4 projects	<ul style="list-style-type: none"> • Care Need Screening/Financial Contribution Screening 	Aug 20	S	Complete
	<ul style="list-style-type: none"> • On line Financial Assessment 	Apr 20	F	Complete
	<ul style="list-style-type: none"> • Carers Assessment 	Nov 20	S	In progress
	A vibrant voluntary community sector, groups and networks (BCF)	Nov 20	C	In progress
	Vane House/Sensory Impairment Review	Oct 20	S	In progress
	Mental Health Service & Team review			
	<ul style="list-style-type: none"> • Initial Review 	Dec 19		Complete
	<ul style="list-style-type: none"> • Research-other models 	Apr 20		Complete

Work stream	Project/Deliverable	Delivery Date	Lead	Status
	<ul style="list-style-type: none"> Implementation of Changes 	Oct 20		In progress
	<ul style="list-style-type: none"> Options Appraisal 	Feb 21		On schedule
Maximising Independence	Intermediate Care Provision Review (BCF) – Health Led		C	
4 projects	<ul style="list-style-type: none"> Review Approval 	Oct 19 Dec 19		Complete Complete
	<ul style="list-style-type: none"> Implementation 	TBC		On Hold, awaiting CCG scoping session
	Intermediate Care Commissioned Beds Review (BCF) – Health Led		C	
	<ul style="list-style-type: none"> Review output approval Implementation 	TBC TBC		On Hold, awaiting CCG scoping session
	Travel Policy – Overarching Policy & Adults Specific	Dec 20	C	In progress
	Adult Social Care Technology/Digital Enabler (new)		S	
	<ul style="list-style-type: none"> Requirement Gathering Options Appraisal Approval (Digital Darlington) Implementation 	Sept 20 Dec 20 Jan 21 TBC		In progress
Self-directed support	Resource Allocation System	Jan 21	F	In progress
	Direct Payments process review	Oct 20	S/F	In Progress
5 projects	Review of Adult day opportunities/services	Oct 20	C	In Progress
	Maximising the value of DFG	Oct 20	C	In Progress
	Review of telecare/telehealth	Dec 20	C	In progress
Business processes	Liberty protection Safeguards	TBC	S	On Hold awaiting legislation
2 projects	NCPO Process Review	Oct 20	C	In Progress

Appendix 1 - Completed Projects

Work stream	Project/Deliverable	Delivery Date	Lead	Status
			S=Service Led C=Commissioning Led F=Finance Led	
Managing Demand 6 complete	An online community directory	Nov 17	C	Complete
	Implementation of Just Checking assessment tool as a default screening at assessment stage	Oct 18	C	Complete
	A realigned single front door <ul style="list-style-type: none"> Review of service started Approval for change Implementation of new model 	Nov 17 Jan 19 Jun 20	S	Complete Complete Complete 01/09
	Strengthen validation forum arrangements	Sept 17	S	Complete
	Section 117 Aftercare & risk	Apr 17	C	Complete
	E Notifications from health & DTOC verification (BCF)	Sept 19	S	On Hold/Cancelled
Maximising Independence 5 complete	Strength based review of Care Packages	Mar 21	S	Complete
	Reablement Review DBC <ul style="list-style-type: none"> Review Phased Implementation Go Live full implementation 	Sept 18 Dec 19 Mar 20	S	Complete Complete Complete
	Short stay beds	July 19	S	Complete
	Transformation Team desk top review	Aug 18	S	Complete
	Transition of Review Function to BAU	May 20	S	Complete
	Self-directed support 3 complete	Eligibility criteria	Dec 17	S
Direct Payments usage review	Jul 18	C	Complete	
Refresh the Market Position Statement & Commissioning intentions 17/18	Mar 18	C	Complete	
An effective, responsible and best value provider economy 7 complete	Off framework Value for money checklist	Jun 17	C	Complete
	Brokerage function	Jun 17	C	Complete
	Extra Care Provision – Package reviews	Feb 17	C	Complete
	Extra Care - Contract & Service delivery model	Nov 18	C	Complete
	Housing Options for all ASC client groups	Mar 18	S	Complete
Review of Brokerage and future team development Initial Report Phase 1	May 18 Feb 19	C	Complete	

Work stream	Project/Deliverable	Delivery Date	Lead	Status
	Phase 2			
	Mobile/Agile working <ul style="list-style-type: none"> • Adults Pilot • Adults/Childrens roll-out Phase 1 • Childrens roll-out Phase 2 	Apr 18 Jul 18 Apr 18	S	Complete
Business processes	Transitions Pathway Review	Jan 18	S	Complete
2 complete	ASC policy, practice guidance and local procedure review	Jun 20	S	Complete