

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 April 2018.

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

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

5. As detailed in the previous updates the need for Transformation arose due to:-
 - (a) The need to modernise adult services in Darlington
 - (b) Changes in local demographics, which impacts on resources
 - (c) To ensure that we support people to remain as independent as possible, at home
 - (d) Increasing pressure on Adult Social Care budgets

Programme objectives

6. To develop a new operating model that will be sustainable going forward.
7. The associated work continues to be 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 supporting 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 programme is progressing well with some work now complete 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 Transformation Programme remains on track with further quantifiable progress in many areas relation to:-
 - (a) Strength based package reviews continue to progress well
 - (b) Reablement pathway improvements are now fully scoped with many changes have been implemented
 - (c) First point of contact changes are in progress
 - (d) Short Stay bed usage, new process for staff and new performance monitoring in place to accompany the guidance
 - (e) Practice guidance and policy/procedure review – document is completed and is in the process of being signed off by Adults SLT.
 - (f) DTOC validation and implementation of E-Notifications from health are nearing completion.
- 12. Projects which have been completed since the last update are:-
 - (a) Mobile/agile working has now been rolled out in Adults to all social care staff
 - (b) The Just Checking Assessment tool has been implemented and is transitioning to business as usual,
 - (c) Improvements to Validation Forum are well embedded and although this has transitioned to business as usual, improvements are still being made such as implementation of Chairs Guidance to ensure consistency of approach.
 - (d) Directory of Services is live.
 - (e) Review of the eligibility criteria in relation to medication is complete.
 - (f) Review of housing links with ASC has been completed and meetings streamlined to ensure more efficient communication and case discussion.
 - (g) The Transitions pathway review from Childrens to Adults is now complete.
- 13. The budget position is also in a much healthier position, with targets being over achieved in this financial year.

14. 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	Lead	Status
				S=Service Led C=Commissioning Led F=Finance Led
Managing Demand	An online community directory	Nov 2017	C	Complete – now business as usual
	An online self-assessment and screening tool (the portal):-	Nov 2018	S	Not live – technical issues to resolve
	<ul style="list-style-type: none"> Care Need Screening Financial Contribution Screening On line Financial Assessment 	Nov 2017 Nov 2017 Apr 2018	S	Design Complete Design Complete Design Complete
	Implementation of Just Checking assessment tool as a default screening at assessment stage	Oct 18	C	Complete- transitioning to Business as usual
	A vibrant voluntary community sector, groups and networks (BCF)	Nov 2018	C	In progress
	A realigned single front door Review of service Implementation of new model	Nov 2017	S	In progress Complete Not started
	Strengthen validation forum arrangements	Sept 2017	S	Complete – now business as usual
	Section 117 Aftercare & risk	Apr 2017	C	Complete
	Vane House/Sensory Impairment Review	Aug 2019	S	In progress
	E Notifications from health & DTOC verification (BCF)	Oct 2018	S	In progress
	Maximising Independence	Strength based review of Care Packages	On going	S
Financial contributions towards S117 packages of care		Jan 2019	S	In progress
Intermediate care provision & Reablement Review DBC		Sept 2018	S	In House-Complete Health-In Progress
Implementation Commissioned Beds review (BCF)		Dec 2018	S C	In progress Not Started
Short stay beds		Nov 2018	S	In progress
Transformation Team desk top review		Aug 2018	S	Complete
Self-directed support	Resource Allocation System	Jan 2019	F	In progress
	Eligibility criteria	Dec 2017	S	Complete
	Direct Payment phase 1	Dec 2018	C	Complete
	Direct payments phase 2		C	Being scoped
An effective, responsible and best value provider economy	Refresh the Market Position Statement & Commissioning intentions 17/18	Mar 2018	C	Complete
	Off framework Value for money checklist	Jun 2017	C	Complete

Work stream	Project/Deliverable	Delivery Date	Lead	Status
	Review of In House Adult day opportunities/services		C	Being scoped
	Brokerage function	Jun 2017	C	Complete
	Extra Care Provision – Package reviews	Feb 2017	C	Complete
	Extra Care - Contract & Service delivery model	Nov 2018	C	In progress
	Housing Options for all ASC client groups	Mar 2018	S	Complete
	Maximising the value of DFG	Oct 2018	C	In Progress
	Review of telecare/telehealth	Mar 2019	C	In progress
	Review of Brokerage and future team development Initial Report Phase 1 Phase 2	May 2018 Feb 2019	C	Complete In progress Being scoped
Business processes	Mobile/Agile working Adults Pilot	Apr 2018	S	In progress
	Adults Roll out	Jul 2018		Not started
	Childrens roll out Phase 2	Apr 2018		In progress
	Optimisation of agile working		S	Not started
	Adults LL implementation:- Data Capture & Performance Reporting – improved Business Intelligence & Budget Reporting and PMF refresh following LL implementation	Mar 2019	P	In progress
	Transitions Pathway Review	Jan 2018	S	Complete
	Mental health pathway review		S	Not Started
	LL phase 2 – business process review		S	Not Started
ASC policy, practice guidance and local procedure review	Dec 2018	S	In Progress	
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			