

ADULTS AND HOUSING SCRUTINY COMMITTEE

22 OCTOBER 2019

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 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 delivery of a modern, sustainable service model to be delivered in Darlington which is Care Act compliant, fully delivers the care act principles and maximises an individual's strengths and assets.
4. This is a rolling programme, there are currently 25 completed project and 17 in progress.

Recommendation

5. 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

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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

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.

9. 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.

This strand of work ensure that staff deliver the care act principles of how care professionals should work with individuals.

Those principles are:-

- You know best
- Your views, wishes, feelings and beliefs should always be considered
- The main aim of professionals should be on your well-being, on reducing your need for care and support, and on reducing the likelihood that you will need care and support in the future
- Any decisions made should take into account all relevant circumstances
- Any decisions should be made with your involvement
- Your well-being should be balanced with that of any involved family and friends
- Professionals should always work to protect you and other people from abuse and neglect
- Professionals should ensure that any actions taken to support protect you affect your rights and freedom as little as possible

- (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

10. The adults programme is progressing well with some complete pieces of work and many more nearing completion.
11. 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.
12. Overall the Adult Social Care 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 in progress of being implemented via a phased approach

- (c) First point of contact changes are in progress, awaiting staff recruitment to fully implement
- (d) On line screening and assessment tools are nearing completion.

13. Projects which have been completed since the last update are:-

- (a) Short stay bed review is complete and new process fully implemented
- (b) Brokerage review is now complete
- (c) Extra Care review (including suitability of levels of care, was there enough Extra Care provision and was the service meeting the need and preventing residential admission) is now complete
- (d) The Just Checking Assessment tool has been implemented and has transitioned to business as usual

14. New projects added since the last update:-

- (a) Sensory Impairment Service Review
- (b) Mental Health Service Review

15. This is a rolling programme, there are currently 25 completed project and 17 in progress.

16. A high level summary of the progress of the recent projects are 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 17	C	Complete – now business as usual
	An online self-assessment and screening tool (the portal):-	Nov 19	S	Not live – content issues to resolve
	<ul style="list-style-type: none"> Care Need Screening/Financial Contribution Screening Carers Assessment On line Financial Assessment 	July 19 July 19 Nov 19	S	Complete Complete Revisions Required
	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)	Dec 19	C	In progress
	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 Dec 19	S	Complete Complete Awaiting recruitment
	Strengthen validation forum arrangements	Sept 17	S	Complete – now business as usual
	Section 117 Aftercare & risk	Apr 17	C	Complete

Work stream	Project/Deliverable	Delivery Date	Lead	Status
	Vane House/Sensory Impairment Review	Oct 19	S	In progress
	E Notifications from health & DTOC verification (BCF)	Sept 19	S	In progress
	Mental Health Service & Team review <ul style="list-style-type: none"> Review Options Appraisal 	Dec 19 Jan 20		In progress
Maximising Independence	Strength based review of Care Packages	Mar 21	S	Transitioning to BAU
	Reablement Review DBC <ul style="list-style-type: none"> Review Implementation 	Sept 18 Dec 19	S	Complete Recruitment in progress
	Intermediate care provision (BCF) <ul style="list-style-type: none"> Review Approval Implementation 	Oct 19 Oct 19 TBC	S	Complete In Progress
	Intermediate Care Commissioned Beds review (BCF)	Oct 19	C	In progress
	Short stay beds	July 19	S	Complete
	Transformation Team desk top review	Aug 18	S	Complete
	Travel Policy – Adults	Sept 19	C	In progress
Self-directed support	Resource Allocation System	Jan 19	F	In progress
	Eligibility criteria	Dec 17	S	Complete
	Direct Payments usage review	Jul 18	C	Complete
	Direct Payments process review	Oct 19	C	In Progress
	Refresh the Market Position Statement & Commissioning intentions 17/18	Mar 18	C	Complete
An effective, responsible and best value provider economy	Off framework Value for money checklist	Jun 17	C	Complete
	Review of Adult day opportunities/services	Oct 19	C	In Progress
	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
	Maximising the value of DFG	Jun 19	C	In Progress
	Review of telecare/telehealth	Jul 20	C	In progress
	Review of Brokerage and future team development Initial Report Phase 1	May 18 Feb 19	C	Complete Complete

Work stream	Project/Deliverable	Delivery Date	Lead	Status
	Phase 2			Complete
	Mobile/Agile working Adults Pilot	Apr 18	S	In progress
	Adults Roll out	Jul 18		Not started
	Childrens roll out Phase 2	Apr 18		In progress
Business processes	Transitions Pathway Review	Jan 18	S	Complete
	ASC policy, practice guidance and local procedure review	Sept 19	S	In Progress