

**ADULT SOCIAL CARE TRANSFORMATION PROGRAMME
UPDATE REPORT
FEBRUARY 2018**

1. Introduction

- 1.1 This report provides an update on the Adult Social Care Transformation programme and outlines the 18/19 projects.

2. Programme Highlights from Previous Quarter

- With the Head of Children & Adults Transformation reporting to the Assistant Director, Transformation, the programme is now being managed as a single corporate programme across C&A, RCET and BSD allowing the sharing of resources and expertise. However, to ensure the strong links remain with the Children & Adults directorate, the Head of C&A Transformation has a 'dotted line' of report to the Director of People – Children & Adults.
- New Adult Social Care (ASC) Response Centre designed with input from all internal stakeholders
- Benefits of Office 365 being fully utilised in the management of projects
- List of Dashboard reports agreed with data being populated using PowerBI and Frameworki configuration
- New Shared Lives section of the Medway.gov.uk website launched resulting in a significant increase in traffic.
- Staff awareness event for "Shared Lives" held.
- Introduction of mobile working for Front Line staff.

3. Progress by Project

3.1 Three Conversations Model of Social Work Practice

3.1.1 **Overview** - The Three Conversations (3CM) model of Social Work is an innovative approach which focusses on an individual's strengths and assets when evaluating how to help them address their social challenges. The model has been demonstrated in trials to produce improved outcomes for Service Users and also reduced costs by meeting needs with fewer commissioned services.

3.1.2 **Progress** – The Transformation team provides support with the implementation of the 3CM programme.

3.1.3 The 3CM implementation consists of the 4 specific, intrinsically linked, projects, listed below, which are being managed in parallel to ensure the full model is achieved.

- Adult Social Care Restructure
- Response Centre

- Assessment Forms/Frameworki configuration
- Performance Dashboards and performance management cycle

3.2 Adult Social Care Restructure

- 3.2.1 In September 2017 Adult Social Care was reorganised - moving away from specialist, user-group specific services to generic locality-based teams. The reorganisation aimed to align the service with NHS partners whilst deploying staff flexibly to avoid duplication and maximise impact. It also sought to optimise strength-based practice by the adoption of the Three Conversations model.
- 3.2.2 Although the new service was well established, generally stable and mostly working well, a number of operational issues emerged and a review of the service took place between June and September 2018, with the objective that by March 2019 the service would be '*working sustainably, with the right tools, delivering strengths based practice*'.
- 3.2.3 The review considered what additional front-line capacity would be required to manage workloads; ensuring that referrals are dealt with in the required time scales and waiting lists are avoided.
- 3.2.4 A new approach to managing initial contacts was also trialed through the introduction of a "Response Centre". The benefits of this approach were demonstrated through the trial, but identified that it would require additional front line capacity to run sustainably.
- 3.2.5 The review also took account of efficiencies that will be achieved through mobile working and streamlining assessment and support plan documentation.
- 3.2.6 The review concluded that 10 additional front line staff would be required in order to manage existing ASC work demands. This increase in capacity has been achieved following a more recent restructure, by reducing the overall amount of operational management capacity, meaning that the changes have been delivered within the current budget envelope.
- 3.2.7 The new structure is now in place, with a defined timeline to achieve specific elements of the restructure in parallel with other strands of work of the 3CM model.

3.3 Response Centre

- 3.3.1 The Response Centre supports the implementation of the 3CM by better signposting Service Users to the most appropriate service that meets their needs, internal or external, whilst promoting maximum independence.
- 3.3.2 This will result in reduced client waiting times, fewer case handovers so less repetition for our Service Users and increased qualified practitioner time for those cases which require it.

- 3.3.3 The Transformation team have assisted with the formation of the new response centre and have provided project management support throughout the delivery of the project.
- 3.3.4 The Customer Contact and Business Administration Support Service (BASS) underwent a service review in 18/19 which resulted in the merger of the two services to form the new Customer and Business Support Service (CABS).
- 3.3.5 This changed the customer contact model within ASC. The new CABS model is now aligned to supporting ASC in a more effective way by combining the contact and administration tasks into a single team.
- 3.3.6 This provides the potential for further upskilling of the CABS team in the future to allow them to deal with simple issues before service users even reach the response centre.
- 3.3.7 In consultation with the Adult Social Care and CABS services, a business process was developed to reflect the proposed model and a detailed project plan was produced to achieve milestones.
- 3.3.8 Necessary changes have been made to Frameworki and appropriate training provided.
- 3.3.9 The Response Centre 'went live' on 11th February 2019.
- 3.3.10 Ongoing reviews and monitoring will take place to ensure it is working effectively.

3.4 Assessment Forms/Frameworki configuration

- 3.4.1 A project team consisting of frontline practitioners, Performance & Intelligence, C&A Systems, Ops Managers and the Head of Locality Services is in place to streamline the long-term assessment and support plan documentation, ensuring that the forms support the 3CM model and enable the necessary performance data to be collected.
- 3.4.2 New forms/workflows in Frameworki are in development, ensuring adequate User Acceptance Testing takes place and robust training is provided.
- 3.4.3 The new forms/processes will 'Go Live' at the beginning of the new financial year to align with the 19/20 statutory returns.

3.5 Performance Dashboards

- 3.5.1 The Children & Adults Systems team, RCET BI team and ICT have worked together to 'connect' PowerBI (a business analytics tool) to Frameworki.
- 3.5.2 The first dashboard theme was agreed and the dashboard has been developed directly from Frameworki using PowerBI.

- 3.5.3 The first iteration of this dashboard was presented initially to the Assistant Director, ASC and Heads of Service for review. The second iteration will be passed to Operations Managers for review, validation and comment.
- 3.5.4 Once approved, the dashboards will be used as part of Adult Social Care's continuous improvement cycle.
- 3.5.5 The next theme of dashboards produced in PowerBI will be linked to the Response Centre

3.6 Targeted Reviews

- 3.6.1 **Overview** – The service recognises that there may be cases where Service Users could be supported in a less restrictive and more independent way. While the Three Conversations approach will address this requirement once it is operating at scale, in the interim period there is a tactical opportunity to undertake independence focussed reviews to improve outcomes and reduce the level of commissioned support if this is appropriate.
- 3.6.2 **Progress** – A small team has been implemented, whose role is to focus on the Targeted Reviews. The team work closely with internal colleagues and providers to ensure that the most appropriate support is provided to Service Users.
- 3.6.3 Weekly Targeted Review monitoring meetings, chaired by the Assistant Director, Adult Social Care are taking place. These meetings provide focus and appropriate challenge
- 3.6.4 The Adult Social Care teams continue to identify clients that are deemed suitable for the Targeted Review process.

3.7 Respite

- 3.7.1 **Overview** – The service has identified an underutilisation of its block purchased Respite provision and the use of some spot provision for this purpose. Not all provision is suitable for all service users and there are a range of prices being paid in the local market.
- 3.7.2 **Progress** – A respite provision strategy has been drafted and will be taken through the necessary governance process to gain approval.
- 3.7.3 In addition, to free up Social Workers time, respite placements will be commissioned by the Adults Access to Resources Team.

3.8 Extra Care

- 3.8.1 **Overview** – New Extra Care capacity has become available in the local market. This provides local residents with an opportunity to remain independent in their own homes who may otherwise have faced the prospect of a Residential Home placement.

- 3.8.2 **Progress** – The Rogallo Place facility opened in August 2018 and 33 Service Users have moved into the property.
- 3.8.3 The Atlas Place facility, which was due to open in November was unfortunately delayed, and is now due to open on 6th March.
- 3.8.4 As at 15th February, 14 Service Users have been identified to move into Atlas Place and two service users will move in each day, from the date it opens.

3.9 Shared Lives

- 3.9.1 **Overview** – The Shared Lives scheme supports adults with learning disabilities who are unable to live independently. The scheme matches someone who needs care with an approved carer. The carer shares their family and community life, and gives care and support to the person with care needs. The expansion of the Shared Lives Service is planned to provide improved outcomes for service users at reduced cost.
- 3.9.2 **Progress** – A specialist provider, Shared Lives Plus, has been commissioned to lead the project. The project is overseen by the Adult Social Care Head of Locality Services and the Head of C&A Transformation will be joining the project group to provide further support and appropriate challenge.
- 3.9.3 A range of activities/initiatives have taken place including:
- New web pages developed and launched on 30 October 2018
 - A Social media and marketing tactical plan is in place
 - Staff awareness event for Medway Council employees held on 6 December 2018
 - Shared Lives carers to be offered a £500 payment/incentive for each new Shared Lives carer they recruit that is successfully approved by the scheme
 - Processes and documentation refined following the ‘health check’ of the service undertaken
 - A PATH event took place in January 2019 which included Councillors, senior officers, shared lives carers and service users, raising the profile, sharing the development and value of the service
- 3.9.4 Furthermore:
- Stakeholder and public engagement events are to take place throughout Medway during January & February 2019
 - Radio advertising started late January 2019

- 3.9.5 There has been significant increase in traffic through the new website throughout November & December.
- 3.9.6 20 new carer enquiries, leading to 2 having started the assessment process and 7 at the initial visit stage.
- 3.9.7 There have been some challenges in delivering the project which are being addressed and regular reporting meetings are being held with all teams involved present.

3.10 Homecare

- 3.10.1 **Overview** – The current Homecare contracts end in April 2020. Work is underway to deliver an outcomes-focussed, locality-based delivery model which will align with the principals of strengths-based practice. No savings are directly attributed to this project but the recommissioning exercise will enable the effective functioning of the 3 Conversations model at scale.
- 3.10.2 **Progress** – A test for change project relating to the voluntary and community sector delivery of non-personal care has run for the last six months. Whilst referrals were limited, positive individual outcomes have been achieved.
- 3.10.3 Evaluation of the project is underway with recommendations around the delivery of these services on a long term basis to follow. Feedback from providers about the current payment structure and the adoption of a basket of hours approach will be used during the development of the new service.
- 3.10.4 A series of consultation activity will take place in early 2019. This will include professional, provider and service user engagement.
- 3.10.5 Commissioning activity will progress throughout 2019.

3.11 Mobile Working

- 3.11.1 Over 400 Microsoft Surface Pros have been rolled out across the Children and Adults directorate. The device includes a sim card, which enables it to be used without the need for Wi-Fi thereby providing greater flexibility and responsiveness.
- 3.11.2 The use of these devices enable front-line staff to access case management records while in people's homes, residential/nursing care homes, libraries or other locations across Medway and the UK either to view information or input directly to the live electronic record.
- 3.11.3 The implementation of mobile working reduces duplication of work and provides a far better service to some of our most vulnerable residents.
- 3.11.4 Feedback from users has been positive:

'It has saved invaluable time by accessing case notes/ previous documents/contacts by when asked questions, I have been able to answer straight away and not wait until back in the office.'

'Based on my experience using the Surface Pro it streamlines processes and enables the user to utilise time more efficiently and effectively whilst improving the ability to provide a better quality of service and customer experience.'

In real terms this means increased productivity, better quality output, less printing, a more effective way of working, increased flexibility, a reduction in stress, staff empowerment and the ability to go above and beyond to make a difference.'

Service User experience has also been positive

Using the tablet enabled a Service User with a visual impairment being able to sign his assessment due to the ability to expand the screen

A 97 year old was delighted with the opportunity to sign his assessment electronically using the tablet and pen