

Adult Social Care Transformation Programme Phase 2

Purpose: This summary describes the what, why (outcomes), when and how for phase 2 of the transformation programme. A list of acronyms is provided on the last page

Vision: Supporting independent lives in thriving and resilient communities

Mission: To transform internal ASC services to meet the vision; be fit for service user purpose and deliver the performance improvement and cost reduction required 2019-2023

SROs: Carlton Brand; Helen Jones for commercial and budget work streams

| Description | Outcomes & Ambition | Time Line | Governance |
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| <i>Workforce and Quality Assurance</i> | | | |
| <ul style="list-style-type: none"> Culture | <p>Strengths based operational practice and commissioning</p> <p>Agree integrated commissioning delivery model with health</p> <p>Further develop management and leadership practice, coaching and mentoring for all managers and aspiring managers</p> | <p>Commissioning to do skills audit post restructure-September 2019</p> <p>Oct 19</p> <p>Ongoing and linked to L3/L5 corporate L&D programme</p> | ASCT |
| <ul style="list-style-type: none"> Performance | <p>Performance management culture; service balanced scorecard to evidence performance and drive improvement.</p> <p>Establish Performance Board to drive performance</p> | <p>July '19</p> <p>Sep '19</p> | ASCT |

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| | Develop service level performance indicators and outcomes as part of CMS | Nov 19 | |
| <ul style="list-style-type: none"> Quality of practice including embedding SAR and s42 learning | Reduce variation in record keeping and assessment. Use of audit and supervision to identify learning and improve practice | Ongoing continuous improvement and audit to demonstrate improvement by end October 2019 | ASCT |
| <ul style="list-style-type: none"> Embed strengths-based model at every stage of the customer journey (3 conversations) | <p>SAR learning journal in place, aligned to DHR processes to establish system wide improvement</p> <p>Strengths based approach to all assessment and interventions that focus on community and personal assets and resilience delivering improved outcomes for customers</p> | <p>Dec '19</p> <p>Strengths based working fully embedded; start Jul 19, complete end of March 2020 (all ASC teams).</p> | WSAB/CSP |
| <ul style="list-style-type: none"> Staff survey action plan | To address issues arising from the survey | All HOS to develop actions plans for their areas by end Jun 2019. | ELT/CLT |
| Digital and Technology | | | |
| <ul style="list-style-type: none"> Front end chat bot (MS) | Automated front end for those users who want it; 24/7 access | TBC work has begun with Microsoft and business | ASCT |
| <ul style="list-style-type: none"> Reablement digital solution? (MS) | Tech Strategy in place (need strategy in place to identify outcomes and plan for implementation) | Strategy-July 2019 Implementation Plan Oct 19 | JCB/WIB |
| <ul style="list-style-type: none"> Cross service technology plan and Assistive Technology | Tech Strategy in place (need strategy in place to identify outcomes and plan for implementation) | Strategy-July 2019 Implementation Plan Oct 19 | ASCT |

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| <ul style="list-style-type: none"> Liquid Logic Implementation (including Digital portal and Controcc) | Customer data base that is fit for purpose and support performance management and reporting for operations and commissioning | Nov 2019 Go Live | ASCT Digital board |
| Access & MASH | | | |
| <ul style="list-style-type: none"> FAB | Review of current team structure to ensure appropriate resource in place and that client contributions are calculated. Use of online options that enable individuals to access information more easily. Robust focus on deprivation of assets to ensure maximum income for the local authority. | Dec 2019 | ASCT |
| <ul style="list-style-type: none"> New EDS operating model | To provide an emergency duty service across adult social care and provide a robust AMHP response out of hours | Consultation with staff will be held in June to separate from the children's based model. Implemented by the end of June | ASCT |
| <ul style="list-style-type: none"> Implement alternative model for simple equipment provision | To provide alternative options for equipment provision based on 'OT clinic' utilising Independent Living Centre and other community facilities | September 2019 | ASCT |
| Reablement | | | |
| Fully deliver Home First Plus integrated discharge pathway | Reduce DTOC in pathway 1 and reduce length of stay. | From April '19 | WIB |
| Deliver effective reablement services that maximise independence and reduce need for ongoing support | Service delivers 60% target of individuals not requiring support following period of reablement. Savings target delivered (£2.375 million 19/20) | September 2019 March 2020 | ASCT |

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| | <p>Maximise use of available reablement capacity within each team</p> <p>To achieve a 'good' rating from initial CQC inspection. Review of audit completed by end July and preparation for CQC inspection (expected August/September 2019)</p> <p>Regular surveys of customers identify positive outcomes for the people who use this service. Areas of continued improvement and development also identified to support aspiration to be an 'outstanding' service</p> | <p>September 2019</p> <p>TBC and dependent on date of inspection</p> <p>Completed every 6 months on an ongoing basis (CQC requirement)</p> | |
| Ongoing Support | | | |
| <ul style="list-style-type: none"> Deliver support within best value framework in line with the Care Act | <p>Achieve savings target identified for 19-20 and beyond</p> <p>Utilise market capacity effectively ensuring support is available to the most vulnerable</p> | <p>March 2020</p> | <p>ASCT</p> |
| Court of Protection | <p>Review of current team structure to ensure appropriate resource in place</p> <p>Improved audit process and accountabilities</p> | <p>Dec 2019</p> | <p>ASCT</p> |
| Personalisation (MH/LD/ Ongoing support) | <p>More people receive a direct payment to ensure maximum opportunity to self-direct care and deliver choice and control. This will include consideration of ISF and managed direct payments</p> | <p>March 2020</p> | |
| DOLS | <p>Outcome of changes in legislation required prior to review of team</p> | <p>TBC (Bill in Parliament) - no date yet for implementation and impact assessment</p> | <p>ASCT</p> |

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| | | being completed currently by government that will guide our planning. | |
| Hospitals and Integration | | | |
| <ul style="list-style-type: none"> • CHC/FNC/117 (Cross cutting with LD/MH and Ongoing support) | <p>Review and redesign of team with new operating model delivering an aligned approach with CCG. Implementation of new policies, dispute resolution and joint funding; Increase in conversion rate to UK top quartile (from bottom)</p> <p>Joint brokerage team</p> | <p>December 2019</p> <p>Brokerage-TBA as this will depend on ending the CHS contract. All work completed from Council. CCG needs to make decision</p> | JCB/WIB/ASCT |
| <ul style="list-style-type: none"> • Design and implement discharge to assess model (D2OC) | <p>2 D2A units in the county. Individuals leave an acute ward as soon as they are medically fit and the strengths based social care assessment takes place in a discharge to assess setting. Long term decisions not made in a crisis setting resulting in fewer high cost placements or care packages</p> <p>Review of Hospital/Intermediate Care team to support community capacity (D2A)</p> | <p>November 2019</p> <p>November 2019</p> | ASCT |
| Commissioning | | | |
| <ul style="list-style-type: none"> • New operating model, structure and staff capabilities | <p>Sufficient capacity to meet priorities rather than historical functions</p> <p>Achieve CQC outcome of more integrated commissioning across health and social care</p> | <p>Brokerage-consultation begins on 2 May</p> <p>Commissioning-consultation to begin end of June 2019</p> | JCB |

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| <ul style="list-style-type: none"> Accommodation strategy | <p>Ensure shift from residential care to alternative models of accommodation, particularly in LD</p> <p>Prevent forecasted 25% increase in accommodation spend in next 5 years</p> <p>Undertake a Fair Cost of Care exercise to more accurately forecast demand and cost</p> <p>Agree review model, particularly for LD, to ensure right care at right cost</p> | <p>Workshop between commissioning and operations -April-May to agree priorities</p> <p>FCoCE-starting in April 2019. Information to feed into budget for 2020-2 Review model-May 2019</p> | <p>WIB/JCB</p> |
| <ul style="list-style-type: none"> LD commissioned services | <p>Commissioning strategy in place which delivers accommodation (see above) to prevent increase in residential spend forecasted in next 5 years (72% of growth forecasted expected in LD)</p> <p>Community Services for LD commissioned in line with the transformation project needs analysis-need to build community resilience through growth of micro businesses</p> | <p>Workshop April for accommodation priorities Market Position Statement-September 2019</p> <p>This along with the Accommodation Strategy will be done in conjunction with the whole life pathway and include a joined up 'whole life' commissioning strategy which works alongside the operational plan</p> | <p>WIB/JCB</p> <p>FACT</p> |
| <ul style="list-style-type: none"> Autism commissioned services | <p>Specification and outcomes to be developed with CCG colleagues and in conjunction with Whole Life Pathway approach</p> | <p>Oct 19</p> | <p>FACT</p> |
| <ul style="list-style-type: none"> Intermediate Care Review, Strategy and recommissioning | <p>Improve outcomes from IC beds which will reduce spend for long term care. Glenesk diagnostic showed that the right people were not being placed in IC beds and too</p> | <p>Task and finish group to be established-May 2019</p> <p>Services recommissioned June 2020</p> | <p>WIB/JCB</p> |

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| | many required long term care or were end of life | | |
| Whole Life Pathway | | | |
| <ul style="list-style-type: none"> Learning Disability New operating model, structure and staff capabilities | <p>To provide a service for individuals with a learning disability which promotes their independence and human rights. To review our current offer for service users who are on ASD spectrum.</p> <p>To achieve seamless transition arrangements for those young people transitioning from children's services into adult social care</p> | <p>Workshops have begun to establish 'base line' before discussions with staff and colleagues around how CTPLD may interface with FACT and the design of a whole life pathway</p> <p>It is planned that the whole life pathway approach to disabilities will be established from April 2020</p> | FACT |
| <ul style="list-style-type: none"> Day services | <p>New operating model. To improve our current model to support staff to provide a more outcomes-based approach, define exactly what our in-house service offer</p> <p>Review of commissioned services including a Learning Disability and Autism day opportunities/outreach strategy</p> <p>This strategy will be completed in conjunction with the whole life pathway and the work pursued through co-production (starting April 2019) to establish what services need to be going forward</p> <p>This will also include an improvement in how we support people with LD and MH into employment. This will take a 'One Council' approach and we will work across the Service areas in the Council to achieve this</p> | <p>Restructure agreed with the Trade Unions May 2019. Consultation with staff will take place from May 2019</p> <p>The next phase of the co-production of the Whole Life Pathway will take place July 2019</p> | ASCT/FACT |

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| <ul style="list-style-type: none"> Respite services | <p>To maintain a CQC 'Good' rating and achieve a 'Good' rating</p> <p>New operating (staff) model</p> <p>Review respite commissioned services and develop future strategy</p> | <p>Restructure was agreed with the Trade Unions May 2019</p> <p>New services in place Sep 2019</p> <p>Oct 19</p> | <p>ASCT/FACT</p> |
| <ul style="list-style-type: none"> Shared lives | <p>To maintain a CQC 'Good' rating</p> <p>Expansion to 100 clients living with shared lives carers and deliver the outcomes outlined in the Business Case (January 2019)</p> | <p>As above but also through ASCT to ensure that those service users already in the system and those who are not of working age/transitions also have the opportunity to access shared lives support</p> | <p>ASCT/FACT</p> |
| <ul style="list-style-type: none"> Estate strategy & operation | <p>All in house facilities redecorated and repair & maintenance complete (£500k allocated)</p> | <p>Work is underway and the service is working with FM to prioritise this work. The work is due for completion in August 2019 across the service areas.</p> | <p>ASCT/FACT</p> |
| <ul style="list-style-type: none"> Mental Health New operating model, structure and staff capabilities | <p>To provide a service for individuals with a functional mental health difficulty/disorder which promotes their independence and human rights</p> <p>To move to a recovery and outcomes based model of care and support</p> <p>To consider the role and function of the mental health social work team and how it interfaces with those young people and those adults who have received a diagnosis of ASD</p> | <p>Review of the current model will start in May 2019 and in conjunction with the work under FACT and alongside Ongoing Support colleagues</p> <p>New model operational by Apr 20</p> | <p>FACT</p> |

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| | <p>To improve the transitions pathway (where appropriate) for children who receive support under CAMHS</p> <p>To maximise and capitalise on the expertise of the mental health social work team and their managers</p> <p>To contribute to an early help/prevention/intervention offer across Wiltshire for service users who have a mental health crisis and or subject to brief mental health services intervention.</p> <p>Identifying organic mental health cases in older people and consideration of transfer to ongoing team</p> | | |
| <ul style="list-style-type: none"> AMHP review | <p>To provide a robust day time (and out of hours in conjunction with EDS review) AMHP service which is responsive but also cost effective</p> | <p>The review has started (March 2019), findings will be shared June 2019 with clear examples of new ways of working to maximise the work of the AMHPs</p> <p>Implementation will take place by Oct 2019</p> | <p>ASCT but will feed into the redesign of the mental health social work team (under FACT) to ensure management capacity across the service area</p> |
| Finance / Budget | | | |
| <ul style="list-style-type: none"> Deliver '19-20 budget savings of £16.3m | <p>Agree governance and support for savings</p> <p>Agree baseline for savings and mitigation for those at risk</p> <p>Performance manage delivery against time line and RAG rate risks</p> | <p>April 19</p> <p>April 19</p> <p>From May 19</p> | <p>ASCT</p> |
| <ul style="list-style-type: none"> Set 3 year budget 2020-22 | <p>ASC deep dive (performance/risk/cost)</p> | <p>April 2019</p> | <p>ELT/ASCT</p> |

Acronyms

| <u>Acronym</u> | <u>Definition</u> |
|-----------------------|---|
| AMHP | Adult Mental Health Practitioner |
| ASC | Adult Social Care |
| ASCT | Adult Social Care Transformation |
| ASD | Autism Spectrum Disorder |
| CHC | Continuing Healthcare |
| CMS | Care Management System |
| CSP | Community Safety Partnership |
| D2A | Discharge to access |
| DHR | Domestic Homicide Review |
| DOLS | Deprivation of Liberty Safeguards under the Mental Capacity Act |
| DTOC | Delayed Transfers of Care |
| EDS | Emergency Duty Service |
| FCoCE | Fair Cost of Care Exercise |
| IC | Intermediate Care |
| ISF | Individual Service Fund |
| JCB | Joint Commissioning Board |
| LD | Learning Disabilities |
| MH | Mental Health |
| MS | Microsoft |
| OT | Occupational Therapist/ Therapy |
| SAR | Safeguarding Adults Review |
| WIB | Wiltshire Integrated Board |
| WSAB | Wiltshire Safeguarding Adults Board |