



Adult Social Care Transformation Programme Report to HASC Select Committee

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29 February 2024



The purpose of this report is to provide an update on the Adult Social Care Transformation Programme. This report covers:

- Context
- Programme Scope
- Work to date
- Work underway
- Next steps

Our Better Lives Strategy

Better Lives Now & For the Future



The Better Lives approach - three key parts



A strategy for the future of adult social care in Buckinghamshire

Our vision is for people to lead “Better Lives”. We want to ensure that people stay as independent as they can for as long as possible and to offer extra support when needed to help people regain their independence.

Firstly, we will:

- work closely with communities, local groups and the voluntary sector to improve the support available in local areas
- make it easier for people to build strong local networks of support
- make sure that a wide range of information and advice is easily accessible so that people can quickly find the support that they need

If additional support is needed, we will:

- work with individuals and their families to come up with plans to help prevent problems from getting worse
- provide short-term support to help people recovering from an illness or injury or living with long-term social care or health conditions to gain or regain the skills they need to live independently

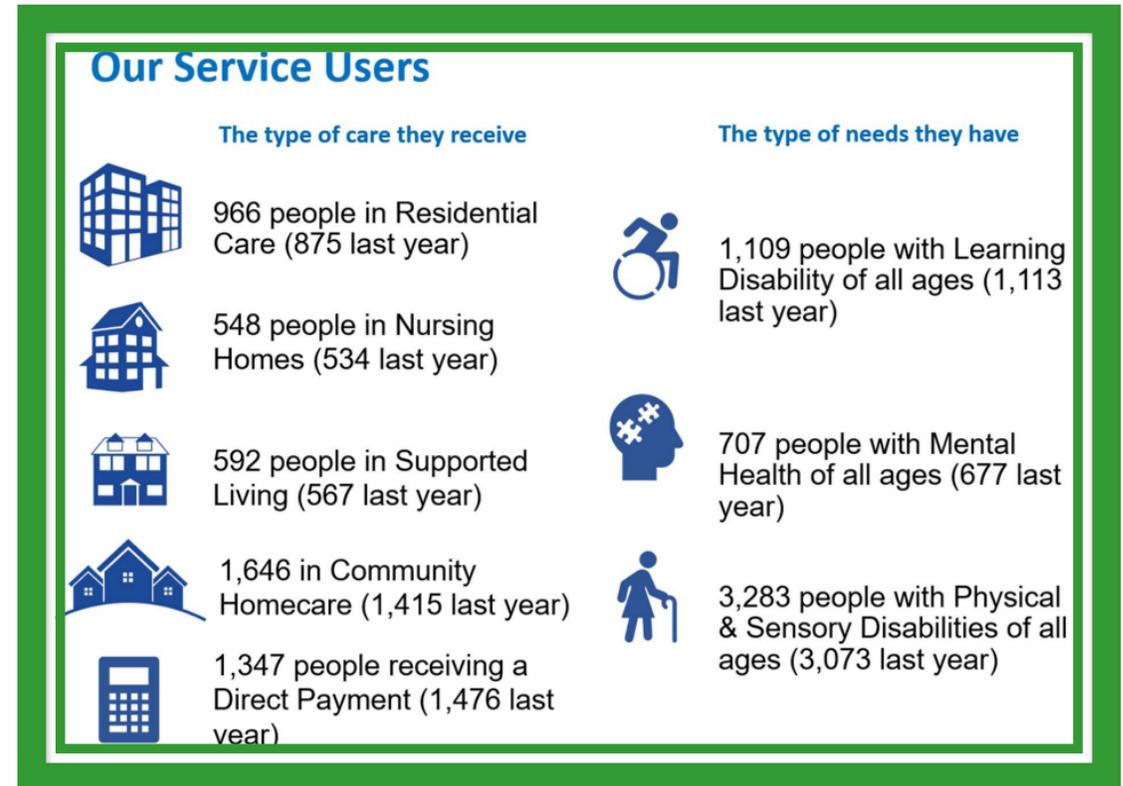
Finally, if longer-term support is needed, we will:

- offer people more choice and control over their support
- work closely with the individual, their family and their community to achieve the best outcomes
- consider the individual's desired outcomes when deciding how best to support them within the resources available
- support the development of a wide range of services to help people live more independently

Context: Key Statistics on Adult Social Care

Demand Overview

- Currently adult social care receives an average of 3,400 contacts each month, totalling 40,000 each year – up from 2,090 per quarter in 2020/21.
- Depleted self-funders risen from 6% in 22-23 to 9% in 23/24 for residential care, and from 4% to 10% in the same time period for nursing care.
- Inflationary pressures on providers.
- Demographic growth and an ageing population.
- 12,124 safeguarding contacts into adult social care in 2022/23, and it is predicted that demand will have risen by over 10% by the end of 23/24.



Adult Social Care: Our Performance

Examples of Good Performance

- Ø **Reablement:** There is a higher % of people that live independently after receiving reablement in this financial year compared to last financial year – quarterly performance in 2022/23 averaged 74.6% and in 2023/24 to date it is 82.2%.
- Ø **Carers:** We are currently ahead of target (set at a 10% increase from last year) in terms of the number of carers assessments completed – at the end of Q3 2022/23, 500 had been undertaken against a target of 463.
- **Safeguarding & Managing High Demand:** There is a 66% reduction in the number of open safeguarding enquiries from the end of April 2022, with performance remaining consistent since April 2023.
- **Decision-Making:** The percentage of eligibility decisions completed within 2 working days has increased from 68.3% on average in 2022/23 to 77.2% to date in 2023/24
- **Providers:** Robust contract management practice supported by PAMMS which has led to an increase in the amount of good and outstanding care homes we commission
- **Feedback:** Buckinghamshire has an above average percentage of service users who responded to the annual care survey stating that they were satisfied with the care that they received.

Examples of Performance Improvement Areas

- **Demand Volume:** We receive on average 263 new safeguarding concerns each week, which is an increase of 30 per week from 2022/23
- There has been an increase of on average 50 contacts relating to care needs and safeguarding each week in 2023/24 compared to 2022/23, from 697 per week to 746 per week
- **Transitions:** Actions are being taken to improve the transition into Adults for clients turning 18, including regular meetings with Children's Social Care teams and developing an enhanced tracker to monitor young people who may be eligible for Adult Social Care support.
- **Specialist Provision:** We have gaps in specialist provision for adults living with learning disabilities which impacts upon the speed of being able to find suitable specialist placements to assist with timely support.



Adult Social Care Transformation Programme Objectives and Success Measures

Programme aim:

To implement the Better Lives Strategy, to create a sustainable system that improves outcomes and delivers personalised, integrated and high-quality care for the residents of Buckinghamshire.

Programme objectives:

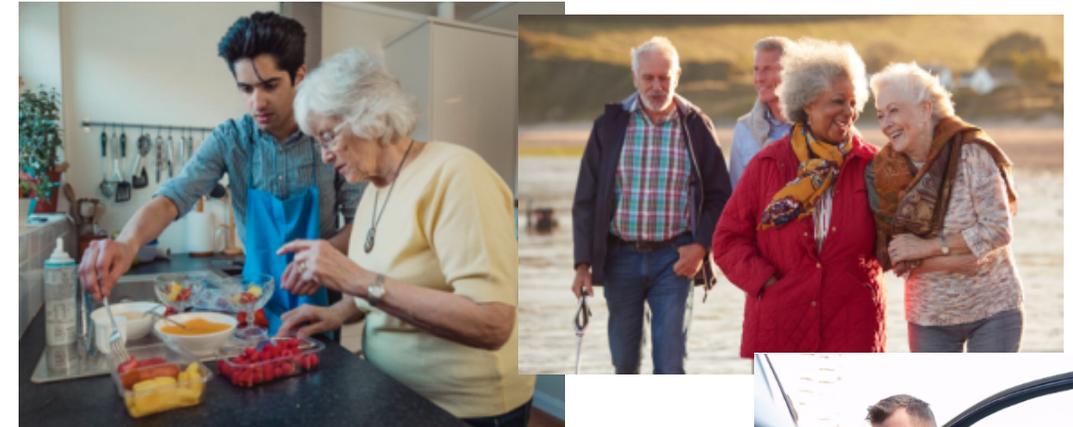
- Better outcomes for our residents & improved customer experience
- Value for money
- Sustainable service delivery
- Reduced demand into adult social care

Programme success measures:

- Improved customer experience & feedback
- Reduced demand into adult social care
- Value for money with savings delivery & cost avoidance.

Programme Governance

- Decision-making – as per Council Constitution
- Regular Cabinet Member Briefings
- ASC Improvement Board chaired by Corporate Director



Programme Resources

- Service Improvement Team supporting Transformational Change
- Staff across Adult Social Care Involved
- Owned by ASC Senior Management Team under DASS
- Programme Manager (recruitment underway)

Adult Social Care Improvements: Progress to date

Over the last year our key progress has included:

- **The Better Lives model** is now embedded into day-to-day social worker practice, including the framework for all care act assessments. This is evidenced through practice audits conducted by the quality standards and performance team.
- There has been a significant improvement in performance in **safeguarding** eligibility decisions against the cabinet target rising from 18% in January 2022 to 72% in January 2024.
- A new agreement was put in place with Oxford Health to enable **mental health** social work to be integrated with health.
- A new **provider quality framework** is in place which reports on the quality of our commissioned providers which has helped to improve the quality of commissioned providers, with 63.3% of providers receiving a rating of good or outstanding.
- The **carers** improvement project has successfully increased the number of carers who are engaged in co-designing our information on the website for carers and assessment support planning process.
- As at December 2023, the improvement programme had delivered savings of £5.2m in relation to strength-based reviews, productivity & practice, contract efficiencies.



Better Lives Strategy & Adult Social Care Service Delivery

In Autumn 2023, the remit of the programme was refreshed to ensure a strong focus on transformational change, in addition to service-led improvements in key process & practice areas.

The transformational programme focuses on ensuring Adult Social Care services are sustainable long term. It covers all Adult Social Care service areas as set out on this slide.

BUCKINGHAMSHIRE COUNCIL

Helping People to Live Independently

Public Health Services – Wellbeing for whole population
Information Advice and Guidance and Signposting to Support
Information for Self-Funders
Care and Support Prevention Offer
Enhanced Carers Offer
Adult Social Care Front Door
Better Lives Conversations (1)

Helping People to Regain Independence

Therapy Led Intermediate Care Beds
Enablement
Reablement
Aids and Adaptations
Short Term Crisis Support
Better Lives Conversations (2)

Helping People to Live with Support

Preparing for Adulthood (Transitions)
Community Based Day Opportunities
High Quality Respite Care
Choice and Control (Direct Payments)
Supported & Specialist Living Housing Options
Outstanding and Good Care Homes
Outstanding and Good Care at Home
Better Lives Conversations (3)

← Making Safeguarding Personal →



Adult Social Care Transformation Programme: Key Major Projects

These new projects have been identified as areas where we want to review service models to ensure they are sustainable and effective, with changes managed as projects to ensure robust delivery. These project areas sit alongside a programme of work on service-led continuous improvement.



Key projects:

- **Adult Social Care Prevention & Access** (inc. prevention, front door & carers)



Key projects:

- **Enablement & Reablement** (inc. Short term & specialist support)



Key projects:

- **Community Opportunities**
- **Shared Lives & Home Share**
- **ASC Accommodation**

Enablers: Workforce Strategy; Quality & Practice Support; Digital; Systems.

Adult Social Care Transformation



Community Prevention & Access	Description	Key Progress	Next Steps
Community Prevention	To reduce demand into adult social care this project will look at how to enhance our work with the VCS to prevent and delay the need for statutory social care, alongside making it easy and quick for those who need care and support to access it. This project area includes looking at our community prevention model, our information and guidance such as online and face-to-face information.	Analysis of demand & research on best practice completed. Improved website information for carers project underway. Prevention Matters continue to provide support with 719 people accepted between Jan-Dec 23 Dementia Toolkit Launched	Further evaluation of existing support and best practice to inform new services.
ASC Front Door	Making it easy for our residents to access information they need on care and support including timely access to the right support.	Discovery work underway to identify further areas for operational efficiencies and digital enhancements New telephone system introduced and contact centre joint working.	Further website improvements and care directory launch.
Carers	Implement a Carers Partnership Board and systematic engagement with carers to inform policy & service development; publish a new Carers Strategy; improve the care planning and assessment processes for carers; and develop opportunities available through government funding and joint work across the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System footprint	Carers Partnership Board established Increased carers assessments achieved. Carers Bucks has 14,919 registered carers as of Dec 23 Accelerating Reform Funding Bid submitted	Continuing work to improve the information, advice and guidance provided to Carers; and Carer's Strategy.



Adult Social Care Transformation



Enablement & Reablement	Description	Key progress	Next steps
<p>Reablement</p>	<p>Maximise the potential from our home independence capacity to ensure that the service provides excellent care; reduces the need for long term care & readmission to hospital; and maximises care hours.</p>	<p>Home Independence Team review has been completed. Improvement action plan underway. Recent step change in hours of care delivered per week (Nov 23 – 471hr / Jan 24 – 652hr)</p> <p>Short term action plan established and monitored (current progress is showing positive results in improvement)</p>	<p>An evaluation of the short action plan is planned. Depending upon this evaluation further steps will be taken as required.</p>
<p>Enablement</p>	<p>Maximising the opportunity for younger adults with learning disabilities to live in the community independently and achieve their goals, including progression models.</p>	<p>Not yet commenced.</p>	<p>Following the completion of the Home Independence team work, work will commence research best practice on progressions models.</p>

Adult Social Care Transformation



	Description	Key Progress	Next Steps
Community Opportunities	This project will explore how we enable and support adults with care and support needs to access support in our communities. As part of this project a review will look at how we make best use of our buildings where building-based support is required.	Analysis of service user needs and stock take on personalisation programme. Discovery work underway on current use of the in-house buildings and service costs benchmarking.	Review of external Market Engagement with users, families and stakeholders Development of new model for Community Opportunities
ASC Accommodation	Increasing the supply of housing where in Buckinghamshire for those with adult social care needs what to ensure when the county is able to accommodate the expected growth in the numbers of people with accommodation-based needs over the next 10 years. This project will also seek to increase the supply of suitable supported living accommodation in the county to reduce the need to situate young adults with learning disabilities in out of county placements	Agreement to integrate this workstream with Housing to ensure a One Council approach. Work completed on needs analysis for ASC specialist accommodation. Working with developers on 18-64 Supported Living Projects	Development of business cases Development of market position statement
Shared Lives & Home Share	Expanding the provision of shared lives which and introducing home share as an option for adult social care clients in Buckinghamshire. Shared lives is a form of community-based care and support for those who want to live independently through a network of family and community and home share is where an individual lives with someone who can provide low level practical support	Business case being finalised on Shared Lives expansion	To agree how to progress following receiving the finished Business Case Develop a comms plan in line with what is agreed Work on feasibility report for Home Share



Service-Led Improvement & Enablers

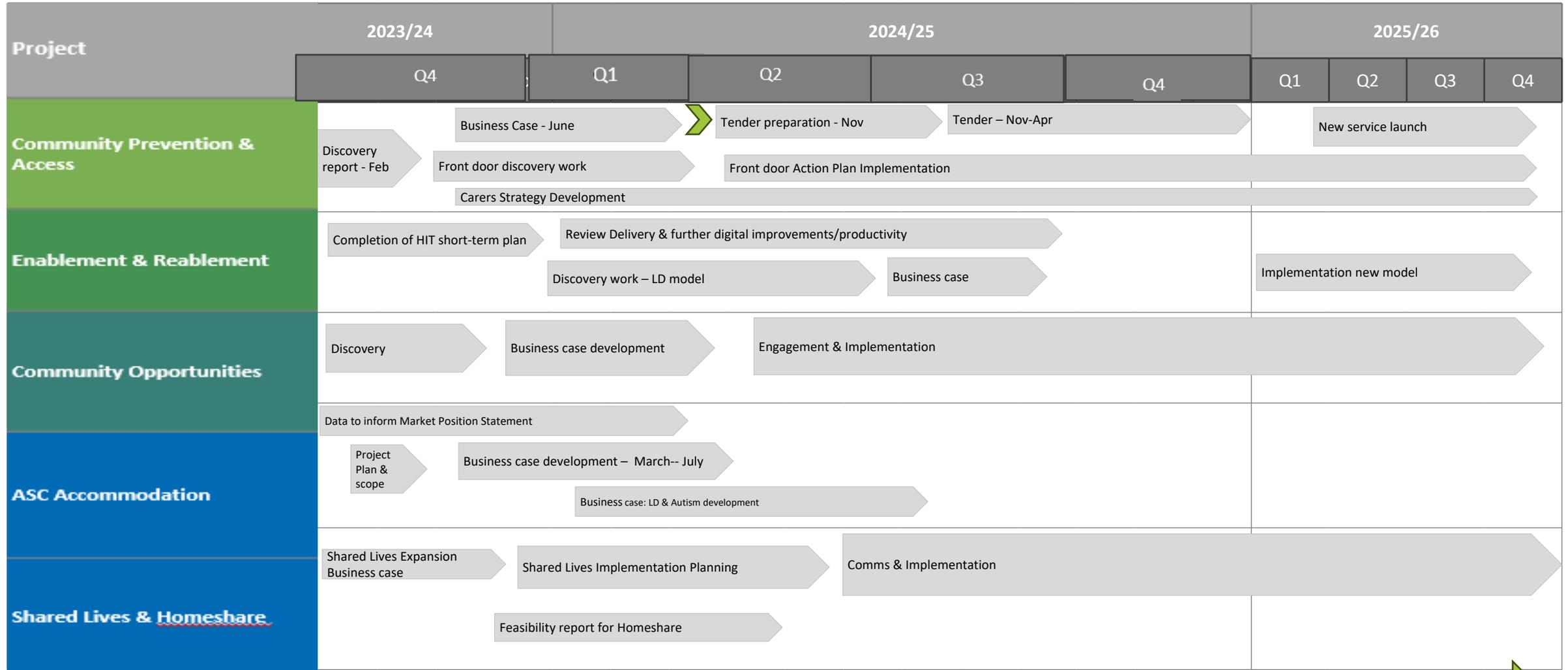


Priority	Description	Key Progress	Next Steps
Service Lead Improvement			
Sustainable Market	Introducing and maximising benefits from commissioning models including dynamic purchasing vehicles and block purchasing, and supporting development in the market to address current gaps around adult social care provision through, for example Market Position Statements and provider forums	Ongoing work to implement the Homecare Dynamic Purchasing Vehicle to support the way care is sourced	Launch of Homecare Dynamic Purchasing Vehicles
Transport	Identifying and maximising efficiencies from council transport	Revised transport process to support a strength-based approach designed and launches end of Feb	Detailed budget monitoring reporting implemented to provide rationale to forecast and monthly spend
Transitions	Improving the experience of young people who require adult social care support when they reach 18 through information and guidance, the assessment process and also the early planning for care and support needs.	Support provided to Housing Accommodation Group and Independent Sub-group Job coaches to support people with mental health and learning disabilities into the work based activities	Create tracker to understand the needs and numbers of young people approaching transitions
Dementia	Implementation of HASC dementia review recommendations	Public campaign now include dementia risks and health checks for 40-74yo include memory questions and activities available	Consider introduction of dementia support workers at memory clinics Map current provision to identify gaps to be shared with commissioners and community board managers
Enablers			
Improving quality & experience	Supporting external CQC providers to improve services when needed and support the market which; ensure services are developed in partnership with residents who use those services ; and improve joint working with partners to help keep the most vulnerable residents safe	Risk based contract management approach implemented Market sustainability plan in place with system wide quality monitoring and actions	Measure impact of the ongoing actions and make changes to the plan as required
Financial controls	Ensuring robust financial controls are in place which actions to address potential overspends at the earliest opportunity and ensure can boast appropriate staffing structures to deliver sustainable services	ASC Ops Scheme of Delegation has been reviewed	Continuous budget monitoring in place through the financial governance process
Systems	Implementing systems and tools which support managers and frontline workers to undertake their work effectively and efficiently. In the next year this includes digital file restructures and embedding the use of performance dashboards	Establishing the digital and systems enablers for each priority	To progress actions identified for each of the priorities
Client reviews	Ensuring client reviews are based on the strengths, assets and goals of the individual and that people are supported to maximise their independence and reduce reliance on formal services where possible	Established process for ensuring right size of care packages	Ongoing reviews and management monitoring to ensure processes are working to get the best outcomes.
CQC preparation	Preparing the Council, its staff and partners for the future CQC assurance visit which will take place sometime before the end of 2025. This includes developing a self-assessment, testing that with others, and maintaining a comprehensive evidence log	Self-assessment and story board developed for agreement First engagement sessions carried out with cohorts of staff	Cases identified for CQC assurance process Engagement with external stakeholders
Processes & practice (inc Direct Payments)	Reviewing and updating processes and practice so that residents receive the highest quality, best practice services. The programme includes redesign of continuing healthcare and need-to-know processes, safeguarding processes and embedding Making Safeguarding Personal, and ensuring consistency of approach across children's and adult social care.	Established process for reviewing process and practices to ensure the highest quality, best practice services	To progress actions identified for each of the priorities

Adult Social Care Transformation Key Deliverables 24/25

Project	Key Deliverables 24/25
Community Prevention & Access	<ul style="list-style-type: none"> • Review of Demand • Service Model • Commissioning Strategy & tendering • Front door action plan • Carers Strategy
Enablement & Reablement	<ul style="list-style-type: none"> • Short Term Action Plan Delivered Home Independence Team • Scope & discovery adults LD progression model • As is Report & Best Practice Findings on LD progression model
Community Opportunities	<ul style="list-style-type: none"> • As is Report & Best Practice Findings • New service offer for community opportunities • Business Case (case for change) and new Service Model
ASC Accommodation	<ul style="list-style-type: none"> • An updated Market Position Statement • Business cases for site developments • New specialist supported housing schemes designed to meet key areas of social care demand, increasing in-county capacity and choice for service users
Shared Lives & Home Share	<ul style="list-style-type: none"> • Business Case for expansion of Shared Lives • Feasibility report for introduction of Home Share • Social worker training

Adult Social Care Transformation: Projects Summary Timeline



Service-Led Improvement & Enablers