

Buckinghamshire County Council

## Health & Adult Social Care Select Committee

### CHASC Transformation Programme – ‘Better Lives’ Update

July 24<sup>th</sup> 2018

Karen Jackson, Service Director Operations



## Better Lives Transformation Programme

- Last update to HASC 28<sup>th</sup> November 2017
- Key changes:
  - New CHASC Executive Director – Gill Quinton (from January 2018)
  - New Director ASC Operations – Karen Jackson (from May 2018)
  - New Director Quality, Standards & Performance – Jenny McAteer (from mid July 2018)
  - *Better Lives* – new ASC Strategy (April 2018)
- This presentation covers:
  - Progress since last update
  - Reasons for Change
  - *Better Lives* strategy
  - Programme framework
    - 3 tiers and key projects
    - Cross cutting enabling work streams
  - Performance & Governance

## Key actions since December 2017

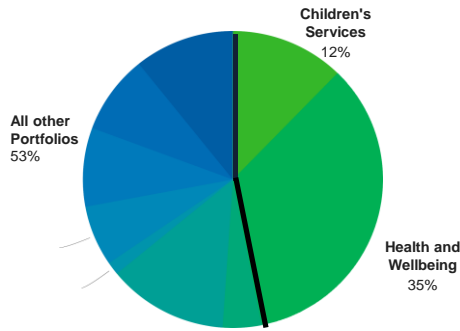
- New ASC Strategy *Better Lives* published
- Transformation team established to support delivery of the programme
- Workforce training programme identified: strengths-based training programme delivered, ongoing cultural change programme in progress
- Work programmes and projects for each of the three tiers established
- Outcomes and indicators developed for the programme and for each of the tiers and projects
- Significant ground work undertaken for projects:
  - Modelling and tracking of financial benefits
  - Design of non-financial benefits
  - Customer journey and process mapping to support service redesign
  - A number of projects already well underway
- Alignment with ICS programme:
  - Key *Better Lives* transformation projects directly linked to ICS
  - Establishment of ICS User engagement group

## Reasons for Change

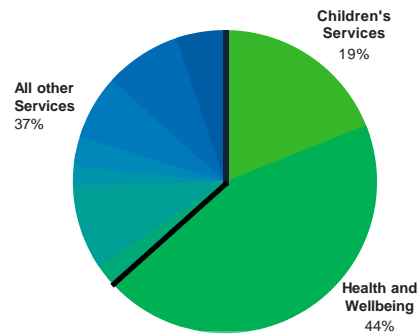
- **We could support more people to live independently, or more independently**
  - In Buckinghamshire approximately 66% of adults with learning disabilities live in their own home, national benchmark is 75%
- **We need to change the focus of our services**
  - By re-balancing provision of long-term services with early diagnosis, prevention and short-term intervention we could better support people in their homes
- **We need a clear care & support offer for people to understand**
  - We could simplify pathways and entry points
- **We are not making best use of community capacity**
  - At present only 58% of people contacting us are helped with signposting information, advice or guidance. National best practice is 80%
- **We are spending more than we can afford**

## Budget & Demographic Changes Over Time

2013/14 Budget Share By Portfolio



2020/21 Budget Share By Portfolio



In the time period 2018 - 2033 we will see a significant increase in older people: 65+ population increasing by **40% (an extra 41,000 people)** and 80+ population by **70% (an extra 20,500 people)**

## Better Lives Transformation Programme

- **Better Lives Strategy** approved April 2018
- **Our Mission:** *To make the best use of the resources available to help the people of Buckinghamshire lead fulfilled lives*
- **Strategic Outcomes:**
  - More people will live independently without the need for long-term services
  - Fewer people will need to be in residential or nursing care
  - More people will stay living independently after leaving hospital
  - Young people moving from children's services will be better prepared for adulthood
  - More people will have control over their support through Direct Payments



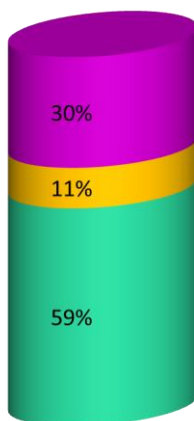
## Better Lives Principles

Our principles will be central to all we do in future:

- Decisions are taken with people, not for people
- Support is proportionate to people's needs and based on the positives that they already have
- We focus on early diagnosis, prevention and short-term intervention to help people regain control of their lives
- There is a single point of access for all enquiries and referrals
- Services are value for money and sustainable into the future
- The legislative and local policy framework is maintained
- Decisions are evidenced, reasoned and recorded
- Our workforce is supported and skilled to deliver the changes
- Our processes and systems make it easy and quick for us to respond
- Performance is regularly and robustly monitored, managed and evaluated

## New Social Care Contacts & Established Client Base

### Now



#### Living with Support:

**Now** Too many people have long-term, service directed support

**In future** Personalised social care support will be created with people and their families

#### Regaining Independence:

**Now** Short-term services create dependency rather than helping people maintain or regain independence

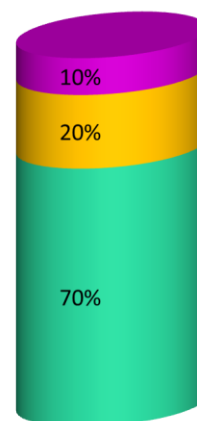
**In future** Services provide short-term support to help people maintain or regain control over their lives

#### Living Independently:

**Now** People helping themselves to stay well and live independent, fulfilled lives

**In future** Services provide short-term support to help people maintain or regain control over their lives

### In Future



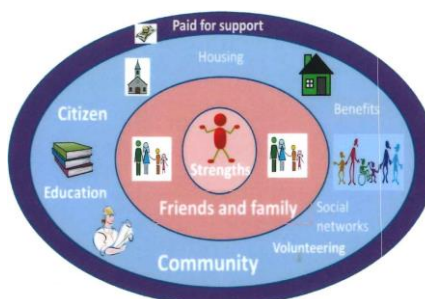
## Cultural Change

The transformation of ASC requires a change in the way we do things. Rather than ASC looking to 'fix' someone's symptoms or problems, we will work with people to help them recognise and use their strengths, talents, knowledge, skills and experience. We call this our 'Strengths-Based Approach'.

Moving from:



To:



To do this we are:

- Implementing an extensive training and OD programme with our social work workforce
- Changing our systems and processes make it easier to deliver

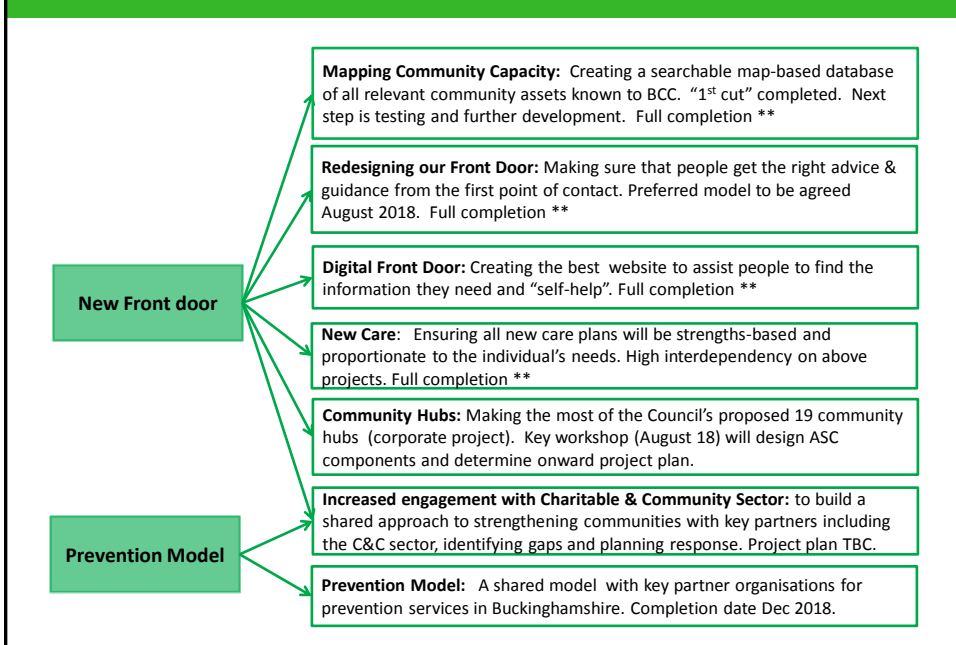
## ASC Transformation and the ICS

- The system wide transformation, the Integrated Care System, is using a complementary tiered approach.
- This enables partners to align work streams and identify opportunities for further transformation.

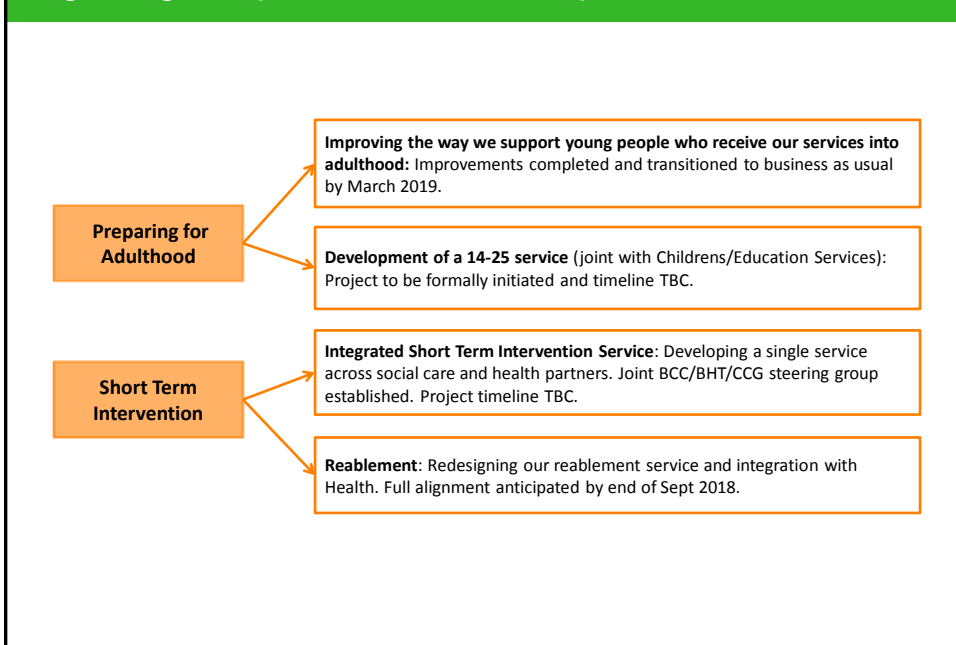
## Replacement IT system

- The Council is replacing its IT system for both Children's and Adults Services. This presents a huge opportunity for service improvement.
- The scope for the new system is being developed (including an interface with Health Services). The implementation plan and timeline will be confirmed once the full scope for the replacement system has been determined (later this summer).
- Projects with a high dependency on this new system for implementation are indicated by \*\* in the following slides. Wherever possible, improvements will be phased in so substantial delivery may be possible earlier.

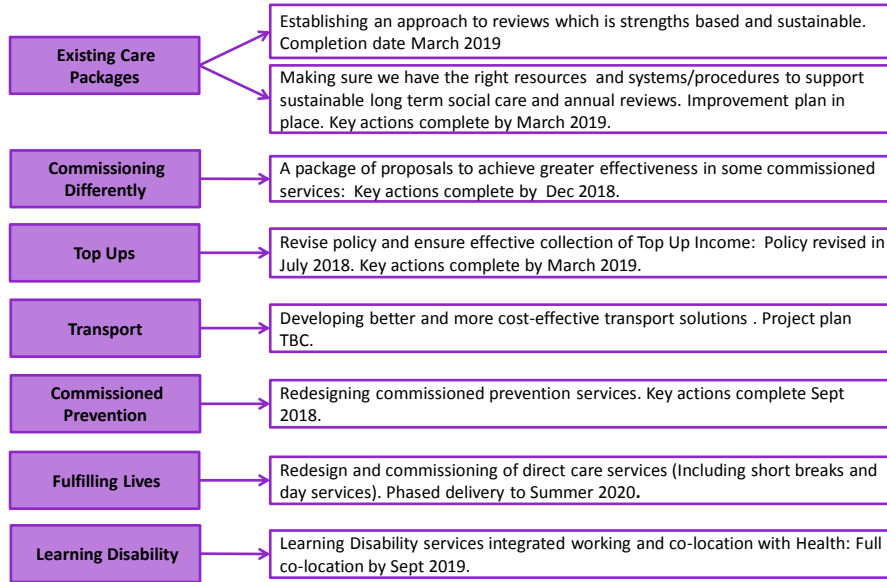
## Living Independently – Tier 1 Sponsor: Jane O’Grady



## Regaining Independence – Tier 2 Sponsor: Karen Jackson



## Living With Support – Tier 3 Sponsor: Jane Bowie



## Underpinning work streams

### Digital and Systems

- including Assistive Technology and replacement IT system

### Partnerships & Market Management

### Business Intelligence & Processes

- including process mapping, outcomes design and reporting

### HR and OD

- including the strengths based approach; and supporting service reorganisation

## Performance & Governance

- Outcomes and indicators developed for the programme and for each of the Tiers and projects
- Tier Boards - meet monthly for detailed monitoring of project progress in tier, chaired by Tier Sponsor
- Monthly Transformation Board – for oversight of programme progress and outcomes, initiation of new initiatives, chaired by Executive Director and Programme Sponsor, also attended by Cabinet Member and Deputy
- Quarterly Partnership Board – provides some check and challenge of the programme, advises and helps manage interdependencies; and advises on user engagement and co-design. Chaired by Executive Director and Programme Sponsor, wide attendance from partners.
- Programme reports into Corporate Management Team; and to Cabinet via the six monthly Adult Social Care update