



# Better Lives

## Adult Social Care Transformation Programme

A Background Paper for the HASC Select Committee

4 June 2020



# Background

In early 2018 we asked a specialist company, PeopleToo, to assess our services. They reported that:

- We could support more people to live independently; or more independently
- We need a clear care & support offer for people to understand
- We are not making best use of services already available in communities
- We are spending more than we can afford

[Better Lives](#) strategy (approved 30<sup>th</sup> April 2018) mission:

***‘To make the best use of the resources available to help the people of Buckinghamshire lead fulfilled lives’***

3 tiers of support:

**Living Independently** - making it easier for people to take care of themselves, improve their own lives and remaining independent

**Regaining Independence** – support people in crisis so they are better able to cope; help young people transitioning to adult services to live as independently as possible

**Living with support** – where longer-term social care services are necessary, use a strengths based approach to deliver the outcomes that people want to achieve



# Better Lives Shift

## Living Independently:

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

**Target:** The majority of people will help themselves to stay well and live independent, fulfilled lives

## Regaining Independence:

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

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

## Living with Support:

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

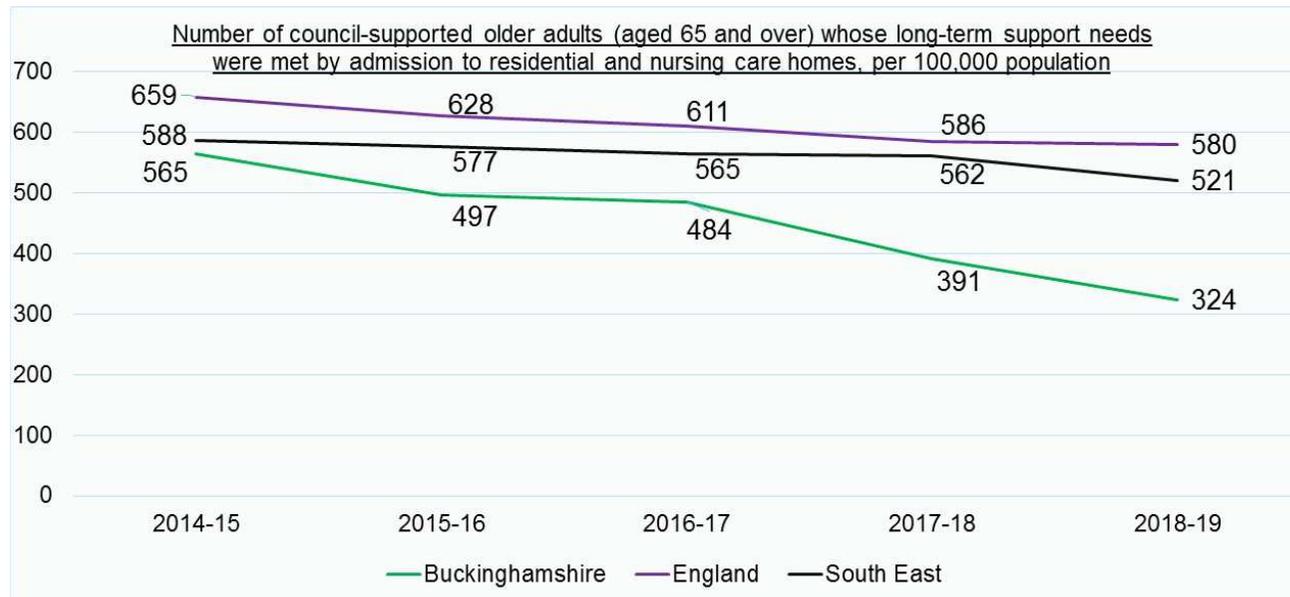
**Target:** Personalised social care support will be created with people and their families



# Performance

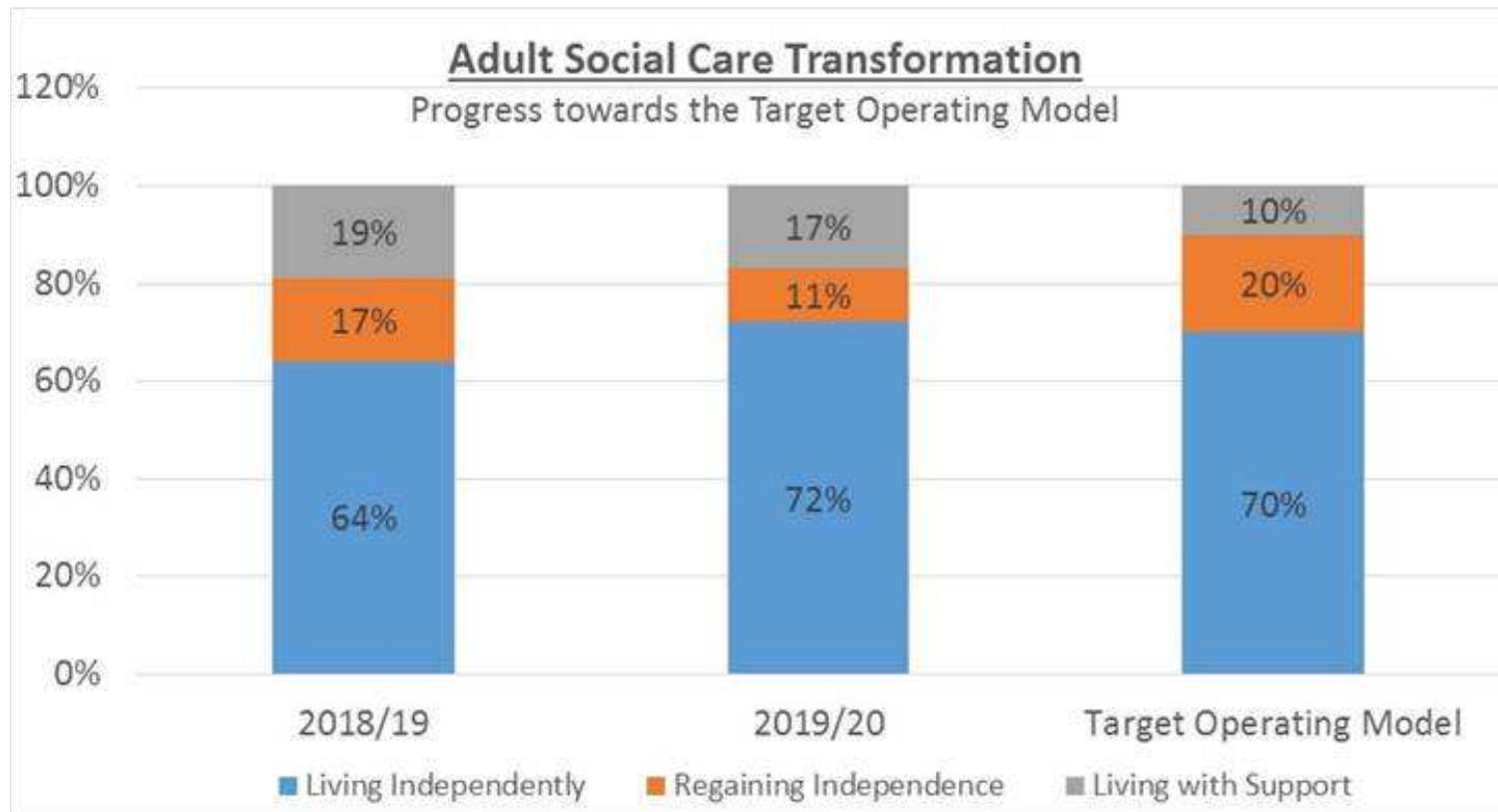
- Performance is monitored through the Transformation Dashboard which is presented on a monthly basis to the Transformation Board
- A six-monthly report is also provided to the Corporate Management Team
- Measuring new care packages and placements has demonstrated the positive impact of new approach in 'front door' services

## Bucking the Trend: New Admissions to Residential and Nursing Care Homes



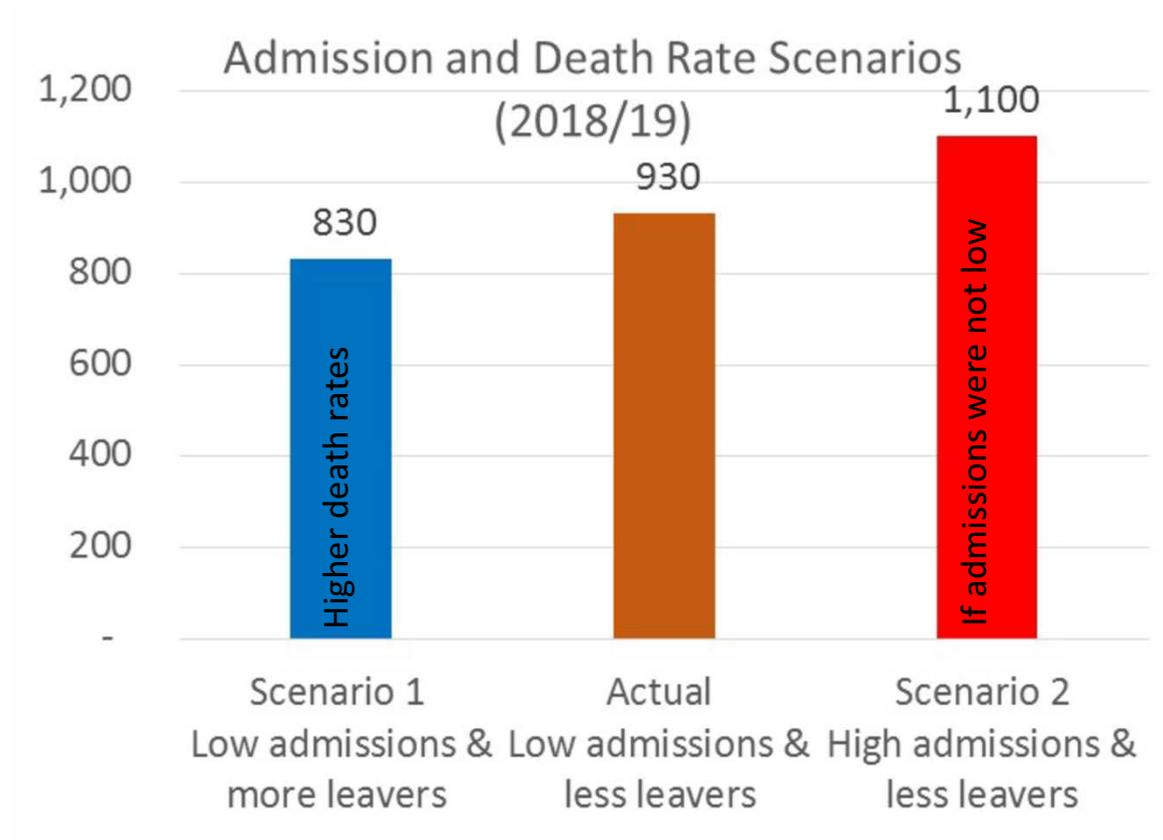
# Performance

This graph illustrates the progress towards our target operating model (TOM) for new people contacting social care



# Performance

During 2018/19 there were fewer people leaving ASC services than expected (lower mortality rate). Using the end of year data, modelling below shows how the Better Lives approach has effectively managed demand.



# Tier 1: Living Independently (Sponsor: Jane O'Grady)

Tier  
RAG

This tier focusses on the support needed to enable people to stay well and live fulfilling lives, safely and independently, in their communities supported by family friends and community networks.

To do this, we have three transformation projects which are:

1. Project 1: Prevention

Ensuring there is a consistent approach to prevention across partner organisations. The agreed shared approach builds on the strengths of individuals and communities and helps develop these into sustainable, long term resources.

2. Project 2: Creating an adults early help service

Ensuring that when people contact us, we signpost or deal with their queries correctly and promptly. People will receive the right information, advice or guidance and only appropriate referrals are made for assessment.

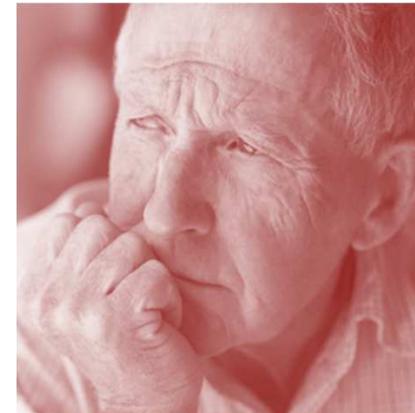
3. Project 3: Designing better information, advice and guidance on the web

Transforming the Care Advice Bucks website to provide consistent, comprehensive and up to date information, advice and guidance.

# Tier 1: Living Independently (Sponsor: Jane O'Grady)

## Tier 1: Making a difference to residents' lives

*“A gentleman came to the Coffee Club at the Library for the first time having seen the advertisement in the local paper. He was divorced with two grown-up daughters who live quite a way away. They were concerned that he was not coping very well. He said he was feeling very lonely and that he had come to the library to ‘break the silence’. We gave him details about the Simply Walk group and our Learn My Way basic computer sessions. He stayed for the session and enjoyed chatting to other customers and to our volunteers. He now regularly attends many of our events in the library and has made new friends.”*



# Tier 1: Living Independently

# Progress on Projects

## Project 1: Prevention

Ensuring there is a consistent approach to prevention across partner organisations. The agreed approach builds on the strengths of individuals and communities and helps develop these into sustainable, long term resources. The project currently has three strands:

- A shared approach to prevention agreed by partners **DELIVERED** (March 2019)
- Identify priorities for joint working which could deliver solutions at scale and avoid duplication:
  - Multi-agency workshop on social isolation **DELIVERED** (Sept 2019)
  - Two transformation projects **APPROVED** (Dec 2019) by the Health and Wellbeing Board :
    - Develop a tool to assess risk of social isolation and create pathways for partners to use the tool with people at trigger points in their lives (such as bereavement, job loss)
    - Insight and co-design project – gather insight from people who are socially isolated and from effective social connectors. Then work with a local community to co-design local solutions to the challenges and opportunities identified. Possible roll-out.
- Help partners to effectively plan prevention activity:
  - Further development of the Bucks Online Directory including staff awareness
  - Community appraisals in 8 communities - **DELIVERED**
  - Making Every Contact Count and strengths-based discussion training developed for front line staff who have ‘lighter touch’ conversations - **DELIVERED**. Training being rolled out across agencies including Department of Work and Pensions, Women’s Aid and Council Customer Service Staff. NHS have a more intensive version.

## Project 2: Creating an Adults Early Help Service – **DELIVERED**

Ensuring that when people contact us, we signpost or deal with their queries correctly and promptly. People will receive the right information, advice or guidance and only appropriate referrals are made for assessment.

- New Adults Early Help ('Front Door') Service - live from 4<sup>th</sup> February 2019
- Project delivered improved customer journey and service efficiencies resulting from reducing the number of assessments resulting in no services
- Project over-delivered on savings in 2018/19 and is contributing to mitigation of in-year pressures in 2019/20
- Evaluation to be undertaken Summer 2020

# Tier 1: Living Independently      Progress on Projects

## Project 3: Designing Better Information, Advice and Guidance on the Web – **DELIVERED**

Ensuring that when people contact us, we signpost or deal with their queries correctly and promptly. People will receive the right information, advice or guidance and only appropriate referrals are made for assessment.

- Redesigned Care Advice Bucks website went live 1<sup>st</sup> October 2019
- Delivery was later than originally planned (June/July 2019). Reasons:
  - Timescale originally identified was over optimistic
  - Procurement took longer than anticipated due to level of interest
  - Staffing availability
  - Lack of time allocated for snagging of final project
- Project delivered small overspend of £160 on budget of £162,150
- Monitoring taking place over next 6 months to evidence improvement against original benefits

## Tier 2: Regaining Independence (Sponsor: Suzanne Westhead)

 This tier focusses on supporting people in crisis so they are better able to cope, and helping young people to live as independently as possible as they transition to adult services.

To do this, we have four transformation projects which are:

4. Short term intervention services

Professionals across organisations work better together to make sure people are able to easily access timely and personalised short term care that helps them to reach their potential.

5. Preparing for adulthood

Creation of a new approach to supporting young people with disabilities as they prepare for adulthood which will focus on promoting independence.

6. Short term intervention for mental health

This project is now part of a wider mental health project (see project 9).

7. Strength-based approach

Transforming social work practice to improve practice quality and deliver better outcomes for service users

# Tier 2: Regaining Independence (Sponsor: Suzanne Westhead)

## Tier 2: Making a difference to residents' lives

V has a learning disability. She lives in a shared flat in a supported housing scheme in Buckinghamshire run and staffed by an independent provider where she is supported by 24 hour support workers. Another provider delivered a further 11 hours of homecare support to enable V to safely access leisure activities.

During an annual review, it was clear that V was well supported in her current living environment. Throughout the review, she gave the clear message that she would appreciate fewer staff interruptions, as she felt confident in her own ability to manage her daily life and found these intrusive and annoying. V's support plan showed staff were making frequent calls to the flat to support her throughout the day.

The worker conducting the review spoke with the provider, who agreed to reorganise the support hours to reflect V's request of less direct intervention.

As a result, the support workers were able to provide more support to V out in the community, reducing the need for the second provider without reducing her social activities which were extremely important to her.

Outcome: improved service user experience, better use of existing resources, reduction in care package

**As a result, V's has a better service from her perspective, and we are making better use of existing resources with a reduction in the overall care package.**



## Tier 2: Regaining Independence

## Progress on Projects



### Project 4: Short term intervention services

Professionals across organisations work better together, making sure people can easily access timely and personalised short term care that helps them to reach their potential. Includes workstreams on:



**Reablement** – Transforming Health and Council reablement services into a therapy led service, integrated with the community OT service and improving outcomes

- Integration of Council services into a single short term intervention service **DELIVERED** (Dec 2019)
- No date has been agreed for the BHT transformation.



**Single Point of Access** – Creating a single point of access for referrals to community services to reduce duplication and improve outcomes for residents.

- Task & finish group established in May
- Vision & design principles agreed in June 2019
- Implementation was due Oct 2019 but resources currently refocussed and project on hold



**Integrated Discharge** – Creating a single hospital discharge team under a single jointly funded manager

- Detailed proposals agreed in Aug 2019
- BCC and BHT teams co-located in Stoke Mandeville **DELIVERED** (Nov 2019) – pilot to be rolled out at other BHT locations
- Discharge to Assess action plan in development



## Tier 2: Regaining Independence

## Progress on Projects



### Project 5: Preparing for Adulthood

Creation of a new approach to supporting young people with disabilities as they prepare for adulthood which will focus on promoting independence.

- Phased approach - Phase 1 - co-location of teams in Amersham – **DELIVERED** (Oct 2019)
- Development of a full action plan to deliver a full holistic service across ASC and Children's Services – January 2020



### Project 6: Short term intervention for Mental Health – now part of Project 9



### Project 7: Strengths based approach (SBA)

Transforming social work practice to improve practice quality and deliver better outcomes for service users.

- Quality Assurance Framework implemented – **DELIVERED** (Dec 2018)
- 34 Quality Assurance Framework sessions held (264 staff attendances) **DELIVERED** (Oct 2019)
- 91% BCC staff attended training - being rolled out to partners
- Culture change required and ongoing programme of work to embed the new approach



## Tier 3: Living with Support

Sponsor: Elaina Quesada

 This tier focusses on those people who need longer-term social care services and ensuring that the support they receive helps them to achieve the outcomes that they want. To do this, we have six transformation projects which are:

8. Learning disability service model

Implementing the new strategy to transform the support for people with a learning disability

9. Mental Health Services

Improving social care interventions for adults receiving mental health services.

10. Direct Care & Support Services.

A programme of transforming and modernising direct care services such as day centres, short breaks and supported employment.

11. Commissioning for Better Outcomes

Working with the care market to innovate and transform the care offer.

12. Transport

Improving choice and control for those using client transport

13. Direct Payment Service

Reviewing Direct Payments in preparation for iCares (new client database system)

## Tier 3: Living with Support

Sponsor: Elaina Quesada

### Tier 3: Making a difference to residents' lives

J is 91 years old. She has a keen sense of humour and worked with her husband as a publican. She has a very supportive family who are good advocates for her

J lives in a nursing care placement and has done since she was discharged from hospital in 2014.

Her brother contacted ASC to ask whether J could move nearer to the family. A strengths-based review was done and identified that as her health has stabilised over this time, she didn't need nursing care.

J now lives in a residential home nearer to family and which provides more social interaction and activities

**By reducing the intensity of support, J's quality of life has increased and savings have been made (the placement is cheaper)**



# Tier 3: Living with Support

# Progress on Projects



## Project 9: Mental Health Services

Improving social care interventions for adults receiving mental health services. There are dependencies with the NHS Five Year Forward View and Long Term Plan. Workstreams are:

- **Social Care Practice Review** - Review practice and embed a strength based approach across the service - by June 2020
- **Systems, Process and Performance** – Review processes to identify the opportunity for efficiency and improvements, and establish IT solutions that enable cross data sharing with Oxford Health Foundation Trust – by January 2020
- **Section 75 and Commissioning Arrangements** - Review current S75 agreement and identify opportunities to improve arrangements. Establish quality assurance framework to review the effectiveness of training – by March 2020
- **Section 117** - Implement revised S117 policy and deliver joint training plan for all staff - by February 2020
- **Short Term Intervention** – Review the current offer and effectiveness for individuals in crisis and deliver improvements to align with the overall Better Lives strategic objectives – start April 2020
- **Finance recovery and sustainability** - Embed an effective financial monitoring process which supports delivery of a balanced budget alongside efficient programme delivery – by April 2020. Ongoing in-year savings and efficiencies from other workstreams to be identified and delivered – by April 2021





## Project 8: Learning Disability Service Model

- Developing a new strategy to transform the way people with a learning disability live their lives in Buckinghamshire.
  - Review of current services across the Council – **DELIVERED** (Aug 2019)
  - 3-year strategy approved – **DELIVERED** (Jan 2020)
  - Action plan and monitoring requirements developed – due spring 2020
  - Implementation of action plan - completion by 2022



# Tier 3: Living with Support

# Progress on Projects

## Project 10: Direct Care & Support Services

A programme of transforming and modernising direct care services which currently includes:

- Short Breaks strategy – **DELIVERED** (Oct 2018)
- Relocation of respite service to Aylesbury **DECISION** (Sept 2019). Build due December 2020; provisional opening date Jan 2022. Original timeline missed due to additional consultation.
- Thrift Farm – **DECISION** (Sept 2019) – handed to new provider Feb 2020. Original timeline missed due to additional search for alternative provider.
- Day Opportunities – two year co-design programme on a centre by centre basis – commenced – completion Dec 2022
- Supported Employment - now integrated as part of Day Opportunities offer

## Project 11: Commissioning for Better Outcomes

Design and implementation of a revised Market Management plan to develop commissioned services across ACS in partnership with external providers and stakeholders.

- Scope and programme developed - **DELIVERED** (Nov 2019)

# Tier 3: Living with Support

# Progress on Projects



## Project 12: Transport

Improve choice and control for service users and deliver efficiencies through TEE led Travel Assistance project. Workstreams for ASC are:

### **Understand cohort**

- Ongoing data cleansing to reconcile Continuing Healthcare (CHC) client information
- Undertake reviews on the top 50 expenditure clients to make sure transport needs are accurate - from December 2019

### **Increase number of people travelling independently**

- Review of Travel Assistance Guidance – **DELIVERED**. Roll out to staff in 2020.
- In partnership with Children’s Services, development of an independent travel training programme and implementation plan – **DELIVERED**. Training across schools, further education establishments and adult social care - Feb 2020

### **Travel assistance support provided only to those who need Council help to access social care services**

- Fundamental review of Travel Assistance Policy for Adult Social Care – anticipated Dec 2020 subject to new authority steer





### Project 13: Direct Payment Service

Review of Direct Payments across ACS in preparation for iCares implementation and delivery.

- Clarity of roles and responsibilities for individual elements and whole process, to improve the user experience and reduce staff costs – **DELIVERED** (Aug 2019). Output from the process sessions now being taken forward with development work for iCares and the revised documentation work
- Revised Direct Payment Policy **DELIVERED** (Oct 2019)
- Options appraisal for revised Direct Payments offer to clients – **DELIVERED** (Nov 2019)
- Review and design of documentation, agreement and website pages – due Spring 2020
- Transition of direct payments service into AIS replacement – due December 2020

# Finances – MTFP Savings

- The Transformation Programme has been primarily responsible for delivering the MTFP savings allocated to the adult social care.
- In 2018/19, the MTFP savings target of £5.236m was achieved and marginally exceeded.
- In 2019/20 the MTFP savings target of £3.591m was also marginally exceeded.
- The MTFP for adult social care in 2020/21 requires savings of £2.011m

# Programme risks and opportunities

## **Key Risks**

- Capacity (management and transformation support) to support required change
- Cultural change required to embed the Strengths Based Approach to practice
- Recruitment and retention of social care staff
- Ensuring user engagement and co-design approaches to ensure services are fit for purpose/future
- Impact of Covid-19 on delivery of savings and diverting resources from projects

## **Key opportunities:**

- Unitary – new directorate to incorporate Housing
- Digital improvements – including a new case management system, iCares
- New approaches and ways of working developed as a response to the Covid-19 pandemic