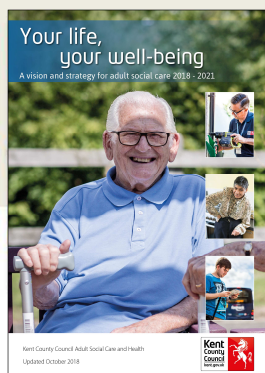


## Adult Social Care Cabinet Committee

30 November 2018



## Adult Social Care and Health (including Lifespan Pathway Service) New Operating Model



Your life, your well-being

## Presenters

Penny Southern, Corporate Director Adult Social Care and Health

Michael Thomas-Sam, Strategic Business Advisor

Mark Walker, Assistant Director, Disabled Children

Paula Parker, Transformation Programme Lead, Older People Physical Disability

MOSAIC Implementation, Linda Harris, Programme Manager, Adult Social Care Technology Enabled Change

Clare Maynard, Head of Commissioning Portfolio Outcomes 2 and 3

Jo Frazer, Sustainability and Transformation Programme Lead

Helen Gillivan, Adult Social Care and Health Transformation Lead

# National and Local Drivers

## Key policy documents

**Breaking barriers report** took a system-based approach and highlighted pressures, challenges and areas for improvement

**Mental capacity Bill**  
The introduction of the Bill marked the beginning of the replacement of the Deprivation of Liberty Safeguards (DoLS) with Liberty Protection Safeguards (LPS)

## Other policy documents on the recent horizon

National Audit Office's '**Adult social care at a glance**'

CCN's '**Sustaining County Social Care** A Green Paper that delivers a New Deal for Counties'

LGA's 'The lives we want to lead: the **LGA green paper** for adult social care and wellbeing'

MHCLG's **social housing green paper** 'A new deal for social housing' for consultation which closes on 6 November 2018

DHSC's '**Carers Action Plan** 2018-2020 supporting carers today. A cross-government programme of work to support carers'

## More about other policy documents on the horizon

DHSC's **forthcoming 'Green Paper** on older people' and parallel on working age adults

King's fund's '**population health systems** Going beyond integrated care'

'**Appropriate Adult** PCC- Local Authority Partnership Agreement England'

DfE's '**Working Together July 2018** to Safeguard Children A guide to inter-agency working to safeguard and promote wellbeing of children'

**Emerging concerns protocol** for regulators which help them to share information to share information with each other in a timely fashion

## Even more about other policy documents on the horizon

KCC's '**Commissioning Success**' to replace the Commissioning Framework

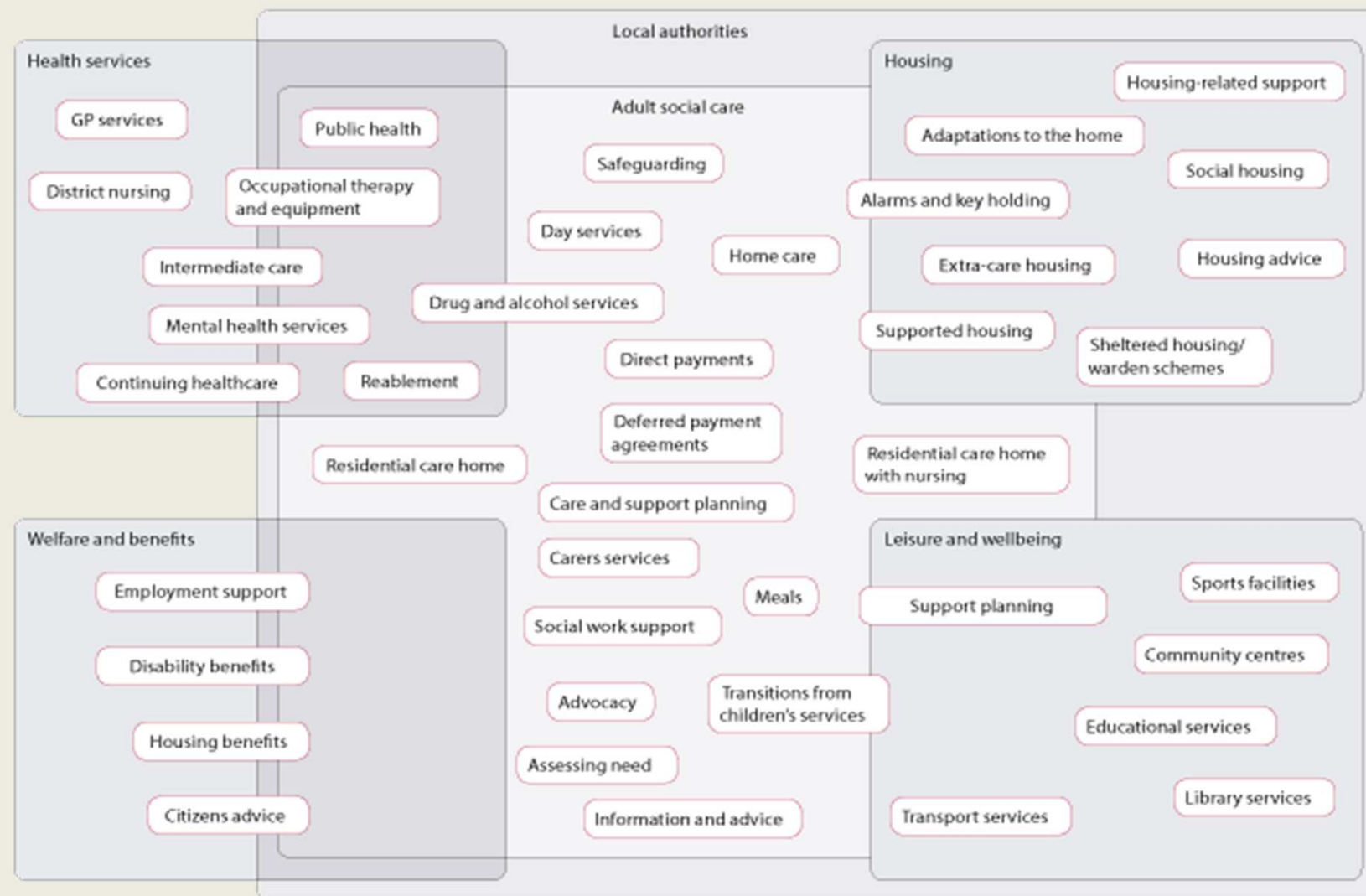
Forthcoming '**NHS 10 plan**' underpinned by five-year delivery plan

Skills for Care's '**Size and structure of adult social care**' in England 2018

NHS Providers' '**Key questions for the future of STPs and ICSSs**'

## Adult care services and other services

How well adults' needs are met depends on a wide range of public services interacting effectively



Source: National Audit Office

## Adult Social Care and Health

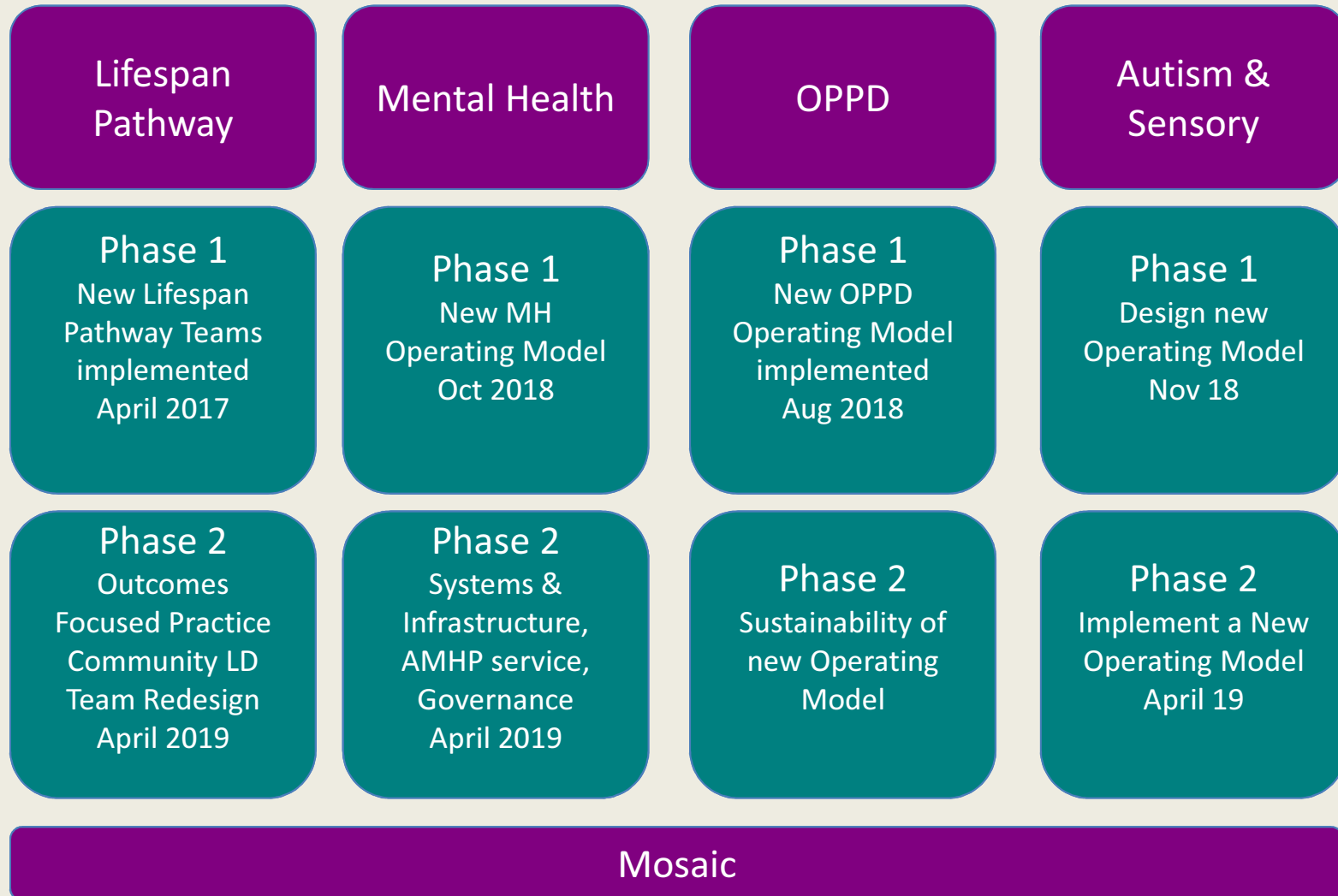


# Your Life, your well-being



- Refreshed to better reflect the new integrated operating model in Adult Social Care and Health (including the Lifespan Pathway Service)
- Key parts of the strategy remain the same: 1 Vision, 3 Themes, 4 Building Blocks and Values and Principles
- Updated Workforce, Digital Innovation, Quality of Care, Commissioning and Local Care sections
- We account for how well we are doing through the Local Account and other reports

# New Service Operating Models



# Lifespan Pathway



Disabled Children  
Service 0 - 15

Learning and  
physical disabilities

- Building Family Resilience
- Remaining in School
- Having a loving family life



Young People's  
Team 16-25 Years

Learning and  
Physical disabilities

- Becoming an adult
- Leaving school/college
- Get a job
- Become settled



Adults Complex  
Disability Team  
26+ Years

Learning and  
physical disabilities

- Having a good life
- Being as independent as possible
- Good Health
- Connected with my community

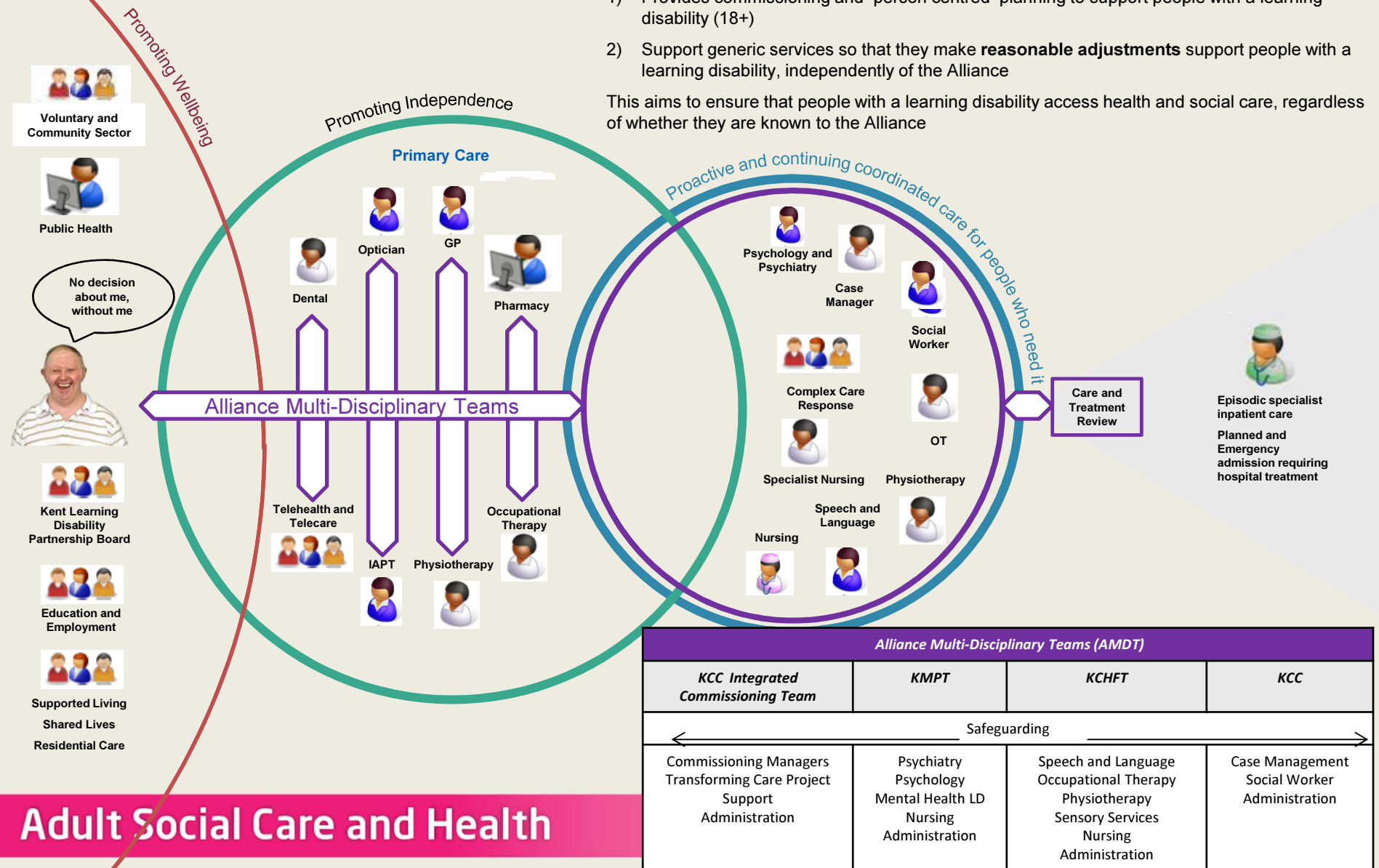
**Adult Social Care and Health**

# Integrated Operating Model Lifespan Pathway

## Alliance Roles

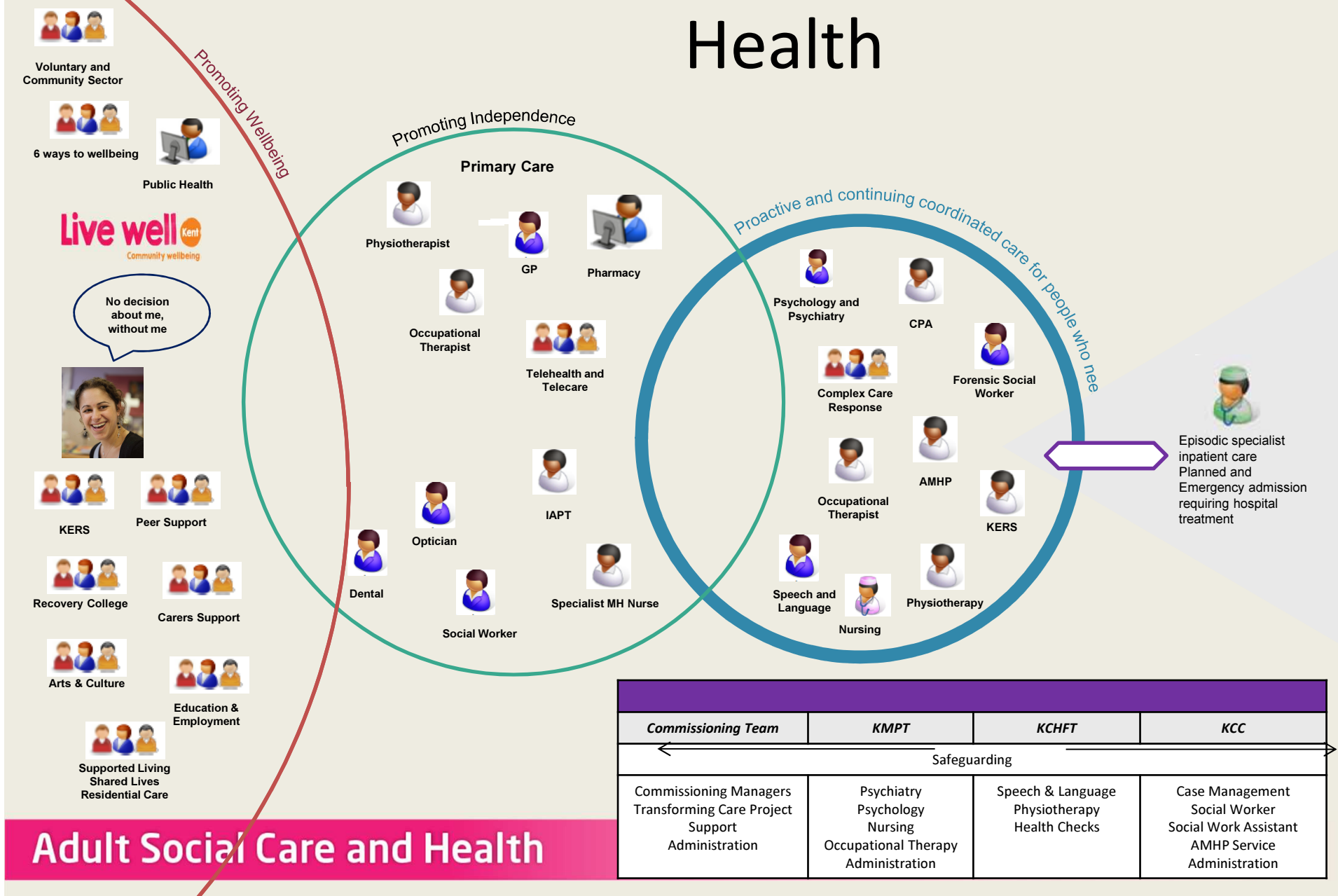
- 1) Provides commissioning and person centred planning to support people with a learning disability (18+)
- 2) Support generic services so that they make **reasonable adjustments** support people with a learning disability, independently of the Alliance

This aims to ensure that people with a learning disability access health and social care, regardless of whether they are known to the Alliance





# Integrated Operating Model Mental Health



# Older People Physical Disability New Operating Model Functions

Promoting Independence-Locality based. Short term/Integrated triage/Rehabilitation/Equipment/Assessment/Goal setting/Care and Support planning.

Social Work-County management. Short term specialist intervention for Social Work  
Long-term case holder for vulnerable adult cases

Sensory and Autism--All age Sensory pathway/ ASC team integrated with Health MDT

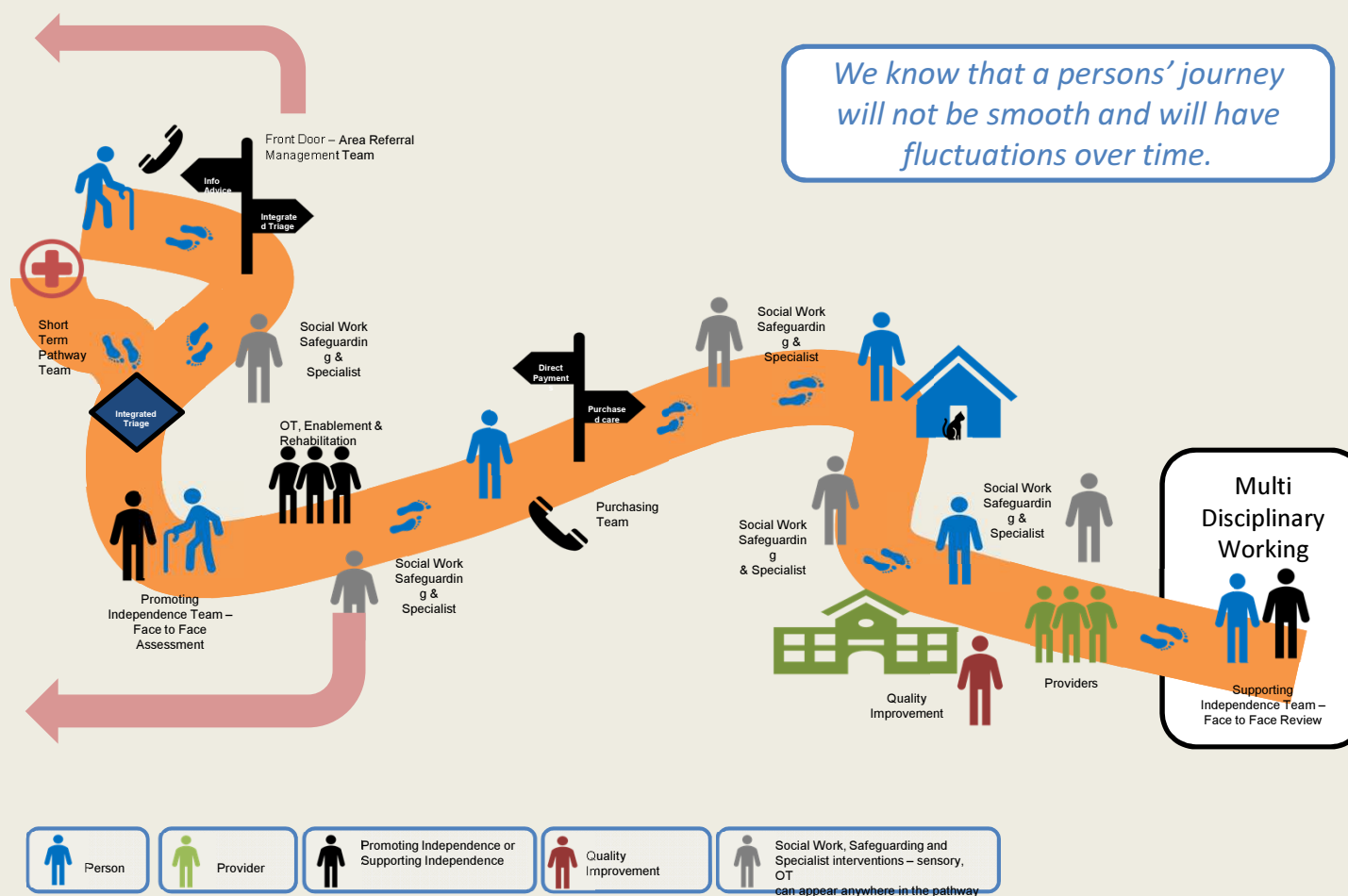
Supporting Independence- Locality based. Long term work with providers to deliver goals set in care and support plan/ Reviews/ Part of Local Care teams

Safeguarding-County management with locality teams  
Case closed to safeguarding when statutory duty complete

Quality Improvement- Practice based to service providers to improve immediate issues identified or as a result of a Safeguarding enquiry

Purchasing and Resource Management Accountability (RMA) function-All purchasing activity inclusive of Domiciliary and County Placement Team/Authorisation/Financial assessment/Debt management and finance issues

# Older People Physical Disability New Operating Model



# MOSAIC Implementation

- Single consolidated client record
- Tools to support staff to manage their work
- Configured to Kent processes
- Configuration for case management progressing well with very positive feedback from staff involved in testing
- Good progress migrating data from SWIFT to Mosaic
- New performance reports using MS PowerBI
- Challenges around configuration for purchasing, client billing and payments. Making good progress but has taken time
- Need to ensure minimum risk of disruption to clients and staff
- Reviewing implementation plan for go live in new financial year

# Building Blocks for the New Operating Model

## **Protection (Safeguarding)**

- Effective management (with partners) to protect vulnerable adults and children at risk of neglect or abuse.
- Well trained staff who are confident to carry out their duties

## **Workforce**

- Flexible workforce with the right skills to work across organisational boundaries
- Process of joint working has already begun – Integrated Discharge Teams, Encompass
- Supporting the Care Sector with workforce planning
- Working with health colleagues in multi disciplinary settings and developing integrated apprenticeships and training opportunities

## **Commissioning**

- Providing a range of flexible care and support services
- New approaches in evaluating performance and contract management

## **Partnerships**

- Quality services delivered through effective partnership working (NHS, district and borough councils and the voluntary and community sector)
- Partnership activity is central to the delivery of Local Care



# The Kent and Medway STP – Health and Social Care Integration

## Local Care in Practice

- Five Locality Action Plans with Locality Based Implementation Boards
- £32m additional spend
- Centred around GPs and developing alliances (MCPs)
- Development of MDTs and Hubs



Promoting  
wellbeing

## Re-alignment of Social Care

- New operating model
- Joint services – Enablement / Intermediate Care
- Participation in MDTs
- Co-location in hubs



Promoting  
independence

## Care Records

- Kent and Medway Care Record – one across the STP
- Kent Integrated Dataset



Supporting  
independence

## East Kent Hospital Reconfiguration

- Developing pre-consultation business case
- CCGs in special measures

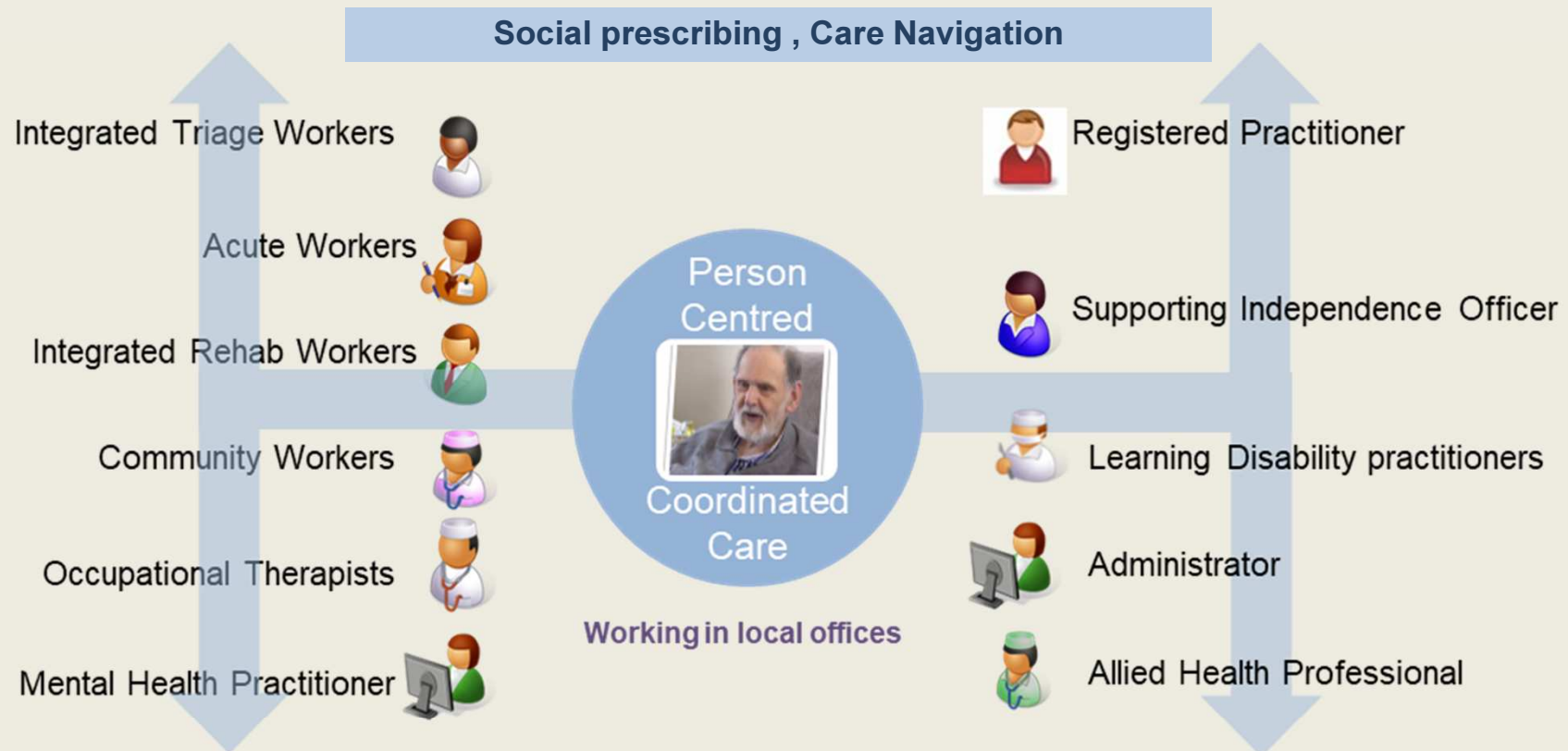
## STP Governance

- Enabling joint working at all levels
- Delivered through key workstreams
- Changes to CCG configuration

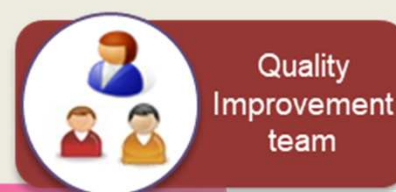
**Adult Social Care and Health**

# Integrated Multi Disciplinary Teams

Adult Social Care Operating Model - 158 Social care practitioners across Kent within Locality MDTs



**Specialist intervention** will available for teams:



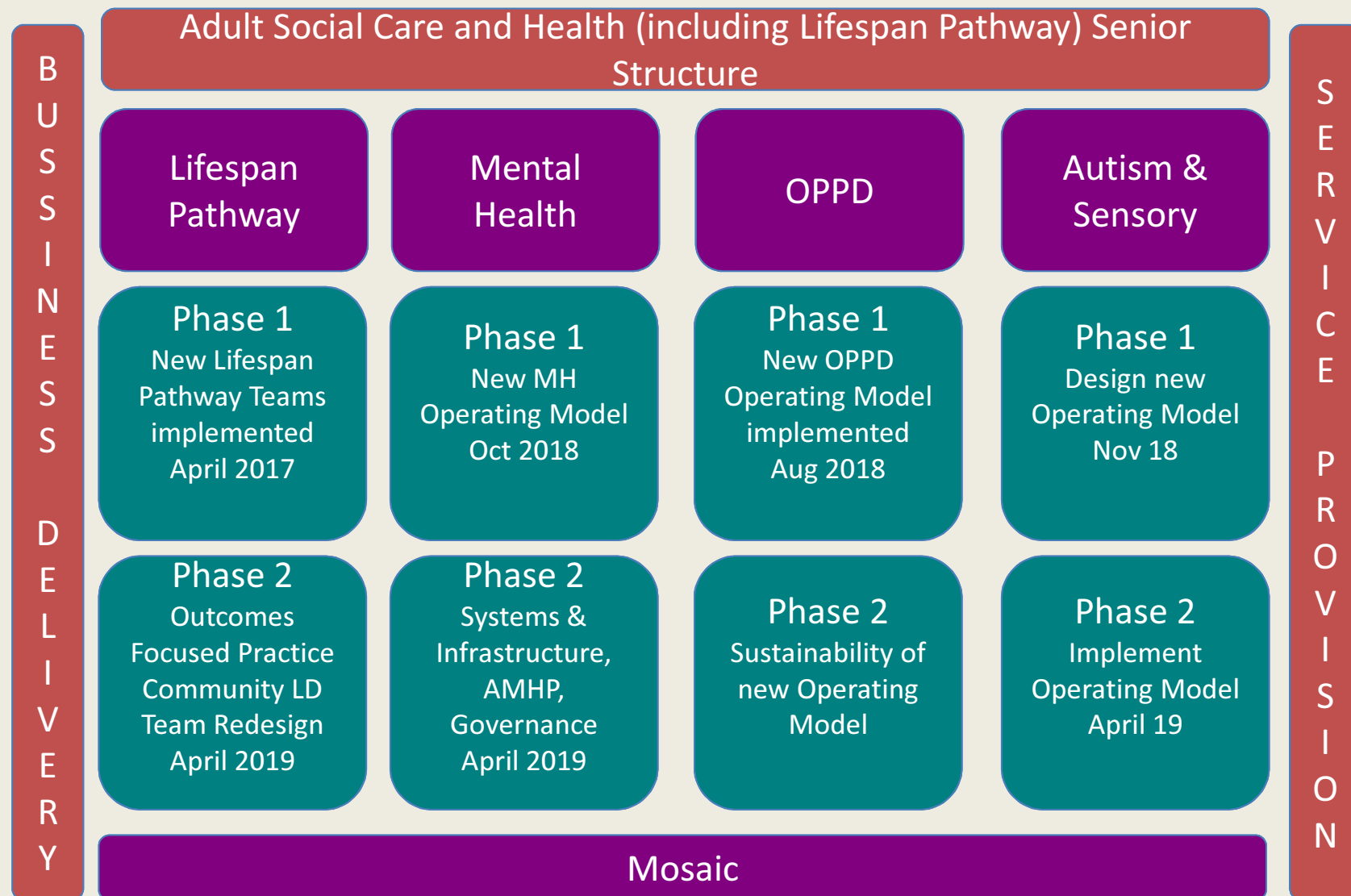
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# **Adult Social Care and Health (including Lifespan Pathway Service)**

## **Senior Structure Design Criteria**

1. One Directorate senior structure, no longer having client silos at a strategic level
2. Being accountable for statutory functions
3. Agile and sustainable structure to meet current and future needs
4. Streamline and Centralise support functions
5. Structure must support Integration and Collaboration with partners
6. Lead responsibilities (with a shared vision) at senior level

# Adult Social Care and Health (including Lifespan Pathway Service) Operating Model



Adult Social Care and Health

# Proposed Functions

## Operations

Mental Health  
Autism & Sensory

**OPPD**  
Safeguarding , Social Work,  
Quality in  
Care, DOLs, Resource &  
Management Allocation

**OPPD Urgent Care &  
Health Integration**  
(Kent Enablement at  
Home)

Lifespan Pathway  
0-25 & 26+

## Partnerships

STP & Health  
Integration &  
Integrated Workforce

**District Partnerships &  
Voluntary Sector**  
(Voluntary Sector Budgets)

Design & Learning  
Centre & Wider Sector  
Workforce

## Business Delivery

(provisional subject to  
design)

**Project Management  
Resource & PMO**

**Quality & Practice**  
(Principal Social Worker, Principal  
Occupational Therapist,  
Independent Living, Support  
Service, Strategic Safeguarding,  
Policy & Standards, Complaints,  
Prevent , Public & Service User  
Voice)

**Performance & Systems**

**Directorate Office,  
Business Management  
Systems  
& Communications**

**Purchasing**  
(CPT, APT, DP, Community Care  
Purchasing Team )

## Service Provision

Enablement Services

Community Services

Ofsted/CQC Registered  
Services

Integrated Care Centres

Business Partners

**Adult Social Care and Health**



# **Adult Social Care and Health (including Lifespan Pathway Service )**

## **Senior Structure**

### **Approval Process**

- Personnel Committee – 11 October 2018
- County Council – 18 October 2018

### **Director of Partnerships**

- Endorsement by Personnel Committee to appoint current Director of Older People and Physical Disability to this post

### **Director Operations**

- Job advertised – November 2018
- Stakeholder Panel – 10 January 2018
- Member Panel – 11 January 2019

### **Business Delivery Unit**

- Integral to delivery of the overall vision and the new adult social care functions and the Council's strategic objectives

**New Operating Model implemented by April 2019**

# Summary and Recommendations

## Summary

The new operating model and Local Care Implementation Plan is a significant change programme which works across all adult and children and young people with a disability services and will ensure these are integrated and aligned to Local Care to deliver outcome focused care to all the people we support.

The new senior leadership team will be integral to the delivery of the new operating model to ensure delivery of statutory duties and partnership working relating to wider responsibilities within the Kent and Medway Sustainable Transformation Partnership (STP).

## Recommendations

The Adult Social Care Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the new Adult Social Care and Health (including the Lifespan Pathway Service) Operating Model.

# Any Questions ?