Adult Social Care and Health

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

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### 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
- Skills for Care’s ‘Size and structure of adult social care’ in England 2018
- NHS Providers’ ‘Key questions for the future of STPs and ICSs’

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**Adult Social Care and Health**
Adult care services and other services

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

Health services
- GP services
- District nursing
- Occupational therapy and equipment
- Intermediate care
- Mental health services
- Continuing healthcare
- Reablement
- Residential care home

Local authorities
- Adult social care
- Safeguarding
- Day services
- Home care
- Direct payments
- Deferred payment agreements
- Care and support planning
- Carers services
- Social work support
- Advocacy
- Assessing need
- Transitions from children's services

Welfare and benefits
- Employment support
- Disability benefits
- Housing benefits
- Citizens advice

Housing
- Housing-related support
- Adaptations to the home
- Social housing
- Alarms and key holding
- Extra-care housing
- Housing advice
- Supported housing
- Sheltered housing/warden schemes
- Residential care home with nursing

Leisure and wellbeing
- Support planning
- Sports facilities
- Community centres
- Educational services
- Library services

Source: National Audit Office
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

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**Mosaic**

**Adult Social Care and Health**
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
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.
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 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

Adult Social Care and Health
Older People Physical Disability New Operating Model

We know that a person’s journey will not be smooth and will have fluctuations over time.
• 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

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

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

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

Promoting wellbeing
Promoting independence
Supporting independence
Integrated Multi Disciplinary Teams

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

Social prescribing, Care Navigation

Integrated Triage Workers
Acute Workers
Integrated Rehab Workers
Community Workers
Occupational Therapists
Mental Health Practitioner

Registered Practitioner
Supporting Independence Officer
Learning Disability Practitioners
Administrator
Allied Health Professional

Person Centred Coordinated Care

Working in local offices

Specialist intervention will be available for teams:

Social Work Team
Safeguarding Team
Quality Improvement Team
Sensory and Autism Teams

Adult Social Care and Health
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

**Lifespan Pathway**
- **Phase 1:** New Lifespan Pathway Teams implemented April 2017
- **Phase 2:** Outcomes Focused Practice Community LD Team Redesign April 2019

**Mental Health**
- **Phase 1:** New MH Operating Model Oct 2018
- **Phase 2:** Systems & Infrastructure, AMHP, Governance April 2019

**OPPD**
- **Phase 1:** New OPPD Operating Model implemented Aug 2018
- **Phase 2:** Sustainability of new Operating Model

**Autism & Sensory**
- **Phase 1:** Design new Operating Model Nov 18
- **Phase 2:** Implement Operating Model April 19

**OPPD**
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**Mosaic**
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
- 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?

Adult Social Care and Health