Adult Social Care
Diagnostic and Roadmap

Adult Social Care Cabinet Committee
29 September 2020

Executive summary

A number of **significant pressures and challenges both nationally and locally** that are driving the need for us to prioritise our activity in the short to medium term

National drivers
- The ongoing **COVID-19 pandemic** has made it more difficult for practitioners to care for those in need, and increased the number of vulnerable people. The virus has exacerbated **financial pressures** in the system.
- Social work has a critical role to play for instilling **fairness in our society.** The global Black Lives Matter movement has highlighted the need for further action.
- An **ageing population** with increasingly complex needs, as well as a **workforce shortage** and care worker turnover rate at 40%.

Local drivers
- **Multiple changes to the Directorate Management Team** have meant periods of uncertainty for staff.
- **Significant changes** in KCC include adoption of the adult social care case management system (Mosaic), operational changes to respond to COVID-19 and changes to discharge policy.
- **Increasing pressure** on the Adult Social Care Directorate means financial stability is more critical than ever before.
- Kent County Council is undergoing a process to **refocus the strategic direction of the Council,** which the Adult Social Care Directorate must align with.

The Adult Social Care Diagnostic

The diagnostic was undertaken in order to provide a clear view of the directorate's current state and future aspiration against the Three Pillars, establish a direction of travel, with a supporting narrative and create an actionable plan that gives visibility of all upcoming change.

The Three Pillars outline the key areas of focus to develop within the directorate, they will help guide us whilst we take the appropriate time to build out the strategy for the directorate in line with the corporate strategic reset.

In order to objectively assess the directorate's current state across each of the Three Pillars, a maturity framework has been developed, whilst quantitative and qualitative evidence has informed an objective current state assessments against this.

The current state has been assessed as "**Foundation**" for each pillar with a clear aspiration articulated to move to best in class. Opportunities have been identified and built into a roadmap, which if delivered upon, will support the directorate to move towards this aspiration.

Our three pillars outline the overarching areas of focus for development within our directorate and the basis for our diagnostic approach

Our three pillars set out what we mean by Practice, Innovation and Meaningful Measures.
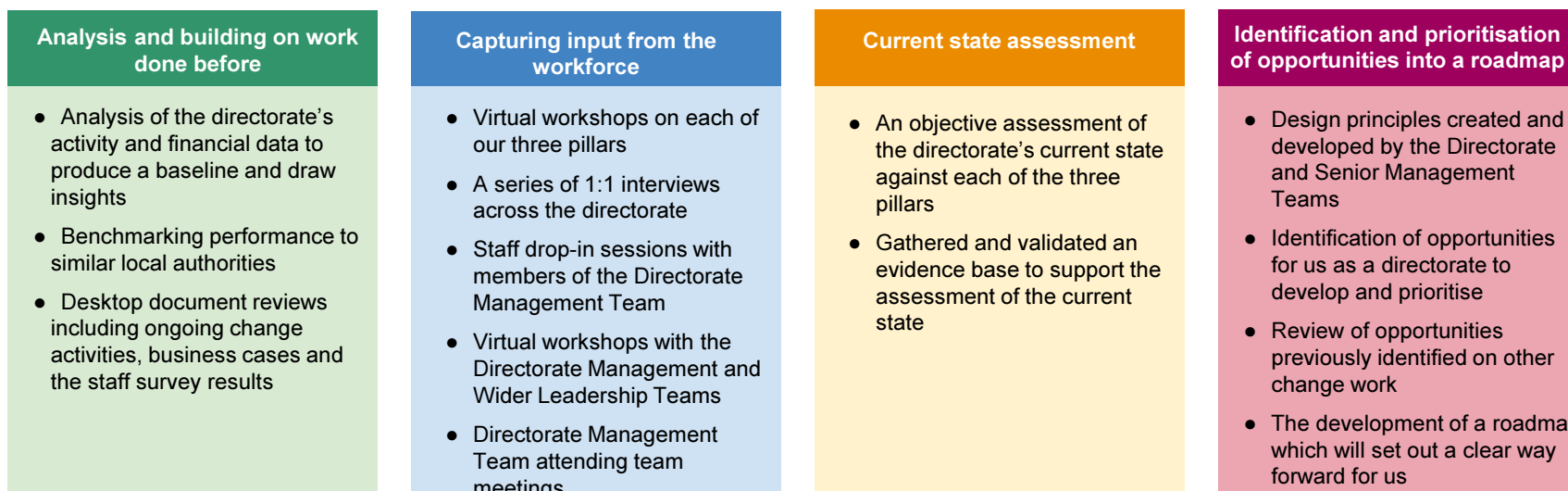
Throughout our engagement, via the virtual workshops, drop in sessions and weekly questions we have shaped our three pillars "Practice, Innovation and Meaningful Measures", to ensure we continuously improve what we do, how we work and why we do things.

The venn diagram and following slides describe how they work in practice, the diagnostic has been structured around these pillars.

PRACTICE
We will embed a strengths based approach to ensure we keep the individual at the heart of **what we do** to support them to make the best life choices.

INNOVATION
We embrace change with an open mindset and invest in developing a learning culture, continually seeking ways to improve **how we work.**

MEANINGFUL MEASURES
We will ensure decision making is driven by a dynamic evidence base that helps us to better understand outcomes for the people we support, variation in our service and challenge **why we do things.**

Making a difference every day

*For sources, please refer to 'References' in appendix

Kent County Council
kent.gov.uk

We took a **phased and evidence-based approach** to the diagnostic that put **engagement** with the workforce at its heart

Analysis and building on work done before	Capturing input from the workforce	Current state assessment	Identification and prioritisation of opportunities into a roadmap
• Analysis of the directorate's activity and financial data to produce a baseline and draw insights • Benchmarking performance to similar local authorities • Desktop document reviews including ongoing change activities, business cases and the staff survey results	• Virtual workshops on each of our three pillars • A series of 1:1 interviews across the directorate • Staff drop-in sessions with members of the Directorate Management Team • Virtual workshops with the Directorate Management and Wider Leadership Teams • Directorate Management Team attending team meetings	• An objective assessment of the directorate's current state against each of the three pillars • Gathered and validated an evidence base to support the assessment of the current state	• Design principles created and developed by the Directorate and Senior Management Teams • Identification of opportunities for us as a directorate to develop and prioritise • Review of opportunities previously identified on other change work • The development of a roadmap which will set out a clear way forward for us

Outcomes of the diagnostic:

1. A **clear view of our current and future state** against our 3 pillars of Practice, Innovation and Meaningful Measures.

2. Establish **direction of travel and narrative for the directorate** with prioritised activities and opportunities.

3. **An actionable plan** that gives us all visibility of upcoming change in the form of a clear roadmap document.

Kent County Council
kent.gov.uk

Practice; the way we work, which enables us to provide a person centred approach and achieve the best outcomes for individuals

Person centred culture and behaviours

We will always put people at the heart of what we do, we will listen to their hopes and aspirations and use our skills and expertise to support and enable them to achieve what is important to them, keeping their safety and wellbeing at the forefront of our actions.

Leadership and Performance Management

We feel proud to work in the Directorate, empowered and trusted to deliver in our roles. There is strong communication across all levels in the directorate and positive performance management supports everyone to develop and improve how we work.

Operational ways of working

Strengths-based approaches with people at the heart is enabled, rather than hindered, by processes and ways of working. There is a flexible offer of support for people across the directorate, seeking to maximise independence wherever possible and strengthen community based networks of support.

Roles, skills and development

The whole workforce is confident in our respective roles and responsibilities. We are proud of our professional practice and have the right skills, training and support to perform effectively. Working smarter, rather than harder, creates capacity to focus on innovation and ongoing practice development.

Partnerships and Systems working

We have strong and established partnerships between the directorate, health, partners and wider communities which work together to improve outcomes for people in Kent. This enables individuals to receive holistic and proportionate support at the right time in their lives.

Innovation; our ability to embrace change with an open mindset and continually seek new ways of working

Culture

Innovation is everyone's responsibility across the directorate, wider council and partners, not only leadership's. We no longer feel restricted by the possibility of failure. Instead innovation, both in day to day ways of working and large scale change is incorporated into our overarching strategy and all staff feel confident to showcase how they have showed creativity in their roles.

Strategy and Leadership

We have a shared understanding of what innovation means to us as a directorate, how this links to the broader KCC strategy and how we can incorporate innovation into our day to day activities and practice. The appropriate governance and support is in place to enable proposals to develop from ideas to execution. The rationale for progressing proposals is made clear to us.

Mechanisms to support innovation

We have an integrated hub and spoke model whereby innovation expertise, resource and funding can be drawn upon by all staff to support a workforce-led pipeline of ideas to improve ways of working or outcomes for individuals. The pipeline and the impact of developed ideas are visible on the innovation hub for all staff to benefit from.

Digital and Technology

The capability of technology investments is maximised, potential benefits are realised and the workforce is able to use and upscale digital tools to support new ways of delivering better services to individuals.

Meaningful measures; our ability to use information to understand outcomes for the people we support, variations in services and challenge why we do things

Culture

We all use the information we gather, in all its forms, to inform our work. We have an open and transparent culture that shares insights found, within and across our teams and partners. Staff and the people we support are involved in defining our key measures, how we gather information and understand its purpose and use.

Data Quality

Data is accurate and reliable as a result of appropriate governance, clear roles and responsibilities and the data quality frameworks that are in place, allowing us to feel confident in using insights generated and make faster and more effective decisions.

Approach to collection and analysis

Staff can independently access any information required and have the confidence to undertake the analysis necessary to support their decision making and problem solving. Gathering of information goes beyond finance and statutory requirements, with a focus on feedback and the outcomes of the people we support; feedback is sought regularly, discussed openly and acted upon.

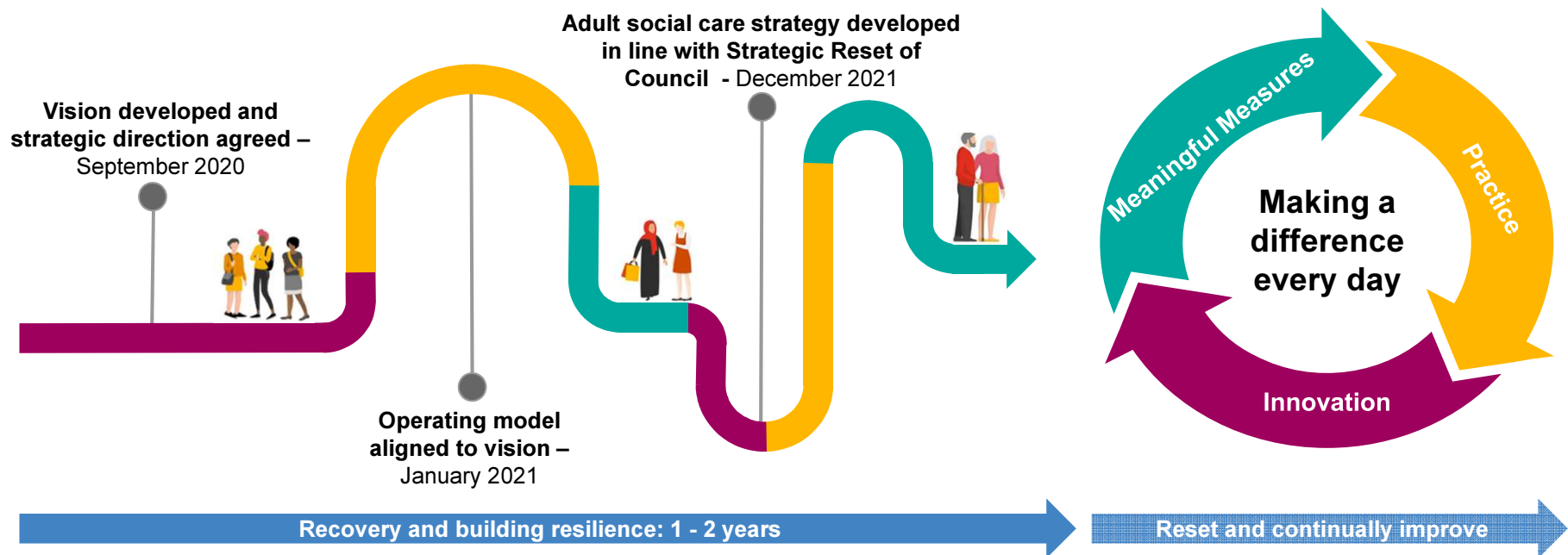**Presentation and circulation**

A consistent set of measures, co-designed with staff, give us visibility of how we are doing in terms of outcomes and supporting all staff. We are able to access and analyse the information we need but we know how to access further analytical support should we require it.

Use of data and insights

Information and the insights it provides are used as a tool in all aspects of daily work and practice, in order to deliver better outcomes. A problem solving approach is applied to issues which it highlights, whilst also fully recognising successes. A focus on outcomes is built into all processes.

Our journey as a directorate must first focus on **recovering** from the COVID-19 pandemic, whilst building **resilience into our service** to create a sustainable state. From here, we are able to **reset** and move more readily into cycles of continuous improvement towards best in class in line with the Strategic Reset of the council.

Vision developed and strategic direction agreed – September 2020

Operating model aligned to vision – January 2021

Adult social care strategy developed in line with Strategic Reset of Council - December 2021

Making a difference every day

Meaningful Measures

Practice

Innovation

Recovery and building resilience: 1 - 2 years

Reset and continually improve

Kent County Council
kent.gov.uk

Examples of projects planned

Practice					
Academy rollout	Senior structure and creation of locality teams	Embed locality model and build resilient communities	Discharge pathway project	Tackling variation across services	Embed and develop strengths-based approaches

Meaningful Measures					
Review and clarify performance	Design and implement performance capability	Design training to build data literacy	Kent and Medway Care Record	Build upon COVID-19 data exchange	Refresh approach to performance

Innovation			
Digital implementation programme	Develop and embed Innovation Framework	Embed, evaluate and rollout integrated digital assistive technology (KARA+) and broader recommission	Portfolio Project Management Team relaunch and implementation

Kent County Council
kent.gov.uk

We want to bring to life our future aspirations through the perspectives of the **people we support, our colleagues, and KCC's partners**

By exploring the **experiences of the directorate's key stakeholder groups** we can begin to understand the challenges they face.

The three pillars provide us with an opportunity and framework through which to **improve** the experience of giving and receiving support for these groups, while **making a difference every day.**