

From: Graham Gibbens, Cabinet Member for Adult Social Care and Public Health and Andrew Ireland, Corporate Director Families and Social Care

To: Social Care and Public Health Cabinet Committee - 4<sup>th</sup> October 2013

Subject: Adult Social Care Transformation and Efficiency Partner Update

Classification: Unrestricted

Past Pathway of Paper: FSC DMT

Electoral Division: All divisions

**Summary:** This report provides a progress update on adult social care transformation programme.

**Recommendation:**

No specific decision is required.

The Cabinet Committee is asked to note the information provided in the report.

## 1. Background

- 1.1 In January 2012, the Cabinet Committee for Social Care and Public Health supported FSC's proposal to deliver a significant level of savings through the transformation of the way we deliver adult social care - rather than applying cuts to the current business model. Recognition was given to the amount of time and work that would be needed to successfully transform the many parts of the adult social care system.
- 1.2 In May 2012, FSC set out the vision for transforming adult social care in the 'Adult Social Care Transformation Programme Blueprint and Preparation Plan' which was endorsed by County Council on 17<sup>th</sup> May 2012.
- 1.3 In October 2012, an efficiency specialist (Newton Europe) was brought in to analyse and review our adult social care business. Newton Europe identified significant opportunities for adult social care to transform as well as to achieve future savings.

- 1.4 Following a robust tender process, Newton Europe was identified as the strongest bidder to become the adult social care 'transformation and efficiency partner'. This decision to appoint Newton Europe was endorsed by Cabinet Committee on 21 March 2013 and the key decision to appoint Newton Europe was made on 2 April 2013.
- 1.5 In taking this decision, the Cabinet Member for Adult Social Care & Public Health gave a commitment that progress reports will be provided to the Cabinet Committee every six months. This is because of the importance that the transformation of adult social care has for the people of Kent and because it will potentially affect a significant number of businesses within the social care sector. This is the first update report since Cabinet Committee last discussed adult social care transformation on the 21 March 2013.

## **2. Update**

- 2.1 Following the decision to appoint Newton Europe as the adult social care 'transformation and efficiency partner' in early April, it took a month to finalise contractual details and for Newton Europe to deploy key staff. As a result, Newton Europe commenced their 2 year contract on 7<sup>th</sup> May 2013.
- 2.2 During May 2013 a small team of 4 Newton Europe staff worked to develop detailed plans for the 3 programmes of work. In early June the rest of the team were phased in to manage the full range of projects sitting within each of the 3 programmes. Consequently, a team of 16 consultants are now working to help FSC deliver adult social care transformation.
- 2.3 Newton Europe is working in partnership with KCC on 3 major programmes:
  - Care Pathways
  - Optimisation
  - Commissioning and Procurement
- 2.4 More detail about these programmes, and how they will improve the social care outcomes for the people of Kent, is provided in Appendix A.
- 2.5 It should be noted that the transformation portfolio is not only made up of the 3 programmes run in partnership with Newton Europe, but also other initiatives which were already in progress - such as the Health and Social Care Integration programme, the Good Day programme and other transformative projects. All programmes will contribute to the transformation of adult social care both in terms of improved outcomes for the people of Kent and savings.
- 2.6 The success of future transformation is in planning the right activities and engaging stakeholders to implement the changes in a way that ensures success. As activity gathers pace over the next six months we will expect to start making savings. The size of these savings will increase as more changes are made - across more localities and more areas of the business. Transformation will take 4- 6 years to complete and some changes will take longer to implement than others. For example – benefits from retendering some of our services will be subject to long tendering processes and even then the benefits will need to accumulate over time.

2.7 Newton Europe's work over the last few months has provided both FSC and BSS Finance with an increased level of confidence that the level of savings range identified in October 2012 (£26.7m to £40.7m) is realistic and achievable.

### **3. Recommendation**

#### **Recommendation:**

No specific decision is required. The Cabinet Committee is asked to note the information provided in the report.

### **4. Background Documents**

4.1 Item 9 – Kent County Council, 17<sup>th</sup> May 2012 Adult Social Care Transformation Blueprint and Preparation Plan, May 2012  
<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=113&MIId=3905&Ver=4>

4.2. Item B2 - Social Care and Public Health Cabinet Committee, 21 March 2013 - 13/00010 - Appointment of a Transformation and Efficiency Partner - Adult Social Care Transformation Programme  
<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=747&MIId=5129&Ver=4>

### **5. Contact details**

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## **Appendix A - Overview of the programmes run in partnership with Newton Europe**

### **Care Pathways Programme**

This programme will design care pathways to enable us to better address the needs of our service users. It will ensure that people entering the system receive the most appropriate support, and that this support focuses on enabling independence and reducing dependence. Between July 2013 and January 2014, three pilot projects will be initiated in two localities (South West Kent and Thanet & Dover). These projects will trial new models for enablement, assistive technology and promoting independence reviews. Once these models are running successfully, these projects will be rolled out across all localities. This is expected by June 2014. Following this, improvements to other parts of the care pathway will be considered.

Enablement is non chargeable intensive short term support (1-6 weeks) which can be used to support people to learn or re-learn skills for everyday life. Enablement is particularly effective when combined with equipment and/or assistive technology. Enablement provides the opportunity for people to increase their level of independence. Feedback from those who have received the service shows that it significantly increases people's confidence and self-esteem. Although Enablement has been running in Kent for some years, this project will ensure that many more people have access to the service and its benefits. An example of a recent success was where long term support package (at a cost of £50 per week) was being considered to help a man with right sided weakness to dry himself after a shower. Following an enablement assessment, the man was offered a full body drier, at a one off cost of £200, which meant that the man was able to look after himself and the long term support package was no longer needed.

Assistive technology equipment is specifically designed to help manage risk - such as door sensors, bed sensors, flood detectors, falls detectors, property exit detectors, etc. This equipment can be used to manage the safety of people living independently in their own homes and to support both clients and their family to better cope with their individual circumstances. Although assistive technology has been used very successfully in Kent to date, this project will ensure that even more people benefit. An example of a recent success is a case where a woman with dementia was being cared for by her daughter. The daughter was finding it difficult to sleep due to worrying about her mother wandering at night. The daughter contacted KCC to discuss whether her mother needed residential care. However, use of a door sensor reduced the daughter's worry about her mother's wandering and her mother did not need to go into residential care.

Promoting independence reviews will enable those who are already receiving homecare the opportunity to discuss alternative ways to meet their care needs such as enablement, assistive technology and other local community support. In many cases this will help to reduce dependence. During the initial stages of the pilot we have seen examples of where simple things like talking to client's GP to develop prompts for the client taking their medication and raising the height of the milk dispenser have made the individual's life easier and reduced the level of homecare support needed.

The expanded use of assistive technology, enablement and promoting independence reviews (especially in combination) will enable more people to continue to live independently in their own homes. Savings can be made by re-profiling our investment into services and equipment which reduce demand for more costly services. More importantly, this approach can help avoid the often negative emotional and financial impact of entering residential care or relying on substantial homecare support. A reduction in dependency can help both the client and their family to feel more positive about the future.

### **Commissioning and Procurement Programme**

The vision for the future is to move to a model where a consolidated market will be better positioned to transform and deliver a broader suite of services, through an outcome focussed delivery model. Ultimately, the aim is to move to integrated health and social care provision and commissioning and to shape the market through strategic engagement with key primary suppliers. Due to the level of change needed to achieve this vision, it will be delivered in waves, each of which is likely to include a tendering process. Each tender will include a quality audit as part of tender process. This will set a standard quality benchmark that our clients will benefit from.

For homecare, it is likely that the 3 waves required will take 3-4 years to complete and is dependent on the success of the previous stage(s) and engagement with partners. This vision will enable KCC to move away from buying homecare from suppliers in 30 minute time slots in which tasks defined by the our care managers are carried out. It could also allow us to offer our clients more ability to choose what sort of support they get, how it is delivered and the ability to flex their support to meet changing needs and preferences. It could also enable KCC to move to a model where suppliers are paid based on the outcomes that they successfully achieve, rather than the time allocated with each client. Incentives and commitment to larger volumes of clients to primary suppliers could be used to remove the disincentive of suppliers losing on-going business by successfully increasing the independence of individuals.

### **Optimisation Programme**

This programme will work closely with the Care Pathways programme and will ensure the systems and processes are designed to provide efficiency and effectiveness. It will encompass the whole scope of service design, across all localities, client groups and services - improving and transforming how we work, how we spend our time, what systems we use and what activities we do. Work has already been initiated in the Older People/Physical Disability area of our business and work will start with in the Learning Disability area of our business early next year. This work will continue during 2014. Once implemented, it will be possible to commit resources to optimising other parts of the adult social care business.

Adult social care will look at its own internal processes to drive out inefficiencies within the business. Business process redesign will be used to speed up how quickly our clients can be helped, make moving through the process less frustrating for clients and staff and achieve better value for money for KCC.