

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

**To:** Adult Social Care and Health Cabinet Committee - 6 December 2016

**Subject:** **ADULT SOCIAL CARE TRANSFORMATION AND EFFICIENCY PARTNER UPDATE**

**Classification:** Unrestricted

**Previous Pathway of Paper:** N/A

**Future Pathway of Paper:** N/A

**Electoral Division:** All divisions

**Summary:** This report provides detail on the closure of the Adult Phase 2 Programme, and the Assessment Stage for Phase Three Adult Social Care Transformation, including the work with the Efficiency Partner, Newton Europe.

**Recommendation:** The Adult Social Care and Health Cabinet Committee is asked to **COMMENT** on the information provided in the report.

## 1. Background

1.1 Following the decision to appoint Newton Europe as the Adult Social Care Transformation and Efficiency Partner, a commitment was made to provide the Adult Social Care and Public Health Committee with regular updates. This report provides a further update on Implementation.

## 2. Phase 2 Transformation

2.1 Adult Phase 2 Transformation included the following work streams:

- Acute Hospital Optimisation (formally Acute Demand)
- Access to Independence (formally Enablement)
- Your Life Your Home (formally Alternative Models of Care)
- Kent Pathways Service (formally Pathways to Independence)
- Shared Lives

2.2 Since the last update all of the Phase 2 projects have transitioned fully into KCC ownership with Your Life Your Home moving to a dedicated KCC team and the other projects moving into business as usual activity. Processes have

been established to continually review progress and implement the Improvement Cycle as required to ensure benefits are still being realised.

- 2.3 The Your Life Your Home project has faced challenges in transitioning from design to implementation phase. This is predominately due to the original assumptions and profiling undertaken which have resulted in the assessed opportunity being realised over a longer period of time. There is currently a forensic assessment taking place to understand the root cause in order to learn lesson for the Phase 3 transformation.
- 2.4 A key example of success within Phase 2 is represented by Enablement. The service has become both more efficient and more effective. In terms of efficiency there has been an increase to the number of people that they work with, and a reduction in the number of refusals due to lack of capacity. Improved effectiveness is demonstrated by a reduction in the number of people who need care after receiving the service and a reduced number of hours per person.

<b>Measure</b>	<b>October 2015</b>	<b>Now</b>
Weekly KEAH starts	172	192
Service refusals	18	5
% needing homecare	50%	37%
Ave homecare package	1.6 hours	0.56 hours

- 2.5 To support further transformation a review session took place with Directors, KCC Leads, Area Leads, Performance and Communications - to understand what worked well and what could be better. A number of factors to ensure success have been identified, against which progress within further transformation will be measured:
- Continued training so we're better equipped to deliver
  - Good communication including use of the Adults Transformation newsletter and KNet
  - Constructive challenge and celebration of successes

### **3. Phase 3 Transformation: Assessment**

- 3.1 Phase 3 Transformation Programme has been established to achieve the following three aims:
1. To deliver a practical translation of the new adult social care strategy and vision
  2. To design and implement a new operating model which will embed the improved outcomes achieved over previous phases of transformation into organisational structures
  3. Provide a sustainable platform for further change, integration and improvement
- 3.2 An assessment Phase ran from August to November. The assessment was designed to develop a "Draft Operating Model" - this is a plan that sets out the

way that services will be configured and will work together. The assessment is based upon three programme areas which include ten work streams:

Programme Area	Work streams
Disabled children, adult learning disability & mental health	Disabled children & adult learning disability Mental health
Older people & physical disability	Promoting wellbeing Promoting independence Supporting independence Urgent care Safeguarding and complex social work
Structure & support	Performance Purchasing Commissioning

- 3.3 The findings of the assessment will be presented to the next meeting of the Adult Social Care and Health Cabinet Committee meeting on 26 January 2017. They build on previous phases of transformation and propose a step change in terms of organisational structure and delivery of services. The intended service design and implementation will provide a platform for future transformation, integration and savings.
- 3.4 The key findings, and potential opportunities identified in the assessment include opportunities to:
- a. Improving safeguarding by streamlining processes and introducing a specific and focused safeguarding unit
  - b. Supporting greater independence for people who use mental health services by supporting more people to live independently through improved commissioning and operational processes
  - c. Improving outcomes for people with a learning disability through improved commissioning and provider effectiveness
  - d. Promoting Wellbeing through supporting more older people in a preventative way without need for formal social care
  - e. Promoting independence by considering how enablement and intermediate care services can work together more effectively
  - f. Supporting independence through a move towards an outcome focused model of homecare which will continue to focus on supporting people to re-gain independence beyond enablement
- 3.5 Service design will also consider how to deliver more efficient and effective structures for commissioning and other support functions which will enable effective pathways and support sustainability and continuous improvement.
- 3.6 The findings of the assessment were presented to the joint Strategic Commissioning Board and Budget Programme Board on 16 November 2016 and will be returning for further consideration and final approval to enter design on 15 December 2016.

- 3.7 The programme is currently in a stage of “high-level design”. The purpose of this stage is to answer a series of key strategic questions which will establish the nature and content of detailed design in the new-year. The questions relate to decisions that will need to be taken. A key element to be defined will be the level of engagement and commitment from health partners and how this will help to drive integration.

#### **4. Financial Implications**

- 4.1 There are no financial implications in this update. Details of the potential financial opportunities identified through assessment will be provided at the next meeting in January.

#### **5. Legal Implications**

- 5.1 There no legal implications of the information in this update.

#### **6. Equality Implications**

- 6.1 Equality Impact Assessments will be required out as part of Phase 3 Service Design activity.

#### **7. Recommendation**

- |  |
|--|
| 7.1 Recommendation: The Adult Social Care and Health Cabinet Committee is asked to <b>COMMENT</b> on the information provided in the report. |
|--|

#### **8. Background Documents**

Item C1 – Social Care and Health Cabinet Committee, 3 December 2015 – Adult Social Care Transformation and Efficiency Partner Update  
<https://democracy.kent.gov.uk/documents/s61076/C1%20-%20Transformation%20and%20Efficiency%20Update%20Final.pdf>

#### **9. Report Author**

Thom Wilson  
Phase Three Programme  
03000 410075  
[thom.wilson@kent.gov.uk](mailto:thom.wilson@kent.gov.uk)

#### **Relevant Director**

Mark Lobban  
Director of Strategic Commissioning  
03000 415393  
[mark.lobban@kent.gov.uk](mailto:mark.lobban@kent.gov.uk)