

From: Graham Gibbens, Cabinet Member for Adult Social Care and Public Health
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To: Adult Social Care and Health Cabinet Committee - 30 January 2017

Subject: **YOUR LIFE YOUR WELLBEING – TRANSFORMATION PHASE THREE ASSESSMENT**

Classification: Unrestricted

Previous Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All divisions

Summary: This report provides an overview of the outcomes of the Phase Three Assessment which took place from August to November 2016.

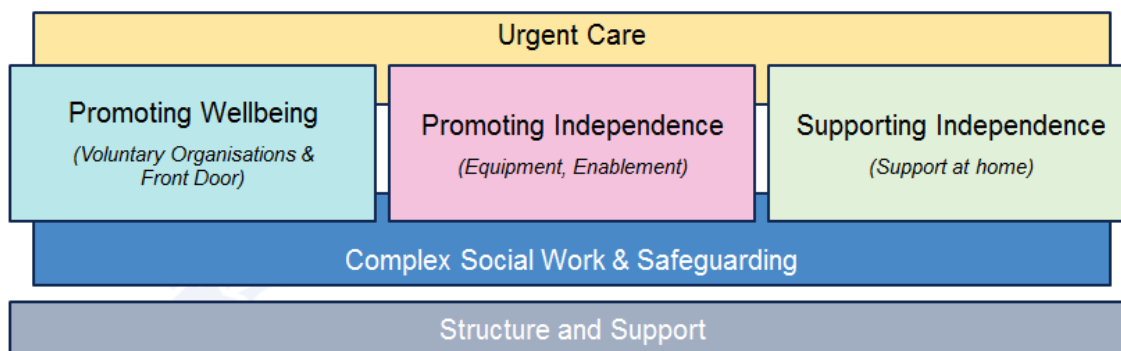
Recommendation: The Adult Social Care and Health Cabinet Committee is asked to **COMMENT** on the information provided in the report and attached presentation.

1. Background

- 1.1 The Your Life, Your Wellbeing Transformation Programme was established to support the implementation of the new adult social care strategy. The intention is to deliver a practical translation of the vision; embedding improved outcomes achieved over previous phases of transformation and providing a sustainable platform for further change, integration and improvement.
- 1.2 As the third stage of transformation the programme builds upon previous phases which have enhanced and improved outcomes for vulnerable adults in the County. This programme is a step change in terms of scale and ambition – seeking to enable further integration along with designing new organisational structures within adult services which will enable us to work more efficiently in the future.
- 1.3 The Assessment Phase ran from August to November 2016. It was designed to identify opportunities for improved outcomes and efficiency which could be tested during a Service Design stage and then lead to Implementation across the County.

2. The Assessment

- 2.1 The Assessment was divided into three programme areas which align with the divisional structure of adult social care. In each area of the programme the structure of the activity and analysis was designed to mirror the vision – as shown below.



- 2.2 The Assessment followed the process used in Phases 1 & 2 and other Newton Europe supported programmes. This approach is based upon use of data to identify areas of investigation, and then in-depth “bottom-up” analysis of individual cases in order to identify where there are opportunities to improve processes and outcomes.
- 2.3 The presentation (attached as Appendix 1) summarises the key insights gained in each of the areas assessed as well as suggestions for activities required during Service Design to create and test improvements.

3. Older People and Physical Disabilities (OPPD)

- 3.1 The assessment of OPPD focused on opportunities to re-design the whole pathway of support from preventative support in the community through to ongoing support for people who need long-term care. The assessment also focused upon complex social work and safeguarding in order to help to understand the best way to keep people safe in the future. In addition an Urgent Care work stream focused on how to ensure that those who require support when leaving hospital are able to access the right support to meet their needs.
- 3.2 Key findings from the OPPD assessment:

Promoting Wellbeing – identified that 40% of people who are currently having their needs met by homecare could potentially have some of their needs met in an alternative way by the voluntary and community sector.

Promoting Independence – identified that in different parts of the County between 16-30% of people receive support from both Kent Enablement at Home (KEaH) and health funded Intermediate Care Teams. In addition 16% of people receiving support from KEaH would benefit from a health intervention.

Supporting Independence – identified that 61% of people would potentially benefit from a new model of outcome based and professionally led homecare.

Urgent Care – identified that despite significant progress in Kent there are still 17% of people who are discharged from hospital who are not able to access the service that would best meet their needs.

Complex Social Work and Safeguarding – identified that safeguarding cases could be resolved significantly more quickly than they currently are through improvements to processes.

4. **Disabled Children, Adult Learning Disabilities & Mental Health (DCALDMH)**

4.1 The assessment in DCALDMH has taken place alongside a number of on-going transformation work streams within learning disability and mental health services. These include implementation of Your Life Your Home, which was part of Phase 2 of Transformation, Lifespan Pathway design, Inhouse provision, Primary Care Mental Health Services and the Kent Enablement & Recovery Service. Although at different stages all of this transformational activity, along with the wider change encompassed by the Phase 3 Programme will form a single programme of work to transform adult social care.

4.2 Key findings from the DCALDMH assessment:

DCALD Effectiveness – identified that 48% of people receiving support in the community could be helped by having clearer outcomes and commissioning support providers that are more effective at achieving them.

DCALD Quantity & Composition – identified that 19% of people who receive community support could have a package of care that is more ideally suited to their needs by developing a system and a menu of service that is responsive to individual needs.

DCALD Shared Support – identified that 80% of people who live together in shared accommodation could have their support more effectively coordinated.

Mental Health Residential – identified that 34% of people already living in residential care, and 30% of people being referred to residential care could potentially be supported to live in more independent settings if suitable accommodation was available.

Mental Health Section 117 Funding– identified that more people in residential care have the potential to meet the criteria for health funding, by developing a process to ensure that funding is allocated based on the person's presenting need.

5. Structure and Support (SAS)

5.1 The assessment of SAS functions was designed to develop knowledge of the current efficiency of key functions and lead to an understanding of the most effective way in which these could be designed to support new pathways in adult social care. These functions have not been assessed in previous phases of transformation, yet are key to ensuring sustainability, future integration of commissioning and supporting the Council's progress to becoming a commissioning led organisation.

5.2 Key findings from the SAS assessment:

Purchasing – identified that the time taken to purchase each package of care or support could be reduced by 25%, through improving the efficiency of the teams, improving and automating purchasing processes within a consistent 'end to end' Purchasing service.

Commissioning – identified that the resource needed to manage contracts could be reduced by 31%, through introducing the right tools and systems enabling teams to be more efficient, introducing a more consistent approach to resourcing contracts and setting clearer expectations about what Commissioning will deliver.

Performance – identified that efficiency could be increased by 36% through improved software, systems automation and enabling practitioners to have improved performance information locally to support their work.

6. Planning for Service Design

6.1 Following the completion of the Assessment Phase officers have been involved in planning and assurance activities. These activities are necessary to ensure that there are robust plans in place to effectively deliver service design. Detailed assurance is being undertaken to ensure that the council is sufficiently confident in these plans and the likely outcomes of design and implementation before giving the go-ahead for intensive activity to commence.

6.2 The findings of the assessment have been presented to the joint Strategic Commissioning Board (SCB) and Budget and Programme Delivery Board (BPBD) on 16 November, and the Commissioning Advisory Board on 30 November. Further detail of the plans for design and implementation, along with discussion about sustainability and confidence in the realisation of expected outcomes will be discussed further with SCB and BPBD in early 2017.

6.3 Following formal approval to commence design a team of KCC and Newton Europe staff will undertake approximately six months of design activity. Following design it is expected that a team, led by KCC, will implement new pathways and structures across the county.

7. Financial Implications

- 7.1 Budget Programme and Delivery Board authorised the Business Case for assessment in May 2016, in the anticipation of the programme identifying financial savings in the range of £9.4m-£14.4m. Alongside this there was an expectation that the programme would contribute £3m of savings towards the Medium Term Financial Plan during 2017/18.
- 7.2 The final assessment has identified potential total savings of £15.5m per year. However the proposed changes are highly complex - both in terms of innovation and reliance of partners for delivery in some areas.
- 7.3 Further detail on financial assumptions and confidence is a key element of current assurance activities being undertaken prior to Service Design – and will form part of discussions needed before design can commence.

8. Legal Implications

- 8.1 There no legal implications of the information in this update. Full consideration of legal implications will be given during planning and delivery of service design.

9. Equality Implications

- 9.1 Equality Impact Assessments are being undertaken in relation of each area of planning for service design and will inform the way that new pathways are shaped and tested.

10. Recommendation

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

11. Background Documents

None

12. Relevant Director/Report Author

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