



ADULTS AND HEALTH SELECT COMMITTEE

4 December 2019

ASC TRANSFORMATION UPDATE

Purpose of report: To provide an update on the progress of the Adult Social Care transformation programmes. The report sets out a summary of achievements in the last month and the Q2 performance against the Directorate's key performance indicators. It also includes a number of case studies which illustrate the changes underway.

Background

1. Since the LGA peer review in summer 2018, the Adults Leadership Team (ALT) has been implementing an ambitious transformation programme, supported by the Social Care Institute for Excellence (SCIE) as our improvement partner. The key themes which underpin our transformation are:
 - A strength-based practice framework whereby we change the conversation with residents to focus on their strengths rather than their deficits and being clearer about the role of the Council in supporting people.
 - A shift away from institutionalised models of care for all but those people with the most complex needs.
 - A strategic commissioning approach that leads rather than follows the market, with much stronger commissioning strategies across all service areas and the right capacity to support more robust market management.
 - Enhancing prevention and early intervention, including a review of the current reablement service model and offer.
 - Improving operational performance, including care package reviews.
 - Assessing the extent to which partnership working is genuinely delivering financial and operational benefits and planning future changes based on a clearer analysis of costs vs benefits.
 - Improving market management and strategic commissioning.
 - Devoting sufficient resources to driving the transformation and change agenda at pace.
 - Ensuring finance and performance information is better linked to help drive performance improvement and future service planning.

Long-term strategic goals

2. ASC transformation programmes were set up in April 2018 as part of the Council's transformation programme and built upon change already underway in the Directorate. The long-term strategic aims of each programme are set out in the table below. There are significant interdependencies between these programmes and in practice they are part of a single ASC change programme.

Accommodation with Care & Support	<ul style="list-style-type: none"> • Shift away from offering traditional residential care for people with mild to moderate needs, to one which provides a home for life for people with complex needs. • Increase the availability of extra care accommodation by 725 units, by 2028.
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	<ul style="list-style-type: none"> • Reduce the number of people with a learning disability and/or autism in residential care by 40-50% over the next 5 years by expanding the development of new independent living provision. • Stimulate and manage the mental health/substance misuse supported living market by implementing a dynamic purchasing system. • Ensure provision of specialist residential and nursing care beds across the county to meet the population demand for 2028.
Practice Improvement	<ul style="list-style-type: none"> • Embed a strengths-based approach that supports people to live independent and fulfilling lives. • Review care and support packages in a timely way to ensure they are appropriate and proportionate to meeting needs and outcomes of residents. • Review our reablement offer to support recovery and maintain or increase people's independence. • Embed a specialist Learning Disabilities and Autism team to increase the number of people living independently. • Implement a new service model for Mental Health, following the termination of the S75 agreement with Surrey and Border Partnership NHS Foundation Trust. • Increase technology-enabled care to maximise independence. • Enable our workforce to be more mobile and our residents to access on-line support. • Review our organisational structure and accountabilities. • Make Direct Payments our preferred offer to increase choice and control for residents.
Market Management	<ul style="list-style-type: none"> • Introduce new centralised processes, governance and decision-making accountabilities and authorities. • Embed a new structure and organisation of commissioning roles including a new central placements team. • Refresh the Adult Social Care Commissioning Strategy. • Undertaken market intelligence and benchmarking. • Revise Market Positioning Statements. • Undertaken stakeholder management and communications planning. • Revise contracts with suppliers.

Progress and forward focus

3. The following table provides a headline summary of progress in the last month and an overall RAG status for each of the transformation programmes. A member of the ALT is the Accountable Executive (AE) for each programme and progress is reviewed each month by ALT.

	Project headlines	RAG
Practice Improvement AE - Liz Uliasz	Social Care Institute for Excellence (SCIE) are supporting the development of a more inclusive reablement offer. A plan has been developed to focus on the short-term operational needs of the Learning Disabilities and Autism Service. Mental Health staff and services are planned to transfer from Surrey and Borders Partnership (SABP) to SCC from 11 November onwards.	AMBER
Accommodation with Care & Support AE - Mike Boyle	Cabinet approved recommendations in the extra care housing report on 29 October. Work will now begin with our joint venture partner to progress the development of two selected sites. Separate work will commence to prepare the tender for the remaining site. We are in the process of agreeing the funding allocation with the SCC Transformation Support Unit for dedicated project resources. Property Services continue the review of SCC assets for use for specialist accommodation.	AMBER
Market Management AE - Mike Boyle	Market position statements are underway. Inflationary uplift panel backlog is being cleared and decision made in relation to LD providers. Central placements team project has been set up. Residential block contract utilisation data is being published.	AMBER

Monitoring performance

4. ALT has agreed a basket of key performance indicators which monitor operational and financial progress across the ASC transformation programme. Performance at the end of Q2 is summarised below and has also been shared with CLT. These indicators are already, or will shortly be, available in tableau providing managers with easy access to performance information to inform their decision making.

People	Indicator	2019/20 Full year target	Latest Result (available at Q2 19/20)	Latest Target (available at Q2 19/20)	RAG	Previous Result	Latest vs Previous result	Result this time last year	Latest vs this time last year
	ASC 01 The % of new contacts that progress to a social care assessment	30%	31.8% (June 19)	34.5% (Q2)	Green	36.1% (Mar 19)	✓	New	New
	ASC 02 The % of care packages reviewed or assessed within the last 12 months	75%	68.8% (Sept 19)	72% (Q2)	Red	69% (Jun 19)	✗	New	New
	ASC 03a The total number of people with a funded package of care [Older People]	6,208	6,358 (Sept 19)	6,287 (Q2)	Red	6,338 (Jun 19)	✗	New	New
	ASC 03b The total number of people with a funded package of care [Learning Disabilities – excl. transition]	3,104	3,087 (Sept 19)	3,104 (Q2)	Green	3,100 (Jun 19)	✓	New	New
	ASC 04 The total number of adults with a learning disability (excl transition) in residential & nursing care	965	1,052 (Sept 19)	1,018 (Q2)	Amber	1,077 (Jun 19)	✓	New	New
	ASC 05 Full year spot care package commitments	£401.9m	£412.8m (Sept 19)	£407.9m (Q2)	Red	£409.0m (Jun 19)	✗	New	New
	ASC 06 Delayed Transfers of Care (DTC) figures and rate – delays due to ASC and joint ASC and health delays	2.8	2.1 (Jul 19)	2.8 (Q2)	Green	2.5 (Apr 19)	✓	2.3 (Jul 18)	✓
	ASC 07 - % of people in the community purchase their services with a direct payment	30%	26.9% (Sept 19)	27.4% (Q2)	Amber	25.2% (Jun 19)	✓	New	New

Case studies

5. The following case studies illustrate some of the ways in which the ASC transformation programme is reshaping our services to make a difference to people's lives whilst also delivering savings.
6. A couple of the case studies demonstrate our strengths-based approach in action. This is all about focusing on what is most important to people, recognising their strengths, helping them to stay connected to their communities, providing short-term help, only assessing for the long term when someone is at their best and always actively promoting independence.
7. Our commitment to building stronger, more resilient communities is demonstrated in the Sheerwater case study. 'We Are Surrey' illustrates how the Council is facilitating 'social value' initiatives from Surrey businesses. These initiatives support local communities and the voluntary, community and faith sector through staff activities, resources, policies, practices and fundraising donations, etc and have a positive impact on people and places within local communities.

Case Study 1 – Strengths-based practice

An elderly gentleman was rehoused to a two-bed ground floor flat in Surrey. He was overweight, socially isolated, had poor mobility, was unable to transfer and consequently was low in mood. He was dependent upon his wife for most aspects of daily life and she in turn was exhausted.

He told the occupational therapist that he had become a prisoner in his own home, he was embarrassed about his weight and the community was not accessible to him due to his poor mobility. He shared that he used to be an engineer and a musician but now stayed indoors. He said that he felt lonely and trapped, depressed about his inability to do things for himself and frustrated by his dependence on others.

A conversational approach allowed the occupational therapist to establish what was really important to this gentleman. She explored his goals and aspirations and how his own strengths and those of his support network might best be used to help him achieve these goals.

She then explored and engaged with partner organisations such as the health service, local charities and district and borough to arrange:

- Charitable funding for a profile bed and kitchen appliances provided.
- Health services provided a wheelchair, weight management programme and hand therapy (allowing him to play the piano again)
- A medication review and change to his medication by the GP has stabilised his mood.
- Adaptations allow him to shower independently, open the front door electronically and operate lights and fans.
- He can access the community in his wheelchair and now attends a war veterans' social group
- The strain on his wife and their relationship has eased

He is not reliant on statutory services, is no longer isolated, has a greater level of independence and has hopes for his future. There is no cost to SCC other than the time of the professional involved.



Case Study 2 – Community and prevention

- Sheerwater, Woking was created when populations were moved out of London.
- Part of the area is in the top 20% of most deprived areas in the UK with a large Black and Minority Ethnic (BME) community
- Long-term association with social issues from low aspirations, unemployment, anti-social behaviour, health inequality
- Planned regeneration of the area for a number of years – but has led to further decline as residents move out, businesses close and infrastructure is not updated while they wait for the regeneration to begin – and they are still waiting over 5 years later.
- We worked with residents to find out what mattered to them – the main issue for residents was how the area looked – they felt it was neglected, uninspiring, and encouraged the poor social behaviours.
- Helped them set up ‘Sheerwater Together’ – a community action group focused on addressing the local issues that mattered to them. They chose the name because it was about holding together a community in the midst of change. Agreed the focus on making Sheerwater somewhere they were proud to live.
- Sheerwater Together organised:
 - Community litter picks to tidy up the area
 - Bulb planting sponsored by the Rotary Club to brighten up the area and stop vans parking on the grass
 - A community garden designed in partnership with RHS Wisley to provide a communal project, place to grow and share food.
 - Their own street party
 - A community Christmas tree and lights switch on with carols
- ASC Communities team helped Sheerwater Together secure £50k in funding from People’s Health Trust to employ their own community worker and organise more things in the community.



Case Study 3 – Strengths-based practice



The Epsom and Ewell Veterans Community Hub welcomed 38 service veterans and their families to commemorate remembrance with a collection of war-time songs.

The event which was held in the lead up to Remembrance Day, was an opportunity for service personnel veterans to connect with other like-minded people in the community. The Epsom and Ewell Social Care Development Co-ordinator organised the event and worked with other organisations including Laine Theatre Arts students who volunteered to sing wartime songs to the veterans and the Royal British Legion, while Sainsbury's sponsored the food for the event.

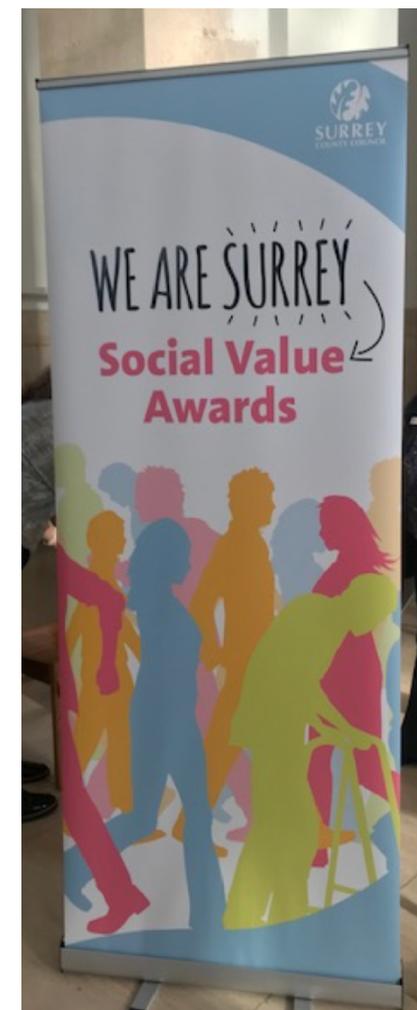
This is a positive example of our strengths-based approach, which enables people to access a range of support they need to live and age well. This support can come from friends, family, community groups and voluntary groups.

The hub is one of several around Surrey aimed at expanding support for former servicemen and women, both young and old. As well as offering practical advice, the hubs foster friendships and help ensure veterans get the support they need.

Case Study 4 – We Are Surrey

We Are Surrey is a key part of the Council's broader work on social value. It aims to draw in additional support from businesses for the voluntary sector, influence employers to promote the health and wellbeing of their employees and collaborate on new opportunities to make Surrey communities great places to be. Through SCC contracting activities more than £3m has been secured in social value. Businesses across Surrey have been contributing social value to their communities in a variety of ways. Some examples include:

- Kier Highways - S-Skills for Highways engages candidates not in education, employment or training (NEETs) or those with special educational needs, to carry out basic highway works in the community. To date 89 candidates have attended S-Skills in 7 Cohorts, undertaking over 9,600 hours of paid work. 12 full time Kier Apprenticeships have been offered, 10 candidates have full time jobs and 10 candidates have returned to education.
- Yorkshire Building Society Oxted - Supported Oxted to become an accredited Dementia Friendly Community. They gave staff time to raise awareness and encourage other local businesses to become more dementia friendly. They trained their staff as Dementia Champions with the Alzheimer's Society and ran 'Dementia Friends' sessions for other businesses' staff and local residents.
- Nandos Epsom - supported homeless people in Epsom and Ewell by providing meal vouchers which were distributed by ASC, Citizens Advice and the local Food Bank. They sponsored an intergenerational project supporting local people who are socially isolated.
- Co-op Merstham – supported their local foodbank and community fridge with daily donations of fresh food to supplement the tinned and dried goods.
- Ebbisham Sports Club Epsom - Supported Age Concern Epsom and Ewell as their 'charity of the year'. Fundraised, gave employee volunteer time, hosted events, provided refreshments and donated raffle prizes. Hosted free sports events to support older people into physical activity and to reduce social isolation.
- Playle and Partners LLP - Supported Ashford Park School in Staines by providing free of charge advice on contractor due diligence, including making visits to the site.
- White Stuff – Raised funds for local mental health charity, provided employee volunteers to support the annual Christmas dinner for people with mental ill health, hosted events on mental health within their retail space to promote mental wellbeing and reducing the stigma of mental health through their staff and customers.



Case Study 5 – Building great homes for local people with learning disabilities

Active Prospects was delighted to hold a celebratory event on 11 November for the official opening of 9 new homes in Redhill, supporting those with learning disabilities and/or autism.

Maria Mills, CEO Active Prospects, said “We are extremely proud of this project as this is our first new-build service, built specifically for local people moving into their first long-term homes. It has been fantastic to make this happen through a successful partnership working with the NHS and Surrey County Council. To see everyone move into their new homes is a great achievement and we recognise that it is so important to have homes that you are proud of.”

Residents, who have autism and/or learning disabilities, now have their own front door and own flat for life, something that some people have never had before. A resident of the new service said, “It’s very nice and I like helping with the gardening.”

The new, modern supported housing development in Redhill has been specifically designed and built with the latest advances in inclusive building design and assistive technology that facilitate independent living.

The new service in Redhill demonstrates excellent partnership working. The Department of Health and Social Care allowed the sale of a redundant care home, providing NHS England with the Capital to work with Active Prospects to transform the site in Redhill. Working closely with Surrey County Council and Health Colleagues from Surrey’s Clinical Care Groups, Active Prospects was able to identify and successfully transition people, many of whom have been previously been in long-term hospital environments.

This is the first purpose-built new property development for Active Prospects with the homes designed by AHP Architects and was built from the ground up by local building contractor Marpaul Southern Limited.



Conclusions:

8. The ASC transformation programmes are making steady progress towards delivering transformational change.

Recommendations:

9. Members of the Adults & Health Select Committee are invited to note the update and to raise any challenges they feel appropriate.

Next steps:

10. Key milestones for the next 2-3 months have been agreed for each of the programmes.

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Sources/background papers:

- Adult Social Care Bespoke Peer Review, September 2018
- CLT Performance Report – Q2 2019/20

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