



ADULTS & HEALTH SELECT COMMITTEE

14 JULY 2020

ASC TRANSFORMATION UPDATE

Purpose of report: To provide an update on the Mental Health, Market Management and Practice Improvement transformation programmes. The Committee is considering separate reports on the Learning Disabilities and Autism Service and Accommodation with Care and Support programme.

Background

1. The ASC transformation programmes were set up in April 2018 as part of the Council's transformation programme and built upon changes already underway in the Directorate. They were shaped by the findings of the Local Government Association (LGA) peer review which was undertaken in summer 2018 and supported by the Social Care Institute for Excellence (SCIE) as our improvement partner.
2. In October 2019, the Adults Leadership Team reshaped the portfolio into five transformation programmes which were agreed by Council as follows:
 - Accommodation with Care and Support
 - Learning Disability & Autism
 - Mental Health
 - Market Management
 - Practice Improvement
3. £3.8m of transformation funding was agreed by Council in February 2020 to support the Learning Disability & Autism, Mental Health and Practice Improvement programmes during 2020/21. A further £1.4m was agreed by the Council to support the Accommodation with Care and Support and Market Management programmes. This funding is designed to provide additional capacity to deliver change.
4. Adult Social Care continues to be busy through the current and future anticipated surges in Covid-19 activity. All the transformation programmes have been impacted to some degree by the pandemic. Some deliverables have been delayed, but for others Covid-19 has provided an impetus, such as for the set-up of a joint central placement team. We are also looking for creative ways to deliver things in different ways, e.g. strengths-based practice is being rolled-out virtually and teams are undertaking telephone reviews (where appropriate).

Progress and forward focus

5. The long-term strategic ambition of each of the transformation programmes is set out in the tables below. The headline messages, the key achievements and activities planned for the next period are also summarised. Looking forward, we have included the key milestones for the programmes during 2020/21.
6. A member of the ALT is the Accountable Executive for each programme and progress is reviewed each month by ALT.

Case studies

7. A couple of case studies have been included to 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.
8. They 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 actively promoting independence.

Mental Health		AMBER
Long-Term Strategic Ambition		
<ul style="list-style-type: none"> • Develop a new operational model and structure, with a clear professional social work MH identity • Embed new social models that support people at an earlier stage and deliver outcome focussed recovery • Set up an ASC Mental Health Hospital Discharge Team • Reshape Older Adults Mental Health • Develop the Approved Mental Health Practitioner (AMHP) service • Deliver enablement and reablement for people with mental health needs • Look at demand and capacity requirements • Develop a training and professional development plan • Embed a strength-based approach and the increased use of technology enabled care 		
Headline messages (end June 2020)		
<ul style="list-style-type: none"> • Phase 2 programme plan has been revised in light of the Covid-19 pandemic • Work is now underway to resume the review of mental health service structures • Efficiencies plan to be finalised 		
Key achievements and activity completed (end June 2020)	Key activity planned for the next period	
<ul style="list-style-type: none"> • Work has begun on options for delivering efficiencies • Structural review work undertaken to identify ways in which a new management model could be funded 	<ul style="list-style-type: none"> • Information Sharing agreement between Surrey and Borders Partnership (SABP) and SCC to be formalised • Agreement to be reached on the approach to delivering identified efficiencies • Review of mental health structures 	
Key milestone for 2020/21		
<ul style="list-style-type: none"> • Establish a Hospital Discharge Team with key supporting protocols to facilitate the timely discharge of mental health patients by April 2020 		

Market Management		AMBER
Long-Term Strategic Ambition		
<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 		
Headline messages (end June 2020)		
<ul style="list-style-type: none"> • Market Position Statements - Will need to be reviewed in light of Covid-19 • Inflationary Uplifts - All requests have been told no reply until post Covid-19 funding - transferred into the Commissioning & Contract Support Team • Joint Central Placements Team – Moving into phase 2 and looking to move away from block contracts which end in early July 2020 • Residential Block Contract Utilisation – Analysis/review of current in-house provision currently being undertaken 		
Key achievements and activity completed (end June 2020)	Key activity planned for the next period	
<ul style="list-style-type: none"> • Joint Central Placements Team has met the challenge through existing block. Moving to phase 2 providers offering spot capacity at guide prices • Commissioning and Procurement drafting new terms and conditions and standard spot contracts for residential and nursing spot providers. KPIs being proposed at two levels - general for the delivery of the service and client specific linked to individual outcomes. Strategic and critical provider contract and relationship management approach in development 	<ul style="list-style-type: none"> • Review of in-house provision phase one report to be completed and phase two funding, resourcing and deliverables to be agreed • Inflationary uplifts process to be embedded as business-as-usual, consideration as part of future residential and nursing framework / preferred provider list • Residential Block Contract Utilisation - Commissioning to start working on long-term strategy for residential and nursing (with operational teams, procurement, Quality Assurance and Commissioning & Contract Support) 	

<ul style="list-style-type: none"> • Residential Block Contract Utilisation - Review of in-house provision with recommendations to ALT by end of June 20 • Homecare re-procurement paper presented to address revised timeframe for re-commissioning and next steps 	<ul style="list-style-type: none"> • Homecare re-procurement position to be taken on mandating Electronic Call Monitoring (ECM) work.
<p>Key milestone for 2020/21</p>	
<ul style="list-style-type: none"> • Implement a phase two of central placements function, including the application of the CareCubed costing model for complex placements, by June 2020. 	

Practice Improvement		AMBER/RED
Long-Term Strategic Ambition		
<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. • Review our reablement offer to support recovery and maintain or increase people's independence. • Increase technology-enabled care to maximise independence. • Make Direct Payments (DPs) our preferred offer to increase choice and control for residents. 		
Headline messages (end June 2020)		
<ul style="list-style-type: none"> • Programme rescoped to focus upon Strengths Based Practice; Review of ASC Front Door; Reviews; Reablement; and Direct Payments • Roll out of virtual strengths-based practice training for Learning Disabilities & Autism commenced in May and is being planned for Reablement and Mental Health services • Implementation of OT led reablement service continues alongside work to firm up operational and commissioning processes on the Collaborative Reablement Offer • Momentum has continued to implement the more generous DP calculation for existing DP clients (flat rate of £10.75 from April); Children's have indicated a potential 'transitory' arrangement which carries a financial risk for ASC inheriting the more generous rates; 'One Council' Task & Finish Group established to design and support the implementation of a PA recruitment campaign (June - July) • An initial brief has been drafted to develop a Digital Technology Enabled Care and Telehealth programme 		
Key achievements and activity completed (end June 2020)	Key activity planned for the next period	
<ul style="list-style-type: none"> • Strengths-Based Practice (SBP) - Roll out of virtual training for Learning Disabilities & Autism commenced in May • Review ASC Front Door - Interim reports on digital and contact centre front doors produced; agreement to work with Commissioning to understand which community-based services deliver best outcomes for people. • Reviews – SBP workshops now being planned to be delivered virtually; evaluation report presented to Practice Improvement Board in June and work being undertaken to audit a sample of cases which resulted in an 	<ul style="list-style-type: none"> • SBP - Virtual training planned for Reablement and Mental Health with input from people with lived experience. Audit tool finalised and a virtual roll out planned for July/August • Review ASC Front Door - Contact centre performance dashboard to be in place by the end July; next steps for digital front door to undertake user testing of our web pages; review of the locality front door and work to 	

<p>increase in funding or no change, to better understand the reasons behind these results.</p> <ul style="list-style-type: none"> • Reablement - Options on commissioning and in-house offer to be presented to ALT on 8 July; implementation of OT led service continues with interviews taking place in June to fill permanent posts; work continues on firming up operational and commissioning processes on the Collaborative Reablement Offer. • Direct Payments (DPs) - Project team has been responsive to people's concerns arising from Covid-19; momentum has continued to implement the more generous DP calculation for existing DP clients (flat rate of £10.75 from April); Children's implemented uplifted rate for all new DP clients but have indicated a potential 'transitional' arrangement. This carries a financial risk for ASC who can be expected to inherit the more generous rates. Children's finance is modelling the financial impact before the final decision is made and ASC is seeking to ensure the decision is informed by the impact on ASC budgets; 'One Council' Task & Finish Group established to design and support the implementation of a PA recruitment campaign (June - July) • Technology Enabled Care (TEC) - An initial brief has been drafted to develop a Digital Technology Enabled Care and Telehealth programme. If approved the programme will be managed by the Integrated Transformation Support Unit (ITSU) as part of the Health and Social Care Integration programme. 	<p>monitor if people who have been connected to the community bounce back to recommence</p> <ul style="list-style-type: none"> • Reviews - proposals for 'phase 3' of project will be presented to Practice Improvement Board in July • Reablement – Work has re-started on the Mental Health reablement GPs in Mental Health Services (GPIMS) pilot and scoping a co-located Mental Health and In-House reablement model; 12-month fixed term contract project manager recruited to start in July • DPs - Direct Payment support contract retender: a working group has been established to review what might be needed to support the DP Strategy. This review includes consideration of whether independent support is deemed advisable or whether the function might be brought in-house; DP training for Mental Health teams postponed to July
<p>Key milestone for 2020/21</p>	
<ul style="list-style-type: none"> • All ASC staff will be trained in strengths-based practice to promote independence and wellbeing by end November 2020 	

Margaret and Alan

Carriage ride gives Margaret a day out with her husband and lasting memories

What was the issue?

Margaret lives with her husband Alan, son Ian and grandson. Margaret has dementia and arthritis and Alan is her main carer.

The initial referral to the team was for an OT assessment for bathing as Margaret was struggling to get into the bath.

What did we learn about Margaret and Alan?

The assessor visited Margaret and Alan in their home. Margaret was engaged in the visit and the assessor took time to talk to Margaret and find out what motivated and interested her. During the visit the assessor discovered that Margaret was a very social person who enjoyed her previous job in a local shop. Margaret said that she grew up on a farm and had many happy memories of this time, Margaret used to really enjoy riding a horse and that this made her feel free and happy, but she could no longer do this.

Margaret was struggling to get into the bath independently and was worried about slipping in the shower, she was leaving the door open when showering in case she needed assistance, but this was embarrassing when living with her son and grandson.

Alan said that he was tired and struggling to manage in his caring role. Margaret was often bored and not motivated and this has been difficult for Alan and his son to manage as Margaret was previously outgoing and fully engaged in family life. Alan worries about Margaret being depressed and is not sure what to do to help with this.

"Once again many thanks for the wonderful experience you organised for Margaret and I yesterday. Margaret hasn't stopped talking about it since and it seems every detail is still fresh in her memory today."

Compliment received from Alan.



What happened as a result of the assessment?

A bath board was provided to help Margaret to get into the bath and be more independent in the bathroom. This means that she can now have the bathroom door shut and enjoy some privacy. Alan was given information on carers assessments and services that might help him to cope in his role. With permission from Alan, the assessor contacted a local charity to see if they might fund a horse and carriage ride for Margaret and Alan. The charity agreed to fund the ride together with a meal afterwards in a local pub.

Margaret was really excited about the ride and her mood lifted considerably in the run up to the day. The ride was a huge success for Margaret and Alan and they have since created a memory box of photos from the day and often talk about it. Alan is planning more carriage rides for Margaret in the future. Alan enjoyed the opportunity for an outing as Margaret's husband rather than her carer.

Why is this a good strengths-based example?

The assessor really got to know Margaret and Alan and found out what mattered to them beyond their immediate needs for help with accessing the bath.

By understanding Margaret's need to have an interest and that horses were something she was passionate about, the assessor worked with a local charity to help the whole family's wellbeing.

Strengths Based Practice success stories

Luigi and Anna

Befriending volunteer helps Luigi rekindle his passion for cars.



What was the issue?

Anna is the main carer for her husband Luigi who has dementia. Anna contacted the social care team as she was feeling guilty because she works full time and Luigi was on his own a lot of the time. Anna and Luigi have recently moved to Surrey and do not have friends or family in the area. Anna was looking for help and advice on activities for Luigi during the day so that he would not always be alone and should anything happen, he would be able to call for help.

"Thank you so much for your very positive visit and arranging for the agencies and the befriending service. Such a big step in a short time has given me hope."

Feedback received from Anna.

What did we learn about Luigi and Anna?

After the initial conversation a face to face assessment was arranged with Luigi and Anna. Luigi and Anna moved to England 50 years ago from Italy and opened a restaurant in London which they still own. Luigi is no longer able to work in the restaurant because of his dementia which has worsened in the past 6 months. Anna is going to the restaurant 6 days a week as the manager and is out for most of the day. Luigi is a very sociable man and loves to eat out and talk to people. He also loves cars and watching formula one racing.

Luigi can get up and dressed in the morning but needs some help from Anna with his personal care. Anna prepares lunch for Luigi and snacks which he eats during the day. Luigi is mobile but frail and not able to go out on his own.

Anna is tired and run down but really enjoys being with Luigi and looking after the restaurant. Anna is ready to accept that she needs some more help to look after Luigi and keep him happy and independent in their home. Luigi is happy for someone to come in and see him in the mornings to help him get ready for the day as he likes to chat to different people.

What happened as a result of the assessment?

The assessor provided Anna and Luigi with a range of information and advice. During the assessment it became clear that Anna and Luigi would be self-funding and Anna was happy to arrange for a carer to come in once a day. Anna was grateful for the provision of advice and support on what to expect from an agency and how to get in touch with them and this gave her confidence to take the step of having someone help Luigi in the morning when she was going to work.

A local befriending scheme was available in the area and the assessor put Luigi and Anna in touch with the scheme. Luigi now has a regular weekly visit from Harry, a local man with a passion for cars and racing. An agency carer also comes on Tuesday and Friday and take Luigi out for lunch. Luigi really looks forward to these outings.

Why is this a good strengths-based example?

The assessor took time to really get to know Luigi and Anna. Although Luigi has a deteriorating condition the assessor looked past the risks of being on his own to see that he benefits from being in his home environment. By having a little support each morning and going out a few times a week Luigi has been able to do the things that he has always enjoyed. Harry, the new befriender has really helped Luigi to make a new friend and keeps Luigi's passion for formula one alive. Anna did not want a carers assessment but has felt much less pressure knowing that Luigi is able to enjoy some activities and she enjoys hearing him talk about these outings when she gets home from work.

Conclusions

9. The ASC transformation programmes are making steady progress towards delivering transformational change. All the programmes have been impacted to some degree by the Covid-19 pandemic and plans are being adjusted to deliver in a different way.

Recommendations

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

Next steps

11. Continue work to deliver the key activity planned for the next period.

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Sources/background papers:

- Adult Social Care Bespoke Peer Review, September 2018
- April programme update reports for ASC Transformation Programme
- Adult Social Care Directorate Plan 2020/21