



19 JANUARY 2021

ASC TRANSFORMATION UPDATE

Purpose of report: To provide a progress update for the programmes which make up the ASC 2020/21 transformation programme. These programmes are:

- Accommodation with Care and Support
- Enabling You With Technology
- Learning Disabilities and Autism
- Market Management
- Mental Health
- Practice Improvement

Background

1. The ASC transformation programmes were set up in April 2018 as part of the Council's transformation agenda and built upon changes already underway in the Directorate. They were shaped by the findings of the Local Government Association (LGA) peer review undertaken in summer 2018 and supported by the Social Care Institute for Excellence (SCIE) as our improvement partner.
2. £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.

Transformation Refresh 2021/22

3. We are reshaping the ASC transformation programmes as part of the Council's transformation refresh and financial planning for 2021/22. As part of this we will:
 - 3.1 Close the Practice Improvement programme on 31 March 2021. This change programme has operated for two years with key achievements including:
 - Strengths-based practice training rolled out across the Directorate to 1,235 frontline adult social care staff, enabling them to have the right conversations to promote independence and wellbeing
 - Local managers conducting quality audits and reflective practice sessions to embed strengths-based practice

- Initial review of Adult Social Care front door in progress; learning to date to support delivery of the ambitions of the new Care Pathway Programme
- Local tailored area/service plans in development across Adult Social Care to continue to increase reviewing activity, improve outcomes, provide appropriate care and support, and support transition to business as usual
- New direct payments Personal Assistant rate implementation advancing with work initiated with local teams to improve direct payments performance and delivery of the direct payments strategy across Adult Social Care and Children's Services underway
- A reablement seven-day offer fully implemented across the service, and work progressing to implement a new management structure, therapy led service and a collaborative reablement service
- Roll out of hybrid devices and Windows 10 to the Adult Social Care workforce

3.2 Set up a new Care Pathway programme to improve the effectiveness and consistency of our front door operating model; establish a reablement offer for all who may benefit; ensure the workforce is structured and skilled to deliver a good quality service; and support a flourishing community and voluntary sector for residents to be involved in.

3.3 Set up a new In-House Services programme to evaluate the future of in-house provision in line with Surrey County Council's strategy for accommodation with care and support for older people and people with learning disabilities.

3.4 Continue the following the transformation programmes into 2021/22:

- Accommodation with Care and Support
- Enabling You With Technology
- Learning Disabilities and Autism
- Market Management
- Mental Health

4. Adult Social Care continues to manage delivery of services in the Covid-19 environment. All the transformation programmes have been impacted to some degree by the pandemic, but all have regained momentum and found creative ways to deliver change, with for example strengths-based practice is being rolled-out virtually.

<p>Progress and forward focus</p>
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5. For each of the 2020/21 ASC transformation programmes, the headline, key achievements and activities planned for the next period are summarised in the following pages.

6. A member of the ALT is the Accountable Executive for each programme and progress is reviewed each month by ALT.

7. For context the strategic ambitions of each of the ASC transformation programmes is summarised in Appendix 1.

Headline messages (end November 2020)**Extra Care Housing**

- The Pond Meadow tender is in the final phase of contract award. There is an issue with the Heads of Terms for the site that must be resolved before we can complete the contract award
- Pinehurst and Brockhurst tender market engagement event hosted on 3 December; tender documentation in development ready for publishing in December after Programme Board sign off
- Lessons learnt sessions¹ completed on the Pond Meadow tender process and will inform our future approach
- Transformation Investment bid under review - we expect to receive all funding bid for

Independent Living Programme

- Cabinet approved in principle for four sites to be developed for supported independent living
- Cabinet approved the mixed delivery approach for achieving the supported independent living strategy
- District and Borough Councils informed of Cabinet report where the developments are in their patch - information to remain confidential
- Balanced scorecard developed to monitor the performance and financial progress of the Move On workstream
- Report on the Procurement Framework for Independent Living to be presented to Committees in Common in December
- Project Officer resource appointed and expected to start in January 2021

¹ Lessons learned are currently under review and will be shared at an appropriate time in the New Year. This information is likely to be commercially sensitive and we will need to ensure confidentiality

Key achievements and activity completed (end November 2020)	Key activity planned for the next period
<p>Extra Care Housing</p> <ul style="list-style-type: none"> • Pond Meadow lessons learnt complete • Evaluation of the Pond Meadow tender completed • Deadlines for the Pinehurst and Brockhurst tender agreed - allowing for learning from Pond Meadow Tender exercise • Market engagement event presentation prepared • The strategic objectives for the programme and investment bid as part of the transformation refresh submitted. The programme has received multiyear funding. However, there may be a requirement to bid for additional investment in 2021/22. • Governance refresh underway <p>Independent Living Programme</p> <ul style="list-style-type: none"> • Social Inclusion funding allocated and job description to be prepared ready for advert • Project Officer resource appointed and expected to start in January 21 • Balanced scorecard for independent living developed • Adults and Health Select Committee briefed on progress • The strategic objectives for the programme and investment bid as part of the transformation refresh were submitted and we expect to receive our total bid • Cabinet approved in principle for four sites to be developed for supported independent living • Cabinet approved the mixed delivery approach for achieving the supported independent living strategy 	<p>Extra Care Housing</p> <ul style="list-style-type: none"> • Pond Meadow contract award. Tender lessons learned to be shared after contract award • Deliver market engagement event. • Publish Invitation to Tender for the Pinehurst and Brockhurst tender • Prepare strategy for tendering the two further sites • Care savings model to be reviewed and refreshed • Identify and present to Cabinet further sites identified for Extra Care Housing • Publicity material to be commissioned • Finalise programme governance <p>Independent Living Programme</p> <ul style="list-style-type: none"> • Work with the leads for the design of Joint Central Placement Team to identify the skill mix required to support the negotiation of packages for clients with complex needs using CareCubed • Clear understanding of how assessment and review can contribute to long term planning of housing need • Project Officer onboarding • Recruit to Social Inclusion Commissioning Manager position • Market engagement on procurement approach for Independent Living (round 2) • Approach to be prepared with D&Bs for accessing their independent living capacity for individuals in the move on cohort • Finalise the governance refresh

	<ul style="list-style-type: none">• Present business case to Cabinet on the four independent living schemes
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Enabling You With Technology

GREEN

Headline messages (end November 2020)

Having successfully completed the Discovery Phase, the programme is currently working through its findings and recommendations to plan next steps including delivery of a pilot to trial embedding technology as a key consideration when supporting people coming out of hospital into the reablement pathway

Key achievements and activity completed (end November 2020)

- Discovery stage completed and findings presented to Lead Cabinet member and ASC Leadership Team
- Appointment of Programme Manager
- Briefing session held for commissioners
- User interviews conducted with service users and carers
- Interviews held with SCC and District and Borough Council staff
- Technology showcase held to explore potential kit available in the telecare market

Key activity planned for the next period

- Final report with findings and recommendations completed
- Feedback session with District and Borough Councils and Voluntary Sector organisations
- Next steps post discovery phase planned
- Pilot with Mole Valley Life planned
- Agree data collection from Pilot
- Commence workshops for TEC referral process

Learning Disability & Autism		AMBER
Headline messages (end November 2020)		
<ul style="list-style-type: none"> • The focus of delivery continues to be 'delivering new initiatives to support independence' (phase 3 of the programme), with the move on team in early stages of operation, targeting cases with potential for move on from residential care to independent living, and maintaining focus on developing the Learning Disabilities and Autism service and increasing reviewing activity across the service (phase 2 of the programme). Next stage of Phase 2 and Phase 3 of the programme plan developed and being delivered • The pandemic continues to have a direct impact on delivering the ambitions of the programme to enable people to live safely and independently for as long as possible, including reducing the number of people in residential care and increasing independent living 		
Key achievements and activity completed (end November 2020)	Key activity planned for the next period	
<p>Phase 3</p> <ul style="list-style-type: none"> • Move on to Independent Living – Process in place for prioritisation of cohorts with potential for move on from residential care to independent living. Move on team in operation and work continues on setting team targets • Initial discussions and planning started with Reablement to develop the Specialist Reablement offer for people with Learning Disabilities and Autism <p>Phase 2</p> <ul style="list-style-type: none"> • Recruitment to the service has been successful and is now complete ahead of schedule, with further work continuing to develop the initial proposal on Occupational Therapy staffing structure, within context of ASC redesign work • Performance continues to show improvements, including a consistent increase in efficiencies delivered through targeted 	<ul style="list-style-type: none"> • LD&A Programme presented at the Transformation Assurance Board on 7 December for Member oversight • Continue to develop Phase 3 of the programme 'delivering/piloting new initiatives supporting independence' <ul style="list-style-type: none"> ○ Continue to support operational establishment of the move on team and develop proactive management to meet and review targets to increase move on to independent living ○ Further discussions with the reablement project to input into the final design of the Specialist Reablement Model • Continue to deliver against Phase 2 of the programme – Stabilisation of the Learning Disabilities and Autism service, including: 	

reviews (improving outcomes and right-sizing packages of care), showing an increase of 10% in reviews activity performance over the past 4 months (from 28% for 1 July to 38% on 1 November 2020)

- Managers starting to conduct reflective practice sessions following introduction of monthly strengths-based practice quality audits

- Continue to develop proposal for LD&A Occupational Therapy staffing structure
- Start to develop strengths-based practice improvement plan from themes identified from reflective practice sessions.
- Further development of the programme outcomes model

Market Management		AMBER
Headline messages (end November 2020)		
<ul style="list-style-type: none"> • Draft Market Management System business case and IT & Digital customer request form • Research and analysis for the Market Position Statements (MPS) categories • Task and Finish groups for Joint Central Placement (JCPT) submitted review recommendations • Developing procurement paper and financial modelling for residential and nursing care 		
Key achievements and activity completed (end November 2020)	Key activity planned for the next period	
<p>Fees and Uplifts – New strategy to consider future residential and nursing framework / preferred provider or Dynamic Purchasing System (DPS)</p> <p>Market Position Statements – Market analysis for each category area is underway</p> <p>Joint Central Placement Team – Task and finish group to report recommendations on roles and responsibilities, increasing scope and links and partners</p> <p>Contracts and KPI's – Drafting new Terms and Conditions and standard spot contracts for residential and nursing spot providers. KPI's being proposed for the delivery of the service and client specific linked to individual outcomes. Strategic and critical provider contract and relationship management approach in development</p> <p>Residential Block Contract Utilisation - Review of in-house provision with recommendations to ALT</p> <p>Market Management System – Engage ASC managers in draft Market Management System business case and IT & Digital customer request form</p> <p>Home Based Care – Paper presented to address revised timeframe for re-commissioning and next steps.</p>	<p>Fees and Uplifts – Record and respond to all queries from providers, any additional requests for uplifts to be reviewed in the light current pandemic crisis and new strategy</p> <p>Joint Central Placements Team – Review proposal for new service and start consultation</p> <p>Residential Block Contract Utilisation – Commissioning to start working on long term strategy for residential and nursing</p> <p>Home Based Care – Position to be taken on mandating Electronic Call Monitoring (ECM)</p>	

Mental Health		AMBER
Headline messages (end November 2020)		
<ul style="list-style-type: none"> • Workshops held to discuss the new MH organisational model with all MH staff • Efficiencies plan taken forward through regular meetings • Permanent recruitment underway to Hospital Discharge and Duty Teams 		
Key achievements and activity completed (end November 2020)	Key activity planned for the next period	
<ul style="list-style-type: none"> • Workshops held with Mental Health staff to redesign structure • Joint work completed with Health colleagues to develop a roles and responsibilities protocol and to set actions to improve the hospital pathway process and so minimise delays to discharge • Recruitment to the hospital discharge and duty teams • Rollout of strength-based training completed, staff attending motivational interview training 	<ul style="list-style-type: none"> • Structures review to be aligned with wider discussions around Reablement Services, Transitions and LD Services • Ongoing work to deliver MH efficiencies • Restructuring to move to delivery phase following sign-off and workshops with staff • Following roll out of SBA training further develop the operational models using Social Work for Better Mental Health • Improve links with Primary Care Networks 	

Practice Improvement		AMBER
Headline messages (end November 2020)		
<ul style="list-style-type: none"> • The impact of closing the Practice Improvement Programme, and some projects within in, at the end of this financial year, and replacing with the new Care Pathway programme from April 2021, continues to be assessed and next steps developed in the context of delivering during a pandemic, with some projects transitioning to business as usual and the scope of others changing or continuing • Specifically, for the projects transitioning to business as usual - Strengths Based Practice, Reviews and Direct Payments - plans are being revisited and developed in line with dependent projects and programmes for the remaining four-months of the financial year, to confirm the activity achievable and actions to ensure appropriate transition/handover to business as usual • Significant progress and activity continues across all projects within the programme 		
Key achievements and activity completed (end November 2020)		Key activity planned for the next period
<ul style="list-style-type: none"> • Strengths Based Practice – Audit evaluation presented and endorsed by Practice Improvement Board; now to be presented to ALT in January. Strengths based practice roll-out completed in Reablement and Mental Health, with training videos recorded with users and carers with lived experience of mental health • Review ASC Front Door – Discovery phase underway with benchmarking of other local authorities and analysis of customer flow. Community Bounce Back² report and recommendations presented to the November Practice Improvement Board • Reviews – Following the AD/Manager workshops and meetings local delivery plans in development, new transformation funding allocations for 2020/21 agreed and spending commenced, first baseline performance report be presented to Board in December • Reablement – Seven-day working implemented in November and Collaborative Reablement procurement will be included in Annual Procurement Foreword Plan at Cabinet in December 		<ul style="list-style-type: none"> • Whilst considerable activity continues across the projects, impacted projects being re-planned, and transitioning plans to be developed • Work starting to capture successes and lessons learned as part of programme closure • Programme outcomes model development; Corporate Insight Team to carrying out research in ways to gain a better understanding on service users

² Resident who bounce-back to the contact centre and/or the locality teams, after having been signposted/connected to other preventative services (third party services, community and voluntary, faith sector services)

<ul style="list-style-type: none">• Direct Payments – Project update to Practice Improvement Board in November outlining feedback from the recent ALT report, latest progress with the new Personal Assistant (PA) rate implementation and financial impact, plans for a joint PA recruitment campaign with Children’s to take place before Christmas	views, on whether they feel their outcomes have improved as a result of the implemented changes
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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 have been 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
- December programme update reports for ASC Transformation Programme
- Adult Social Care Directorate Plan 2020/21

Strategic Ambition for ASC Transformation Programmes

Accommodation with Care and Support

- 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
- 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 (It is estimated that over 500 new accommodation units will be required to enable individuals to move from residential care to supported independent living. In addition to this, suitable accommodation options are required for young people who are transitioning to Adult Social Care. It is estimated that this will increase the numbers of units required to circa 850 over the five years of the programme. We anticipate that SCC Land & Property Estate will contribute circa 22% of this target)
- 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

Enabling You With Technology

- Develop a universal digital telehealth and technology enabled care offer for people with eligible social care needs and self-funding Surrey residents, including a responder service
- Demonstrate significant digital innovation and use of advanced digital technologies
- Enable significant cost reduction across the health and care ecosystem through reduced GP attendance; ambulance call outs; admission to A&E; length of stay in acute settings, admissions to residential and nursing care, reduction in home-based care spend. Potential for savings to be determined
- Enable connectivity across the health and social care systems around frailty and falls pathways
- Support and enhance the Discharge To Assess (D2A) pathway

Learning Disability & Autism

- Enable people to live safely and independently for as long as possible, irrespective of age and improve the quality of life for our most vulnerable residents
- Make the best possible use of available resources within local authorities, community and partner organisations and deliver appropriate services
- Provide the right interventions so that we reduce the number of people in residential and nursing care and therefore increase the number of people in independent living
- Target reviews to provide appropriate and proportionate care and support to meet people's needs and achieve positive results for them

Market Management

- Introduce new centralised processes, governance and decision-making accountabilities and authorities
- Embed a new structure and organisation of commissioning roles including a new joint 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

Mental Health

- 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 service
- 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

Practice Improvement

- 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
- Make Direct Payments our preferred offer to increase choice and control for residents