ADULTS & HEALTH SELECT COMMITTEE

14 JANUARY 2022

ASC TRANSFORMATION PROGRAMMES BI-ANNUAL REVIEW

Purpose of report: To provide a progress update on the programmes which make up the ASC transformation programme and to share the ambition for 2022/23.

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. These are long-term strategic change programmes. As change has been successfully delivered and embedded each programme has moved into the next phase of transformation.

Strategic direction

3. Adult Social Care's vision is 'to promote people's independence and wellbeing'. This vision sets an aspiration for a modern service and the ASC transformation programmes are driving the changes needed to realise this. It is a complex, long-term change programme with many interdependencies. The focus of each programme moving forward is as follows:

   - **Accommodation with care and support** will increase the availability and range of accommodation so residents remain independent for longer, with 725 units of affordable Extra Care Housing by 2030 and 500 units of Supported Independent Living by 2025.

   - **Care pathway** will reshape our front door with short term reablement interventions and a robust community and prevention offer, supported across the directorate by a well-structured and skilled workforce

   - **Enabling you with Technology** will design and deliver a universal digital health and care monitoring offer to support people with eligible social care needs that can also be purchased by self-funding Surrey residents.

   - **Evaluate in-house service**s will assess the future of the Council's in-house residential care homes for older people and for adults with a learning disability, as well as reviewing care provision to our extra care services.

   - **Learning disability and autism** will continue to transform services through strengths-based reviews, the strategic shift to independent living, modernising day services and transforming care offer with an OT service, reablement and health facilitation.

- **Market management** will develop a market management and a residential and nursing strategy, will deliver a market management system together with a redesigned brokerage function.
- **Mental health** will embed a high-level operating model and structure, continue working with partners to improve hospital pathways and is leading a S117 joint review programme with health partners to ensure compliance with statutory duties under the Mental Health Act and better outcomes for individuals.

Efficiencies 2021/22

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4. The ASC transformation programmes are designed to deliver £8.7m (of the total £11.9m) of Adult Social Care efficiency savings in 2021/22 as part of the Council's Medium-Term Financial Strategy (MTFS). The table below illustrates how just over £5m of the £8.7 efficiencies are forecast to be achieved, representing an underachievement of £3.6m. Whilst the transformation programmes are successfully delivering against their delivery plans, the pandemic has meant changes in the cost of new packages in 2021/22 which has made delivering savings more challenging. The Adults Leadership Team (ALT) have agreed a series of actions to improve the position and are working hard to deliver them.

Efficiency	Transformation Programme	2021/22 Savings Target £	Savings Achieved (P7) £	Total Savings Forecast in 2021/22 £	Over (+), Under (-) Target £
Transform care pathways	Care Pathways	£3,017,898	£0	£0	-£3,017,898
Decommission traditional day & introduce new transport policy	LD & Autism	£2,564,522	£525,551	£2,650,945	£86,423
Strategic shift from residential care to independent living	Accommodation with Care & Support	£1,451,554	£227,741	£455,668	-£995,886
Improved purchasing of Older People nursing / residential care beds	Market management	£1,082,864	£182,000	£250,000	-£832,864
Improved purchasing of Home-Based Care packages	Market management	£362,158	£0	£927,731	£565,573
Mental Health transformation	Mental Health	£208,560	£0	£738,635	£530,075
Total ASC transformation efficiencies		**£8,687,555**	**£935,292**	**£5,022,979**	**-£3,664,576**

5. No efficiencies are expected to be achieved against the £3.1m target for transforming care pathways as the cost of new packages in 2021/22 is running significantly higher than pre-pandemic 2019/20 levels that efficiency targets were based on. The cost of new packages has increased substantially due in particular to the impacts of the pandemic including increased levels of need and the hospital Discharge to Assess system. Accommodation with Care & Support strategic shift savings are forecast to underachieve by £1m, as both the % saving per transfer from residential to supported living services and the number of transfers is behind the budgeted profile, noting that it has inevitably been harder to support people to move to alternative accommodation during the pandemic.

6. Market management savings are forecast to underachieve by £0.3m. The total cost of new Older People residential placements is higher than the pre-pandemic baseline

resulting in £0.8m forecast deficit. This is offset by a forecast £0.5m surplus for Home Based Care efficiencies. An overachievement of £0.5m is forecast for Mental Health transformation. However, it is important to note that this overachievement is due to growth in NHS funding for Section 117 aftercare clients rather than cost efficiencies (an overspend is forecast in 2021/22 for Mental Health's care package gross expenditure excluding income).

Investment bids for 2022/23 to 2026/27

7.   For 2022/23, the ASC transformation programmes have submitted bids for the investment from the Council's Transformation Support Unit (TSU) as set out in the table below. This investment will ensure the Directorate has the change capacity it needs to continue its transformation journey and to deliver the £13.7m of Adult Social Care efficiency savings in the Council's 2022/23 MTFS.

8.   Column A shows the bid submitted for each ASC transformation programme in 2022/23. Column B is the efficiency saving allocated to each ASC transformation programme in the MTFS for 2022/23, whilst column C shows the longer-term efficiency savings. This demonstrates a good return on investment for the Council.

ASC Programme	A Investment Bid 2022/23	B MTFS Benefit 2022/23	C MTFS Benefit 2022/23 to 2026/27
Accommodation with Care & Support	£1,116,788	£737,000	£3,528,000
Learning Disability & Autism	£811,419	£3,571,000	£8,836,000
Care Pathways	£635,877	£1,572,000	£2,829,000
Enabling You with Technology	£290,500	£750,000	£2,950,000
Market Management	£157,104	£4,218,000	£11,072,000
Evaluate In-House Services	£194,659	£1,591,000	£10,862,000
Mental Health	£115,000	£1,357,000	£1,743,000
Total	**£3,321,347**	**£13,796,000**	**£41,820,000**

Progress and forward focus

9.   The key deliverables for each of the ASC transformation programmes are set out in the following pages, together with a summary of progress to date and the milestones for 2022/23.

10.   A number of case studies to bring the programmes to life are included as follows:

- Appendix 1 - Accommodation with Care & Support – Extra Care Housing and Supported Independent Living

- Appendix 2 - Care Pathways - Adult Social Care Webchat

- Appendix 3 – Care Pathways – Communities and Prevention

- Appendix 4 – Enabling You With Technology – Home Sensors

11.   A member of the ALT is the Accountable Executive for each programme and progress is reviewed each month by ALT and the Council's Transformation Assurance Board. Each transformation programme has robust governance in place

with a programme board and reporting to Adults & Health Select Committee, Commissioning Committees in Common and Cabinet as appropriate.

Accommodation with Care & Support

Key Deliverables
725 units of affordable Extra Care Housing by 2030   - Care and support strategy for Extra Care Housing   500 units of Supported Independent Living by 2025   - Circa 110 units of Supported Independent Living for individuals with Learning Disabilities and/or Autism using SCC assets   - Circa 90 units of Supported Independent Living for individuals with Learning Disabilities and/or Autism with the market deregistering existing provision. (Deregistering is where an existing residential care homes changes into supported living. The home is no longer directly registered with the Care Quality Commission (CQC) but the support provider which delivers the support is registered with the CQC giving more flexibility to personalise the support for each individual).   - Circa 120 units of Supported Independent Living for individuals with Learning Disabilities and/or Autism through market development   - Circa 90 units of Supported Independent Living for individuals with Learning Disabilities and/or Autism through partnership working district and borough councils   - Implement the Supported Independent Living Dynamic Purchasing System   - Implement the Supported Independent Living Programme for individuals with Mental Health needs   - Develop a communications and engagement strategy for the Accommodation with Care and Support Programme   - Develop strong and effective partnerships with our District and Borough Councils to make best use of existing stock

Progress to date
Strong progress has been made across the whole Strategy with tangible deliverables achieved in the past year. We have effective governance in place with corporate buy in from both senior officers and Cabinet Members and strong partnership working with Land & Property, Legal Services etc. This has supported delivery and ensuring that the programmes are held to account. We have acquired multilateral political support for the delivery of our strategic ambition across the spectrum including local ward members and district and borough councillors. The programme teams are well established and is performing to a high standard. **Extra Care Housing**   - In final discussions on Contract Award for Extra Care Housing at the Pond Meadow site in Guildford, and subject to final agreement on the Contract Award we would expect the construction phase to commence at some point in 2022.   - In discussions with Guildford Borough Council on our nominations/allocations agreement for the future scheme.   - Readying the publication of the Invitations to Tenders for a further four schemes.

- Identified sufficient capacity in Surrey County Council owned assets to achieve our target of 725 units of affordable Extra Care Housing by 2030.
- Preparing the business cases in the Spring of 2022 for the delivery of the full programme.
- Prepared our Design Brief Specification for Extra Care Housing with input from operational colleagues including occupational therapists.
- Developing our Countywide Care and Support Commissioning Strategy for Extra Care Housing.
- Published promotional material for the Extra Care Housing Strategy. Affordable Extra Care Housing in Surrey (accessible version) - YouTube

Supported Independent Living

The Supported Independent Living Programme is a five-year transformation programme and 2022/23 will by year three. It has particularly strong dependencies with the Learning Disability & Autism transformation programme. The Supported Independent Living Programme is facilitating the provision of supported independent living across Surrey, whilst the Learning Disability & Autism programme is working to facilitate these moves.

- Identified three sites for Supported Independent Living.
- Preparing the business cases for the delivery of the three sites in the Spring of 2022.
- Developed the Care Savings model for Supported Independent Living.
- Created an additional 101 units of Supported Independent Living through the deregistration of existing care homes.
- Plan to create a further 22 units of Supported Independent Living in 2022/23 through deregistrations.
- Prepared our Design Brief for Supported Independent Living with input from operational colleagues including occupational therapists.
- Finalising a new Pricing Structure for Supported Independent Living.
- Prepared a new service specification for Supported Independent Living.
- Preparing the Invitation to Tender for the new Supported Independent Living Dynamic Purchasing System in 2022.
- Completed market engagement to support the delivery of the strategy.
- Engaged carers and users on the new Supported Independent Living Strategy.
- Published promotional material for the Supported Independent Living Strategy. Supported Independent Living in Surrey - accessible version - YouTube
- Fully resourced our operational Move on Team who have supported individuals into their new accommodation.

Mental Health

- Developed the new model for Supported Independent Living for individuals with mental health needs.
- Cabinet agreed implementation of the new Accommodation with Care and Support Programme for people with mental health needs to Cabinet in the Autumn of 2021.
- Hosted a key stakeholder workshop on the strategy.
- Recruited to project officer resource to support the delivery of the strategy.

• Scoped the new programme structure. • Mapped out District and Borough Housing data in relation to mental health.
Key milestones for 2022/23
• Contract Delivery for Extra Care Housing at Pond Meadow - Q1 • Complete the procurement on the four schemes for Extra Care Housing - Q4 • Implement delivery model for the remaining Extra Care Housing schemes following Cabinet approval - Q1 • Agree the Surrey wide Care and Support Commissioning Strategy for Extra Care Housing - Q2 • Implement delivery model for the Supported Independent Living schemes following Cabinet approval - Q1 • Complete all planned Supported Independent Living deregistrations for financial year - Q4 • Implement the Accommodation with Care and Support Strategy for people with mental health needs following Cabinet approval - Q1

Care Pathways

Key Deliverables

ASC Digital Front Door
- View the Adult Social Care front door through a digital lens identifying possibilities for digital improvement.
- Implement changes to the Adult Social Care digital front door following agreed recommendations from comprehensive user insight research
- Explore the customer facing technology and digital systems and opportunities to enhance them including scoping and implementing an IT tools & systems for a new customer experience journey
- Establish a self-service model to support the funding reforms that will see greater numbers of residents coming to ASC from 2023.

Motivational Interviewing
- Train all frontline staff in motivational interviewing to help embed strengths-based practice. Motivational interviewing is a directive, client-centred counselling style for eliciting behaviour change by helping clients to explore and resolve ambivalence.

Reablement
- Remodel Adult Social Care's integration with Reablement to adopt a Reablement first approach ensuring all residents go through Reablement first prior to accessing assessments to reduce spending on long term packages of care.
- Improve the customer and partnership experience at the reablement front door.
- Design and implement a stronger partnership model between reablement service with health and community partners across Surrey to give residents an equal and consistent offer of care
- Transform the reablement service operating model following the evaluation of benefits from embedding a digital system and a commissioned collaborative reablement service for further financial efficiencies

Communities and Prevention
- Supporting people with additional needs to access and maintain employment.
- Peer-led approach to tackling health inequality.
- Maximising Social Value as a new funding stream.
- Collaborating with and mobilising the Voluntary Community & Faith Sector.

Progress to date

ASC Digital Front Door has been in the discovery phase establishing what activities need to be completed in 2nd half 2021-22 and beyond.
- Quick wins are also being piloted including webchat for ASC and Online Financial Assessments and use of Notify.gov for SMS messages.
- Extensive user research undertaken with residents and interest groups.

- Survey and focus groups have been held with SCC staff to focus next steps on internal and external professionals.
- The discovery activity will confirm the next steps – including discussions at ALT and sessions with IT&D's Digital Design Team – to ensure that the objectives are met and opportunities for Transformation are identified.

Establishment Review - The first phase of this work reduced the vacancy factor to achieve a properly funded establishment by releasing vacant posts to ensure ASC is operating within the funded staffing budget. The second phase looked at the size and shape of locality teams in context of demand, workload and staffing levels to achieve greater consistency. This project will be completed and transition to business as usual from 1 April 2022.

Motivational Interviewing – Mental Health teams have completed their motivational interview training to help embed strengths-based practice. The training is now being rolled out across locality teams and the LD&A teams. This training will continue into 22/23. Motivational interviewing is a directive, client-centred counselling style for eliciting behaviour change by helping clients to explore and resolve ambivalence.

Reablement

- Reablement team leaders moved to a seven-day service to support the existing operational seven-day service – this change enabled reablement to take referrals seven-days a week, to be more preventative and avoid admissions over weekends.
- Management reorganisation – implementation of a new management structure to reflect, manage and drive forward a digital and integrated reablement service, live as of 1 April 2021.
- Workforce development – introduction of Occupational Therapists into the service to embed a therapy approach across reablement; train and upskill the workforce in strengths-based practice and moving and handling.
- Commissioning of Collaborative Reablement – service specification developed for the new collaborative service; evaluation and moderation of submitted bids; 6 chosen suppliers awarded contracts; suppliers onboarding sessions for a contract start of 1 October 2021.
- Specialist Reablement (LD&A and Mental Health Services) – design and develop an offer to different client groups also contributing to a reablement first approach. Service criteria defined and agreed. LD&A launched in August 2021 and Mental Health to launch early November 2021.
- Beginning to scope out Integrated Reablement Services, first by reviewing the front door.

Communities and Prevention

- Supporting people with additional needs to access and maintain employment - Undertaken user research to understand the barriers to accessing and maintaining employment. Explored these barriers with potential employers and employment support organisations to propose feasible solutions. Established a cross-sector partnership network committed to addressing these issues. Bid for £500k funding to deliver sustainable solutions.
- Peer-led approach to tackling health inequality - Identified the priority challenges underpinning the health inequality. Secured funding to develop an accessible and sustainable training programme addressing these priority challenges. Commissioned a training collaboration including a health trainer and people with lived experience who will work together to co-design and co-produce the peer health and wellbeing training programme. Run two pilot peer health and wellbeing champions training cohorts – one with people with learning

disabilities and one with people with autism. Developed a suite of sustainable training materials. Developed a train the trainer programme suitable for people with learning disabilities and/or autism as well as professionals to continue to train more health champions in the future.

- Maximising Social Value as a new funding stream - Run a test and learn site exploring how businesses could match their social value offer with the VCFS needs in Surrey. Established a learning model with Unit 4 to secure for ASC and our partners the £500k social value committed in their tender. Explore with ASC frontline teams and partners what social value is required.
- Collaborating with and mobilising the VCFS - Drawn together the outcomes in the 2030 Vision, SCC organisational strategy, health and wellbeing strategy and Better Care Fund framework to create a concise outcomes framework. Co-designed with VCFS partners how they could use the outcomes framework to frame their existing activity and support collaborative conversations. Worked with Local Joint Commissioning Groups to use the outcomes framework to articulate local activity needed and funding intentions. Used the outcomes framework to inform a transparent grants programme to mobilise supporting VCFS activity.

Key milestones for 2022/23

- **ASC Digital Front Door** - Conclude the implementation of tools and systems to support the digital front door - Q4
- **Motivational Interviewing** - Complete roll out to front-line ASC staff - Q2
- **Reablement** - Implement integrated reablement model, review CRS and new Electronic Call Monitoring (ECM) system - Q4
- **Communities and Prevention** - Test at-scale delivery proposal for a) increasing employment amongst those with additional needs, b) peer health and wellbeing champions for people with Learning Disabilities or Autism, and communities which experience health inequality and c) maximising use of social value in ASC - Q4

Enabling You With Technology

Key Deliverables
• **ASC and self-funder technology enabled care offer (including remote monitoring and reporting)** - Designing a universal digital health and care monitoring offer, using a Trusted Advisor model, to support people with eligible social care needs that can also be purchased by self-funding Surrey residents. Using motion and temperature sensors amongst others, it monitors trends and provide alerts to carers and a monitoring centre that enable practitioners to right size care and support and trigger reminders such as a need to hydrate and increase movement. **Phase 1** started in Mole Valley in January 2021 and ended in July 2021, testing the viability of the service. **Phase 2** commenced in August in MV then was extended to Reigate and Banstead and Tandridge in September to test the scalability having identified the cohorts where it works best, with a particular emphasis on Discharge to Assess. **Phase 3** will be the development of a self-funder offer to include a mobile wellbeing and response service and is planned for January 2022. Discussions also taking place with Epsom and Ewell to join the pilot from January 2022. • **Rapid hospital discharge service** - Rapid hospital discharge enabled by an efficient kit dispensary service- alarm device and key safe. This commenced in December 2020 and is ongoing. • **Learning Disability & Autism (LD&A) solutions** - Investigate digital solutions to support people with a diagnosis to be more independent. Handicalendar pilot went live in May 2021, testing an app that supports people to be organised. Another solution, Just Roaming is also being explored for use in supported living or sheltered accommodation and expected to 'Go Live' in January, subject to approval. • **Mental Health TEC offer** - Explore technology solutions to support mental wellbeing. • **Wellbeing Response Service** - Pilot a comprehensive Well-being and Falls Response Service model to provide a wraparound service that responds to falls 16-hours 365 days of the year within 45 minutes, provides wellbeing calls and links people to local community services as required and offers a falls prevention service. Planned for January 2022.
Progress to date
• **ASC and self-funder remote monitoring and reporting offer and Rapid hospital discharge service** - Phase 1 of the Frailty pilot, a 6-month trial to prove the viability of remote monitoring and reporting sensors and a kit dispensary service, has been completed. This was delivered in partnership with Mole Valley Life to test a new preventative and proactive offer for people in the Mole Valley Reablement Service. This was quickly extended to the Mole Valley Locality Team in March, due to high demand, for people on a Discharge to Assess pathway. We have since been trialling a kit dispensary service and remote monitoring technology with these cohorts. This initial phase targeted a wide range of users to explore where the technology was most beneficial.   Several significant benefits to using the technology were identified as a result, including:

- o Supporting the assessment process to help right-size packages of care (people are often discharged by clinicians with excessive support and families are reluctant to agree a reduction in support)
- o Monitoring a person at risk and allowing us to intervene proactively.
- o Providing reassurance to an anxious person/family.
- o Working alongside reablement goals to evidence achievement

The pilot has been hailed by staff and individuals using the service as beneficial with some high-cost packages reduced and individuals and their families feeling reassured as they are able to assume more independence. For example, in one case the individual was able to remain in his home where residential care had been initially considered, he was subsequently given 9-hour care on discharge but with TEC this was reduced to 1.5 hours a day which has enabled his independence and reduced the anxiety having a carer for half a day was causing. In another case a gentleman with medical challenges, that moved in with his mother in her 90s, has been able to return to his home after TEC was installed and he was supported to use it so he can check on his mother's safety.

- **Learning Disability & Autism (LD&A) solutions** - 9 people are currently using the HandiCalendar app as part of a 1-year LD & A pilot, delivered in partnership with Surrey Choices. The calendar app enables their independence by embedding organisational skills and allowing family members and carers to remotely monitor how individuals are getting on with their tasks. This has been slow to take off due to the pandemic, with day centre visits reduced. In the next few months there is a drive to grow the numbers to 30.

Key milestones for 2022/23

- Phase 2 Frailty Pilot ends - Q4
- Phase 3 Self-funders pilot 6-month evaluation - Q2
- Website development - TBC
- Phase 4 - Pilot remote monitoring and reporting offer in Epsom and Ewell - TBC
- Wellbeing & Response Service pilot ends – Q4
- Just Roaming- LD&A 1-year pilot- 6-month review – Q2

Evaluate In-House Services

Key Deliverables

- **Evaluate the future of in-house residential care homes for older people** - A public consultation was launched on 11 October 2021. Feedback will be considered by Cabinet in early 2022 and subsequent decisions implemented.
- **Evaluate the future of in-house residential care services for adults with a learning disability** - Planning for a public consultation on the future of residential care and supported living services to be undertaken in 2022. Feedback will be considered by Cabinet and subsequent decisions implemented.
- **Review of care provision to current extra care services** - Review of services provided by the council to residents currently living in 'extra care' settings owned and operated by partner agencies. Feedback will be considered by Cabinet and subsequent decisions implemented.

Progress to date

- Groups were established and began planning for transformational change in 2020/2021. Work did not progress as planned due to the COVID-19 pandemic. The pandemic has significantly impacted on initial programme timeframes as council and partner resources were focussed on supporting Surrey residents through the pandemic. The planned public consultation regarding in-house residential care homes for older people was rescheduled to a time when it was felt that care home residents could be supported by families and relatives. Consultations regarding other services will take place in 2022.
- Planning has continued in the background and all three areas of the programme have progressed to timelines that have been reviewed and realigned to meet the changing requirements of the COVID-19 pathway.
- Financial investment to date has and, if agreed, will continue to enable the Service to operate in accordance with regulatory requirements and enable experienced staff to plan, oversee and respond to questions that arise from public consultations.
- Investment provided through the Transformation Programme for the in-house older people's care homes is critical to the success of the whole programme. Funding has enabled Service Delivery to absorb the additional requirements of managing the learning disability and extra care workstreams.
- In September 2021, Service Delivery supported 173 residents living in care homes for older people, 86 adults with learning disabilities, 44 living in residential care settings and 42 in supported living. The Reablement service also provided approximately 4,000 individuals with care in their own homes.
- Service Delivery employs more than 1,000 staff, over half of whom could be subject to redundancy or TUPE arrangements dependent on decisions made by Cabinet and the Adult Leadership Team in 2022. In this scenario, the Council would seek to redeploy as many staff as possible.

- Additional resources will be required to ensure all residents and their families and staff are communicated with and supported in a timely way during planned public consultations and in implementing the outcomes of Cabinet decisions.
- Should a decision be taken by Cabinet to make changes to any of the existing services, the support currently funded through the Transformation Programme will be instrumental in enabling outcomes to be successfully delivered.

Key milestones for 2022/23

- OP Services Residential Care Homes - Cabinet decision in Q4 21/22
- Services for Adults with a Learning Disability
  - Arundel - Cabinet decision in Q1 22/23
  - Langdown and Rodney House - Move from residential care to supported living - new arrangements in place Q2/3 21/22
- Extra Care Services – detail project plan developed Q4 21/22

Learning Disability & Autism

Key Deliverables

Strengths-based reviews
- Continue reviewing activity to ensure an 80% review target is reached in 2021/22 (from a baseline of 60.2% in March 2021) and all overdue reviews are completed in line with Care Act duties and individuals have strengths-based support plans.
- Communities and providers will be better equipped and supported to deliver care and support in an individualised way that meets outcomes to support and maintain independence – partnership and collaborative working will ensure longer term benefits.

Strategic shift to independent living
- Continue moving people on from residential to more independent or supported accommodation, making sure efficiencies are achieved and people live as independently as possible.
- Specific targeted work will support people to move back into Surrey from residential placements out of county to more independent living, closer to their families.

Modernising Day Services
- Continue modernising the day services to provide opportunities within a community setting with a vocational focus for people with LD&A
- Alternative day opportunities and how people travel to these will also be modernised

Transforming care & modernising services
- Transforming Care project will work to support the reduction of people with LD&A occupying inpatient beds this number currently sits around 25 cases
- Development of a new OT service will enable specialist OT provision for those with Learning Disability & Autism.
- Embed and the specialist reablement offer to help equip people to gain skills for independent living.
- Health Facilitation to ensure people with LD&A get access to universal healthcare, building integrated working to bring further improvements and better working with health partners, better integrated services, new models of working with health and efficiencies targeted work.

Progress to date

LD&A is a 5-year transformation programme (2022/23 will be year 4) that will ensure that the Learning Disabilities & Autism services are modernised, to embed strengths-based practice, right size existing packages of care, review all overdue packages of care and support people to move out of residential care, into more independent or supported living. The programme has been successful in its first full year reaching and exceeding its 55% reviewing targets for the last financial year with only 28% of reviews completed in July 2020 rising to 60.2% in March 2021, this contributed £832,209 of efficiencies.

Work to move individuals from residential to independent living was slowed by the covid 19 pandemic. However, the moving on team has successfully worked with 19 individuals on new independent/supported living opportunities to date. Despite the pandemic challenge the team has undertaken a lot of work in the background to prioritise and plan for potential moves which are scheduled for autumn/winter 2021. Over the next 5 years there is a target to move 500 people from residential to supported or independent living and a sustained team will be needed for the duration of this work to support the operational team to deliver the ambitious targets. Work has also been started to identify those placed out of county who may wish or benefit from moving back to Surrey to live closer to family and become more independent. Our baseline in September 2020 was 64.5% adults with a learning disability category with an independent living status, with the figure currently sitting at 73.2%.

Work with Surrey Choices on a journey to modernising day service is underway, with improvements and efficiencies being established by right sizing of care packages, providing more appropriate day opportunities and improved travel options. This workstream delivered £1.25m efficiencies in 2021/22.

Planning has started to establish a new Occupational Therapy (OT) service. This, working alongside a new reablement offer for people with LD&A went live in July 2021 and will enable more people to live independently. We have already started to increase the use of technology to enable people to live more independently.

Key milestones for 2022/23

- Strengths-based reviews - overdue reviews completed Q4
- Strategic shift to independent living - people have potential continue to move into supporting independent living - Q4
- Modernising Day Services - new day opportunities and employment explored for priority people - Q4
- Transforming care and modernising services - reduced the numbers of occupied inpatient beds - Q4

Market Management

Key Deliverables

• **Market Position Statements** - Development of a Market Management Strategy, including Market Position Statements for all categories, taking into account the demand of balancing strategic and local requirements.
• **Residential/Nursing Strategy** - Development of the residential and nursing strategy to include market shaping, reviews of in-house provision and the development of a dynamic purchasing system (DPS).
• **Market Management Systems** - Commissioning of a systematic strategic purchasing tool /arrangement for residential, nursing, and supported living (MH &LD). An enhanced intelligence capacity will enable us to drive up quality standards at the same time as facilitating greater consistency across the service. The system will be co-designed with stakeholders to deliver the following functions:
    ○ Quality Assurance
    ○ Contract Management
    ○ Digital Brokerage
    ○ Provider Portal
    ○ Market Management/Insight
• **Central Brokerage Function** - To redesign the brokerage function to provide both brokerage and market oversight capability across the full range of ASC services.

Progress to date
Residential/Nursing • Developed the older people's strategy and commissioning intentions and agreed the market management approach to residential and nursing care for older people with work underway to do the same for Learning Disabilities (LD), Mental Health (MH) and Physical and Sensory Disability (PSD). The older people's strategy is due to be signed off by Cabinet in November 2021. • Completed the pricing strategy, which has been signed off by ALT, and have agreed the market management approach to residential/nursing care as well as the approach to choice guidance, capital threshold, third-party agreements and deferred payment agreements. All of these have been signed off by ALT. • Completed self-funder checklists to inform residents on residential /nursing care of finance options. • Updated the website and third-party guidance for residents. • The tender documentation was launched in December 2021 which includes the pricing schedule, specification and placement protocol • We will also agree the long-term pricing strategy for residential nursing during this phase and the brokerage approach for placements. **Market Management Systems**

- We have completed an analysis of the market management systems requirements in respect of:
  - o Quality Assurance
  - o Contract Management
  - o Digital Brokerage
  - o Provider Portal
  - o Market Management/Insight
- The next milestone is to take part in an ASC 'Digithon' in December 2021 to determine the way forward eg development of an 'in house' model or the commissioning of an external provider such as the London Management Information Tool.

Central Brokerage Function
- Redesigned the central brokerage function as a brokerage and market oversight function and secured agreement to recruit to the 'new' posts that will provide us with capacity to deliver this.
- The next stage will be to integrate the new roles into the team to deliver the full range of functions for e-sourcing including Learning Disability, Mental Health and Physical and Sensory Disability.

Key milestones for 2022/23

- Central Brokerage Function - tender for a new system Q1
- Market Management Systems - evaluate and purchase a market management insight tool and/or develop in-house systems Q1 and Q2
- Residential/Nursing Strategy - new DPS contract goes live Q1; full understanding of requirements for DPS go live for *all* adults in April 2023 Q3

Mental Health

Key Deliverables

- **S117 joint review programme with health partners** - A dedicated joint s117 review team as a central resource to ensure ASC and health compliance with statutory duties under the Mental Health Act by supporting health and ASC to increase the rate, quality and timeliness of s117 reviews.
- **Robust and tested improved s117 business processes -** A central library of resources (policies, case studies, processes), knowledge and information for reference by all relevant workers to support sustainable learning and consistency of practice.
- **Robust and tested data management and reporting systems** - Influence the development and effective use of s117 data management and reporting systems. This will enable confident reporting, monitoring and management of s117s both within the organisation and as a system.

Progress to date

- **Service model and structure**
  - Implemented a management model that supports an increased focus on strategic work with local accountability for performance and the delivery of a safe and effective service.
  - the implementation of permanent ASC mental health Hospital Discharge and Duty teams to support effective pathways and flow between health and social care.
  - embedding of a strengths-based approach eg building Occupational Therapy capacity and developing a Mental Health Reablement service.
- **Data reporting and performance data** – development of improved reporting systems.
- **Improved interface between services** - development of some joint working principles for a more seamless approach to responding to people with both mental health needs and learning disabilities / autism.
- **Training & Development** - reviewed and in process of implementing the essential Mental Health staff training matrix. Training will be delivered to all ASC mental health staff. Training to date has focussed upon compliance with the Care Act, other social care legislation and using ASC systems. Training planned for 2022 will include Mental Health awareness, hoarding, personal safety and de-escalation, lone working, risk assessments and refresher training on the Care Act, safeguarding and S117.
- **Housing, Accommodation & Support** – joint work with Boroughs and Districts Housing services and Surrey & Borders Partnership Trust (SABP) to refresh the joint Surrey Mental Health Housing protocol ready for relaunch.
- **Co-production with people with lived mental health experience** - has been informing service improvement.
- **Hospital flow** - continued work with SABP and CCG colleagues to develop a strengthened mental health hospital pathway to support admissions avoidance, create better bed flow and reduce current, significant system wide pressures. This work now feeds into the

Surrey Mental Health Improvement Plan. This is a plan that has been issued by the Surrey Mental Health Partnership Board and which has been supported by Heartlands and the Surrey Health & Well Being Board.

- **Section 117 Aftercare** - developing consistent and sustainable long-term ways of working as a system, improved recovery-focussed outcomes for the individual and risk reduction around the management of s117 Aftercare in Surrey.

Key milestones for 2022/23

- Transition to BAU for most elements of the ASC Modernising Mental Health Programme – Q1
- S117 joint discharge policy in place and s117 clients no longer eligible for aftercare will begin to be reviewed and discharged as appropriate - Q1
- A definitive way of tracking s117 completed reviews - Q1
- Majority of ASC frontline staff have received s117 training - Q4
- Final report to ASC on how to manage s117 as business as usual - Q3

Conclusions:

12.   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 continue to be adjusted to deliver in different ways.

Recommendations:

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

Next steps:

14.   Continue work to deliver the milestone planned for 2022/23.

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Sources/background papers:

• Adult Social Care Bespoke Peer Review, September 2018
• Adult Social Care Directorate Plan 2021/22
• Adult Social Care Investment Bids for 2022/23

Case Study – Accommodation with Care & Support – Extra Care Housing and Supported Independent Living

This short film provides an indication of how we plan to deliver affordable Extra Care Housing to support older residents in Surrey to continue to live independently for longer.

- Promotional material for the Extra Care Housing Strategy. Affordable Extra Care Housing in Surrey (accessible version) - YouTube

This short film provides an indication of how we plan to deliver Supported Independent Living in Surrey

- Promotional material for the Supported Independent Living Strategy. Supported Independent Living in Surrey - accessible version - YouTube

Case Study – Care Pathways - Adult Social Care Webchat

Background

The Digital Front Door project will identify digital tools and system improvements that will help to manage service demand and enable social care staff to focus on those people in need of support from Adult Social Care. The project consists of multiple streams covering the different areas of Adult Social Care activity.

What we did

The ASC digital front door may be improved using digital tools that are already in use within SCC. The stream looking at optimising web content is driving to better answer questions online, rather than using other contact routes.

This is being initially tackled in two ways, firstly changes to the Adults Social Care webpages, based upon feedback and data. This will make information more accessible to residents and easier to navigate. Secondly a trial, using the existing Surrey webchat function, was run to understand the benefits of webchat and type of enquiry made. The goal was to keep customers online and answer queries first time, rather than use alternative communication methods. Webchat is an interaction with a real person, not robotic responses. A key benefit of using webchat is that a contact centre agent can handle more than one enquiry at once and can also be doing other work when there aren't any webchats happening.
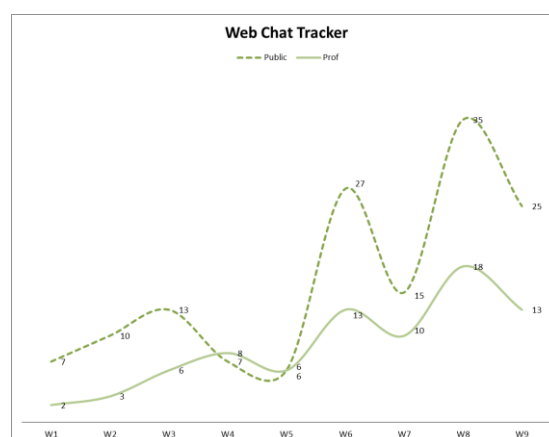
Pilot

A selection of the ASC webpages were identified as places that could result in questions resulting in a call to the contact centre. These were added to the webchat function. We reconfigured this to work with two teams (the existing general enquiries and the ASC Contact Centre). We initially planned to run the pilot for two weeks, however this was extended to 2 months by working in an agile manner, making a series of changes and improvements to gain valuable usage data.

The change that created the largest impact was to add a photo to the webchat button rather than having the Council logo. It was felt that this would have a more human touch. One of our supervisors Kim agreed to have her image used as the face of ASC Webchat.

Results

- The webchat usage grew throughout the period
- 2/3 of contacts were made by the public
- 1/3 by Health and care professionals
- Over 95% of contacts were kept online without a follow-up call
- A very small number needed an immediate call back
- A limited webchat function has been maintained on the "Contact Us" page

Future

Following the pilot we have agreed that Webchat will be introduced to the appropriate ASC webpages as a business

Case Study – Care Pathways – Communities and Prevention

The Communities and Prevention Team have run a small grants programme to mobilise community-led support and empower communities to act on the issues that matter to them. Two organisations to benefit were Space2Grow and Be My Hope.

Space2Grow

Space 2 Grow is Farnham's community wellbeing garden set up to benefit the mental health and wellbeing of local people through horticulture and conversation. Using their acre of land, they offer a range of activities run by a combination of volunteers and paid staff, some open to everyone and others by referral to support people with a higher level of need.

They received a small grant from Adult Social Care's Supportive Communities Fund to support their new shed project and the increase in demand they have seen since the pandemic started.

Working in partnership with Transform Housing to support men experiencing mental ill health and homelessness, Space2Grow have begun a "**Men in Sheds**" style programme. This supports the health, wellbeing, and skills development of those involved. They shared progress on their project…

"The new shed for Men in Sheds was purchased in November, with the help of the Supportive Communities Fund. The men have just begun working away in their new space!

The men have created and delivered an outdoor wooden storage community cupboard for Hale Community Centre as part of their 'Fridge and Cupboard' food-waste reduction scheme. A fantastic scheme which is open to all to donate, share and swap food items, reducing waste and, importantly, giving vital access to those in need over the Christmas period.

And new tools have been purchased for use by the many local people who are isolated and alone and who have found working in the space2grow garden a lifeline during lockdown, as evidenced by the feedback from our referrers."

Gardening groups are a core activity at space2grow and demand has grown since the pandemic began. Space2grow groups have increased from twice weekly to daily and the numbers attending each session is growing all the time as they receive direct referrals from a range of organisations supporting vulnerable people, including social prescription services.

To support this increase in demand, they needed some new gardening equipment (wheelbarrows and hand tools) and some spring flower bulbs. They received a small grant from the Supportive Communities Fund to create a new **community garden pond**. They shared their progress…

"We continued through the cold start to 2021 and muddy ground didn't stop planning work on the pond project. The site resembled an archaeological dig as earth was gently moved in search of the edge of the pond liner. Work continued this week on clearing the area behind the pond with some unusual discoveries of some old carpet and a rusty metal trailer frame! For other volunteers some general weeding and pruning was their activity of choice."

Space2 Grow received the following feedback from one organisation who prescribes their services

"On behalf of Welcome to Volunteering and the wider Voluntary Action South West Surrey team we would like to send our heartfelt congratulations to everyone at space2grow for winning Jeremy Hunt's South West Surrey Heroes Award - really well deserved!

Welcome to Volunteering have a long-standing relationship with space2grow and have had the pleasure of seeing several volunteers blossom there over the years. The thing that makes space2grow a unique place to be is that all volunteers are valued whatever their background or experiences. The contribution they make to the acre is always appreciated and their ideas for future development listened to and nurtured.

"Whatever the time of year the kettle is on and there is always a friendly face on arrival. As those reading this who have worked with us will know we always describe it as the 'secret garden', much like the book, as you walk through the large wooden door you leave your troubles behind you and the healing power of being out in nature and in good company begins."

Be My Hope

Be My Hope is a community group that aims to promote social inclusion and wellbeing among individual of Black-African and Minority Ethnic (BAME) groups across Surrey who feel excluded from society due to cultural differences, social or economic circumstances.

In the past few years, the community group has been self-funded from volunteers' personal resources and could only work with a few people. Prior to Covid-19 pandemic they were aware that many people from the BME community faced a variety of difficulties, so started making plans to expand and cater to more people.

Since then, they kept hearing how Covid-19 was worsening existing problems and/or introducing new ones. So, using a small grant from the Supportive Communities Fund, Be My Hope, began helping people through support groups, 1-2-1 emotional support meetings or phone/video calls and practical assistance. They also conducted a research project to consider the impact of Covid-19, as well as issues that may have presented beforehand too.

As a result, they were able to support 78 clients and their families across Surrey.

Case Study – Enabling You With Technology

Pioneering home sensors help people live independently for longer | Surrey News (surreycc.gov.uk)

Hi-tech sensors fitted in everyday objects around the home are enabling older people to live independently for longer as part of a pioneering scheme in Surrey.

The County Council teamed up with Mole Valley District Council to trial the use of a revolutionary home monitoring system which can help identify early warning signs of declining health or mobility and help prevent falls.

Sensors fitted to appliances such as kettles and fridges are used to monitor movement and daily routines in a discreet way without the need for cameras or microphones, with all the information fed into a central dashboard which is monitored by an alarm receiving centre (ARC). If subtle changes are detected which may indicate something is amiss, the individual, their family and health or care worker is alerted.

The trial scheme involving 53 residents in Mole Valley proved so successful at enabling greater independence and providing reassurance to families that the pilot has been extended to two further Surrey areas, Tandridge and Reigate and Banstead.

The findings from the expanded pilot will then help to roll out the technology to other parts of the county and also enable people who fund their own social care to gain access to the system. Self-funders would be able to purchase the devices and a subscription to monitoring services.

Sinead Mooney, Surrey County Council's Cabinet Member for Adult Social Care and Health, said: "This is a really exciting development in our use of new technology to help residents with daily living because it enables us to be proactive about picking up on problems and preventing them getting worse.

"For some time in Surrey, we've been using technology to help keep people safe at home – such as alarms to call for help if needed – but this system which analyses information from a network of smart gadgets around the home takes that to a whole new level.

"Now that we've tested the technology with our residents and staff, working with our trusted and forward-thinking partner Mole Valley District Council, we can really see how it supports people to live independently in their own homes and reduces the need for them to go into residential care or be admitted to hospital.

"Feedback from families has been really positive too because they've been able to check in on their loved ones remotely which has given them reassurance they are safe at home.

"The service is intended to enhance and complement face-to-face care and is one of a number of ways in which we're looking to harness technology to transform and modernise care for the benefit of our residents."

For the scheme, the County Council partnered with Mole Valley Life, the district council's technology enabled care service. Councillor Caroline Salmon, Cabinet Member for Community Services at the district council, said: "Through our team of Trusted Advisors and our Alarm Receiving Centre in Leatherhead, Mole Valley Life promotes independence and dignity providing solutions to people who may require assistance in their everyday lives. Offering professional, in-house support and advice, our friendly and dedicated teams draw

The pilot scheme began in January and worked with people who were becoming frail or had recently been discharged from hospital.

Using technology from data and analytics company Cascade3d, a network of sensors and smart plugs was installed in their homes and linked to a dashboard which is monitored around the clock from Mole Valley's alarm receiving centre (ARC) in Leatherhead.

In one example of how the technology helped a resident, the system flagged an increase in frequency of visits to the bathroom outside the normal routine of the person, raising concerns of a urinary tract infection. The community nurse confirmed the diagnosis and secured antibiotics, probably avoiding a return to hospital for the resident.

This pioneering technology can be complemented by more traditional Technology Enabled Care (TEC), such as a falls detector, which when activated, will send an alert to the ARC which will be able to escalate the finding in line with the individual's care plan, speeding up help and support.

Sue, whose mum has had the system installed said: "Mum wants to be in her own home as long as possible and we want the same. It's put my mind at rest a lot, just to know that mum's safe. I think it would suit a lot of people." Watch the family's story here