



Report of the Cabinet Member for Care, Health and Ageing Wellbeing

Adult Services Scrutiny Performance Panel – 29 October 2019

Adult Services Improvement Programme Update

Purpose	To provide a briefing requested by the Board regarding progress of the Adult Services Improvement Programme (2019/20)
Content	This report includes a summary of the Adult Services improvement priorities for 2019/20 and updates on specific programmes and projects for the purpose of review and response by the panel
Councillors are being asked to	<ul style="list-style-type: none">• Consider content and give their views on the information shared
Lead Councillor(s)	Mark Child, Cabinet Member – Care, Health and Ageing Well
Lead Officer(s)	Deb Reed (Interim Head of Adult Services)
Report Author	Lucy Friday (PO Transformation Adult Services) 07814 106338 Lucy.Friday@swansea.gov.uk

Adult Services Improvement Programme 2019/20 'Doing What Matters'

April 2019- September 2019 Update:

1. Overview:

The key objectives of the Adult Service Improvement programme are:

- Better Prevention
- Better Early Help
- New Approach to Assessment
- Keeping People Safe
- Working Together Better
- Improved Cost Effectiveness

Each of the individual projects/work streams contained within the improvement programme relate to the delivery of one or more of these key objectives.

At the core of all improvement objectives is the primary vision to deliver on 'Doing What Matters' for the citizens of Swansea and our workforce

Within each objective is the aim to achieve the following outcomes for citizens, our community and Adult Services:

- *To embed a culture of continuous improvement*
- *To deliver efficient and effective services*
- *To support the outcomes that citizens want to achieve*
- *To develop a strong, skilled and resilient workforce*

The Improvement programme consists of 33 individual projects, 16 of which are linked directly to a savings target.

Savings aligned to the improvement programme for 2019/20 total £4,078,000

As of August 2019 savings progress has reached £1,893,800

Forecast for full year savings is £3,440,000 based on current achieved savings only

2. Project Management Approach & Governance

To offer the necessary structure and monitoring required to deliver against such a large improvement agenda the Adult Services Transformation team

have co-ordinated and developed the improvement programme with Adult Services Senior management team. They work with colleagues across the department in the co-ordination and monitoring of financial and service indicators for all projects and are currently directly project managing 19 individual projects/strategies across the programme.

The Project management approach adopted has been grounded in a whole system view. The benefit of this approach in a highly complex area such as Adult social care is an understanding of both dependencies and, most importantly the opportunities which can aid the maximisation of savings. In summary, no project or savings target is viewed in isolation. Instead, the entirety of the system is explored and developed.

The full improvement tracker used at service level is available via the link below:



Aug 19 Imp Plan
Tracker.xlsx

3. Progress Updates April 2019- September 2019:

For 19/20 work has continued across all **commissioning reviews** including the implementation of the new Domiciliary Care contracting arrangements and roll out of all elements of Mental Health, Learning Disability and Physical Disability service provision review alongside the wider residential and day services model implementation.

Prevention and demand management has continued to be front and centre of the improvement programme. The offer of alternatives to more traditional care routes are supported by the Direct Payments strategy roll out and expansion of Local Area Co-ordination.

In addition regional programmes including Our Neighbourhood Approach utilising Welsh Government Transformation funding and Hospital to Home models of delivery have been progressed with partner organisations with a particular emphasis on the expansion of community assets and home based assessment and access to services.

Further information and other 'headline' updates include:

Adult Services Improvement Programme & supporting Communications Strategy (‘Cross Cutting’ Programme / Continuous Improvement)

- Work prioritisation aligned with savings strategy/tracker priorities.
- All Corporate measures and SSWBA reporting linked into tracker.

- Tracker presented at challenge for discussion alongside performance and budget reporting.
- Full integration of financial tracking against savings.
- Internal communications analysis completed through use of outputs from department wide communications audit, IPC action learning set outcomes and staff survey feedback.
- Key priorities for internal comms development established and programme of delivery developed.
- Communications working group to develop and progress delivery of priorities established. 12 months of delivery – 4 editions of ‘Staff Matters’ departmental e-bulletin produced from content provided by teams, team meeting template produced and embedded in practice, Staffnet information audit and update include priority established by working group to improve ‘whos who’ understanding across the department.

Our Neighbourhood Approach Regional Transformation Programme (‘Better Prevention/ Better Early Help)

- The purpose of the ‘Our Neighbourhood Approach’ proposal is to provide a platform upon which to practically apply the over-arching objective for the region to work collectively in the achievement of the Wellbeing goals through embedding the preventative, integrated, involved, collaborative and sustainable ways of working.
- Building upon the integrated regional work to date the funding will focus upon the ambition to improve health and care for the Swansea population within the North of Swansea. The pilot this funding affords will aim to establish specific approaches to achieving key aims of locality specific and community based services, the exploration and expansion of community assets alongside active collaboration with citizens empowering all involved to achieve the shared objective of delivering ‘what matters to me’.
- Swansea’s Our Neighbourhood Approach has received £3.6m funding across C&FS, Adult services and the Third Sector. Delivery of the objectives has been categorized into three main focus areas:
 - Early Help Hubs & Transition
 - Building Community Assets
 - Community Based Care & Review
- Recruitment to review functions, specialist support, brokerage and contract monitoring as well as Local Area Co-ordination and community development officers has commenced at pace since confirmation of funding.

Hospital to Home Regional integrated model (‘Better Prevention/Better Early Help)

- Augmenting existing key features of the integrated care model 'hospital to home' focuses upon the prevention of escalating need and the value of community based assessment and review.
- Aligned clearly to the wellbeing act values this programme offers a regional, multi-agency approach to the issues of delayed transfers of care from hospital to the home and demand management.
- Investment via the intermediate care fund has afforded investment in the model by way of front line staff and implementation of consistent practice.
- 'soft launch' with key wards across Morriston and Singleton sites to commence November 19 with full pilot in operation mid December 19.

**Commissioning Reviews –
(Working together Better / Improved Cost Effectiveness)
Residential Care & Day Services:**

- Phase 1 completed – following consultation and subsequent agreement of preferred options.
- Hollies and Rose Cross Day service successfully closed with all service users engaged with alternative support in their community.
- Parkway Residential Care home vacated and for sale.
- Progression against reorganisation of residential care with senior management team to understand requirements and re-organisation of resource to meet demand.

External Domiciliary and Respite Care:

- Domiciliary care and respite service specifications co-produced.
- Significant redesign of current monitoring arrangements.
- Proposal of geographical zoning and delivery of sustainable service.
- Project went out to tender in March 2019 for an 8 week period. In July, Cabinet approved the appointment of Providers onto a Framework Agreement effective from 01/10/19 for the Provision of Domiciliary Care and Respite at Home Services for Older People and Younger Adults with Physical Disabilities and/or Sensory Impairment.
- Also authority was delegated to the Head of Adult Services to approve the terms of any future call-off contracts under the Framework Agreement in consultation with the Chief Legal Officer and to approve the appointment of new Providers following a refresh of the Framework Agreement.
- Transition of clients in progress.

Learning Disability, Physical Disability & Mental Health service provision:

- Supported Living: A contractual Framework for LD and YAPD Supported Living services has been created. The new arrangements involved creating 16 geographical zones, requiring providers to bid for individual zones, and limiting the number of zones

which Providers could tender for so that services are distributed more evenly.

- Operational efficiencies for each provider because of proximity of staff to settings across multiple providers. The new model provides a more resilient market place and alleviates risks associated with individual provider failure. The re-commissioning of these services via the framework commenced in January 2019. Procurement has been split into 4 tranches. Tranche 1 has been successfully completed. Tranche 2 has commenced and will conclude with contract awards in October and transition to the new contracts in January 2020. Tranche 3 and 4 are to follow with the whole re-procurement of LD / YAPD supported living services under the new framework is scheduled to be complete by June 2020.
- The Mental Health Supported Living service assessment, co-production activities and options were pulled together into an Options Appraisal report created in May 2019 which was presented to CMT on 6th June 2019.
- In June 2019 the Commissioning Review process for residential care services commenced. The service assessment and co-production stages are underway and a draft Gateway 2 options paper is due to be presented to the Commissioning Review Board at the end of October 2019.

Assistive Technology Commissioning Review

- This commissioning review will follow the Swansea Council corporate commissioning cycle resulting in the development of an Options Appraisal recommending a preferred option with the intention to implement the option, if the recommended direction of travel of the service is agreed.
- A key feature of the Options Appraisal, and linked to taking an agreed co-productive approach, will be including staff, wider stakeholders and service users when developing the options for Assistive Technology for the future. To this end, a Stakeholder Workshop with a wide range of staff within the Council as well as the Health Board and the Third Sector was arranged for 1st October 2019.
- Further, service satisfaction questionnaires have been developed for service users and carers to feedback their views regarding Assistive Technology and Community Alarms. These should be distributed in October/November 2019.
- Work on the Service Assessment for Assistive Technology will commence in August 2019 and will be complete by the end of January 2020.
- Comparisons for Assistive Technology with services from different areas will commence in August 2019 and will be complete by the end of January 2020.
- Options Appraisal / Gateway 2 Report for Community Alarms will be complete by the end of April 2020.