



Report of the Cabinet Member for Adult Social Care and Community Health Services

Adult Services Scrutiny Performance Panel – 30th January 2024

Adult Services Transformation Programme 2023/24

Purpose	To provide an overview of the Adult Services Transformation Programme, progress and known next steps.
Content	This report includes a summary of Adult Services Service Planning activity and resulting priorities which have shaped our Transformation programme. Detail on the activity under each priority area, progress and proposed focus for 24/25 onwards.
Councillors are being asked to	<ul style="list-style-type: none"> • Share their views • Consider the report as part of their scrutiny function
Lead Councillor(s)	Cabinet Member for Care Services – Cllr. Louise Gibbard
Lead Officer(s)	Amy Hawkins, Head of Adult Services & Tackling Poverty Helen St John, Head of Integrated Services Lucy Friday, Principal Officer – Transformation
Report Author	Lucy Friday, Principal Officer -Transformation Lucy.Friday@swansea.gov.uk
Legal Officer	Carolyn Isaac
Finance Officer	Chris Davies
Access to Services Officer	Rhian Millar

Adult Services Transformation Programme 2023 - 2024

1. This report provides an overview of the Adult Services Transformation programme for 2023/24, objectives and progress to date.

2. Transformation Focus

As in previous years, our focus for the Transformation Programme in Adult Services is informed by our Service Planning process. This process involves all service areas and teams. The exercise provides the opportunity to reflect on our successes, challenges, any barriers to change and where we can improve for the people of Swansea.

Through this process the following vision and priorities were agreed and shared in March 2023;

Our Vision for Adult Services:

'Working alongside you to live well and safely in our community'.

Adult Services Priorities:

- Promoting people's voice
- Ensuring a valued & skilled workforce
- Better Prevention & Early Help
- Keeping People Safe
- Enabling & Promoting Independence
- Financial Efficacy
- Resources which meet the needs of our community
- Focus on quality & continuous improvement.

Reflecting upon these priorities and our vision for Adult Services within the context of wider drivers for change, the Transformation Programme's purpose is to work alongside continuous improvement activity, process and systems improvement, our collaborative communications practice model and workforce programme to progress larger change programmes which impact across the department.

The resulting Transformation programme focuses the agreed three themes of:

- 1. Prevention and Early Help**
- 2. Enabling and Promoting Independence**
- 3. Demand Management**

These themes have programmes of work which encourage people to live independently for longer in the community they live in, with the intention of reducing the need for intervention of managed care and better outcomes for individuals.

They include the development of brand new ways of working alongside enhancing and modifying existing systems.

All three themes and resulting programmes of work are interdependent of each other and support each other in achieving our intended outcomes.

3. Programme Description & Progress to date

The transformation programme translates each of these priorities to specific programmes of work. A summary of these programmes and objectives/purpose are listed below;

3.1 Prevention and Early Help (Developing New Models)

This work focuses on the development, pilot and implementation of new models of delivery which enhances the Adult Services 'offer' around prevention and early help. Through this work we want to achieve:

- ✓ Easily accessible universal & low level interventions and support for both our community and internal services
- ✓ More people enabled to live safely & independently in their own communities reducing demand on managed care
- ✓ Growth and support of community assets

Cutting across all areas of the Transformation programme detailed below, prevention and early help are the key components to the Adult Services model of delivery. This specific work has focused on establishing a strategic intent of clarifying a shared purpose and identity for Adult Services that is known about and understood by the public, partners and teams. Having a clear social care offer that meets people's needs, supporting them to meet their personal outcomes at the earliest opportunity and as their needs escalate and to de-escalate people from statutory services. Over time we aim to work with people earlier on and enable us to invest more in our early help and preventative work.

To move this forward and to better understand what new models of delivery best support this endeavour consultation across all areas of Adult Services and our community representatives has commenced to build an understanding of all internal and commissioned services already aligned to the tiers of universal wellbeing and intervention support. The outcomes and next steps will impact not only on operational models but also our internal and external communications strategy.

Alongside this, specific pockets of collaborative working with existing resources facilitating early help have continued to be embedded into system and process reviews. This includes the work of our Access and Information Assistants in the Common Access Point (CAP) who proactively engage with services including Assistive Technology, third sector Wellbeing officers and social prescribers, micro-enterprises and Local area co-ordination amongst many others to provide advice and support outside of managed care. **In the last 9 months this has resulted in 28% of enquiries into CAP being sign-posted or closed at point of contact.**

In addition, a Community Wellbeing Officer hosted by Swansea Council Voluntary Service (SCVS) has been recruited to pilot the benefits of expanding the current Wellbeing offer and resource to a wider cohort.

The current 'Home First' programme resource works directly with people in the process of being discharged from Hospital and has proved successful in exploring the wide range of support and community-based provision to enable people to return home as soon as possible and as independently as possible. We know that there is potential to replicate this same offer for the residents of Swansea who reside in the community but may benefit from some wellbeing support to enable them to remain independent within their own homes and communities for longer.

Working alongside the wider SCVS Wellbeing team and Swansea Council Adult services, will use outcome measures and performance information to help both organisations in identifying opportunities to expand preventative and community based early help services further on an evidence-based basis.

This Prevention and Early Help approach will support both preventative practice and facilitate people in our community to 'step down' from statutory services wherever possible and appropriate.

Using intelligence and experience of the pilot to help highlight challenges and co-produce proposed solutions for future process and model development.

3.2 Enabling and Promoting Independence (enhancing interventions)

This work is focused on developing new and enhancing existing interventions which enable successful pathways to access early help and prevent/delay recourse to long term managed care. Through this work we want to achieve:

- ✓ Services/interventions which demonstrate an increased number of people enabled to live independently.
- ✓ Services/interventions which support our Early Help offer and provide viable options to 'step down' from managed care interventions.

Key to this work is our continued partnership working with Swansea Bay University Health Board, third sector and the wider Regional partnership. Regional programmes including the intermediate care optimal model, Home First, Equipment provision and Building Community Assets work alongside associated monitoring of performance and financial investment have been pulled together for review under the local Swansea Joint Partnership Board governance alongside Regional Joint Partnership boards.

This work has enabled the review of the current S33 resource and finance schedule agreements in Swansea resulting in greater transparency of the shared services and resources utilised across all organisations who work together with people at home and in hospital.

This oversight and consistent monitoring will support ongoing work to ensure Swansea Council investment and use of any grant money is proportionate and targeted in the areas best aligned to our vision and priorities as a service.

In the last 9 months across these programmes we have seen improvement across key objectives including earlier support following a period of unscheduled care through integrated working with Health and the Third Sector. A reduction in the average length of stay in an acute hospital setting, overall admission avoidance and improved outcomes for people leaving a period of home based or residential reablement.

Working alongside the Regional programmes we have also focused in on our Assistive Technology offer in Swansea to enable and promote independence.

The refocusing of the Assistive Technology strategy to an operational action plan has taken place in year to stabilise and embed the current offer of technology like 'Just Checking'.

Improvements to performance reporting is providing an evidence base to demonstrate how the technology is used as an alternative to enable people to have the minimal intervention and where possible 'step down' care to encourage independence.

The use of Just Checking can provide essential information to aid decision making and understanding risk for someone who is living independently in their home. In some cases, this can see a reduction in the amount of intervention someone requires and therefore provides capacity within providers to help more people in Swansea and cost avoidance for the Local Authority.

Over the last 12 months utilising the temporarily expanded resource in the team and active promotion of the offer with social work teams across the department, we have achieved an average of 5 installations per month with the average cost avoidance of £46,322 per month and capacity released in the care sector.

The continued development of the Assistive Technology offer also includes the imminent launch of the Smart Suite, which enables individual's and their families to try smart home appliances which may be useful for the individual to continue living as independently as possible in their homes. **The referrals which are being received from different sources has expanded by 33% over the last 12 months which shows more services are considering other solutions to care.** By using assistive technology, the individual can be supported faster and therefore can be supported to return back to living independently within their own homes.

The required need for anyone with a Community Alarm to be switched to a Smart Hub as part of the Digital Switchover by December 2025 is ongoing. By the end of December 2023, 35% of Lifeline customers had been switched over to a Smart Hub. This is ongoing work to ensure customers receive the level of service they require.

2.3 Demand Management (modifying current systems)

This work focuses on reviewing and optimising our systems, processes and models of delivery across specific service areas to effectively meet identified needs and maximise capacity. Through this work we want to achieve:

- ✓ The right support at the right time
- ✓ Effective use of all available resources
- ✓ Services which reflect the identified needs of our community
- ✓ Maximisation of domiciliary care capacity across sector

As part of this work, **the implementation of the internal Residential Care provision model has been finalised with detailed purpose functions of older people's residential care.** Four care homes Rose Cross, St Johns, The Hollies and Ty Waunarwydd now provide long term care for people with complex care needs or dementia, respite, and step up from the community with an agreed allocation of beds for each function.

The homes now have an established staffing structure which supports the homes functions. **The appropriately skilled staff work in an outcome focused way in supporting people who they care for and their families to identify what matters to them.**

Continuing to work with supporting discharges from acute beds for patients living in Swansea and Neath Port Talbot, Ty Waunarwydd have also been funded via a Regional grant to March 2025 to provide a step down (from hospital) 8 bedded unit for people with complex dementia to assess and re-settle people back home or to a residential home of their choice. To date the unit has been successful in supporting people to return home with support if assessed or to a home of their choice.

Bonymaen House is providing up to 24 beds, with 4 additional beds which have been funded until January 2024, to re-able people from hospital back home independently, with a package of care ('POC') or to a residential home of their choice.

For October – December 2023, the percentage of residential reablement stays where the need for support was mitigated or reduced was 81% which is above the target of 60%. The total percentage of residential reablement stays where the need for support was mitigated or reduced for 2023 / 2024 is currently 83% which is an expected 12% increase on 2022 / 2023 reported outcomes.

Alongside this work with our internal services the **externally commissioned domiciliary care contract refresh has also been progressed with publication now live and providers submitting tenders.** This project, as well as ensuring compliance, is also seeking to support stability within the external market of commissioned care to ensure that stability is passed on to the individuals and their families / carers we are working with. This in turn will provide opportunities and sustained resource for the caring workforce within the community.

The changes to the contract specification reflects how the Local Authority wants to support the individual to live as independently as possible but also continue good working relationships with providers.

Supporting this wider contract refresh with providers we have also **reviewed externally commissioned pilots** in the same sector which have trialled the use of 'block contracts' with providers in the harder to reach areas of Swansea including Gower. This pilot focuses on outcomes for the individual with flexibility for providers to adapt and work with individuals alongside their families, carers and support network to provide care which best meets individual's specific outcomes.

Moving away from 'time and task' specifications care providers work to a block number of hours as a target which they meet or exceed. **It has proven to provide improved terms and conditions for staff as payment is based on a shift basis rather than number of calls offering greater staff retention and consistency for our clients. For individuals the area is now well served with historic delays in accessing care in these areas being removed and greater voice choice and control over how and what support is provided.**

This pilot model is now going out to tender to all current providers the process and approach to which has involved Co-production Network Wales who have supported the project to engage with current users of the service, carers and families to help inform elements of the tender evaluation process.

To balance with the external domiciliary care market changes our internal Home Care provision is also currently being reframed following the commitment to:

- Maximise the existing capacity of the Internal Domiciliary Care Service.
- Create a Therapy led Homecare Reablement Service to improve the flow to and from the service.
- Provide better outcomes for individuals who are supported through the service and strive to be the best domiciliary care provider in Wales.

As part of this work the service completed a constructive multi-disciplinary team review of all domiciliary care cases currently being cared for. The service has identified and committed to develop a revised criteria for the Long-Term Complex Team. The intention is utilising externally commissioned capacity as far as possible and expand the internal provision of rehabilitation of individuals to return to living as independently as possible in their communities.

The organisation of our Assessment and Care Management teams has also continued to be reviewed under the Transformation programme aligned to Demand Management. The restructure has worked collaboratively with staff to produce a proposed option. Currently under formal consultation with staff the proposal puts our strategic vision for the people we support at the centre whilst balancing wider budget pressures and statutory requirements.

A key improvement objective of the project was to explore 'Options which facilitate greater emphasis on our preventative practice and associated benefits'. The proposed model produced puts the person at the centre and

focuses on not only a more streamlined system but also emphasises the key opportunities at both our front door and review points – by enhancing our current resource mix at these stages we hope to facilitate a greater focus on prevention and early help.

It is proposed that Sensory support will now be placed within our Common Access point (CAP) to work alongside both Information & Advice assistants and our Social work assessment functions. In combination with the established multi-disciplinary team within CAP which includes therapy resource, we will explore all opportunities to divert people away from more traditional managed care routes.

In addition to CAP changes, the proposal includes an enhanced review function with established Review Officers joined by social workers and care management officers to take proactive preventative approaches to the potential escalation of need alongside regular, timely and person specific review points to explore all opportunities to step down from managed care.

It is hoped that following consultation and any resulting amendments to the Assessment and Care Management Team's proposal, implementation will take place by June 2024.

4. 2024/25 Adult Services Transformation Programme

As we approach the new financial year the Adult Services Transformation programme will be refreshed to reflect progress in year, medium term financial planning commitments and the agreed areas of transformational focus.

It is anticipated that the programme will continue to align to the high level themes identified for 23/24 acknowledging the long-term strategic change programme required to meet the challenges faced across Health and Social Care. Our revised programme for 24/25 will therefore encompass the period up to and including 27/28.

We will continue to focus in on the key areas of partnership working, financial efficacy, rebalancing of our in- house domiciliary care provision alongside the expansion of externally commissioned resources. Our in-house residential and day support model reviews will continue alongside the development of our early help offer in Adult Services.

The governance and development of the programme will continue to be informed and monitored locally via the Adult Services Continuous Improvement Group alongside the supporting programmes of Workforce, Internal and External Communications, and practice model of collaborative communication.

Corporately the Transformation programme will report progress via Programme Highlight Reports presented to Corporate Management Team Transformation Board.

5. Integrated Assessment Implications

5.1.1 The Council is subject to the Equality Act (Public Sector Equality Duty and the socio-economic duty), the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language (Wales) Measure, and must in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Acts.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage
- Consider opportunities for people to use the Welsh language
- Treat the Welsh language no less favourably than English.
- Ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

5.1.2 The Well-being of Future Generations (Wales) Act 2015 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

5.1.3 Our Integrated Impact Assessment (IIA) process ensures we have paid due regard to the above. It also takes into account other key issues and priorities, such as poverty and social exclusion, community cohesion, carers, the United Nations Convention on the Rights of the Child (UNCRC) and Welsh language.

5.1.4 The principles and priorities underpinning the Adult Services Transformation programme support positive outcomes for our communities and the people of Swansea. We focus on strengths, enablement and keeping people safe. Individual programmes and projects under the wider Transformation strategy will complete IIA screenings and full reports where required to ensure any impacts are fully understood, a positive co-productive and / or engagement approach is adopted wherever possible and detail of any risks and proposed mitigation are developed.

6. Financial Implications

6.1 There are no financial implications associated with this report.

7. Legal Implications

7.1 There are no legal implications associated with this report.

Appendices:

Appendix A – Adult Services Service plan and Transformation Programme overview



AS%20Service%20Plan%20202324%20Final.doc

Appendix B – Integrated Impact Assessment



IIA_screening_form_1
7_01_24.doc