



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

Adult Services Scrutiny Performance Panel – 2nd June 2021

Adult Services Transformation Programme

Purpose	<ul style="list-style-type: none"> • To provide an overview of the Adult Services Transformation Programme 21-22
Content	<ul style="list-style-type: none"> • Overview of Service Priorities for 21 – 22 • Transformation Programme and projects including progress to date
Councillors are being asked to	<ul style="list-style-type: none"> • Approve the Service Priorities
Lead Councillor(s)	Councillor Clive Lloyd: Cabinet Member Adult Social Care & Community Health Services
Lead Officer(s)	Amy Hawkins, Interim Head of Adult Services Helen St John, Interim Head of Integrated Services Lucy Friday, Principal Officer – Transformation
Report Author	Lucy Friday, Principal Officer -Transformation Lucy.Friday@swansea.gov.uk

Adult Services Transformation Programme 2021-2022

1. Foundations of Transformation Programme

Reflecting on the Covid pandemic, the unprecedented challenges presented to Adult Services and our response to these challenges has provided a wealth of experience, information and highlighted opportunities for change. All have been used to inform our Transformation agenda for the year.

Our service plan and transformational ambition for 20/21 has also been revisited – how have these priorities changed in light of the pandemic? What have we learnt which re-confirms this focus or perhaps re-frames our original intentions. What parts have progressed and what has had to ‘pause’? How are we achieving against wider Council objectives and our policy commitments?

To pull all of this together existing communication channels established during 2020 including review groups and service wide meetings, regional work streams, citizen engagement channels, alongside team level SWOT analysis were all used to identify our priorities for the service.

(Please see Appendix 1 for the full Adult Services ‘Service Plan on a Page’ for 2021-22)

Our strategic vision and headline priorities referenced throughout offer a balance between **contingency, recovery and transformational ambition.**

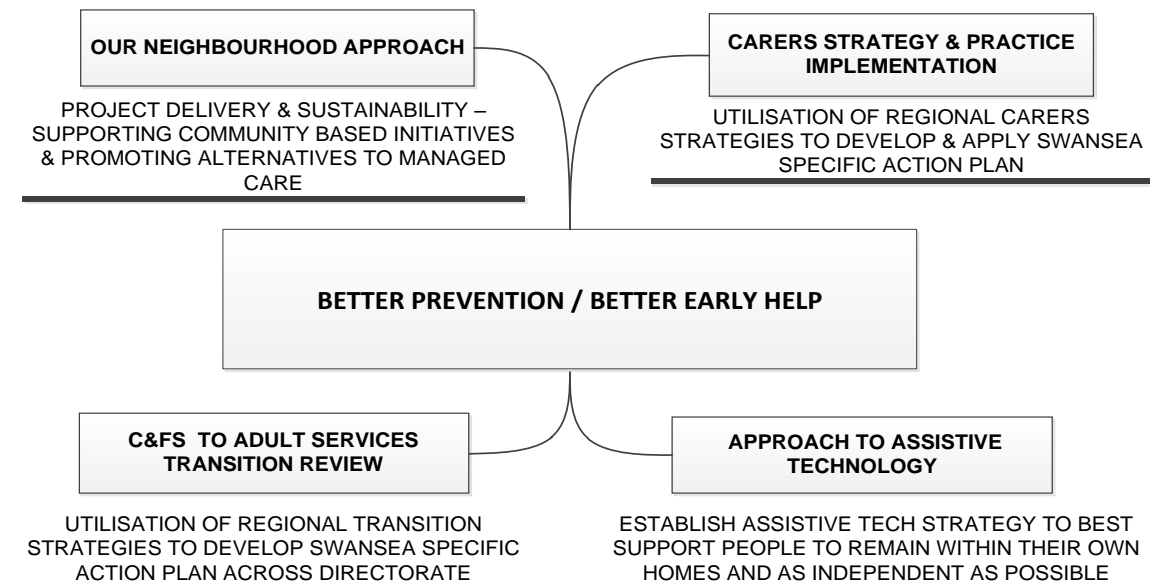
Adult Services <u>‘Vision’</u> <i>People in Success</i>	Agreed Service Objectives/Priorities for 2021/22:	Deli
	<ul style="list-style-type: none">• Better Prevention & Better Early Help	}
	<ul style="list-style-type: none">• Keeping People Safe• Enabling & Promoting Independence• Integrated Services• Financial efficacy	

2. Transformation Programme

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

2.1 Better Prevention / Better Early Help

Better Prevention and early help remains a priority - the work to sustain and expand our alternatives to traditional managed care routes through community based solutions have been at the forefront more than ever during the pandemic. Our community response working alongside Local Area Co-ordination and third sector has highlighted opportunities to expand even further. The programmes listed below will monitor the development of this objective.



Our Neighbourhood Approach (ONA) regional transformation programme utilises funding to pilot alternative modes of provision across integrated and third sector support, map and better understand gaps in provision to inform future commissioning opportunities and offer analysis of outcomes and impact of these preventative services.

Key outcome objectives include increased uptake in community based services, increased community engagement/volunteering/citizen led schemes and services, and a reduction in traditional long term managed care routes. It has also facilitated the establishment of necessary resource to ensure 'flow' through the system so that people receive timely interventions, review checkpoints and access to services such as Direct Payments.

Working hand in hand with the objectives and outputs of the ONA programme is the regional and **Swansea Carers strategies**. The Swansea Implementation Action Plan, which will be led by Adult Services on behalf of the whole Council is

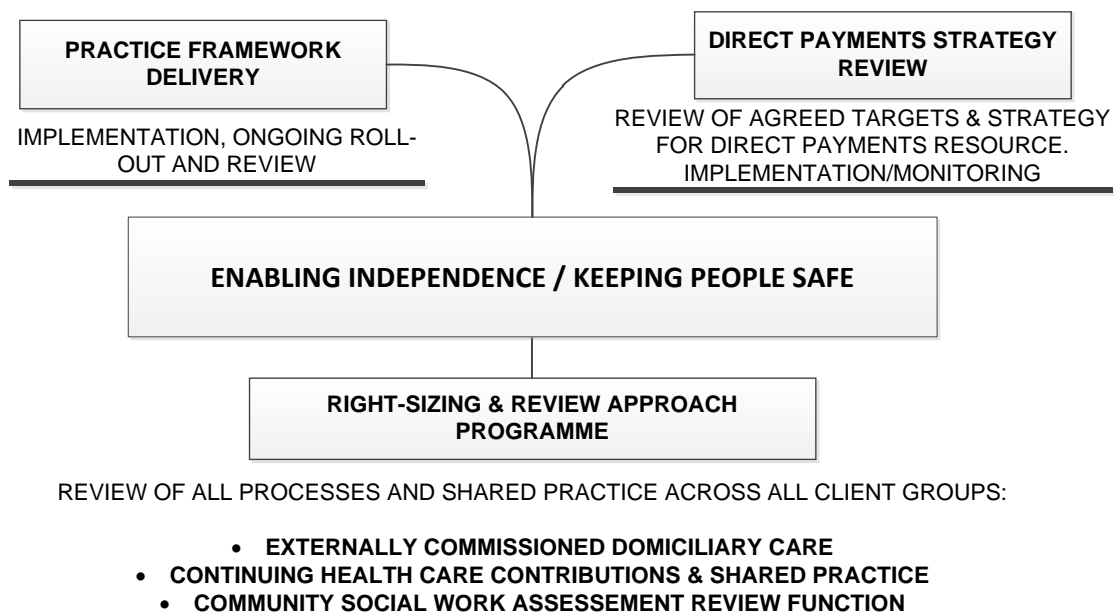
currently in development. The associated actions included within this plan is to improve Carer Awareness, information, training for staff and ultimately a measured increase in the number of Carers Assessments completed. It will also take a co-productive approach with partner organisations and carers to better understand commissioning opportunities.

Assistive Technology both type and process of provision is also essential to our preventative and early intervention model. Cutting across enabling independence the provision of technology to facilitate people to remain within their own homes for longer presents a wealth of opportunity.

Earlier intervention with regards to **Child and Family clients transitioning to Adult Services** will improve our ability to better understand client personal outcomes and the arrangements required to facilitate. Tied to the regional work underway the strategy for Swansea will continue to be developed and key objectives identified to ensure we are offering the best possible support to clients and carers.

2.2 Enabling Independence/ Keeping people Safe

The priorities of keeping people safe and independent within their own homes and communities remains at the forefront for people and the service. Essential to wellbeing and the sustainability of our services the programmes listed underpin much of the Adult Services model of delivery.



Our **Practice Framework** and collaborative communications approach to information, advice and assistance, assessment and review has been established in Adult Services for a number of years. The ongoing review and practice development continues for the year ahead and further improvement

opportunities continue to be developed with staff and in response to external audit recommendations.

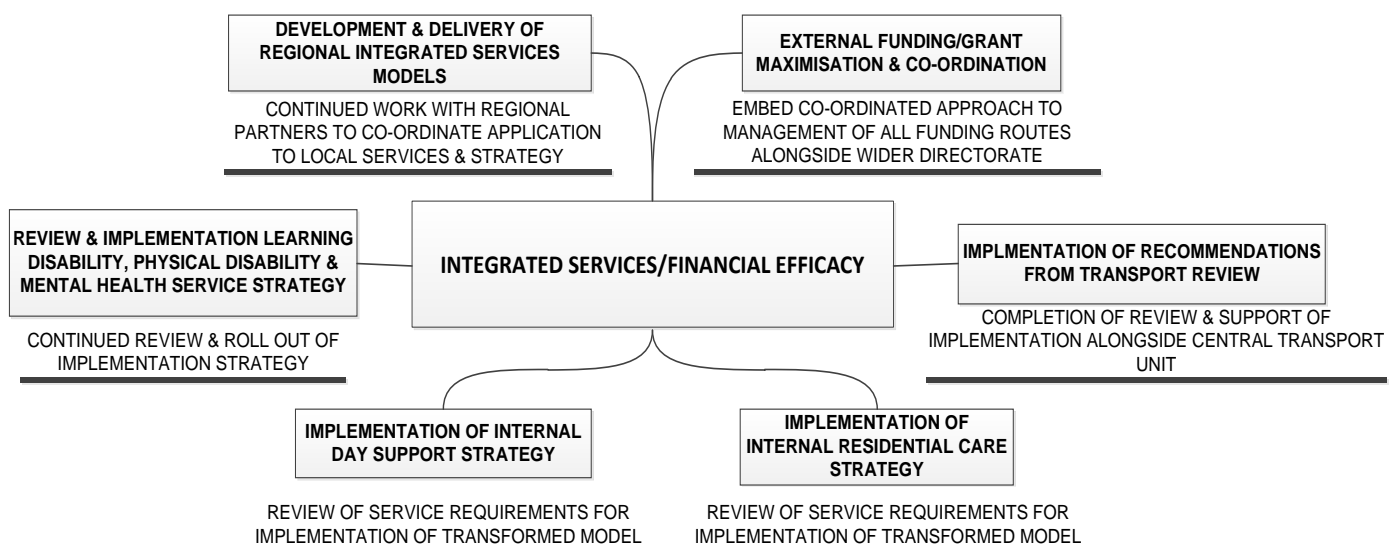
As part of this work stream the uptake of **Direct Payments** as an alternative to more traditional support models will be reviewed. Direct payment levels remain below our ambition and there is a drive to explore the current resource allocation, model of delivery, processes and monitoring to better understand the required changes and options for implementation.

To ensure 'flow' through and manage demand in both externally commissioned and internal services our **right-sizing and review** programme is essential. Our capacity to provide timely interventions to those when they need it is critical to enabling independence. The provision of resource and expectation on practice to complete regular assessment reviews alongside contract monitoring arrangements and financial arrangements for continuing health care will all be developed and monitored via the transformation programme.

2.3 Integrated Services/Financial Efficacy

Across Adult Services integrated working with partners locally and across the region has been strengthened further during the last year. Our close working on many regional programmes including the Hospital to Home/Rapid Discharge model, regional escalation tool, commissioned care monitoring and internal provision utilisation have provided focus on opportunities for change.

The regional programme will develop further in the year ahead with a revision to governance and re-alignment of regional delivery models. Adult Services will be helping to shape this work alongside partners.



The next phase of recovery into 21/22 will have a heavy focus upon financial efficacy; the transformation programme will support the Medium Term Financial

plan savings for Adult Services and monitor progress as part of governance arrangements.

Further to core budget savings as we transition to a recovery phase following Covid, Adult Services are presented with the significant challenge of mitigating the as yet unknown risks associated with the potential withdrawal of any funding received to manage Covid as well as expected changes to Welsh Government regional **grant funding streams**.

Externally commissioned services and internal service provision will be revisited in 21/22 with the resulting strategies for **residential, respite and day support a priority area of work**. The last year has provided a clear focus of the capacity of these services to be shaped to meet the needs of our communities and service priorities.

2.4 Cross Cutting

Working alongside our programmes listed, the cross cutting programmes of work support the delivery of all Service objectives, monitoring and development of our service Transformation agenda.

They include many of the important themes from staff and client engagement including :

- A review of existing and developing better internal and external communications.
- Expanding our co-productive approach to Service design and review.
- Quality assurance, improvement and customer service
- Ensuring our staffing structures, accommodation, training and development, well-being, processes and systems enable our workforce to achieve our collective goals.

Our improvements to internal **communications** during 20/21 will continue to be developed in the year ahead. Continuing to use our knowledgeable and experienced workforce to influence and shape our transformation agenda.

Systems and processes will be fundamental to our ambition for the service, the recent implementation of WCCIS and its operational development will inform our monitoring framework and day to day management and review.

Co-production will feature throughout with the recently developed Swansea co-production strategy embedded within our programmes of work with specific co-produced outputs identified wherever appropriate.

Adult Services **Quality Assurance** group has been established with objectives including

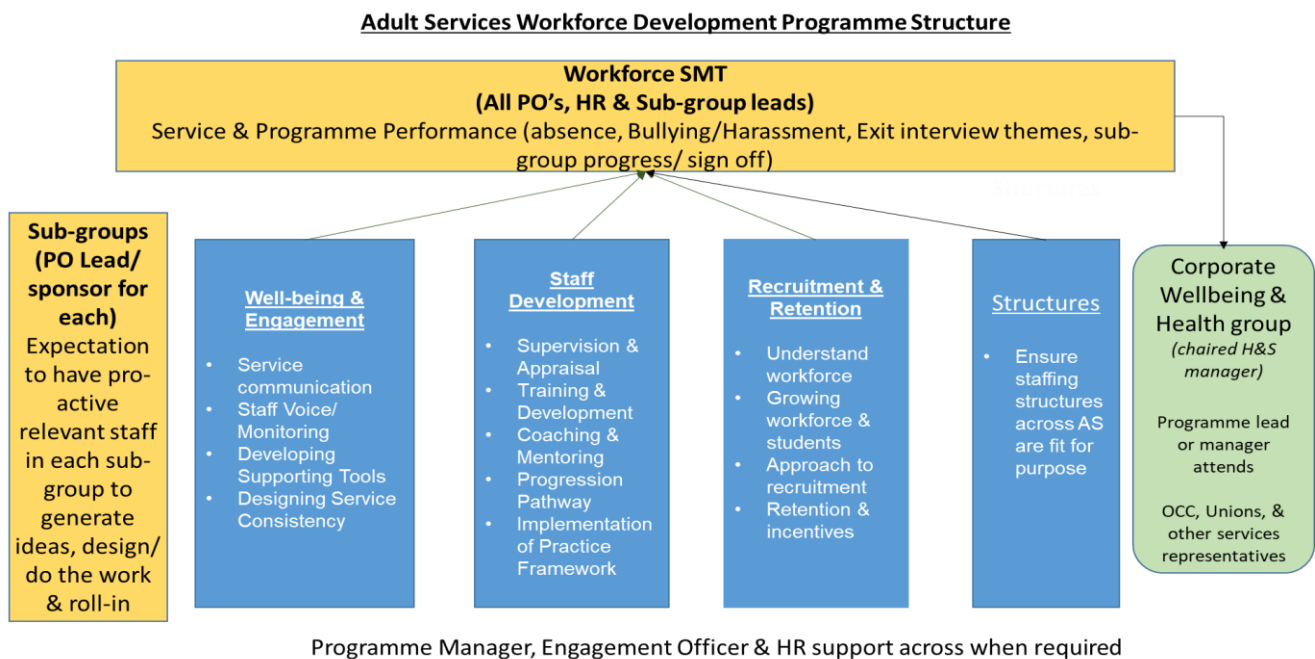
- Improving customer contact ensuring it supports outcomes.
- Ensuring customer complaints are dealt with fairly and effectively.

- Ensuring a collaborative and solution focussed approach to find the best resolution.
- Share learning from complaints
- To develop a clear action plan for how recommendations from complaints processes will be implemented and embedded in practice and culture.
- Identify improvements to decrease the escalation of complaints.
- To provide a forum for identifying service improvements.
- Monitor the impact of improvement actions.

The planned Care Inspectorate Wales Assurance visit for June 21 across the Directorate will also provide valuable insight and recommendations to be taken forward by this group and wider Transformation programme.

To support a number of these themes a revised approach to Workforce Development will be a priority for 21/22. Building upon training, recruitment and wellbeing programmes already in place, a revised governance structure and robust collaborative approach is in development to revisit and review/improve recruitment, retention, training and peer to peer support as well as wellbeing priorities for all staff.

Below outlines what this programme of work looks like



3. Transformation Programme Governance

As described in the example above, the Transformation Programme and the priority areas of Workforce Development Programme, Financial Monitoring and Performance Monitoring will be reviewed monthly as part of the Senior Management Team weekly agenda.

Outputs will in turn inform the Adult Services Performance & Financial monitoring meetings and MTFP updates.

ADULT SERVICES - SERVICE PLAN 2021/22

OUR VISION	OUR MISSION
<p><i>People in Swansea will have access to modern health and social care services which enable them to lead fulfilled lives with a sense of wellbeing within supportive families and resilient communities.</i></p>	<p><i>We will help people to keep safe and protected from harm and give opportunities to exercise voice, choice and control in all aspects of their lives.</i></p> <p><i>Our services will focus on prevention, early intervention and enablement and we will deliver better support for people making best use of the resources available supported by our highly skilled and valued workforce.</i></p>

Key Service Strengths

- Highly skilled, knowledgeable and experienced workforce
- Flexible and adaptable workforce who are committed to providing the best possible support and outcomes for our communities
- Workforce who support each other and have a 'one service' identity
- Embedded integrated working practice and communications approach with partners
- Adaptability and a drive to continually improve and explore innovative solutions / challenge historic practice and processes

Key Opportunities for the Service

- Utilising experience from 20/21 (challenges & our response) to inform and promote ongoing innovative practice and continuous review
- Continue to challenge historic practice/culture within Service
- Utilise experience to continue to drive preventative model
- Build upon technological and digital solutions to assist wider strategies inc. implementation and development of WCCIS
- Explore opportunities for specialisms and function specific models of working
- Further development of workforce wellbeing strategy with particular mental health focus
- Develop our workforce recruitment, retention, succession planning and training/skills development including maximising on the wealth of knowledge and experience of our current workforce to support.

Main Service Weaknesses

- Limitations and restrictions to practice that remote working can impose
- Forced delays as a result of pandemic to planned strategic planning and governance arrangements and resulting longer term impact
- Identified gaps in co-ordination of specific programmes (e.g Capital programme)
- Social work recruitment drive and management of resulting training needs gaps/capacity of newly qualified staff
- Limited communication and active review routes with stakeholders
- Limitations of data/performance information

Main Threats (Risks) to the Service

- Largely unknown longer term consequences of Covid contingency measures across citizens, internal workforce, external workforce
- Anticipated continued increased complexity of need across client groups and suitability of current models of care and support
- Legislative duties and our ability to fulfil
- External Market stability
- Overall impact of austerity
- Financial restrictions / limitations of national policy in achieving our strategic goals
- Impact of withdrawal of temporary funding /grant monies

OUR KEY PRIORITIES AND OBJECTIVES FOR 2021/22



KEY MEASURES / CRITERIA FOR SUCCESS

- 1) **The number of Care and Support plans that were due to be reviewed during the year that were completed within statutory timescales. (AD/017)**
- 2) **The number of Carers Assessments completed for adults during the year where (AD/005):**
 - a) Needs could be met with a carer's support plan or care and support plan.
 - b) Needs were able to be met by any other means.
 - c) There were no eligible needs to meet.
- 3) **The total number of packages of reablement completed during the year which (AD/011):**
 - a) Reduced the need for support
 - b) Maintained the need for support
 - c) Mitigated the need for support
 - d) Neither reduced, maintained nor mitigated the need for support
- 4) **The total number of Adult Safeguarding enquiries completed within 7 working days from the receipt of the reported alleged abuse (AD/024).**