

Wellbeing (Health & Adults)

Health & Adults Road Map

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4th March 2021



Context

- Southampton is ranked the 55th most deprived authority (of 317, IMD 2019)
- Southampton has 19 Lower Super Output Areas within the 10% most deprived in England (IMD 2019)
- Currently a reactive demand driven service
- Increasing complexity of need
- Higher number of younger adults in placements compared to statistical neighbours
- Higher number of younger adults in residential care than statistical neighbours
- Limited prevention offer across the city
- Statistically higher number of safeguarding (80% more concerns than the national average)
- Poor performance of completing Deprivation of Liberty Safeguard assessments for a number of years
- Significant impact of covid-19 (Demand)
- Clinical Commissioning Group (CCG) Merger in April 2021
- Legislative changes ahead

Context

- Peer Review Outcomes Identified 2019
 - Changes in Leadership
 - Leadership and capacity at all levels
 - The need for effective practice assurance and Care Act compliance
 - Base budget sufficient to deliver services based on need
 - Improve outcomes for residents and their carers:
 - Increase Independence & Wellbeing
 - Information, advice, guidance and accessibility to prevention
 - Person centered needs assessment and support planning
 - Better management of risk
 - More personalised care

Context continued

- Adult Social Care has been facing a challenging year
 - Impact of COVID-19 (increased demand & financial activity)
 - Reviewing and changing model of care provision to meet national requirements due to covid – impact on offer and ways of working
 - Increasing levels of complexity of people presenting to social care
 - Increasing levels of demand across all areas including safeguarding and DoLS
 - Increase in workforce due to additional demand and covid-19 related activity
 - Ability to build a sustainable workforce (permanent and appropriately skilled)
 - Ability to build a flexible and sustainable provider marketplace
 - Risk of provider failure accelerated, in year support to providers

Health & Adults – Key Issues identified in initial review by ED Feb 2020: (Link to weaknesses):

- Inconsistent approach to meeting a number of key statutory duties – Care Act / Mental Capacity Act (MCA – Deprivation of Liberty Safeguards);
- Further work required to implement a number of the recommendations of peer reviews;
- Capacity within the draft management structure was not sufficient to support the transformation journey required;
- Overall permanent workforce capacity was not sufficient to meet increase in demand;
- Limited resident feedback channels;
- Approach to co-production with residents and groups was not embedded across the board;
- A robust approach to financial management & forecasting was not embedded within the service;
- Insufficient quality assurance & governance capacity within the service;
- PARIS system is not a modern case management system with significant limitations (impact on some of the above);
- Performance information from PARIS is limited, impacting on savings profiles and performance management capability.

Health & Adults – Key Issues identified in initial review by ED Feb 2020 continued (link to weaknesses):

- Adults staff engagement in the planning, design and implementation of the new Care Director case management system was not robust or sufficient;
- Adults Improvement programme was not comprehensive enough to secure the level of transformational change required within the service;
- Lack of specialist capacity within the service to plan for and deliver the changes needed;
- Some delays / backlogs of cases existed in all areas of Adult Social Care operations;
- Some delays in progressing safeguarding enquiries;
- Significant delays in progressing activity relating to Deprivation of Liberty Safeguards;
- Approach to carers assessments not fully embedded in line with all aspects of the Care Act;
- Approach to direct payments - requires review;
- Approach to oversight / monitoring / sign off of statutory returns required attention;
- Approach to integration required review / strengthening.

Environment / context - review

Strengths

- Commitments in place across partner Health & Care agencies to deliver sustainable, high quality services with good quality outcomes for residents that access them;
- Strengthened partnership working with health & other agencies;
- Strengthened engagement with provider market;
- Committed staff & political leaders;
- Increased staff engagement & communication;
- Investment secured during 20/21 to respond to increased demand and covid related activities;
- Investment secured to strengthen some key areas within the Health & Adults structure from April 21 and demand for services;

Weaknesses

- See slides 5 and 6 on key issues / weaknesses for operational detail

Environment / context - review

Opportunities

- NHS White paper (recognising the importance of place);
- CCG Merger and broader HIOW footprint – Opportunities for greater collaborative working;
- Appetite for strengthening integrated working with key health partners;
- Positive adoption of new ways of working during the covid period, which can be mainstreamed going forward;

Threats

- NHS White Paper – Unclear presently about the broader impact re assurance;
- CCG Merger and broader HIOW footprint – potential for reduced system focus on Southampton;
- Increasing demand for adult social care, impact of covid on future demand currently unclear;
- No timelines for national approach to Adult Social Care Reform and funding;

Health & Adults – Actions taken / underway since January 2020:

- Requested input from Better Care Support team to undertake deep dive into delayed transfers of care – up to 20 days secured; (put on hold due to COVID-19)
- Funding secured from LGA to undertake a full review of Adults approach to the design , planning & Implementation of Care Director;
- Initial deep dive undertaken into adults approach to performance management and indicators;
- Initial deep dive underway into adults approach to financial forecasting & funding & approach to savings;
- Approach to staff engagement under review – meetings with managers underway, staff engagement workshops undertaken;
- Review undertake to identify activities needed in order for SCC to meet all statutory requirements;
- Established a clear set of CareDirector go-live acceptance criteria for Adult Social Care Services;
- ASC Design Authority and Task & Finish Groups for Care Director established to manage, monitor and sign off all system design requirements;
- Engagement with ASC staff to obtain feedback on both the system functionality and the new proposed processes;
- Designed and established an Adults Transformation programme which includes all changes, financial savings plans and strengthen integration with health;
- Design an adults social care and health structure to deliver the transformation identified;
- Additional capacity secured to strengthen approach to safeguarding;
- Additional capacity secured to begin to undertake increased number of deprivation of liberty assessments;

COVID-19 has had an impact on progress

Health & Adults – Actions taken / underway continued:

- Set up adults covid hubs to provide a base for managing both provider and operational response;
- Review of service activity and operations and changes made to respond to covid 19 pandemic;
- Strengthened arrangements for key department meetings, governance and decision making;
- Strengthened approach to learning and development, support for social workers and adopting to new ways of working;
- Full transformation and programme activity scoped and workstreams developed;
- Learning Disability Housing and Care project established to improve outcomes for people with learning disability;
- Covid -19 impact on Day Opportunities for people with Learning disability undertaken and project scoped;
- Work underway with corporate colleagues to consider review of charging policy for ASC in light of recent publicised court case (not Southampton);
- Work undertaken to understand historic demand and impact of covid to date;
- Work underway to design the full adult social care structure – strengthening management oversight and front line capacity;
- Team discussions planned to work through key gaps in the structure and ways of working across teams;
- Care Act Implementation: external review underway by **Social Care Institute for Excellence** to identify areas requiring strengthening including public facing documents, practice documents, review of approach to learning & development;
- Development of the Health & Adults Transformation Communications strategy and plan commissioned to include approach and content for both internal and external communication (linking with corporate comms)

Health & Adults 2020/21 – Other activities completed:

Technology Activities:

- Laptop Asset baseline and new laptop rollout across the Directorate;
- Bid to CCG for funding for ColdHarbour upgrade (now agreed and project implementation underway);
- Urgent Response Service (URS) – Mobile Printing rollout to support efficient working practices;
- URS – Mobile phone upgrades to help support the ColdHarbour upgrade and provide the ability for care staff to access schedules remotely (once upgrade complete)

Statutory Reporting

- Development of a statutory returns group to govern, advise and make decisions in relation to data quality, recording and processes to enable the Adult Social Care statutory returns to be submitted;
- Validation of Adult Social Care statutory returns and undertake associated data cleansing;
- Development of statutory returns group action plan and priorities;
- Development of a data quality group to co-ordinate, prioritise and monitor data cleansing activity.

Performance:

- Development of a new performance dashboard to monitor key service priorities and statutory indicators;
- Implementation of performance meetings with senior managers;
- Providing support to Data Team to enhance performance dashboard;
- Review of definitions and application across ASC indicators;
- Development of data exception reporting to support ASC indicators.

CAREDIRECTOR – ADULT SOCIAL CARE 2020/21 – 2021/22: Actions taken or currently underway

Adult Social Care

- Task & Finish groups established to design and review all Adult Social Care forms which will be available in CareDirector. The group will be engaged in initial testing prior to UAT (User Acceptance Testing);
- Resource Allocation System has been designed and is currently being built embedded within the Assessment form;
- Forms will have pre-population functionality, conditional questions, mandatory fields for all statutory items and workflows to prompt activity;
- Data Migration principles are being developed. Principles are being verified through the task and finish groups along with the identification of data cleansing requirements to be undertaken.

Finance

- Streamline all financial processes to become more efficient;
- Improve client billing based on actual care delivery as well as improved invoice design to reduce queries;
- Improved budget management capability;
- Online workflow to Care Placements which will automate the process to request services and remove the need to complete a separate form;
- Budget holders visibility of expenditure and income;

Training

- Super users being identified and will be involved in testing;
- Training plans being developed and will commence 6 weeks prior to go live;
- Training during a pandemic may require more virtual capability rather than classroom based

Reporting

- Implementing a self service interactive dashboard solution with predefined reports so users can access information when required
- Engagement with service areas to identify reporting requirements when CareDirector goes live
- Statutory reports being developed to be automated to remove manual interventions

SOUTHAMPTON CITY HEALTH & CARE STRATEGY 2020-2025


Health and Care partners across the city have worked together to coproduce and agree a shared vision and a place-based five year strategy to improve outcomes for the city's population.

The ICU, as an integrated commissioning team, is integral to delivering the city's Health and Care Strategy



Our vision

A healthy Southampton where *everyone* thrives

We will do this by:

-  Reducing **inequalities** and confronting **deprivation**
-  Working with people to build **resilient communities** and live **independently**
-  Improving **earlier help, care and support**
-  Tackling the city's **biggest killers**
-  Improving **mental and emotional** wellbeing
-  Improving **joined-up, whole-person care**

Our priorities

 Start Well Children and young people get the best start in life, are able to achieve the best opportunities and keep as healthy and well as possible throughout their lives	 Live Well People will achieve and maintain a sense of wellbeing by leading a healthy lifestyle supported by resilient communities	 Age Well People are able to live independently in their own homes with appropriate care and support to maintain and develop their social and community networks	 Die Well People are supported to ensure the last stages of their life happen in the best possible circumstances, receiving the right help at the right time from the right people
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Five key enabling priorities:

Digital	Workforce	Estates	Primary Care	Urgent Care
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Key Priorities: 2020 to 2025

1. Complete Senior Leadership restructure and develop detailed ASC structures in line with a revised operating model;
2. Advance the technology improvements, primarily Care Director implementation and Cold Harbour (Urgent Response Service);
3. Strengthen and further develop integrated working with health colleagues;
4. Advance approach to provider redesign and modernisation;
5. Strengthen approach to key areas of statute;
6. Develop a robust plan for housing with Care options for the future;
7. Review Adult Social Care Charging policy.

What we need to do to get there

- Leadership - (February 21 – July 21)
 - Design & Implement Senior Leadership and Management Capacity
 - Strengthen capacity within internal Provider and Operational Services
 - Establish an enhanced Service Manager tier
 - Establish a Quality, Governance and Professional Development function
- Workforce - (March 21 – March 22)
 - Establish & Implement Management and Operational Structure
 - Recruit permanent workforce to meet the demands of the service (permanent)
 - Rebalance of skilled / qualified workforce
 - Development of a comprehensive Practice Improvement Framework
 - Development of a Performance Management Framework
 - Policy Development (SCIE Review of Care Act compliance underway)
 - Embed practice standards, quality assurance and Care Act compliance

What we need to do to get there

- **Improve Prevention & Early Intervention (timeline to be established)**
 - Improve Information, Advice & Guidance Offer
 - Expansion of Integrated Rehab & Reablement to include community offer
 - Enhanced technology to support reablement offer and improve outcomes
 - Better Use of Telecare & TeleHealth
 - Improved pathways for residents to access preventative & community services
- **Assessment & Care Management (March 21 to March 22)**
 - Strengthen integrated service delivery across Learning Disability, Mental Health & long term ASC
 - Care Act Compliance review
 - Clearer integrated pathways for assessment and access to care
 - Develop more person centric approaches to assessment, support planning and service delivery
 - Embed Resource Allocation System (RAS) as part of assessment process
 - Improve the delivery model for Direct Payments to enable more personalised care
 - Redevelop the carer offer including whole family assessment approaches
 - Improve Client Affairs offer and pathways

What we need to do to get there

- **Market Management & Internal Services (March 21 to March 24)**
 - Increase Prevention Offer
 - Post covid-19 Review of Day Services Provision (Internal & External Offer)
 - Realignment of Market Provision to meet the need (Internal & External)
 - Financial Sustainability of Provider Market
 - Appropriate Housing Provision for Vulnerable People
 - Development of Personal Assistant (PA) Market to support more personalised care
- **Budget Management (Feb 21 to March 22)**
 - Implementation of Financial Management Framework
 - Develop a robust Demand Management Tool
 - Charging Policy
- **Develop Transformation Communications Strategy & Plan – (March 21 to 22)**
- **Technology (up to March 22)**
 - CareDirector
 - Coldharbour (Urgent Response Service (URS) Scheduling System Upgrade)
 - Information, Advice & Guidance

Risk to Delivery

- Availability of Skilled Workforce Capacity (permanent recruitment);
- Impact of COVID-19 (demand over the next few years);
- Possible changes to future social care funding;
- Ability of the social care market to be flexible enough to adapt and change to meet the demands of social care;
- Ability to source appropriate housing to support vulnerable people;
- Experienced technical resources required to implement transformational change;
- Leadership capacity & capability.

ASC & Health Programme – DRAFT v1



PROGRAMME BOARD
PROGRAMME GOVERNANCE

HEALTH & CARE WORKSTREAM

Workstream will focus primarily on the implementation of all service redesign projects relating to the Operating Model for Assessment & Care Management.

This includes:
SCC redesign to enable integrated care aligned to the joint Better Care Strategy:

- Prevention & Wellbeing
- Information, Advice & Guidance
- Single Point of Access
- Reablement & Recovery
- Primary Care Network Alignment
- Safeguarding
- DoLS / LPS
- Mental Health
- Learning Disabilities

PROVIDER REDESIGN WORKSTREAM

Workstream will focus primarily on the implementation of all service redesign projects relating to Provider Services

This includes:

- Holcroft – Residential Review
- Developing Additional Nursing Home Capacity
- Kentish Road - LD
- Modernising Day Opportunities
- Developing Additional Extra Care Housing
- PA Market Development
- LD Housing with Accommodation with Care Model Development

FINANCE & EFFICIENCY WORKSTREAM

Workstream will review financial responsibilities across the service including functions to be developed and embedded as part of a business as usual requirement.

This includes:

- Demand Modelling including Activity Profiling and Forecasting taking into account demographic changes
- Budget Management & Accountabilities
- Scheme of delegation
- Panel Processes
- Financial Training
- Value for Money / Benchmarking
- Charging Policy Review
- Invoicing
- Client Money Management
- Payments

INNOVATION & TECHNOLOGY WORKSTREAM

An enabling workstream which will be responsible for implementing projects to support innovative and improved ways of working through better use of technology and information.

This includes:

- CareDirector – Assessment & Care Management
- Resource Allocation System (RAS)
- Care Director – Finance & Budget Management
- URS Cold Harbour Upgrade
- Telecare / Telehealth
- Reporting – Management & Statutory
- Information, Advice & Guidance

CROSS CUTTING

BENEFITS REALISATION GROUP

Tracking and monitoring financial and non-financial benefits against agreed profiles

WORKFORCE DEVELOPMENT

CO-PRODUCTION (Individuals using services including Carers and Staff)

COMMUNICATION & ENGAGEMENT

HEALTH & CARE ESTATES

What we need to do to get there

- **Market Management / Internal Services**
 - Kentish Road – Further develop plans
 - Holcroft House – Further develop plans
 - Increased Extra Care developments
 - Develop Housing with Care for the future Inc residential and nursing capacity
 - Service Specifications and Monitoring of Internal Services
 - Needs Assessments Review for Commissioning Activity
- **Operational Service Improvement / Resources**
 - Restructure Including Locality / Primary Care Networks (PCN Based Model)
 - Early Intervention & Prevention – Community Based Model (Neighbourhoods)
 - Workforce Strategy & Quality Assurance Framework
 - Performance Management Framework
 - Direct Payments Project
 - Commissioning / brokering of Learning Disability & Mental Health Packages/Services

What we need to do to get there

- Future Demand & Financial Management
 - Demand Modelling (Business As usual & Impact of COVID-19)
 - Charging Policy Review
 - Improvements to Client Invoicing
 - Review of Disability Related Expenditure (DRE) Policy & Process
 - Scheme of Delegation & Panel Process Review
- Technology
 - CareDirector
 - Coldharbour (URS Scheduling System Upgrade)
 - Information, Advice & Guidance
- Adult Social Care Communications Strategy & Plan

Integrated Care System – Southampton Place Based Review

Purpose of the review

Carnall Farrar (CF) were commissioned to undertake a high-level review of place-based arrangements, focused on leadership, governance and Southampton based functions.

Specifically, the purpose of the review is to:

- **Review the current arrangements;**
- **Develop leadership and governance options, drawing on current arrangements, best practice, national policy and stakeholders' views;**
- **Explore options with stakeholders across Southampton City;**
- **Identify preferred options to take forward for wider engagement.**

Discussions on the review content and recommendations are currently underway.