

Transformation Implementation Partner

Appendix 3 – Newton References

Better Lives

Derbyshire County Council identified that one in three residents could have achieved a more independent outcome.

To achieve this, the service need to develop a new data-driven and evidence-based approach, which focussed on independence and staff empowerment, and overcome some of the cultural and organisational barriers which existed.



Better Lives

DERBYSHIRE COUNTY COUNCIL

We identified £21.1m in potential recurrent financial benefit and went on to deliver £26.2m in actual recurring financial benefits.

Our approach

After engaging with teams from across the Council to diagnose the challenges and design solutions, we trialled new ways of working in targeted localities across the county. This gave us small, agile environments, co-produced by a partnership team consisting of Derbyshire 'design leads', managers, and frontline staff and dedicated Newton colleagues.

Each of these trials resulted in newly iterated and improved solutions which were then rolled out across the wider county. The solutions jointly designed covered new ways of working for staff to better provide services across community decision making, working age adults, and short-term services.

What we did

We focused on supporting working age adults to move from residential care to a more independent setting, for example by using alternative community-based support. We also modelled the ideal service required to meet the demand for short-term services, designing and rolling out the new ways of working which would deliver this service. To support reablement workers, we designed an app to report and track the progress of residents. This app allows for easy and fast communication across the wider team, and the data builds a clear understanding of the individual's strengths and needs to further personalise their care.

We also worked in partnership with Derbyshire teams to design a Power BI tool, 'the Data Dock', which drives evidence-based decisions at every level of P&P (i.e. the local social work teams), short-term services, and Working Age adults. This data is used in sustainable, fully embedded 'Improvement Cycles' which span every layer of ASC, being used to identify successes and challenges and informing future strategies for service development.

The results

1 / 3

fewer residential placements, with more residents staying at home

≥ 40%

more people are accessing short-term services.

100

of service users feel the redesigned reablement service significantly increased their level of independence

≥ 100

people with learning disabilities will be moving from residential care into their own homes

Establishing a consistent strengths-based approach

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I feel very privileged to have been part of this and feel like I have a fire in my belly again.

The new way of working is exactly what I trained for.”

DERBYSHIRE COUNTY COUNCIL
SOCIAL WORKER

Empowering Lewisham

THE CHALLENGE

Lewisham Borough Council's adult social care service aims to provide consistent, fair access to outstanding tailored care and support for their residents in need. At the same time, like many other authorities, it is facing significant financial pressure.

Over the past three years, Lewisham's community services expenditure had increased significantly. Therefore, they decided to embark on the Empowering Lewisham programme with the objective of identifying opportunities to achieve their ambition for residents while becoming more financially sustainable.



Empowering Lewisham

IDENTIFYING OPPORTUNITIES TO ACHIEVE THEIR AMBITION

The Empowering Lewisham programme started with a comprehensive, evidence-based diagnostic.

This involved collating the expertise and experience of frontline staff and overlaying these invaluable insights, with extensive analysis of financial and operational data to identify the greatest opportunities to improve outcomes and reduce costs.

The diagnostic involved engaging with over 100 practitioners from 12 disciplines to review more than 100 active cases in multi-disciplinary team review workshops, to understand the opportunities to achieve more independent outcomes for people. This was supported by analysis of millions of data points from the case management system, to understand baselines, trends, patterns, and variation.

Considerable time was also spent directly at the frontline with staff, shadowing activity and ways of working, to develop an understanding of processes and barriers (most notably around paperwork and IT delays), as well as the team culture and environment for change. Hypothesis and findings were tested and iterated with colleagues across all levels of the organisation.



The diagnostic identified that it would be possible to achieve more independent outcomes for Lewisham residents.

By doing so, it also identified the opportunity to deliver more than £8.6m per year of financial benefit.

Based on the findings from the diagnostic, a plan was created to transform practice, processes, and ways of working across adult social care to achieve the opportunities identified. This involved three operational workstreams, supported by enablers of digital, finance, change, and culture. The aims of each workstream were:

1 Supporting frontline practitioners with better practice and processes

Case reviews conducted during the diagnostic identified that **58% of older adults could have achieved a better and more independent outcome.**

Together, frontline practitioners co-designed changes to their practices and processes, that had the potential to enable all of these better outcomes to be achieved for the individuals.

This involved, for example, introducing multi-disciplinary decision-making, improved access and awareness of services, and creating more streamlined processes.

2 Improving the efficiency and effectiveness of enablement services

Case reviews identified that up to an **additional 500 people per year could be more independent if they were to receive enablement.** The primary reasons people did not receive support were either capacity challenges, or uncertainty about the impact it could have. The case reviews also showed that those residents receiving enablement could achieve a greater level of independence if a goals-focused approach were in place. As a result, the workstream aimed to create an enablement service that had 300 more ‘finishers’ per year and was 50% more effective at promoting independence.

To do so, the focus was a combination of process change while creating a system-wide mentality shift to ‘enablement-first’. At the same time, a plan was created to tactically invest in services to ensure consistent capacity and maximum efficacy.

3 Progression and next steps for adults with learning disabilities

Case review workshops identified that there was a **significant opportunity to better support and actively progress the independence of adults with learning disabilities.** Multi-disciplinary team reviews of cases of adults with learning disabilities and transitions cases showed that a significant proportion of individuals could benefit from a progression service.

New ways of working were created to support individuals with a tailored approach, enabling them to become more independent in regard to specific needs domains. This was combined with a new structured approach to resident led reviews, often resulting in setting and accommodation changes.

Empowering Lewisham

ENABLERS OF THE CHANGE

Business intelligence

'Empowering Lewisham' was a landmark programme in the Council's Business Intelligence approach, particularly in how it brought operational data to key decision-makers. In addition to creating sustainable dashboards across operational teams, key operational colleagues were upskilled to build and adapt their own reports, and to use the intelligence to understand, interrogate and build an evidence-based narrative around resident outcomes and service performance.

Financial rigour

'Empowering Lewisham' gave significant focus to ensuring a comprehensive understanding of the link between operational performance and the total adult social care spend in Lewisham. A previous disconnect between operational systems and financial reporting made live visibility of expected outturn challenging. A new finance tool shows how and where cost is being introduced and leaving the system, which supports strategic financial and operational planning.

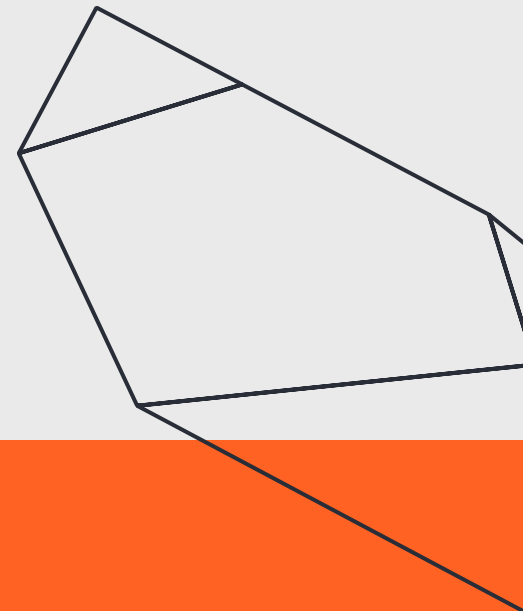
Leadership development

In parallel with operational improvement, 'Empowering Lewisham' looked to understand and improve the alignment of system and service leaders behind consistent priorities. There was a significant number of change and improvement initiatives in progress in Lewisham. The programme brought the responsible leads together to consolidate the work behind agreed aligned principles, actively tackle overlaps, and look for opportunities to share learnings and resource to maximise impact.



We can now constantly review and improve performance far more regularly. We can see a single, shared view of what is happening and the impact that is having, so that as a team we can make the right decisions for our residents.”

LEWISHAM COUNCIL



Empowering Lewisham

CREATING LASTING IMPACT

The programme allowed the service to better navigate system complexity as well as several wider market issues, enabling them to

- coalesce around a vision of how to support residents more effectively
- gather evidence about what was stopping this from happening, and
- better navigate how to adapt to the rapidly changing environment around them.

Lewisham Council has now embedded a more evidence-based approach to service delivery and change, and the focus on achieving the most ideal outcomes for individuals is driving continuous improvement across the service.

This was supported by a structured programme of learning and development for staff, including several colleagues who were seconded, full time, to form a joint programme team. By upskilling these individuals, the council has been able to take core learnings from 'Empowering Lewisham' and apply these across other change programmes. They have also been able to establish consistent governance which ensures alignment in approach and continuous improvement.



Empowering Lewisham

CREATING LASTING IMPACT

The Empowering Lewisham programme has, and continues to achieve, better outcomes for residents. It is also on track to deliver more than £8.6m in annualised financial benefit.

Specific results to date include:

52 fewer people require long-term residential or nursing support and roughly 4,000 fewer hours of commissioned care are required each week, as residents are living more independently.

315 additional people are benefitting from the enablement service each year, and the number of individuals being delayed leaving the service has reduced by half.

Less than half the number of residents go straight to a long-term placement (down to 20% from 40%) on discharge from an acute hospital.

12 individuals with learning disabilities have moved to more independent settings and a further 19 are living more independently in their existing setting, because staff have been working with them in a tailored way to maximise what they are able to do for themselves.

In September 2023, several case reviews were repeated to understand the impact on delivering ideal outcomes. At the start of the programme, 58% of older adults reviewed could have had a better outcome. This had dropped to 36%.

Empowering Lewisham

CREATING LASTING IMPACT

Residents are benefitting because of these new ways of working.

Mrs. A is a 77-year-old female who came to the peer supported discharge discussion (PSSD – a MDT discussion on the acute hospital ward) having been identified by a senior social worker as a case that would benefit from a review.

Prior to admission she was living in a nursing home. Mrs A lacks capacity and struggles to eat, taking 1.5 hours to feed at hospital. Her husband is very supportive and expressed that he would be keen for this wife to return home.

The risks presented were the challenges in feeding, lack of capacity, and a low-grade pressure sore. Mrs A can hear and understand, however, is unable to engage. Mr A is very supportive, spending much of the day on the ward and is currently feeding her in hospital.

The initial plan was for Mrs A to return to placement.

The new Peer Supported Discharge Discussion (PSDD) approach led to a discussion regarding the strengths of Mrs A. Mrs A can hear and understand, and sleeps through the night.

She displayed no challenging behaviour and has a supportive husband and son.

It was recommended that occupational therapy complete a functional assessment to identify what, if any equipment might be required should Mrs A return home. In addition to a referral to district nursing, speech and language therapy support was recommended to support Mrs A in feeding. The home library service (talking books) was also suggested.

The PSDD recommended having a conversation with the husband to identify areas to support him and ensure financial understanding. A referral to Carers Lewisham was suggested in addition to respite via a sitting support service.

As a result, Mrs A was discharged home, with Mr A providing most of the care.



Mrs A's welfare had improved considerably. Barring unexpected emergencies, we expect this situation to continue for the long term."

MR A

Newton has been working as the strategic partner of one London Borough since 2019.

A multi-phase approach is improving outcomes for the residents of the city and achieving sustainable financial savings (£17m recurrent, annualised benefits) for the Council.



Supporting change that delivers measurable benefits across the whole authority

FINANCIAL BRIDGING

Our work with the Council initiated a major change to join-up finance and performance data. Supported by an integrated data warehouse, our Automated Data Management System links over £40m of annual care expenditure to service users and packages, enabling the Council to link the ledger to operational data from the case management system to explain variance. This is now driving a finance reform programme to improve financial management across every council directorate.

DIGITAL INNOVATION

We brought innovation in digital approaches to our work across the Council by empowering staff with the best possible data, tools and systems, measuring the success at every level. As part of this, we worked closely with digital specialists within the Council to build bespoke digital tools.

CHANGE CAPABILITY BUILDING

Our programmes have been the catalyst for establishing the Council's corporate approach to continuous improvement.

We have embedded organisational change capability across adult's and children's services, finance, performance, digital, communications, HR and continuous improvement.

For example, we designed and delivered a suite of training to enable the Council's staff in children's services to design, implement and sustain impactful change. This means that they are now able to both drive continuous improvement in children's services beyond the initial scope.

CULTURE CHANGE AND LEADERSHIP DEVELOPMENT

Our programmes with the Council are founded in cultural and behavioural change and supported by leadership development. For example, from the very start of the adult's programme, we ensured that the Council's own teams were at the centre of designing any new ways of working. We worked alongside 200 staff, across 14 teams to design, train and implement improvements to their ways of working - there were nearly 300 hours of improvement meetings. These ensured all staff were aligned on the same goals and the steps to achieve them.

Throughout the programme, we conducted surveys to understand how they felt:

- **72% of staff now feel they have the skills required to successfully carry out their work to the required standards** (compared to 14% before).
- **70% of staff now believe the leadership team are aligned on a shared vision and share the same top priorities for the organisation** (compared to 24% before).
- **62% of frontline staff agree that there is a clear vision and priorities, compared to 20% in 2019.**
- **55% more staff feel confident to measure change, and the number of staff who feel supported to change has tripled.**

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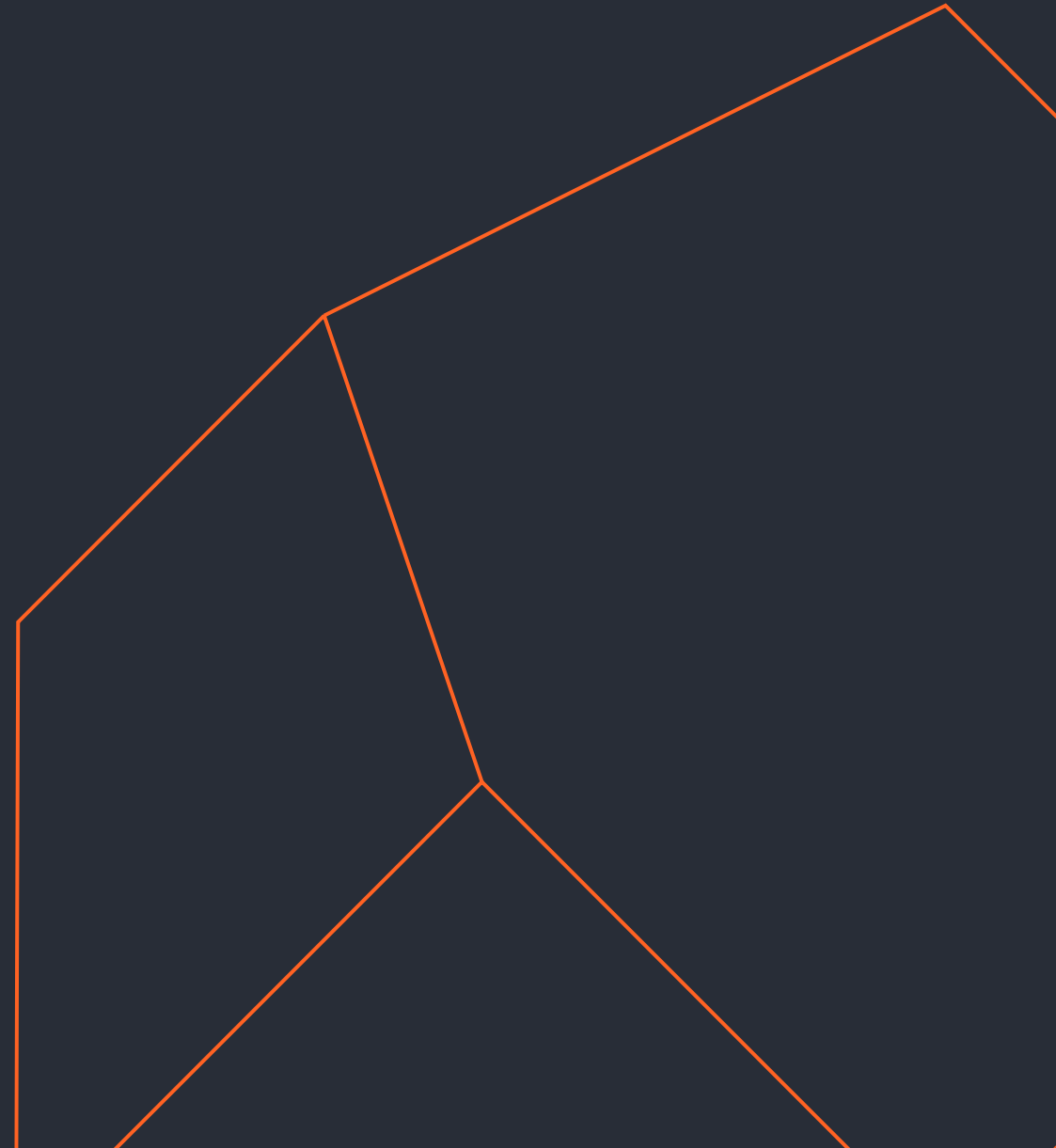
I love the clarity of this (strengths-based framework)! It's very helpful to have such accessible principles to underpin the work, and I really like the 'strength in' language

RESEARCH IN PRACTICE

“

The programme has given me an awareness to further explore avenues and strategies to promote independence, as well as enabling the service users to be heard to voice to their preferences and goals!

SOCIAL CARE ASSESSOR





The approach – Working with Adult Social Care

Colleagues from both Newton and the Council worked together, in the midst of the COVID-19 pandemic, on an ambitious change programme for adult social care.

The programme is based on an agreed set of key principles:

- To involve the frontline teams throughout the process.
- To have full political buy in and leadership, with strong support from the Leader and Lead member.
- To create new ways of working that are better for residents and staff.
- To use the power of data and evidence to design the changes and thoroughly test them.
- That any changes will be sustainable and help to deliver the vision for the service.
- A desire to keep learning and improving to build 21st century adult health and social care.

We focussed on three areas of work:

1. Increasing the effectiveness and capacity of the reablement service, which is a critical service for achieving independence.
2. Taking a consistent strengths-based approach to practice to achieve the best outcomes for residents.
3. Modernising the learning disability service and offering residents more opportunity for progression.

To design and deliver innovative new structures, processes and ways of working that work for all staff and residents, the programme team brought together a diverse team with different skills and experience. We drew on data expertise from finance and performance, commissioning and frontline service delivery teams. In some cases, external providers and residents with lived experience were brought into shape the programme. Some of the Council's social care staff were also seconded into the change team on a full-time basis to ensure we had real frontline experience. Having this diverse team design and test new ways of working gave us the confidence that our solutions worked, and it built a wide-ranging team of champions, who could support their colleagues to adopt new ways of working.



Results

The programme has, and continues to achieve, better outcomes for residents. it has also resulted in over £8m in annualised savings. Not only has this delivered for social care, but this work has been the catalyst for establishing the corporate approach to continuous improvement across the borough.

OLDER ADULTS

5000

hours of unnecessary
homecare avoided per
year

72%

more reablement
referrals for residents as
they leave hospital

60

placements avoided per
year

34%

more resident achieving
their most independent
outcome each week and
improved consistency
between teams

536

new discoveries of
community services
since the digital tool
was introduced

REABLEMENT

48%

reduction in length of stay on the service



Doubled the number of service finishers

37%

fewer hours of homecare required per week as a result of more effective interventions

WORKING AGE ADULTS



Developing a different day opportunities model which residents are now being consulted about

18

residents moving to a more independent setting (with more being picked up all the time by the newly formed 'progression' teams)

THE IMPACT ON STAFF

72%

of staff now feel they have the skills required to successfully carry out their work to the required standards (compared to 14% before)

70%

of staff now believe the leadership team are aligned on a shared vision and share the same top priorities for the organisation (compared to 24% before)

62%

of frontline staff agree that there is a clear vision and priorities, compared to 20% in 2019

55%

more staff feel confident to measure change, and the number of staff who feel supported to change has tripled.

We also worked in strategic partnership with the Council on a programme that covered the entirety of their children's services budget, including SEND.

The focus of the programme was on delivering brilliant outcomes for the children and young people living in the borough, avoiding escalations where possible, and reducing the timeframes to achieve good outcomes.



The challenge

Before our diagnostic and implementation programme, the Council's children's services department was already in a position of strength, delivering great outcomes for the children and young people of the borough. As a directorate, they wanted to build on this to further improve the outcomes they deliver for children, young people and their families.

During the diagnostic, we developed a deep understanding of the service. 121 staff participated in a workshops to review 199 cases; over 30k lines of data were also studied, while 42 staff participated in live studies and time surveys and 86 participants responded to environment surveys.

Overall, we identified opportunities for:

- Between 10 and 15 fewer children per year needing a second child protection plan by providing the right step down and prevention processes.
- 40 - 60 fewer children a year needing a second child in need plan by collaboratively working with families in a framework to further improve outcomes and strength building in families.
- 9 - 16 more children to be placed with internal foster families per year.
- 10 - 20 more young people with severe/complex learning needs within specialist provision gaining employment per year.
- 30 - 50 more young people between 18 and 25 years old with severe/complex learning needs within specialist provision being more independent.
- Outcomes for children and families to be achieved two months earlier through improving practice
- 7 - 13 fewer children each year coming into care by proving the right support at the right time.

Across all the workstreams, we built a comprehensive benefits tracking mechanism, so the service can see the impact on their bottom line. To sustain the improvements, we also focused on building digital, operational and financial capability, to empower teams to support children and families with the best possible data, tools and systems, measuring the success at every level.

Above and beyond the financial benefits, the Newton team supported the Children's Service in a range of activities to provide additional improvement to the service which will ultimately benefit children and residents across the borough. For example, we built a Power BI dashboard using historic health visiting data to support the management of switching case management systems in that service. This dashboard was used 5,000 times over three months after its launch, enabling continuity of support for many families in the borough.

RESULTS INCLUDE:

