

## The ASCH Improvement and Change Portfolio – June 2018 Update

**Programme 1 - Deliver the next stage of the Adult Social Care Strategy**

**Programme Outline:** This programme will focus on helping more people to help themselves through the provision of good quality advice and information, resolving queries in a timely and responsive way and providing a proportionate and appropriate response where people have social care needs, with the aim of maximising their independence.

**Overview of progress:** Work on the milestones described below continues to progress.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Roll-out of the 3 Tier Model, a new approach which aims to resolve people's needs at the earliest possible opportunity	Autumn 2018	Learning from the Broxtowe pilot to test this model is being used to roll the approach out across all districts. This will commence in Mansfield and Ashfield from 30 July with the other districts set to come on board in the following 2 months. Some delays have been experienced in developing and deploying a new IT solution (a 3 tier contact form) that will further embed the approach in systems and processes – it is anticipated that the further work and testing required to get the form up and running will be resolved by the end of September 2018 with the full benefits of the new approach being realised from Autumn 2018 onwards.
Expansion of social care clinics in community settings	Autumn 2018	The Department has introduced the scheduling of appointments across all older adults' social care and occupational therapy teams. This means that where someone requires a social care assessment they can be booked into an available appointment over the phone. In addition to scheduling appointments the Department has also increased the use of different methods of assessments and reviews, such as assessments in community clinics. Work is currently being initiated to understand how appointment scheduling is being used across the different teams in order to share best practice and assess if there is an opportunity to expand the use of appointment scheduling.
Review of the carers' strategy with partners to enable carers to access good quality advice, information and support	September 2018	Taking into consideration the views of carers received in response to a carer consultation exercise, the Department is developing the way in which support is provided to carers. This work will be reported to Committee later in the year.

**Appendix 3**

Deliver the Improving Lives Programme	March 2020	<p>The Improving Lives Programme was approved by the Adult Social Care &amp; Health Committee in March 2018. The programme will support the Department to deliver the next stage of the Adult Social Care Strategy by:</p> <ul style="list-style-type: none"><li>• Identifying ways to deliver better outcomes for service users through promoting independence</li><li>• Making sure that our services remain sustainable</li><li>• Identifying further ways to improve the quality of the advice, guidance and services we are providing</li></ul> <p>Work has already commenced on some early milestones that will:</p> <ul style="list-style-type: none"><li>• increase the number of people we are able to offer a reablement service to</li><li>• increase the amount of queries that can be resolved as early as possible after contacting social care</li><li>• identify opportunities to work more actively with people who have potential to achieve more independence</li><li>• ensure people are on the most appropriate care and support pathway and where short term care is required to recover and rehabilitate, people are supported to regain independence and return home, where possible</li><li>• provide live information, available at a team level, to help support day to day decision making.</li></ul> <p>Once progress has been made towards these milestones the focus of the Improving Lives Programme will turn to supporting staff in hospital teams and district teams to use these new or enhanced services and approaches to shape practice going forward. There will be a phased approach to the roll out of this work between Autumn 2018 and March 2020</p>
---------------------------------------	------------	---

<b>Programme 2 - Commercialisation of the Council's directly provided social care services</b>		
<p><b>Programme Outline:</b> Working with the Council's Commercial Development Unit to explore and develop a range of initiatives to generate new business opportunities and income within the Council's directly provided social care services, subject to Local Authority powers to trade; promote greater community use of the services and their assets; and create opportunities for people who fund their own care to purchase support from the Council's direct service provision.</p> <p><b>Overview of progress:</b> A proposal to reduce the annual running costs of the County Horticulture &amp; Work Training Service is being implemented. Work continues, with over sight from the Council's Commercial Development Unit, to assess the commercialisation potential of County Enterprise Foods.</p>		
<b>Key Milestones</b>	<b>Implementation Date</b>	<b>Delivery Status, key updates and risks to delivery</b>
<b>Project: Redesigning the strategic management of assets to generate a revenue return for the County Council.</b>		
Assessment of the commercialisation potential of County Enterprise Foods	Autumn 2018	Work on this continues, with over sight from the Council's Commercial Development Unit.
Implementation of the business plan for the Council's County Horticulture Service	Summer 2022	Following a period of consultation with service users, their carers and staff, the Adult Social Care & Public Health Committee approved proposals in April 2018 to implement a commercial business plan for the Council's County Horticulture Service. The key milestones include making improvements to the Brooke Farm site, vacating the site at Skegby and ceasing all grounds maintenance activity. It is anticipated that the full effect of the business plan will take up to 4 years to deliver.

<b>Programme 3 - High quality and sustainable public health and social care services</b>
<p><b>Programme Outline:</b> The vast majority of adult social care services are commissioned from independent sector providers, with a mixture of large and small, national and local, private organisations and some not for profit/ charitable organisations. There are various pressures faced by the care and support providers and there is wide recognition that the care market is facing considerable challenges to deliver sufficient volumes of care and support services to meet needs due to difficulties in staff recruitment and retention. The Council is working with care providers to understand their pressures and to ensure the fees paid for care services reflect the cost of delivery of good quality care.</p> <p>The public health budget is invested in a range of evidence-based services which fulfil statutory duties, and deliver clear public health outcomes and a good return on investment for public money. Many of these services will be due for reprocurement in the period of this plan. Previous rounds</p>

of procurement have yielded significant savings and service improvements. The challenge will be to identify ways to sustain outcomes and secure improved value for money using a reduced budget and public health workforce. The scope will include all public health commissioned services, emerging evidence from other areas of innovations which are proving effective, best available intelligence about the national and local market for service provision, and consideration of how best to engage with these markets to get best value for money.

**Overview of Progress:** This programme is progressing on target and in line with the identified milestones.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Home care contracts awarded and services to commence	Autumn 2018	<p>The Council has been exploring outcome based approaches to commissioning home based care that focus on the delivery of support to help a service user achieve identified goals rather than payment by hours of care delivered alone. Current provider contracts have been extended until September 2018 to allow for a period of transition, following the start of new contracts in July 2018. A Dynamic Purchasing System (DPS) has also been set up to allow an efficient procurement system for individual or bespoke packages of work. There are 2 elements to the contract awards: a short term countywide hospital discharge and community based support service, and traditional long term home based care.</p> <p><u>Short Term:</u> The contract for the provision of a Hospital Discharge and Community Based support service to prevent hospital admissions was awarded to the Carers Trust and the service started in December 2017. A technology solution to manage the transfer of referrals to the Carers Trust through a portal was launched on 10 July 2018. The portal has been positively received by the Carers Trust who have said that it is easy to use and that it has improved both the quality of referrals to them and their ability to send updates to workers.</p> <p><u>Long Term Home Based Care:</u> Contracts, commencing in July 2018, have been awarded for the lead provider and additional providers in 5 of the 6 contract areas and processes for monitoring performance are in place. A procurement exercise</p>

### Appendix 3

		commenced on 24 July for a leader provider for Rushcliffe and for additional providers in Bassetlaw - these contracts will commence by the end of September. A further procurement exercise for additional providers in Newark & Sherwood and Rushcliffe will commence at the end of September with contract award anticipated in October.
Fair Price for Care review – fees survey	September 2018	The fees survey is now live and the closing date has been extended to the end of July 2018 to give more time for care homes to complete. Some of the project timescales have been extended to reflect this but work is still on track to report to the Adult Social Care and Public Health Committee in December as planned.
Fair Price for Care review – report to ASCPH Committee on outcome of survey and any resulting proposals	December 2018	Report to be presented to Committee.
Consultation and stakeholder engagement on Public Health Commissioning Intentions to 2020 to be undertaken	September 2018	A comprehensive consultation will be completed with initial soft market testing undertaken to inform the development of the service model and service specifications (Integrated Wellbeing Service and Substance Misuse Service).
Complete the pre procurement stage for the Commissioning of Public Health Services (Integrated Wellbeing Service and Substance Misuse Service)	December 2018	Work is on track to complete the service specifications and pre-procurement stage by December 2018. The selection stage will commence in December 2018 with a competitive dialogue stage in place from 2019 onwards.

#### Programme 4 - Work with our local health services

**Programme Outline:** We are working with health partners to develop and evaluate new models of care that meet both the social care and health needs of people in the county.

**Overview of Progress:** This programme is progressing on target and in line with the identified milestones.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Embed a home first approach in hospitals to ensure that a significant proportion of people are assessed for long term services outside of a hospital setting	March 2019	In the south of the county performance data is showing that 85% of assessments for long term care are now completed in the community. Next steps in Mid-Notts and Bassetlaw are to

### Appendix 3

		develop the same performance monitoring so we can determine our position and further action needed.
Countywide roll out of best practice model for an integrated care team	March 2019	A Project Manager commenced in June and is now working across Health and Social Care to undertake the necessary work. Mansfield Older Adults assessment staff are co-locating with Community Health staff on the 30 July.
Develop a multi-agency toolkit on prevention and early intervention for key staff groups and pilot	January 2019	Guidance and practical tools are being developed that will help embed a shared understanding of the prevention and early intervention agenda across health, social care and partner staff, and that will support staff to understand how they can introduce the agenda into their contacts with service users and patients. Work has already been undertaken to identify the key stakeholders, to develop a glossary of key terms with them and, to scope out with them the relevant training and tools that will be required. Approval for the tool kit will be sought from the Sustainability and Transformation Plan Board (STP).
Successful testing and delivery of a new joined up approach across Health and Social Care to assessment and support planning	March 2019	This project is in the exploration stage. We have established that Mansfield and Rushcliffe Integrated Care Team will be the local sites for this national pilot.
Roll out of information sharing across Health and Social Care, as developed at Kings Mill Hospital, to Bassetlaw Hospital and NUH	January 2019	Following the success of the Kings Mill pilot to improve system to system sharing with Health, this approach will be rolled out countywide. Progress has already been made in Bassetlaw Hospital to share social care information with Emergency Teams. Work with Nottingham University Hospitals has also commenced.

### Programme 5 - Promote decision-making across the Council and with partners which prioritises health and sustainability

**Programme Outline:** The range of functions for which the Council and our partners are responsible means that more or less everything we do can make a difference to people's health. This goes beyond the specific public health and social care responsibilities of the Adult Social Care and Public Health department, and extends to (for example) economic development, transport, leisure, trading standards, community safety, education and housing, each of which make a significant and cumulative contribution to the way our social and physical environment shapes our health and the health of generations who follow.

**Overview of Progress:** The Council resolved in March to adopt 'Health in all Policies', guidance that supports local government organisations to think about the impact that every strategic decision may have on the health of local residents. Good progress has already been made in sharing this approach with partners through the Health and Wellbeing Board.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Implement changes in Council processes	September 2018	Following adoption of the LGA Health in All Policies approach by Policy Committee in March 2018, case studies are now being developed to support wider implementation, e.g. the spatial planning & health guidance and checklist used to improve the way spatial planning decisions prioritise health and sustainability.
Secure ownership for equivalent changes in the decision-making processes of other organisations, starting with Health and Wellbeing Board partners	March 2019	The Joint Health and Wellbeing Strategy 2018–2022 includes "Healthier Decision Making" as one of its 4 ambitions. A workshop with locality stakeholders was held in May 2018 to consider how Health In All Policies can be implemented in practice. Continued engagement is happening with local government colleagues through the Health and Wellbeing Board's Healthy and Sustainable Places Coordination Group.

#### **Programme 6 - Provide specialist Public Health advice to support commissioning of health and social care services to improve health and wellbeing**

**Programme Outline:** To address the gaps in health and wellbeing, care and finance we will promote a system-wide commitment to embedding prevention in all clinical pathways, a relentless focus on commissioning according to evidence of need and systematically implementing what is known to be clinically and cost effective. The Council has a statutory duty to provide specialist public health advice to local NHS commissioners and assessments of need including the evidence of what works. This will also ensure that the local health and social care system has access to timely public health intelligence with which to prioritise prevention of ill health.

**Overview of Progress:** Public Health capacity has been aligned to ensure appropriate support across health and social care services, including the allocation of dedicated consultant support aligned to the CCGs and dedicated capacity to support the County's Sustainability and Transformation Plan (STP).

**Appendix 3**

<b>Key Milestones</b>	<b>Implementation Date</b>	<b>Delivery Status, key updates and risks to delivery</b>
Realign specialist public health capacity to emerging CCG, ACS and STP structures and governance processes.	November 2018	Interim arrangements for providing specialist Public Health advice to the local NHS are in place, pending recruitment to some senior Public Health and clarification of emerging CCG structures. The start date for preferred candidates is likely to be October 2018 and so the implementation date for this milestone has been delayed to November 2018.
Secure commitment from the STP to enabling health and social care staff and pathways to systematically offer brief advice and referrals to public health services for residents at risk from their exposure to tobacco, excess weight and low physical activity, alcohol or substance misuse.	March 2019	The STP has reaffirmed its commitment to delivering an improvement of three years in healthy life expectancy and requested a strategy for prevention. This is due for completion during summer 2018.