

10 December 2018**Agenda Item: 8****REPORT OF THE SERVICE DIRECTOR, MID NOTTINGHAMHIRE****PROGRESS AND NEXT STEPS WITH THE TRANSFORMATION OF THE
COUNCIL'S REABLEMENT SERVICE****Purpose of the Report**

1. This report:
 - a) provides an update on project work within the Adult Social Care and Health Department to transform the Council's Reablement Service (START) as part of the Improving Lives Programme.
 - b) seeks approval of the additional savings targets to be delivered by this project.

Information**Background**

2. The Council's Short Term Assessment and Reablement Service (START) provides a Reablement Service to people in their own homes. It works with adults to help them to regain and maximise their independence and confidence following a period of ill-health and often a stay in hospital. START is a regulated service which is registered with the Care Quality Commission (CQC), operating across three County Council teams (mid, south and north).
3. START is a therapy led service. This means that occupational therapists (OTs) will work with a person to identify the functional skills required to achieve the tasks and activities of daily living and then the reablement support team work with the person on these skills to enable them to regain their independence in the required task or activity.
4. The work of the Transforming Reablement project is building on an already successful Nottinghamshire START service. In 2017/18 1,576 people completed reablement with START, of which 73% went on to require no ongoing homecare package. START in Nottinghamshire also performs well against the key national performance indicator for the proportion of older people (aged 65 & over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services. In 2018/19 92% of Nottinghamshire service users were still at home 91 days after discharge from hospital into START reablement, the same percentage as in 2017/18, exceeding the national target of 85%.
5. There have been a number of recent developments by the Council which have improved the capacity and efficiency of the Reablement Service and have been reported previously

to Committee, for example: the implementation of an electronic rostering system in 2017/18 which enables front line worker capacity to be used more flexibly and efficiently; and additional Reablement Support Workers, Occupational Therapists and other staff recruited towards the end of 2017/18 and early 2018/19 as a result of Improved Better Care Fund funding in order to support delivery of the Department's Adult Social Care Strategy.

Project update and targets

6. The purpose of the Transforming Reablement project is to build on success to date and further increase the capacity and effectiveness of START in order to support more adults with reablement potential to maximise their independence. This has several benefits because it improves the independence and quality of life for people, which in turn results in savings to the Council from reductions where appropriate in homecare packages. The majority of people that START works with are being discharged from hospital and the service therefore also helps to support hospital discharge. As capacity increases and the service is able to work with more people, the aim will also be to take more community referrals which will help to avoid unnecessary admissions to hospital.
7. Analysis work carried out for the Council in 2017 by Newton Europe, workshops with START colleagues across Nottinghamshire and consideration of best practice in other authorities, have all indicated that there is the potential to further transform the Reablement Service in order to support more adults to retain or regain as much independence as possible, in line with the Council's Adult Social Care and Health Strategy.
8. Based on the above information, it is estimated that as the project work is undertaken, START will be able to complete reablement with an additional 360 service users across 2018/19 and 2019/20 combined. This equates to a 23% increase over two years in the number of people reabled compared to 2017/18. As a result of more people completing reablement, it is anticipated to save the Council £2,067,233 (consisting of £1,199,131 in 2019/20 and £868,102 in 2020/21). In addition to these savings, the project will also deliver the already approved savings of £185,000 in 2018/19, as reported to the Committee on 8th January 2018.

Factors affecting the transformation of START

9. There are three key underpinning factors which will affect the Council's intended transformation of its START service, with each factor having an underlying assumption as set out below:
 - Demand:
That there is sufficient demand, as determined by consultants Newton, for significant additional numbers of service users to benefit from START reablement. There is, however, existing evidence of significant unmet demand for START from all three acute hospitals in the County. The figures for 2017/18 show that the older people (aged 65 years and over) who received reablement/rehabilitation services after discharge from hospital is currently significantly lower in Nottinghamshire than both the East Midlands and national average. In addition, due to the high demand from hospitals, START is rarely in a position to take referrals from other sources, meaning there is even greater potential demand for the service to work more preventatively with people in the future by also taking more community referrals.

- Home care:
On average, 27% of people who complete their re-ablement goals do still require some ongoing homecare. The prompt availability of homecare at this point is vital to be able to release START staff to ensure the ongoing capacity to work with new people. In mitigation of this risk, there is significant work underway across the Department to increase homecare capacity. The new home care contracts are designed to enable this and additionally, local and national recruitment campaigns are being planned with a focus on frontline care providers.
- Outcomes:
That the current good performance outcomes for service users (to live independently) are maintained or improved.

10. Of the above factors, it is important to note that even with the range of work that the Council is doing to support homecare providers to recruit and retain more staff, the delivery of sufficient homecare is heavily dependent on factors outside of the Council's control. The national difficulties recruiting and retaining frontline homecare staff are well known and linked to factors such as levels of pay and the general view that working in frontline social care services is not a desirable or valued career option, especially when compared to similar level roles in the NHS.
11. Overall, analysis indicates that there is significant scope for successfully improving available capacity of the START service. The Transforming Reablement project is six months into its delivery phase and the overall performance trend for the numbers of people completing reablement over 2018/19 in Nottinghamshire is positive. In addition, to support the scale of transformation required, a new temporary role of Group Manager for Reablement was approved by Committee in September 2018, with the post holder now in place from the end of October to March 2020 to help drive continued improvements.

ICT development to support the transformation of START

12. The Transforming Reablement project consists of a number of workstreams. Significant areas of project development are planned during 2018/19, followed by implementation as these are completed. A key workstream is the development of improved and enhanced ICT processes to increase the capacity of the service by supporting a more efficient flow of service users through START from point of referral to discharge. A very early estimate of ICT development costs is a maximum of £200,000. This would be a one-off project implementation cost. The ICT work will benefit the Council's Reablement Service on an ongoing basis. The indicative cost is based on the high level design requirements identified so far and work over the remainder of 2018/19 will determine the exact amount of investment required. The anticipated benefit of this ICT work is:
 - a streamlined, faster and consistent referral process which will also provide a more accurate view of the demand for the service
 - a reduction in the time spent by officers manually processing information which would enable officers to process more referrals and manage an increased caseload
 - improved and faster access to information to provide a real time overview of the caseload and progress of service users.

Other Options Considered

13. It would be an option to continue with the already agreed reablement savings as approved by the Committee on 8th January 2018, without seeking further transformation within START. However, the analysis undertaken within the department, including with Newton Europe, identified the potential to further increase the capacity and effectiveness of START.

Reason/s for Recommendation/s

14. The Transforming Reablement project will further increase the capacity and effectiveness of START. This will enable the service to work with more people to improve their independence, thereby also reducing the cost of homecare packages.

Statutory and Policy Implications

15. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

16. As set out in **paragraph 8**, the Transforming Reablement Project is anticipated to save the Council £2,067,233 (consisting of £1,199,131 in 2019/20 and £868,102 in 2020/21). Funding for project implementation costs set out in **paragraph 12** can be met from departmental reserves.

Human Resources Implications

17. The project posts have already been established as part of the Council's Improving Lives Programme.

Implications for Service Users

18. The Transforming Reablement project is designed to help START to deliver reablement to service users in a way that maximises their independence. Whilst this will mean that the overall spend on care packages should reduce, this is based on sound social work practices of promoting independence and wellbeing and supports the Department's Adult Social Care Strategy.

RECOMMENDATION

- 1) That Committee approves the performance targets and associated savings, as set out in **paragraph 8**, to be delivered by the project to transform the Council's Reablement Service as part of the Improving Lives Programme.

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Constitutional Comments (LM 27/11/18)

19. The Adult Social Care and Public Health Committee is the appropriate body to consider the contents of the report.

Financial Comments (KS 28/11/18)

20. The financial implications are contained within paragraph 16 of this report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Adult Social Care and Health Consultation - Report to Adult Social Care and Public Health Committee on 9th October 2017

Adult Social Care & Health Consultation – report to Adult Social Care and Public Health Committee on 8th January 2018

Assessment and advice provided by external savings partner Newton to support savings programme – report to Adult Social Care and Public Health Committee on 12th March 2018

Revision to the Adult Social Care Charging Policy – report to Policy Committee on 28th March 2018

Adult Social Care and Health Changes to staffing establishment – report to Adult Social Care and Public Health Committee on 10th September 2018

Electoral Division(s) and Member(s) Affected

All.

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