

The ASCH Improvement and Change Portfolio – December 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	The 3 Tier approach is fully implemented at the Customer Service Centre and Adult Access Service and is being used for all new enquiries coming into the Council. By a combination of these two services more people are being offered support at an earlier stage to resolve their enquiries. This means that less people need to be referred through to district social care teams so these teams can concentrate on promoting independence and more complicated cases. The project is on track to deliver outcomes and achieve savings.
Expansion of social care clinics in community settings	Winter 2019	As more people's enquiries are being resolved at the Customer Service Centre and Adult Access Service there is now less requirement for an expansion of clinics as less people are being referred through to district teams. However for those people who are referred through to district teams the Adult Access Service will still offer a clinic appointment where this is appropriate for the person referred. Also work will be undertaken with individual district teams to determine what clinic provision is required and to develop new clinics where this is required.
Approval and implementation of a new carers' strategy with partners to enable carers to access good quality advice, information and support	2019/20	Adult Social Care and Public Health Committee in October 2018 recommended that Policy Committee (date to be confirmed) approve a new carers' strategy, and approved proposals to implement a new carer's support offer for 2019/20.

<p>Deliver the Improving Lives Programme</p>	<p>March 2020</p>	<p>The Improving Lives Programme was approved by the Adult Social Care & Health Committee in March 2018. The programme supports the Department to deliver the next stage of the Adult Social Care Strategy by:</p> <ul style="list-style-type: none"> • Identifying ways to deliver better outcomes for service users through promoting independence • Making sure that our services remain sustainable • Identifying further ways to improve the quality of the advice, guidance and services we are providing <p>Work continues on milestones that will:</p> <ul style="list-style-type: none"> • increase the number of people we can offer a reablement service to • increase the number of queries that can be resolved as early as possible after contacting social care • identify opportunities to work more actively with people who have potential to achieve more independence • 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 • provide live information, available at a team level, to help support day to day decision making. <p>Work is now underway in a few services (Adult Access Service, Reablement, Hospital Teams and Younger Adults Teams) to identify the main issues and barriers to promoting people's independence and to support the sharing of best practice in order to help minimise these. In January the focus of the Improving Lives Programme will turn to supporting staff in the Younger and Older Adults Teams to use 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 now and March 2020.</p>
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Programme 2 - Commercialisation of the Council's directly provided social care services

Programme Outline: 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.

Overview of progress: A proposal to reduce the annual running costs of the County Horticulture & 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.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Project: Redesigning the strategic management of assets to generate a revenue return for the County Council.		
Assessment of the commercialisation potential of County Enterprise Foods.	Spring 2019	Work on this continues in a design and discovery phase. Proposals to Committee are planned for spring 2019.
Implementation of the business plan for the Council's County Horticulture Service	Summer 2022	<p>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.</p> <p>Works on the improvements to the Brooke Farm site are due to start in Spring 2019 and be completed by Summer 2019. The site at Skegby has already been vacated and service users who had received a service on this site have transferred to Brooke Farm or to a Day Service. The Grounds Maintenance and Golden Gardens services ceased to operate at the end of November 2019 and the Horticultural Operatives, who continue to work supernumerary at Brooke Farm, are being supported by the Council's i-Work team in job searching and employment readiness.</p> <p>It is anticipated that the full effect of the business plan will take up to 4 years to deliver.</p>

Programme 3 - High quality and sustainable public health and social care services

Programme Outline: 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.

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 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	The first phase of the new contracts commenced on 1 July 2018 followed by an implementation and transition phase until October 2018. This was successfully completed with little disruption to service users and services have been commissioned with an outcome focus and a payment system that moves away from 'time and task'. Over 700 packages of care were recommissioned and transferred to one of the new providers through the new arrangements. Providers also picked up care packages from the existing waiting list in place on 1 July 2018 in addition to requests for new referrals and overall there has been a significant reduction of the number of people awaiting a long-term package. Bassetlaw, a previously difficult to serve area, is working well with both Lead and

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		<p>Additional Providers responding to the majority of referrals for that area.</p> <p>After the initial procurement exercise not all areas had sufficient providers so a second phase of tenders was held for a Lead Provider in Rushcliffe and more Additional Providers in Bassetlaw, Newark & Sherwood and Rushcliffe. These were concluded in October.</p>
Fair Price for Care review – report to ASCPH Committee on outcome of survey and any resulting proposals	December 2018	The review of the fees has been completed. A reported to the Adult Social Care & Public Health Committee in January 2019 provided information on the outcome and the options going forward but no final decision has been made yet.
Complete the pre-procurement stage for the Commissioning of Public Health Services (Integrated Wellbeing Service and Substance Misuse Service)	December 2018	Premarket events for the Integrated Wellbeing Service and Substance Misuse Service in October 2018 were well attended. Potential providers were invited to tender in November 2018. Submissions closed in January 2019 for both services. This action is now complete.
Commence the procurement stage for the Commissioning of Public Health Services (Integrated Wellbeing Service and Substance Misuse Service)	February 2019	The selection stage commenced in January 2019 and is on track for both services to invite successful providers to attend the competitive dialogue phase in late February 2019.
Complete the commissioning of Public Health services (Integrated Wellbeing Service and Substance Misuse Service) and commence the new services	April 2020	The competitive dialogue process is due to complete in June 2019 and the final tender to be reviewed in August 2019, with a view to final selection in September 2019. Mobilisation phase will run from October 2019 to March 2020 (six months) with new services due to commence on 1 April 2020.

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 across health and social care 92% of assessments for long term services are now completed in the community, which is an improvement of 7% against last quarter. The equivalent information for Mid-Notts and Bassetlaw is not currently reportable, but it is estimated that the percentage would be high.
Countywide roll out of best practice model for an integrated care team	July 2019	Mansfield Older Adults assessment staff have been co-located with Community Health staff since 30 th July 2018. Discussions are underway in all other areas of the County to explore options for co-location, develop direct referral mechanisms and undertake necessary organisational development work as appropriate. Smarter Working are supporting the changes. Health partners have been very helpful and welcoming to date.
Develop a multi-agency toolkit on prevention and early intervention for key staff groups and pilot	March 2019	This work has been reviewed and the toolkit will focus on the person-centred approach but link to the Making Every Contact Count (MECC) toolkit which is being developed as part of the wider Prevention work stream. A first draft of the toolkit will be available at the end of January 2019 but we will be looking to adapt this based on feedback from the staff in the accelerator project who will be the practitioners initially piloting the toolkit.
Successful testing and delivery of a new joined up approach across Health and Social Care to assessment and support planning	March 2019	This national pilot is underway with participation from health and social care staff in the Rushcliffe and the two Mansfield integrated care teams. The teams are using a new template called "All about Me" to capture person-centred information about each service user.

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<p>Roll out of information sharing across Health and Social Care, as developed at King's Mill Hospital, to Bassetlaw Hospital and Nottingham University Hospitals</p>	<p>November 2018 (Bassetlaw)</p> <p>End February 2019 (King's Mill – Next Phase)</p>	<p>Bassetlaw Hospital went live in November 2018 with Social Care information now available to the Emergency Department and the Integrated Discharge Team health staff. This is used daily to check basic information. Benefits for this project will begin reporting in February 2019 for NHS Digital and the Bassetlaw Accountable Care Partnership Digital Workstream. There has been some delay due to the roll out in King's Mill due to some of NHS technical resources having to be redirected to higher priority NHS work. Sherwood Forest Hospital Trust approved digitisation of the patient Discharge Notice in December. Resources have now been allocated from Nottingham University Hospitals to support the project and work on design and discovery has now commenced. Timescales are still to be confirmed for the roll out to Nottingham University Hospitals.</p>
<p>Access to Health and Care Community Portal</p>	<p>January 2019</p>	<p>Some minor technical and Information Governance delays were experienced in December. Rushcliffe Older Adults Team is going live in January with the Portal. Information initially will be hospital activity and admissions from Nottingham University Hospitals and Sherwood Forest Hospital Trust, and Mental Health information from Notts Healthcare. GP information is due to follow once all sign up is confirmed.</p> <p>Rollout to the rest of adult social care staff will happen in one launch in mid 2019 once the pilot team access has been reviewed and training and engagement activities completed.</p>

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 2018 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. The agreed Joint Health and Wellbeing Strategy 2018–2022 includes "Healthier Decision Making" as one of its 4 ambitions. Further implementation is focusing on specific areas of activity aligned to the Healthy and Sustainable Places coordination group.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Implement changes in Council processes	December 2018	Colleagues from Public Health and Place worked to develop revised spatial planning & health guidance to improve the way spatial planning decisions prioritise health and sustainability. The spatial planning and health guidance is being refreshed following consultation with partners in Nottinghamshire. It is due for publication by April 2019.
Secure ownership for equivalent changes in the decision-making processes of other organisations, starting with Health and Wellbeing Board partners	Summer 2019	The Health and Wellbeing Board's Healthy and Sustainable Places Coordination Group has met twice since October 2018 and initiated a programme of work with focus on physical activity and food environment, utilising the principles of the Health in All Policies approach and developing case studies. Public Health is working with Place (Planning & Transport), District and Borough Council Environmental Health and City Council functions on an Air Quality strategy document to reduce impact of air pollution on human health in the County and City. This is intended to go before the County Health and Wellbeing Board in the summer.

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 Clinical Commissioning Groups (CCGs) and dedicated capacity to support the County's Sustainability and Transformation Plan (STP), now known as the Integrated Care System (ICS).

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Realign specialist public health capacity to emerging CCG, Accountable Care Partnership (ACP) and STP structures and governance processes	November 2018	This action is now complete. By November 2018, a framework for action was developed for the ICS Prevention workstream which indicates the ICS transformation work which requires specialist input. Public Health Consultant capacity has been aligned to the CCG, ICS and ACP structures with specific responsibilities for individual workstreams allocated.
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	This commitment is now incorporated in the ICS workstream strategy and framework for action for Prevention. Specific commitments on prevention have been secured from other ICS workstreams, of which brief advice and referrals is one aspect.
Put in place additional resources to support Joint Strategic Needs Assessment (JSNA) and mental health workstreams within the Nottingham and Nottinghamshire Integrated Care System.	April 2019	Support for additional capacity in respect of JSNA and mental health was agreed by ASC&PH Committee in December 2018, with allocation of resources from Public Health reserves. Work is underway to mobilise this support from 1 April 2019.