

The ASCH Improvement and Change Portfolio – September 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	Testing of the new 3 Tier Contact form has been completed and the new form has been successfully rolled out across all districts since 2 nd October 2018. This means that the 3 Tier approach is being used at the Customer Service Centre and Adult Access Service for all new enquiries coming into the Council. These services will be attempting to help more people to resolve their problems at the earliest opportunity. The project is on track to deliver good outcomes and achieve savings.
Expansion of social care clinics in community settings	Autumn 2018	<p>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.</p> <p>Social Care clinics in community settings are available across the County. A review is underway to maximise the benefits of social care clinics in the future.</p>
Review of the carers' strategy with partners to enable carers to access good quality advice, information and support	September 2018	The ASC&PH October 2018 Committee recommended that Policy Committee approve a new carers' strategy, and approved proposals to implement a new carer's support offer for 2019/20.

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Deliver the Improving Lives Programme	March 2020	<p>The Improving Lives Programme was approved by the Adult Social Care & 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">• 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 has already commenced on some early milestones that will:</p> <ul style="list-style-type: none">• increase the number of people we are able to offer a reablement service to• increase the amount 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>The programme commenced working with hospital teams in September, working to identify the main issues and barriers to promoting people's independence, faced by the teams in order to help minimise these. Interim dashboards have been developed and are due to go live in October. This will further support teams to identify areas for improvement</p> <p>Once further progress has been made towards early milestones the focus of the Improving Lives Programme will then turn to</p>
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		supporting staff in district 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.
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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 oversight 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	Winter 2018	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	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.

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	<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 were 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</p>

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		<p>portal was launched in 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 commenced on 24 July for a lead provider for Rushcliffe and for additional providers in Bassetlaw – the outcome of these tenders will be announced mid-October. The existing Core Provider contract in Rushcliffe has been extended to ensure continuation of service until the start of the new Lead Provider contract. A further procurement exercise for additional providers in Newark & Sherwood and Rushcliffe will be conclude in October.</p>
Fair Price for Care review – fees survey	September 2018	An initial report on the review has been drafted. Some of the project timescales have been extended to reflect further detail required in the report 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	This action has been completed to timeframe. A comprehensive consultation has been completed, including 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	<p>Premarket events for the Integrated Wellbeing Service and Substance Misuse Service are taking place in October 2018.</p> <p>Work is on track to invite providers to tender in November 2018.</p>

Commence the procurement stage for the Commissioning of Public Health Services (Integrated Wellbeing Service and Substance Misuse Service)	February 2019	The selection stage will commence in January 2019, followed by a competitive dialogue from February 2019 onwards.
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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. Work is underway in Mid-Notts and Bassetlaw through the Hospital Discharge Project to 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	Mansfield Older Adults assessment staff have been co-located with Community Health staff since the 30th July. Ashfield Older Adults staff aim to co-locate from November. 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	A Workforce Project Manager will take up post in Mid-October. The project will focus on the embedding 'making every contact count (MECC) and embedding person and community centred approaches into organisation's HR systems and processes. A toolkit and training package will be tested out with frontline staff.
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

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		called “All about Me” to capture person-centred information about each service user.
Roll out of information sharing across Health and Social Care, as developed at Kings Mill Hospital, to Bassetlaw Hospital and NUH	November 2018 (Bassetlaw) February 2019 (Kings Mill – Next Phase)	<p>Work is underway at Bassetlaw Hospital to deliver this project and the plan is for live Social Care information to be made available to Health staff at the Emergency Department and in the discharge team at any time of day or night, from the end of October.</p> <p>Work continues at Sherwood Forest Hospital Trust to develop the information sharing process about patient discharge and changes in circumstances, to improve live case management. Nottingham University Hospital initial engagement has started and awaiting assignment of resources from health to support the project.</p>
Access to Health and Care Community Portal	December 2018	The council are “going live” with a pilot team (Rushcliffe Older Adults) to have access to health information through this portal in Mosaic, from November. This information will include hospital activity and admissions, GP information and Mental Health information. Rollout to larger cohort in early 2019 then planned wider to all teams with access needs.

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	December 2018	Following the adoption of the LGA Health in All Policies approach by Policy Committee in March 2018, colleagues from Public Health and Place are developing revised spatial planning & health guidance 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. Continued engagement is happening with local government colleagues through the Health and Wellbeing Board's Healthy and Sustainable Places Coordination Group, which will meet for the first time in October 2018. The first meeting will focus on physical activity and a countywide approach to the food environment.

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 System (ACS) and STP structures and governance processes	November 2018	A framework for action has been developed for the ICS Prevention workstream which indicates the ICS transformation work which requires specialist input. This will be in place for November 2018. (The development of the ICS system architecture and evolution of CCG structures will require further review and adjustment of specialist public health input in 2019 and beyond).
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. Next steps include securing specific commitments from other ICS workstreams.