

The ASCH Improvement and Change Portfolio – March 2019 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
Increasing the number of people who on contacting the council receive earlier support to help them resolve their issues using the 3 Tier Model approach to conversations with the public.	Spring 2020	Staff at the Customer Service Centre and Adult Access Service are using the new approach so that more people are being offered support at an earlier stage to resolve their enquiries. In the first year of the approach, whilst the number of total enquiries has increased, the number of people who need to be referred to district social care teams for further work has actually decreased. This means that people get a more timely response and that district social care teams can concentrate on promoting independence and more complicated cases. The project targets for resolution continue to increase in 2019/20 and 2020/21 so close monitoring of progress will take place.
Social care clinics in community settings	April 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 offer a clinic appointment where this is appropriate for the person referred.
Approval and implementation of a new carers' strategy with partners to enable carers to access good quality advice, information and support	November 2019	This work will change how carers are offered support, so that there will no longer be an automatic direct payment to all eligible carers – instead they will be offered advice and support and a direct payment only if individual circumstances mean that they will benefit. The joint Carers' Strategy with Health has been approved at Adult Social Care & Public Health Committee and is scheduled for May 2019 Policy Committee.

<p>Deliver the Improving Lives Programme</p>	<p>March 2020</p>	<p>The Improving Lives Programme is the programme of work delivering service transformation and budget savings for the Adult Social Care and Health Department over the period 2018/19 to 2019/20. 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>Activity across the different areas of work within the Improving Lives Programme is designed to:</p> <ul style="list-style-type: none"> • increase the number of queries resolved as early as possible after contacting social care • increase the number of people offered a reablement service • ensure people are on the most appropriate care and support pathway; and where short-term care is required to recover and rehabilitate, ensure that people are supported to regain independence and return home, where possible • identify opportunities to work more actively with people who have potential to achieve more independence • provide live information to teams to support decision making. <p>A key enabler to the programme is the establishment of a cycle of continuous improvement within teams. This way of working seeks to identify best practice for sharing and areas for improvement or change as part of everyday performance management. To support this, information dashboards are being developed for teams, which will provide accessible information about service delivery, at a team level to inform local decision making and drive performance against agreed targets. To facilitate continuous improvement in practice, social care teams are introducing Promoting Independence Meetings (PIMs) – these are an opportunity for the whole team to share good practice and success; to discuss cases together,</p>
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		ensuring that service users are on the right pathway, and to look for opportunities to maximise a person's independence; and to identify obstacles to service delivery that can be addressed locally or escalated to senior officers if appropriate. PIMs have been introduced in the Adult Access Service, Reablement, Hospital Teams and some Younger and Older Adults Assessment Teams - the roll out of the meetings to the rest of the teams will happen as part of a phased approach 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.	Summer 2020	Work on this continues in a design and discovery phase.
Implementation of the business plan for the Council's County Horticulture Service	Summer 2022	Work on improvements to the Brooke Farm site are subject to designs being approved and planning permission gained, it is hoped work will start in late Summer 2019 and be completed by Winter 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.

		Key activity, as well as making improvements to the site, includes redesigning the employment hub to improve the commercial elements at Brooke Farm and increase employment readiness outside of the hub for people with disabilities.
Programme 3 - High quality and sustainable public health and social care services		
<p>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.</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 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.</p> <p>Overview of Progress: This programme is progressing on target and in line with the identified milestones.</p>		
Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Home care contracts awarded and services to commence	Autumn 2018	<p>The first phase of the new contracts commenced on 1 July 2018 followed by an implementation and transition phase until October 2018. Over 700 care packages were successfully transferred with little disruption to service users. New services have been commissioned with an outcome focus and a payment system that moves away from 'time and task'.</p> <p>Overall there has been a significant reduction in the number of people awaiting a long-term package since new contracts began.</p>

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		After the initial procurement exercise and following a number of providers withdrawing during the first few months of new contracts, not all areas have a sufficient number of providers. Further procurement 'rounds' are now being planned to address this.
Fair Price for Care review – report to ASCPH Committee on outcome of survey and any resulting proposals	April 2020	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 yet been reached and this review is on-going The quality audit tool has been reviewed and the new version will be out for consultation in May 2019.
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. Both services invited successful providers to attend the competitive dialogue phase in late February 2019. This action is now complete.
Complete the commissioning of Public Health services (Integrated Wellbeing Service and Substance Misuse Service) and commence the new services	April 2020	A competitive dialogue approach has been taken for both services, which means that the public health team has been working with providers in the market to shape and refine both service specifications. 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 and submission for approval by Committee in October 2019. Mobilisation phase is planned to 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	Work is ongoing across the 3 health planning areas to gain a consistent approach to ensure a home first is the default pathway. Over the past year the south of the county has completed (across health and social care) on average 90% of assessments for long term services in the community, which is 5% above the national target.
Countywide roll out of best practice model for an integrated care team (ICT)	July 2019	All 3 health planning areas continue to work towards a consistent practice model for ICTs. Social care staff and managers are being aligned with the community-based health teams within the Primary Care Networks (PCNs). Options for co-location and greater collaborative working are being developed in each area and shaped according to resources and building availability; undertaking necessary organisational development work as appropriate. Referral pathways are being reviewed to enable a consistent approach for staff working with health colleagues. The Smarter Working project is supporting with the necessary changes for the social care staff group. Health partners have been very helpful and welcoming to date. Mansfield Older Adults assessment staff have been co-located with Community Health staff since the 30th July 2018 and Ashfield Older Adults staff co-located with Health colleagues in February 2019. Accommodation options are being progressed in Newark and Sherwood. The South are exploring hot desking and shadowing as short term aims, given the lack of space for full co-location. New ways of working are also being adopted to align to the best practice model, with Rushcliffe being the first

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		team to pilot accessing health data through Mosaic (via the Care Centric Portal). Bassetlaw older adults staff group are aligned with the 3 PCNs due to the current lack of space within buildings they are using hot desking, drop ins and attending weekly hand over meetings in each PCN and monthly multi-disciplinary team meetings.
Develop a multi-agency toolkit on prevention and early intervention for key staff groups and pilot	Spring 2019	A draft tool kit has been shared widely with partners and the East Midlands Workforce Network for amendments and a final version will then be presented to Integrated Care System (ICS) Strategic Workforce Group before going live.
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, and in Rushcliffe they are exploring "huddles" which are virtual case management conversations with health colleagues to provide a joined-up approach to an individual's complex needs. Phase 2 of the pilot will involve further teams in Ashfield and Mansfield
Roll out of information sharing across Health and Social Care, to Bassetlaw Hospital, automated referrals at Sherwood Forest Hospital Trust (SFHT) and Nottingham University Hospitals (NUH)	June 2019	Bassetlaw Hospital went live in November 2018 with Social Care information now available to Doncaster Bassetlaw Teaching Hospital (DBTH) staff in their clinical portal. It is used daily by ward discharge coordinators to establish details of existing social care package directly with providers, in some cases reducing the time spent in Hospital. A discovery phase is ongoing to scope out the digitisation of the primary documentation (Fact Find) used across DBTH within Integrated Discharge Teams (IDT). There has been some delay to SFHT due to other NHS priorities however resources were made available and development has continued. A workshop is set up to demonstrate the benefits of a new digital discharge notice at the end of April 2019. It is hoped that this can be developed to go live in summer 2019.

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		At Nottingham University Hospitals good progress has been made and the automation of referrals for social care assessments from health is due for go live at the end of April 2019. For patients this means they will benefit from a more timely response, helping to resolve need as early as possible. For health and social care staff this means time taken to access the right information will be reduced and the quality of information available will improve.
Access to Health and Care Community Portal	<p>June - August 2019</p> <p>Autumn 2019</p>	<p>Rushcliffe Older Adults have now been pilot users since the end of January 2019. There have already been example cases where having access to the portal has saved social care and health staff time and improved outcomes for individuals. The final GP practices have now signed the relevant Information Sharing Agreement, so the GP data can also be made available through this Portal which will significantly increase its value to social care staff. Following this addition, the roll-out to remaining front-line teams in ASC will commence, starting first with the Adult Access Service and the remaining social care teams in the summer.</p> <p>Social Care are in development with the system suppliers and NUH to implement a live social feed data from Mosaic later in the year. This will give live up to date social care information to all health partners using the portal.</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	April 2019	Colleagues from Public Health and Place have worked to develop a revised spatial planning & health guidance to improve the way spatial planning decisions for communities can help to support and sustain good health for residents. The spatial planning and health guidance has been refreshed in line with local and national policy changes and following consultation with partners in Nottinghamshire. It has been endorsed by the Health & Wellbeing Board and is now being disseminated with District councils, the NHS and taken to NCC Place & Communities Committee.
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). Specific responsibilities have been allocated for individual workstreams and commitments on prevention have been secured.

Key Milestones	Implementation Date	Delivery Status, key updates and risks to delivery
Secure commitment from the ICS 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	Specific commitments on prevention have been secured from other ICS workstreams. By February 2019, all ICS workstreams had worked up a draft Prevention "plan on a page" – these include a minimum of two priorities at least one of which was tobacco or alcohol. Through the provision of timely public health intelligence which demonstrated the burden of alcohol related harm, the ICS approved the prioritisation of alcohol as the local system's one year prevention priority. The impact of this work has resulted in the development of a Nottinghamshire Alcohol Harm Reduction Plan in December 2018 with the subsequent and ongoing oversight from the Nottinghamshire Alcohol Pathways Group. This action is now complete.
Put in place additional resources to support Joint Strategic Needs Assessment (JSNA) and mental health workstreams within the Nottingham and Nottinghamshire Integrated Care System.	June 2019	Support for additional capacity in respect of JSNA and mental health was agreed by ASC&PH Committee in December 2018. Work is underway scoping out the future development of the JSNA approach in order to meet the requirements of the forthcoming ICS / ICP / PCN footprints to assess population health needs. The following JSNA chapters have been refreshed and published – Demography, Substance Misuse, Cancer, Autism, Sexual Health and HIV. Consultant in Public Health capacity (0.2wte for 12months) is now in place to support the mental health prevention workstream as Senior Responsible Officer.