Adult Social Care
Target Operating Model

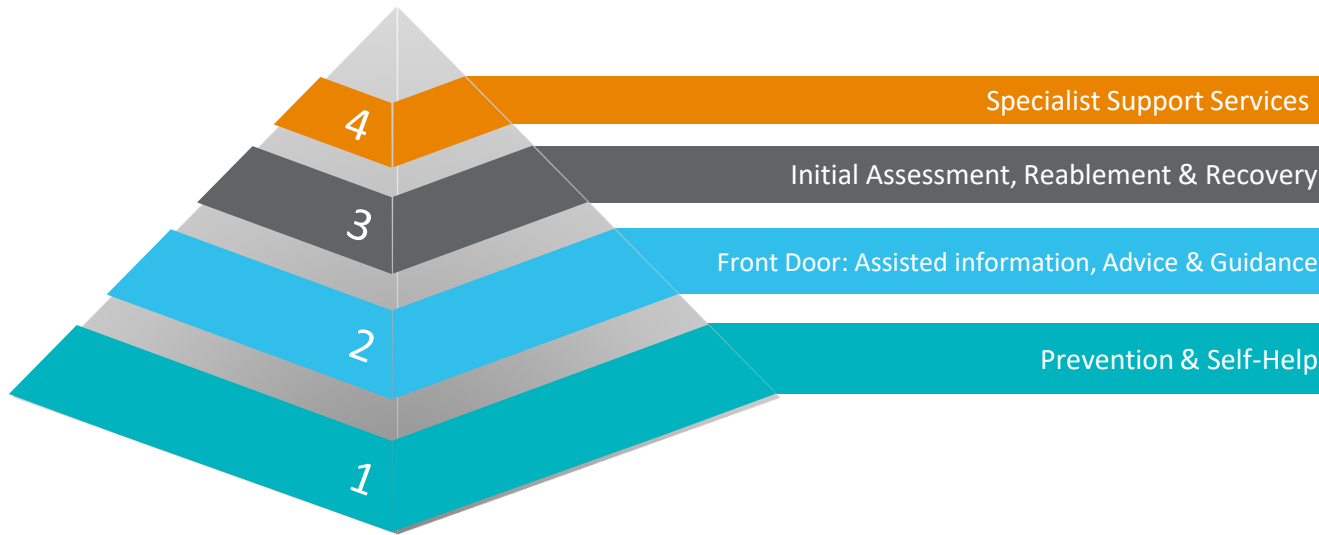June 2023

Oldham Council

The Target Operating Model (TOM)
Refresh and Update

4 — Specialist Support Services

3 — Initial Assessment, Reablement & Recovery

2 — Front Door: Assisted information, Advice & Guidance

1 — Prevention & Self-Help

1

Prevention and Self-Help
Provide residents with access to information and prevention services, that empower them to make informed decisions and to take control of their own lives.

2

Front Door: Assisted Information, Advice and Guidance
Provide assisted information, advice, guidance and access to available resources and support, to maximise residents' independence, prevent, reduce and delay a need for long-term or crisis care.

3

Initial Assessment, Reablement & Recovery
Deliver short term, intensive and outcome focused interventions, that are based on a person's strengths and connected to community resources, so that residents are safe and remain independent in their community and, where possible, don't need long-term support.

4

Specialist Services
Help people to find the right solutions to their support needs, enabling them to be as independent and safe as possible, focussing on the most vulnerable people (with the most complex needs), whilst meeting statutory duties and responsibilities

The Target Operating Model (TOM)
Level 1

Description
Prevention and Self-Help
Provide residents with access to information and prevention services, that empower them to make informed decisions and to take control of their own lives.
- Prevention and self-help
- Online information and advice
- Self-triage
- Multi-disciplinary neighbourhood hubs
- Voluntary & Community Sector support
- Universal services
- Health Service links
- Carers Support

Key areas for development
- Further development of the access points and information / services available to support the development of the TOM (resident and professional focus)
- Further development of impact assumptions for each individual reform areas with tracking, data and financial implications aligned.
- Digital transformation across resident facing services and in house automation and streaming.

Outputs/Outcomes
- An increase in requests for support successfully managed through advice and guidance (online, by telephone and face to face)
- The development of a strategic performance dashboard that oversees impact of the reform programme in its entirety

TOM L1

SRO – Charlotte Walker
Assistant Director- ASC Reform & Improvement

Deputy – David Garner
Head of Business Strategy and Performance Adult Social Care

High Level Timescale
Phased implementation from April 2023

The Target Operating Model (TOM)
Level 2 and 4

Description

The development of a strengths based front door and placed based adult social care model is fundamental to the delivery of the principles of the TOM.

L2 and 4 of the TOM have been grouped together as 2 of the statutory delivery elements of the adult social care. Its main aims are to ensure a timely, proportionate and quality service to the people of Oldham.

Key areas for development

- Further development of a robust ARCC service as the main front door and development of the enablers that will improve and support a strengths based approach
- The further development of a placed based model of care for L4 of the TOM
- The development of a strategic and operational data set for both areas of the TOM

Outputs/Outcomes

- An increase in the number of calls the ASC that result in services other than traditional SC services being offered (VCSE, advice and guidance, etc)
- A reduction in waiting list and times for assessment, review and increase in the reduction of statuary service commissioned

Improving Access Services

SRO - Hayley Eccles
Assistant Director of Operations

Deputy
Aneeq Mushtaq
Head of Operations – Community Adult Social Care,
Lisa Entwistle
Head of Client Services and Prevention – Adult Social Care

High Level Timescale
- May 2023 – Jan 2024

The Target Operating Model (TOM)
Level 2

ARCC Dashboard - April 2023

Completed Contacts	Resolved at Contact	Progressed to Adult Referral
3,440	865	2575
	25.1%	74.9%

Referred for Needs Assessment	Information & Advice / Signposting	Prevention Services	Therapy	Enablement
480	2,180	727	147	56
14.0%	63.4%	21.1%	4.3%	1.6%

Adult Referral - Finalised Triage Screening
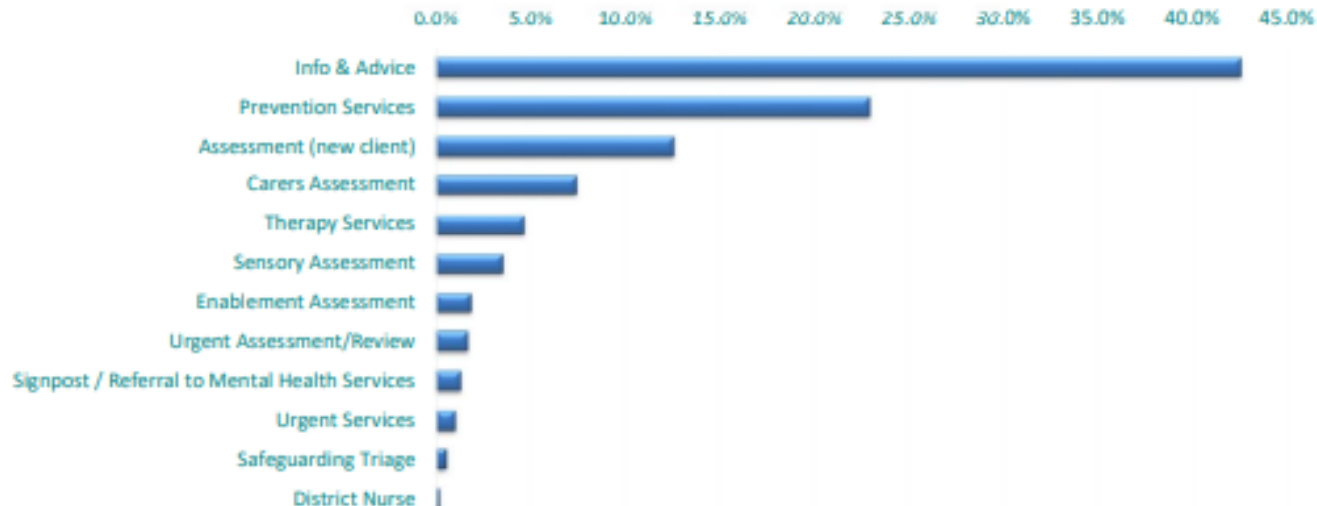
The Target Operating Model (TOM)
Level 3

Description

Level 3 of the Target Operating Model is likely to be a challenging area for development but equally will carry a high level of impact for the residents of Oldham.
It is one of the areas that will require a whole system approach in order to develop the model. It realise on several agencies and often complex funding arrangements (sometimes non recurrent monies) to run the services.
There are NHS (LCO and NCA) workstreams that have high levels of interdependency with this area of the LAs TOM developments.

Key areas for development

- SWAT analysis of current services provided
- Development of a data performance dashboard
- Increasing available capacity with the totality of the enablement offer
- Staff training, supporting the change in process and culture with our teams across the system
- Developing a strengths based crisis offer

Outputs/Outcomes

- An increase in the number of people that access enablement
- An increase in the number of people returning to baseline on discharge from the service
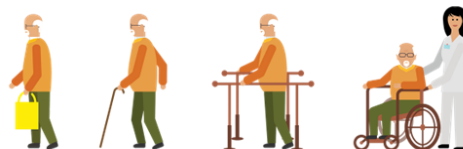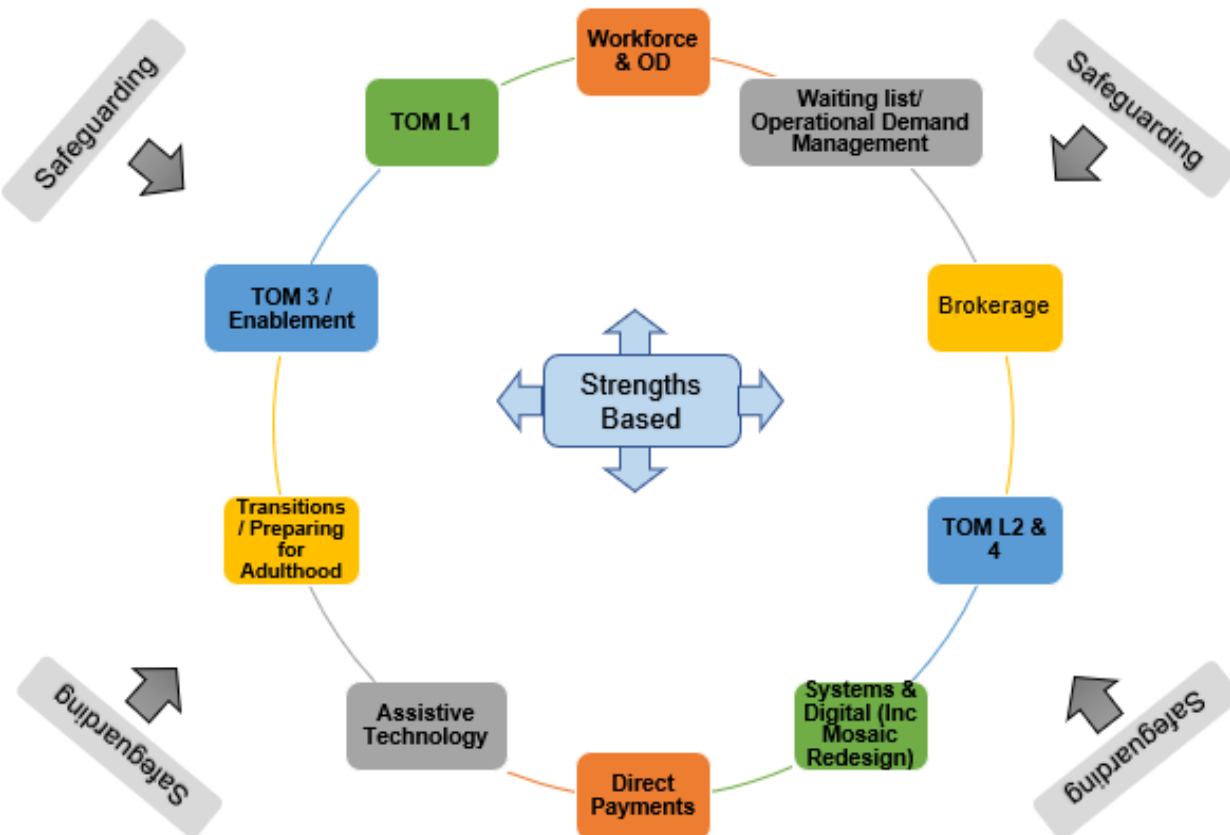- An increase hospital avoidance enablement
- Other

SRO - Rob Jackson (Interim) Managing Director

Lead – Dan Cassell Head of Reform

High Level Timescale Enablement and assessment phased implementation April 2023

ASC Whole system Improvement Plan
Update Plan

FINAL PROGRAMME PRIORITIES

Programmes of Work:

The Areas selected are based on:
- Feedback from CQC peer review
- Prioritisation discussions/workshops
- Continuation of Phase 2 work
- Areas identified as high risk by DMT members
- Areas identified as key enablers to the deliver of the TOM/ASC Strategy

ASC Whole system Improvement Plan

CQC Peer Review Feedback

Oldham ASC Assurance Preparation Challenge

March 2023