

Adult Social Care Whole Service Improvement Programme

Phase 3

May 2023

V3.0



Adult Social Care (ASC) Reform & Improvement

Ensures provision and delivery of high performing services which are statutorily compliant, which safeguard vulnerable adults and ensure compliance with regulatory and inspection requirements.

Programme Purpose (The Origin)

The Adult Social Care Change & Improvement Programme sets out to deliver a refocused and transformed adult social care service in Oldham, which is built around the principles of the Health and Care Act 2022, as well as the government's 10-year vision for support and care. The programme will also encapsulate wider reform and transformation activities including LPS, MioCare Review, Blended Roles and Achieving Better Outcomes to deliver one coherent reform programme for the directorate.

The ASCCI programme will ensure that the right services are available, in the right place and that prevention, digital and strength-based approaches form a golden thread through the service.

The programme will support the realisation of our Adult Social Care vision:

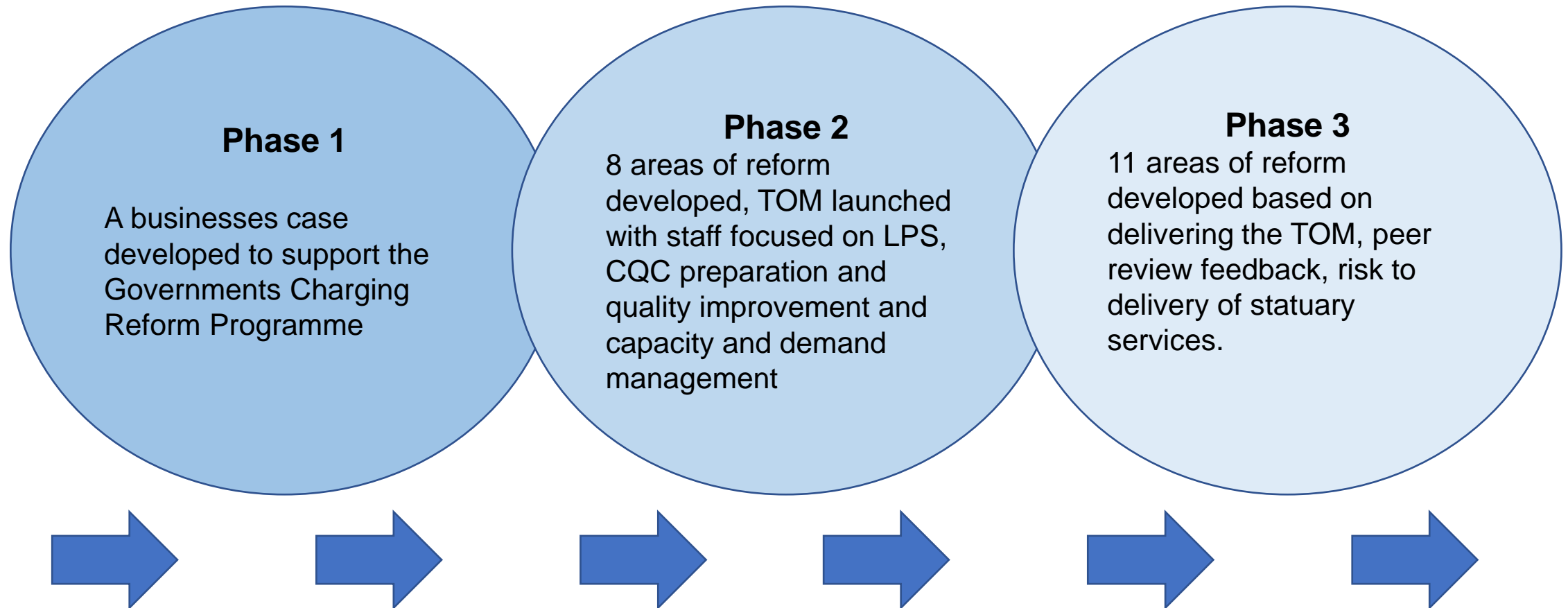
“Supporting you to be independent, healthy, safe and well”

Programme Purpose (Phase 3)

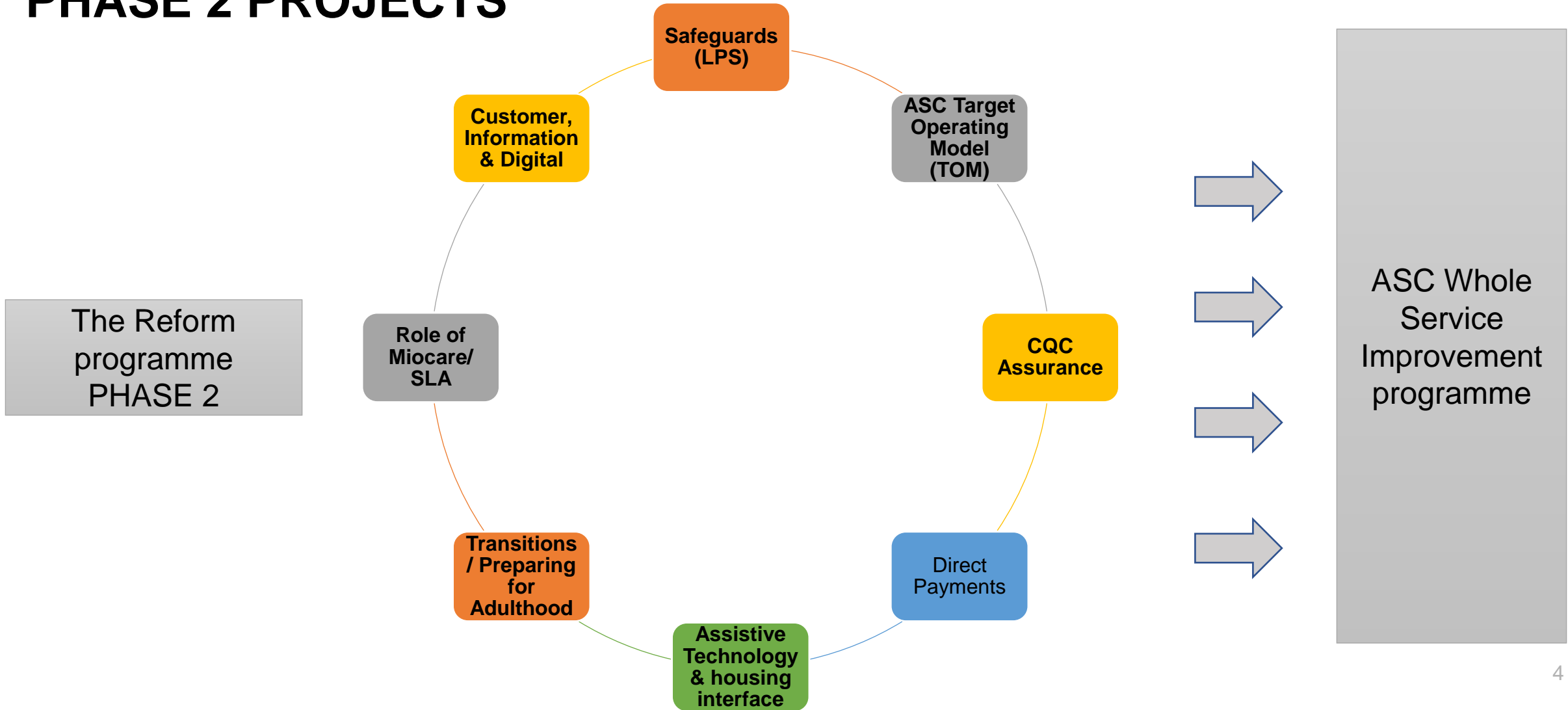
The Adult Social Care changes since then.....

- Charging Reform paused
- LPS paused
- CQC peer challenge completed- embed feedback
- Review of service reform priorities and activity on balance with system pressures, service risks and managing to meet statutory requirements whilst modernising the service and aiming for outstanding!

INTRODUCTION

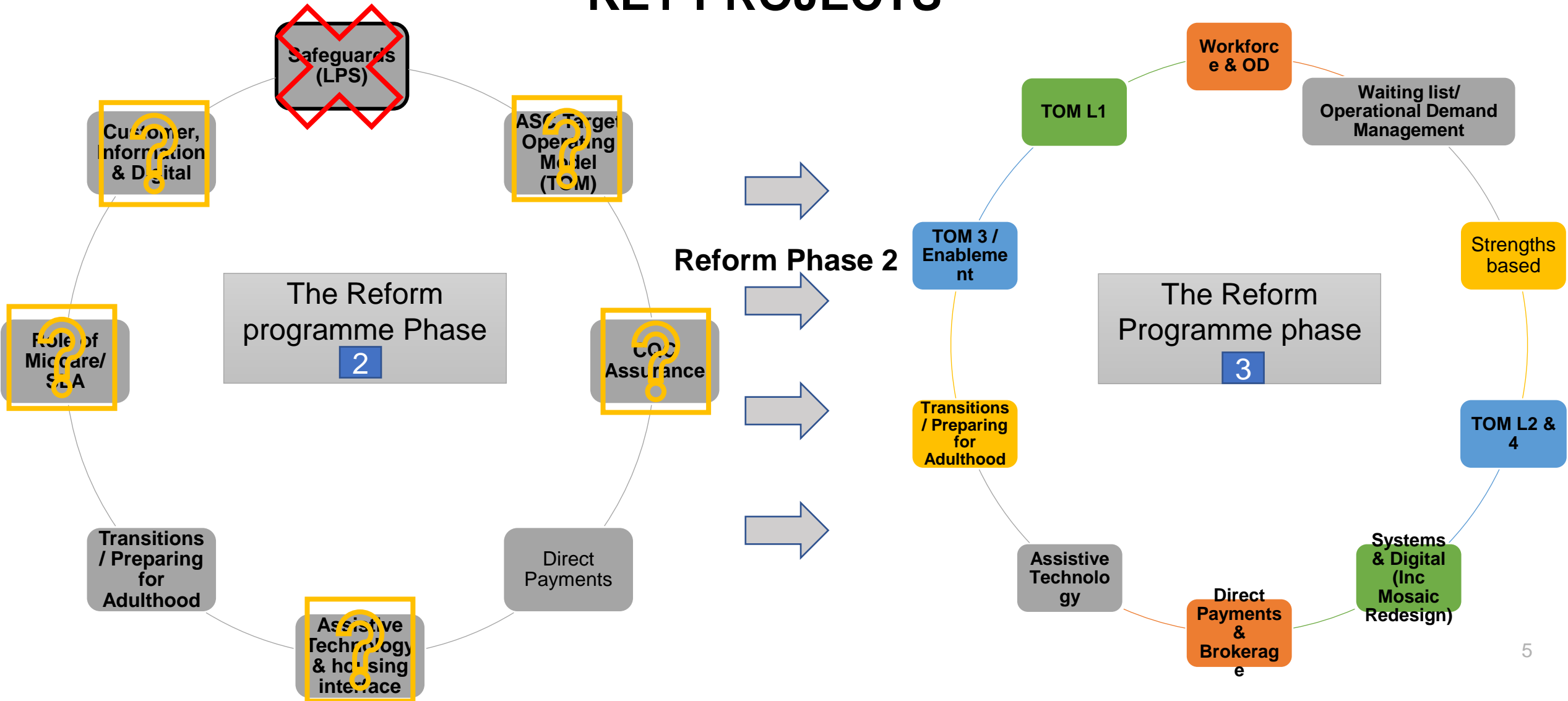


PHASE 2 PROJECTS

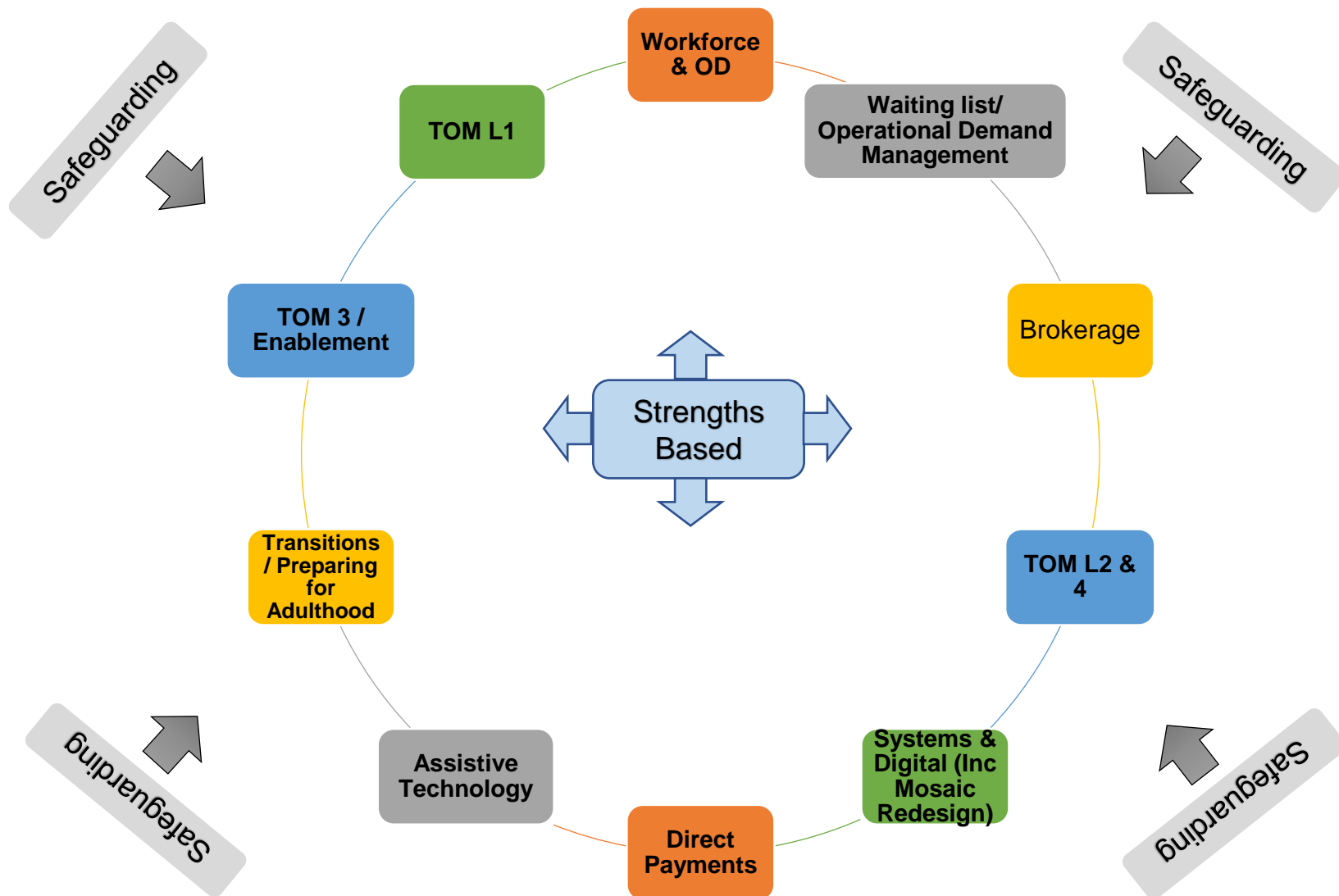


Introduction
Phase 2 Projects
Key Projects
Programme Prioritise
Heat Map (prioritise)
Projects by Theme
Glossary
Governance
Co Production
High level Plan
Assurance Matrix
CQC Peer Review
Other Activities
Next steps

KEY PROJECTS



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

PRIORITISATION HEAT MAP



Programmes Key

● Adults Social Care Change & Improvement Programme

Prioritisation

- The tool used has been developed by Oldham Council.
- The questions for assessment focused on finance and quality
- To note, there is no consideration of statutory duties as a part of the assessment.
- Forms only a part of ASC prioritisation process

Introduction

Phase 2
Projects

Key Projects

Programme
Prioritise

Heat Map
(prioritise)

Projects by
Theme

Glossary

Governance

Co
Production

High level
Plan

Assurance
Matrix

CQC Peer
Review

Other
Activities

Next steps

PROGRAMME PRIORITIES BY THEME

The Development, Mobilisation and measurement of the Target Operating Model

Our people, Our processes, Our Systems

Capacity/Demand and quality of outcome

- Level 1 TOM
- Level 2 and 4 TOM
- Level 3 TOM
- Strengths Based Programme

- Workforce and Organisational development
- Brokerage
- Systems Digital
- Assistive Tech
- Transitions

- Direct Payments
- Waiting lists operational capacity and demand
- High cost packages of care

GLOSSARY

Introduction

Phase 2
Projects

Key Projects

Programme
Prioritise

Heat Map
(prioritise)

Projects by
Theme

Glossary

Governance

Co
Production

High level
Plan

Assurance
Matrix

CQC Peer
Review

Other
Activities

Next steps

Strengths Based

A focus on individuals' strengths (including personal strengths and social and community networks) and not on their deficits. Strengths-based practice is holistic and multidisciplinary

Assistive Tech

Assistive technology is any device, system or equipment designed to assist you with everyday activities. They are intended to support you to stay safe and independent in your own home for as long as possible.

TOM

The Target Operating Model is the high-level representation of a ASCs vision that helps drive and steer the organisation to a new and optimised resident first, strengths based way of working

ARCC

Adult Referral contact Centre. ASC front door for enquires (not including safeguarding).

Direct Payments

Direct payments allow service users to receive cash payments from the local authority instead of care services. This can give them much more flexibility and greater control of their support package.

Co Production

Co-production is an approach where people, family members, carers, organisations and professionals work together in an equal way, sharing influence, skills and experience to design, deliver and monitor services and projects.

Level 1 TOM

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.

Level 2 TOM

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.

Level 3 TOM

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

Level 4 TOM

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, whilst meeting statutory duties and responsibilities

Deflection

Where information or different ways of accessing help result in the resident not needing to contact the council services directly

Avoidance

When contact has been made with services and by using a strengths based resident first approach a persons care is less intensive with better outcomes and better value.

Introduction
Phase 2 Projects
Key Projects
Programme Prioritise
Heat Map (prioritise)
Projects by Theme
Glossary
Governance
Co Production
High level Plan
Assurance Matrix
CQC Peer Review
Other Activities
Next steps

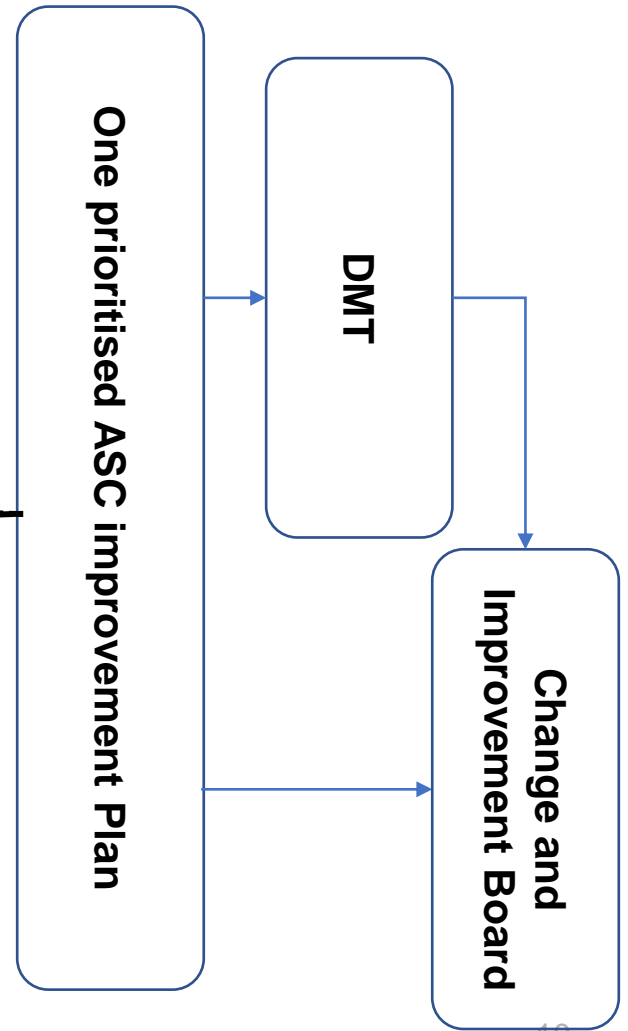
GOVERNANCE

Our Vision for Adult Social Care

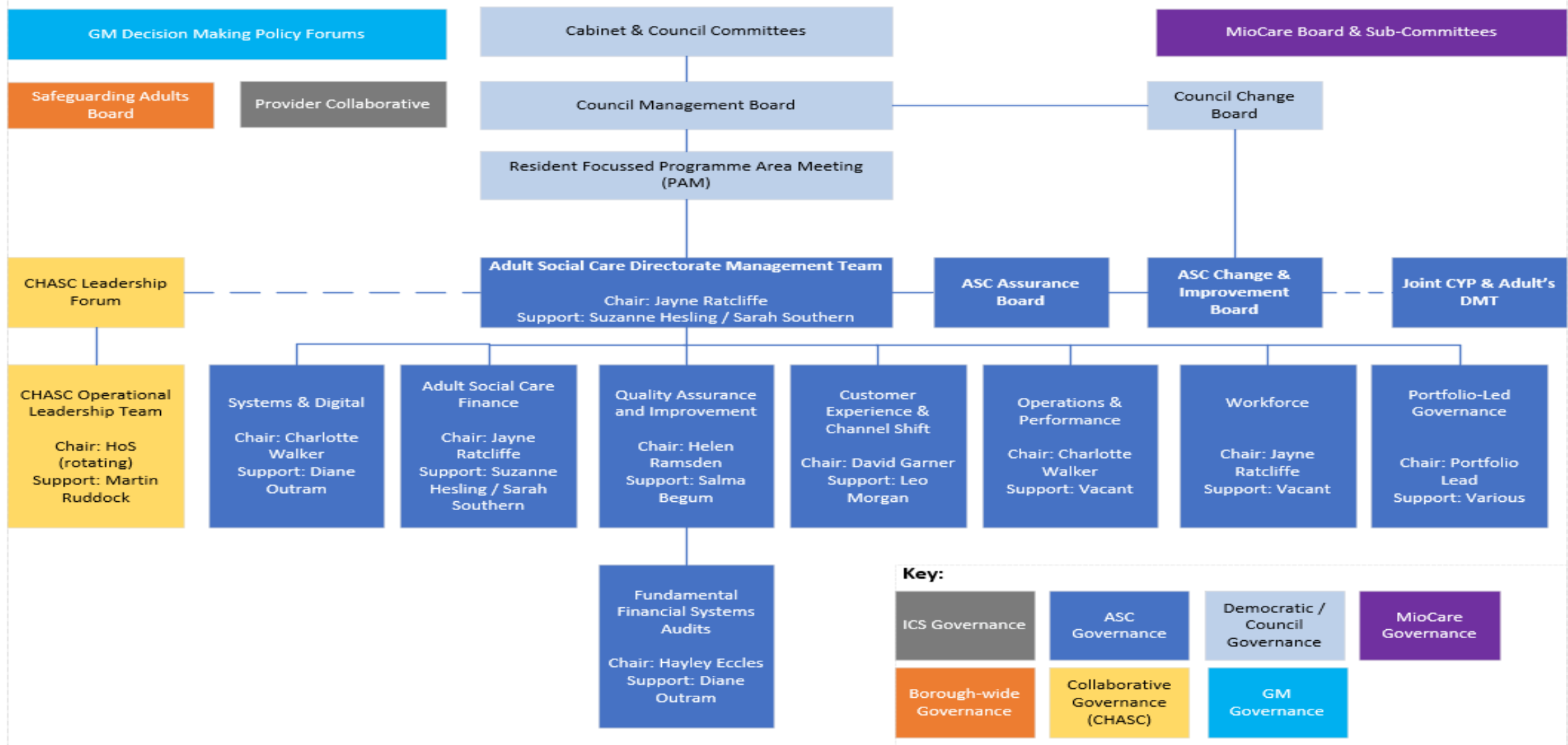
Supporting you to be independent, healthy, safe and well.



- ASC Improvement Plan workstreams
- Transformation plan/Saving Targets
- CQC self assessment/feedback & readiness
- DMT Subgroups (inc FFS)



ASC GOVERNANCE STRUCTURE



Introduction

Phase 2
Projects

Key Projects

Programme
Prioritise

Heat Map
(prioritise)

Projects by
Theme

Glossary

Governance

Co
Production

High level
Plan

Assurance
Matrix

CQC Peer
Review

Other
Activities

Next steps

OUR APPROACH TO CO PRODUCTION

The Ladder of Co-production

Where are you on the ladder towards co-production?



7 Co-production

Co-production is an equal relationship between people who use services and the people responsible for services. They work together, from design to delivery, sharing strategic decision-making about policies as well as decisions about the best way to deliver services.

6 Co-design

People who use services are involved in designing services, based on their experiences and ideas. They have genuine influence but have not been involved in strategic decision-making.

5 Engagement

Compared to the consultation step below, people who use services are given more opportunities to express their views and may be able to influence some decisions about how services are designed or delivered, but this depends on what the people responsible for services will allow.

4 Consultation

People who use services may be asked to fill in surveys or attend meetings, however this step may be considered tokenistic if they do not have the power to influence or affect change.

3 Informing

The people responsible for services inform people about the services and explain how they work. This may include telling people what decisions have been made and why.

2 Educating

The people who use services are helped to understand the service design and delivery so that they gain relevant knowledge about it. That is all that is done at this stage.

1 Coercion

This is the bottom rung of the ladder. People who access services are made to attend an event about services as passive recipients. Their views are not considered important and are not taken into account.

Co-production: It's a long-term relationship

Based on Arnstein's Ladder of Participation, the TLAP ladder of participation describes a series of steps towards co-production which can be used in strategic commissioning across health and social care. It is designed to support greater understanding of the various stages of access and inclusion before full co-production is achieved.

www.thinklocalactpersonal.org.uk

Web: www.thinklocalactpersonal.org.uk
email: info@tlap.org.uk
facebook: www.facebook.com/thinklocalactpersonal
twitter: @tlap1



Where is Oldham ASC?
Where is your team?

7. Co-production

6. Co-design

5. Engagement

4. Consultation

3. Informing

2 Educating

1. Coercion

Where do we
want to be?



Introduction	Phase 2 Projects	Key Projects	Programme Prioritise	Heat Map (prioritise)	Projects by Theme	Glossary	Governance	Co Production	High level Plan	Assurance Matrix	CQC Peer Review	Other Activities	Next steps
Project	SRO	Deputies/ Lead / Pm	Purpose				Reports to	Subgroup/ activity	Dependencies / links	Timeframe			
Assistive Technology	Helen	Alison (SM3 Vacancy) PM- Justine Addy	PA consulting to create business case to develop & embed AT offer in Oldham				Change Board	Needs establishing. HLR to change board activity	All levels of the TOM, enablement/ MioCare	12 weeks intensive July '23 then role out recommendations			
Direct payments	Hayley (CW)	Aneeq PM- Adelle plus??(DP) SM3 or agency	Financial, provider, reputational, client risk				Change Board	Review Panel & Audit Panel ?HLR to DMT needed?	Operational capacity across Ops & brokerage MTFS savings - DPs	Immediate 6-9 months, process change, learning & culture impact			
Strengths Based Practice	Hayley (CW)	Kim (SM3 Vacancy) PM Alison O	Aneeq linked to corporate SB agenda Wider working group ?ImPower – business case? For Communities of Practice				ASCCIB?	TOM Steering group currently – ??TOR in place? *refresh	Whole service culture change Corporate SB training Links to PBI	Pilot roll out Spring '23 through summer. process change, learning & culture impact			
Systems & Digital (to include Mosaic Redesign)	Charlotte	David	To include the business 'digital' elements and systems, also front facing self assessment etc. £ax etc ??				SysDig	SysDig refresh to include reps across portfolios	MOSAIC retender SCES & Digital Steering group Corporate drivers/ enablers	Immediate scope of what's needed in MOSAIC (whole system and more internally) longer term plan			
TOM L1 (customer information & digital) inc elements of Charging reform	Charlotte	David / Alison PM- Adelle	Prevention & VCSE/ place based focus Self-service ESC Project Closure Report Mar23.docx				ASCCIB	TOM Steering group Customer Information Digital Plan Updated 080323.xlsx	Transformation/ cost avoidance Engagement Assistive tech review	12 months			

Introduction	Phase 2 Projects	Key Projects	Programme Prioritise	Heat Map (prioritise)	Projects by Theme	Glossary	Governance	Co Production	High level Plan	Assurance Matrix	CQC Peer Review	Other Activities	Next steps
Project	SRO	Deputies/ Lead / Pm	Purpose				Reports to	Subgroup/ activity	Dependencies / links	Timeframe			
TOM L2 and 4	Hayley (CW)	Aneeq / Lisa (SM3 Vacancy)	Workforce shift to support prevention, deflection and only most complex to specialist teams. Workforce consultation and moves, role changes. TOM steering group and change board? – progress reports/ HLR?				ASCCIB	TOM Steering group Transf Prog Brief Template ADULTS v0.4.docx	TOM project brief V0.1.docx Links to MH Living Well & place based working, health & urgent care	Expanded ARCC-Summer 23 Wider work 6-12 months			
TOM L3/ Enablement	Rob J	Dan	Enablement/ initial assessment/ co-location with MioCare, OT etc				ASCCIB	TOM Steering group Enablement steering group	See above Links to MioCare SLA, creating capacity to respond Links to health and urgent care	Expanded ARCC-Summer 23 Wider work 6-12 months			
Transitions	Hayley (CW)	Aneeq / Kerry	Groups established – operational MOSAIC referral live, needs roll out Then scope demand and future options				OSAB / ASCCIB	In place – CW covering	Operational demand Future commissioning Miocare	Go live date tbc, but summer for demand baseline			

Introduction	Phase 2 Projects	Key Projects	Programme Prioritise	Heat Map (prioritise)	Projects by Theme	Glossary	Governance	Co Production	High level Plan	Assurance Matrix	CQC Peer Review	Other Activities	Next steps
Project		SRO	Deputies/ Lead / Pm	Purpose			Reports to	Subgroup/ activity	Dependencies / links	Timeframe			
Waiting list Management/ Operational Demand		Hayley (CW)	Aneeq / Dan (SM3 Vacancy) ?Martcha 0-6months Ax, 6-9 months wider waiting lists etc	(waiting lists, backlogs/ overdue reviews, off D2A) *DOLS backlog ????- CQC Work ongoing in Clusters – plan being wrapped round, need progress reports to change board?			Ops & performance then ASCCIB	? Needs subgroup/ at least small steering group to keep track	Links to both Workforce (sub DMT) & Risk Assurance Board MTFS saving against Review element	6 months phase 1			
Workforce & OD		Charlotte	Kim / Dan / HR – Ann Edwards	HR, OD, recruitment, retention, SW apprentices, academy			DMT	Group needs re-establishing	Corporate OD/ HR	6 month phase 1 12-18 months phase 2			
Brokerage		Helen	Claire PM- TBC	Financial, provider, reputational, client risk			Change Board	Mapping MOSAIC changes Redesign	Operational capacity across Ops & brokerage MTFS savings - DPs	Immediate 6-9 months, process change, learning & culture impact			

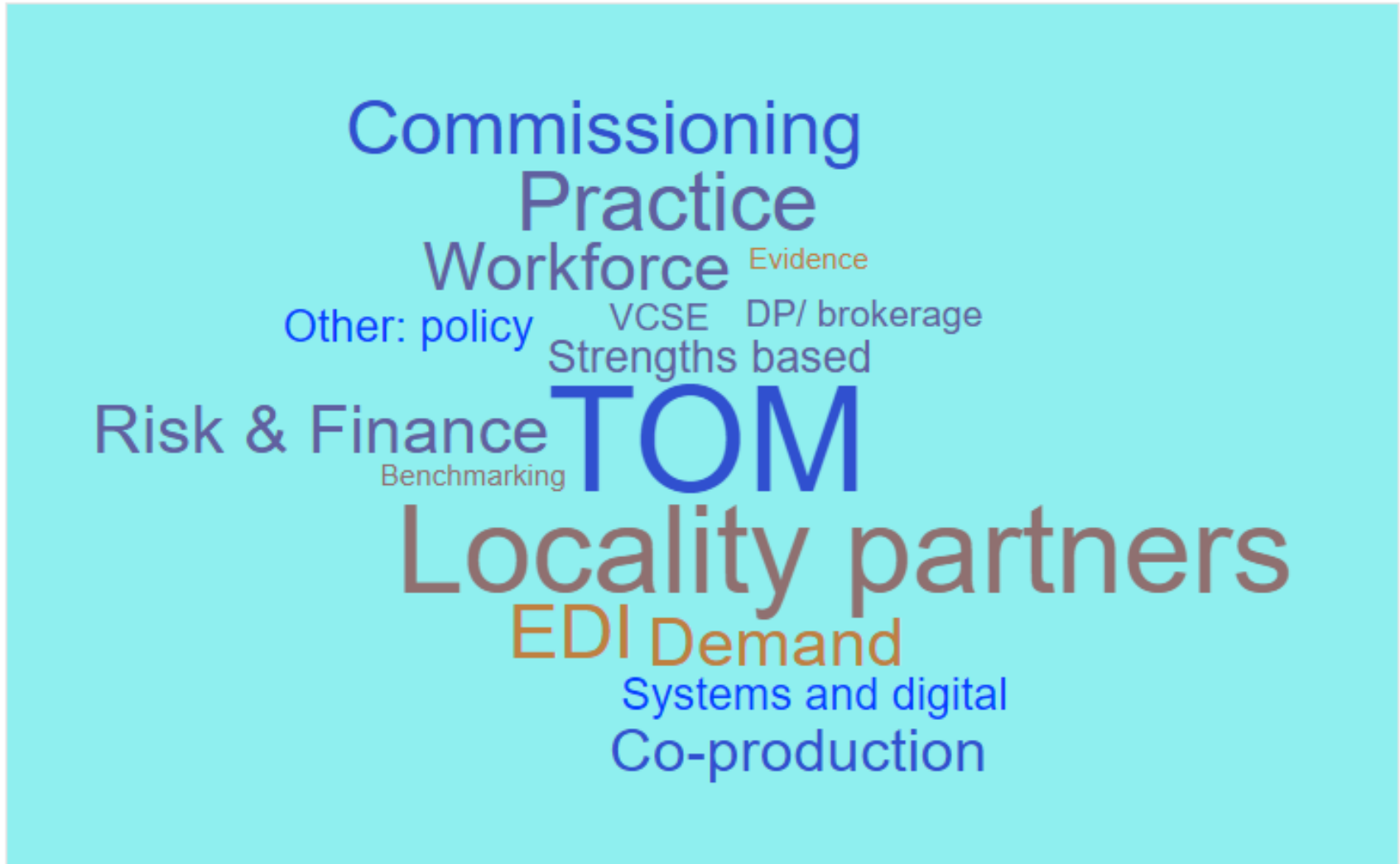
Introduction	Phase 2 Projects	Key Projects	Programme Prioritise	Heat Map (prioritise)	Projects by Theme	Glossary	Governance	Co Production	High level Plan	Assurance Matrix	CQC Peer Review	Other Activities	Next steps
--------------	------------------	--------------	----------------------	-----------------------	-------------------	----------	------------	---------------	-----------------	-------------------------	-----------------	------------------	------------

SUMMARY MATRIX ASSURANCE

	CQC Peer Review	FFS	Statutory Duties compliance	DMT Risk Mitigation	Other
Assistive Technology	✓		✓	✓	
Direct payments		✓	✓	✓	
Strengths Based Practice	✓				
Systems & Digital (to include Mosaic Redesign)			✓	✓	
TOM L1 (customer information & digital)	✓		✓	✓	
TOM L2 and 4	✓		✓		
TOM L3/ Enablement	✓		✓	✓	✓
Transitions		✓	✓	✓	
Waiting list Management/ Operational Demand	✓	✓	✓	✓	
Workforce & OD	✓	✓	✓	✓	
Brokerage		✓	✓	✓	

Introduction	Phase 2 Projects	Key Projects	Programme Prioritise	Heat Map (prioritise)	Projects by Theme	Glossary	Governance	Co Production	High level Plan	Assurance Matrix	CQC Peer Review	Other Activities	Next steps
--------------	------------------	--------------	----------------------	-----------------------	-------------------	----------	------------	---------------	-----------------	------------------	------------------------	------------------	------------

CQC PEER REVIEW FEEDBACK



CQC Peer Review Themes

The Oldham Assurance Preparation Awareness Challenge Day was held on 16 March 2023. This built on an initial data analysis of identified key metrics related to the CQC Assurance themes, a case file audit, and an assurance checklist provided by Oldham colleagues.

Full day prior to the peer challenge day with a visiting Principal Social Worker, Oldham’s PSW and our Head of Strategic Safeguarding to audit a series of current service user case files

Series of interviews held remotely with specific groups of representatives across the service, various levels, and with stakeholders

Area/Theme

Working with people

Oldham ASC Assurance Preparation Challenge

March 2023

Feedback

- Multiple references to engaged and dedicated workforce
- ARCC/ new front door right direction and making a difference already
- Improvement focus on information sharing

Recommendations / issues / themes

- More focus and investment to support strengths based assessments and provision, prevention and to support the new Target Operating Model (TOM)
- MOSAIC system – theme across discussion around challenges with the system
- Delivery of Local Authority statutory duties in Mental Health – need for more assurance underpinned via formal agreements
- Capacity & demand- risk stratification to underpin waiting list management
- Ensure that ASC systems and processes generate a reliable understanding of the equality and diversity characteristics of people accessing services at each stage of the TOM and within the adult safeguarding process

Area/Theme

Providing Support – care provision, integration & continuity
- Partnerships & communities

Oldham ASC Assurance Preparation Challenge

March 2023

Feedback

- The overall self-assessment of partnership working in Oldham was one of good strategic alignment and operational working relationships with some positive examples of managerial and team integration around discharge and secondary mental health. This suggests firm foundations for the ICB developments
- Health partners acknowledged that budget pressures on all partners can sometimes challenge joint working and can complicate the development of pooled budgets for instance. Similarly, managing the interoperability of IT systems can present issues

Recommendations / issues / themes

- Ensure that 'co-production' as an idea is accurately conceptualised and articulated within ASC and not conflated with engagement.
- Share the evolving thinking around the prevention framework with VCFSE partners as soon as possible and use their knowledge and expertise to re-shape the early intervention and prevention offer in Oldham
- Share the evolving thinking around the prevention framework with VCFSE partners as soon as possible and use their knowledge and expertise to re-shape the early intervention and prevention offer in Oldham

Area/Theme Ensuring Safety

Safe systems, pathways & Transitions
Safeguarding

Oldham ASC Assurance Preparation Challenge

March 2023

Feedback

- Oldham colleagues were positive about and proud of the work done in recent years to improve adult safeguarding, including the operation of the SAB
- Early and effective planning for adulthood and Transitions are an acknowledged area of development for Oldham and some strategic progress has been made through the creation of the Transitions Hub.
- Oldham was proud of it's progress and practice around Transforming Care and Discharge to Assess and these successes were linked to

Recommendations / issues / themes

- The voice of the person and coproduction is an area that the SAB recognises it has further work to do but on an operational safeguarding basis, it was reported that as much as possible the person is involved in line with the principles of Making Safeguarding Personal
- The case audit identified issues with information sharing between agencies that led to differences in decision making and responses for the same individual when concerns were raised.
- The challenge team noted that wider system or strategic risks to ASC were not seen in the round in the conversations e.g. the transfer of financial risk, provider risks/failure, market quality etc
- Given the demands upon the system and the move to the new TOM, greater focus needs to be given to prevention within the context of Safeguarding and for the SAB

Area/Theme

Leadership Governance

Learning, improvement & innovation

Oldham ASC Assurance Preparation Challenge

March 2023

Feedback

- The Challenge Team noted that the ASC senior management team is still relatively newly-formed but nonetheless staff reported good visibility of senior managers along with optimism and buy-in to the proposed ASC TOM
- Urgently develop an interim EDI position statement for ASC which initially identifies a small number of priorities for 2023/24 and a plan to achieve them

Recommendations / issues / themes

- Improve the engagement and involvement of Scrutiny in the work and performance management of Adult Social Care, building on the training being provided to Elected Members
- Ensure that the voice of ASC and the statutory role of the DASS is properly represented at the ICB Board and within the Provider Collaboration

OTHER SYSTEM ACTIVITY (KEY ENABLERS)

Prevention
workstreams

Miocare
SLA

Engagement
and co
design

Place Based
working

Health, BCF
and Urgent
Care

CQC-
logistical
preparation

Debt
Recovery

Policies and
documentation-
development &
repository

Changing
futures

Living well

Introduction

Phase 2
Projects

Key Projects

Programme
Prioritise

Heat Map
(prioritise)

Projects by
Theme

Glossary

Governance

Co
Production

High level
Plan

Assurance
Matrix

CQC Peer
Review

Other
Activities

Next steps

NEXT STEPS

1. High level programme initiation slides for each project
2. Leadership and project sub groups established
3. Detailed project plans established for each project
4. Reporting, measurement and risk log developed
5. Mobilisation
6. Month assurance update to ASC Change Board





Oldham
Council

Example only

Draft Workforce Work Plan
and TORs

V1.0



Oldham
Council

Background

Membership / Frequency /Subgroups

Workstreams

Next Steps

Background



Example only

Workforce has been highlighted as a significant risk by a recent peer review and via The ASC Management Board.

It will effect the delivery of the newly developed Target Operating Model and associated savings and improvements in quality in the ASC directorate.

As such the DAS has asked for the development of a work plan that will support the mitigation of this risk

Background

Membership / Frequency /Subgroups

Workstreams

Next Steps

Adult Social Care Change and Improvement Board

Workforce and Recruitment Group

Meets monthly

Data and Intelligence

Bringing new people in to Oldham

Maintaining and improving retention

Growing our own – training and development

Monthly or as required

Example only

Organisation Membership

Jayne (Chair)

Hayley (Dep Chair)

Kate

Dan/Charlotte

TBC

TBC

Admin TBC

Background	Membership / Frequency /Subgroups	Workstreams	Next Steps
Area	Short term now – 6months	Medium term – 6 months to 2 years	Longer term 2 years – 5 years
Data and Intelligence	Data to support: <ul style="list-style-type: none"> • Areas of strength and weakness (number of applications) • Turn over, numbers and why • WTE gaps by service across the directorate • Training and access to (numbers and investment) • Staffing breakdown (and comparison, benchmark across GM national), age gender, race etc etc • Anything else? 	<ul style="list-style-type: none"> • Development of a workforce /recruitment strategy • Development of a monthly/quarterly data led report to assure change board or progress and highlight any risks 	<ul style="list-style-type: none"> • TBC
Bringing new people in to Oldham	<ul style="list-style-type: none"> • Enhancing the profile of Oldham: <ul style="list-style-type: none"> • DAS Ads social media profile • Market place events, can we tag on to NCA events? Do we need our own? • Place based engagements to promote working in ASC • Newly qualified opportunities <ul style="list-style-type: none"> • Links with collages and unis • Streamline recruitment process for key roles • Being competitive in the market <ul style="list-style-type: none"> • Registrations fees 	<ul style="list-style-type: none"> • Annual recruitment plan: <ul style="list-style-type: none"> • Rolling adverts and requirement • Minimum 4 market place attendances per year • Bench marking exercise and learning from other authorities nationally (good practice for the annual plan) 	<ul style="list-style-type: none"> • TBC

Background	Membership / Frequency /Subgroups	Workstreams	Next Steps
------------	-----------------------------------	-------------	------------

Area	Short term now – 6months	Medium term – 6 months to 2 years	Longer term 2 years – 5 years
Maintaining and improving retention	<ul style="list-style-type: none"> • Staff conference / meeting to gain feedback • Need to explore <ul style="list-style-type: none"> • Recognition and celebration of existing staff and teams • Rewards and enhancements • Variety and learning / sharing opportunities? • A mentoring programme / learning style / individual and team opportunities • More regular staff feedback sessions / you said we did 		<ul style="list-style-type: none"> • TBC
Growing our own – training and development	<ul style="list-style-type: none"> • Training opportunities (formal and informal) • Training focussed and structured around our gaps and difficult to recruit areas. • Case studies / examples of how Oldham has done this in the past 		

Example only

Background

Membership / Frequency
/Subgroups

Workstreams

Next Steps

- System wide workshop to agree terms of reference and finalise workstreams
- Establish monthly workforce recruitment meeting
- Nominate leadership for each sub group
- Develop detailed programme plan

Example only

NEXT
STEPS