Adult Social Care Whole Service Improvement Programme

Phase 3

May 2023

V3.0

Oldham Council

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:

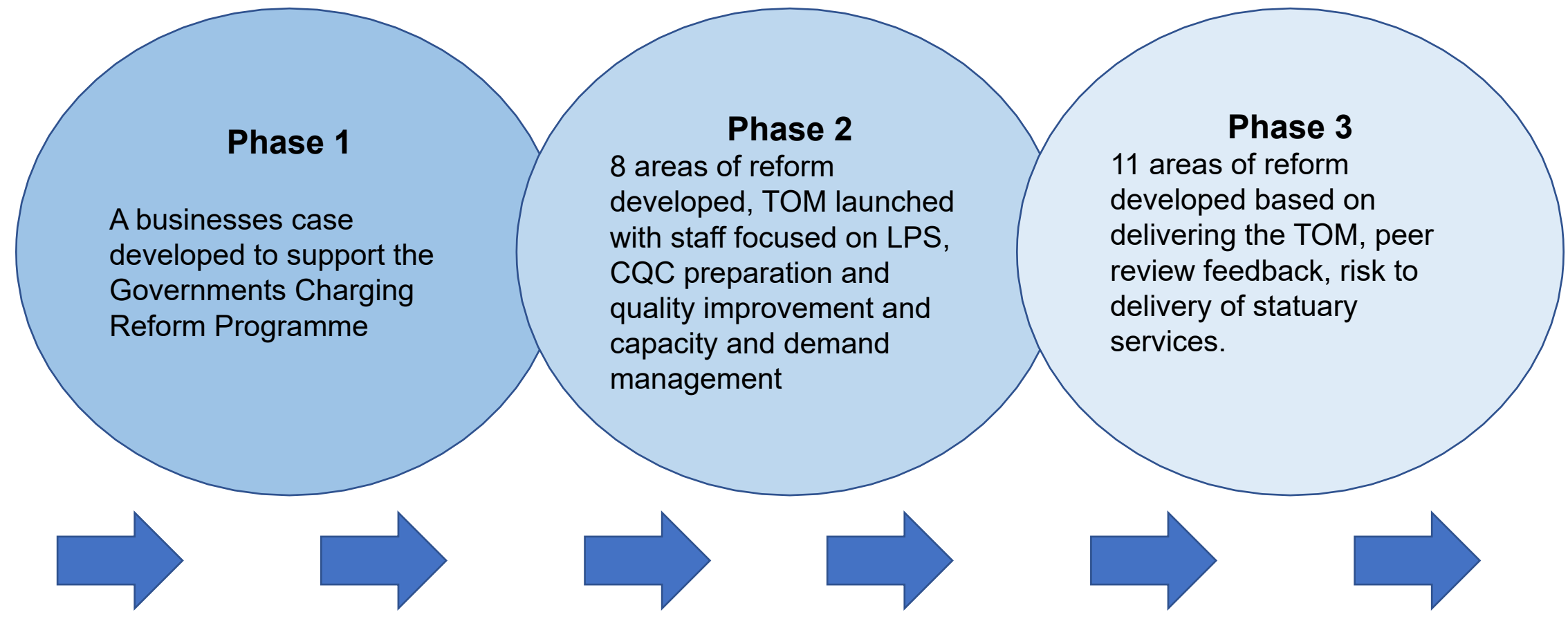**"Supporting you to be independent, healthy, safe and well"**

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!
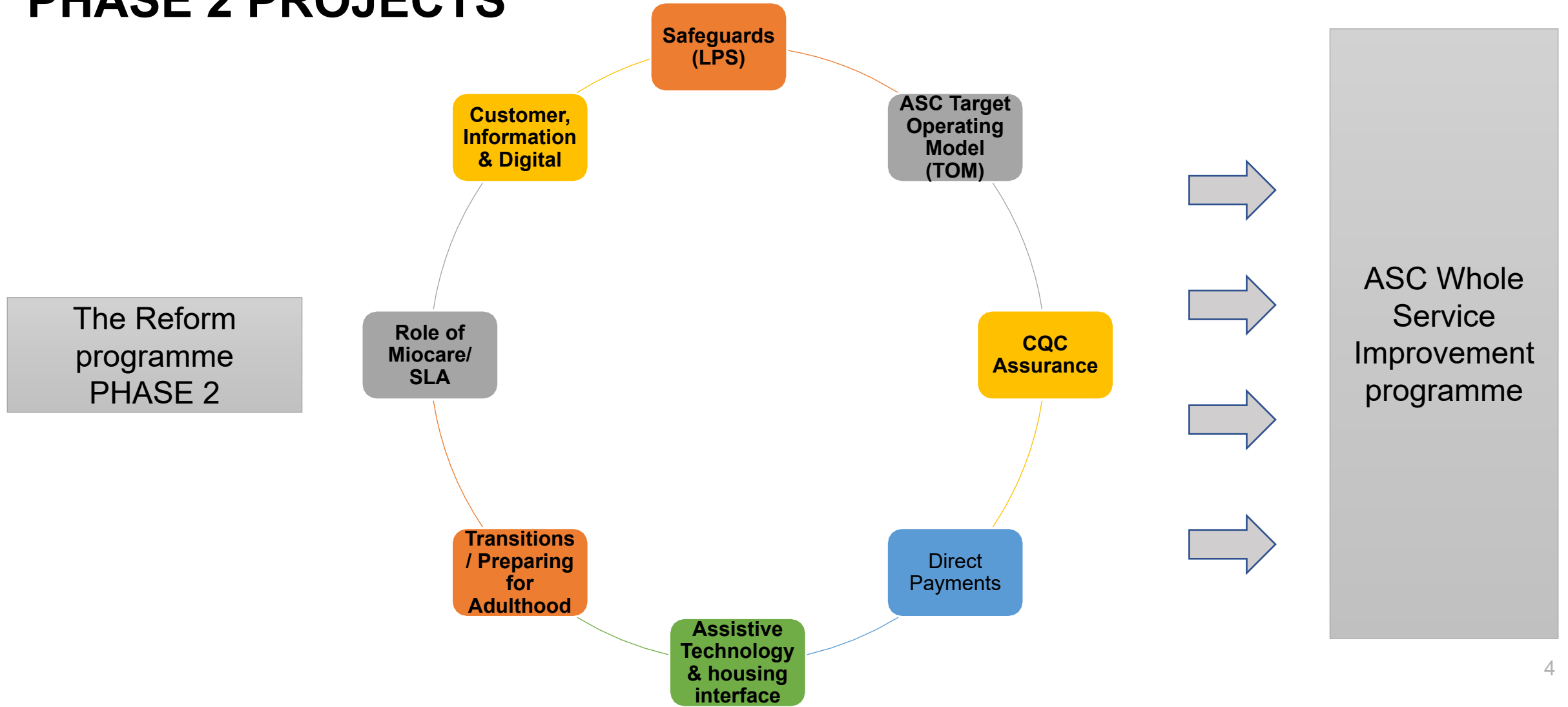
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INTRODUCTION

Phase 1

A businesses case developed to support the Governments Charging Reform Programme

Phase 2
8 areas of reform developed, TOM launched with staff focused on LPS, CQC preparation and quality improvement and capacity and demand management

Phase 3
11 areas of reform developed based on delivering the TOM, peer review feedback, risk to delivery of statuary services.

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PHASE 2 PROJECTS
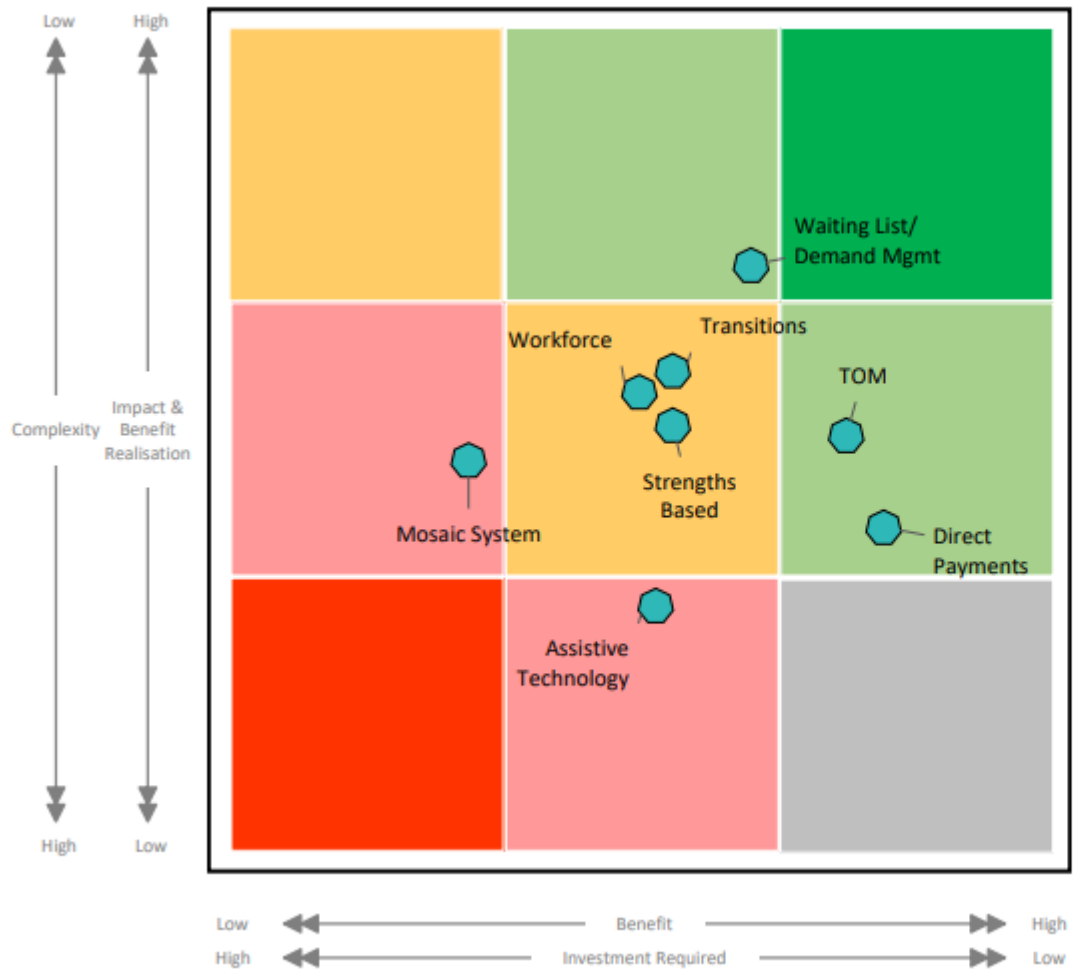
KEY PROJECTS
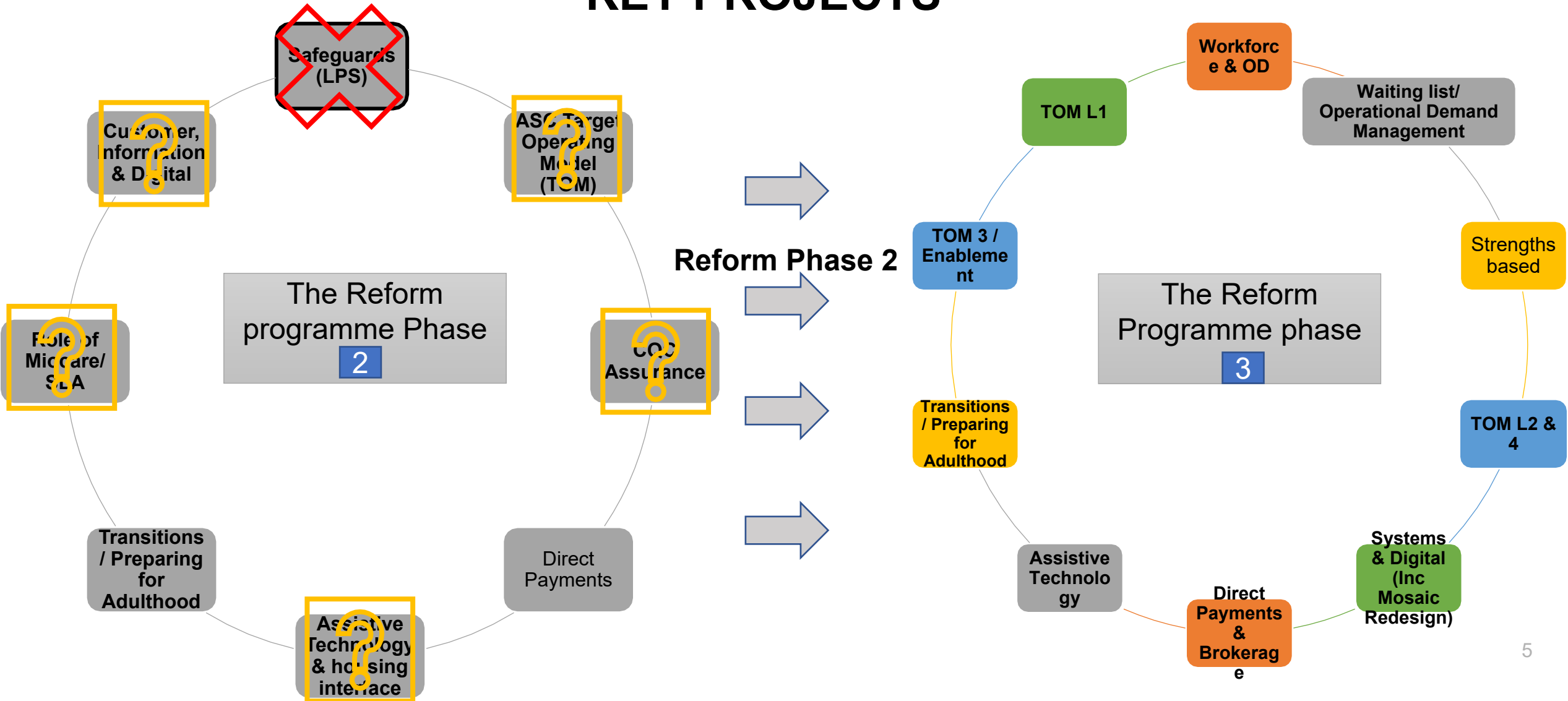
FINAL PROGRAMME PRIORITIES
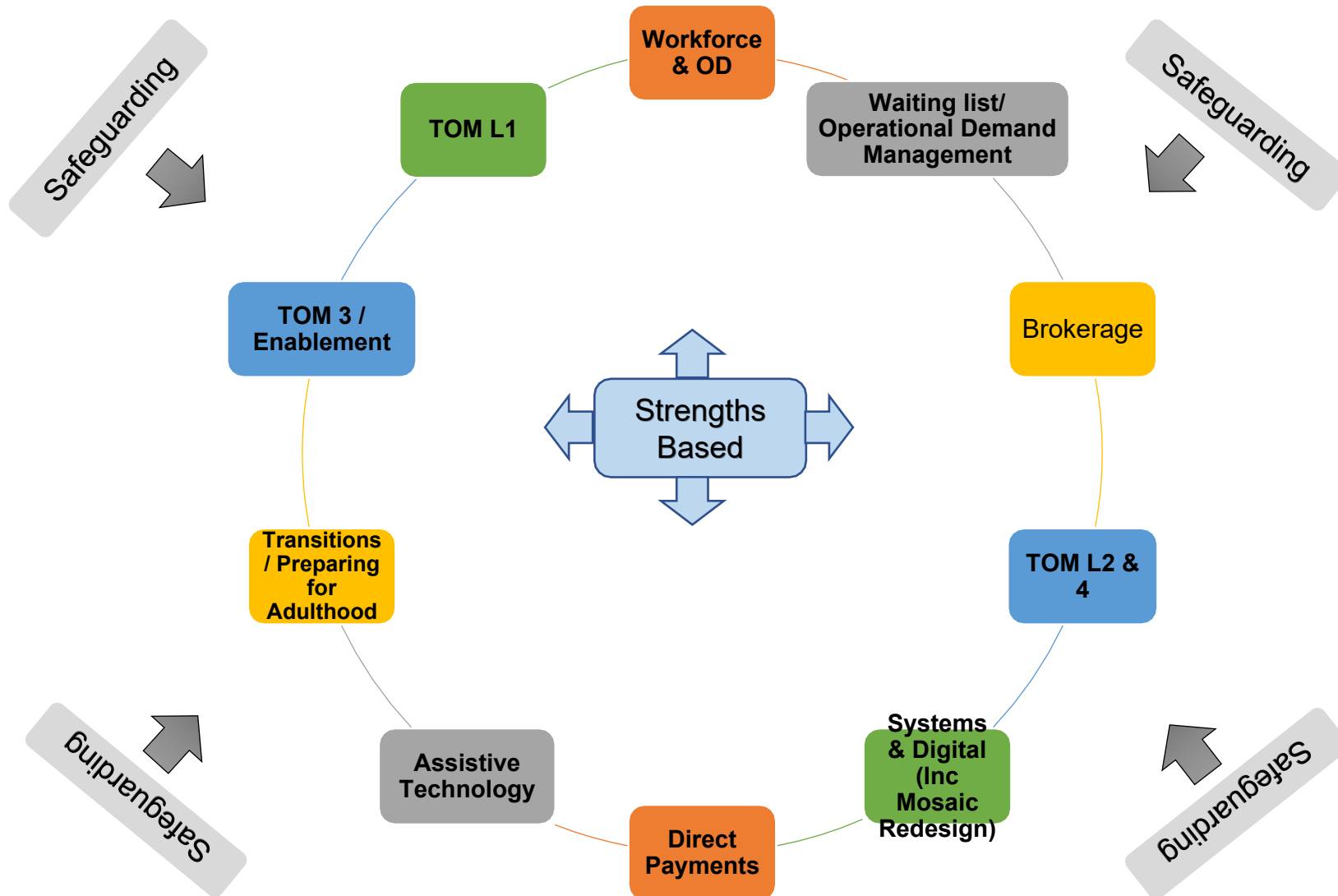
Programmes of Work:

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

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PRIORITISATION HEAT MAP

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 statuary duties as a part of the assessment.
- Forms only a part of ASC prioritisation process

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

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.

GOVERNANCE

Our Vision for Adult Social Care

Supporting you to be independent,

healthy, safe and well.

Our strategy for Adult Social Care 2023 to 2028

April 2023

ASC Improvement Plan workstreams

Transformation plan/Saving Targets

CQC self assessment/ feedback & readiness

DMT Subgroups (inc FFS)
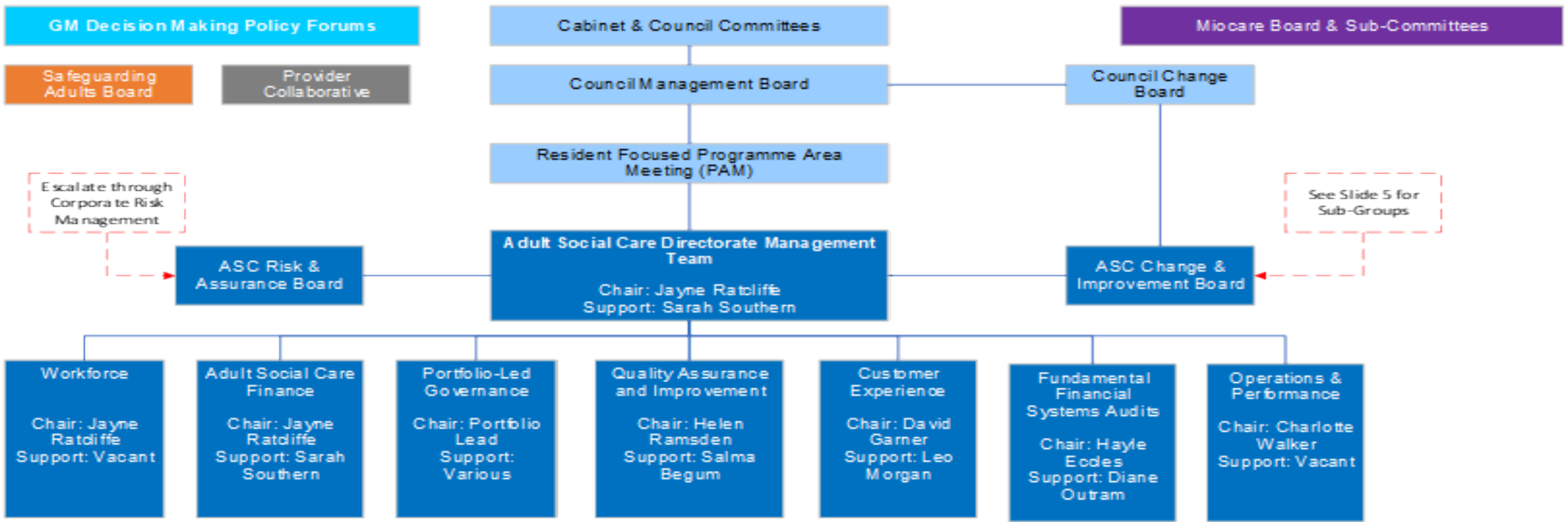
One prioritised ASC improvement Plan

DMT

Change and Improvement Board

ASC GOVERNANCE STRUCTURE

OUR APPROACH TO CO PRODUCTION

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?

Project	Purpose	Reports to	Subgroup/ activity	Dependencies / links	Timeframe
Assistive Technology	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	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	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)	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	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
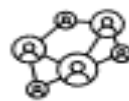
Project	Purpose	Reports to	Subgroup/ activity	Dependencies / links	Timeframe
TOM L2 and 4	Workforce shift to support prevention, deflection and only most complex to specialist teams. Workforce consultation and moves, role changes. TOM steering group and change board? – progress reports/ HLR?	ASCCIB	TOM 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	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	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

Project	Purpose	Reports to	Subgroup/ activity	Dependencies / links	Timeframe
Waiting list Management/ Operational Demand	(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	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	**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**

ASC Change & Improvement Programme – High Level Milestones

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

	Qtr. 1 – 2023/4 (Apr - June)	Qtr. 2 – 2023/4 (July - Sept)	Qtr. 3 – 2023/4 (Oct – Dec)	Qtr. 4 – 2023/4 (Jan - Mar)
Target Operating Model	• Return to clusters complete • ASC strength-based framework developed and signed off	• Information requirements & specifications produced • ARCC Phase 2 consultation complete & structure in place • Crisis response service recommissioned • Strength-based pilot complete & training launched	• Revised ARCC & Enablement pathways in place • Communities of Practice launched	• Online self-assessments & information solutions implemented • Level 4 final structure in place • Enablement future model options appraisal complete
Workforce	• Business Support phase 1 review complete	• Recruitment campaign agreed & launched • Workforce dashboard in place • Business Support consultation complete	• ASC Workforce Strategy signed off • Recruitment processes reviewed and updated • Business support redesign implemented	• Adult Social Care Academy in place
Digital & Technology	• Assistive Technology diagnostic review complete	• Assistive Technology business case produced • Mosaic end-to-end redesign complete	• ASC Digital Strategy developed • Mosaic automation phase 1 implemented	• Assistive Technology preferred option implemented
Operational Demand	• Review team in place • Multi-agency transitions policy & processes launched	• Brokerage process improvements complete	• Phase 1 reviews complete	• Phase 2 reviews complete • Review of external brokerage offer complete • Brokerage team new structure in place

Themes / Projects		Quarter 1 2023/4 April - June	Quarter 2 2023/4 July - September	Quarter 3 2023/4 October - December	Quarter 4 2023/4 January - March	2024/5
Target Operating Model	**TOM Level 1**		Website review / Gather information requirements		Implement on-line self assessments	
			Produce information solution(s) specification	Commission information solutions	Implement information solutions	
	TOM Levels 2 & 4	ARCC Phase 2 redesign	ARCC consultation / ARCC 2 delivery			
			Phase 1 return to clusters	Level 4 redesign	Level 4 consultation	Level 4 delivery
	TOM Level 3		Establish data requirements / Set up benefits measurement	Implement ARCC / Reablement pathways / Develop Enablement options appraisal		
			Recommission crisis response	Develop bespoke bed based specification		
	Strength-based	Develop Strength Based Framework	Launch Framework & training	Launch Communities of Practice / Phase 1 Communities of Practice & SB working	Phase 1 evaluation	Phase 2 delivery
		Conversation document design	Conversation document pilot		Phase 2 planning	
Workforce	**Workforce & Organisational Development**		Establish data requirements / Develop workforce dashboard	Workforce strategy development		
			Develop recruitment campaign / Update recruitment processes	Adult Social Care Academy development		
	Business Support Review	Phase 1 review	Phase 2 redesign / Consultation	Implementation		
Digital & Technology	**Systems & Digital**		Mosaic automation phase 1 delivery	Mosaic automation phase 2 delivery		
			Mosaic end-to-end review / Mosaic redevelopment			
			ASC digital strategy development	Provider e-payment system discovery, design & delivery		
	Assistive Technology	Commission provider / Diagnostic Review / Business Case Development	Implementation phase			
Operational Demand	**Direct Payments**				Undertake phase 2 reviews	Review external brokerage offer
	Waiting Lists	Appoint review team	Obtain data & desktop reviews	Undertake phase 1 reviews		
	Brokerage	Secure additional resources	Process improvements	Design future structure	Implement future structure	
	Transitions	Multi-agency policy & process rollout	Develop Standard Operating Procedures			

Area	SRO	Lead	Group established	Reports to	Outcomes agreed	Detailed plan in place and agreed
TOM L1	Charlotte	David	Yes (TOM L1 project group)	TOM Steering group	Partially	Yes
TOM L2 & L4	Hayley	Lisa and Aneeq	No (needs support in pulling together)	TOM Steering group	Partially	Partial
TOM L3	Rob	Dan	Yes (L3 Project group)	TOM Steering group	Partially	Partial
Strengths Based	Hayley	Kim	Pilot group in place / PBI workforce group	TOM Steering group	Partially	Yes
Workforce and OD (inc. Business Support review)	Jayne	Charlotte	Yes (ASC workforce and OD project Group)	Change Board	Partially	Partially
Systems & Digital	Charlotte	David	No (need support)	ASC Systems and Digital	Partially	Partially
Assistive Technology	Helen	Alison B	PA led project group	Change Board	Yes	Yes
Direct Payments	Hayley	Lisa	No (needs re establishing)	Change Board	Yes	No
Waiting Lists	Hayley	Aneeq	No (needs support)	Change Board	No	No
Brokerage	Helen	Claire	No (needs support)	Change Board	Yes	Partial
Transitions	Hayley	Martcha	Yes	Change Board	Partially	Partially

SUMMARY MATRIX ASSURANCE

	CQC Peer Review	FFS	Statuary 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		✓	✓	✓	

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

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

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