

Doncaster Health and Wellbeing Board – Adults Health and Wellbeing Transformation Programme Update

Transformation overview and background

On 22nd March and 29th November 2016, Doncaster Council's Cabinet considered and supported reports that set out the pressing need to transform Adults, Health and Wellbeing services in Doncaster due to the rising demand for, and pressure on, adult social care services in the UK, the need to offer better care to local people and major government cuts to Council funding.

The reports set out the plan for the future transformation of adults, health and wellbeing and the potential for a positive impact on local people. The new transformation programme emphasises the huge scale of change required and the significant and lasting effect it will have on the way the Council operates. The programme has at its heart a positive "asset based" approach to care, centred on what individuals are able to do and how they can be helped to live at home for longer. It is supported by a detailed and comprehensive business case and builds upon the work and achievements of the Council's current Immediate Business Improvement (IBI) programme.

Immediate Business Improvement Programme

The IBI projects have made good progress, including:

- On track to reduce long term residential care numbers from 1,506 to 1,404
- More robust commissioning and contracts
- Commissioned Care and Support at Home - better and more efficient care
- Redesigned Safeguarding Adults Personal Assets Team service
- Improved safeguarding arrangements
- Independence and better support for people with Learning Disabilities
- Improved information, advice and guidance
- Beginning of a shift in culture

The New Transformation Programme

The new programme will reinforce the developing culture of change, and boost the ambition of the Council and its partners to deliver transformation. The clear detailed and evidence based plan sets out a strategy for completely redesigned services that put people first. Better quality, person led services will be commissioned by integrated health and social care partners from a broader and more diverse range of professionals.

The components of the plan are set out in the following 7 portfolios of work:

- 1) Community Led Support** - A new operating model built around community working – the proposed new operating model is built around localities, community led support and the evolution of a vibrant provider market. Staff at the front line and communities themselves are engaged in developing this model to support culture change and engagement. Doncaster people will have their strengths recognised rather than their weaknesses, which will shape the services they receive and enhance the capacity of local communities.
- 2) Customer Journey** - to support the new ways of working, the end to end care management pathway for local people will be redesigned to reflect a new customer journey. This includes redesigning how we carry out critical activities such as reablement, respite and reviews, so that they build on people's strengths, and connect them with different ways of meeting need (including from community and voluntary groups).
- 3) Transforming Commissioning** - redesigned commissioning (for all aspects of care) will be at the heart of the new blueprint. It is about working with local people to understand

local needs and outcomes, co designing and co delivering services that meet those needs whilst providing value for money. The local market will develop to include a wider range of providers. Personal budgets will stimulate the market and enable people to have more choice. Assistive technology will avoid premature admittance to residential care.

- 4) **Digital** - The Council has established a Digital Council programme which aims to deliver digital capabilities in order to improve services and to reduce costs. The digital portfolio of work builds on this programme by implementing improved case management and business support technology, and by making the right investments in analysis and predictive analytics to support early intervention
- 5) **Performance and Continuous improvement** - recognises the need to develop a much more structured approach to performance monitoring and management, which establishes stronger links between vision, outcomes and activity. Better performance management will also allow us to better predict and prevent demand and meet needs and outcomes more cost effectively
- 6) **Health and Social Care Integration** – Strategic partner EY have been appointed to help us shape and co-produce the place plan, aligning the cohorts and the transformation programme outcomes and working closely with Health and partners
- 7) **Alternative Service Delivery Models** – There are a number of potential projects within this portfolio of work which will focus very much on the best way to deliver a service, which may be directly through DMBC or through other models such as joint venture companies, trusts, staff mutual. Robust business cases will inform all decision making.

Local people are at the heart of this transformation and some of the anticipated outcomes are:

- More people (at least 60) with learning disabilities able to live independently, using and building their strengths and choosing their own care options;
- 200 more older people given the support they need to continue to live at home and link better with their communities;
- An improved range of options for people receiving care and support at home, so that they can choose the most effective way of meeting their needs, by exhausting natural support mechanisms first including from community groups, family and friends and private providers, with Council funded resources being a last resort not the first port of call;;
- Better use of assistive technology as a first consideration to form a fundamental part of packages of care, to promote independence and improve quality of life;
- Personalised budgets for all service users, including 150 more people receiving direct payments and a significant increase in personal budgets;
- Every month 600 more people will have meaningful conversations in their own communities about their strengths, care needs and options and communities providing their own solutions;
- At least 500 people receiving a better service, with social care needs being dealt with faster, more effectively and with more enabling outcomes;
- More efficient functions, resulting in a reduction in the number of staff required to provide and support services; and
- Building on these and other positive outcomes, the potential to deliver savings that will help to protect future services.

Recruitment

To be able to deliver transformation of this magnitude the right people with the right skills will be required. The council is currently taking steps to secure the additional workforce needed to deliver effective programme management and operational services. Recruitment will commence in April 2017 supported by an information and awareness campaign detailing, the ambition and innovation of Team Doncaster, the vision and values, and what an exciting time it is for the right people to get involved.

Communication and engagement

The campaign to communicate and promote the programme, now titled 'your life, your way', has commenced and is in the process of being rolled out across different channels. Items have appeared this month on regional news channels on both television and radio. The next phase of communication and engagement is planned to take place from June through to August.

Financial implications

The business case supporting the programme has identified potential net savings over the next 5 years of £14.6M, through changes to care provision, managing demand for services, increasing productivity and reducing inefficiency. This includes investments of £6.7M in areas such as supported living, direct payments and technology. These figures are entirely consistent with the council's Medium Term Financial Forecast and will make sure that resources can be focussed on those people who are most in need of support.