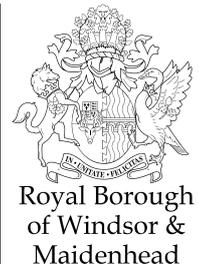


<b>Subject:</b>	Royal Borough of Windsor and Maidenhead – Adult Social Care Transformation Programme
<b>Reason for report:</b>	To present the council’s Adult Social Care Transformation Programme
<b>Responsible officer and senior sponsor:</b>	Hilary Hall, Director of Adults, Health and Commissioning
<b>Date:</b>	29 January 2020

www.rbwm.gov.uk



## SUMMARY

This paper presents the council’s Adult Social Care Transformation Programme. It is an ambitious programme of transformation which has, at its heart, a vision for people in the Royal Borough of Windsor and Maidenhead to be enabled to live independent and fulfilled lives. Six workstreams will drive the achievement of the vision for the next two years.

## 1 BACKGROUND

- 1.1 Enabling residents of the Royal Borough of Windsor and Maidenhead to live independent and fulfilled lives is at the heart of the council’s Adult Social Care Transformation Programme, see appendix 1.
- 1.2 Four key areas of focus run through the Programme:
  - Prevention – promoting healthy lifestyles and intervening early to avoid crisis and loss of independent.
  - Community – investing in communities and their assets and connecting individuals to them.
  - Choice – shaping solutions around outcomes that matter to individual people.
  - Values – treating everyone with compassion, respect and dignity.

## 2 KEY IMPLICATIONS

- 2.1. The Transformation Programme has implications for our residents, partners and staff. The focus is on maximising people’s strengths and independence. This means that the strengths based approach has to be embedded in all that we do.

## 3 DETAILS

- 3.1. Six workstreams have been identified initially to deliver the vision for the council. These are:
  - Promoting a strengths based approach to working with individual people
  - Delivering in partnership with our staff, our communities, our providers, and other council and health services
  - Focusing on quality and continuous improvement and celebrating success
  - Keeping people safe from abuse and neglect
  - Investing in digital innovation and technology enabled care
  - Maximising the use of our financial resources to secure efficiency and value for money

- 3.2. The activities and projects described against each of the six workstreams make up the initial two years of this programme – activities will be reset and reshaped annually based on evaluation of impact and performance.
- 3.3. Overarching outcomes for the Programme have been identified, see point 3.6, but the effectiveness of individual activities/projects will be assessed and evaluated against metrics in three key areas which will be agreed at the start of each activity. The three areas are:
- Demand management
  - Process and cost efficiency
  - Quality provision
- 3.4. The Adult Social Care Transformation Programme will be led by the Director of Adults, Health and Commissioning and overseen by a Programme Board.
- 3.5. The Programme Board will review progress against activity and ensure that the benefits of individual projects are realised, as well as the overall outcomes of the Programme.

### Outcomes

- 3.6. The overarching outcomes for the Programme have been identified, see figure 1.

#### Figure 1: Adult Social Care Transformation Programme outcomes

- |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| For residents...   | <ul style="list-style-type: none"> <li>✓ More people are enabled to live independently for longer in their communities.</li> <li>✓ Services are designed and delivered in partnership with residents and communities.</li> <li>✓ People with care and support needs, and their carers, never stop talking about their positive experiences of the care and support they receive.</li> <li>✓ Integrated health and social care services are the norm.</li> <li>✓ The services we commission are increasingly more outcome-based, offering care and support tailored to the needs of individual people.</li> </ul> |
| For partners...    | <ul style="list-style-type: none"> <li>✓ We are able to recruit and retain staff in all areas who are proud to work in the borough and are enabled to be the very best they can be every day.</li> <li>✓ We have even more provider collaboration and alliances operating as part of joined-up provision.</li> <li>✓ We are an active, effective and valued partner in the Integrated Care System.</li> </ul>                                                                                                                                                                                                    |
| For the council... | <ul style="list-style-type: none"> <li>✓ Digital innovation is embraced and welcomed by the people who use services, their carers, staff and providers.</li> <li>✓ Resources are managed as efficiently as possible, built on robust use of data and analysis to make informed decisions.</li> <li>✓ Performance in key areas is sustained in line with the targets we have set ourselves.</li> <li>✓ We are proud to report on what we are doing through internal and external reviews and reports.</li> </ul>                                                                                                  |

### **External validation**

- 3.7. There is no overarching inspection regime for adult social care and therefore external validation of the impact of this transformation programme will be measured through:
- Those individual regulated services which are subject to inspection by the Care Quality Commission will be expected to achieve and maintain a rating of at least Good by March 2020, moving to, and then maintaining, a rating of Outstanding by March 2022.
  - Every year, in September, we will produce a local account of adult social care services and in particular, the impact of this transformation programme on managing demand and promoting independence. This will be subject to public scrutiny by the council's Overview and Scrutiny Panel, as well as by residents, providers and partners.
  - Independent scrutiny through the multi-agency safeguarding arrangements will provide assurance around the quality of adult social care delivery in the borough, including the extent to which learning from safeguarding adult reviews and serious incidents has been disseminated to all staff and has impacted positively on practice.
  - Enhanced independent quality assurance of adult social care practice delivered through Optalis will be introduced from May 2020 to support commissioners in managing the contract.
  - A reduction in the number of complaints that are escalated to the Local Government and Social Care Ombudsman, with a target of no more than three each year, will be achieved together with an increase in the number of complaints that are not upheld through the council's complaints process.
  - Aspects of social care delivery will be independently peer reviewed throughout the lifetime of the programme, through the sector-led improvement support of ADASS.

## **4 RECOMMENDATION**

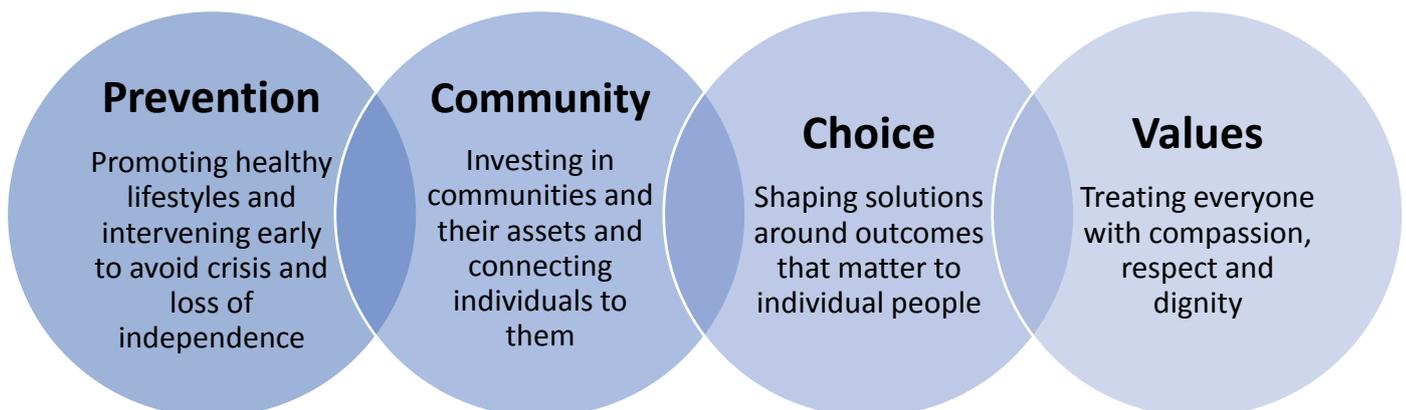
- 4.1. **That the Adults, Children and Health Overview and Scrutiny Panel note the Adult Social Care Transformation Programme.**

Our **vision** for adult social care is

*To enable people in the Royal Borough of Windsor and Maidenhead to live independent and fulfilled lives.*

We recognise that our vision is about people and its **delivery** depends on people – carers, both informal and formal, staff, providers, partners and leaders....

Therefore, to deliver our vision, we will **focus** on:



We will **achieve** this by:



And we will have **succeeded** when:

For residents...

- ✓ More people are enabled to live independently for longer in their communities.
- ✓ Services are designed and delivered in partnership with residents and communities.
- ✓ People with care and support needs, and their carers, never stop talking about their positive experiences of the care and support they receive.
- ✓ Integrated health and social care services are the norm.
- ✓ The services we commission are increasingly more outcome-based, offering care and support tailored to the needs of individual people.

For partners...

- ✓ We are able to recruit and retain staff in all areas who are proud to work in the borough and are enabled to be the very best they can be every day.
- ✓ We have even more provider collaboration and alliances operating as part of joined-up provision.
- ✓ We are an active, effective and valued partner in the Integrated Care System.

For the council...

- ✓ Digital innovation is embraced and welcomed by the people who use services, their carers, staff and providers.
- ✓ Resources are managed as efficiently as possible, built on robust use of data and analysis to make informed decisions.
- ✓ Performance in key areas is sustained in line with the targets we have set ourselves.
- ✓ We are proud to report on what we are doing through internal and external reviews and reports.

**Royal Borough of Windsor and Maidenhead  
Adult Social Care Transformation Programme  
2019-2024**

**“Building a borough for everyone – where residents and businesses grow, with opportunities for all”**

**Our vision is underpinned by six priorities:**

*Healthy, skilled and independent residents*

*Growing economy, affordable housing*

*Safe and vibrant communities*

*Attractive and well-connected borough*

*An excellent customer experience*

*Well-managed resources delivering value for money*

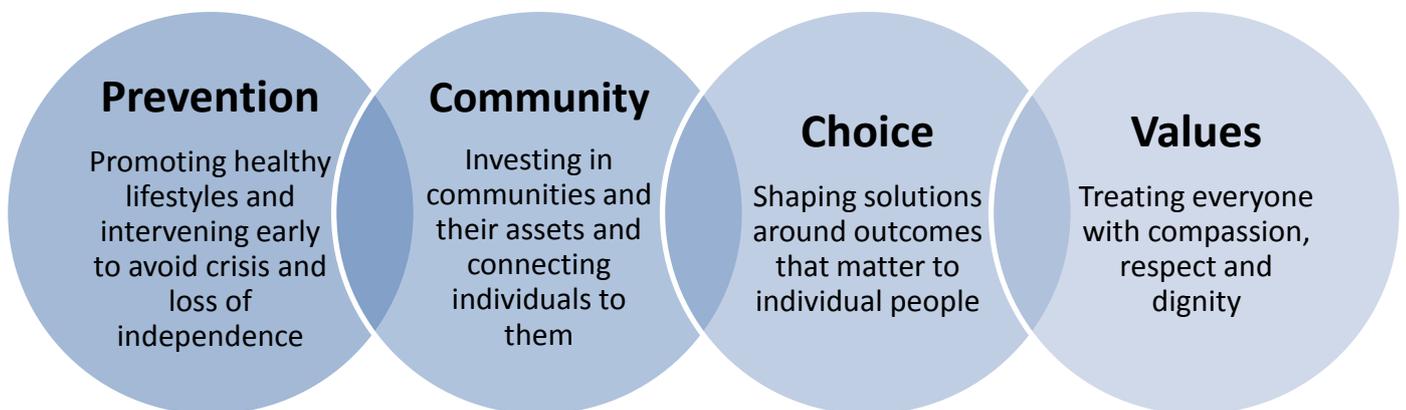
---

Our **vision** for adult social care is

*To enable people in the Royal Borough of Windsor and Maidenhead to live independent and fulfilled lives.*

We recognise that our vision is about people and its **delivery** depends on people – carers, both informal and formal, staff, providers, partners and leaders....

Therefore, to deliver our vision, we will **focus** on:



We will **achieve** this by:



## And we will have **succeeded** when:

### For residents...

- ✓ More people are enabled to live independently for longer in their communities.
- ✓ Services are designed and delivered in partnership with residents and communities.
- ✓ People with care and support needs, and their carers, never stop talking about their positive experiences of the care and support they receive.
- ✓ Integrated health and social care services are the norm.
- ✓ The services we commission are increasingly more outcome-based, offering care and support tailored to the needs of individual people.

### For partners...

- ✓ We are able to recruit and retain staff in all areas who are proud to work in the borough and are enabled to be the very best they can be every day.
- ✓ We have even more provider collaboration and alliances operating as part of joined-up provision.
- ✓ We are an active, effective and valued partner in the Integrated Care System.

### For the council...

- ✓ Digital innovation is embraced and welcomed by the people who use services, their carers, staff and providers.
- ✓ Resources are managed as efficiently as possible, built on robust use of data and analysis to make informed decisions.
- ✓ Performance in key areas is sustained in line with the targets we have set ourselves.
- ✓ We are proud to report on what we are doing through internal and external reviews and reports.

## **ADULT SOCIAL CARE TRANSFORMATION PROGRAMME**

To deliver this vision and strategy will require an ambitious programme of transformation. The activities and projects described against each of the six workstreams make up the initial two years of this programme – activities will be reset and reshaped annually based on evaluation of impact and performance.

Overarching outcomes for each workstream have been identified but the effectiveness of individual activities/projects will be assessed and evaluated against metrics in three key areas which will be agreed at the start of each activity:

Demand management	Process and cost efficiency	Quality provision
-------------------	-----------------------------	-------------------

In addition to the overarching outcomes, performance against these metrics will be routinely monitored by the Programme Board.

## **PRINCIPLES**

The key principles that underpin the delivery of this transformation programme and its individual activities/projects are:

- Co-design and co-production with residents, providers, staff and partners.
- Focus on outcomes, performance and delivery.
- Zero tolerance of poor practice.
- Innovation and agility.

## **GOVERNANCE**

The Adult Social Care Transformation Programme will be led by the Director of Adults, Health and Commissioning and overseen by a Programme Board.

The Programme Board will review progress against activity and ensure that the benefits of individual projects are realised.

The Programme Board will comprise:

- Managing Director (Chair).
- Lead Member for Adult Social Care, Children's Services, Health and Mental Health.
- Director of Resources.
- Director of Adults, Health and Commissioning.
- Chief Executive – Optalis.
- Chief Operating Officer – Optalis.
- Accountable Officer – CCG (or place based Director/lead once appointed).

The programme will be managed by the Transformation and Systems Manager, supported by two Transformation Project Managers.

A risk log for the programme will be maintained which will be reviewed quarterly by the Programme Board.

## EXTERNAL VALIDATION

There is no overarching inspection regime for adult social care and therefore external validation of the impact of this transformation programme will be measured through:

- Those individual regulated services which are subject to inspection by the Care Quality Commission will be expected to achieve and maintain a rating of at least Good by March 2020, moving to, and then maintaining, a rating of Outstanding by March 2022.
- Every year, in September, we will produce a local account of adult social care services and in particular, the impact of this transformation programme on managing demand and promoting independence. This will be subject to public scrutiny by the council's Overview and Scrutiny Panel, as well as by residents, providers and partners.
- Independent scrutiny through the multi-agency safeguarding arrangements will provide assurance around the quality of adult social care delivery in the borough, including the extent to which learning from safeguarding adult reviews and serious incidents has been disseminated to all staff and has impacted positively on practice.
- Enhanced independent quality assurance of adult social care practice delivered through Optalis will be introduced from May 2020 to support commissioners in managing the contract.
- A reduction in the number of complaints that are escalated to the Local Government and Social Care Ombudsman, with a target of no more than three each year, will be achieved together with an increase in the number of complaints that are not upheld through the council's complaints process.
- Aspects of social care delivery will be independently peer reviewed throughout the lifetime of the programme, through the sector-led improvement support of ADASS.



✓ We are proud to report on what we are doing through internal and external reviews and reports.

**Objective 1: Promote a strengths based approach to working with individual people**

- Intended outcomes:**
- ✓ More people are enabled to live independently for longer in their communities.
  - ✓ Services are designed and delivered in partnership with residents and communities.



Activity	Timescale	Owner	Resources
Implement strengths based approach to working with all service users across the whole workforce.	March 2020 (review)	Assistant Director – Statutory Services	Heads of Service HR team
Evaluate the Each Step Together implementation and implement agreed amendments	November 2019	Assistant Director – Statutory Services	Transformation Manager – Optalis Systems Team
Reshape the Supported Employment Service to provide a service that maximises independence.	April 2020	Head of Commissioning – People	Commissioning Manager Procurement team
Complete and launch Know Your Neighbourhood2 to support signposting to community capacity	January 2020	Healthy Ageing Lead	Transformation and Systems Manager IT
Update the Royal Borough and Optalis websites to provide clear signposting to information, advice and guidance	January 2020	Customer Experience Champion	Communications and Marketing Team Digital Team
Explore the feasibility of implementing Brain in Hand as a personalised support system for people with learning disabilities	April 2020	Transformation and Systems Manager	Brain in Hand Systems Team Optalis
Implement an integrated “whole life” approach to physical and learning disability focused on promoting independence	March 2024	Director of Adults, Health and Commissioning	Director of Children's Services Achieving for Children Optalis
Undertake a review of supported living block contracts, spot placements and day opportunities for people with a learning disability to ensure that there is sufficient, good quality and personalised support available in the borough	March 2021	Head of Commissioning – People	Commissioning team Optalis Project resource
Explore opportunities for supporting community based support services, as an alternative to domiciliary care.	March 2020	Head of Commissioning – People	Commissioning team Optalis Project resource
Identify and deliver appropriate supported accommodation for people with learning disabilities and those with mental health challenges	March 2024	Director of Adults, Health and Commissioning	Head of Housing RBWM Property Company and other developers

**Objective 2: Deliver in partnership with our staff, our communities, our providers, and other council and health services**

**Intended outcomes:**

- ✓ Integrated health and social care services are the norm.
- ✓ We have even more provider collaboration and alliances operating as part of joined-up provision.
- ✓ We are an active, effective and valued partner in the Integrated Care System.



Activity	Timescale	Owner	Resources
Deliver the Frimley Integrated Care System Strategy through the Royal Borough as “place”	March 2024	Director of Adults, Health and Commissioning	Optalis Commissioning team Whole Council
Support implementation of CCG restructure – place based commissioning	March 2020	Accountable Officer – CCG	Director of Adults, Health and Commissioning
Set up and run regular provider forums in the borough	From January 2020	Head of Commissioning - People	Commissioning team Safeguarding development and support team
Embed co-production approach to working with users, carers, partners and providers	From October 2019	Director of Adults, Health and Commissioning	Optalis Commissioning team Partners
Implement the Integrated Care Decision Making model in the borough in partnership with health	From September 2019	Head of Commissioning – People	Commissioning Team Optalis Integration Board
Work with providers to optimise the provision of carers support services in the borough	April 2020	Head of Commissioning – People	Commissioning team Integration Board
Develop and deliver a voluntary and community sector strategy for the borough that support capacity building in communities	April 2020	Director of Adults, Health and Commissioning	Whole council Optalis Achieving for Children
Work with partners to identify opportunities for co-location, focused around neighbourhoods	April 2021	Director of Adults, Health and Commissioning	Clinical Commissioning Group Berkshire Healthcare Foundation Trust Optalis
Secure staff engagement around new ways of working through regular communications and “meet and greets”.	From September 2019	Director of Adults, Health and Commissioning	Managing Director Optalis Commissioning team Communications team

**Objective 3: Focus on quality and continuous improvement and celebrate success**

**Intended outcomes:**

- ✓ People with care and support needs, and their carers, never stop talking about their positive experiences of the care and support they receive.
- ✓ We are able to recruit and retain staff in all areas who are proud to work in the borough and are enabled to be the very best they can be every day.



Activity	Timescale	Owner	Resources
Implement the Quality Assurance Framework for statutory services	From September 2019 (quarterly reports)	Principal Social Worker	All teams in Optalis
Implement bi-monthly liaison between Principal Social Worker and Director of Adults, Health and Commissioning in order to get feedback from the front line	From September 2019	Director of Adults, Health and Commissioning	Principal Social Worker
Promote the work of adult social care in Borough Bulletin, Around the Royal Borough and other media, including social media.	From October 2019	Director of Adults, Health and Commissioning	Customer Experience Champion Optalis
Implement unified care governance approach across East Berkshire	January 2020	Assistant Director – Statutory Services	Bracknell Forest and Slough care governance teams Transformation Manager - Optalis Optalis
Identify funding to secure independent quality assurance, for commissioners, of adults and children's provision	January 2020	Director of Adults, Health and Commissioning	Human Resources Finance

**Objective 4: Keep people safe from abuse and neglect**



**Intended outcomes:** ✓ The services we commission are increasingly more outcome-based, offering care and support tailored to the needs of individual people.

Activity	Timescale	Owner	Resources
Implement the new multi-agency safeguarding adults arrangements	From September 2019 (Review September 2020)	Director of Adults, Health and Commissioning	Safeguarding development and support team Commissioning team Optalis
Contribute to Liberty Protection Safeguards pilot work with CC2i	From July 2019 (Review March 2020)	Transformation and Systems Manager	Optalis
Implement new requirements for Liberty Protection Safeguards	October 2020	Assistant Director – Statutory Services	Optalis
Undertake contract management with all suppliers contracted to the borough in a timely manner, focussing on improving quality	From July 2019 (Review April 2020)	Head of Commissioning – People	Commissioning team Optalis
Retender the Local Healthwatch contract across East Berkshire to ensure a quality service that is value for money and reflects the partnership approach across the Integrated Care System	March 2020	Head of Commissioning – People	Commissioning team Bracknell Forest and Slough councils

**Objective 5: Invest in digital innovation and technology enabled care**



**Intended outcomes:** ✓ Digital innovation is embraced and welcomed by the people who use services, their carers, staff and providers.

Activity	Timescale	Owner	Resources
Working in partnership with Hampshire County Council, undertake a feasibility study to work with Argenti to deliver technology enabled care.	April 2020	Director of Adults, Health and Commissioning	Transformation and Systems Manager Systems Team Optalis
Explore the use of Amazon Connect to manage first line customer contact.	April 2020	Transformation and Systems Manager	AWS Optalis
Implement online financial assessment (BetterCare)	April 2020	Transformation and Systems Manager	Systems Team Revenue and Benefits Team Optalis
Engage with local technology companies to explore what support they could provide as part of their corporate social responsibility impact.	December 2020	Director of Adults, Health and Commissioning	Head of Economic Growth Transformation and Systems Manager
Review the current approach to commissioning spot and block placements and explore opportunities for e-brokerage to streamline and improve the process	October 2020	Transformation and Systems Manager	Systems Team Optalis
Develop and implement staff engagement programme around digital skills transformation	September 2020	Transformation and Systems Manager	Learning and development Systems Team Optalis
Implement MySense for the early onset dementia cohort as a prevention route and to secure predictive analytics to inform future demand planning	From January 2020	Transformation and Systems Manager	Systems Team Optalis
Implement new customer relationship management system as part of a whole council approach to automation and digital transformation	From August 2020	Communications and Marketing Manager	All teams

**Objective 6: Maximise the use of financial resources to secure efficiency and value for money**

**Intended outcomes:**

- ✓ Resources are managed as efficiently as possible, built on robust use of data and analysis to make informed decisions.
- ✓ Performance in key areas is sustained in line with the targets we have set ourselves.



Activity	Timescale	Owner	Resources
Publish a Market Position Statement to raise awareness in the market of commissioning opportunities in the borough	September 2019	Head of Commissioning - People	Commissioning team Communications team
Deliver domiciliary care recovery plan	March 2020	Head of Commissioning – People	Optalis Commissioning team
Deliver Optalis recovery plan	March 2020	Assistant Director – Statutory Services	Optalis Commissioning team
Recommission domiciliary care provision	August 2020	Head of Commissioning – People	Commissioning team Procurement team
Model future years’ savings based on trend analysis	January 2020	Director of Adults, Health and Commissioning	Commissioning team Optalis
Implement approach to demand management based on <i>Six Steps to managing demand in adult social care</i> , and incorporating clear performance indicators	From November 2019	Director of Adults, Health and Commissioning	Optalis Commissioning team
Carry out service review of older people’s day opportunities and implement recommendations	March 2021	Head of Commissioning – People	Commissioning team Procurement team Project resource
Carry out service review of older people’s residential and nursing block provision and implement recommendations	March 2021	Head of Commissioning – People	Commissioning team Procurement team Project resource
Continue to manage the bad debt provision to limit the council’s exposure	From July 2019 (Review March 2020)	Head of Commissioning – People	Optalis Revenue and Benefits team
Implement monthly performance and quality meetings to provide assurance around statutory delivery of adult social care services	From September 2019	Director of Adults, Health and Commissioning	Optalis Assistant Director and Heads of Service

Document name	Adult Social Care Transformation Programme 2019-2024		
Document author	Director of Adults, Health and Commissioning		
Document owner	Director of Adults, Health and Commissioning		
Accessibility	This document can be made available in other formats on request.		
File location	Website / RBWM Cabinet papers		
Destruction date	Not applicable		
How this document was created	Version 1	Author	August 2019
	Version 2	Final	September 2019
Circulation restrictions	None		
Review date	October 2020		