



# Transforming Adult Services Programme 2021 – 2025

# Setting the scene

Since the introduction of the Care Act, Adult Social Care services throughout England and Wales have been on a journey to ensure that they are able to deliver quality services with positive outcomes for people who need care and support – all in line with legislation.

Nationally, the sector has, and continues to, face significant financial challenges, all against a backdrop of integrated care, in the ongoing recovery from the Coronavirus pandemic and with incoming winter pressures on services.

In meeting these challenges, Wolverhampton has been embracing the opportunity to review and refresh its vision for Adult Services transformation by working collaboratively and creatively and by pushing the boundaries of innovation in its approach to delivering improvement, service re-design and business change.

## The programme continues to deliver against its:

- **Vision** for transformation until 2025.
- **Seven** agreed outcomes.
- **Provide a Strategic transformation narrative** for stakeholders.

# Approach to transformation



## Corporate

Several projects under TASP continue to be delivered using the corporate approach to projects:

- Based on PRINCE2
- Waterfall approach using the full project lifecycle with risk management throughout
- Longer lead in time into delivery to allow for a detailed options appraisal and business case to be developed

## Test and learn

The Adult Leadership Team are also invested in the innovative approach to transformation of test and learn. This that will complement the corporate methodology by inform a detailed business case at a faster pace:

- Based on more agile project techniques
- Real time, evidence-based, lower risk proof of concept
- Testing the options in a live environment

# Adult Social Care Successes

2020

Improved Deprivation of Liberty Safeguarding performance

Development of the adult and young carer offer

Successful embedding of Reablement Services into the Discharge to Assess process

Improved residential and nursing placements across the city

**NHS Digital**

Innovative work on testing predictive analytics and using data science to manage future demand

Transformation of Community Equipment Service

TASP refresh with updated vision and outcomes

2021

Strong and efficient partnership work across the city in response to the Coronavirus pandemic

Successful implementation of the 3 Conversations practice model

24

Development and implementation of a 24 hour AMHP Hub

**Wolverhampton Cares**

Launch of the Wolverhampton Cares brand and partnership forum

2022

IMPOWER review and initiation of five Adult Services Re-design projects

£16 Million benefit gains for residents as a result of Welfare Rights Service support

Wolverhampton announced as a Charging Reform Trailblazer

## Preparation for the 'go live' of Eclipse Adults:

360 workers trained  
105 sessions on system requirements  
66 templates created

8 disability training development days delivered to locality social care workforce

2023

Winter planning collaboration

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Launch of Welfare Rights Service partnership with University of Wolverhampton with Social Care students delivering an Access to Disability Benefits project

830

830 Direct Payments being delivered

Launch of a re-design test and learn plan starting with: Conversations at the Front Door and Maximising Independence for working age adults.

£2.5 million

£2.5 million spent on collaborative initiatives between CWC, Health and community partners under the Adult Social Care Discharge Fund leading to more people being kept safe and well during winter.

The first two Participation posts agreed, recruited and in post to deliver on Adult Social Care co-production initiatives.

Published: Market Sustainability Plan following provider engagement as part of the Reform Trailblazer

# Strategic drivers

## Our City: Our Plan

### Fulfilled lives for all with quality care for those that need it

- Support the Health and Social Care system to respond to and recover from Covid-19
- Maximise independence for people with care and support needs
- Work as a system to make sure people get the right support at the right time

### Healthy, inclusive communities

**Our Principles:** Climate conscious, Driven by digital, Fair and equal.

## Legislation and Regulation

**Care Act 2014:** Local Authorities have duties to make sure that people who live in their area:

- can get the information and advice they need to make good decisions about care and support
- receive services that prevent their care needs from becoming more serious, or delay the impact of their needs
- have a range of provision of high quality, appropriate services to choose from

**Reform:** Horizon reform and learning from Trailblazer and the planned and paused changed under Liberty Protection Safeguards (LPS)

**Care Quality Commission (CQC):** the reintroduction of the CQC inspection framework for Adult Social Care.

## Wolverhampton City Strategy 2011-2026

### Empowering People and Communities through the following priorities:

1. Undertaking early intervention and prevention
2. Supporting financial inclusion
3. Encouraging healthier lifestyles and independence at all stages of life
4. Supporting more people to be active within their communities
5. Encouraging the voluntary and community sectors

# What's important to local people

**'Think family'** – who are the people supporting adults with care and support needs? How are they? If a member of a support network is not well, this can cause stress for the person being cared for, how can we help?

**'Early help is important'** – avoid crisis, all services from community support through to blue lights should be able to help someone in need at the earliest possible stage.

**'Ensure inclusive practice'** – be aware of protected characteristics, use sensitive and appropriate language depending on who you are supporting, be empathetic.

**'Be curious'** – are you really fine? Are there any invisible needs?

**'Be person centred'** – get to know people, understand their needs, understand the needs of their support network.

**'Improved access to information'** – help people to help themselves and be consistent.

**'Continuity of care'** – particularly from childhood to adulthood. Having a trusted person or professional who you can regularly keep in contact with and rely on makes all the difference.



# Vision

*The Transforming Adult Services Programme will have **people** at the heart of all its activity – from the voice of the **individual person** who is accessing our support, or the **family member** who works around the clock to care for a loved one to the **team** who continuously go above and beyond in their duties and the many **community groups** and **volunteers** that deliver crucial services on our behalf.*

*Our approach to transformation will be **innovative, bold** and **creative**. We will continue to **embrace new ways of working** with our communities to deliver **equitable** and **sustainable** services right across the city that are based on **knowledge** and **need**.*

*Through the transformation programme, we will continue to **work together** with our partners in health and the third sector and work internally as **OneCouncil** to deliver the very best quality and personalised care that maintains **independence for adults**, keeps them **connected** to a support network and **safeguards their welfare**.*

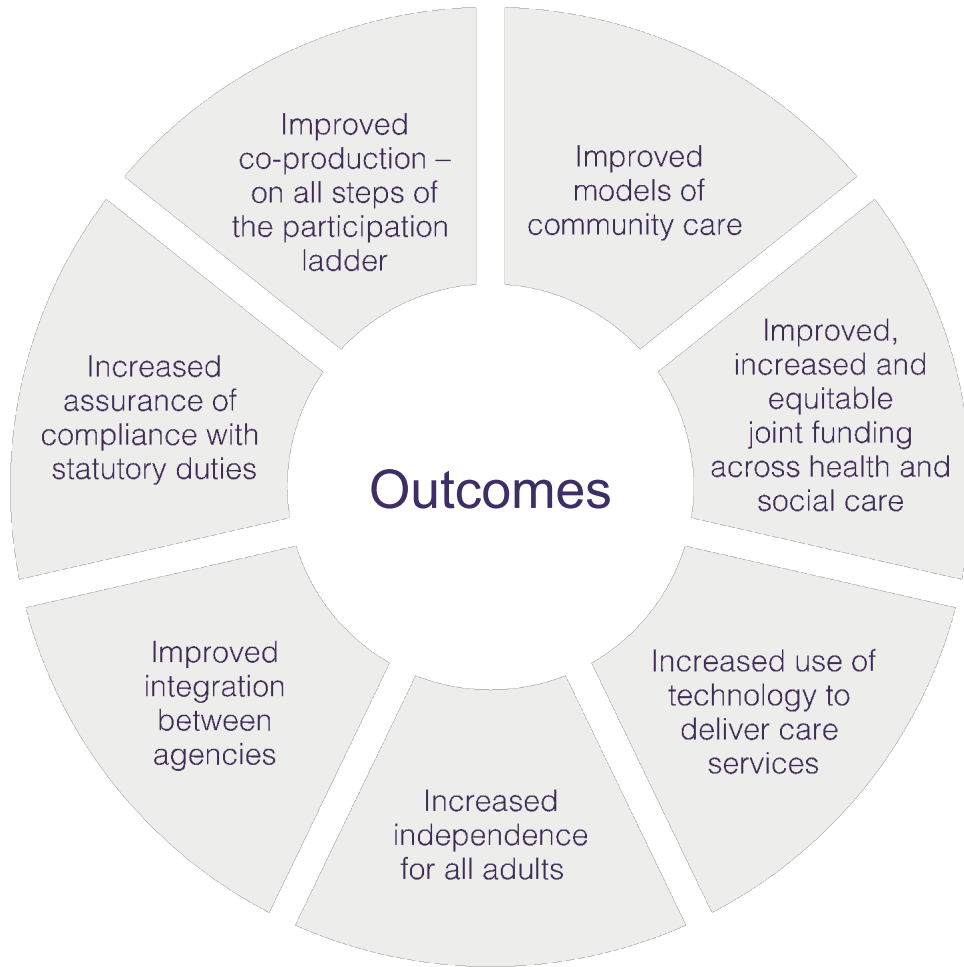
*Our **workforce** will be one of **stability** and **skill** and who share the vision for transformation. We will give them the tools and resources they need to be the **best in their field** and our practice model will enable **confidence** and **trust** for both our organisation and the people we support.*

***Technology**, data analysis and digital transition will be immediate priorities. Adult Services will lean on national, regional, and local **best practice** to be **brave in its approach** to assisted living. Aspiring to be at the forefront of technology enabled care, Wolverhampton will explore a variety of ways to support adults and ensure **inclusion** at all stages.*

*Driving the transformation programme will be a **robust market position statement, financial rigor** and **strong, transparent leadership**.*

*Finally, through the Board and its associated transformation projects, we will strive to **effectively communicate** with key stakeholders' our **progress, successes**, and embrace **continuous learning**.*

# Programme Outcomes



**Empower**

**Ensure**

**Encourage**

**Enable**

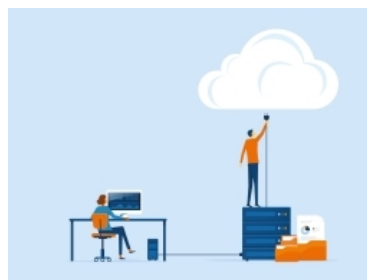


# Projects and Partnerships



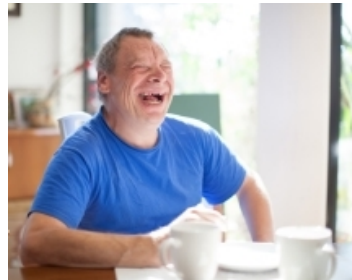
## Families Front Door

To implement an integrated front door across adults and children's services that offers guidance, support, signposting and referral at first point of contact with back-office processes that enable a more seamless care journey.



## Eclipse Adults and Finance

To deliver an alternative, externally cloud hosted, care record solution for a range of existing, on premise, server-based systems.



## Disability Model Transformation

To improve our commissioning model, optimise health funding and ensure there is a skilled workforce so that we can offer improved and increased options for young adults with learning and physical disabilities.



## Test and Learn: Conversations at the Front Door

A test and learn intervention to provide early strengths-based conversations with people at the first point of contact to: reduce avoidable pressure on localities, reduce waiting lists and help people get the right information and support earlier.



## One Wolverhampton

A place-based partnership that uses a population health approach to reduce inequality across the borough by putting people at the heart of what we do, offering the right care, in the right place at the right time, and to work better together for citizens in our city.

# Key Achievements

- Delivery of **eight disability training development days accessed by 200 people** across the locality social care workforce
- Preparation and planning for the 'go live' of Eclipse: **105 sessions took place with the service** to capture system requirements, **360 workers trained** on the system, **66 letter / output templates created** ready for go live.
- One Wolverhampton Care Closer to Home Strategic Working Group: establishment of **a partnership scheme (CWC and Health) to extend the scope of the Care Coordination Service** so more agencies are involved early on in navigating care options for people, a **Falls Pick Up Service jointly commissioned** to reduce the need for ambulance call outs, joint working to **further improve the Discharge to Assess process** including better data sharing.
- Launch of **a series of test and learn pilots** to trial new ways of working at pace with lower risk - starting with **Conversations at the Front Door** and **Maximising Independence (under 65s)**.
- **£2.5 million spent on collaborative initiatives between CWC, Health and community partners** under the Adult Social Care Discharge Fund (ASCDF) with lessons learned informing the 2023-24 round of funding.
- Wolverhampton selected as one of only six local authority **Adult Social Care Reform Trailblazers**
- The first two **Participation posts agreed, recruited and in post** focussing on co-production activity across Adult Services.
- TASP contributing to the governance and **shift to a Families Portfolio of programmes and projects**.

# Testimony

**DMT Social worker:** “The training workshops increased my knowledge and understanding of the challenges around LD and PD for service users.”

**ASCDF HARP service user:** “When my husband came home from the Manor hospital, he had a fracture to his pelvis and was struggling to get about, however with prompt assistance of HARP and all the equipment very quickly supplied he gradually became more mobile and I feel able to take care of him again, many thanks to all the helpers“.

**ASCDF Carers Support:** “Mr E age 62 was admitted to hospital in Dudley. Mr E was medically fit to return home but required a particular pressure mattress, the wait for the mattress was 2 to 3 weeks. Community Support purchased a mattress directly and put in place meals on wheels to support Mr E when he returned home. Purchasing the mattress and meals offer for £354 saved on the additional time and cost that may have accumulated had Mr E spent more time in hospital waiting for the equipment to be delivered to his home. Returning home sooner also supported Mr E’s continued recovery. Mr E said, ‘I’m really grateful, I just wanted to get home when I felt fit and better”.

**ASCDF Hospital discharge when homeless Clinical Staff:** “I am a patient flow assistant currently based at New Cross Hospital. I work across all wards and have some complex discharges to support. I would like to give 100% positive feedback regarding homeless patient support and patients who are already supported by the P3 homeless charity”.

# Priorities

## 2023-24

- **Further utilising a test and learn approach** and working with corporate Projects and Change on what this could look like in the future.
- **Upscaling existing test and learn** recommendations and opportunities.
- Ensuring that TASP contributes our plans for **CQC inspection and getting to good**.
- **Responding to learning and acknowledging when things don't go as expected** but building that into improved ways of working in the future.
- **Engagement with the workforce** to bring them on the change journey.
- **Governance review** considering a portfolio of Families Projects and Programmes and
- **A mandate refresh** to ensure vision and outcomes remain aligned to strategic priorities and the vision for Adult Services

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