

Adult Social Care Peer Challenge

Commissioning for Better Outcomes

Peer Director Visit – 24th March 2017

Linda Sanders, Strategic Director - People

CITY OF
WOLVERHAMPTON
COUNCIL

Our mission:
Working as one to
serve our city

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City of Wolverhampton – our place

- 254,406 population ... Gender: 50.5% female; 49.5% male
- Average Age – 39 yrs.
- 196,239 (77%) are 19+. 58,167 aged under 18. 6,000 85+
- Ethnicity - 64.5% white; 35.5% BAME. 42.7% of 5-17 years from a BME group
- About 31.5% of children and young people (0 – 17) living in poverty
- Unemployment rate double the national rate
- Life expectancy lower than England average, 20th out of 326 local authority areas in the Indices of Deprivation 2010
- 27,136 Carers (Census 2011)
- 21% retired. 43,000 economically inactive of whom 11,200 are long-term sick
- 3,100 living with dementia
- 850 working age adults with moderate to severe learning disability
- 5.2% have a long-term mental health problem (GP Survey)
- 60% of people with a disability living in Wolverhampton are over the age of 60
- 104,000 dwellings (housing, flats, etc.) - 75,900 private dwellings (65,000 owner occupied, 10,900 privately rented;) 21,700 Council owned, 2080 Council owned with TMO; 4,320 rented from housing associations

City of Wolverhampton Council

Senior Management Team

CITY OF
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Managing Director
Keith Ireland



West Midlands Pension Fund
Strategic Director
Geik Drever



Transport for West Midlands
Managing Director
Laura Shoaf



Black Country Transport
Director
Stuart Everton



People
Strategic Director
Linda Sanders



Corporate
Director of Finance
(Section 151 Officer)
Mark Taylor



Corporate
Director of Governance
(Monitoring Officer)
Kevin O'Keefe



Education
Director of Education
Julien Kramer



Place
Strategic Director
Tim Johnson



Lesley Roberts
Strategic Director:
City Housing



Children and Young People
Service Director
Emma Bennett



Adult Social Care
Service Director
David Watts



Strategic Commissioning, People
Head of Service
Paul Smith



Health and Well-Being
Service Director
Ros Jervis



Safeguarding
Head of Service
Dawn Williams



Head of Corporate Communications
Ian Fegan



Commercial Services
Service Director
Andy Moran



Head of Service Improvement
Lisa Taylor



City Economy
Service Director
Keren Jones



City Environment
Service Director
Ross Cook



Head of Corporate Landlord
Tim Pritchard



Future Space Programme
Director
Mark Bassett

Peer Review themes ...

1. Shaping our Market

- a. Does our Market Position Statement provide a clear direction of travel for future commissioning and help to support service re-design?
- b. Are commissioning cycles and processes robust and do they help support financial efficiency

2. Integrated Commissioning with Health

- a. Delivering the Better Care Fund 20/20 agenda through better partnership with Health Partners; is integrated commissioning working?

3. Personalisation and Customer Engagement

- a. Does our commissioning provision enable maximum choice and control for the Service User and carers

Process / timeline

- 02/16 Case File Audit
- 03/16 ASC Peer Review Team
- 20/04/16 Peter Hay's Letter received
- 05/05/16 Feedback shared with Managers
- 24/05/16 Strategic Executive Board
- 06/06/16 Executive Team & 13/06/16 Cabinet (Performance Management) Panel
- 07/16 Strategic Executive Board - update
- 12/16 People Leadership Team
- 03/17 Peer Director Visit 03/17

Internal communications

- Staff Events
 - June 2016
 - November 2016 (800 attendees)
- Management Event – 03/16
- Director's Brief (monthly)

PEER CHALLENGE RECOMMENDATION 1:

- The compelling vision for the City could be enhanced by developing a stronger set of words and numbers connecting people and place with a clear plan for delivering improved outcomes and financial sustainability. The council should consider how it can better connect its work and plans on economy with its People commissioning Plans*

PEER CHALLENGE RECOMMENDATION 6:

- Further thought should be given to the capacity and capability required to focus on quality and disruptive innovation to maintain momentum on improvements and deliver the transformational and ambitious commissioning and partnership agenda that is required to deliver the financial and quality targets. As part of this the team believe the council should consider whether a thematic commissioning approach rather than a client group approach would be beneficial.*

REF	ACTION	TIMESCALES	LEAD	MONITORING 26/07/16
1.1	Agree and implement an over-arching Commissioning Strategy for adult social care considering a thematic approach and building on developed intelligence from the JSNA, CCG analysis, assets and Wolverhampton approach to local economy and housing	By end 03/17	Exec Comm Board (LS/DW)	GREEN – <ul style="list-style-type: none">Commissioning Unit redesigned on thematic basis and established 10/2016.ASC Commissioning Strategy updates as part of overall People Directorate Strategy. Governance Timetable in place for end 03/17. (20/02/17)
1.2	Link ASC Commissioning Strategy to establishment of overall new Quality Strategy for the People Directorate as part of a wider Q.A. Framework. This will include case file audit for a consistent quality and innovation method connecting to approach in children and young people	By end 03/17	Exec Comm Board (LS/DW)	GREEN – <ul style="list-style-type: none">Follow-up audit of adult social care cases undertaken in 09/2016 (further to Peer Review Audit of 02/16.)02/17 – Report on Direct Observation of practitioners completed for PSW

				<ul style="list-style-type: none"> Overall new process embedded as part of updated People Directorate Quality Strategy. (20/02/17)
1.3	Use ASC Commissioning Strategy development to update and implement re-energised approach to personalisation including for children and young people.	By end 03/17	Integrated Comm Board (LS/TI/VG)	<p>AMBER –</p> <ul style="list-style-type: none"> Report on Resource Allocation System to PLT made in 06/16 and approach agreed. Direct Payments / Personal Budgets performance monitored through QPR. Development Programme to be agreed based on new ASC Commissioning Strategy (cf. Item 1.1)
1.4	With Skills for Care, undertake a care sector employment skills analysis and workforce plan for City of Wolverhampton in context of <i>Wolverhampton 2030</i> Vision to connect people and place more securely	By end 07/16	BC	<p>GREEN – Complete.</p> <ul style="list-style-type: none"> Shared with SEB 26/07/16. Local launched at City of Wolverhampton Business Week 26/09/16. National launch at NCASS 04/11/16. (18/10/16) "Careers Into Care" partnership launched 2017 to stimulate and drive careers in care as a means of stabilising providers
1.5	Pursue the commissioning / demand management consultancy requirements to further develop and accelerate the TASC proposals further to influence the JSNA. Link to 2.1 below.	By end 01/17	LS/MT	<p>GREEN –</p> <ul style="list-style-type: none"> 'impower' appointed as part of wider corporate programme. Completed end 02/2017 (01/03/17) Telecare use extended as part of alternative commissioning approaches that manage demand better

1.6	Review current draft People Directorate Commissioning redesign proposals embracing a thematic organisational model	By end 09/16	LS/TI/VG	<p>GREEN – complete.</p> <p>Required HR actions undertaken re re-design of Unit and approach. (18/10/16)</p>
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PEER CHALLENGE RECOMMENDATION 2:

2. The council should consider further shaping a shared approach across health, social care and housing that would include
 - Debate at the Health and Well Being Board and agree what the offer to delivering the City vision is across all ages including considering whether the challenge for Wolverhampton on older people is really a public health challenge and how this perspective might inform the commissioning activity to deliver the city vision
 - Explore the role of adult social care leadership and commissioning activity to work with the Acute NHS provider, and the CCG to deliver changes that would support greater investment in community health and social care
 - Embedding public health leadership, with the skills and knowledge it brings including evaluation techniques at the heart of people commissioning
 - Agreeing and putting in place with partners the right leadership capacity to enhance and connect people and place based commissioning, including the delivery of the combined health and social care and continuing care workstream
 - Strengthen plans from a health and well being perspective for future housing (social and private) to reflect the needs of the city and your ambition

REF	ACTION	TIMESCALES	LEAD	MILESTONES / MEASURE
2.1	As part of WHWBB agreed re-design, update the Joint Strategic Needs Assessment for older people in Wolverhampton incorporating the outcome of Demand Management work. Link to 1.5 above.	By end 03/17	Exec <u>Comm</u> Board (RJ)	AMBER – <ul style="list-style-type: none"> JSNA working group is established, overall framework agreed and significant progress made. Links made to demand management work with focus on older people. (18/10/16)
2.2	Utilising 2.1 above, make detailed recommendations for strengthening community assets and their use as part of the commissioning offer <u>workstream</u> of TASC	By end 01/17	Exec <u>Comm</u> Board (DW)	GREEN – Links to 1.5 above: <ul style="list-style-type: none"> <u>impower</u> work completed end 02/17 with community offer including wider council focus (Report available.) 02/02/17 Head of Service re-structure to ensure work of Community Support Team has senior leadership and oversight

				<ul style="list-style-type: none"> Commissioning engagement capacity being strengthened from 03/2017 Corporate direction for communication and engagement agreed at SEB 22/11/16. (20/02/17)
2.3	Share public health SUIT approach for updating of People Adult Social Care Commissioning Strategy Link to 1.1. above	By end 02/17	RJ	GREEN – <ul style="list-style-type: none"> Briefing on SUIT methodology available for linkage to update of ASC commissioning strategy. Engagement arrangement both corporately and in commissioning unit strengthened as 2.2. above (20/02/17)
2.4	Ensure that the interface with the CCG/NHS Providers is integrated into production of an over-arching health and social care Commissioning Strategy to drive integration (Link to 1.1 above)	By end 03/17	Exec Comm Board (LS/DW/PS)	GREEN – <ul style="list-style-type: none"> Participation by Council in Black Country Service Transformation Plan discussions. Wolverhampton Transition / Systems Board established. Development programme and structure emerging. People Directorate Commissioning Strategy being considered by CCG Commissioning Committee 30/03/17. (20/02/17)
2.5	Consolidate existing activity re future housing in the City for people needing support of adult social care through implementation of Housing Board plans.	On-going.	Housing Board	GREEN – well-established links for continued activity in place with Housing Board which links to ASC Transformation Board (28/02/17)

PEER CHALLENGE RECOMMENDATION 3:

3. *Where contract law changes allow, rapid shifts to an Individual Budget approach should be implemented, and a clear plan to deliver accelerated personalisation and a shift away from case management should be developed to support demand management and improve service user experience*

PEER CHALLENGE RECOMMENDATION 4:

4. *The recent redesign of process including forms is recognised by the peer challenge team; however the PSW should also prioritise addressing the cultural change needed to change practise including the low level of carers assessments.*

PEER CHALLENGE RECOMMENDATION 5:

5. *The connection between commissioners and social workers needs further development, and the case management system needs to increasingly reflect the intentions to offer more alternatives and greater intelligence on demand and outcomes.*

REF	ACTION	TIMESCALES	LEAD	MILESTONES / MEASURE
3.1	Block contracts: build on achievement of ending first Block Contract, embed up-dated commissioning approach through move from remainder of block contracts to wider range of approaches to support personalised experience, Individual Budgets	By end 07/16	PS / Commissioning Leads	GREEN - PLT report re Individual Service Funds approved 09/05 including end of Block Contract approach. Pilot underway. (02/10/16)
3.2	Update, and implement organisational culture development programme with the development of Q.A. Framework which incorporate case file audit to create shift in practise from care management to asset-based approach accelerating move to personalisation.	By end 03/17	LH / DW	AMBER – <ul style="list-style-type: none">Follow-up audit of adult social care cases undertaken in 09/2016 (further to Peer Review Audit of 02/16.)02/17 – Report on Direct Observation of practitioners completed for PSWQAF in final draft. (Development interrupted by OFSTED inspection)

				<ul style="list-style-type: none"> Workforce Development updating ASC L&D requirements 17/18 and separate SW Development Board structure <p>(20/02/17)</p>
3.3	Based on review of Carers Offer / Carers Diagnostic, update the Carers Strategy and agree discrete actions and targets for increasing the number of carers assessment.	By end 03/17	DW / PS	<p>GREEN – Complete.</p> <ul style="list-style-type: none"> Joint All Age Carer Strategy discussed at Cabinet 20/07/16. ASC Head of Service lead confirmed. Implementation Plan in place based on stakeholder engagement. <p>(22/11/16)</p>
3.4	To confirm and implement innovative organisational / process development programme for the Social Work / Commissioners interface.	By end 09/16	LH / DW	<p>GREEN –</p> <p>Reflective sessions programme established and delivered by the PSW.</p> <p>Monitored by New Ways of Working Group</p> <p>(18/10/16)</p>
3.5	Complete programme to revise assessment forms and processes through engaging with staff and other council experts to improve the care management system, evaluate progress	By end 12/16	HM/ICT/ ASC Managers	<p>GREEN - Assessment forms streamlined.</p> <p>“New Ways of Working” Project overseeing systems/processes: report to PLT 09/16 and 12/16 with milestones met on implementation</p> <p>(18/10/16)</p>

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