



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 the new legislation.

Nationally, the sector faces significant challenges, particularly financially and in the wake of the Coronavirus pandemic. In meeting these challenges, Wolverhampton has embraced the opportunity to review and refresh its vision for Adult Services transformation and the prospect of working collaboratively and creatively, both internally and externally, to achieve its goals.

Refreshing the programme starts with its mandate.

It will set out:

- Agree the vision and outcomes for transformation over the medium and long term
- Agree the strategic narrative and context for stakeholders
- Pave the way for the first Annual Report 2021-22

Phased approach to transformation



Transformation Phase 1 (April 2021 – September 2022)

Phase 1 will:

- Run in parallel to an Adults Services re-design. The aim of TASP during this phase will be to support the Board in effectively delivering projects (at all stages of the Lifecycle) that are controllable, not dependent on a service re-design and where positive change and improvement can be made sooner.
- Respond to the Relighting our City Plan
- Prepare for any transformation plans following a service re-design as part of Phase 2.

Transformation Phase 2 (September 2022 – March 2025)

Phase 2 will:

- Support the Board and a redesigned service in delivering transformed business capabilities through agreed projects

Adult's Services Successes



A successful and sensitive home closure programme



Successful development and promotion of the community offer

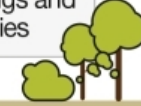
Reduced admissions to in-patient treatment and increasing and timely discharges



A significant improvement in Delayed Transfer of Care



Modernisation of Day Services and Opportunities using renovated buildings and community facilities



Implementation of the Adult's Multi-agency Safeguarding Hub (MASH)



Transformation of Community Equipment Service



Improved residential and nursing placements across the city



Successful embedding of Reablement Services into the Discharge to Assess process



Development of the adult and young carer offer



Improved Deprivation of Liberty Safeguarding performance



Improvement in number of people with learning disability in paid employment



Successful implementation of the 3 Conversations® practice model



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



Development and implementation of a 24 hour AMHP Hub

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



TASP refresh with updated vision and outcomes



Launch of the Wolverhampton Cares brand and partnership forum



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



Wolverhampton announced as a Charging Reform Trailblazer



Strategic drivers

Our City: Our Plan

Fulfilled lives for all with quality care

- 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.

The Care Act 2014

Under the 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

There are many chapters to the Care Act which drive our legal responsibilities to provide care and support to adults with eligible needs.

These chapters should be called upon dependent on the scope of projects to ensure that transformation contributes to the lawful delivery of care and support.

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 **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**.

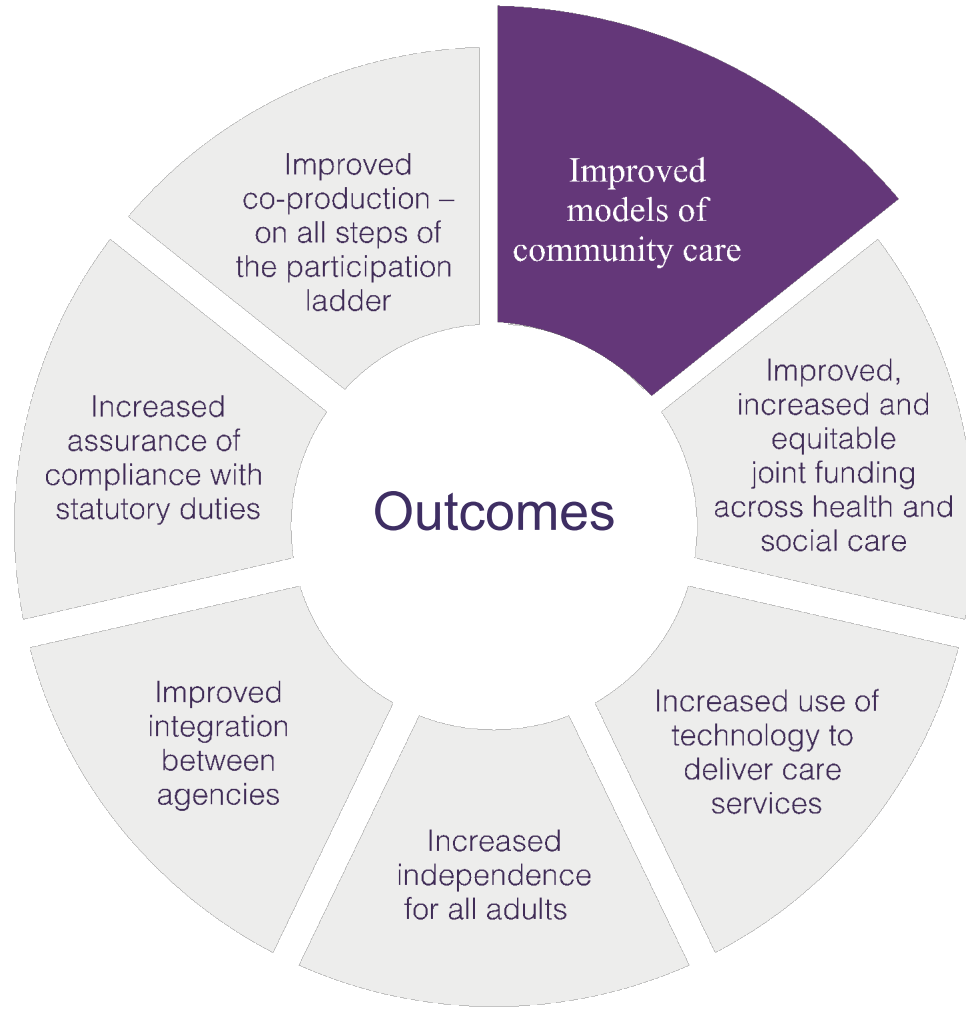
Our **workforce** will be one of **stability** and **skill** and who share the vision for transformation. We will give them the tools and resources they need to be the **best in their field** and our practice model will enable **confidence** and **trust** for both our organisation and the people we support.

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**.

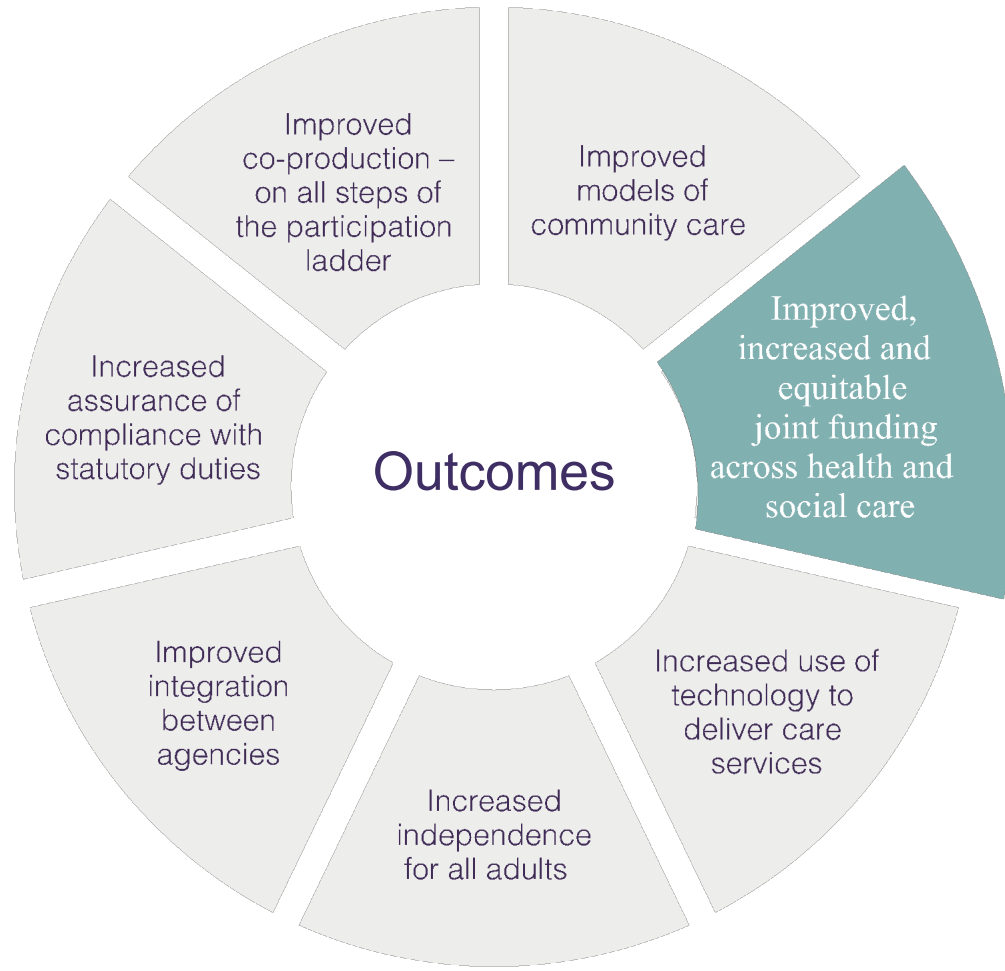
Programme Outcomes



Objectives

- Increased digital contact
- Increased community resilience
- Increased community connections
- Reduced isolation
- Improved wellbeing
- Reduced dependency on care and nursing homes
- Improved early help

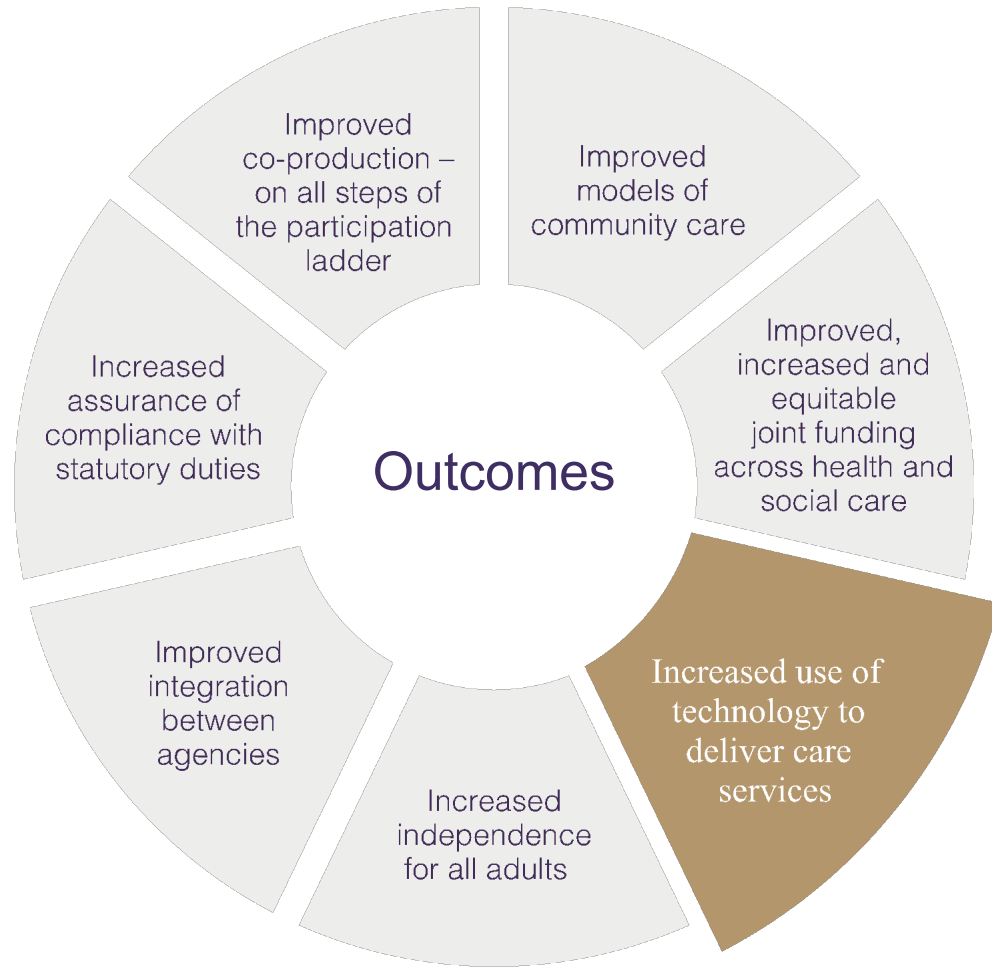
Programme Outcomes



Objectives

- Improved pathways
- Increased equity in funding for all adults who have care and support needs - no matter how complex
- Increased skills and knowledge for social workers who work with adults who have learning or physical disabilities

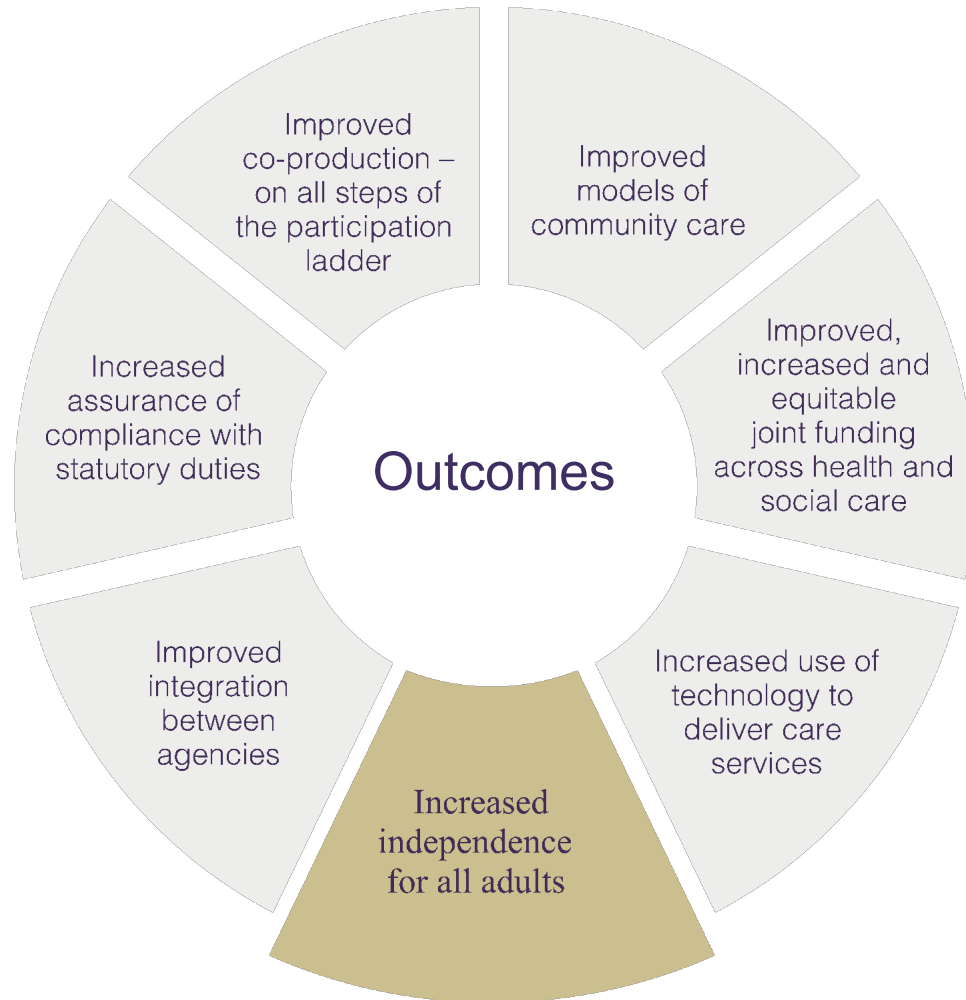
Programme Outcomes



Objectives

- Implementation of an Assisted Living Technology Strategy
- Increased number of technology initiatives implemented across adult services

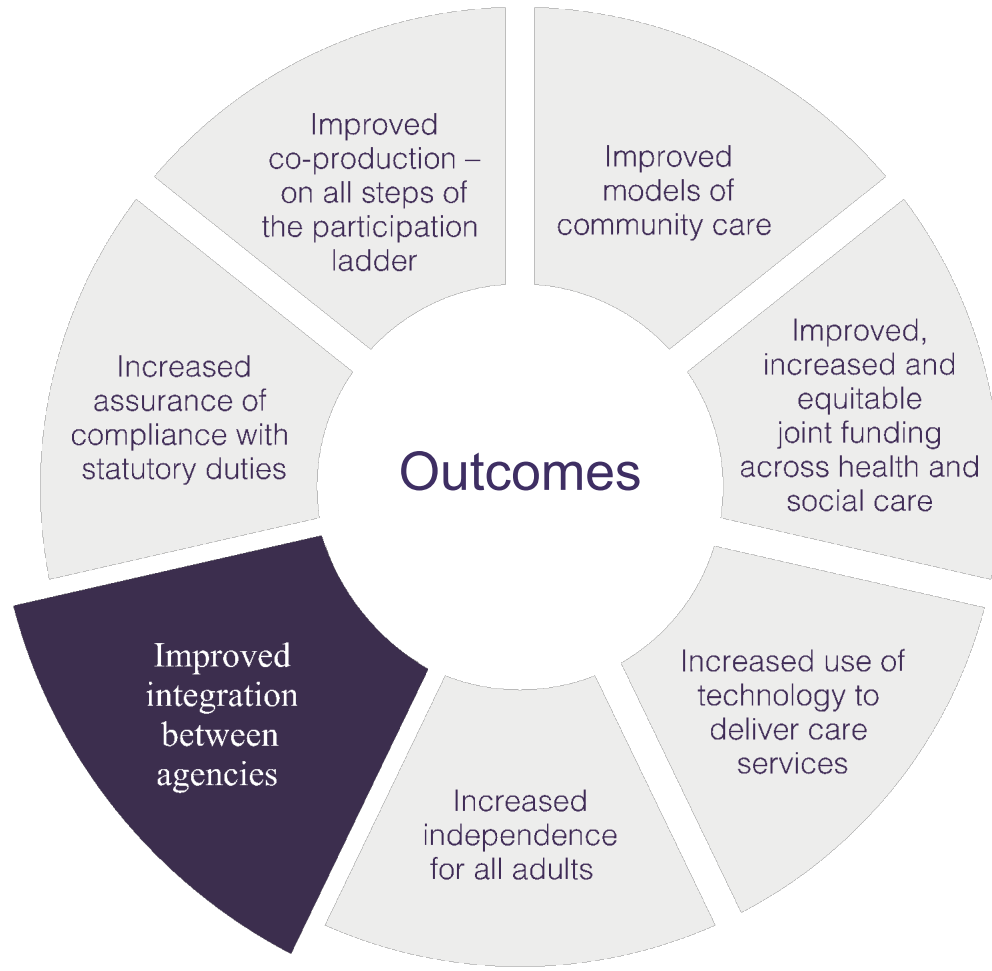
Programme Outcomes



Objectives

- Improved choice for younger adults (under 65) and older people (over 65)
- Improved variety of reablement services
- Increased access to and use of benefits and welfare rights (to include ISFs as a default)
- Improved 'whole family' approach

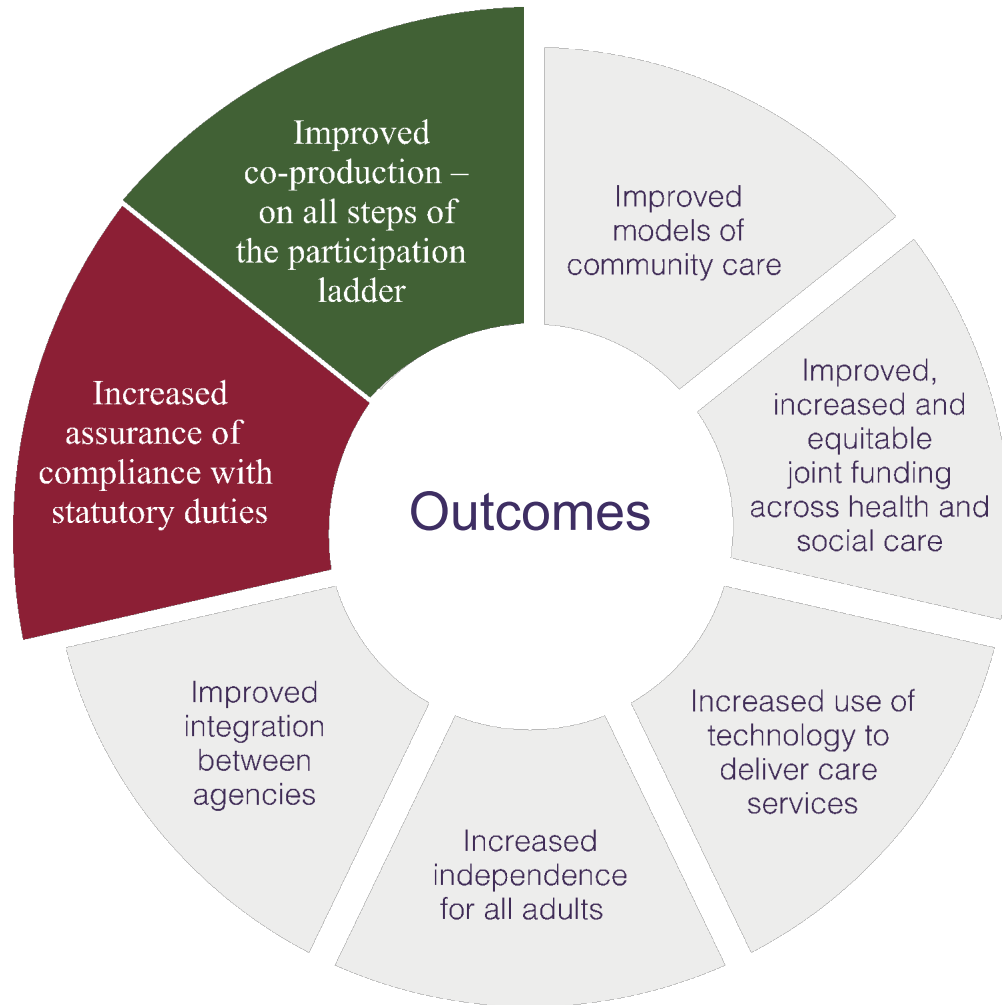
Programme Outcomes



Objectives

- Increased partnership working with health, Voluntary Community Sector and Public Health
- Improved use of data in decision making
- Improved integration between children's and adult services

Service priorities that are supported by transformation



Objectives

Support the service (through transformation) to:

- Improve systems and pathways
- Improve performance through realistic and relevant KPIs
- Implement learning from Covid-19
- Increase the voice of adults when designing and delivering services and projects with adults, families and organisations
- We will strengthen the voice of adults in shaping support and services or something similar

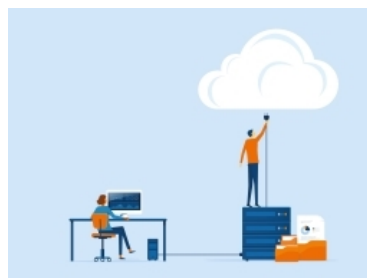


Projects



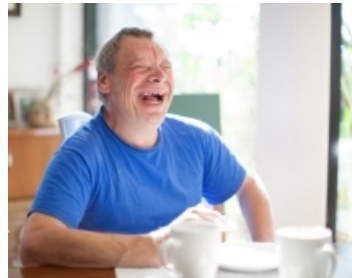
Families Front Door

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.



Technology Enabled Independent Living Strategy

To produce an assistive living technology strategy that will provide a framework for the deployment of technologies which are outcome driven to support self-care and independent living.



Early Help and Prevention

A project aimed to prevent, reduce and delay the need for long term care and support through early help, prevention and improved models of community care and online self-help.

TASP Annual Report 2021-22 Highlights

Key achievements:

- Programme refresh with **renewed vision and outcomes** for transformation
- **Initiation** of phase 1 transformation and **preparation** for phase 2
- **Successful transition** of the Community Equipment Re-design project into business as usual creating **£50,000 in savings**
- **One Council** response to the Coronavirus pandemic with **continuity** of Adult Services delivery through **innovation and creativity**
- Successful implementation of the **24-hour Adult Mental Health Professional (AMPH) Hub**
- Successful project closure of PIPP – Prompting Independence through Prevention and Prediction which tested prediction capability through artificial intelligence and machine learning tools and products
- **Successful implementation** across several ‘innovation Sites’ of The Three Conversations © social work practice
- Wolverhampton selected as a **Charging Reform Trailblazer**
- **Wolverhampton Cares forum and campaign launched**
- **iMPower review completed** with **five re-design projects** scoped in response to the recommendations
- **Ongoing collaboration as part of One Wolverhampton** – the place-based partnership of the Integrated Care System (ICS)

TASP Annual Report 2021-22 Highlights

SRO and DASS Appraisal - Snapshot

Emma Bennett: *'I feel like the programme is in a much better place 18-months on. We have refreshed our vision for transformation, are much clearer on our ambitions and how we will measure success through our agreed objectives. We are on a journey, and as part of this journey we have become much clearer as a Board about what sits under the programme and how we can use innovation to drive forward change'*

Becky Wilkinson: *'I want to see projects be creative and give people a chance to work outside their comfort zone, bringing ideas forward and leading or being part of positive change across the service.*

I too feel excited about some of our future projects, particularly in the world of technology enabled care but also how we respond to reform and new policy.

I look forward to seeing co-production at the centre of Adult Services and how this will contribute hugely to our preparations for CQC inspection.

I want the workforce to be fully engaged in TASP projects and for their expertise, passion, and knowledge to shape and influence how we delivery improvement under the programme'

TASP Annual Report 2021-22 Highlights

Outcome 1: Improved models of community care

- **The Early Help and Prevention** project will be a key contributor to this outcome. Set to be delivered in 2023, the project aims to **prevent, reduce and delay long term care and support need**.
- The project will look at a coordinated early help offer and enable community support, assets and networks to work collaboratively to support people to **live long, healthy and independent lives**.
- The project will link closely to the Families Front Door Project.
- Early Help and Prevention is a **'look forward project'** as part of the transformation programme and will be a focus in the 2022-23 report.

Outcome 2: Improved, increased, and equitable joint funding across health and social care

Disability Model Transformation Project aims to improve the commissioning of and training around disability services, practice and support. Two outputs so far have been:

- For the first time, **creation of a data dashboard** that has enabled a better understanding of performance so that **informed decisions** can be made on gaps, improvements and forecasting of need and provision.
- **A series of engagement workshops** have led to **recommended changes to training materials** available to Social Workers on understanding, navigating and negotiating joint funding pathways.

Outcome 3: Increased use of technology to deliver care services

The Community Equipment Re-design project aimed to transform the community equipment service model to ensure the **right logistics** were in place to **minimise delays** in people receiving valuable equipment needed to live independently at home or as part of reablement. At closure, the project had delivered:

- A **new operating model**
- A **new team structure**
- A new and improved **equipment purchasing contract**
- Revised **operating procedures**
- A **new equipment maintenance contract**
- Budget savings of **£50,000**

TASP Annual Report 2021-22 Highlights

Outcome 4: Increased independence for all adults

- **The Three Conversations** © project saw the introduction of a new social work practice into Adult Services.
- The project aimed to implement The 3Cs to enable people to access appropriate services **in a timely, effective and personalised manner** recognising that **people and families are the experts their own lives.**

Social workers said: *'The 3Cs has allowed me to spend more time with people'*

District nurses said: *'I feel we are working in a much better and proactive way and the communication is so much more than it ever was before'*

People and families said: *'It was reassuring to know that if things changed, I would be able to just call back and get some help'*

Outcome 5: Improved integration between agencies

- **One Wolverhampton** is the Place Based Partnership (PCB) of the wider Integrated Care System (ICS).
- One Wolverhampton provides the engine room to deliver **shared priorities** and enable improved outcomes through a local vision supported by **combined health and social care data and insights.**

The System Flow Dashboard is a practical example of **joint analysis and decision making.** The dashboard looks at pressure points in the transfer of care from hospital to home so that improvements can be made to ensure it is timely and effective. The result has been Wolverhampton reducing its delayed transfer of care indicators moving from the bottom performing quartile to the **top.**

*Outcome 6: Increased assurance of compliance with statutory duties

A service review of the Emergency Duty Team (EDT), who operated an out of hours service for children and adult's mental health, highlighted a number of **opportunities to improve service delivery and statutory compliance.**

The AMHP Hub project was initiated and at closure had **delivered:**

- **Improved** pathways and processes that support improved outcomes for people
- **Improved** management support and oversight of professional disciplines
- **Improved** integration of service functions
- **Improved** consistency of practice
- **Improved** professional development
- **Improved** recruitment and retention
- **Reduced** bureaucracy

TASP Annual Report 2021-22 Highlights

*Outcome 7: Improved ladder

Making it Happen meetings **co-production – on all steps of the participation** served as the project Board as part of The 3Cs. The meetings enabled Innovation Sites across the project to **design and implement the practice how they saw best** with simple guidance and broad principles rather than using more prescriptive, ridged instructions.

Innovation Sites were allowed to **break the current rules of the system and experiment with working differently.**

It was a **bottom-up** process **led by frontline staff** who were able to **influence new ways of working.**

Making it Happens meetings have continued beyond the closure of the project and are delivered as 'It's My Life' meetings allowing for ongoing collaboration and constructive professional scrutiny of care plans.

*Highlights shared outcomes recognising that both the transformation programme and the service will operate alongside one another to achieve these

TASP Annual Report 2021-22 Highlights

Priorities for 2022-23:

- **Delivery** of the phases 1 and 2 of the transformation programme
- **Improved co-production** within transformation projects and universally across adult services
- **Ongoing collaboration** with our partners including health and community organisations
- **Delivering against the vision for ‘families’** through integration with children’s services (and other directorates where relevant)
- **Ongoing review** of what can be achieved through transformation and where the service can improve its business as usual
- **Gathering the evidence** that supports the impact projects have on people

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COUNCIL