

**Health and Social Care Scrutiny Board (5)**


**29<sup>th</sup> June 2016**

**APPENDIX 3**

**Adult Social Care Peer Challenge  
Action Plan 2016/17**

**This action plan is aligned to the areas of consideration from the Peer Review**

| <b>Theme</b>   | <b>Page number</b> |
|--|--------------------|
| <b>1. Vision and strategy</b>                                | 3                  |
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| <b>4. Embedding personalisation in process</b>               | 12-14              |
| <b>5. Robust financial planning and programme management</b> | 15-16              |

| THEME 1 – Having a clear vision and strategy                              |  |                                   |                |   |   |   |
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| Theme Lead: Director of Adult Services                                    |  |                                   |                |   |   |   |
| Objectives to create change   | Actions  | Lead                              | Timescale      | Success measures  | Progress update   | BRAG  |
| Clarify role of Adult Social Care in local Health and Social Care economy | <ol style="list-style-type: none"> <li>1. Develop an agreed Action Plan and vision for Adult Social Care as part of STP, including how this vision will guide the work of Adult Social Care</li> <li>2. For actions in relation to case management change see theme 2 below</li> </ol> | Pete Fahy<br>All Heads of Service | September 2016 | <p>Single signed up vision for Health and Social Care.</p> <p>Familiarisation of vision with stakeholders</p> | Senior representation on STP ensuring the social care vision is aligned to on-going work in the wider health and social care community. |  |



| THEME 2 – Embedding personalisation in practice  |   |   |  |  |  |      |
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| Theme Lead: Head of Practice Development and Safeguarding  |   |   |  |  |  |      |
| Objectives to create change  | Actions   | Lead  | Timescale                                | Success measures   | Progress update  | BRAG |
| A workforce development plan with timescales and resources as a foundation for workforce improvement | 3. Develop a workforce development plan for Adult Social Care   | Mike Holden<br>Principal<br>Social Worker                   | December 2016                            | Workforce Development Plan produced with resources available and timescales for delivery | Draft workforce strategy in place this will be progressed once Principal Social Worker is in post            |      |
| Raise the profile of personalisation – identify good practice, share and profile this.               | 4. Development of a 'personalisation champions' group to include all staff groups (operational, provider and commissioning staff)         | Lizzie Edwards<br>Kelly Lucas                               | April 2016                               | High profile champions group with evidence of progress and impact                        | Group established – met on two occasions. Evidence of progress to emerge as group progresses                 |      |
| Improved guidance to staff on how to work in a more personalised way within available resources      | 5. Develop an agreed set of Personalisation guidance notes, communicate to practitioners and use to inform practice through learning sets | Lizzie Edwards<br>Kelly Lucas<br>Gemma Tate<br>Janice White | September 2016 (for first guidance note) | Personalisation guidance notes developed and used as tools to improve practice           | Personalisation statements / strategies from other areas being reviewed to support development of this area. |      |
| Practice improves through a regular forum of learning sets   | 6. Implement learning sets led by personalisation champions to create a forum for sharing good practice, learning and                     | Lizzie Edwards<br>Kelly Lucas                               | July 2016 then ongoing                   | Learning sets in place and evidence of impact shown through case file                    | Learning sets developed and date set with Team Leaders and Senior  |      |

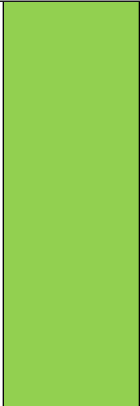
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|  | challenge. Also to problem solve particularly challenging cases   |                               |             | audits   | Practitioners, who will then cascade.  |  |
| Ensure that users and carers are involved in co-production of the Coventry approach to personalisation | 7. Establish a user and carer reference group to work with ASC in the development of personalised approaches  | Michelle McGinty              | August 2016 | Reference group in place that is constructively influencing developments.  | Research completed to identify approach to use of stakeholder reference groups in other Local Authorities. Terms of Reference template drafted.<br><br>Contact to be made with existing groups including Coventry Older Voices, Healthwatch and Grapevine to seek involvement. |  |
| Raise awareness of safeguarding policies and procedures  | 8. Materials for a learning set on Making Safeguarding Personal and using positive risk tools developed for Team Leaders to deliver to staff members and creation of positive risk tools in Care Director- more personalised support section- gold aspiration | Jill Ayres<br>Peb Johal       | August 2016 | Increased use of positive risk tools and appropriate application of safeguarding policies and procedures identified through safeguarding file audits | Development of action learning sets has begun.   |  |
| Ensure there is a specific training programme in relation to direct payments policy and procedures     | 9. Training for all assessment staff on process for organising direct payments' policy and procedures- streamlining- linked to personalisation policy   | Lizzie Edwards<br>Kelly Lucas | July 2016   | Training for all assessment staff leading to increased uptake of direct payments   | Training commenced- due to finish in July. Personalisation champions have been involved in the   |  |

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|  |  |   |   |  | development of the training.  |  |
| Ensure that ability to take a personalised approach is a key skill for practitioners | 10. Revise progression guidance and process for social workers (from G6-G7), to ensure that evidencing a personalised approach in terms of safeguarding and also day-to-day practice is a key requirement  | Lizzie Edwards                                | May 2016  | Revised progression guidance and process, to include evidencing a personalised approach                                    | Progression guidance in place   |  |
| Development of more market options for personalised support                          | 11. Deliver Individual Service Fund (ISF's) pilot, evaluate and roll-out. This piece of work is in relation to short-term services and on-going support, including re-commissioning of carers' support services and review of the current assistive technology contract and processes (links to action 7). | Jason Bejai<br>Craig Dutton<br>Paul McConnell | July 2017 and on-going (ISF pilot to be concluded September 2016) | Regular workshops with people with carer and support needs, operational teams and providers. Development of an ISF service | Presentations to willing providers to pilot ISFs conducted.<br><br>A two way agreement is being drafted.<br><br>Currently discussing Care Director process for payments.<br><br>Cases are being identified for ISF. |  |

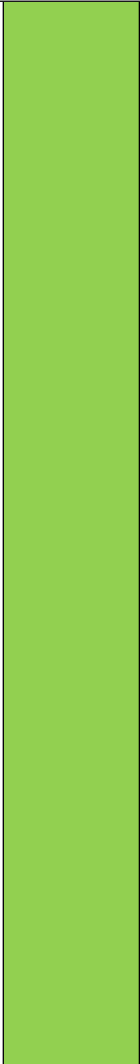
### THEME 3 – Improving the experience of the Customer

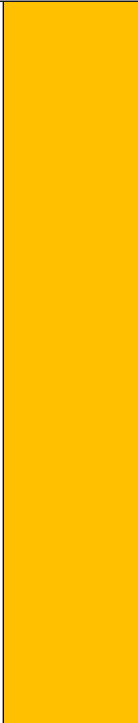

**Theme Lead:** Head of Social Work Service – Prevention and Health


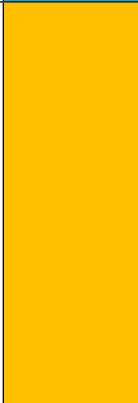
| Objectives to create change   | Actions  | Lead             | Timescale      | Success measures  | Progress update  | BRAG   |
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| <p>Establish systematic customer engagement mechanisms so that expectations from Adult Social Care are clear.</p> <p>Create feedback mechanisms that allow quick adaption of new practices that are introduced i.e. self-assessment</p> | <p>12. Review how other Local Authorities effectively engage with people with care and support needs, and their carers, and develop comprehensive mechanism for effective engagement and collation of feedback from service users and families, using mechanisms already in place such as frontline knowledge, complaints, surveys, and forums</p> | Michelle McGinty | September 2016 | Feedback results in demonstrable change to how Adult Social Care operates   | <p>Initial research to understand approach taken by other LA's completed.</p> <p>Work in progress to identify pre-existing methods for collating feedback.</p> |   |
| <p>Implement clear standards in respect of waiting times for social work interventions</p>  | <p>13. Develop and formalise a mechanism for risk assessment of waiting lists to ensure that allocation is based on an appropriate assessment of risk, to include mechanism to review level of risk whilst on waiting lists</p>  | Lizzie Edwards   | May 2016       | Mechanism for risk assessing waiting list developed, cases allocated based on risk and reviewed where required based on practitioner feedback | <p>Risk Assessment mechanism developed and implemented in April 2016.</p>  |  |

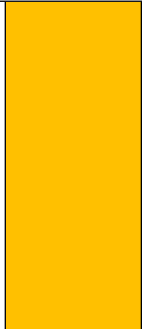
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| <p>Use technology to reduce response times</p> | <p>14. Implement mechanisms for self-assessment and -carers self assessment through use of internet based technology</p> | <p>Marc Greenwood<br/>Lizzie Edwards</p> | <p>August 2016</p> | <p>Through use of self-assessment to enable City Council resource to be targeted where most effective resulting in overall reduction of waiting lists</p> | <p>Open objects self-assessment and hub procured- currently in design stage. Implementation date on track.</p> |  |
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| <p>Improve data/information sharing across organisations to ensure it is timely, specific and effective</p> | <p>15. Increase the use of the Integrated Neighbourhood Team (INT) Black Pear solution to aide multi-disciplinary working, and then review and appraise options for information sharing going forward</p> <p>16. When considering succession plan for Care Director (currently case management system) to do so with a view to achieving shared records across health and social care</p> | <p>Marc Greenwood</p> | <p>December 2016</p> | <p>Shared records of patients/service users that enable creative support planning to take place in multi-disciplinary teams</p> | <p>Development of the Local Digital Roadmap (LDR) is underway. It will include interoperability approaches, such as Black Pear, that will enable the sharing of information across health and social care.</p> <p>The LDR is due for completion at the end of June. The LDR sets out the 5 year digital vision for health and social care, including our approach to achieving shared records.</p> <p>Discussions with Black Pear continue in relation to the development of the INT solution.</p> |  |
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| <p>Reduction in number of people requiring social care support and effective use of short-term services</p> | <p>17. Trial of 'why not home, why not today' model and review of effectiveness</p>                                | <p>Rae Bottrill</p>                                 | <p>August 2016</p> | <p>Reduced numbers of people requiring social care support on discharge from hospital and reduced joint / LA DTOC</p> | <p>Steering group and operational group established. Some improvement in DTOC apparent at this early stage.</p> <p>Some significant changes implemented to improve patient flow, e.g. Integrated Discharge Team are now ward based and all UHCW Therapy staff assess and case manage discharge via short term services.</p> |   |
| <p>Ensure that services are appropriately targeted to where they can have greatest impact.</p>              | <p>18. Develop criteria for access to short-term services, to apply across all referring partner organisations</p> | <p>Rae Bottrill<br/>Neil Byrne<br/>Ian Bowering</p> | <p>May 2016</p>    | <p>Development and communication of access criteria leading to reduction in avoidable referrals</p>                   | <p>Criteria developed and implemented in April 2016.</p>  |  |


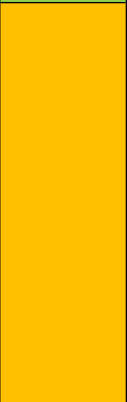
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| <p>Support people to achieve their outcomes on first contact with the City Council</p> | <p>19. Deploy "Intake" staff within Customer Services Centre to provide greater expertise at initial assessment stage</p>  | <p>Ian Bowering<br/>Lizzie Edwards</p>                 | <p>June 2016</p>   | <p>Reduction in number of referrals through the Adult Social Care front door, reduction in waiting times and reduction in percentage of people going on to further assessment.</p> <p>Improved customer satisfaction through being given the most appropriate advice at first contact.</p> | <p>Staff members deployed on 6th June 2016.</p>   |   |
| <p>An effective Transitions process is in place</p>                                    | <p>20. Complete a stock-take exercise and make recommendations for how the transitions process can be improved encompassing quick wins and longer term actions</p> | <p>Lizzie Edwards<br/>Sandra Walton<br/>Rita Homer</p> | <p>August 2016</p> | <p>Better transition planning and feedback from people with care and support needs and their families</p>  | <p>Currently under completion following a series of meetings- meeting June to map roles and responsibilities.</p> <p>Review of all-age disability service to be complete by end of July</p> |  |

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| <p>Ensure appropriate range of support available for people using direct payment</p> | <p>21. Review of direct payment support services and proposal developed to increase choice to be implemented in next round of direct payment support commissioning</p> | <p>Lizzie Edwards<br/>Kelly Lucas<br/>Paul McConnell<br/>Martin Rumble</p> | <p>September 2016</p> | <p>Improved range of support available for people in identifying their outcomes and making active choices about how these outcomes are met</p> | <p>Scoping meeting held. Options now being considered. Current contract due to end in March 2017.</p> |  |
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| THEME 4 – Embedding personalisation in process  |   |   |                        |   |  |      |
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| Theme Lead: Head of Commissioning and Provision   |   |   |                        |   |  |      |
| Objectives to create change   | Actions   | Lead  | Timescale              | Success measures  | Progress update  | BRAG |
| Ensure Direct Payments policy reflects broader principles of Care Act and is a tool to further personalised support | 22. Review of Direct Payments policy, with Health and Education, in order to reflect Care Act changes and allow increased flexibility and creativity, then communicate with Adult Social Care teams   | Lizzie Edwards<br>Kelly Lucas<br>Gemma Tate<br>Janice White | December 2016          | Updated Direct Payments' Policy   | Changes made in draft form, to be further refined to ensure sufficiently robust. |      |
| Quality assurance mechanism in place in respect of social work practice   | 23. Case file audit tool to be reviewed and reduced, then circulated and expectations set for completion of regular case file audits by Team Leaders, then work towards practitioners completing case file audits of their own cases to support reflective practice and self-learning | Lizzie Edwards<br>Kelly Lucas                               | July 2016 then ongoing | Quality assurance and learning in place. Staff to complete own audit of their work. Team Leaders to complete one case file audit per month and to feedback recommendations to staff members. Examples of good practice to be shared through wider personalisation champions group | Existing audit tool bring refined prior to launching with teams.                 |      |
| Better understanding of the range of low level equipment available and how  | 24. Development and delivery of low level equipment training sessions, including new  | Sheila Stirling   | August 2016            | Delivery of sessions and increased direct ordering of equipment so that the number of   | Five training sessions have been planned and will be delivered by August         |      |

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| people can access  | technology for all assessment staff   |   |                         | internal referrals decreases and customer journey improved  | 2016.  |  |
| Raise awareness of Care Act eligibility criteria   | 25. Materials for two learning sets to be developed for on Care Act eligibility criteria for users and carers, linked to specific case examples. Although primary target group will be social workers this can also be delivered to providers and the voluntary sector    | Lizzie Edwards<br>Kelly Lucas<br>Suzanne Lawlor | July 2016               | Development of materials and delivery of four sessions underway. (two for staff and one for voluntary sector and one for providers)<br><br>Improved understanding of eligibility criteria evidenced through case file audits and linked to CWPT processes | Learning sets developed and date set with Team Leaders and Senior Practitioners, who will then cascade.  |  |
| Adopt an approach to market development that is based on the experience of the end user as opposed to tasks. | 26. Contracts specified in terms of outcomes for the end user and less task and time-based contracting. Contract management processes to focus on the experience of the end user, involving people with care and support needs, carers, operational teams, and providers. | Jason Bejai<br>Craig Dutton<br>Paul McConnell   | March 2017 and on-going | Specifications and re-commissioning of short and long-term services to focus on outcome based support   | Short term support specification developed which focusses on wellbeing and prevention elements of the Care Act. Increased emphasis on how people are supported to have greater control over the support they receive.<br><br>Long term support service specification has been drafted along the same principles with |  |

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|  |  |  |                       |  | <p>increased emphasis on Individual Service Funds (ISFs).</p> <p>Carers, service users and providers are part of the tender design and evaluation process.</p>               |  |
| <p>An effective Resource Allocation system is in place</p> | <p>27. Review and streamline the process for Resource Allocation (FACE RAS and Care Fund Calculator) for people with care and support needs and carers, including suitability for allowing a personalised approach – reduce length of paperwork and ensure that RAS is recalibrated to reflect new support rates</p> | <p>Marc Greenwood<br/>Lizzie Edwards<br/>Melissa Cano<br/>Adam Davis</p> | <p>September 2016</p> | <p>Reduced level of bureaucracy for social workers and greater opportunity for users and carers to evidence more personalised approach</p> | <p>Revised Needs and Wellbeing Assessment currently in testing phase.</p> <p>Opportunities for revising calculations behind resource allocation system to be considered.</p> |  |

| THEME 5 – Robust financial planning and programme management    |  |                  |                |  |   |   |
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| Theme Lead: Head of Business Systems and Continuous Improvement |  |                  |                |  |   |   |
| Objectives to create change                                     | Actions  | Lead             | Timescale      | Success measures   | Progress Update   | BRAG  |
| Programme management  | 28. Ensure that each programme element to deliver savings is supported by a robust plan, is realistic in expectations and is monitored                         | Michelle McGinty | July 2016      | Each element of savings programme has a plan to support with oversight and the scope for remedial action is progress slips | Adult Social Care outline savings proposal, baseline documents and delivery timescale drafted.<br><br>Frequent progress monitoring mechanisms in place.   |   |
| Market Sustainability   | 29. Ensure that provider and market management activity enables understanding of impact of market costs and that this is used to inform commissioning activity | Jon Reading      | September 2016 | Reliable market based information obtained to support commissioning activity in 2016                                       | Consultations with home support providers conducted. A wider cross provider event currently being planned for July 2016 to inform commissioning activity. |  |



