



Adult Social Care Transformation Programme

February 2022



What I'll cover today

Challenges faced by adult social care in Hackney

The vision for adult social care in Hackney

Meeting our challenges through transformation

Transformation priorities

Transformation delivery

How will we know it's working?

Questions



Challenges facing Adult Social Care in Hackney



Demand for, and acuity of, care is increasing



The growth in all age population between 2016 and 2020 was on average 1.13%, whilst the increase in those receiving care in same period was 6.14%.

Cost of providing care and total spend is also increasing



Year-on-year, the forecast increases by approximately 10% which represents an additional cost in the region of £4m.

This demand is above additional funding made available for ASC.

Recruiting and retaining talent in the care sector is an issue



Amongst front line teams, 18% of roles are either vacant (7%) or filled by agency workers (11%), and turnover is high. This is much higher in Housing with Care. This impacts service quality, staff wellbeing and adds budgetary pressures.

Recovery from the cyber attack is ongoing



Recovering data and restoring a fully functioning, efficient and safe case management system for ASC has been complex. At present, staff are using incomplete systems whilst recovery and rebuilding continues.



Our vision

Our residents lead fulfilling lives, are empowered to retain maximum independence and feel a part of their communities. Support is available at the right time in the right place with a focus on wellbeing and what matters to them.

Our principles

Accessibility: the right services are available and accessible, and eligibility is clear

Personalisation: care is personal to the needs, wants & ambitions of those who draw on it

Quality: care is high quality, and delivered by trained and supported staff

Prevention: support is proportionate and aims to maximise individuals' independence

Safety: a person's right to live in safety, free from abuse and neglect is prioritised

Meeting our challenges through transformation



To deliver our vision for Adult Social Care in a way that provides value for money and is financially sustainable, we need to transform how we are delivering care and support.

The challenges facing us and our communities have changed. Our approach needs to reflect this, whilst continuing to prioritise our key principles.

A new transformation programme was developed in Autumn 2021, and is now underway.

Transformation priorities



Worksteams

High level objectives

Process

Developing processes that facilitate...

Best Client Experience: streamlined end-to-end journey for Adult Services clients

Best Working: productive, collaborative and satisfied teams

Best Care: care and support that is preventative, proportionate, personalised and promotes independence

Best Value: delivering our statutory duties to a high standard

Organisational design & development

Attract a diverse range of talent into Hackney Adult Services through; a recruitment process that is inclusive and reflects our vision, and a well managed and efficient selection process

Staff are invested in and supported from day one and can see a clear future for their long term career development through their work in Adult Services

Digital tools for social care

Develop modern digital tools that enable practitioners to work safely, collaboratively, and in a strengths-based way

Use digital tools to better connect with Council and partner services, prioritising meeting the needs of residents and staff, and ultimately offer staff an improved user experience

Culture

Embed a positive culture that promotes compassionate leadership and a shared purpose across the department

Transformation delivery



AH&I SMT

Process

Org Design & Development

Digital tools for social care

Culture

Strategic meetings

Senior operational 'sponsor(s)', Transformation Leads, Head of Transformation, other key stakeholders.
 Purpose: ensure direction is aligned to workstream objectives, measure progress, agree priorities for what to work on next and mitigate issues and risks

Current 'live' projects

Project delivery teams*

PHASE 1: Building a preventative 'Front Door'

Improving Access to ASC

Improving communication with residents

Increasing efficiency by reducing admin

Project delivery teams*

Discovery:
 understanding how to attract people to work for Hackney ASC

Running a rolling & targeted recruitment campaign (Feb 2022)

Relaunching skills academy & career pathways

Project delivery teams*

Modern tools
 Developing a case recording and management system

Developing a finance & brokerage tool

Mosaic recovery
 Restoring view only access

Planning for mosaic recovery programme

Project delivery teams*

Co-designing new department values, principles and vision

Identifying opportunities and challenges to working to our vision and values

Implementing team and department level actions plans, including actions from staff surveys

*Project teams may also establish their own project level governance

Transformation delivery: resident engagement



We are transforming our services to deliver better outcomes and experiences for residents. Residents are engaged and involved throughout transformation, to shape and feedback on critical changes to the services they use.

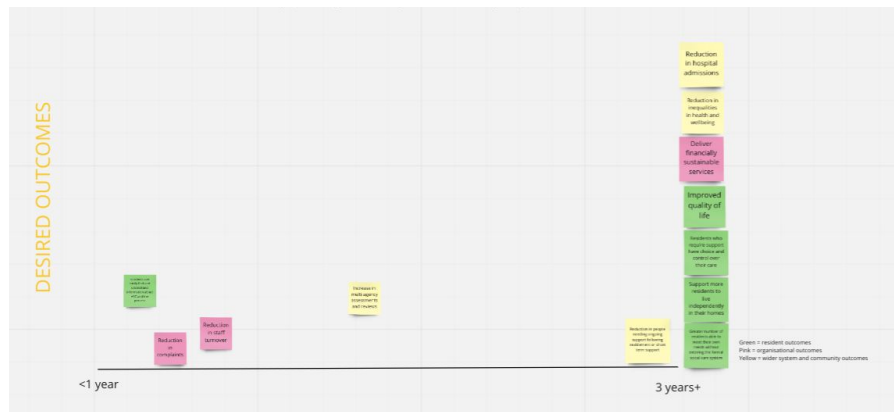
For example, we spoke to residents about their experience when first accessing social care to understand their challenges, as well as looking at information from complaints. Residents informed the design of changes to the process of requesting support from ASC and have been involved in testing the solutions we developed. All changes to the website to make requesting support from ASC simpler were tested by residents, and adapted based on their experience and feedback.

The department runs resident engagement boards, such as a new Carers Partnership Board and the Learning Disabilities forum. Intelligence from these groups feed into our transformation priorities and projects.

Transformation: how will we know it's working?



We are developing a department logic model to inform the evaluation of our programme. We're in the process of finalising our short, medium & long term desired outcomes.



Each workstream will map and report on how their activities lead to desired outputs, and therefore to our desired outcomes and overall vision. For example, this may be...

OUTCOME (long term): Support more residents to live independently in their homes

OUTPUTS: Reduction in assessment waiting time, increase in residents reporting 'I understand what support I can access, from Hackney ASC and elsewhere' and other relevant metrics, reduction in complaints

ACTIVITIES: Implement new referral process, redesign ASC website

INPUTS: Staff from Customer Services and ASC, online referral form etc



Questions?