



 **Hackney**



**Transforming
Outcomes**
Programme

- 1 Introduction to the Programme:** What are we doing, and why are we doing it?
- 2 What will the next year look like?** What are the key phases/ milestones in the plan? What can we expect at the next programme board?
- 3 Questions & Discussion**





1

Programme Introduction:
What are we doing, and why are we doing it?

DELIVERING THE BEST FOR HACKNEY

EXECUTIVE SUMMARY

An opportunity to improve outcomes for over half the people we support

Together we uncovered opportunities to improve the lives of thousands of people, supporting them to live more independent lives and achieve their potential.

Significant, recurring financial opportunity of between £7.6-11.6m p.a.

Providing an opportunity to deliver over £30m in cumulative benefit to the authority over the next six to seven years, while also creating the necessary platform to enable further innovations in the future.

Change delivered the right way

While it is possible to make short-term savings by closing services, we don't believe this is either sustainable or what is best for residents. Instead, we believe a set of deep complex issues need to be worked through by redesigning services. We have the potential to improve outcomes for residents, deliver financial benefit, all without cutting of services. This type of transformation may be more difficult, but we believe it is what the people of Hackney deserve.

Staff are telling us we need to improve, and they want to be part of the change

57% of our staff said they don't feel we effectively meet the needs of residents...but 95% recognise we need to change, with nearly 80% saying they want to be part of shaping this future.

Change is never easy, but the time to act is now

It has been 2-3 relentless years with Covid and the cyber attack. The impact of these has meant that we are putting the needs of our residents first, but don't have the headspace or visibility to reflect on how we are doing. The Adult Social Care reforms and upcoming CQC assurance means there is an imperative to change, recognising it won't be enough to go back to the way things were before the pandemic.

WHAT DOES IDEAL LOOK LIKE FOR PEOPLE?

Mr M, in his late eighties, has dementia & Parkinson's disease. He requires support with personal care and making meals, as well as keeping safe in his own home. He was falling frequently at home, and was starting to display concerning behaviours. All traits which indicated a move to a residential home was likely.

However, it was clear that Mr M wanted to remain in his own home, and as such, lots of support had been put in place to keep him there, both from Social Care and his GP. As well as three care calls a day, Mr M was using regular respite, and had trialled a Day Care. The team had also used the OT assistive technology service to provide him with door sensors to raise an alert if he was leaving his home, as well as practical measures such as covering heating that might endanger him.

Because of the creative approach of the Social Workers and other Practitioners, Mr M was able to remain where he wanted, in his home.



WHO ARE WE SEEKING TO HELP?



THERE ARE SYSTEM CHALLENGES THAT PREVENT SOME OF HACKNEY'S SERVICE USERS FROM ACHIEVING THE IDEAL OUTCOME: CORA'S STORY

Cora had lived most of her life in a one bed Council flat and had never received any care services from the Council. Her niece visited her regularly to keep her company and support with chores around the house. After a fall that left Cora with a broken rib, she was discharged from hospital to an interim nursing placement with double handed assistance.

Because there were no available placements in the borough, Cora was placed in a nursing home in Hertfordshire, although she expressed wishes to return home. Following a review, she remained in the nursing home for ongoing care.

Practitioners reviewing her case felt that Cora could have fully regained her independence if she had been offered reablement services and that she could have returned home with homecare that gradually reduced over time until she was fully independent.

HOW MIGHT CHANGE LOOK IN HACKNEY?

DELIVERING BETTER OUTCOMES THROUGH A RESIDENT-CENTRED APPROACH TO IMPLEMENTATION

We can improve the lives of thousands of people like Cora and Laila. This will mean people across our borough being enabled to live more independent lives and enjoy a better quality of life. Four areas this improvement will be seen are:

1

At the front door to Adult Social Care

Decisions made that put a person's independence first

Using our internal experience and working with partners to co-produce creative solutions that meet a resident's needs.

2

In short term settings

Reablement transformed to be the heart of the pathway

More people accessing reablement from the community to enable more independent outcomes.

3

In the community

People with learning disabilities developing skills to take part in their community

Evidencing clearly in plans what the potential is for each person and then providing the right support to enable progression towards more independent outcomes.

4

In enabling functions

Empowering staff to support the people of Hackney

Ensuring staff have the data they need, when they need it, a culture that supports doing what is best for residents, and timely access to high-quality services to best meet the needs of the people of Hackney.

DEVELOPING AN APPROACH TO IMPLEMENTATION

BUILDING AN IMPLEMENTATION PLAN THAT ACKNOWLEDGES THE SCALE OF THE CHALLENGE

Navigating change can be difficult. What do we know about change, and the barriers and enablers here in Hackney?

The **environment for change assessment** has given us insight into some of the enablers and barriers to change. It draws out critical insight from our staff, which can inform us about what they see as strengths, weaknesses, and what they are both excited and scared about.

A successful implementation plan needs to leverage our strengths and prepare for our focus areas.

MOTIVATION



3 in 5

members of staff **don't feel** we effectively meet the needs of residents

But 95% feel like they **recognise the need for the borough to change** to effectively meet the needs of residents

“Both exciting and challenging times ahead.”

DATA-LED APPROACH



Seven in ten

of our staff **don't trust the data and information available** within the service



2 in 3

of our staff **don't feel** they have the **information required** to make the best decisions

“There is a lot of time spent looking for information that could be used more effectively”

PEOPLE-CENTRED CHANGE

Half of our staff feel that when they do **good work it is recognised and celebrated**



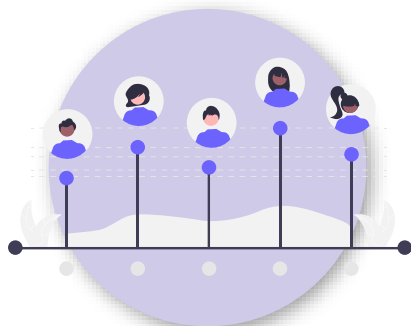
46%

feel held personally responsible when mistakes are made, rather than management understanding the wider context first

DEVELOPING AN APPROACH TO IMPLEMENTATION

WHAT KEY PRINCIPLES SHOULD WE CONSIDER WHEN DEVELOPING A PLAN WHICH UNLOCKS VALUE FOR HACKNEY?

The proposed transformation programme will deliver significant benefit to London Borough of Hackney over the coming years. The approach is based on 4 key principles.



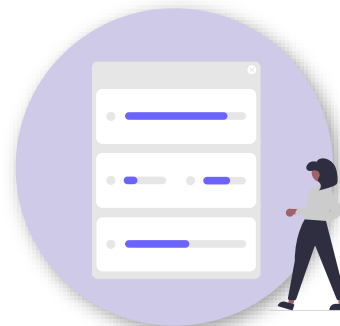
People

The programme has been designed to deliver a step change in the service quality, experience and **outcomes for the people of Hackney, whilst improving the working lives of staff**. This will result in fewer people living in residential care and more people living more independent lives in the community.



Finance

Delivering the improved service quality will in turn realise **significant recurrent financial savings lead by outcomes**, expected to be over £30m over the next six to seven years. Achieved through delivering a recurrent annual benefit of £7.6-11.6m to the care budget.



Approach to Implementation

Phasing the approach to implementation to focus on **co-design with staff** and trialling of a solution, iteration and embedding and finally **sustaining the change**. Training up a Hackney-led team of operational design leads and transformation support to lead the solution design, supported by enabling functions such as benefits monitoring and MI.



Set up and Assurance

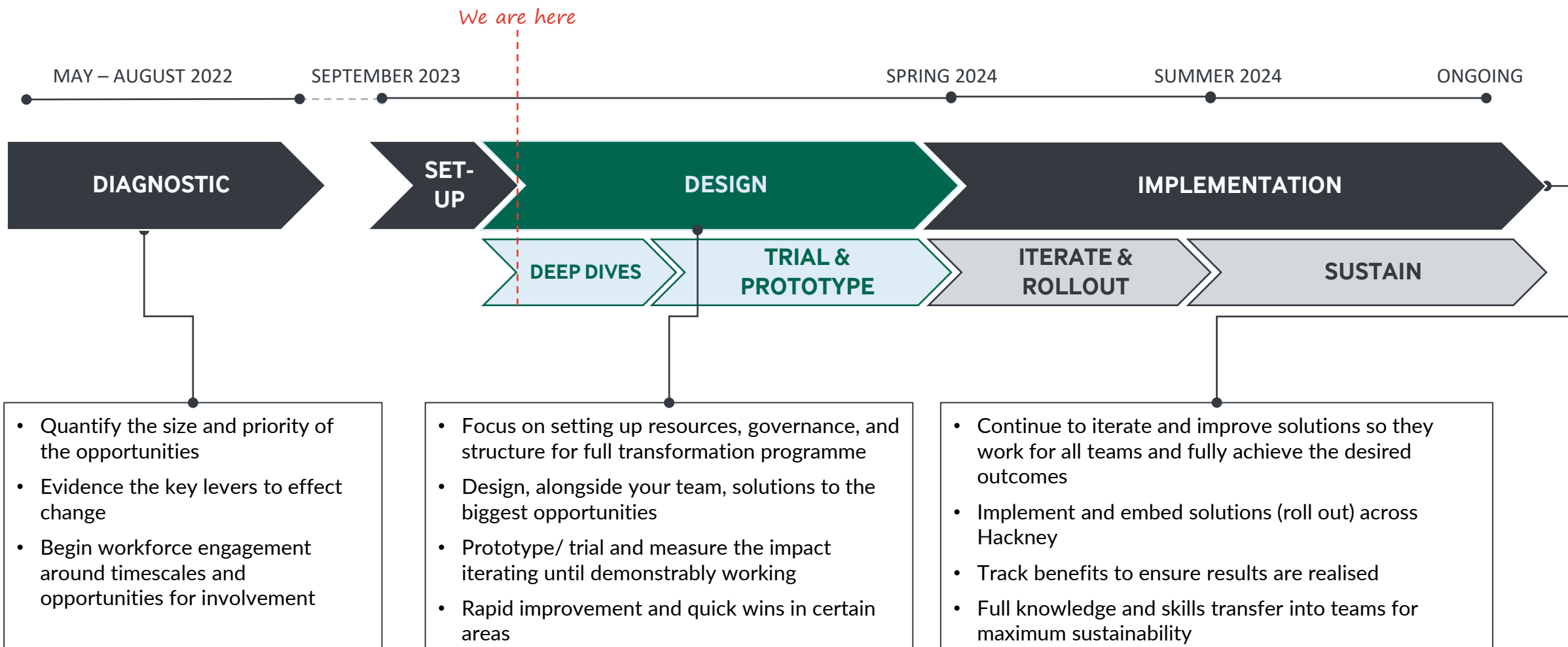
Ensuring the right **capacity and capabilities** are in place to deliver this scale of complex change at the required pace, as well as evidence led **delivery assurance** given the imperative in both outcomes, financial sustainability, and timescales.



2

What will the next year look like?

Plan: We will take a “design” and “implementation” phase approach



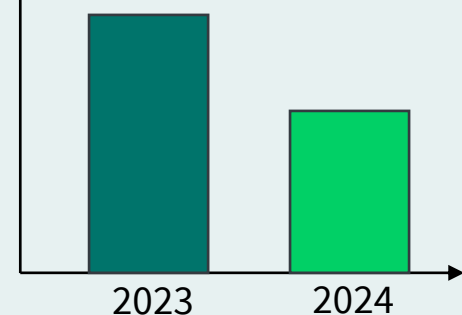
How will we know it is working? We could improve the lives of up to 4,000 hackney residents

Looking across the different opportunity areas that the diagnostic has found for residents across the borough, **between two and four thousand people could benefit from increased independence**. These figures have been confidence-weighted by practitioners and approved by colleagues in operational management, performance and finance.

ALWAYS STARTING WITH DEMONSTRABLE CHANGES FOR PEOPLE

- All of the opportunities identified to improve people lives correlate with a change in the what outcome in support they receive from us for their situation.
- For example, the diagnostic identified that 40% more people could have had improved independence if they had received from an intervention from our IIT service

E.g. we have now seen Y fewer people going down pathway X in 2024 compared to 2023



AN IMPLEMENTATION APPROACH BASED ON TESTING AND VALIDATING IMPACT

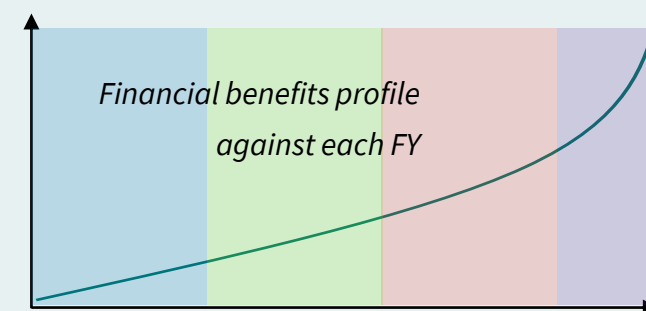
- To ensure our changes can deliver this impact, we want to be able to test them in a realistic but safe environment with practitioners.
- We can then iterate this continuously until we can clearly see that it is having the best impact in terms of outcomes, but also the best engagement and ownership from staff and the people who draw on our support
- We can then roll out the changes to the rest of our staff

E.g. number of residential starts per week 65+)

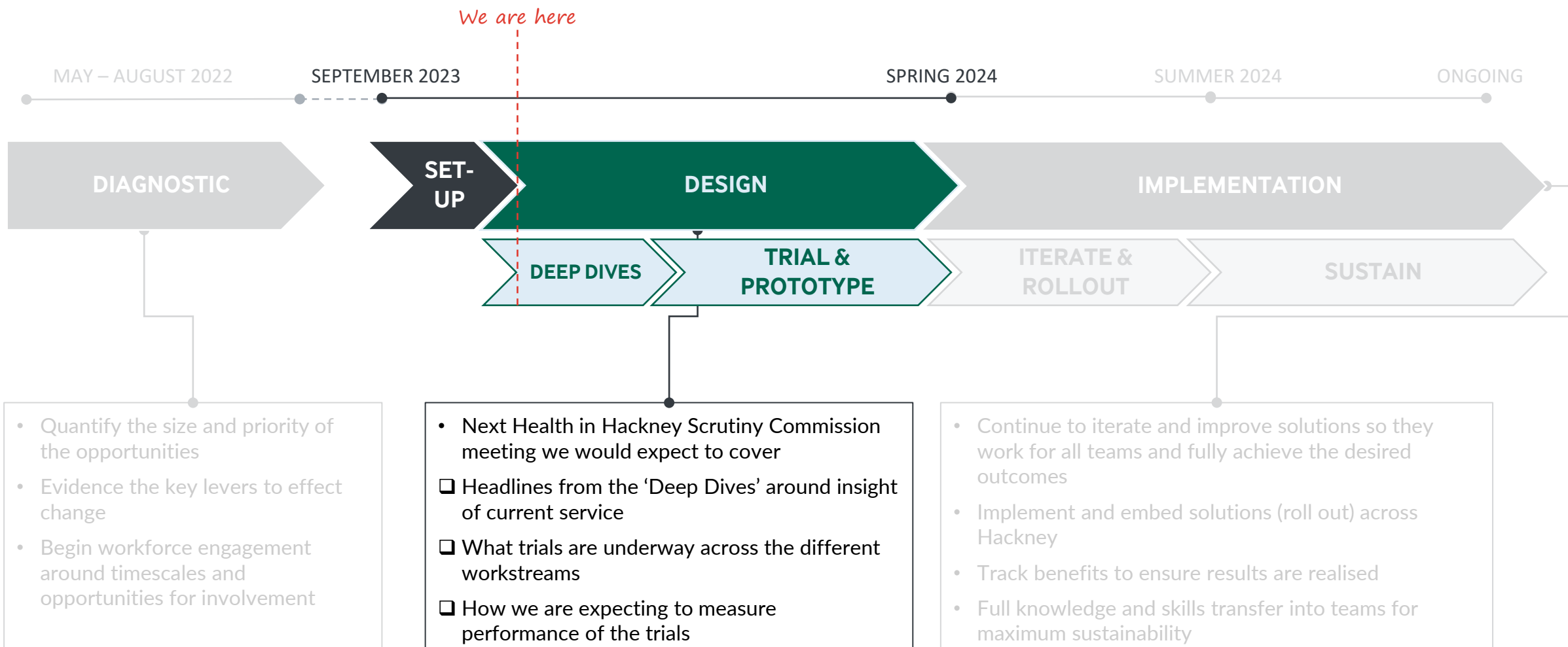


WE CAN TRANSLATE THIS INTO AN ACTUAL AND FORECAST FINANCIAL BENEFIT

- We will translate these operational measures into a series of financial equations to show likely financial benefit
- We can then track performance against these from live cash position
- We can forecast out expected operational and financial performance against future financial years



Plan: We will take a “design” and “implementation” phase approach





3

Discussion & Questions