

ADULT SERVICES SCRUTINY COMMITTEE – 27 APRIL 2010

TRANSFORMING ADULT SOCIAL CARE – UPDATE ON PROGRESS

Report by Director for Social & Community Services

Headlines for this update:

- Over 420 people now have a personal budget
- Accelerated Review Process working well with over 130 people reviewed
- Organisational Review to move into consultation with staff
- First draft of Public Information and Advice Strategy completed
- Support Brokerage Invitation to Tender underway
- First Personal Assistant Approved through the Support with Confidence Scheme
- Improving Lives award received for personalisation in care homes

Introduction

1. This report summarises the progress being made by Social & Community Services (S&CS) in implementing the Transforming Adult Social Care (TASC) change programme. It also summarises the impact of the Accelerated Review Process currently underway in Older Persons Services.

Background

2. The Transforming Adult Social Care Local Authority Circular LAC (DH) (2010) 1 issued on the 29th March 2010 confirmed the continuation of the Social Care Reform Grant and Oxfordshire's final year allocation of £2,295,195 and an additional allocation of a capital grant to Oxfordshire of £290,527. The capital grant is to support the delivery of personal budgets and transformation in adult social care.
3. The Circular also confirms the 5 main priority areas to help Councils be clear about what good progress in implementing Putting People First will look like and to help prioritise the use of the grant in the final year. These are:
 - Effective Partnerships with people using services, carers and other local citizens.
 - Ensuring everyone eligible has self directed support and a personal budget
 - Ensuring universal access to Information and Advice
 - Commissioning a range of services to ensure people have choice
 - Delivering services in a cost effective and efficient manner to use the available resources well.

Overall Progress

4. The final quarter (Jan-March 2010) Putting People First Milestones self assessment has been completed. Oxfordshire is still well placed to achieve all the milestones and there is minimal change from the previous quarter's report. We have also recently had some positive feedback on the progress we are making and the approach we are taking from a meeting with John Bolton, Director of Strategic Finance at the Department of Health and our routine business monitoring meeting with the Care Quality Commission.

Progress Against the specific Milestones:

5. **Milestone 1 – Effective Partnerships with People**

The work on the TASC programme has representation from service users, carers and voluntary organisations throughout its whole structure. The Programme Assurance function has representation from service users, carers and local citizens. Oxfordshire is a demonstrator site for the South East as part of its work on our user led organisation (ULO).

Our Service User and Carer Reference Group is continuing to work well and represents a variety of local voluntary organisations, carers and service users. For more specific elements, such as the Resource Allocation System (RAS), user led organisation and turnaround we have held workshops with local people, service users and carers. The Oxfordshire Local Involvement Network (LINK) is closely involved through the Service User and Carer Reference Group and helping to scrutinise the benefits of the programme for individuals.

6. **Milestone 2 – Self Directed Support & Personal Budgets**

There are currently over 420 people with a personal budget in Oxfordshire with self directed support being the mainstream activity in the north of the county. This operating model for self directed support has been agreed and the following elements are underway to support embedding this into the organisation:

- Organisational restructure will commence consultation with staff in April/May 2010.
- Review of high cost service users to transition to self directed support (Accelerated Review Process).
- Training all of our staff which will help with transitioning this to business as usual
- Resource Allocation System and associated policies will be agreed by July 2010
- Commissioning of external support brokerage is on track with 27 providers expressing interest at the prequalification stage and the Invitation to Tender being sent to 14 short listed providers. Our support brokerage approach is acknowledged as being innovative with the focus being on maximising community resources.
- Piloting payment cards to support people manage their direct payments to enable real choice
- Work is progressing well on developing Personal Health Budgets
- Demonstrator site for the South East on our work in mental health across Buckinghamshire and Oxfordshire

7. A workshop to review the development of our **Resource Allocation System (RAS)** took place on the 10th March 2010. This meeting looked at:
- Which of the Councils SCS budgets and parts of budgets will be included as part of the RAS. This also included a discussion on how to manage the impact of the shift of resources from acute to prevention.
 - How the RAS will be managed which included setting indicative levels of budgets based on the expected price of services.
 - Managing the Impacts of the known budget changes/efficiency savings already agreed by Council over the next four years.
 - Developing the RAS Policy Framework that will need to be an easy to understand public document. It is intended that this will be based on a targeted costs approach across a number of bandings. The Policy will need to be agreed by Council by the end of the summer to ensure that this is in place for the formal roll out of Self Directed Support across the rest of Oxfordshire in October.
8. There is still further work and development needed in each of these areas and a further update will be provided to this Committee in the next progress report.
9. **Milestone 3 – Prevention and Cost Effective Services**
Our joint commissioning strategy, Ageing Successfully, has been signed off by the Oxfordshire Health & Wellbeing Partnership Board. This strategy outlined our intention for joint commissioning. In addition to this we have already undertaken a series of research exercises, with the Institute of Public Care, to help transition funds from the longer term care system to early intervention and preventative services. The initial work has led to the following projects:
- **Continence** – We have been working across health and social care to develop a best practice model for our continence services which will then be implemented.
 - **Turnaround** – We are developing approaches to understand how we can provide targeted preventative support that can help improve people's independence.
 - **Reablement** – We have reablement services in Oxfordshire which we want to develop and extend to all who could benefit.
 - **Social Capital** – We are working with the Institute of Public Care to develop best practice models that we will look to trial in Oxfordshire.
10. **Milestone 4 – Information and Advice**
Oxfordshire has been one of two local authorities in England to implement the Information Standard. Our Public Information and Advice Strategy has been completed with the supporting implementation plan being delivered from June 2010. In advance of this we have been delivering a series of 'quick wins' such as auditing and ensuring our website is accurate and up to date.
11. **Milestone 5 – Local Commissioning**
We have been working closely with providers to ensure they have the understanding and skills to adapt to the emerging market. We have been running a series of provider reference groups, workshops and one to one support. The development of the 'turnaround' approach has seen the creation

of a specific provider reference group and provider workshops to help development of the concepts.

12. We are delivering a number of elements to ensure that the transformation agenda is embedded within our commissioning strategies and the marketplace:

- **Support with Confidence** – this is our approval scheme for non-registered services. The scheme has been developed in conjunction with Trading Standards. Our approach will help support development of new mechanisms such as personal assistants. This work has seen strong local and national interest. We have our first Personal Assistant approved through the Support with Confidence Scheme.
- **Individual Service funds** – our work has recently won an award from Improvement and Efficiency South East (IESE). In partnership with the Office for Disability Issues (ODI) we have been extending the benefits of personalisation to those in care homes. This work has seen excellent outcomes for people: life enhancing outcomes through closer community involvement, as well as being affordable and sustainable. This work is being rolled out county wide.

In addition we are developing an action plan to implement the workforce strategy and will be producing the Systems Review report and recommendations in the next quarter.

13. **Accelerated Review Process Update**

Over 130 older people have had their care plans reviewed up to the end of March 2010 as part of the Accelerated Review Process. Attached at Annex 1 is the summary update provided to Scrutiny after the February 2010 meeting. All people have had the review process and the move to self directed support explained to them.

Upcoming key dates for the programme:

April 2010

- Public information and advice strategy agreed
- Prevention Strategy (joint with the PCT) developed within Ageing Successfully Strategy
- Formal staff consultation on new organisational structure commenced (self directed support project)
- Continence Service redesign proposals
- Workforce Plan approved

July/Aug 2010

- Implementation of new structure begins
- RAS Policy approved by Council
- New financial system
- New brokerage providers confirmed

October 2010

- All new service users with a personal budget
- New structure in place

April 2011

- Existing and new eligible people with a personal budget

JOHN JACKSON
Director for Social & Community Services

Background Papers: Nil

Contact Officer: Alan Sinclair Programme Director Transforming Adult
Social Care Tel: (01865) 323665

April 2010

ANNEX 1

Summary Briefing for Adult Services Scrutiny Committee Accelerated Review Process Older Persons Services S&CS

Purpose - To make the most effective use of our resources we have put in place dedicated staff time to bring forward the reviews of 500 older people who are in receipt of services. The outcome we are expecting is to reduce the financial commitment in the older persons Care Management Purchasing Budget and transition individuals to receive a personal budget to provide opportunities for greater choice and control through Self Directed Support.

In summary, at the end of the first 2 months of the accelerated reviews process - the grid below show the outcomes so far.

98 of the 109 people are now in receipt of a Personal Budget.

Outcomes following review:	Of the 109 people
Change to size and method of delivery e.g. - reduction and transfer to direct payment	32
Change to method of delivery only e.g. - transfer to direct payment	3
Change to size of package only	17
No change to either size or delivery of care package.	45
Total	98
Review on hold due to various reasons, e.g. - admission to hospital or receiving further rehabilitation.	11
Following the reviews the number of people who have chosen to use the brokerage service	47

Previously all of these cases would have ordinarily had their current care packages reviewed by a Social Work Support Worker, however this is now being completed by a qualified Social Worker and where appropriate an Occupational Therapist jointly. (36 out of the 109).

Whenever any review of services is proposed where there may be a reduction there will obviously be anxieties and concerns that there will be a negative impact on people. Prior to each review an appointment letter clearly indicating the dual purpose of the review is sent to the service users and where appropriate family members. A leaflet explaining Self Directed Support and Personal Budgets is also enclosed for information.

Through this robust reviewing process we have looked carefully at levels of needs and how they have changed, as people have improved their need for care has been reduced. We are therefore confidently able to withdraw any care which is not required or does not meet the current Council approved Fair Access to Care eligibility.

The approximate savings so far made for year end 2009/10 are £38,000. For 2010/11 the savings for those 109 clients who have been reviewed so far is approximately £372,000. A proportion of these savings has already been built in to our annex 3 savings. A further proportion has been identified to improve the level of activity we can deliver in 2010/11.

At the outset of these reviews many people have had a fairly limited understanding of Self Directed Support but this has increased following this process. Some family members prior to the reviews have researched the topic and have been keen to take this opportunity to have greater flexibility and more choice for their relative.

Informing people about the amount of their budget for their support plan has generated some interest and surprise; this level of transparency is very new as previously this was not shared with the service user. Due to this in many cases the Social Workers have then been better able to explain why it is vital as a County Council and as taxpayers we ensure that we get good services that are value for money.

Melanie Pearce
Service Manager

27 February 2010