

Adult Social Care

7 Key Improvement Areas

Update 27th September 2024

ASC 7 Key Improvement Areas

Home First – led by Jo Waldmeyer Head of Service Development

Reviews – led by Caroline Lighten Head of Practice

Waiting Well – led by Caroline Lighten Head of Practice

Reablement – led by Debbie Thwaites Head of Locality

Direct Payment – led by Kate Allanson Head of Prevention

Carers – led by Kate Allanson Head of Prevention

People with Complex Life Circumstance – led by Elaine Hewitt Head of Mental Health

ASC Key Improvement Area - Home First

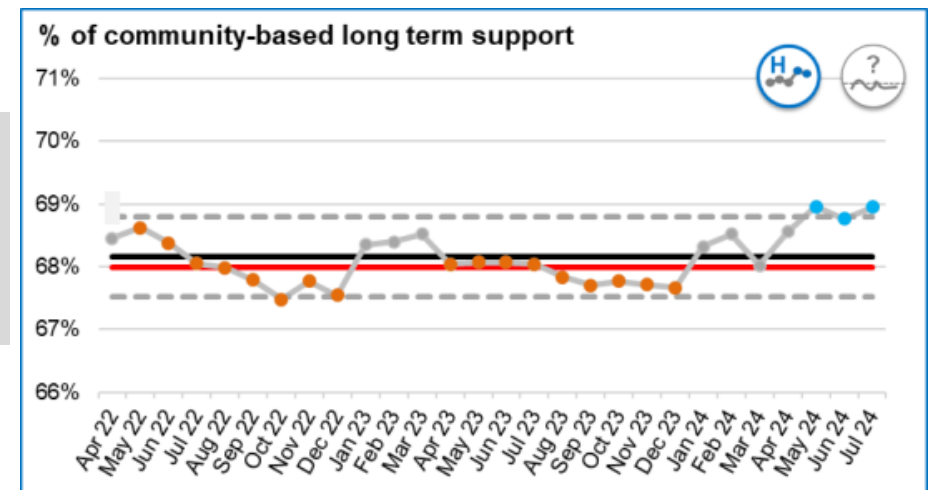
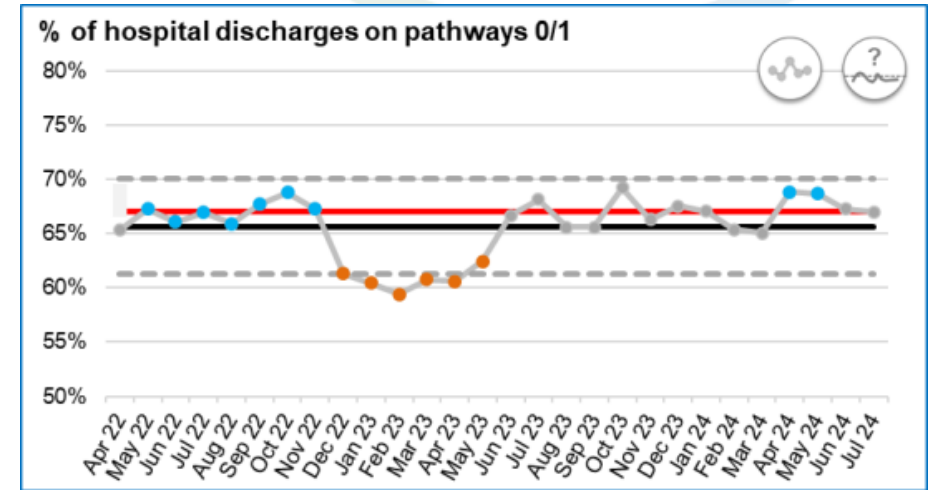
Headline: Increase in home care and reduction in short stay/length suggests Home First strategy is working

Achievements over the past year

- A significant improvement the recording of short stays;
- Bridging Service commissioned, continue to evaluate impact on hospital discharges;
- Partnered with Harrogate and District Foundation Trust Thrive to deliver Bridging Service and co-produce innovative Home First approach integrating with Harrogate And Rural Alliance Intermediate Care;
- Commissioned Nidderdale and Washburn Valley Service Navigator;
- Developed proposals to standardise our approach to commissioning 24 hour and live in care in order to improve value for money and increase usage as alternative to long and short stay.

Next steps

- Scope opportunities for strategic partnership with independent sector to bolster reablement capacity.
- Review commissioning approach/funding for pathway 2 discharge to assess.

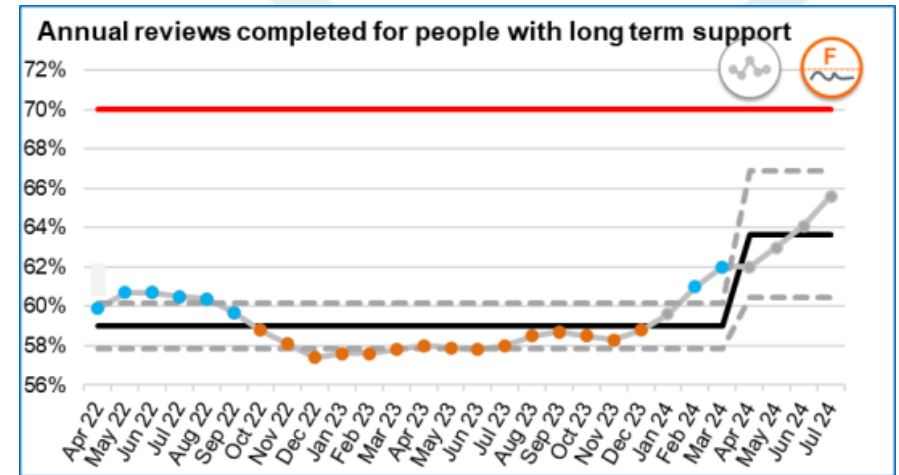


ASC Key Improvement Area - Reviews

Headline: The review rate for people with a long-term service has increased from 58.7% to 65.6%

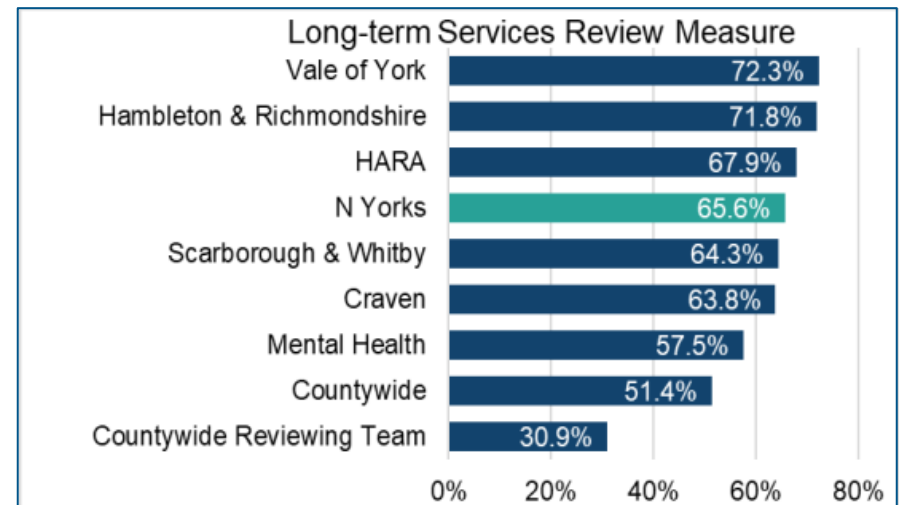
Achievements over the past year

- Data validation, sharing good practice and development of action plans with all teams;
- Review 'clinics' trialled in the Vale of York (virtual reviews) learning shared with others;
- Expanding the work undertaken by the Review Team;
- Significant reduction for people living in Residential homes waiting for a review;
- Various co-production and engagement sessions taken place with practitioners, to embed learning and improve understanding;
- On going work with Involvement and Governance team – first workshop with People With Lived Experience planned for Oct 2024 - plans to cover all the Health and Adult Services key improvement areas over the coming year.



Next steps

- Launch the new review form in LLA and deliver training to practitioners
- Continue to improve the quality of review activity - good outcomes for people
- Utilising the Reviewing Team to undertake community reviews



ASC Key Improvement Area – Waiting Well

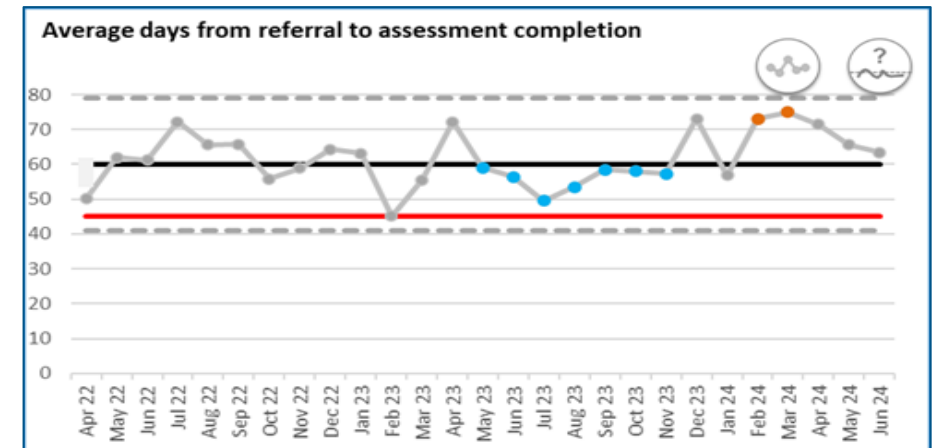
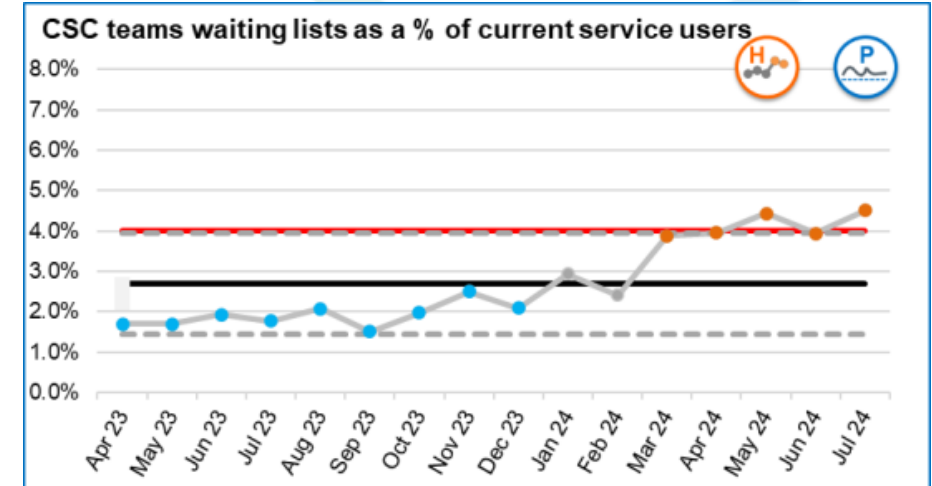
Headline: The number of people waiting for an initial assessment remains within target

Achievements over the past year

- New arrangements for maintaining contact with people waiting, inc. case recording tools including reablement contact and revised letter detailing options to pursue whilst waiting;
- Ensuring a consistent approach to managing and supporting with waiting lists across the County;
- Weekly reporting on performance in progressing new referrals to assessment and on timeliness in completing new assessments, aiming to bring timescales back in line with the 45-day target;
- New Occupational Therapy Assistant role has been recruited to, increasing the capacity available to respond to people waiting for Occupational Therapy input;
- An early contact operating model is being piloted aiming to put the right support in place at the right time, relevant to the person's needs and context;
- £400k investment to reduce the waiting list for Deprivation for Liberty Safeguarding assessment.

Next steps

- Detailed review of the new arrangements for maintaining contact (how does that feel for people)
- Co-produce a Waiting Well strategy with People with Lived Experience to understand what 'good' waiting looks like.
- Detailed review of young people awaiting an assessment for adult social care.



ASC Key Improvement Area – Reablement

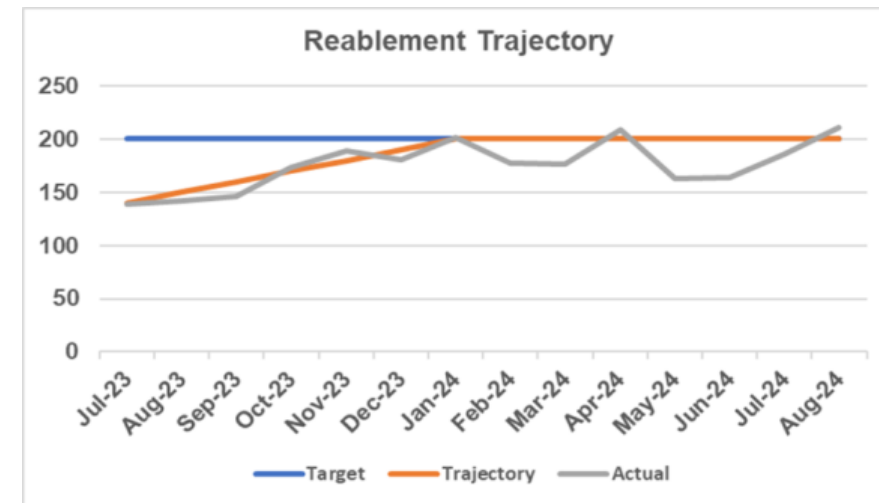
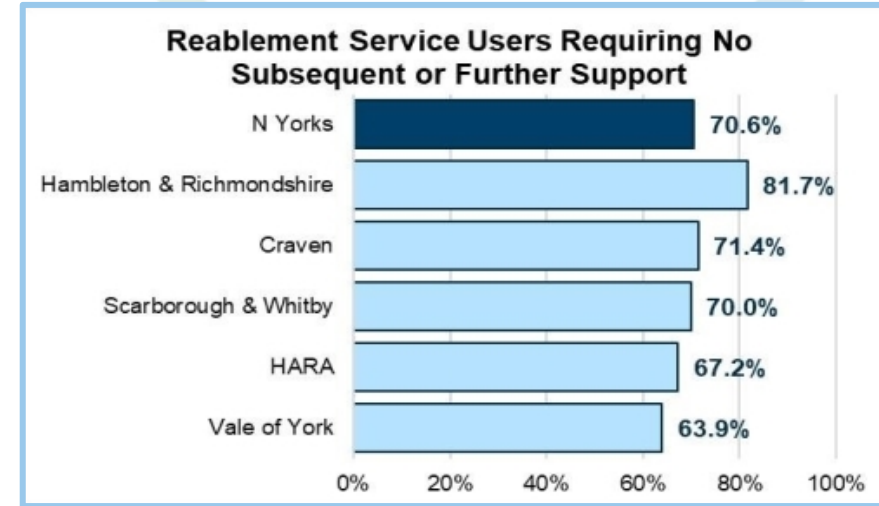
Headline: Significant progress made towards delivering reablement back to post Covid levels

Achievements over the past year

- Reablement activity continues to improve, 3.14 against a target of 3.99 Service starts for Apr-June were up by 42% compared with 2023/24;
- Social Care Coordinator linked to Reablement to provide extra support is being trailed;
- Reablement workers undertaking Waiting Well conversations during non-contact time;
- Reablement and Rehabilitation workstream completed 12 workshops county wide engaging with over 230 NHS and LA frontline workers and managers, to inform on the new integrated teams;
- Consultation/Review of bases and milage claims, new contracts for effected staff;
- Vacancies in Reablement have reduced to around 10% from 19%, Occupational Therapy Assistants recruited to;
- Reablement Countywide Service Manager recruited to for 12 months to support the Intermediate Care Rehab & Reablement workstream and to provide Registered Manager's with a consistent approach to service improvement and delivery.

Next steps

- Commence work on a co-produced Reablement information leaflet is being undertaken via LA SPARC research placement.
- Integrated teams next phase - co-produce the service spec with the therapy leads across the county



ASC Key Improvement Area – Direct Payments



Headlines: An increase in the number of Direct Payments Offered

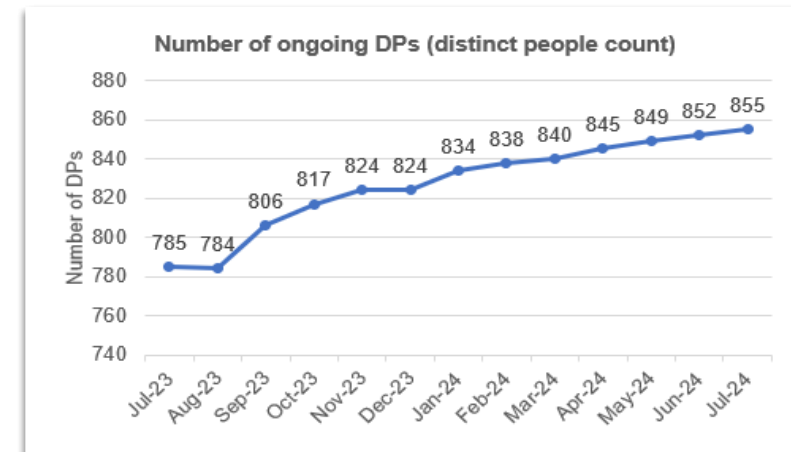
Achievements over the past year

- At the start of Q1 the average amount of assessments with DPs offered was 15%, which has now increased in April to 27.5% and continues to increase by around 1% a month;
- Practitioner sessions to support increased use of direct payments;
- Attracting more Personal Assistants by developing the market;
- New Direct Payment leaflet co-produced with Direct Payment recipient;
- Direct Payment recipient survey completed;
- Development of Individual Service Funds – budget is given to care provider to manage.

Next steps

- Direct Payment recipients and Direct Payment Advisors –to create a video with People With Lived Experience for promotion, web content and training materials
- Supporting Locality Teams to increase the conversation rate between Direct Payments offered and taken up.
- Continue to share examples of good practice to build practitioner confidence.

	2022/23 Baseline	Measure	Target	Var.	Assur.
Direct Payments per 100K of pop	152	168	183		



ASC Key Improvement Area – Carers

Headlines: An increase in the number of carers assessments completed

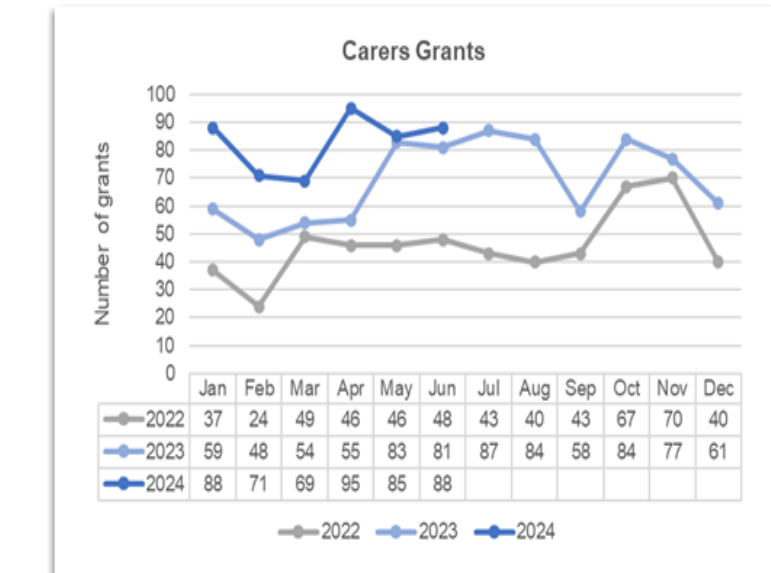
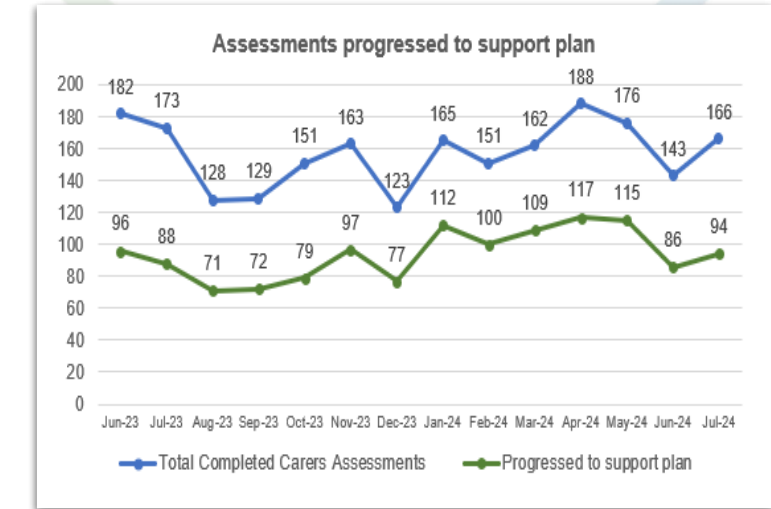
Achievements over the past year

- The Living Well expanded its role to include strength-based assessments for unpaid carers. This service draws on its well proven preventative approaches and its extensive knowledge of community assets in working with carers;
- Carers online assessment project restarted April 2024;
- Introduced Carers Round Table with Carers Support organisations and Dementia Forward;
- Accelerating Reform Fund – funding allocation agreed to support carers breaks and identification and recognition of carers;
- Draft Carers Strategy prepared and engagement in progress.

Next steps

- Engage with carers to develop a carers online assessment.
- Develop practice guidance to support to ensure consistent and meaningful support for unpaid carers.

	2022/23 Baseline	Measure	Target	Var.	Assur.
% of service users with an identified carer	57.8%	55.5%	45.9%		



ASC Key Improvement Area – Complex Life Circumstances

Headlines: Concept of Complex Care has grown (better understanding, more about complex systems than people).

Achievements over the past year

- Scoping - Ongoing engagement with Kings College. Bid for research was successful. NYC will be a pilot site for research: working with complexity and supporting social workers to develop judgement and decision-making expertise in adult social care;
- Trauma Informed Care (TIC) - Research and stakeholder building complete. Linked in with national trauma informed systems conveners. Local partnership with Relational psychologists in TEWV. Development of implementation group and TOR. Transformational support now agreed, and Project Manager allocated;
- Making Every Adult Matter – Place based partnership focusing on a framework for people experiencing multiple disadvantage;
- Complex Care Practice Development is underway to support trauma informed approaches and positive risk management;
- A series of spotlight sessions have been delivered to support practice and ensure Care Act compliance for people with drug and alcohol use. These were developed as an outcome of the Mortality Data Subgroup which engaged in reviews of cases related to people who have died in tragic, potentially preventable, circumstances.

Next steps

- Scoping- Kings college's research with NYC pilot, led by Dr Angela Lilly.
- Trauma Informed Care - Full Transformation project plan in development If successful,
- Making Every Adult Matter project begins in October.
- Team Around The Person Practice Support Development underway

Overarching KPIs	2022/23 Baseline	Measure	Target	Var.	Assur.
% of community-based long-term support	68.8%	68.4%	68.0%	⬆️	⚠️
Home First: pathways 0/1 as % of all hub activity	61.9%	66.1%	67.0%	⬆️	⚠️
Projected admission rate for OP to res/nursing	713	674	719	⬆️	⚠️



Performance Reporting

PEOPLE	- Caseloads; Complaints; Safeguarding; Mental health detentions.
POUNDS	- Care package costs; Direct payments.
PROVISION	- Care home quality and occupancy; Unsourced packages of care.
PREVENTION	- Front door effectiveness; Carers ; Living Well; Reablement.
PRACTICE	- Referral rates; Waiting lists ; Hospital discharges ; Assessment timescales ; Care home admissions ; Use of community-based support ; Reviews ; Case file audits;

- Quarterly report covering 24 key performance indicators (KPIs) across these areas, highlighting exceptions where performance has improved or where focused work is needed.
- Supported by follow-up deep dives and thematic reporting in between quarterly reports.
- A detailed benchmarking exercise against national data sets in 2023 identified **indicators where significant improvement was required** to bring performance in line with national averages, and these have underpinned the 7 key improvement themes.

Caseloads

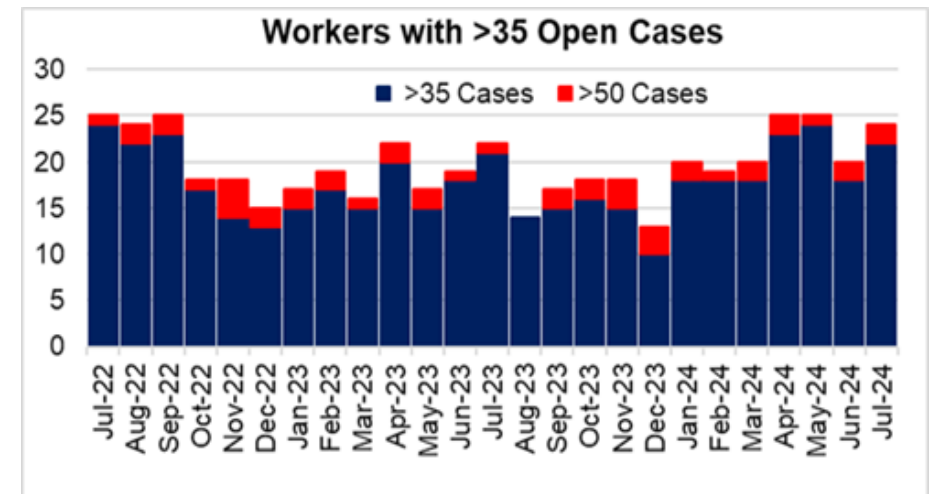
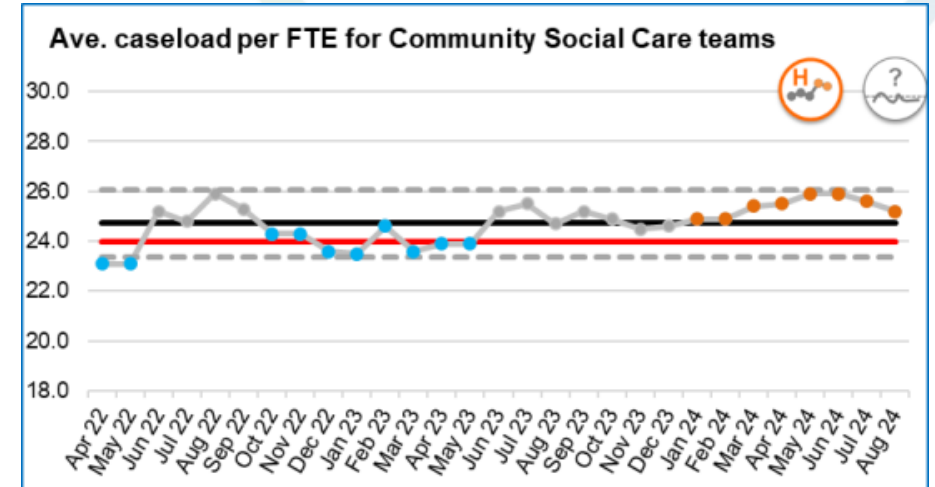
Two performance indicators are used to monitor caseloads:

- the KPI tracks the average caseload per full-time equivalent (FTE) staff numbers; and,
- a supporting indicator that reports how many social workers are holding over 35 cases.

The supporting indicator was informed by the annual national health check survey conducted by the chief social worker, which indicated that more than 80% of social workers managed a caseload smaller than 35 cases. In essence, the indicator triggers a red light on caseload levels.

Caseload levels are reported weekly at locality and team level through the directorate's social care resilience call, with worker level data available to managers to follow-up trends that are causing concern.

Since the Q1 exception was highlighted (bottom chart), the proportion of social workers with more than 35 cases has reduced from 12.8% to 10.3% and there are no workers holding more than 50 cases (1 worker in Q1).



Next Steps

ASC 7 Improvement Areas

- HASLT Away Day with Improvement Area Leads with a focus on the key achievements of the last year and next steps
- Agree Improvement Priorities for the next 12 months

Caseloads

- Recruit to any vacancies (strong recruitment already in generic teams / some vacancies in specialist MH roles)
- Move to specialist team structure
- Roll-out learning from local triage/caseload management pilots