

**Agenda Item 05**

Report to: (Board/Sub-Committee): Union Board report

Date of Meeting: Monday 28th January 2019

Subject: Adult services review - update

Presented by: Helen Kenyon on behalf of Bev Compton

**STATUS OF THE REPORT *(auto check relevant box****)*

For Information

For Discussion

For Approval / Ratification

Report Exempt from Public Disclosure  No  Yes

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| --- | --- |
| **PURPOSE OF REPORT:** | To update the board on the conclusions of the adult review and to outline the next steps and implications for the Union |
| **Recommendations:** | 1. Members are recommended to note the findings from the adult services review and discuss the implications for the union 2. Members are invited to discuss the vision for adult services and to make comments and changes as appropriate to the vision statement; this will be developed further following consultation with stakeholders and residents 3. The joint commissioning plan, which is currently in development, should include a set of user - focused commissioning principles which take note of the issues raised in the adult review 4. That the review report is shared widely and an action plan be developed in collaboration with partners across the health and care system. |
| **Sub Committee Process and Assurance:** | The adult services review was commissioned via the union and as such oversight is via the union leadership team and new board arrangements |
| ***Implications:*** |  |
| **Risk Assurance Framework Implications:** | A project governance framework was put in place to steer and manage the review. Risk management was built into the project approach throughout the review. |
| **Legal Implications:** | N/A |
| **Equality Impact Assessment implications:** | An Equality Impact Analysis/Assessment is not required for this report  An Equality Impact Analysis/Assessment has been completed and approved by the EIA  Panel. As a result of performing the analysis/assessment there are no actions arising  from the analysis/assessment  An Equality Impact Analysis/Assessment has been completed and there are actions arising  from the analysis/assessment and these are included in section \_\_\_\_ of the enclosed report |
| **Finance Implications:** | The adult services review was commissioned to examine how the union can best use its resources to support and maintain a healthy, independent adult population in North East Lincolnshire, mindful of the changing population demographics and likely increases in demand for services. The review aimed to identify areas of opportunity for improvement. |
| **Quality Implications:** | This report details a positive impact on quality.  The proposal put forwards, if agreed, would have a positive impact in terms of enabling providers to meet safe staffing targets. The review is also centred on improving the quality of experience for service users.  This report details a neutral impact on quality.  The report will not make any impact on experience, safety or effectiveness.  This report details a negative impact on quality.  The report details the need for budgets to be significantly reduced. It is clear that the report summarises that quality will be negatively impacted by this as decisions to remove services/provide a lower level of provision to solely meet the ‘must do’s’ of provision in terms of meeting people’s needs has to be made. It is forecast that service user experience will be negatively impacted by this position. |
| **Procurement Decisions/Implications *(Care Contracting Committee):*** | The board needs to consider how the findings of the review can be integrated with, or modify existing delivery plans. |
| **Engagement Implications:** | Stakeholders, users and community representatives have been fully involved in all stages of the review |
|  |  |
| **Conflicts of Interest** | *Have all conflicts and potential conflicts of interest been appropriately declared and entered in registers which are publicly available*  Yes  No |
| **Links to CCG’s Strategic Objectives** | Sustainable services  Empowering people  Supporting communities  Delivering a fit for purpose organisation |
| **NHS Constitution:** | <https://www.gov.uk/government/publications/the-nhs-constitution-for-england> |
| **Appendices / attachments** | Adult services review – project report and roadmap -  <https://docs.google.com/presentation/d/1sc_XxJ6inMs32LoJMH4STBYGUN7hR_qu73v-reRTMP4/edit?ts=5c1244ed> |

The adult services review commenced in July 2018 with the aim of enabling North East Lincolnshire “Union” (CCG and council) to gain a shared perspective on the problems and areas of opportunity for adult services. FutureGov conducted the review for the Union and was selected because it is a design based organisation which looks at services from a user perspective, providing recommendations as to how the council and its partners can deliver better, cheaper services that are more appropriate to the needs of our customers.

The approach looked at adult services from a user and professional perspective in four phases of activity starting by developing an understanding of the current systems and services accessed by adults in North East Lincolnshire.

The review process used an “agile” method, which involved a wide range of stakeholders meeting frequently to discuss and test the findings from the review. The work was planned in two-week “sprints”. This helped to ensure ownership of the review and helped to improve relationships between key stakeholders, including residents and service users.

FutureGov mapped users’ experiences of services and this helped service providers to understand some of the problems caused by the way we design and deliver services. This means that adults are not accessing what they need as efficiently as they could be and that we are not delivering the best outcomes possible.

A final report has been prepared. Five key themes emerged from the review:

**Vision** - There’s no shared vision or outcomes for adult services

**Trust** - There is tension between independent practice and system wide perspective

**Integration** – There is no shared view of the user

**Process** - ‘The Union’ doesn’t mean people only do things once

**Pace** – We (the health and care system) been having the same conversations for two years.

**Areas of opportunity and improvement**

Four areas for improvement are identified in the review report which include:

**Governance**

* Develop a shared vision for adult services
* Develop a single way of doing things and improve decision making
* Adopt an “agile” governance model for projects
* Introduce a set of principles for how services work together and where decisions are made
* Increase awareness and understanding of the full range of support available to improve users’ experience

**Data**

* Create a user centred data sharing policy to improve assessment processes
* Improve the knowledge and understanding of staff about data consent, sharing agreements and processes to link systems together better
* Improve the use of digital technology to meet both staff and user needs
* Create a shared quality standard for capturing data

**Content**

* Improve communication channels and frequency of communications
* Develop common content and communication standards
* Articulate clearly what each service does and expects from other services
* Develop a common language that is in line with how users search for and access information

**User experience**

* Give the service user a way to tell their story and control over the information they share
* Make sure user needs and business goals are aligned and have an outcome orientated approach to delivery
* Improve automation so that back end systems aren’t reliant on manual updates
* Build deeper understanding of user needs and embed user research
* Provide clarity about where users are in the journey

**Implications and key actions relevant to the union**

The review findings pose a number of key questions for the union, specifically around governance.

Union members are asked to reflect on the questions below, posed by FutureGov:

If the Union wants to have a greater impact it will:

* put end users front and centre
* have a clear theory of change
* know what its impact is
* know how to measure the impact it is having

If the Union wants to save money it will:

* accept that maintaining or increasing impact might be less of a priority
* have a laser-like focus on efficiency
* be wary of temporary cost savings that store up longer-term expenses
* look for non-digital efficiencies at the same time

If the Union wants to make work easier and staff happier it will**:**

* involve staff in co-designing solutions and decision-making
* accept that end users will be less of a priority
* address things like hardware first

Board members are invited to discuss these points to help prioritise actions for improvement.

The review offers the opportunity to develop a set of shared commissioning principles, which will ensure greater integration around service users, and develop efficient ways of working;

For example, these could include the following considerations:

1. Optimum use of digital technologies to reduce reliance on manual transactions, promote easier access to reliable information and advice and support self-care
2. Ensuring that we commission providers to have ICT systems which are fully integrated and interoperable throughout the health and care system
3. A principle of doing things once (no duplication) – for example a single care record should mean just that and should be accessible to all involved in a person’s care and support;
4. Services and support should be designed and co-ordinated around the needs of the service user
5. Developing a common set of standards around data collection, data quality and data sharing
6. A customer service ethos enabling people to be tracked throughout the system and keep up to date with their treatment and care pathways. This could imply an enhanced role for the SPA (similar to customer contact centres used in businesses);
7. Developing a workforce ethos, which promotes rights based care, wellbeing and independent lives.

It is recommended that these principles be developed and integrated into the Union’s commissioning plan.

**Emerging vision for adult services**

Recognising that there is not currently a shared vision for adult services, FutureGov worked with stakeholders in workshop setting to develop and initial “prototype” vision below, which board members are asked to consider.

**“Adults in North East Lincolnshire have healthy & independent lives with easy access to joined up advice and support which gives them the control they need to help themselves”.**

**Defined as:**

**Healthy:** Best possible health. Looking at both physical health and emotional wellbeing, not just absence of illness.

**Independent:** Able to manage daily life. Be able to do the things they want, when they want to.

**Easy access:** Anywhere, any time. As close as possible to home. Knowing what’s available. Choice of options available.

**Joined up:** Organisations deliver seamless support tailored to the individual.

**Next steps:**

Over the next few weeks, the priority is to share and discuss the review findings. The role of the union board is to ensure that key elements of the emerging action plan are “owned” by the most appropriate part of the system and that there is a process which provides assurance that the action points are followed through to delivery. The care and independence team in the CCG is being supported to develop and co-ordinate the delivery of the action plan by a member of the council’s commissioning support unit.