



Report to Health & Adult Social Care Scrutiny & Policy Development Committee

Report of: Alexis Chappell, Director Adult Health & Social Care

Subject: Update from the Adult Health & Social Care Change Programme

Author of Report: Jon Brenner, Principal Programme Manager

Summary:

This report provides an update on the Adult Health & Social Care Change Programme, including progress made to date.

Type of item:

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	✓
Other	

The Scrutiny Committee is being asked to:

Note and comment on the Change Programme

Background Papers:

Presentation on Change Programme

Department of Health and Social Care White Paper 'Integration and innovation: working together to improve health and social care for all', 11th February 2021

Department of Health and Social Care 'Statutory Guidance, Care and support statutory guidance', updated 27th January 2022

Department of Health and Social Care (DHSC) White Paper 'Joining up care for people, places and populations', 9th February 2022

Category of Report: OPE

Report of the Director of Adult Health & Social Care

Adult Health & Social Care Change Programme Update

1. Introduction/Context

- 1.1 The purpose of this report is to provide an update about Adult Health and Social Care change programmes designed to improve lives and outcomes of people of Sheffield.

2. Background

- 2.1 Our ambition is that we deliver excellent quality, personalised services in communities across Sheffield, and work in partnership with colleagues and partners across the City to end inequalities and enable people to live independently, well and safely so that they can live the life they want to live in their local communities.

- 2.2 In delivering this ambition, Adult Social Care work to our main responsibilities set out in three main pieces of legislation: the Care Act 2014, the Mental Capacity Act 2005, Human Rights Act 1998, Domestic Violence, Crime and Victims Act and key policy drivers. Alongside this, several local and national developments have taken place which impact on the future delivery and focus of Adult Health and Social Care.

- 2.3 This includes the introduction of Local Area Committees, Committees, Department of Health and Social Care White Papers - 'Integration and innovation: working together to improve health and social care for all', 11th February 2021, 'Joining up care for people, places and populations' published on 9th February 2022, Health and Social Care Bill and Care Act 2014, Care and support statutory guidance', updated 27th January 2022.

- 2.4 To that end, these direct Adult Health and Social Care to:

- promote wellbeing and independence
- protect (safeguarding) adults at risk of abuse or neglect
- prevent the need for care and support
- promote integration of care and support and work within communities
- provide information and advice
- promote diversity and quality in providing services
- demonstrate impact of our activity on the people we support and their families.

- 2.5 Alongside these developments, a self-assessment was implemented in 2021 and identified several areas of priority and this was subsequently reported to Scrutiny Committee in November 2021, alongwith the introduction of a change programme to respond to the areas of priority identified.

- 2.2 The programme is the delivery mechanism for the Council's Adult Health & Social Care Strategy: *Living the Life you want to Live*. The Strategy has been submitted for ratification to Co-Executive dated 16th March 2022, after extensive co-production and consultation across the city. This sets a strategic vision for adult health and social care, which is:

Everyone in Sheffield lives in a place they can call home, in communities that care, doing things that matter to them, and when they need it, they receive care and support that prioritises independence, choice, and recovery

- 2.3 The change programme has four main objectives:

- to improve citizens of Sheffield experience of social care, personal outcomes and quality of life and reduce inequalities; and
- work effectively with our workforce, citizens of Sheffield and our partners in an integrated way to design and develop supports and approaches which enable delivery on our strategic vision and improved outcomes for people; and
- to implement robust governance across social care which enables us to focus on quality and continuous improvement, deliver upon our statutory duties and prepare for the introduction of new CQC assurance framework; and
- to create a financially sustainable adult social care system.

3. Progress To Date and Future Plans

Below is a summary of key elements of our progress in the programme over the last year and our next steps in each area, aligned to themes identified in the one year plan and our key priorities.

3.1 Strategic Direction and Our Operating Model

A key priority was to co-design and develop an Adult Health and Social Care Strategic Plan which agrees a 10-year vision and direction of travel and an associated operating model and design. The Plan has been completed and submitted for ratification to Co-Executive dated 16th March 2022.

The next step is to communicate the strategy and co-design a delivery plan and operating model with our workforce, partners, and the people we support and their carers to set out the future design and model of adult social care, practical delivery actions and key milestones.

It is aimed to bring the proposed delivery plan, operating model, and design to a future Committee.

3.2 Leadership and Culture

To deliver on our ambitions, change programme, and improve quality and performance, a priority was to strengthen our leadership arrangements and create the conditions and culture for change.

To that end, a new leadership focus and structure has been developed and implemented, which builds capacity to deliver on the change programme, strengthen our ability to develop integrated arrangements with partners, provides focus on individuals and brings together commissioning, provision, and assessment into an integrated and streamlined model.

As a key next step, and in partnership with key colleagues and our workforce, our focus will be on finalising our operating model so that our resources are used effectively to deliver improved outcomes for people of Sheffield and unpaid carers.

3.3 Co- Production and Co-Design

Core to our approach to change is embedding a culture of co-production and co-design with people who use our services, unpaid carers, our workforce, and partners. To that end key developments have taken place as follows:

- Working towards embedding Think Local Act Personal as a standard of working.
- Developing a Citizens Board as part of our new governance arrangements so that individual's, our workforce and partners views and voices are central to our developments
- Introducing a cohesive approach to engagement across the service.

3.4 Integrated Working with Partners – A New Model of Working

Core to the achievement of positive outcomes and experiences of individuals who access social care is meaningful collaboration and integrated approaches to the delivery of care. To that end, a number of key approaches have been taken forward which include:

- Formalising our relationship with NHS to prepare for advent of the Health and Social Care Bill. A report setting out proposals has been submitted for ratification at Co-Executive on 16th March 2022.
- Strengthening our partnerships and relationships with primary care, secondary care housing, communities, VCF and

independent Sector colleagues across the City through consideration of new ways of working and developing integrated design, pathways and model of service delivery.

- Developing shared health and wellbeing outcomes, joint commissioning plans and arrangements to focus on how we used our joint funding to improve lives and outcomes for people. A report is planned for a future Committee seeking endorsement of the shared outcomes and joint plans.
- Developing a new approach to transitions, which includes establishing a dedicated transitions team to support preparation for adulthood. A report is planned for a future Committee setting out progress and a delivery plan to focus on improvements for young people.
- Implementing a Sheffield system wide tactical and coordinated approach to responding to the pandemic. A report is planned for a future Committee setting out learning and proposed next steps.
- Engaging partners and having representation from key partners within our Adult Health and Social Care Strategic Board so that we are focused on delivering strategic, tactical and operational collaboration and system wide working.

3.5 Care Governance and Performance

To deliver on our ambitions, change programme, and improve quality and performance, a priority was to strengthen our governance arrangements and focus on delivery on our performance.

This has led to the introduction of an Adult Social Care Strategic Board, a Change Programme Delivery Board, Performance Improvement Framework, and a Quality Improvement Programme aligned to our preparations for the introduction of the CQC Assurance Framework and to support a collaboration, openness, and transparency in our approach to adult social care.

A separate report has been submitted to Scrutiny Committee today setting out how we are embedding continuous improvement and the preparations for the introduction of an enhanced CQC assurance framework.

A key next step is to embed this new governance arrangements and bring forward regular performance reporting so that we continue to evidence a focus on delivering improved outcomes for people, carers, and our workforces.

4. What Are The Risks?

There are currently no known significant equality implications identified from the Change Programme. The financial implications of the change programme are reflected within the Council's budget, which was considered by Full Council earlier this month.

There are significant risks associated with not delivering on the change programme, including:

- Significant reputational damage to the Council
- A loss in confidence from the people we work with and their carers/representatives, our partner organisations and care providers
- Recruitment and retention of staff
- Step in power for the Secretary of State to intervene if CQC considers that we are failing to meet our statutory duties
- Reduced ability to have a financially sustainable social care system.

However, the above risks are mitigated against by approach and focus on delivery planning.

5. What does this mean for the people of Sheffield?

The Change Programme provides AHSC with a catalyst for change. It is an opportunity for us to focus on improving outcomes for people and communities of Sheffield and enable a strategic shift towards early intervention and prevention.

Focusing on working in a more integrated way with our Health Partner Organisations and Voluntary Sector Partners; working with care providers to further improve care quality; and ensuring ongoing improvements in our practice quality, will all lead to improved outcomes for the people we support and their carers.

6. Recommendation

The Committee is being asked to provide views, comments and recommendations on our change programme.

END