

Adult Social Care

Adults Transformation programme

An Overview of the programme and project portfolios
2024 - 2026

Living our values *every day*




Adults Transformation Programme Charter

Programme Overview

A Programme that drives change and coordinates activities that build and deliver sustainable adult social care for now and the future, enabling the people of Gloucestershire to remain independent and in control of their health and wellbeing by receiving the right intervention at the right time.

Aim 1: To develop capacity and skills in our workforce (internal/external)

Aim 2: To create the conditions for financial and market sustainability

Aim 3: To support continuous improvement which assures quality commissioning, care and practice

Aim 4: To promote innovation which enables independence and actively promotes the prevention of need

Aim 5: To respond positively to changing legal frameworks, equipping us and our system partners to deliver excellent outcomes

Aim 6: To co-ordinate ASC contribution to ICB's urgent & emergency care response

Delivering Council Priorities

- Consider early intervention and prevention, together with strength-based working, a part of all aspects of our work across the Integrated Care System
- Build a world class model of short-term care (our Enhanced Independence Offer)
- Delivering our Technology Strategy
- Working with care providers to address capacity gaps and over provision
- Responding to changes in Government legislation

Living our values every day



Milestones

Programme formulation
(Dec 2021 – Jan 2022)

Implementation planning & resource allocation
(Jan – Mar 22)

Programme sign-off
(end March 2022)

Programme Launch
(May 2022)

Ongoing monitoring & evaluation
(April 2022 onwards)

Programme close
(March 2025)



Adults Transformation Programme portfolios

Priority Portfolios

FIT FOR THE FUTURE

Senior Lead: Amanda Jones

Tactical Leads: Sarah Jasper, Tricia Gallagher, Karl Gluck

To respond positively to changing legal frameworks, equipping us and our system partners to deliver excellent outcomes

WORKFORCE

Senior Lead: Mandy Quayle

Tactical Leads: Jenny Cooper, Tricia Gallagher

To develop capacity and skills in our workforce (internal & external)

MARKET DEVELOPMENT

Senior Lead: Benedict Leigh

Tactical Lead: Brenda Yearwood

To create the conditions for financial and market sustainability

TECHNOLOGY

Senior Lead: Emily White

Tactical Lead: Mat Jenkins

Expand capacity of the care and health system through the use of technology, whilst ensuring we minimise the impact of Digital Exclusion

Enablers

COMMUNICATIONS

Lead: Sally Moss

INVESTMENT & SAVINGS

Lead: Sally Moss

DATA & INSIGHTS

Lead: Sally Moss

DIGITAL & ICT

Lead: Sally Moss

CUSTOMER EXPERIENCE

Lead: Karen Longman

Living our values every day



Adults Transformation Programme projects

Fit for the Future

- Fairer Contributions Policy
- Finance teams Diagnostic
- Direct Payments
- FAB team Remodelling
- The ASC Debt Project
- Single point of access
- DOLS Remodelling and Modernisation
- Pending lists for assessments & self-assessment
- Mental Health Ops
- GHC – Occupational Therapists

Workforce

- Vision mission & purpose
- Leadership Management development
- Workforce modelling
- In House job profile review
- Grow our own
- Profile and employment pipeline
- Career Pathways
- External Workforce strategy
- Training & Development
- Grey Matter
- LD & Autism training

Market Development

- Hyper-localised blocks
- Market Position Statement
- New Bed based contract
- PAMMS (Phase 2)
- Community Grants
- Community Micro Enterprises Community Catalysts
- Brokerage Systems – ECM
- Brokerage Systems – E-brokerage

Technology

- Blue Badge system
- In house case recording
- Digital Shared Care Records (JUYI)
- Digitising the care sector (ICB led)
- Technology Enabled Care (TEC) service
- Virtual smart home, business case
- Digi Hubs
- Digital Inclusion
- Integrate tech into care and support planning
- Assess system change impact on workforce

Living our values every day



Adults Transformation Programme – Fit for the Future

What is the problem we are trying to solve?

The Adult Social care sector is facing significant challenges meeting the growing needs of our Gloucestershire communities, while managing new legislation frameworks and statutory requirements. With both a predominantly ageing workforce and an ageing population, whose needs are predicted to become more complex as life expectancy increases. There is a need to build a sustainable, skilled and valued GCC Adult Social care services, enabling the delivery and modernisation of a high-quality adult social care offer in Gloucestershire which is fit for the future.

What are we planning to do?

1. We will review, develop and modernise our Adult Social Care operating models, by streamlining and modernising our end-to-end processes. Improving the outcomes for individuals, staff, our partners and GCC. To ensure we can support growing demand, mitigate backlogs and improve productivity.
2. We will review and invest in our internal adult social care systems and explore new digitisation to increase efficiency, and ensure processes are fit for purpose and are CQC compliant.
3. Ensure timely and accurate data and business intelligence is available to allow us to understand our Operational activities and the impact the fit for the future portfolio projects have on our Adult Social Care Teams.
4. Aim to improve communications and reduce silo working by encouraging collective working across ASC teams, supporting each other.
5. Equip GCC and system partners to respond positively to changing legal frameworks, delivering reviewed and consulted fairer contribution policy.

What difference will it make?

Happier, skilled and confident staff spending more meaningful time with the people we support. Due to a reduction in unclear, duplicate and manual processes, enabling a better experience for the people we support, our staff and partners.

An improved fairer contribution policy offer which is open and inclusive. Ensuring choice, accessibility and transparency for Gloucestershire residents, improving the experience for the people we support

Timely assessments for the people we support and their families, that can be completed when it is right for them.

Happier staff and the people we support as modernising and reviewing our operating models should free up time for meaningful human interactions creating stronger connections between people and their friends, family, and care networks.

Adult Social Care teams having the right digital tools and data to provide the outstanding, safe care that all people deserve.

Fit for the Future – Plan on a Page

SRO:	Amanda Jones	Programme Manager	Anna Edwards
Tactical Leads:	Sarah Jasper, Tricia Gallagher, Keith Vardy	Project Support	Beth Spragg

Where do we want to be in 2 years time?

To be equipped to deliver improved outcomes for people in need of care and support, having responded proactively to adult social care reform.

Interdependencies

Digital/ICT/ Legal services/ DHSC on reform/Communications/IMS

Orgs Involved in Delivery

- ICB / GHFT / GHC

Workstream	Objective	Projects	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4	24/25 Q1	24/25 Q2	24/25 Q3	24/25 Q4
Adult Social Care Finance teams	To develop ASC finance teams operating model to support demand, mitigate backlogs, & improve productivity	<ul style="list-style-type: none"> Charging Policy Finance teams Diagnostic Direct Payments FAB team Remodelling including the RFA and ContrOCC Client Portal The ASC Debt Project 								
Safeguarding & DoLS	To refine current processes and digitalise to mitigate backlogs and have access to up-to-date data – in preparations for future move to LPSG	<ul style="list-style-type: none"> Single point of access DOLS Remodelling and Modernisation including LAS/LAS Portal 								
Adult Social Care Operations	To develop the ASC operations operating model to improve performance & outcomes and respond to adult social care reform	<ul style="list-style-type: none"> Pending assessments including self-assessment 								

Key Programme Metric	22/23 Q3	22/23 Q4	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24	Key Programme Metric	22/23 Q3	22/23 Q4	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
% of Proceedable FAB ASS where visit completed in 1 working month			TBC	NEW	METRIC	PENDING	Increase % of Safeguarding contacts passed to Safeguarding	34%	40%				
Reduction in ASC debt write offs			TBC	NEW	METRIC	PENDING	Reduction in pending list for Assessment in locality teams	430	507				
Reduction in pending list for FAB Assessment	822	706					Increase timeliness of Social Care Assessment (Av. Days)			TBC	NEW	METRIC	PENDING
Reduction in FAB missing Assessments			TBC	NEW	METRIC	PENDING	Increase timeliness of Mental Health plan Reviews						

Adults Transformation Programme – Workforce

What is the problem we are trying to solve?

The care sector is facing significant challenges in recruiting, developing and retaining a workforce that will meet the growing needs of our Gloucestershire communities. With both a predominantly ageing workforce and an ageing population, whose needs are predicted to become more complex as life expectancy increases, the need to build a sustainable, skilled and valued workforce both across GCC Adult Social care services and within independent provision is key to enabling the delivery of a high quality adult social care offer in Gloucestershire now, and in the future.

What are we planning to do?

Within GCC:

1. We will work to create a positive working culture where employees feel safe, supported and valued.
2. We will plan our staffing to ensure that we have the right number of appropriately skilled and experienced staff available to deliver services, anticipating future variations in demand, and technological advances.
3. We will invest in the workforce by offering a range of quality training and development opportunities that builds the skills and confidence required to 'do the job' and by creating clear, career development pathways that enables the workforce to grow, develop and progress their career ambitions.

With external providers:

4. We will work with our independent care providers to support them in recruiting, developing and retaining a skilled and sustainable workforce .

What difference will it make?

Happier, skilled and confident staff leads to a better experience for the people we support and should increase retention rates.

Better workforce planning will support services to recruit the right number of appropriately skilled staff, reducing workloads and pressure on staff and improving response times for the people we support.

Clear progression and career development pathways will support the retention of the workforce within the care sector and should attract new people into starting or returning to careers in care.

A skilled and sustainable workforce within the independent care provision will lead to increased quality and consistency of the care delivered.



Workforce – Plan on a Page

SRO:	Mandy Quayle	Prog. Manager:	Tor Williams
Tactical Lead:	Tricia Gallagher & Jenny Cooper	Project Support	Kirstie Trueman
Interdependencies Corporate workforce strategy, Technology/Market development/FFT portfolios, Market Position Statement, staff survey,		Orgs Involved in Delivery ICB /GHFT/ GHC	

Where do we want to be in 2 years time?

To have improved capacity and skills across our internal and external workforce

terdependencies

Corporate workforce strategy, Technology/Market development/FFT Folios, Market Position Statement, staff survey,

Orgs Involved in Delivery

Workstream	Objective	Project	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4	24/25 Q1	24/25 Q2	24/25 Q3	24/25 Q4
Internal Workstream To develop the culture, capacity and capability within a skilled and valued workforce to deliver a high quality adult social care offer to Gloucestershire communities	Culture: Ensure that our organisational vision, values and behaviours are embedded across the workforce	<ul style="list-style-type: none"> Vision mission and purpose Leadership & management development 			→	Delivery				
	Capacity: Plan so that we have the right number of appropriately skilled and experienced staff available to deliver services. Make GCC an employer of choice	<ul style="list-style-type: none"> Workforce modelling IH job profile review Grow your own Profile and employment pipeline 			→	Scoping				
	Capability: Cultivate a caring, committed and competent workforce, that includes skilled and confident leaders at all levels	<ul style="list-style-type: none"> Career Development pathways 			→	Delivery				
					→	Re-Scoping				
					→	Re_Scoping				
					→	Delivery				
	Recruitment: Collaborating with care sector recruiters and partners to engage and support potential care workforce into the care sector	<ul style="list-style-type: none"> Workforce strategy 			→	Delivery				
	Training: Offer excellent training and development and support the workforce to meet core mandatory and sector wide workforce learning and development needs.	<ul style="list-style-type: none"> Training & Development review (linked to strategy) Grey Matter LD& Autism national training (Oliver McGowan) 			→	Scoping				
	Petition: to be scoped in				→	Delivery (re-procurement)				
					→	Delivery				

Retention: to be scoped in										Retention: to be scoped in									
Key Portfolio Metrics		Target/base	Good	Q1 23/24	Q2 23/24	Q 3 23/24	Q4 23/24	Key Portfolio Metrics				Target/base	Good	Q1 23/24	Q2 23/24	Q 3 23/24	Q4 23/24		
% Turnover rates Adults Directorate (Int.)	11.6	Less	13.3	12.9				% external care providers vacancy rates (Skills for Care)				9.9 Eng av	less	9.4	9.7				
Number (%) of days lost to sickness in Adults Directorate (Int.)	2.79	less	2.63	2.78				% external care providers turnover rates (Skills for Care)				28.3 Eng Av	less	33.4	32				
% vacancy rates ASC SSW,SW,ASYE & LD	0	less	23.6	22.41															

Adults Transformation Programme – Market Development Portfolio

What is the problem we are trying to solve?

Our market is constantly changing and so do the pressures and demands. Current provision will not meet all of the needs of the population of Gloucestershire, and some contracts and frameworks are no longer fit for purpose. The data intelligence that we have about the market is also convoluted and in need of simplifying.

What are we planning to do?

1. Develop ways to support people to stay at home for longer. One of the ways we are doing this within this portfolio is by commissioning domiciliary care in a more sustainable way with the delivery of hyper-localised block contracts. This is helping increase community based care and reducing residential care. We are also investing in the development of community micro-enterprises.
2. Improve our support to providers so that there is more flexibility in provision to meet and anticipate future demand in county, and there are better systems and processes to increase efficiencies.
3. Update our Market Position Statement by doing an in depth study of demand and capacity so that we can then develop clear plans to meet the needs of the population and improve sustainability.
4. Ensure timely and accurate data and business intelligence is available to allow us to understand commissioning activity. To do this we are working with ICT, Data and Performance colleagues to review our processes in older adults and reduce manual work experienced by teams.

What difference will it make?

Staff, partners and individuals should have access to the information and knowledge that they need to access or allocate the support that they need.

Staff, partners and individuals should have a better understanding of the range and quality of services that are available in Gloucestershire and how to access them

Staff will feel more empowered to work in the most efficient way possible.

Living our values every day



Market Development – Plan on a Page

SRO:

Benedict Leigh

Prog. Lead:

Zoe Barnes

Tactical Leads

Brenda Yearwood

Prog. Support

Vicky Williams

Where do we want to be in 2 years time?

To have made progress in creating the conditions for financial and market sustainability

Interdependencies

Digital/ICT, data capability, ICB transformation, Workforce portfolio, Working as One Programme

Orgs Involved in Delivery

- ICB / GHFT / GHC

Workstream	Objective	Projects	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4	24/25 Q1	24/25 Q2	24/25 Q3	24/25 Q4
Supporting Providers	Create a Market of provision that meets the needs of the population of Gloucestershire within available resources Supporting providers to flex their provision to meet anticipated future demand in County	<ul style="list-style-type: none"> • Hyper-localised blocks • Market Position Statement • New Bed based contract • PAMMS (Phase 2) 					Delivery	Delivery	Delivery	
Supporting Prevention	Ensure co-production and strength and outcome based activity underpins all of our commissioning plans Ensure current and future contracts & frameworks underpin the overall transformation aims of ASC and deliver legislative outcomes specified in relevant legislation	<ul style="list-style-type: none"> • Community Grants 				Delivery				
Supporting Improvement & Innovation	To develop and implement systems and processes that increase efficiency across commissioning and the providers we commission Ensure timely and accurate data and business intelligence is available to allow us to understand commissioned activity	<ul style="list-style-type: none"> • Community Micro Enterprises – Community Catalysts • Brokerage Systems – ECM • Brokerage Systems – E-brokerage 				Awaiting Approval		Delivery	Delivery	

Key Progr. Metric	22/23	23/24	24/25	25/26
Reduction in breakdown of care and emergency placements and handbacks			Qtr 2	
Av. Number of days individuals are waiting for care provision			Tbc	
Number (%) of people placed in Good or Outstanding provision		Qtr 3		Tbc
Number (%) of people that are able to die in place of preference	Tbc		Tbc	
Number (%) of contracts which deliver against a checklist of those outcomes				

Adults Transformation Programme – Technology Portfolio

What is the problem we are trying to solve?

Too many people remain in care/hospital settings when a potential tech intervention could speed up a move to regain independence and remain/return to their own home.

Current tech offering is often reactive, and we need to move to a more reactive, preventative model where early interventions can decrease the potential decline and resulting level of care required.

As AI and other tech products advance in the social care market, staff need to be confident in considering and prescribing tech as part of care planning

What are we planning to do?

1. Commission a new tech Enabled Care service that will provide a more proactive approach, focussing on prevention and early notification of potential health and social care needs.
2. Support staff (internal and external) to become more tech confident and competent to encourage consideration of tech in any care planning and referral processes
3. Invest in the CVS to provide citizens and staff (internal and external) with the opportunity to explore and develop basic tech/Digi skills and build confidence allowing them to access support and help using tech platforms
4. Invest in our internal systems to increase efficiency, and ensure processes are fit for purpose and are CQC compliant

What difference will it make?

More people will be able to remain in their own homes. Tech will offer reassurance to them, their family and to professionals.

People will spend less time in care settings, allowing them to retain or regain independence.

Staff (and individuals) will be confident and competent in considering tech.

Internal processes and systems will allow more staff time to do 'care' work, removing volume of paperwork and streamlining processes.

Move from paper-based systems will align with our CQC inspection requirements

Living our values every day



Technology – Plan on a Page

SRO:	Emily White	Programme Manager:	Steve Andrew
Tactical Leads:	Mat Jenkins, Tom Stanley	Project manager:	Emma Pearn

Where do we want to be in 2 years time?

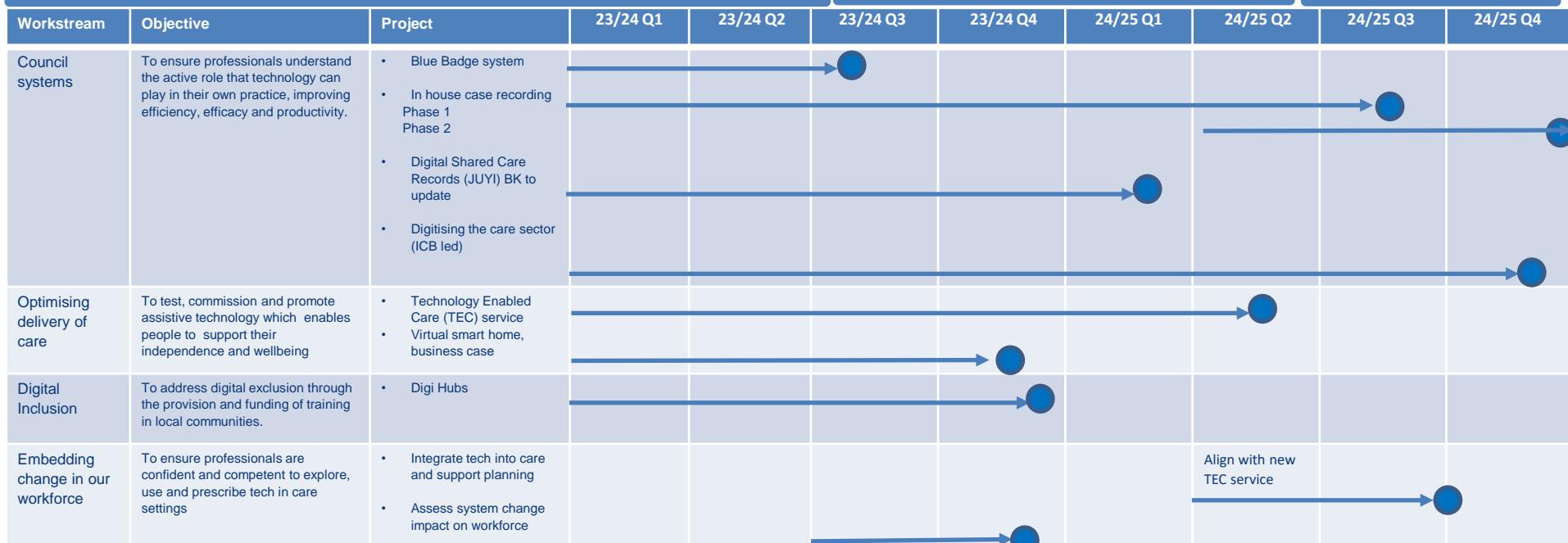
To have expanded the capacity of the care and health system through our use of technology

Interdependencies

Digital/ ICT, ICB digital strategy, ICB transformation

Orgs Involved in Delivery

- ICB / GHFT / GHC



Key Progr. Metric		23/24	24/25	25/26	26/27	27/28	Key Progr. Metric		23/24	24/25	25/26	26/27	27/28
Decrease in care/nursing home placements due to TEC intervention			Q2				Increase in hospital discharge to own home with TEC intervention			Q2			
Increase in early social or health care interventions for issues that detected by the use of TEC			Q2				Number of requests for TEC by locality			Q2			
Decrease in packages of care after TEC deployed			Q2				Reduced printing, paper and photo copying costs			Q3			