

Adult Social Care, Well Being and Communities

Our vision and purpose:

We make a difference by enabling people to help themselves and each other, doing everything we can to help people build resilience, thrive and live a good life



Living our values every day



Our Mission: we will

- Collaborate with family, carers, people, communities to promote good health, independence, positive risk taking, and prevent harm
- Be involved when we're needed, at the right time, for right length of time. Champion people's rights, treating them with dignity and respect
- Promote social and community connections, enabling people to thrive, supporting independence, well being, and healthy lifestyles
- Act in a coordinated way that puts people at the centre, act on feedback and what people are telling us in a way that is responsive and flexible, listening to what is important to them.
- Challenge inequality and discrimination in all we do, poor quality wherever we see it, promote inclusion and communicate in an accessible and open way
- Do everything we can to support high quality services, making best use of intelligence, data and available technology, creating



Our Strategic Priorities 2024-2025

-  Collaborate
-  Advocate
-  Enable
-  Coordinate
-  Communicate
-  Learn

-   Ensure the ways we assess individual need and deliver care and support are fit for the future
-   Develop our approach to co production with people with lived experience of disability and long term conditions
-   Digitise, connect and transform services safely and securely
Council Strategy: Deliver a Technology Strategy: exploring the potential of digital and technology to support carers and improve the quality of care that people receive.
-   Develop our approach to our statutory obligation to prevent, reduce, and delay needs for care and support
Council Strategy: Make early intervention and prevention, together with strength-based working, into all aspects of our work across the Adult Social Care System, and in our engagement with the developing Integrated Care System
-   Develop our Internal and External Workforce Strategies, focusing on recruitment and retention, learning and development, and digital skills and capability
-   Develop our strategic commissioning priorities, supporting providers and supporting innovation
Council Strategy: Work with independent care providers to address capacity gaps and over provision, including use of central government funding to improve the terms and conditions of care sector staff.
-   Deliver the Adult Social Care outputs of the health and social care system transformation of urgent and emergency care
Council Strategy: Build a world class 'model' of short term care (the 'Enhanced Independence Offer') together with the NHS and other partners
-   Deliver our Data and Intelligence and Quality Strategies, to improve oversight and decision making

Living our values every day

-  Accountable
-  Integrity
-  Empower
-  Respect
-  Excellence



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

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

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Adults Transformation Programme projects

Fit for the Future

- Fairer Contributions Policy
- Direct Payments Workstream
- FAB team Workstream
- The ASC Debt Project
- DOLS Remodelling and Modernisation
- GHC – Occupational Therapists
- Gloucester Equipment Loan Service

Workforce

- 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

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

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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.



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.



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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 will have access to the information and knowledge that they need to access or allocate the support that they need, when they need it.

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

Staff will feel empowered and supported to work in the most efficient way possible to achieve positive outcomes for the individuals they support.

Living our values **every day**




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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

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Recent Success Stories

- Delivery of Single Point of Access in Safeguarding team – enabling all referrals to come into the team through one single route, via an on-line form which provides all of the information the team needs to effectively triage referrals
- Delivery of a new GDPR compliant system for processing Blue Badge applications which has reduced the risk of data security breaches
- The awarding of £413k of Thriving Community Grants to 65 local community groups to help people to stay well and live independently and getting payments out in record time
- Launch of the Adult Social Care Vision and Mission

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