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| <b>Transformation &amp; Improvement Board</b><br><br>26 <sup>th</sup> March 2019 | <br><b>TOWER HAMLETS</b> |
| <b>Report of:</b> David Jones, Interim Divisional Director of Adult Social Care  | <b>Classification:</b><br>Unrestricted  |
| <b>Title</b> Adult Social Care Improvement Programme                             |   |

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| <b>Lead Member</b>                       | <b>Councillor Denise Jones, Cabinet Member for Health and Wellbeing</b>   |
| <b>Originating Officer(s)</b>            | David Jones, Interim Divisional Director of Adult Social Care   |
| <b>Wards affected</b>                    | All wards   |
| <b>Strategic Plan Priority / Outcome</b> | Priority 1, outcome 3: People access joined-up services when they need them and feel healthier and more independent |

### Executive Summary

This report provides an overview of the Adult Social Care Improvement Programme, since its inception in summer 2017 to the present. The report focuses on the three interconnected main aims of the programme:

- i. Improving the culture, practice and stability of the adult social care workforce
- ii. Improving the integration of health and adult social care
- iii. Improving the experience of adult social care users and carers

For each of these three aims, the report describes:

- What action was taken
- What different it made
- What the challenges and next steps are.

Overall, the report describes a far-reaching programme of work that has resulted in real and measurable benefits for the social care workforce and for the people who use our services. However, it is important to note that the improvement programme has not finished. Issues such as culture change, data quality and staff recruitment and retention remain ongoing priorities, reflecting the reality that they are complex and challenging issues that take time to address. These priorities will be the ongoing focus of the Quality Assurance Board in adult social care, working in partnership with others.

## **Recommendations:**

The Transformation & Improvement Board is recommended to:

1. Note the report and comment on the Adult Social Care Improvement Programme.
2. Comment on how the Transformation and Improvement Board can best support the ongoing work of the Adult Social Care Improvement Programme.

### **1. REASONS FOR THE DECISIONS**

- 1.1 The Transformation and Improvement Board are asked to provide comment on the report in order to influence how the programme is run and communicated in future.

### **2. ALTERNATIVE OPTIONS**

- 2.1 The Board may want to propose a different course of action.

### **3. DETAILS OF THE REPORT**

#### **3.1 Overview**

The Adult Social Care Improvement Programme began in summer 2017. As noted in the Executive Summary, the three main aims of the programme can be summarised as follows:

- i. Improving the culture, practice and stability of the adult social care workforce
- ii. Improving the integration of health and adult social care
- iii. Improving the experience of adult social care users and carers

#### **3.2 Improving workforce culture, practice and stability**

The report highlights a range of actions that have been carried out to improve this. These actions include bureaucracy busting initiatives, recruitment campaigns and a renewed focus on safeguarding and strength-based practice. The positive impact of these actions can be seen in our reduced use of agency staff, audit results, in staff feedback and in feedback from external experts.

#### **3.3 Improving integration of health and adult social care**

The report describes the main action taken by adult social care operational services to integrate with health. Key amongst these was a restructure of operational teams in 2018, so that teams are now split into four localities that are aligned with community health teams and that bring together Social Workers and Occupational Therapists. The positive way this was managed was particularly highlighted in a recent Investors in People assessment of the local authority.

### 3.4 Improving the experience of adult social care users and carers

The 'end result' of improvement work is to better use our resources to improve the experience of adult social care users and carers. The report sets out how the improvement programme has improved the experience of users and carers in a practical sense, from reducing waiting times to improving interactions with staff. The report describes what service users and carers have told us about their experiences, in order to demonstrate how this has changed.

### 3.5 Challenges and next steps

The final part of the report summarises the ongoing challenges and next steps related to improvement in adult social care. These centre around culture change, recruitment, data quality and improving information and advice. These are long-term and complex challenges in many respects, and will continue to be addressed through the work of the Quality Assurance Board, in close partnership with others.

## 4. EQUALITIES IMPLICATIONS

- 4.1 There are no direct equalities implications arising from this report. The report notes that 42 per cent of people in receipt of adult social care in 2017-18 were older people with support needs. 26 per cent had a learning disability, 26 per cent primarily had physical support needs and 10 per cent had mental health needs. We would therefore expect any customer-related improvements in adult social care to have a disproportionately positive impact older residents and/or residents with a disability.

## 5. OTHER STATUTORY IMPLICATIONS

- 5.1 This section of the report is used to highlight further specific statutory implications that are either not covered in the main body of the report or are required to be highlighted to ensure decision makers give them proper consideration. Examples of other implications may be:

- Best Value Implications,
- Consultations,
- Environmental (including air quality),
- Risk Management,
- Crime Reduction,
- Safeguarding.
- Data Protection / Privacy Impact Assessment.

- 5.2 There are no direct statutory implications arising from this report.

## 6. COMMENTS OF THE CHIEF FINANCE OFFICER

- 6.1 Not applicable.

## **7. COMMENTS OF LEGAL SERVICES**

7.1 Not applicable.

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### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- Adult Social Care Improvement Programme Presentation

#### **Appendices**

- NONE

#### **Background Documents – Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2012**

- NONE

#### **Officer contact details for documents:**

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