
REPORT FOR: HEALTH AND WELLBEING BOARD

Date of Meeting: 2 May 2019

Subject: **Resilient Harrow Programme**

Responsible Officer: Paul Hewitt – Corporate Director Peoples Services

Public: Yes

Wards affected: All

Enclosures: Appendix 1 – Resilient Harrow programme structure

Section 1 – Summary and Recommendations

This information report provides details on the ‘Resilient Harrow’ programme that has been established to implement the Adult Social Care Vision which was reported to Health & Wellbeing Board in March 2018.

It summarises the work of a range of projects and describes how they will support delivery of the Vision

FOR INFORMATION

Recommendations:

- The Health and Wellbeing Board note the good work undertaken to date and
- The Health and Wellbeing Board note the continuation of the work in phase 2 of the programme

Section 2 – Report

Background

At its meeting on 8th March 2018, the Health and Wellbeing Board received a report from the Director of Adult Social Services which set out a vision for the future delivery of Adult Social Care in Harrow.

In coming years the demand for health and social care services will rise as the number of people living with (for example) dementia, learning disability or poor mental health increase. A focus on keeping people independent or enabling them to regain independence after injury or illness is crucial to being able to respond to these increasing needs at a time when there are increasing pressures on the financial resources of the Council and NHS partners. It is essential that available resources are used most effectively

The Vision recognises the important and positive contribution and roles people play in the community for example, as carers, neighbours, voluntary and community services (VCS) and faith communities and promotes working in partnership with these networks to develop community resilience.

In this context community resilience is defined as empowering citizens to maintain their well-being and independence, strengthening support networks within their families and communities; enabling them to be stronger, healthier, and more resilient.

The key messages of the Adult Social Care Vision are:

- To pave the way for seamless health and social care integration
- To respond to the continuing rise in demand for health and social care
- To transform the offer of care
- To enhance health, wellbeing and resilience with a preventative approach that embodies the 'wellbeing principle'
- Delivering the right level and type of support at the right time and in the right place to keep people independent for longer
- Manage customer expectation and increase customer satisfaction

Delivering the Vision

The Vision document sets out a wide-ranging and ambitious commitment to deliver change.

It is recognised and acknowledged that this will involve significant shifts in culture for LB Harrow staff, citizens and partners as well as changes to structures and processes. The successful delivery of the Vision will be led by Adult Social Care, but it will need the engagement and support of key partners, and will also be aligned with other changes such as those set out in the NHS long term plan and local initiatives to deliver these.

It is also acknowledged that such changes will take time to deliver and embed in practice with a phased approach over a number of years being needed to ensure effective and sustainable implementation.

Phase 1

During 2018 a programme of work was established to take forward implementation of the Vision.

The March 2018 report summarised the workstreams. The key elements were:

- Developing community assets and raising awareness of local opportunities
- Enhancing information and advice channels - improving digital information so citizens have good quality information when they need it
- Reviewing the current social care pathway
- Promoting Independence Service – a multi-disciplinary team working with people who have been recently discharged from hospital to help them to regain confidence and skills, using tailor-made rehabilitation programmes
- GP / District Nurse Cluster model – Aligning Social Work teams to mirror the clusters which will assist in forging strong connections with citizens' local circle of support including GP surgeries e.g. district nurses and local resources
- Developing the use of enhanced telecare and assistive technology
- Harrow is Home – Developing community based accommodation options (Supported Living and Extra Care) to promote independence
- Specialist broker support – to support the delivery of the right care while providing best value for money

Reviewing the social care pathway and the associated staffing structures was a key initial priority to ensure that appropriate systems, processes and staffing are in place to deliver the vision. The details of the proposed new model were set out in the March 2018 report.

Following widespread consultation these new structures and processes were implemented in the latter part of 2018. These included:

- Establishing the Harrow Wellbeing Service which includes the Promoting Independence Service and better refocusing of reablement support to those people most likely to benefit from targeted six week intervention, following which they require no long term Adult Social Care support
- Establishing the Long Term Social Care Service for older people and adults with physical disabilities, including alignment with GP?district Nurse cluster models
- Establishing the Specialist All Age Learning Disabilities and Children and Young Adults with Disabilities service (CYAD)

While most work in 2018/19 focused on these change elements, other issues such as those relating to provision of information and advice, use of telecare and the Harrow is Home project were also taken forward.

Phase 1 review and diagnostic assessment

Between August and December 2018 the Council engaged the specialist Adult Social Care consultancy agency Impower to review the impact and effectiveness of the first phase of the change programme and specifically to make proposals for future priority actions to support delivery of the Vision.

This work confirmed that the Vision set out an appropriate strategic direction for Adult Social Care services in Harrow, and that the structural changes implemented were appropriate to support delivery of the wider Vision.

The diagnostic work also identified areas where further work is needed, for example in areas such as improving access to information, developing the range of community based resources available, making better use of assistive technology and developing and managing the adult social care market locally.

Phase 2 – Resilient Harrow Programme

From January 2019 a new programme of work has been established which builds on Phase 1 and takes account of the findings of the work undertaken by Impower.

That programme has been titled 'Resilient Harrow' to reflect the strengths based approaches and community resilience focus set out in the Vision.

Governance structures have been established to oversee and drive forward delivery of the programme.

The Resilient Harrow Board meets fortnightly. It is chaired by the Corporate Director People Services. Other members of the Board include senior staff from Adult Social Care, finance and performance teams and processes are being implemented to measure and track delivery of key outputs and outcomes.

In recognition of the importance and high profile of the programme, the Chief Executive, Corporate Director of Finance, Elected Member Portfolio holder and the Shadow portfolio holder for adults will attend the Board once a month from May 2019.

As noted earlier, the programme will be led by Adult Social Care, but a number of projects will require engagement and support from partner agencies in the statutory and VCS sectors as well as from other Council departments. There are also some specific areas where there are direct links to other initiatives such as the development of integrated models of care which reflect local and national priorities within the NHS long term plan.

The programme focuses on three main elements:

- Managing demand
- Arranging care
- Providing the right care

Appendix 1 illustrates the programme structure.

Details of the various projects included in the Resilient Harrow programme are summarised below.

Project Title	Objectives/Outputs/Benefits
Delivering effective reablement	<ul style="list-style-type: none"> • Embedding changes implemented in Phase 1 • Ensuring effective targeting of reablement support to those most likely to benefit – for new referrals from hospital or community settings • Increasing the number of people fully re-abled who are able to live independently without support following reablement input • Enabling people to live independently with reduced levels of care following reablement support
Delivering effective hospital discharge	<ul style="list-style-type: none"> • Embedding changes implemented in Phase 1 • Facilitating timely hospital discharge • Ensuring ‘Home First’ principles are followed ie hospital is not the right place to make a decision regarding long-term care, especially decisions regarding residential or nursing care • Ensuring people who may benefit from the service are provided with reablement support following hospital discharge
Utilising Assistive technology	<ul style="list-style-type: none"> • Increasing the use/provision of adaptive/assistive technology • Widening the range of assistive technology equipment available • Enabling more people to remain living safely and independently in community settings
Improving Access to on-line Information	<ul style="list-style-type: none"> • Establish comprehensive on-line publicly accessible information on services and activities available in Harrow • Publicising and raising awareness of web-based information across professionals and the public • More people are able to ‘help themselves’ by accessing appropriate information, advice or services directly • People are signposted to non-specialist community support where appropriate
Maximising the Community Offer	<ul style="list-style-type: none"> • Comprehensive information on VCS resources is available to the public and professionals (links to on-line information) • Ensuring there is an appropriate range of good quality VCS services to meet preventative needs • Council engagement with VCS organisations is improved • VCS organisations are supported to access to alternative funding sources

Project Title	Objectives/Outputs/Benefits
	<ul style="list-style-type: none"> • People will be better able to self-manage their support needs
Embedding strengths based practice	<ul style="list-style-type: none"> • Introduction of the strengths based 3 conversations model across all assessment/review teams. • Pilot sites to being May 2019 – to be fully rolled out over 2 years • Greater use of community based support rather than traditional Adult Social Care provision
Adults resources restructure	<ul style="list-style-type: none"> • 2nd stage of staff restructure focusing on non front-line staff to support delivery of the vision • Improvement to brokerage systems to ensure the right care is sourced at affordable costs • Establishment of Integrated Brokerage service with NHS partners • Identification of gaps in current staffing resources and structures (eg commissioning, contract management) and options to address them – this will support 'Market Management' work
Targeting reviews effectively	<ul style="list-style-type: none"> • Reviews are planned, targeted, and more consistent, higher quality and reflect strengths based practice • There is a clear vision amongst staff of what a quality review looks like and what issues are considered • Care packages are revised where appropriate to reflect changing needs including provision of alternative support options (eg assistive technology) • Ensuring that people are safe and are receiving care appropriate to their needs
Empowering resilience in Learning Disabilities	<p>Harrow is Home</p> <ul style="list-style-type: none"> • Ensuring that people with Learning Disabilities are supported to live independently in the local community where possible and appropriate • Reducing the number of people with Learning Disabilities placed in residential or nursing care through increasing community based support options such as Supported Living • People with Learning Disabilities are effectively supported to access employment, education and volunteering activities • Reviews are targeted to ensure people are supported to achieve or maintain independence <p>Learning Disabilities Integration</p> <ul style="list-style-type: none"> • Establishing integrated services across Adult Social Care and the NHS to achieve better outcomes for people • Support flexibility of responses at times of crisis
Empowering resilience in Mental Health	<ul style="list-style-type: none"> • Ensuring that people with Mental Health issues are supported to live independently in the local community where possible and appropriate • Reducing the number of people with Mental Health

Project Title	Objectives/Outputs/Benefits
	<p>issues placed in residential or nursing care through increasing community based support options such as Supported Living</p> <ul style="list-style-type: none"> • People with Mental Health issues are effectively supported to access employment, education and volunteering activities • Reviews are targeted to ensure people are supported to achieve or maintain independence
Managing the Market	<ul style="list-style-type: none"> • Ensuring that an appropriate range of services are available within the Adult Social Care market locally to meet identified needs at affordable cost • Establishing clear and consistent approaches to commissioning, procurement, contract and quality monitoring of care services • Ensuring that commissioning models and market development initiatives reflect priorities and needs • Effective market engagement mechanisms are established • The right care is purchased at affordable cost

The ambitious programme outlined above will mainly be delivered by existing staff and resources. However, there are some elements of the programme where short-term additional specialist input is required to take the work forward. More details are given in Section 4 – Financial Implications.

Where appropriate plans to support and train staff in the new ways of working will be provided. Relevant projects will also have detailed communication plans covering LB Harrow staff, professionals in other partner agencies, Elected Members, users of Adult Social Care, family carers and the wider public.

Ward Councillors' comments

This programme affects all wards.

Financial Implications/Comments

The Council continues to operate services within an extremely challenging financial climate. In February 2019 Cabinet and Council approved the Medium Term Financial Strategy (MTFS), setting a balanced budget for 2019/20 whilst noting a budget gap of £26m over the period 2020 - 2022.

The budget for 2019/20 included a savings target of just under £1.54m for Adult Social Care.

The projects described in this report will support the delivery of those in-year savings by measures designed to manage demand and through the provision of alternative models of care where appropriate. In the longer term, these

projects are expected to enable provision of care to be sustainable on an ongoing basis within a reduced financial envelope.

In recognition of the significance and complexity of the programme, additional resources have been identified corporately to support the delivery of the programme. This will include, for example, specialist time-limited input where required or 'back-filling' of staff who are focused on delivering the projects rather than their usual tasks. Details of additional funding for 2019/20 have yet to be finalised and agreed.

The budget process for 2020/21 and 2021/22 will determine the available funding for the delivery of Adult Care Services.

Legal Implications/Comments

N/A

Risk Management Implications

The Resilient Harrow programme and the projects involved will all have detailed risk registers in place. Where appropriate these will be included in the Directorate level risk register.

Highlight reports which include details of risks and mitigation actions will be considered monthly by the Resilient Harrow Board to monitor progress and ensure that risks are appropriately managed.

The detailed project plans including risks and mitigation measures are currently being developed.

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? No

The programme as a whole and the Vision set out ambitious plans for the future

Equality Impact Assessments will be carried out where appropriate for individual projects, or specific pieces of work arising from them

Council Priorities

The Resilient Harrow programme will support delivery of the Council priorities listed below.

1. Building a Better Harrow

- More people are actively engaged in sporting, artistic and cultural activities in ways that improve physical and mental health and community cohesion
2. **Supporting Those Most in Need**
 - Empower residents to maintain their well-being and independence
 - Reduce the gap in life expectancy in the borough
 3. **Protecting Vital Public Services**
 - Healthcare services meet the needs of Harrow residents
 - A strong and resourceful community sector, able to come together to deal with local issues
 4. **Delivering a Strong local Economy for All**
 - Reduce levels of in-work poverty and improve people's job opportunities
 5. **Modernising Harrow Council**
 - Deliver excellent value for money services
 - Use technology and innovation to modernise how the Council works
 - Improving access to digital services

Section 3 - Statutory Officer Clearance (Council and Joint Reports)

Name: Donna Edwards	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 9 April 2019		

Name: Paul Hewitt	<input checked="" type="checkbox"/>	Corporate Director
Date: 23 April 2019		

Ward Councillors notified:	NO
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Section 4 - Contact Details and Background Papers

Contact: Paul Hewitt, Corporate Director People Services
DD : 020 8424 1356

Background Papers: Adult Social Care Vision – Report to Health & Wellbeing Board 8th March 2018