

Appendix 2 – Project summaries

Project title and description	Outcomes/Benefits	Current position
<p>Effective Reablement</p> <p>Provision of reablement support for up to 6 weeks targeted to those most likely to benefit</p>	<p>Reduce overall numbers requiring long-term care</p> <p>Enable people to live independently with reduced levels of care</p> <p>Increase numbers of people fully re-abled to live independently without long-term support</p>	<p>This project was closed and moved from the programme to ‘Business As Usual’ in September 2019.</p> <p>The project has supported the delivery of effective reablement support.</p> <p>Across all ages and referral routes, some 75% of people receiving reablement require no on-going care package following completion of the 6 weeks of support</p> <p>This support has been targeted towards people who are assessed as having a good chance of achieving significant reductions in their care needs following initial presentation either from a community setting or following hospital discharge.</p> <p>Revised and improved processes have been implemented, including a toolkit for staff to support the more targeted approach.</p> <p>On—going monitoring will continue through the project group. Oversight will be provided through regular Departmental Management Team (DMT) meetings.</p> <p>Longer term arrangements for the provision of reablement support will be picked up as part of the Programme’s Commissioning workstream.</p>

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<p>Effective Hospital Discharge</p> <p>Facilitate timely hospital discharge</p> <p>Link to reablement support to enable people to be discharged to their home with support</p> <p>Long-term care packages are not put in place at time of crisis/pressure</p> <p>Ensure availability of appropriate care services following discharge (eg short-term interim care beds)</p>	<p>Ensure timely discharge from hospital</p> <p>Increased effective targeting of referral to reablement to reduce need for long-term care</p> <p>Reduced levels of on-going need for long-term care</p>	<p>This project was closed and moved from the programme to 'Business As Usual' in September 2019.</p> <p>The project has ensured processes are in place to support timely discharge from hospital and ensure that people are provided with the most appropriate support to meet their needs.</p> <p>The 'Home First' principles underpin the work:</p> <ul style="list-style-type: none"> ➤ To ensure that wherever possible, placements are not made in residential or nursing care on discharge from hospital ➤ Such placements are made only in exceptional cases where it may be necessary such as step-down bedded care at the point of initial discharge. <p>Targeted reablement support for up to 6 weeks has been successfully implemented for citizens discharged from hospital and has been successful in increasing the number of people who require no long-term care following reablement to 77%</p> <p>In terms of delayed hospital transfers of care (DToC), performance has improved from 7.5 delayed days per 100,000 population to 5.5 which is within national guidelines and places Harrow 11th out of 33 London Boroughs. Of those delays, the number attributable to Social Care has fallen from 2.1 to 1.7 per 100,000</p>

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<p>Using Assistive Technology</p> <p>Increasing use and provision of adaptive/assistive technology to enable more people to remain living independently in community settings</p> <p>Widening the range of technology available</p>	<p>Increased numbers of people are enabled to continue to live independently with reduced levels of traditional care support</p> <p>Delaying the need for residential care</p>	<p>Trials of two new types of Assistive Technology equipment will begin in November 2019.</p> <p>There will be 50 people benefiting from one system, and 10 from the other. This will include people being discharged from hospital and others undergoing initial assessment or a review of existing care support.</p> <p>Initial reporting on outcomes will be available in early 2020.</p>
<p>Improving access to on-line information</p> <p>Review and update on-line information so it is easy to access, accurate and relevant</p> <p>The range of information available supports strength based approaches</p> <p>People are appropriately signposted to non-specialist community</p>	<p>Residents are better able to access on-line information and advice</p> <p>More people are able to 'help themselves'</p> <p>Increase in number of people accessing website</p> <p>Reduction in personal contacts to Access Harrow</p> <p>Increased user satisfaction ratings in terms of ease of access to information</p>	<p>The new Council website was launched on 3rd October.</p> <p>Adult Social Care information on the website has been updated and will be kept under review.</p> <p>Further work is being undertaken from October 2019 to analyse contacts to the Council relating to Adult Social Care. This will identify opportunities to improve access routes and responses and better manage levels of contact and demand.</p> <p>Web-site usage will be regularly monitored and satisfaction with access to information will be measured in the annual statutory Adult Social Care user survey in February 2020 and the Carer survey in November 2020</p>

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support		
<p>Strengths based approaches – 3 conversations</p> <p>Implement the 3 conversations model across all relevant teams – to deliver strengths based approaches making better use of personalised community networks</p>	<p>Reduce levels of demand for on-going traditional Adult Social Care support through use of alternative community based services</p> <p>Citizens benefit from appropriate support within their communities</p>	<p>First innovation site launched June 2019 involving Access harrow and Early Intervention Team.</p> <p>Initial analysis shows:</p> <ul style="list-style-type: none"> - Increased numbers of people’s needs resolved at the first stage of the process to 88% in October 2019 - Reduced numbers of new long-term cases starting each week to 6.0 from 7.2 before the innovation site was launched <p>The second innovation sites will be launched in October/November 2019 with further roll-out planned during 2020</p>
<p>Adults Resources restructure</p> <p>Second stage of staff restructure to align Adults Resources services to deliver the vision</p> <p>Covers brokerage, client finance, complaints, commissioning and contract management functions</p>	<p>Appropriate staffing resources and structures are in place</p> <p>Brokerage functions are more efficient with stronger links to quality and price issues</p> <p>Market management, commissioning and contract management functions are better developed</p>	<p>Following staff consultation earlier in the year, new structures are being implemented during October and November.</p> <p>These include:</p> <ul style="list-style-type: none"> - A single brokerage service - New contract management posts - New commissioning posts <p>There were no reductions in staffing numbers as a result of the restructure.</p> <p>The effectiveness of the new arrangements will be kept under review</p>
Charging policy review	Charging policies align with most	Consultation on proposed changes to the Charging Policy will

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<p>Consultation on charging policy to remove disregards and allowances currently applied and introduce administration fees for self-funders</p>	<p>other Boroughs</p> <p>Introduce changes over 3 year period</p> <p>Increased income</p>	<p>be undertaken during October and November 2019 with a decision on the proposals to be taken by Cabinet in January 2020.</p> <p>If approved the new policy will be introduced from April 2020.</p>
<p>Empowering People with Learning Disabilities - Harrow is Home</p> <p>Support people with Learning Disabilities to live independently and have clear move-on pathways.</p>	<p>More people with LD are supported to live in the local community</p> <p>The number of people with LD in residential/nursing care is reduced</p> <p>People with LD are effectively supported to access employment, education and volunteering activities</p>	<p>During 2019/20 51 people with learning disabilities will have their care support reviewed to ensure appropriate provision which promotes independence.</p> <p>As at the end of September: 37 cases have been reviewed 7 of those have moved to more independent settings 12 have had care plans revised to promote well being through more cost effective provision 13 have had no changes to support</p> <p>Changes to care packages have achieved savings of £280,000 per year</p>
<p>Empowering People with Learning Disabilities – LD Integration</p> <p>Establish integrated and co-located Learning Disabilities service in partnership with NHS</p>	<p>Achieve better outcomes for people with LD through more integrated working across LBH & NHS</p> <p>Integrated working should improve efficiencies from future models of care commissioning</p>	<p>The integrated Learning Disabilities service will move into the refurbished Civic 5 and 6 during November and December 2019.</p> <p>The new arrangements will be kept under review during 2020</p>

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colleagues		
<p>Targeting reviews effectively</p> <p>Reviews are targeted, and more consistent, higher quality and reflect strengths based practice</p>	<p>Care packages are adjusted where appropriate to ensure needs are met in the most appropriate and cost effective way</p>	<p>All care packages should be reviewed at least once a year.</p> <p>Approximately 355 care packages have been identified for targeted review where there is a potential to revise support to better meet needs.</p> <p>As at the end of September, 174 of the targeted reviews have been completed. As a consequence, some remain unchanged, some have support increased and others have support reduced or changed.</p> <p>These changes have delivered approximately £620,000 reductions in care package costs</p>
Market Management and Commissioning	<i>Details of projects in this workstream are set out below</i>	
<p>i – Market Position Statement and Commissioning Plans</p> <p>Develop high level plans and strategies to ensure appropriate services are available to meet needs</p>	<p>Strategies are agreed which identify provision needed to meet anticipated demand</p> <p>A commissioning programme is developed to ensure the provision of appropriate services</p>	<p>Market Position Statements detailing current service provision, anticipated future needs and a programme of future commissioning will be presented to Cabinet in December 2019.</p>
<p>ii – MyCEP and CarePlace review</p> <p>Review the arrangements for managed Personal Budgets provided</p>	<p>Decisions are made on whether to continue use of MyCEP</p> <p>Options for alternative Personal Budget models are explored</p>	<p>Phase 1 of the project has been completed.</p> <p>This identified that alternative arrangements for managed Personal Budgets are needed for the future.</p> <p>Phase 2 of the work will identify options for future</p>

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<p>through MyCommunity e-Purse (MyCEP)</p> <p>Review current and future use of CarePlace</p>	<p>Options for maximising use of CarePlace are identified</p>	<p>implementation.</p> <p>The initial phase also identified areas such as e-brokerage where CarePlace can be used to improve processes and deliver efficiencies.</p> <p>These issues will be picked up in future work.</p>
<p>iii – Extra care</p> <p>Increase the amount of Extra Care housing available in Harrow</p>	<p>Reduction in admissions of Older People to residential care</p> <p>Increased numbers of people enabled to live independently with support</p>	<p>A project group is in place to prepare for the introduction of planned new Extra Care services.</p> <p>Plans to further develop Extra Care provision will be included in the MPS and commissioning plans</p>
<p>iv – Housing with support</p> <p>Review the range and quality of housing with support to ensure it is appropriate to meet anticipated needs</p>	<p>An appropriate range of housing with varying levels and types of support is available to meet anticipated needs</p> <p>People are supported to live independently with appropriate, high quality support</p>	<p>Plans to ensure appropriate provision of housing with support will be included in the MPS and commissioning plans</p>
<p>v – Empowering people with Mental Health needs</p> <p>Review the current model of mental health care service delivery and provision and identify options for the future</p>	<p>Plans are developed to ensure the provision of mental health services which focus on prevention, recovery and promoting independence</p>	<p>A project is being launched in November 2019 which will review current service models and make recommendations for the future which promote prevention, recovery and independence</p> <p>Where appropriate these will be included in future commissioning plans</p>

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