Adult Services Positive Challenge Programme

Adults Committee Briefing

11 January 2018

Capgemini

Cambridgeshire County Council

The objectives of the engagement

Capgemini and iMPOWER were appointed by Cambridgeshire County Council to support Adult Services to deliver the best possible outcomes for people, whilst meeting the challenges of increasing demand and financial pressures.

Our key objectives of this 12 week phase are to:

- **Provide a sound baseline analysis** of Adult Service & potential financial challenge

- **Introduce new ideas & innovation** to explore the approaches to deliver sustainable services and maximise independence

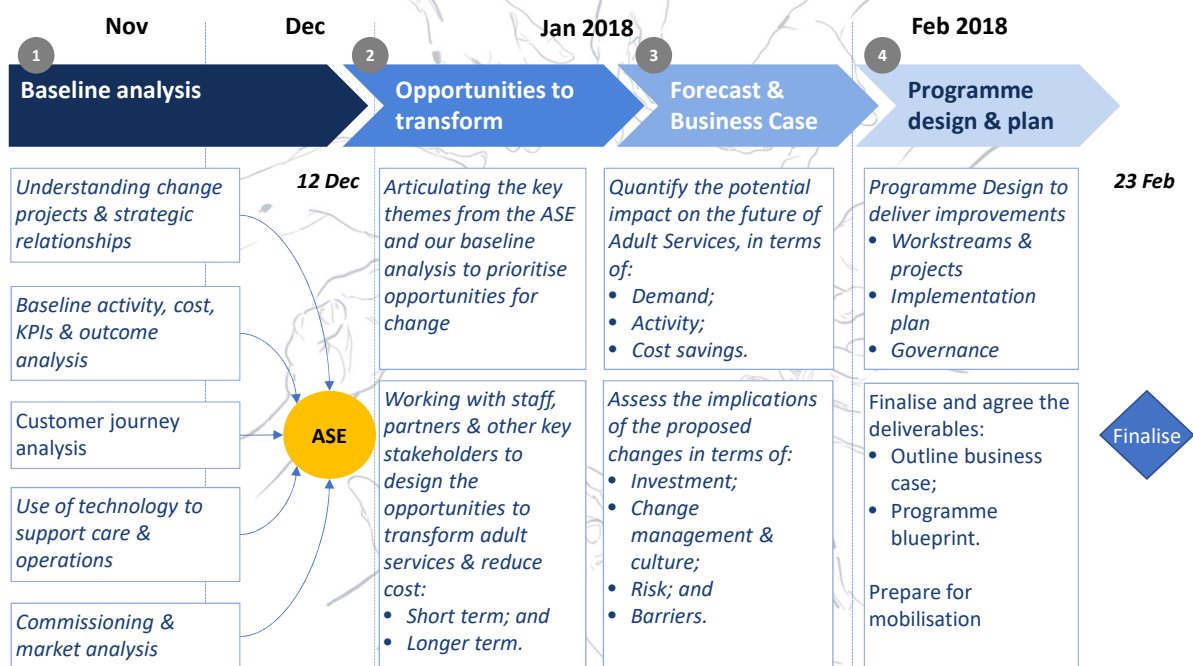- **Engage staff and wider stakeholders** to shape & own the opportunities to transform Adult Services

- **Define a programme of change & quantify the impact on future cost**
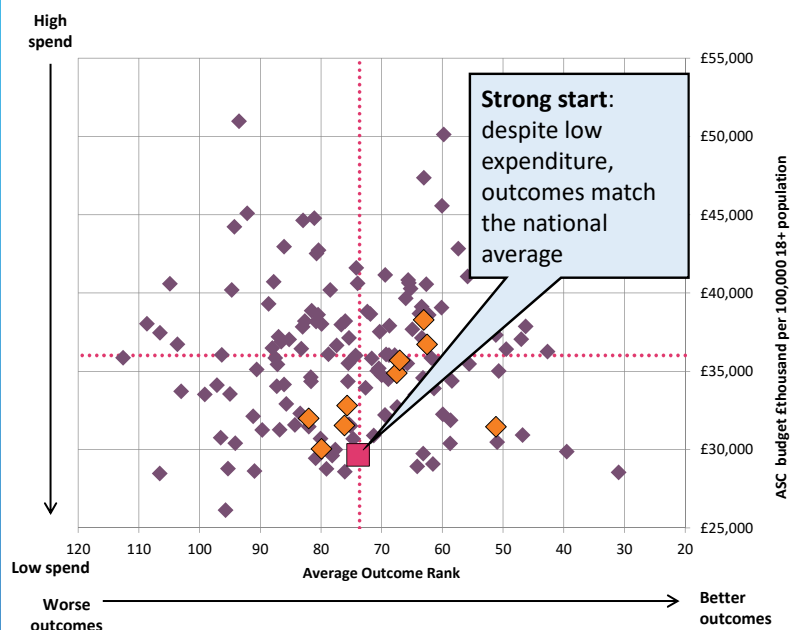
Accelerated Solutions Environment

- Commissioning
- Benchmarking & demand flow analysis
- Staff survey (272)
- Current initiatives
- Stakeholder engagement
- Innovation
- Observations & Case reviews (62)
- Technology
- Communications

Our approach & plan

Nov	Dec	Jan 2018	Feb 2018
① Baseline analysis	**② Opportunities to transform**	**③ Forecast & Business Case**	**④ Programme design & plan**

12 Dec *23 Feb*

Understanding change projects & strategic relationships

Baseline activity, cost, KPIs & outcome analysis

Customer journey analysis

Use of technology to support care & operations

Commissioning & market analysis

ASE

Articulating the key themes from the ASE and our baseline analysis to prioritise opportunities for change

Working with staff, partners & other key stakeholders to design the opportunities to transform adult services & reduce cost:
- *Short term; and*
- *Longer term.*

Quantify the potential impact on the future of Adult Services, in terms of:
- *Demand;*
- *Activity;*
- *Cost savings.*

Assess the implications of the proposed changes in terms of:
- *Investment;*
- *Change management & culture;*
- *Risk; and*
- *Barriers.*

Programme Design to deliver improvements
- *Workstreams & projects*
- *Implementation plan*
- *Governance*

Finalise and agree the deliverables:
- Outline business case;
- Programme blueprint.

Prepare for mobilisation

Finalise

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Key findings from the baseline stage

High spend

Low spend

Worse outcomes → Better outcomes

Average Outcome Rank

ASC budget £thousand per 100,000 18+ population

Strong start: despite low expenditure, outcomes match the national average

- **Savings have been delivered, but a step change is needed to deliver a sustainable budget**

- **There is a positive home ethos**

- **Yet 35% of cases include avoidable demand**

- **There are care workforce issues**

- **Commissioning is not yet outcome focused**

- **Assistive technology is underutilised**

- **Digital is not used effectively**

- **Change is not effectively implemented**

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Emerging themes for change

Empower providers to innovate, embedding reablement & assistive technology in the core offer, adopting an '*outcome based*' approach

Define a **different relationship** between the Council and citizens to build on their strengths, maximise independence & use community resources

Empower our staff to make decisions & drive change initiatives at scale

Shape support & care at a local level, in collaboration with health, voluntary sector and communities

Use **digital to put the client in control** of their care choices, their budget & provider relationship

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A range of opportunities have already been identified

A. Mitigating avoidable demand

I. Self management

II. Carers

III. Hospital pathway

IV. Reablement to enablement

V. Technology enabled care

VI. Multi disciplinary assessments & support planning

VII. LD long term care

VIII. Reviews & reassessment

IX. Activate the local community

B. Improving productivity & capacity

I. Digital workforce to improve productivity & collaborative care

II. Digital care platform to remove 'the middle man'

III. Physical working environment to improve productivity

IV. Financial assessments

V. Increasing voluntary and community sector capacity

C. Enablers

I. Culture & embedding change

II. Build partner relationships

III. Business intelligence (cost, performance and outcomes)

IV. Outcome based commissioning

V. Technology solutions & infrastructure

The project is ongoing

There is **intense work underway** to complete this phase of the project by mid February:

- Key opportunities to improve & reduce cost;

- Outline Business Case for change;

- Well defined programme & roadmap to deliver change.

We are keen to include **your insights and take your questions** now and during the rest of the project. How would you prefer to be involved?

This phase is the start of the journey, the **hard work of implementation** will follow

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