

## **Health and Adult Social Care Overview and Scrutiny Committee**

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**Date of Meeting:** 05 July 2018

**Report Title:** Care4CE Update Project

**Portfolio Holder:** Cllr. Janet Clowes, Adult Social Care & Integration

**Senior Officer:** Linda Couchman, Acting Strategic Director of Adult Social Care & Health

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### **1. Introduction and Policy Context**

**1.1.** This briefing report aims to provide:

- an overview of Care4CE and the journey so far.
- an overview on work taking place across Care4CE to explore what options exist for service development and how it can respond to changing needs and demands.

**1.2.** This report is for overview only at this stage, to inform the committee of the findings and the conversation with stakeholders. Authorisation to go to formal consultation in late 2018 will be requested from Cabinet, bringing responses back to Overview and Scrutiny early in 2019 with the detailed proposals and outcomes from all engagement activity.

### **2. Background**

**2.1.** Cheshire East Council, like many other Public-Sector organisations is operating in a context of unprecedented challenge, with increasing expectations for more outcome driven services combined with reducing budgets, expectation of personalised services, increasing demand and a challenging policy environment – all meaning that the Council has to think differently about how it delivers services. The council and directorate has set out how it tends to meet these challenges in the;

- Corporate Plan (2017-20)
- Medium Term Financial Strategy (2016-19)
- Market Position Statement for Adult Social Care (2017-19)
- Cheshire East Health & Wellbeing Strategy (2014-17)

- Better Care Fund Planning (2017-29)
- Livewell Commissioning Strategy Plan
- JSNA

### 3. Briefing Information

**3.1.** Significant work has been undertaken to date to explore the options available. This includes utilising traditional evidence sources (finance, performance, HR, commercial context, strategic context etc.) along with extensive engagement activity and market research (users, commissioners, staff). The approach was designed to ensure evidence and intelligence from a wide range of sources, ensure stakeholder involvement, and allow robust analysis and design.

**3.2. Analysis;** Detailed analysis has taken place to consider the following:

- What would a new operating model for Care4CE look like?
- What are the potential service efficiencies? E.g how can sickness be reduced or recruitment improved
- What are the potential Income opportunities? – e.g. how big is the Direct Payment (DP) market
- Where can Care4CE support Cost Avoidance? – e.g. a reablement ethos reducing care spend
- What resources does Care4CE need for a new model?
- What assets does Care4CE have and need? - e.g. ICT
- What support services does Care4CE need? How does the service pay for this?
- What Contracts does Care4CE hold or buy into, what do different models mean for this?
- What are the investment requirements for different options?
- What is the appetite for different legal models?
- What would each of the options cost to test value for money?

**3.3. Staff engagement;** Extensive engagement was undertaken with staff including:

- staff drop-in sessions
- Workshops
- a staff survey
- Regular newsletters, and communications

**3.3.1. Staff drop-in sessions:** 28 x one-hour staff drop in sessions were delivered throughout December. The majority of which had their time extended in response to healthy and lively discussions. The sessions featured as follows:

- All staff members were invited to attend any one of the sessions which were held at the Acorn Centre, Stanley Centre, Redesmere, Mountview, Salinae, and Mayfield Centre.
- Attendance far exceeded expectation with 150 Staff participating.
- 40 Staff registered to be part of a staff working group which involved being champions, collecting ideas from peers, sharing information, attending future workshops, supporting service user interviews.
- The drop-in sessions were very positively received. While some staff members were initially apprehensive, positive feedback was received as people felt pleased to have the opportunity to properly engage and be part of the review before any decisions have been made, and not be 'done to'.
- Staff members directly generated some great ideas about how things could be done differently in the future.
- Staff members fed back that their involvement at such an early stage meant that the approach to this review felt very different to previous experiences.
- All Care4CE staff were invited to attend an additional event on Tuesday 06 February. This event explored challenges and solutions, opportunities and ideas, and delivery models through a range of interactive and engagement workshop exercises. 90 staff from across the service attended, exceeding the target of 70 participants.
- All feedback informed Business Case and Plan.

**3.3.2. Staff survey;** a Staff Survey was developed and issued to enable the input of those who could not attend the 6<sup>th</sup> Feb workshops or would rather engage in a different way. As part of this exercise:

- 196 staff completed a paper submission of the survey
- 25 staff completed an online submission of the survey
- The above resulted in a total response of 221 individuals

**3.4. Customer engagement:** Extensive engagement was undertaken with customers including:

- A customer survey
- customer workshop and drop-in sessions
- customer interviews

**3.4.1. Customer survey;** The customer survey went live on Monday 29 January and closed on Friday 23 February. Staff were provided with both paper and online survey options to pass on to customers to complete in a way that suited them best. Further to feedback from staff, two versions of the survey were developed, a 'long version' and a 'short version', giving customers a choice in terms of how much time they wanted to take to

participate. 245 customers completed the customer/carer survey – this exceed the target of 100.

**3.4.2. Customer interviews:** Alongside the surveys, staff were asked if they know a customer or carer who would like to be more involved in the review. They were invited to participate in one of the many interviews taking place. The interviews were carried out by Care4CE senior staff and interviewees were supported by their carers/family. Interviews took approx. 30 mins. A 'webinar' training pack was developed and shared with staff to demonstrate how to effectively conduct the interviews (this was also available as a paper copy). 140 customers took part in the customer interviews – this met the target of 100-150 to be completed.

**3.4.3. Customer workshops and drop-in sessions:** Older people, customers with learning difficulties, customers with mental health conditions, and carers were invited to take part in interactive workshops and/or drop-in sessions:

- 5 x customer workshops took place across the borough.
  - 2 x workshops with Adults with Learning Disabilities.
  - 2 x workshops for Older People.
  - 1 x workshop for Adults with Mental Health conditions.
- 25 customers took part in workshops.

**3.5. Communications:** communications were ongoing throughout the project. This included the following:

- Centranet pages for Care4CE for the 'future of Care4CE' were refreshed and continue to be updated with the latest documents and new pages.
- The staff survey was chosen to feature on the Hot Topics section of the Centranet.
- Monthly newsletters were distributed to all staff: Managers Briefing / All-Staff Newsletter (via the resource managers) - spot checks and read reports were used to test engagement and indicated that all documents were received and disseminated.
- A Customer Bulletin was circulated to resource managers for distribution to their service users – a mixed approach was taken to include hand delivery and postal channels.
- Articles were featured in the Connected Communities monthly newsletter and have featured three times in Team Voice, with Mark Palethorpe choosing Care4CE as his lead story this month.
- A manager's tool kit was produced and received by all managers. This included key messages, narrative, PowerPoint presentations, a

review overview, and training materials to enable managers to effectively engage with and support their staff.

- The FAQs from each of the December drop in session will soon be added to the tool-kit and posted on Centranet for all staff to access.

#### **4. Implications**

This review will have a differing level of impact depending on the decision made and the next steps of the project.