

FUTUREGOV

Adult Services Review: Return visit - final report

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Hello

Why are we here?

Why we are here

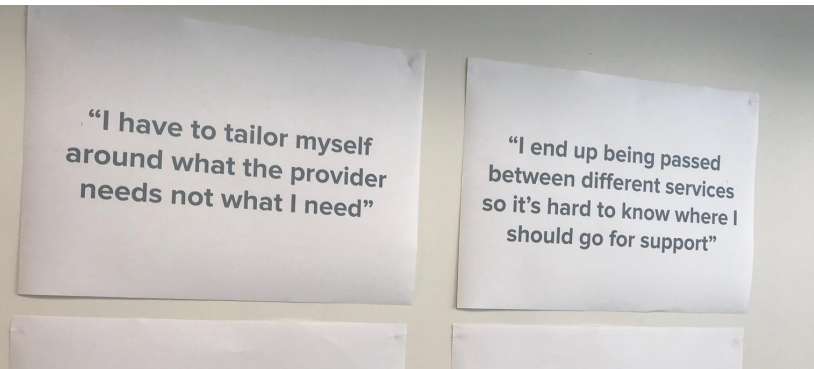
Between July and December 2018, FutureGov worked with the Council, CCG and local providers to review health, social care, housing and employment services.

Our research with staff and service users built a shared understanding of the 'as is' user journey. From this, we helped you imagine the 'to be' user journey, and the changes you need to make to achieve this, in a transformation roadmap.

We were invited back to understand the progress that has been made against delivering the roadmap, what this means for user experience, and how leadership can continue to provide strong direction for the project going forward.

What we've done

3 workshops and 8 interviews



What did we learn?

You've come a long way in 6 months!

Starting small but thinking big has been widely adopted

User centeredness is more embedded in your approach

**The vision for Adult Services has been
a unifying force**

You have laid the foundations for longer term change

Governance



Governance insight #1

Getting the right people in the room has helped

- Those who have been involved in the review and attending events as part of delivering the roadmap feel part of driving the change and are motivated to do so.
- Having those who have access to budgets in the right place at the right time has helped to start conversations and build momentum e.g. weekly stand ups were held for winter pressures planning with both ccg and council staff consistently present.
- There is a lack of engagement in the review from some providers, making it harder to begin challenging current status-quo and making tangible changes. More could be done to improve how they are engaged.

**“It feels like we’ve been
brought back in from the cold”**

- Adult Social Care Provider



Governance insight #2

There have been good examples of where strengthening relationships over the last 6 months has helped set the foundations for driving change. However, there is still work to be done to improve crucial working relationships and partnerships

- There is more collective problem solving and coming together around common issues felt across the union e.g. services and providers have been working together to understand data sharing.
- Different organisations at all levels could do more to understand one another better and improve partnership working, this is particularly prevalent amongst provider partnerships.
- At the moment people are still unclear on why certain changes / initiatives are being rolled out. E.g. a clear articulation is needed to why ICP need to shape digital practice.
- Whilst good relationships have been formed, these now need to be used to tackle the really hard issues together.

**“As a union we don’t have a
broader understanding of the
whole council, we could learn
more about each other”**

- CCG



Governance insight #3

The roadmap has provided a focal point for everyone to work towards. The leadership and delivery management of the roadmap has made it easier to drive positive change and those most involved in the delivery of the roadmap feel they have the permission and support to do so.

- Those who have been heavily engaged and involved in the delivery of the roadmap feel they have the power to change things within their organisation eg. Focus have been able to build a more robust strategy for the SPA
- The roadmap has provided a focus but it feels like this is only the beginning of the change that is to come.
- Some council services and providers who have been less engaged in the work being done to deliver the roadmap so haven't seen any change yet in their area. They also feel frontline staff aren't involved in the change outlined in the roadmap, which has made it harder to feel tangible changes have been made.

**“It’s been a catalyst for
further change”**

- Children Services



Governance insight #4

Some individuals and organisations who are less involved in the work still struggle to see where they can add impact and deliver the change outlined in the roadmap. Members of staff across services want to know how they can be more actively involved in driving this change.

- Those with more clarity and understanding of where their organisation fit into roadmap are finding it easier to begin pieces of work which align with the roadmap progression.
- Housing services and Care Plus Group would both appreciate more clarity on where their services sit within the roadmap and where they can add value and drive impact.
- There is also a willingness to be challenged more as a service by the work done in the roadmap and to set an open discussion where feedback is given both ways from CCG to council.

“I need more clarity on what I need to be doing and do with my colleagues and where that fits within the roadmap”

- Care Plus Group



Governance insight #5

There is still confusion around which organisations should be delivering, commissioning and providing different areas of support for users.

- There is confusion between partnership providers of who is currently delivering support and who is best to deliver pieces of work eg. if something is psychology piece should it automatically be NAVIGO or are Focus best to deliver this?
- There is a lot of crossover and duplication in support delivered eg. Adult social care currently sits across NAVIGO, Focus and CPG in different ways making it harder to provision.
- Identify what needs to be done by each provider and organisation as organisations are currently behaving very differently to one another creating inconsistency in user's care.
- Council and CCG can still be hung up on traditional ways of procuring services, leaving providers with the assumption that things continued to be delivered in the same way

“There are bits of adult social care that CPG and NAVIGO are doing that you have to question whether they will work, should Focus be delivering all adult social care?”

- Focus



Governance insight #6

Need a better understanding of roles and responsibilities across partnerships and services

- There is a lack of clarity around which organisations are responsible for delivering what services and duplication of delivering services across different provider partnerships.
- It can still be confusing who's accountable for issues that may occur in areas where services are jointly commissioned and provisioned eg. hospital discharge which is jointly commissioned by CPG and CCG
- Need to move to a more effective and efficient model of commissioning where organisations & providers are drawn on collectively to drive the market for delivering services.

**“I still don’t know what everyone
does and who does what”**

- Housing



Governance insight #7

Services are taking an agile approach to working, helping to drive positive change in discrete areas, although sometimes this happens reactively rather than proactively

- Where agile is being used as a methodology, people are enjoying working in new ways and collaborating across services
- People don't feel scared to fail and know they can use this to learn
- People feel more involved in work and able to share more
- However, reflection is used to look at negatives rather than a regular part of the process. Reflection can be used for good things and should be regular.

**“We’re not afraid to try things
because it’s not written in stone.”**

- CCG



Governance insight #8

There has been a big shift in mindsets over the last 6 months, NEL feels different

- People are talking about genuine user centred outcomes, understanding that savings can be secondary to needs and will naturally follow on
- The language that people use when describing the work they do is starting to change, people are more familiar with agile terminology and describe things naturally
- People are thinking about processes instead of technology first
- There's a drive towards taking a more system wide approach

**“We’re not afraid to try things
because it’s not written in stone.”**

- CCG



Governance insight #9

People are starting to talk the same language, it's a good start as people are beginning to work together more collaboratively but there's still a way to go in terms of fully understanding how everyone can work together better

- Services and organisations (CCG & Council) are working together but to be more effective they could work towards understanding each other more. There is still a lot they can learn from each other.
- The system is complex and it can be hard to understand each other across so many complicated interactions, however there is a willingness to move forward and understand each other.

“Language is really important, things might get misunderstood, are we talking about the same thing?”

- CCG



User experience



User Experience insight #1

There is more focus on the user, services are talking about outcomes for users and engaging with them more

- There is more focus on the life course of users, thinking about everything that happens to them across their lifetimes
- Service users are more involved in the work and people are talking about outcomes for users instead of services

“The whole essence is that it’s user centred, for example Navigo and Addaction are meeting with homelessness team.”

- Council Elected Member



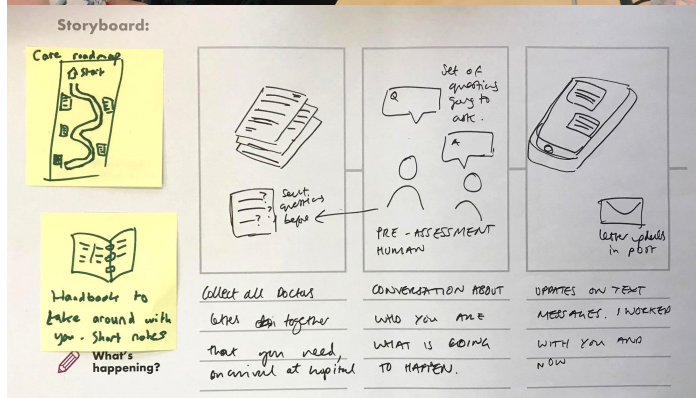
‘Owning and Sharing My Story’ user testing workshop



We ran a user testing workshop with 6 service users to understand how users would like to access their own information and control how and where it is shared.

We discussed the participants current experience of having information shared between services and came up with ideas in response to: ***How might we build better communication between users and services so that people have more visibility of their care and services know them better?***

All the service users in the room wanted a record of their care journey so far and what is to come next, before they reach crisis point. They all would prefer more regular updates from services about the support they are receiving so they are not left in the dark.



User Experience insight #2 - workshop with service users

Service users want to feel empowered in their journey of care by being more in control and being involved. Having more awareness and a record of where they've been, where they are and what is happening next in their journey through care would help with this.

- Service users want a record of their care journey which they can access at anytime, this could be on a digital platform such as an app or in paper format in a handbook or file which they have a copy of.
- Service users want to be involved in the conversation about their care and collaborate around their care plans before they go into crisis, not whilst in crisis as it's hard to understand at this point
- Service users want to know what is available at each point in their journey and what who is the right person/ organisation to speak to ensure they receive the right support.
- Service users want more updates on what is happening behind the scenes in their care, whilst they are waiting for the next step in their support.

“I’d like to have more understanding of what is happening behind the scenes, then I wouldn’t mind so much that there are delays in my care.”

- Service user



Data

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Data insight #1

There's a better understanding of data, how it can be used and willingness to collaborate around it. However there is still work to do to use data as an asset.

- Services and providers have started to work together to understand how they can solve user needs through better use of the data available.
- There is still fear around sharing data and the penalties it can bring but the council are working to broaden people's understanding.

“Everyone is looking at the opportunity to share data, there’s a willingness.”

- SPA



Data insight #2

People are aware that the processes surrounding the data are more important to understand than the data itself.

- Services are starting to understand that they need to understand why and what they need data for.
- Services and providers are beginning to come together to solve problems collaboratively using their data, looking at the bigger picture rather than just their own parts.

“There’s lots to understand between services, some around where to focus first using performance data. If we work closer together, we should understand the focus together.”

- Data Protection



Content

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Content insight #1

Communication of the work being done and it's successes needs be shared more so that a wider audience and learn from it and engage more

- People feel that in order to spread the message, more of the successes could be shared and shared wider.
- Communication around the new ways of working would help people understand this is what we do now and it's not just another project.
- Content sharing has improved however and people are hearing about things more.

“The work has probably gone a lot further than I think it has, I would like to know how far it’s gone.”

- Community representative



Content insight #2

Better communications needed between services when working together so that they can work more effectively together and deliver better outcomes for users

- There is a desire for everyone to know what each other does and needs when working together
- The intention to change things is there but sometimes the communication of the changes isn't managed well, so change isn't embedded well e.g resuscitation example with doctors saying wrong thing to patients
- Frontline staff are in a position to deliver a lot of the change but it's felt that the message isn't reaching them

“The review highlighted communications and ways of working issues. There are lots of complex interactions.”

- Council elected member



Content insight #3

Pathways and information flows still aren't clear meaning that there is still friction between services and users

- It's felt that pathways between services could be clearer
- One of the biggest challenges is how providers share information with each other
- There are still difficulties with how systems are set up to share information
- The scale of adult services makes it hard to connect everything

**“I’d like to be able to go
to one place to find
the answers.”**

- Housing



Where have some tangible changes been felt so far?

Service	Governance	Content	User Experience	Data	Quotes
Single Point of Access	Agile ways of working	User focused content is being developed (at the moment, new website)	More user engagement and focus on needs	Have they used data?	“Using a really simple process to use complex things is really useful - it enables you to make mistakes and learn”
Hospital discharge	Focus team working with hospital discharge team				“ASC - work with discharge managers to locate facilities”
Vulnerable women and children	Working collaboratively		Understanding needs through data	Using data collaboratively to prioritise more vulnerable cases	“Looked at all the data, details of the personal data identifying who the lady is, details of social care, children and partners”
Delivering Dom Care (now Care at Home)	Taken an agile delivery approach, working collaboratively	Changed language to be more user focused (Care at Home)	Using prototyping to test ideas	Working with Focus to look invoices, using data to support findings in discovery	“We’ve taken on an agile delivery approach, I prefer to work like that”
Step Down service (reducing bed blockers)	Partnership working to find pathways. Facilities working together reduce bed blockers		Focus on user needs		“There’s been recognition in last year, more partnership working in finding a path forward”

**What does this mean
for Adult Services?**

Good progress but still further to go

It is clear that the Review has acted as a catalyst for stronger working relationships and more collaborative working, underpinned by regular and open communication. However, it is widely recognised that there is still more to do to effect meaningful and long lasting change. There are solid foundations laid across the system, but challenges remain across:

The gap between leadership and operational perspective

There are lots of examples of better leadership conversations taking place, but this isn't filtering down to frontline or providers in a way that allows them to understand their role in delivering change.

Prioritisation and resourcing

There isn't always clarity about why a certain strand of work from the roadmap is being tackled, or what the anticipated benefit of starting in that place is. There is also a need to better resource projects so that the right people work on the right things.

Moving beyond why things are the way they are to tackle the barriers for change

There is a need to build on the regular, positive communication that has been established between partners to focus on how you deliver differently together and what the nature of this relationship is.

Recommendations

Recommendations

- **Give more visibility to the roadmap**

By making it accessible in a shared & open space, it makes it easier for everyone to see progress and to ask questions of it while understanding their role in it.

- **Establish clearer ways to measure impact**

Be clearer about the outcomes you want to see from the point of commissioning so that everyone has a shared understanding of the difference they are looking to achieve.

- **Map the pathway of information through organisations**

This will help to clearly identify opportunities for better sharing of intelligence.

- **Reinstate show & tells**

These are effective, regular ways to share progress of work in the open to give clarity to all partners in system about how they can influence work.

- **Leadership retrospective**

Set up to happen quarterly (as a minimum) to reflect on progress, challenges and how you can learn from this to continuously improve.

FUTUREGOV

Thank you

David Ayre, Project Director

@ayredw

david@wearefuturegov.com

Additional quotes from the week

Governance

"In a lot of the workshops it is the usual suspects, it is unusual to see new faces you don't recognise, it says a lot about engagement"

"You don't always get full engagement but it's making sure its sufficient"

"There is genuine openness between services"

"Adult social care didn't feel part of the council but now it does"

"It's all happening high up, whereas the people that could make the change on the ground aren't involved"

"Roadmap is huge and a lot on it but not sure if I can influence any of it"

"How can we actively get involved and not just sit on the sidelines..."

continued

"Understanding each other would help a lot to improve things"

"We've taken on agile delivery. I prefer to work like that. I like the whole 'let's talk about it, try it out, do a prototype, test it and try again.'"

"A shared language bridging adults and childrens is emerging."

"People are speaking a common language, I only heard 'silo' once yesterday."

"We still work quite differently"

"Using a really simple basic process to use complex things is really useful - it prevents and enables you to make mistakes - mistakes are part of the learning process."

"With Adults and Children's we can go further now."

User Experience

"I like the EDF energy chat bot function as they answer questions quickly, point me to the right place to get help and then I get a record of what was said sent through in an email"

Data

"Data helps us know where to start."

"We're doing quite a lot, it takes a while, people are starting from different viewpoints."

"We need to know what we want the data for."

Content

"Comms needs to change so it's seen as a way of working not just a project."

"I feel aware of what's going on a senior level but not as an org, but maybe we don't need to be?"

"The more case studies we can get out, the more we can allow people to better understand how they can help or improve outcomes."

"Processes are in place but you need comms support."

"Can feel like the intention is there to change things but sometimes the messaging of changes and protocol isn't managed well."

"NEL should have a strategic lead for data and how it's shared across the organisation."

"ASC is so big that we can't get around everyone. Understanding all services is hard."