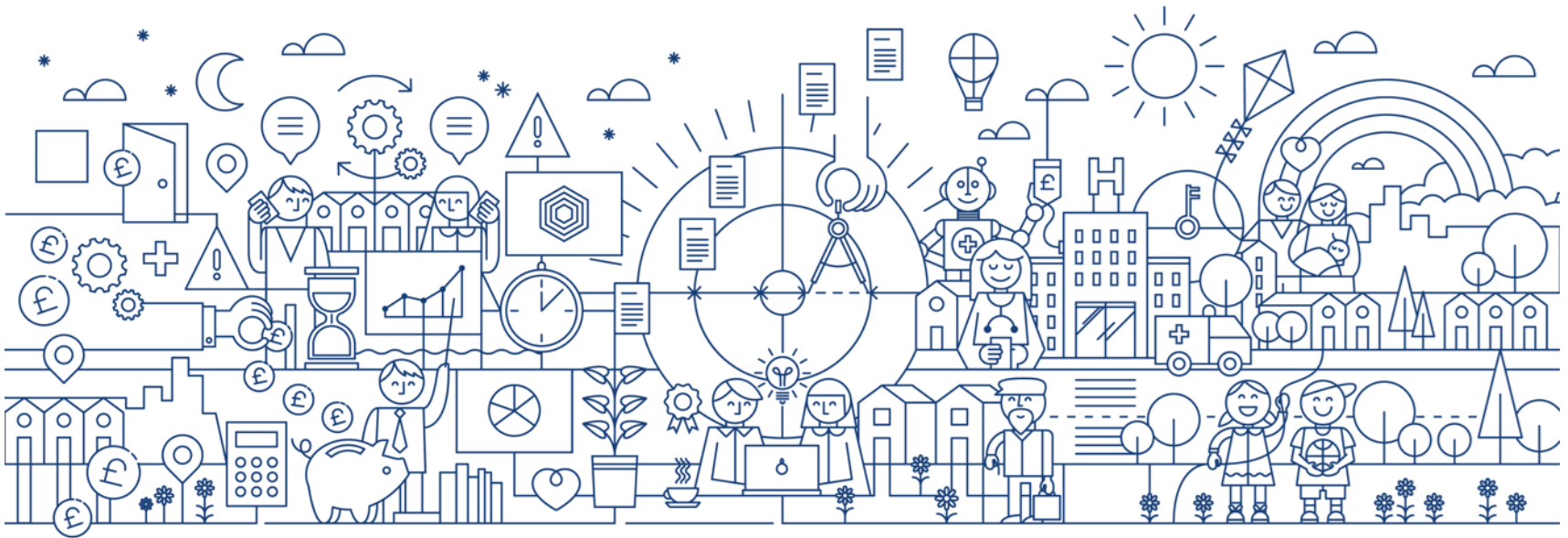


# Better Outcomes, Better Lives

## Health Scrutiny Committee

June 2021



# Better Outcomes, Better Lives

## 1 What, 3 Why's, and 6 How's

WHAT

A long-term programme of practice-led change focused on supporting the people of Manchester to achieve better life outcomes with less dependence on formal care.

WHY

Because we know there is more we can do to improve the **care experience** and **manage care demand** in Manchester

Because there is more we can do to **support our frontline workers and integrated teams** with the technology and enablers they need

Because we need to make **significant, sustainable savings** this year and over the next four, to avoid service cuts

HOW

Embedding strengths based practice across our teams to maximise independence

Enable residents to independently access early help resources within communities

Create a community reablement offer focused on optimising independence

Transforming Community and Specialist Teams, enabling neighbourhoods

Creating a responsive service offer that meets the changing needs of residents in maximising their independence

Embed a performance approach that uses an evidence to drive improvement

# Important foundations



- Journey towards Integration with the creation of the MLCO and increased joint working across health & social care
- ASC Improvement Programme – significant investment in ASC, improvement activity to establish firmer foundations
- LD Transformation Programme – staff engagement identified themes & issues, case studies & observations identified demand & current responses. Draft operating principles & joint duty pilot will be picked up through Communities of Practice
- Enabling greater strengths-based ways of working...

# A bold ambition; Better Outcomes, Better Lives



- An opportunity to accelerate our work and set a bold ambition
- A programme to ‘house’ all this work and orientate momentum
- Working in partnership with IMPOWER, drawing on their expertise and experience with health and social care in other LAs and organisations
- Better Outcomes, Better Lives aims to **improve outcomes for our residents**; supporting greater independence
- Achieving this will help us to meet the financial challenges that we face

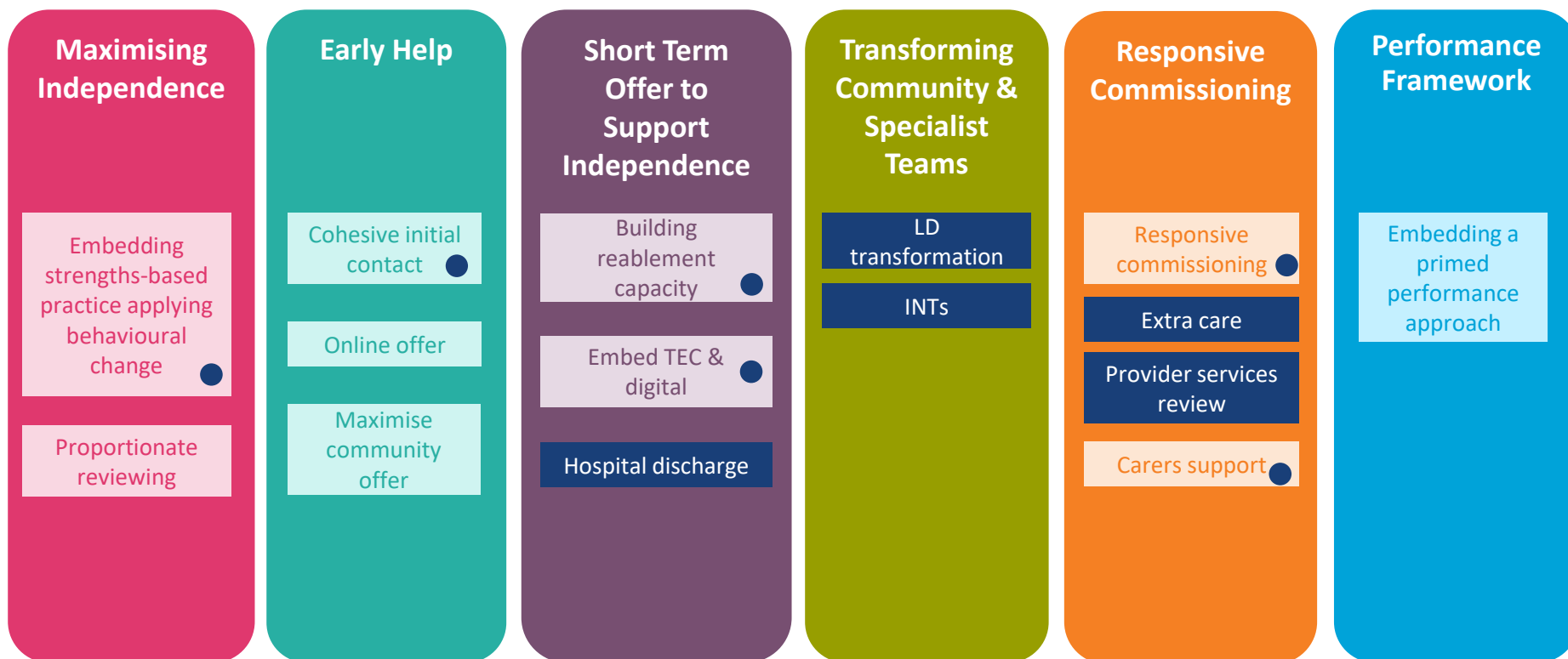
# Better Outcomes, Better Lives

| What this is <b>NOT</b> ...  | What this <b>IS</b> ...   |
|--|---|
| <ul style="list-style-type: none"><li>• About changing policy or thresholds</li><li>• About service cuts</li><li>• Throwing out the progress we've made and starting again</li><li>• More strategies</li></ul> | <ul style="list-style-type: none"><li>✓ About improving outcomes for the people of Manchester</li><li>✓ A home for the change work we have all prioritised</li><li>✓ About delivering change, learning what works and celebrating it</li><li>✓ Focused on practice change to enable better outcomes</li></ul> |

# What is in scope for the programme?



The Better Outcomes, Better Lives programme is divided into 6 workstreams. Although each workstream has its own focus, due to the inherent complexity of the system there are dependencies across workstreams, this will be managed. A high-level description of scope for each workstream is included on the following slides.



# Sequencing of the programme

- **Overview:** 2-3 year change programme
- **Priorities:** year 1 focus on delivering maximum impact on outcomes / cost by prioritising:
  - **Strength based practice** using applied behavioural change (MI workstream)
  - **Personalised commissioning** to support practice decisions (RC workstream)
  - Developing a **performance culture** to support evidenced based decision making and action (PF workstream)
  - Priority **operating model** to support independence (STO workstream)
- **Future priorities:** Year 2 focus on:
  - **Early intervention and prevention** – community offer, front door;
  - **Operating model development** (transforming communities, health),
  - Embedding and **sustaining practice change**;
  - Delivering **alternative supply opportunities** to support operating model / practice change through robust outcomes based commissioning
  - Embed inclusive ambition cross system including **ICS development** and implementing supercharging LCO

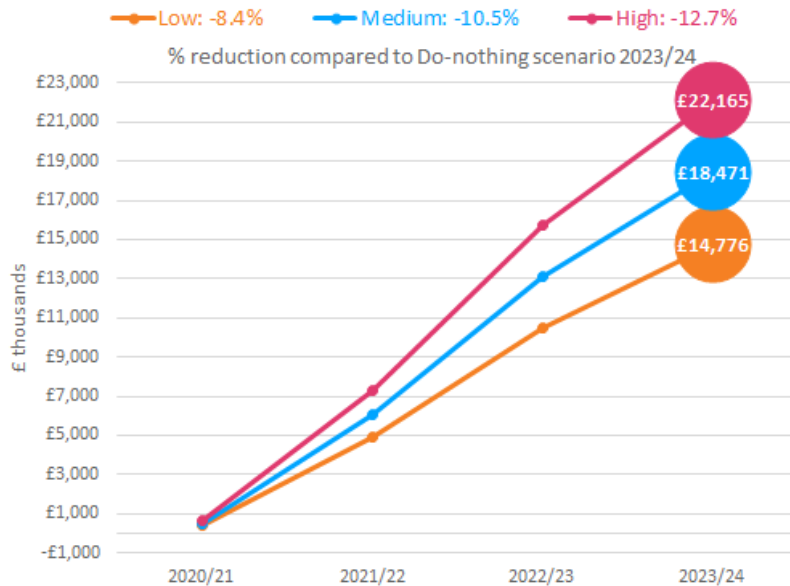
# The highest impact workstreams have been prioritised

| Workstream                      | Scope   |
|---------------------------------|---|
| <b>Maximising Independence</b>  | <ul style="list-style-type: none"><li>• Facilitate frontline teams improving outcomes for citizens through a detailed programme of strength-based and behavioural science training, interventions and communities of practice across teams to embed and remove barriers to strength-based practice.</li><li>• Develop and deliver proportionate and prioritised reviewing model.</li><li>• Continuous impact tracking and learning routine.</li></ul>   |
| <b>Short Term Offer</b>         | <p><b>TEC &amp; Digital</b></p> <ul style="list-style-type: none"><li>• Increase awareness and confidence to use TEC through champions and engagement activity with the frontline.</li><li>• Increase ease of access to TEC by reviewing current pathways and processes.</li><li>• Review the TEC offer to develop a strategic approach to TEC, run prototyping trials of TEC and agree an investment approach to TEC</li></ul> <p><b>Building Reablement Capacity</b></p> <ul style="list-style-type: none"><li>• Deliver maximising independence within the reablement assessment function.</li><li>• Support implementation of new reablement capacity.</li><li>• Support ongoing investment and recruitment approach within reablement.</li><li>• Understand current operating model and identify opportunities to alter and prototype a new operating model.</li></ul> |
| <b>Responsive Commissioning</b> | <ul style="list-style-type: none"><li>• Create clear feedback loops between commissioning and maximising independence interventions to identify commissioning gaps and opportunities.</li><li>• Develop a prototype approach to responding to gaps identified.</li><li>• Develop a commissioning plan to reflect transformation programme requirements.</li><li>• Develop working groups for key activities to build prioritised market support requirements.</li></ul>   |
| <b>Performance Framework</b>    | <ul style="list-style-type: none"><li>• Create a performance framework with frontline teams to enable reporting and action-taking at this level.</li><li>• Re-baseline and agree trajectories for the budget.</li><li>• Develop an MLCO performance and finance report reflecting demand, trajectories and costs.</li><li>• Monitor delivery of the programme through reports and through lessons logs.</li></ul>   |

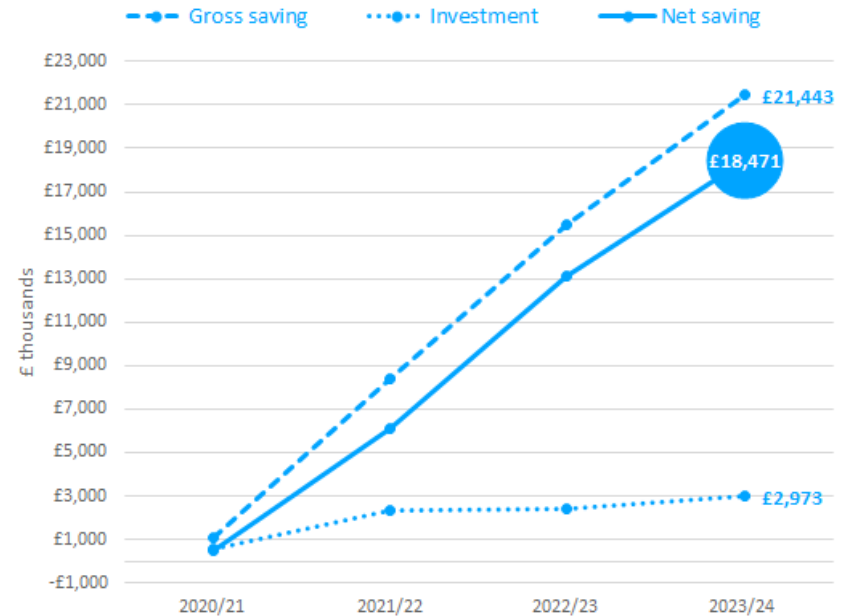


# Predicted net savings of £18.5m were agreed – 10.5% against the do-nothing baseline

**Saving scenarios**  
(net of investment in short and long term care)



**Medium saving scenario**



- The savings trajectories indicate a medium scenario net saving of £18.5m by 2023/24. This represents a 10.5% savings compared to the do-nothing scenario.
- This is net savings and includes investment in preventative interventions to enable the demand to be managed effectively. The total investment cost across the four years is £8.3m. The investment in reablement is the same as Option 1, the investment in TEC/equipment/adaptations and community support is higher as this has been modelled based on a proportion of savings achieved. No costs have been included for any investment in change capabilities and capacity needed to deliver the programme successfully.

# Progress since January 2021

## Maximising Independence (MI)

- ✓ **South** - worked intensively with core ASC colleagues and established reflective learning practices to support strengths-based approaches
- ✓ **South** - engaged with wider health, mental health, neighbourhood and voluntary sector colleagues
- ✓ **North** - intense support to locality to support roll out of approach
- ✓ **Impact / insight:** analysis and communication of impact to share back with staff

## Short Term Offer to Support Independence (STO)

- ✓ **Technology Enabled Care (TEC)** – Documents, demo videos and workshops to raise awareness with practitioners
- ✓ **Reablement** – investment to provide additional capacity to support work to increase community referrals and respond to unmet demand
- ✓ Successful trial on **joint Reablement & Occupational Therapy** working
- ✓ Identified opportunities for a **series of pilots** to deliver an integrated short term offer

## Responsive Commissioning

- ✓ **Strategic vision and plan:** Development of strategic vision, ambition and forward plan that summarises LCO's commissioning intentions; priority contract reviews
- ✓ **Awareness of offer:** engagement with the frontline (through the MI workstream), spreading awareness of current offer and identifying gaps in supply
- ✓ Identified a number of opportunities to test different ways of working on a small scale

## Performance Framework

- ✓ **Strategic Performance Framework** – to support the MLCO to understand how key services are changing
- ✓ Development of **Team Level performance framework** – to improve accountability and ownership of performance at a team level
- ✓ **Learning Logs** – a tool to understand how practitioners are using strengths based approaches in their day to day work

# Initial Impact Analysis

**LEARNING LOGS** Practitioners reported that they have taken a **strengths-based approach in 80% of interactions** with citizens

**LEARNING LOGS** 42% of reviews and reassessments undertaken in April resulted in either a reduction, an end to a package or support altered to improve independence

**LEARNING LOGS** 27% of assessments undertaken avoided the need for a care package

**LEARNING LOGS: Use of SBA to manage demand challenges as we emerge from lockdown**

"Citizen had daily support from family during lockdown.

**Family are now returning to jobs so unable to continue supporting** at the same level. Citizen is determined to remain at home and was worried about being 'put' in a care home. Assessor explained that this would not happen if at all possible and increased care support would allow **the citizen to remain in her own home.**"

**SHORT TERM OFFER:** A prototype to demonstrate that an OT can improve reablement goal setting has been successful. During a two-week proof of concept trial, an OT worked alongside a reablement assessment officer **to improve the quality of goal setting. As a result of the prototype two citizens had reduced care packages with improved outcomes.**

**LEARNING LOGS: Use of TEC to support independence**

Collaborative working with other professionals with the view of managing risk by working closely with community alarm team to ensure **that assisted tech was utilised effectively** and that all incidence, for example falls, were recorded, and call logs provided to evidence frequency of falls

**LEARNING LOGS: Using SBA to improve outcomes and reduce costs**

The crisis response team had recommended 4 calls a day for this person. After discussion with family we looked at 2 calls and family to support, to **reduce the intrusion of carers for this person.**

# Workstream priorities for June onwards

## Maximising independence

- **Embedding in South:** establish and coach individuals undertaking new roles to continue practice change
- **Mobilising in North:** intense support to locality to support roll out of approach
- **Impact / insight:** consistent and regular analysis and communication of impact critical to support change

## Short term offer

- **Reablement capacity:** Recruiting and onboarding reablement capacity
- **Increasing offer:** Rolling out prototype interventions to access capacity and improve system flow
- **Increasing TEC awareness / roll out:** Rebranding the Comm Alarms Team, initial TEC champions, and TEC support tools
- **Increasing TEC offer:** Identify, implement and evaluate TEC prototypes, eg. Anywhere Care; Falls Prevention

## Responsive commissioning

- **Strategic vision and plan:** Development of strategic vision, ambition and forward plan that summarises LCO's commissioning intentions; priority contract reviews
- **Awareness of offer:** Continue engagement with the frontline (MI w/s), spreading awareness of current offer and identifying gaps in supply
- **Expand offer:** Identify, implement and evaluate prototype opportunities

## Performance framework

- **Top-level report** - Embedding the TLR into BAU and finalising the Better Outcomes Indicators with service areas; mapping the “golden thread” between top and team-level to ensure 2-way performance flows are built into governance channels
- **Team-level framework** - Deliver team “toolkits” alongside MI interventions to embed a consistent, primed performance culture, incl. finalising team-level metrics to attribute & measure impact

# Jargon buster -

## A glossary of shared language

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- **Communities of Practice (CoP)** provide a weekly space for practitioners to learn, reflect, share experiences on strengths-based approaches, to get peer support and challenge and contribute to personal development. Attendance is made up of Locality health and social care LD Teams, or multiagency practitioners in each Neighbourhood, joined by citywide or specialist teams aligning with the session it makes most sense to, (for example those they interact with most).
- **CoP - Reflective Practice** refers to the facilitated, weekly group reflection centered on case discussion (see above)
- **CoP - Spotlight Sessions** take place at the first CoP of the month. They 'spotlight' on topics and issues that are important to you. Examples might include Community Asset Mapping, Hoarding. Colleagues or partners can be invited to these sessions to provide specialist advice, support and learning (see above).
- **Learning Logs** are a tool for capturing practitioner's self-assessment of their own practice and how they believe this has contributed to maximising a citizen's independence. They support us to further accelerate, enhance and embed our strengths-based practice.
- **MI Insights Pack** draws from a wide range of data sources, triangulating these to build well-balanced insight into the workstream delivery and development and embedding of strengths-based approaches. This insight will support a wide range of audience to take further action as required.
- **Strengths-based approach (SBA)** focus on what's working well and look to build on that. In our assessments, it's about asking people "What's strong?" (rather than "What's wrong?") and "What matters to you?" (rather than "What's the matter with you?"). SBA doesn't ignore problems but enables people to find the best solutions for themselves.
- **SBA – Toolkit** refers to a set of tools, prompts and approaches (co-produced with practitioners) to support your work with residents to maximise their independence. They build on techniques practitioners are already using, to empower and support you to have strengths-based interactions. These include:
  - **Reflection tools:** to help you think through the approach you will use and prepare for conversations.
  - **Conversational tools:** to provide strengths-based prompts to aid interactions, you can adapt these and use what is most helpful.
  - **Collaborative tools:** these can be printed off and used with citizens, written on, and even left with people where appropriate.
  - **Technology Enabled Care (TEC)** is an approach to supporting people to continue to live in their own home for as long as possible by using technological devices. TEC can support people to maintain their independence, while maintaining their personal safety.