

Shropshire Peer Challenge Sustainability and Market Management, Integration and Prevention 19th – 21th June 2017



WM Midlands Peer Challenge Context

- Sector Led Challenge and Improvement Process
- Council invites you in to undertake a challenge
- 16/17, 17/18 West Midlands Programme involves 14 councils
- ∇ Case File Audit undertaken by Principal Social Workers
- ∇ Self Assessment using adapted TEASC tool – methodology flexible
- ∇ Position Statement and Core Evidence Review
- ∇ Over 80 people met with the peer challenge team
- ∇ Analysis of data and benchmarking across 14 councils
- ∇ Subject area and length of review set by council



Summary



- Energy and commitment to peer challenge process and continuous improvement at CX, Director and Cabinet Lead was very evident and sets a positive culture for the directorate and is evident across the social care leadership team
- Despite wider financial challenges and pressures Shropshire Council has continued to demonstrate its commitment to the sustainability of adult social care and has made recent significant additional investment into the budget
- There are a range of initiatives across health, social care and wider council services including public health that risk duplication and requires strategic oversight and coordination
- Strong partnership working with the Provider Association has made a significant contribution to care market sustainability so far and relationships are positive.



Summary

- The growth model that has been adopted for adult social care is ambitious, the impact of NHS recovery plans need to be modelled and a clear plan for 19/20 needs to be developed to mitigate financial exposure for the wider council from its biggest area of expenditure.
- The development of a Cabinet Lead Post bringing together Adult Social Care, Housing and Health puts the council in a good position to influence system partners including the NHS collective action to accelerate prevention and manage demand
- A coordinated programme of change, adequately resourced and supported with clear governance focused on delivery and tracking benefits realisation would further mitigate risk to the council and the wider system
- Despite many challenges and pressures performance on reductions in admissions to residential and nursing care, and people with a Learning Disability in Employment has continued to maintain improvement



Summary

- The business intelligence data hub offers a real opportunity to think strategically about population interventions and evidence based implementation at scale and pace for prevention and early intervention
- The picture for Carers is mixed, the offer to employees who are carers is encouraging, as is the carers strategy but the peer challenge team heard from carers that aspiration does not always translate into reality in practice
- The council has a history of partnership and engagement, including the Making it Real Board and other Partnership Boards, it also seeks feedback at an individual level through outbound calls.
- Further clarity about how feedback informs changes in practice and strategy is required, so the Making it Real Board is valued but its impact on outcomes and practice could be improved
- Public health and social care commissioning is not sufficiently aligned to drive transformation, quality, cost improvement and commissioning decisions across public health, housing and adult social care



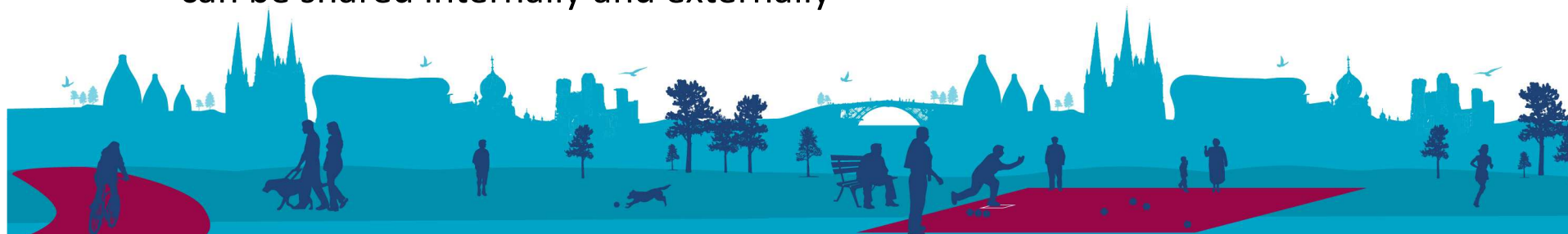
Summary

- Relationships with the NHS at an strategic level appear to be improving within the context of rapidly changing personnel within health but intra health relationships and decision making still pose a significant risk to the council aspiration to shift to early intervention and prevention.
- The peer challenge team heard from a range of stakeholders, including practitioners concern about the commissioning and delivery of services to those going through transition from children to adulthood
- The enthusiasm of the workforce and all stakeholders to make a positive difference to Shropshire residents lives is very evident but could be better utilised collectively to accelerate change.
- The digital approach to brokerage and the relationship with the Care Market is an excellent example of where Shropshire can demonstrate its innovation credentials and overall the adult social care leadership demonstrates it is a forward thinking, solution focused team
- Further refining is needed about the purpose of the draft Adult Social Care strategy, who it is aimed at and what will the change be on Shropshire residents lives as a result of its delivery as it does offer a good opportunity to manage both partners and the public expectations about the role of adult social care



Recommendations

1. Develop a narrative and agree at a corporate level your financial model for 19/20 and beyond that includes how you will mitigate council wide financial sustainability
2. Consider how you can bring together the wide range of activity and change into a single programme of change that clearly sets out the outcomes to be achieved, has a single governance structure to monitor delivery and is adequately resourced.
3. Within such a complex health landscape and set of challenges the council should consider whether it might be beneficial to agree some shared operational and strategic principles with its neighbouring councils on integration and place based commissioning
4. Within the two year growth window focus on defining your priorities to transform and place this in the context of a compelling case for change that can be shared internally and externally



Recommendations

5. Joint commissioning plans and pooling of any budgets with NHS partners should set out very clearly how any additional financial above and beyond current assumptions in the council MTFS are and how NHS recovery plans particularly CHC will impact on demand for council funding
6. Joint commissioning arrangements should be developed incrementally and the peer challenge team endorses the council approach to focus on small scale operational commissioning such as community equipment as a way of building trust and confidence
7. Developing a coordinated and single leadership council approach to prevention and early intervention across all ages, and using this to drive rapid cost improvement, commissioning decisions and transformation within the council and across the system will accelerate improvement in resident outcomes and value for money
8. We recognise at a strategic level the council has understood the importance of the contribution economic growth can make to well being, we would like to see this embedded in strategic planning such as through the LEP
9. Continuing the journey around strengths based work and ensuring that the existing plans result in consistent practice that matches the aspirations

