

Adult Social Care

Front Door Design

Summary Report

November 2019



Executive Summary

Approach

The Adult Social Care (ASC) Team analysed current practice across the front doors, and analysed best practice nationally. A new future model for operating the front door was designed and validated with ASC staff and cross referenced with the overall operating model for Bournemouth, Christchurch and Poole Council (BCP Council). Estimated investment and savings requirements have been outlined, with a high level implementation plan.

Findings

There are inconsistencies across the front door, and some good practice across the services.

Performance data is not currently readily available in a way that allows for comparison across the areas.

The front doors do not systematically promote independence for residents, and there are opportunities to prevent, reduce and delay the demand on adult social care.

Implementation

A high level implementation plan has been produced based on the following four workstreams:

1. Rationalise, Standardise and Improve Contact Channels
2. Digital Transformation
3. Asset Based Working
4. Data

Future Design

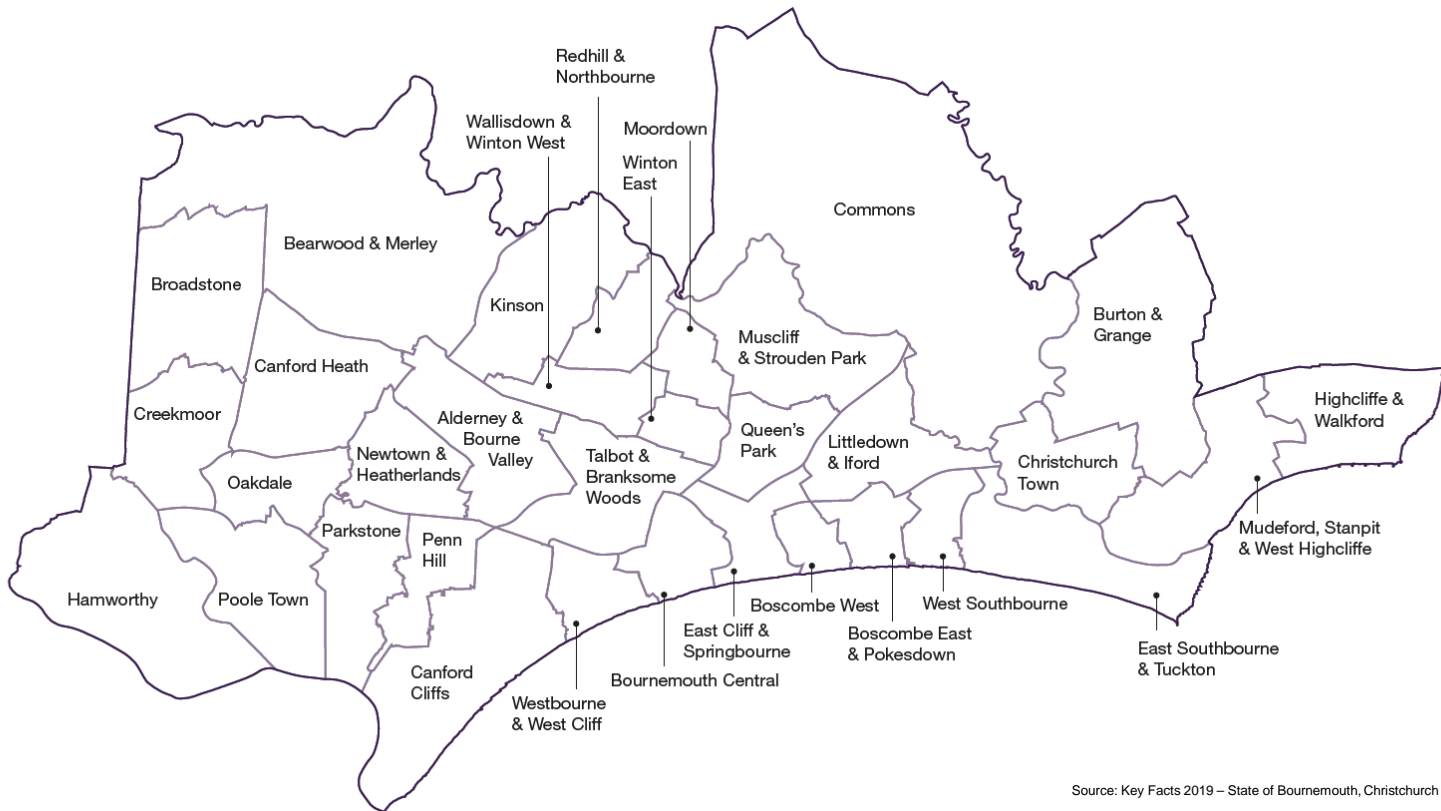
The new operating model has four areas of focus:

- Community empowerment and resilience, that supports a flourishing community and voluntary sector for residents to be involved in
- Engaging early, in a way that prevents and delays demand and maximises independence
- Customer contact, predominantly digital and encouraging self service
- Assessment, a proportionate approach to support, guidance and assessment

Context

There are a number key contextual elements that need to be considered when designing the future front door for Adult Social Care in Bournemouth, Christchurch and Poole:

- A new larger organisation, with a different footprint, brings about challenges and opportunities, both for the Council and for Adult Social Care.
- Demographic pressures mean that even if BCP Council ‘did nothing’ in relation to managing demand and transforming services, the services would not be sustainable.
- Bringing together three areas, with associated differing practice, has highlighted the need to standardise practice, but there is also an opportunity to radically transform the relationship with residents in a way that promotes wellbeing and independence.
- The discrepancies in demand and performance illustrate the opportunity to adopt best practice, both internally across BCP and from wider health and social care systems.



Source: Key Facts 2019 – State of Bournemouth, Christchurch and Poole Report

Executive Summary: A future front door model

Following sessions to understand the current baseline and identify opportunities for change, a number of design aspirations were developed. These were validated and tested against the Council's organisational design principles. Through further development sessions an overall future front door model was developed, see diagram below (larger scale on page 27). Analysis of the potential impact of this model were considered and further validation was undertaken with ASC staff and those officers involved in the development of the organisational design.

There are 4 key elements to the future model:

1. Community empowerment and resilience

Supporting and enabling community activities through coordination and signposting to encourage participation, limiting social isolation and encouraging independence.

- Focus on **creating empowered and resilient communities** and improving access to local, tailored up to date information.
- Community and voluntary services that are **accessible and responsive**.

2. Engaging early

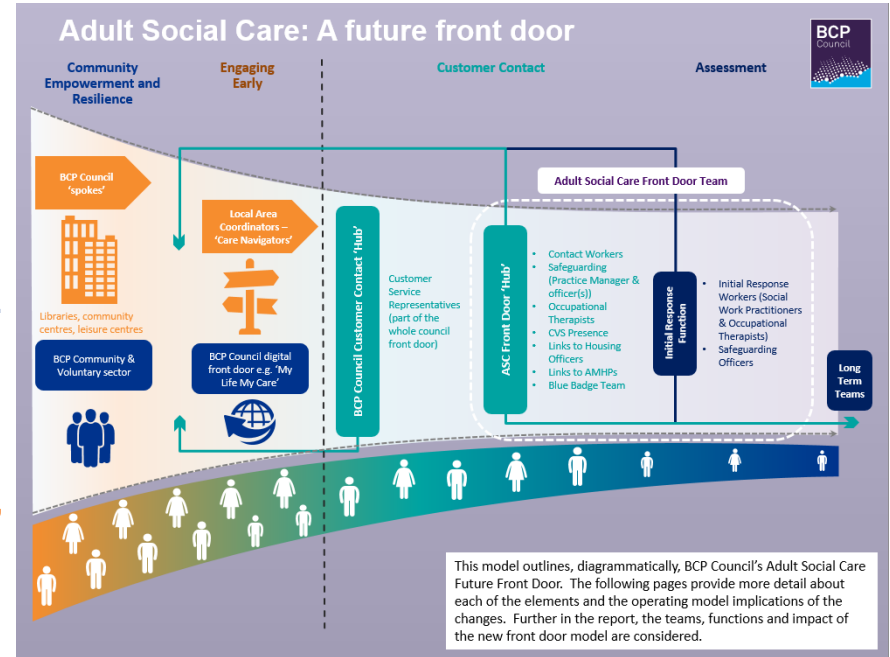
Earlier engagement with those at risk of poor outcomes and earlier identification of required investment in place based services.

- Improve and increase the use of community-based support such as **Local Area Coordinators**, and increase **outreach offer of information, advice and guidance** into the community.
- A **community based 'hub and spoke' model** utilising Council assets, with specialist teams providing face to face information, advice and guidance where required.

3. Customer Contact

A streamlined, intuitive, predominantly digital front door will allow customers to self-serve wherever possible by accessing guidance and real-time information relating to their services. Face to face and telephone engagement will remain available for those who require it.

- A **future digital front door** through "My Life, My Care" will serve as the first point of contact for people seeking support in ASC.
- This function will be made up of **multi-skilled professionals** including Mental Health, Safeguarding advisors and Occupational Therapists.



4. Assessment

Support, guidance and assessment for customers which is proportionate to their requirements.

- **Consistent, standardised guidance and guiding questions** will be used to support staff in having the right conversations with residents; including an upfront finance checkpoint to set expectations early about financial eligibility.
- **Digital and mobile working** tools and capabilities will also be available to support teams to work effectively and efficiently.

Organisation Design Operating Model

The Council's operating model is designed to enable a common understanding of how BCP Council will operate in the future as one combined organisation. It shows the key elements of the new model and how they interact.

The most relevant sections of the model for the ASC front door work are those which relate to 'Citizen experience and engagement' – which could be described as the 'front office'. These elements are:

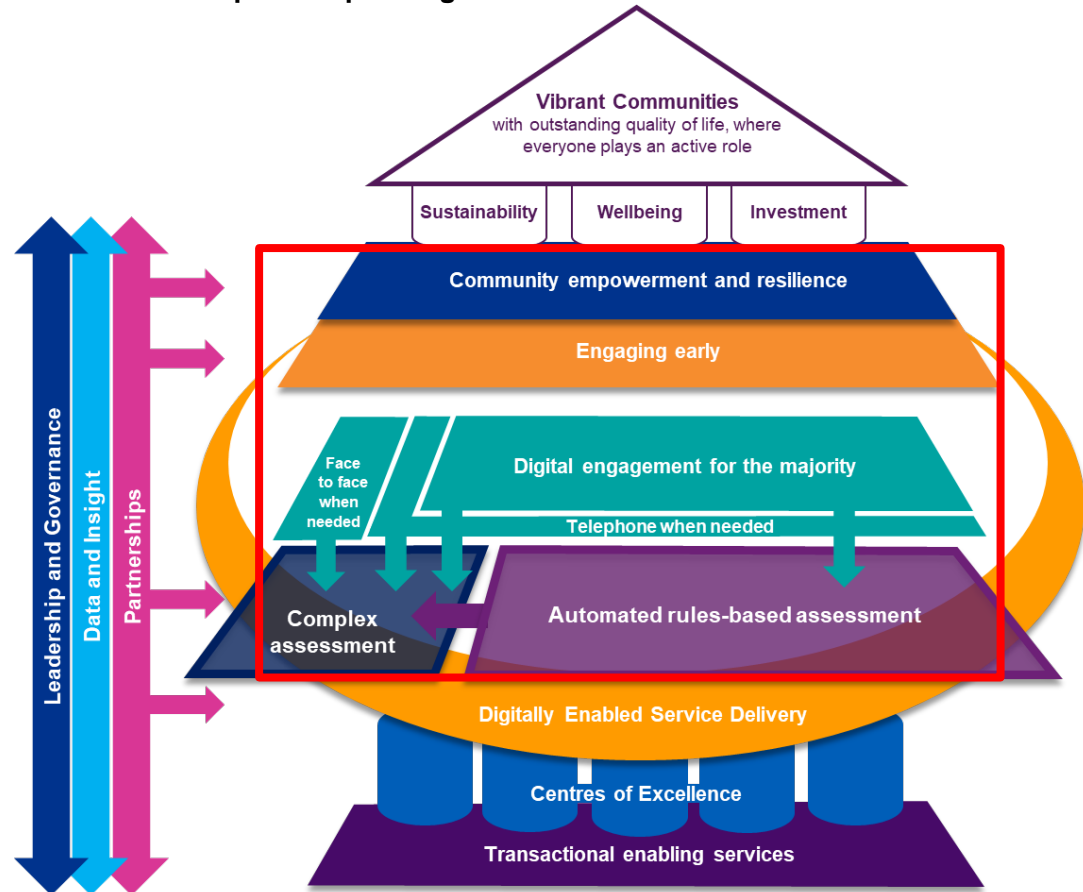
- Community empowerment and resilience
- Engaging early
- Customer contact (digital engagement for the majority, telephone and face to face where needed)
- Complex assessment
- Automated rules based assessment

The assessment activity covered in detail within this report is only that which takes place within the front door process. Other assessment take place outside of the front door process, such as reviews.

Other elements of the operating model are relevant, particularly those which run across all elements of the model (Leadership and Governance, Data & Insight and Partnerships).

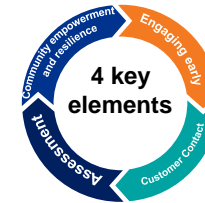
Service delivery and Enabling functions will be impacted to some extent by the Front Door, but are not covered directly within this report.

BCP Council's Proposed Operating Model



The part of the model in the red box relates to 'Citizen experience and engagement'. This is the key section of the model for the Front Door work.

BCP Council Organisation Design Operating Model



Operating Model Element	Description of element – Whole Council level	Adult Social Care Front Door
Community Empowerment and Resilience	Supporting and enabling community activities through coordination and signposting to encourage participation, limiting social isolation and encouraging independence, contributing towards improved societal wellbeing as a whole. This activity seeks to reduce need and therefore reduce demand for council services.	Identified as one of the four key elements of the Adult Social Care Front Door Model: Community Empowerment and Resilience By connecting to local community based support, residents could remain independent for longer, reducing their need for formally provided BCP council services.
Engaging Early	Earlier engagement with those at risk of poor outcomes and earlier identification of required investment in place based services. Using data and insight, alongside a more holistic understanding of need, BCP Council will help to shift service delivery away from more costly interventions when demand presents itself.	Identified as one of the four key elements of the Adult Social Care Front Door Model: Engaging Early By engaging early, some residents will reduce or delay the need to make formal contact with adult social care
Customer Contact	A streamlined, intuitive, predominantly digital front door will allow customers to self-serve wherever possible by accessing guidance and real-time information relating to their services. Face to face and telephone engagement will remain available when it is required.	Identified as one of the four key elements of the Adult Social Care Front Door Model: Customer Contact This incorporates the digital front door, with telephone, virtual and face to face engagement when required.
Automated Rules-Based Assessment	Consistent, automated and self-service based approach for all rules based assessments, reducing manual processing effort and enabling the customer to access the majority of services on demand. Assessments are basic and rely on little or minimal specialist interpretation.	Identified as one of the four key elements of the ASC Front Door Model: Assessment This element recognises that there will always be a need for a face to face assessment for some residents due to their circumstances.
Complex Assessment	Specialist support, guidance and assessment for customers with complex service requirements, often needing a multi-agency approach with decisions made based on richer evidence, often from multiple sources.	

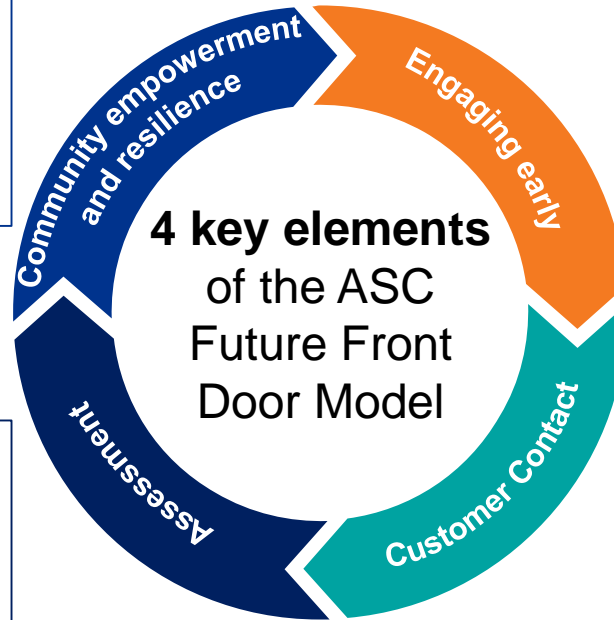
Future Front Door: The new model

Supporting and enabling community activities through coordination and signposting to encourage participation, limiting social isolation and encouraging independence.

- Focus on **creating empowered and resilient communities** and improving access to local, tailored up to date information.
- Community and voluntary services that are **accessible and responsive**.

Earlier engagement with those at risk of poor outcomes and earlier identification of required investment in place based services.

- Improve and increase use of community-based support such as **Local Area Coordinators**, and increase **outreach offer of information, advice and guidance** into the community
- **A community based ‘hub and spoke’ model** utilising Council assets, with specialist teams providing face to face information, advice and guidance where required.



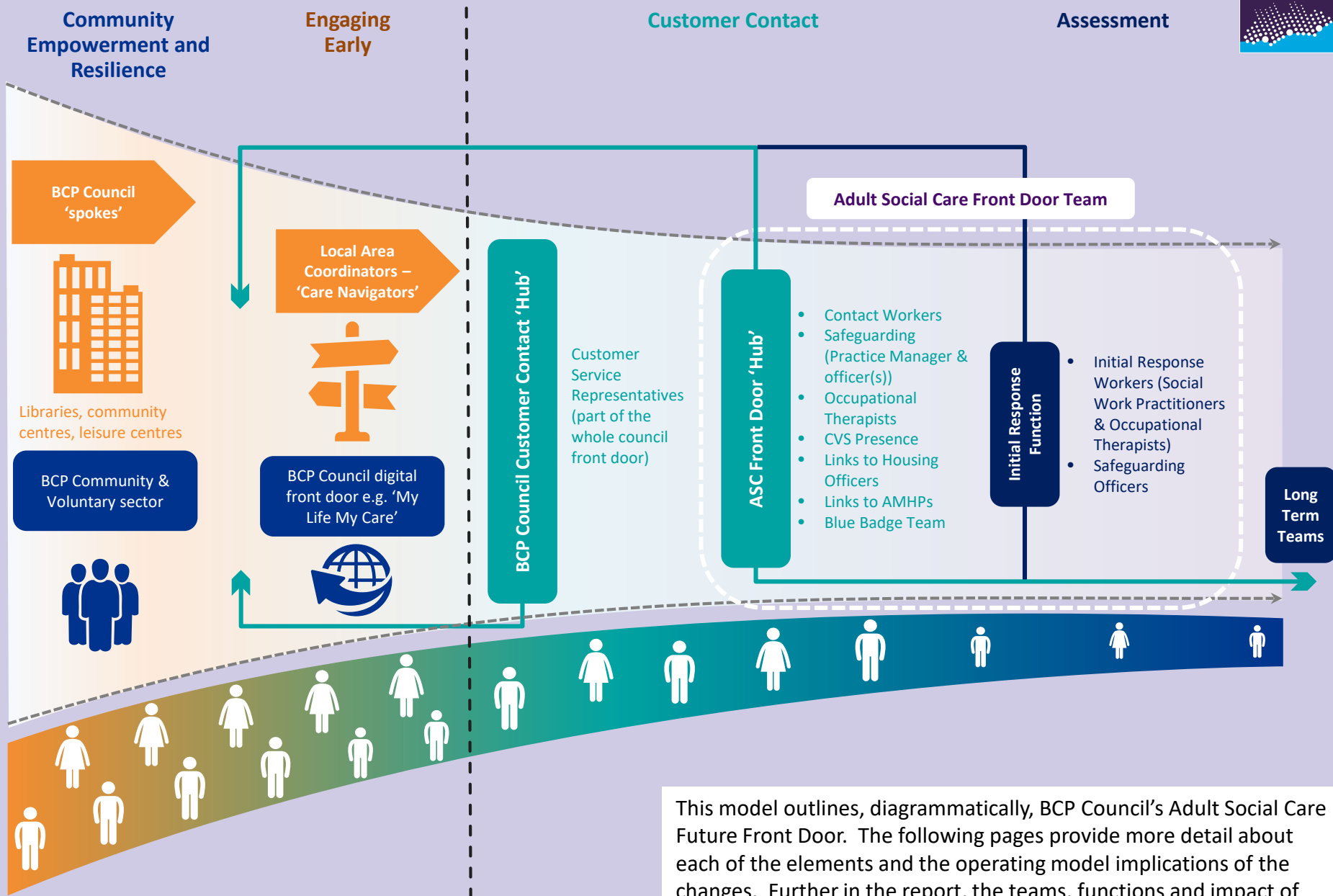
Support, guidance and assessment for customers which is proportionate to their requirements.

- **Consistent, standardised guidance and guiding questions** will be used to support staff in having the right conversations with residents; including an upfront finance checkpoint to set expectations early about financial eligibility.
- **Digital and mobile working** tools and capabilities will also be available to support teams to work effectively and efficiently.

A streamlined, intuitive, predominantly digital front door will allow customers to self-serve wherever possible by accessing guidance and real-time information relating to their services. Face to face and telephone engagement will remain available for those who require it.

- A **future digital front door** through “My Life My Care” will serve as the first point of contact for people seeking support in ASC.
- This function will be made up of **multi-skilled professionals** including Mental Health, Safeguarding advisors and Occupational Therapists.

Adult Social Care: A future front door



This model outlines, diagrammatically, BCP Council’s Adult Social Care Future Front Door. The following pages provide more detail about each of the elements and the operating model implications of the changes. Further in the report, the teams, functions and impact of the new front door model are considered.

Future Front Door: Functions

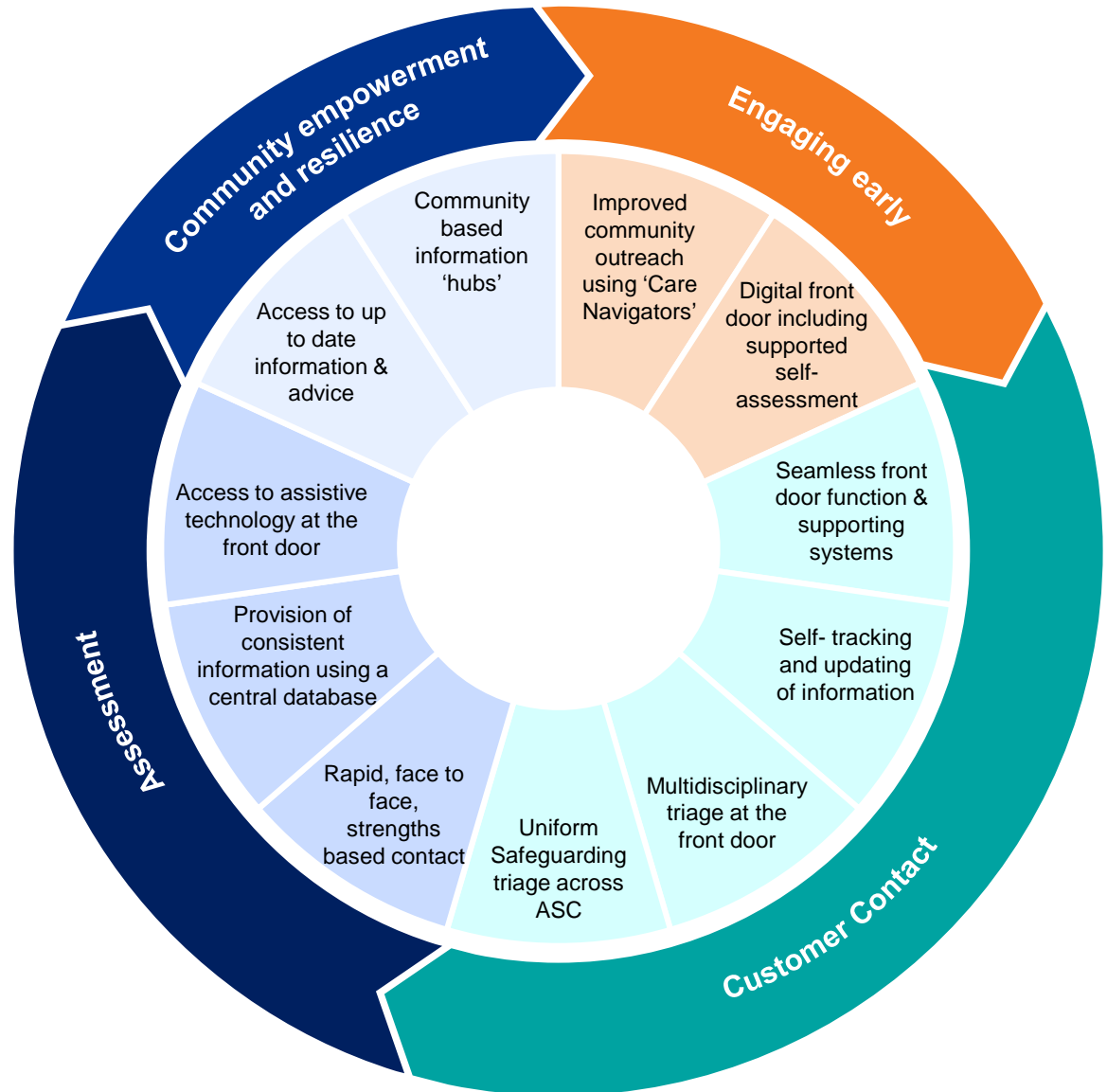
The diagram opposite illustrates the functions of the Council's proposed operating model that will be encompassed within a new adult social care front door.

A large emphasis will be placed on supporting residents to be more resilient and independent in their communities for longer. By engaging differently and changing the conversation with it's residents, BCP Council will seek to support them to access support from sources outside of the Council, wherever possible.

By focusing on streamlining processes at the front door and ensuring people with low-level, non-complex needs are supported quickly, specialist resources will be better managed to support those most in need. Safeguarding enquiries will be dealt with in a uniform approach across adult social care.

Those in crisis will continue to be dealt with quickly through the current Duty Social Work model and an expansion of crisis payments service across Bournemouth, Christchurch and Poole.

The subsequent pages outline the proposed functions and potential team mix.



Community Empowerment and Resilience

The future model will focus on developing communities that are empowered and resilient and have improved access to local, up to date information. In doing so, the number of residents making formal contact with BCP Council, when in need of support, should be reduced. People will be empowered to make use of resources, information and guidance from within their communities. This new approach will feature:

Community Empowerment and Resilience

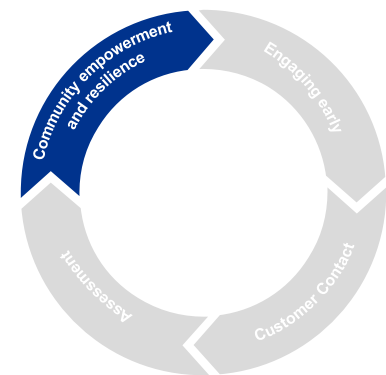
Closer working with the community and voluntary sector (CVS), helping to build on services and activities available in the Bournemouth, Christchurch and Poole community. Services should be responsive and accessible in order to maximise benefit. This may require a shift in support to the CVS to support growth and sustainability. Other areas have achieved this in various ways, for example by using small grant funds or officer support to consider the status of an organisation or supporting small purchases such as equipment. Public sector organisations can leverage their assets to be used for CVS organisations that need space, or assets can be used creatively to enable the sector to flourish.

Consideration should be given on how to support small grass roots organisations, such as book clubs, knitting groups, men’s sheds, social trips etc. as these can provide very localised informal support that promotes community connectedness.

BCP Council have secured grant funding to work differently in one location, this could be used as a test bed for promoting asset based working.

A digital front door will operate through a refreshed and refined “My Life, My Care” platform, providing information on the community and voluntary services that are offered across BCP. All of BCP Council’s staff, partners and residents will have access to this central directory, which will be developed as a smart, interactive platform. It should aim to encompass programmed decision aide features that can make certain recommendations based on data entered and questions answered. Residents will also have the ability to undertake a simple, holistic, asset based self-assessment, if desired.

Consideration of how this is held and updated could encompass CVS editing rights, to ensure that information is up to date.



Engaging Early

Early engagement will target those who are identified as benefitting from advice and guidance, and signpost them to community resources that encourage wellbeing. The goal of engaging early is not to bring more residents into ASC services, rather to support them to promote their resilience by identifying those who may be at risk. This new approach will feature:

Engaging Early

Use of Local Area Coordinators, who will proactively engage with the community to provide information, advice and guidance to residents on services on offer within the BCP community. Their work will be delivered using pre-existing Council owned estate, such as libraries, halls and leisure centres etc.

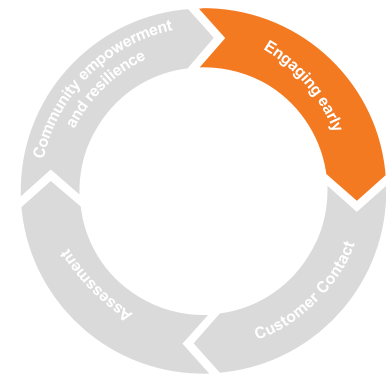
Over time, residents will become skilled and supported to engage with others, increasing community resilience and improving the reach of engaging early.

This theme does not seek to increase the offer of services, but to identify those who are at risk of decline, and intervene in an evidence led way, supporting their resilience.

A Community based 'hub and spoke' model utilising Council assets, with specialist teams providing face to face information, advice and guidance to those seeking support should they require it. These will be based within well known spots across BCP localities, where residents feel comfortable seeking direct support either in person or virtually, with the option for private conversations where required.

By engaging early, some residents will not need to contact the ASC front door, or will delay doing so, as they will be in receipt of effective community support and assets.

Improved data quality would support more effective risk stratification.



Customer Contact

The future model will focus on ensuring service users are able to access the right service first time, reducing the number of handoffs, and resolving as many queries as possible at first contact. This new approach will feature:

Customer Contact

A multidisciplinary team at the ASC front door which sits behind the Council-wide initial front door. The Council-wide initial front door, will provide a preliminary triage to determine whether the contact is appropriate for ASC.

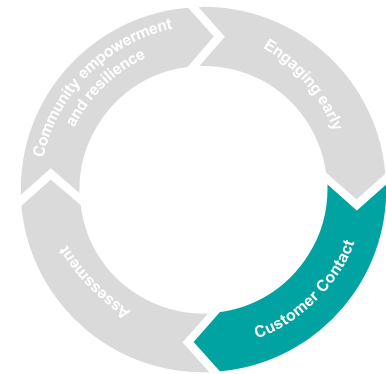
A range of specialist ASC practitioners, including safeguarding officers, occupational therapists and a voluntary sector presence, will be embedded at the front door to enhance the skill mix and enable officers to support decision making within the team.

ASC front door staff will have increased autonomy over low-level decision making and be able to use their professional judgement to provide support in a non-prescriptive way, where appropriate.

One unified operating system across ASC, which will incorporate the functionality to automatically extract a person's previously recorded council data when a referral/contact is made regardless of locality. This will provide greater continuity for residents and prevent the need for them to recount their story multiple times.

An online referral portal for use by professionals, which will streamline the direct phone line option currently in operation in Bournemouth, expanding it to be made available to a greater number of BCP Council partners, across all three localities.

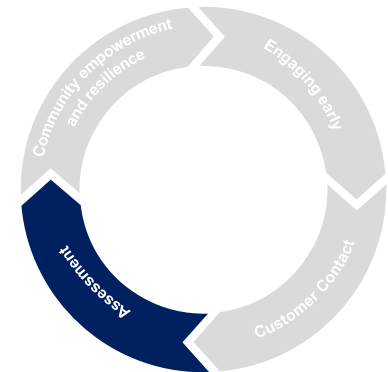
Through a digital front door such as "My Life, My Care", residents will have the ability to track the status of their journey, thereby reducing the number of calls made to the Council in this regard.



Assessment

The future model will focus on ensuring residents in crisis or with low level non complex needs are dealt with quickly, thereby enabling resources in the long term teams to focus on those residents with complex needs who require more resource intensive, long term support. This new approach will feature:

Assessment	Digital and mobile working will support ASC staff to be more agile, and facilitate flexible, more efficient working.
	Staff trained to have strengths based conversations and support planning.
	Roll out of an initial response team, using a similar approach to the current ASSIST model that operates in the Poole area.
	Greater use of technology as part of the front door model in line with the Council's digital transformation goals. To support the roll out of this technology and ensure maximum benefit, training will be provided to support residents to become more comfortable in using technology, and equip them to make better use of it themselves.
	Initial responders will have greater autonomy to decision make and issue on the spot commissioning up to an agreed cost/value.



Programme Overview

We have identified four programmes of work with a total of ten projects required to be undertaken by BCP Council to reach the proposed front door design. This represents an outline programme and further implementation planning would be required to achieve the full model, recognising the interdependencies that exist particularly in relation to partnership working;

Rationalise, Standardise and Improve Contact Channels

- Consolidate contact points
- Expanding and enhancing the ‘ASSIST’ model
- Review skills mix at the front door

Digital Transformation

- Improved digital adult social care database e.g. “My Life My Care”
- Fully integrated ASC digital front door
- Leveraging the digital opportunity

Asset Based Working

- Workforce development programme

Data

- Systems integration
- Data quality
- Data driven decisions

BCP Council Operating Model

A number of these programmes of work are interlinked to areas of the Council’s proposed operating model. The table below highlights where there is the potential for crossover between the adult social care front door design project and the Council’s organisation design programme.

Programme of work	Community Empowerment and Resilience	Engaging Early	Customer Contact	Assessment
Rationalise, Standardise and Improve Contact Channels			✓	✓
Digital Front Door	✓	✓	✓	✓
Asset Based Working	✓	✓	✓	✓
Systems Integration			✓	✓

Programmes of Work

We have identified 4 programmes of work, with a total of 10 projects required to be undertaken by BCP Council to achieve the future state ambition for an improved front door to adult social care. These programmes have been numbered throughout, but do not indicate an order of implementation. We have indicated below whether we believe there is a bankable financial saving, a time-equivalent saving or no financial saving. The following pages detail the savings and potential costs by programme, the methodology for calculating the savings and the evidence and assumptions used. A detailed view of the assumptions and savings by programme can be found within the appendix. In addition, a further two projects are suggested for exploration by BCP (Section 5) that have not been subject to design, as they are out of scope of this report or linked to other work.

Programme		Time saving	Financial saving	No BCP Council saving
1. Rationalise, Standardise and Improve Contact Channels				
1a. Consolidate contact points	Consolidate the multiple access points that currently exist for referrals, beginning the transition towards a digital front door through "My Life My Care".	✓		
1b. Expanding and enhancing the 'ASSIST' model	Initial rapid response model for all new, low level non-complex referrals across Bournemouth, Christchurch and Poole.	✓	✓	
1c. Reviewing skills mix at the front door	Embedding a range of adult social care practitioners at the front door.	✓		
2. Digital Transformation				
2a. Improved online adult social care database e.g. "My Life My Care"	Improvements to the existing ASC online database. Information on community, voluntary and other public services e.g. health should be easily accessible and postcode centric.	✓	✓	
2b. Fully integrated adult social care front door	A responsive digital front door to adult social care. Residents should have the ability to self-update their information, track progress of their queries and have simple questions answered on the spot.	✓	✓	
2c. Leveraging the digital opportunity	Greater use of mobile working, reducing paper based assessments	✓		
3. Asset Based Working				
3a. Workforce development programme	Asset based approaches at the heart of every conversation and interaction with BCP residents.		✓	
4. Data				
4a. Systems integration	Roll out of one integrated system across the council.	✓		
4b. Data quality	Improve reliability of ASC national returns and internal performance data.			✓
4c. Data driven decisions	Use of regular and reliable performance data to aid decision making across ASC.			✓
5. Proposed Projects for Development	Front door 'equipment' spend and financial assessments	TBC	TBC	

Implementation Plan

The high level plan below outlines the key workstreams and activities required to implement the future front door model:

