

HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE



Report subject	Tricuro Business Plan: Delivery Progress
Meeting date	15 July 2024
Status	Public Report
Executive summary	This report provides information to members of the Committee on progress to date in the delivery of the Tricuro Business Plan objectives.
Recommendations	<p>It is RECOMMENDED that:</p> <p>Members note and scrutinise progress against the key short-term objectives contained in the Tricuro Business Plan</p>
Reason for recommendations	To ensure members of the committee are informed on the Tricuro Business Plan objectives and receive an update on current activity.

Portfolio Holder(s):	Cllr David Brown, Portfolio Holder for Health and Wellbeing
Corporate Director	Jillian Kay, Corporate Director for Wellbeing
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Wards	Council-wide
Classification	For Update or Information

Background

1. Tricuro, the Local Authority Trading Company (LATC) originally wholly owned by the three local authorities (Borough of Poole, Bournemouth Borough Council and Dorset County Council) was launched in July 2015. Changes through Local Government Review and, more recently, Dorset Council's decision to set up a separate LATC, means that Tricuro is now wholly owned by BCP Council and this report brings forward the first

progress report against its strategic business plan, approved by Cabinet on 22 May 2024.

2. The five-year strategic business plan sets out the journey that Tricuro needs to go on in order to redefine its approach and operations, aligned to the Council's strategic priorities, as defined in the new Corporate Strategy.
3. There is a focus on innovation, community engagement, workforce development and growth, while also striving to be an efficient and well-run organisation that supports the most vulnerable adults in our communities.
4. The business plan sets out short-, medium- and longer-term objectives, that should position the company as a leading provider of good quality services in the area. This report focuses on the short-term objectives and the progress and plans to deliver those.

Progress against short term objectives (2024 – 2025)

5. Objective 1: Aligning with BCP Council's Vision

Aligning with BCP Council's vision for Adult Social Care is crucial for creating a cohesive and effective service delivery system that meets the needs of the community. Tricuro is transitioning to a new reablement service structure with clearly defined roles and established community hubs to coordinate reablement services more efficiently. Advanced care technology, including remote monitoring and assistive devices, will be integrated this year to support early intervention and self-managed care, and links with local universities are established to support this. Community-based activities have been developed to promote social inclusion and engagement, and a plan to integrate day opportunities into community hubs is in place.

Next step: Ensure all community hubs are fully operational by finalising budgets across the next quarter, staffing structures which meet the needs of the client base and commissioning intentions, establishing clear service delivery models.

6. Objective 2: Enhancing Reablement Services

Enhancing reablement services is crucial to supporting individuals in their recovery and promoting independence. Tricuro's strategy focuses on establishing Reablement Community Hubs, aligning with BCP Council and Integrated Care System (ICS) frameworks, and adopting a therapy-led model to deliver personalised and collaborative care. The key aims include developing streamlined referral and assessment processes, ensuring services are led by qualified therapists, and empowering practitioners to manage support plans actively. The integrated multidisciplinary approach involves occupational therapists, GPs, hub leads, and reablement practitioners working together to provide comprehensive community outreach services.

Progress has been made in several areas. The reablement hub model has been operationalised across BCP, supporting transfer of care and increasing contact time above 70%. A new reablement community service will be operational this year, utilising multidisciplinary teams in Bournemouth, Christchurch, and Poole. Efforts are ongoing to refine and implement a goal setting and discharge planning system to ensure all supported individuals have personalised goals. Staff redesign and training are underway

to support the hub model, with plans to fully operationalise the reablement pathway within community hubs within this next nine months.

Next Steps: Focus on completing the integration of the reablement pathway within community hubs, ensuring clear processes for assessment, plan development, and live adjustments are in place. This will enhance service delivery and support individuals in achieving greater independence and well-being.

7. Objective 3: Day Opportunities

Objective 3 focuses on enhancing Day Opportunities by transforming services into multifunctional community hubs, aligning with BCP Council's vision for community integration and support.

Progress includes continued planning on the launch of redesigned Day Opportunity hubs for those that require buildings based, complex care. Staff structures modernisation and training to support these roles are progressing to support the new hub model, with partnerships initiated for increased service user access to community resources. Co-produced engagement activities are being introduced to demonstrate successful community integration, where this is required for the client and their family.

Next Step: to finalise the budget in collaboration with stakeholders and modernise the staffing structure to better support the new way of working within the Day Opportunity hubs.

8. Objective 4: Optimising Intermediate Care

Optimising Intermediate Care focuses on enhancing the Discharge to Assess (D2A) model and ensuring seamless transitions from hospital to home. Significant progress has been made, including completing proposals and service specifications to fully utilise beds at Coastal Lodge, increasing the OT team's presence at Transfer of Care meetings and hospitals, and recruiting additional Occupational Therapists and Assistants to improve this model and support.

Efforts to improve discharge processes are ongoing, with an emphasis on reducing steps and improving patient flow from acute trusts to Coastal Lodge or community reablement services. Staff have been reorganised to work flexibly between community reablement and bed-based services, ensuring dynamic responses to changing needs.

The next step is to finalise the referral process and continue to expand the OT team, budget allowing, to fully support the enhanced D2A model, ensuring effective use of all beds at Coastal Lodge.

9. Objective 5: Enhancing Regulated Services

Enhancing regulated services is essential for Tricuro to provide high-quality, innovative care that meets complex needs while maintaining regulatory compliance.

Key progress includes the initiation of immersive therapy sessions, which have started to show positive impacts on resident well-being by using virtual reality and other tools to target apathy and emotional health. The deployment of assistive technology is also

underway, promoting independence and enhancing the quality of life for residents with cognitive or mental impairments.

Staffing and training enhancements are ongoing, with current efforts focusing on upskilling staff to handle high-complex cases and ensuring a safe, supportive environment. Training includes accredited courses in Positive Behavioural Support and restraint reduction. Collaboration with mental health teams has been strengthened, establishing protocols for regular and ad-hoc support, which is crucial for delivering specialised care. Budget approval for these enhancements has been achieved, supporting the procurement of necessary resources, and ensuring best value for money.

Next Step: Finalise the development and integration of de-escalation rooms/strategies into care plans and continue with the comprehensive training of staff to support the use of immersive therapy and assistive technology, ensuring these innovations are fully embedded into daily care routines over the coming 3 quarters.

10. Objective 6: Quality Assurance

Progress in the area of Quality Assurance has been substantial, focusing on refining and embedding a comprehensive framework to ensure high standards across all services. Tricuro has adopted a strength-based approach to care and support planning, aligning with the Care Act 2014 to deliver personalised and high-quality care. A key achievement has been the implementation of monthly dashboard analyses, which highlight trends in safeguarding, accidents, and incidents, thereby informing proactive strategies for care improvement. Additionally, the Quality Assurance Framework has been reviewed and signed off by the board, ensuring that all staff understand and implement these standards effectively.

To promote continuous quality improvement, Tricuro has engaged managers and staff in the design and evolution of their services through SWOT analyses and ongoing discussions. This engagement ensures accountability and a clear understanding of next steps, fostering a collaborative environment for service enhancement. Moreover, quality assurance forums have been established to facilitate the sharing of best practices and updates on health and social care policies and procedures.

Next Step: The next step is to ensure the consistent implementation of the Quality Assurance Framework across all services and enhance staff competencies through targeted training, ensuring new knowledge is effectively applied in practice.

11. Objective 7: Digital Transformation

Digital transformation is vital for Tricuro to improve efficiency, enhance service delivery, and ensure accessibility for all users. Key progress includes forming strategic IT partnerships with local universities and IT firms to develop new digital systems tailored for social care. This collaboration has resulted in initiatives like the Assistive Tech with Bournemouth Arts University which involves Tricuro services, Coastal Lodge and Parkstone Connect, aiming to integrate advanced technologies to support service users.

Tricuro's Care Certificate training programme now includes a digital literacy module, ensuring staff are equipped with the necessary skills for modern care delivery.

The introduction of Digital Champions within the team supports staff and service users in navigating digital platforms, fostering a digitally inclusive environment. Progress has also been made in identifying and implementing AI for administrative efficiency, particularly in the tasks of minute taking and action tracking.

Next Step: Continue developing and implementing digital reablement tools in collaboration with technology partners to enhance service user independence and ensure the new digital systems are fully integrated across all service areas by Q4.

12. Objective 8: Risk Management and Governance

Risk management and governance are crucial for ensuring Tricuro operates with the highest standards of accountability and foresight. Progress includes the development and review of a comprehensive Board Assurance Framework and risk registers, which are now being reviewed quarterly by Tricuro's Board, which also includes membership from BCP Council.

This framework establishes a baseline for risk management, enabling continuous monitoring and updating of risk strategies. Additionally, board governance reviews have been conducted, and necessary development programs for board members have been implemented, ensuring compliance with current regulations and effective governance.

Key initiatives include the establishment of regular governance development sessions for board members to enhance their oversight capabilities and strategic direction. The organisation has also initiated a robust risk register review process, ensuring that all potential risks across operations, finance, compliance, workforce, and strategy are identified and mitigated effectively. This structured approach contributes to long-term stability and credibility, enhancing Tricuro's capacity to deliver high-quality care and support services.

Next Step: The next step is to continue the quarterly risk reviews and refine the Board Assurance Framework based on emerging insights and best practices, ensuring ongoing compliance and robust governance.

Summary of financial implications

13. As part of the Council's Medium Term Financial Plan, efficiencies and savings have been delivered by the company and further efficiencies are expected as their modernisation programme progresses.

Summary of legal implications

14. The relationship with Tricuro is underpinned by the services contracts held with the company.

Summary of human resources implications

15. None in relation to this report.

Summary of sustainability impact

16. None in relation to this report.

Summary of public health implications

17. None in relation to this report.

Summary of equality implications

18. None in relation to this report.

Summary of risk assessment

19. None in relation to this report.

Background papers

Tricuro Local Authority Trading Company Strategic Business Plan report – Cabinet 22
May 2024 (Published works)

Appendices

There are no appendices to this report.