

CWOP/05/11

Policy & Scrutiny Committee Community Wellbeing and Older People

Date 10 February 2011

Report by: Karen Wright, Internal Standards and Governance Director ASC and Suzie Ward, Change Manager.

Telephone: 01245 434695/01245 435146

Email: Karen.wright@essex.gov.uk/suzannah.ward@essex.gov.uk

Adult Social Care - Target Operating Model

Introduction

The Government has set a transformation agenda for local government. Councils are being required to become increasingly efficient, whilst at the same time delivering better service quality and outcomes. Councils are also being challenged to do things differently; localising services, creating productive partnerships with organisations from the public, private and third sector, and rethinking how services are delivered together.

In this journey Adult Social Care starts from a strong base, as evidenced by the outcomes from the Care Quality Commission's inspection in 2010, in which recognised the robust commitment this organisation has to the health and wellbeing of adults within Essex.

This introduction to the Adult Social Care - Target Operating Model outlines our vision and objectives.

The Vision

Essex County Council's vision is to move to an organisation where services are commissioned rather than provided, and where solutions are developed to best meet our customers' needs. ECC is committed to a transformation of Adult Social Care to enable the delivery of genuinely personalised services. This means delivering innovative and responsive services which hand choice and control back to the service user. Services that are developed, where appropriate, in partnership with Health, the third sector and other organisations.

Essex County Council's vision for Commissioning People (Adults) is to have a strategy that "aims to maximise the health and wellbeing of the people of Essex, within available resources. We will achieve this putting the citizen at the centre and commissioning jointly with our partners, concentrating on proven prevention and early intervention strategies". Key outcomes from this strategy are:

- **People enabled to live independently and safely**
- **People living healthier lives**
- **Engaged and empowered communities**
- **Improved economic wellbeing**

However, this objective is set against a background of increasing pressures on public services, higher expectations from customers and a desire to continually improve customer services.

In order to realise efficiencies, Adult Social Care (ASC) has to transform the way it operates and delivers services – introducing a different way of working. Systems and processes need to be efficient with decisions being made by the individual customer as to how they will retain/develop independence, where possible. The Target Operating Model (TOM) for ASC will define how we will operate in future and how services will be delivered.

The business drivers are, therefore:

- Making high quality services to an increasing number of citizens throughout Essex
- To improve the efficiency of the service, in order to contribute to the £300 million ECC savings target.

The design of the future service model will be developed in partnership with partners and representatives of services users.

The Objectives

The overall objectives for the ASC TOM and services that we deliver are as follows:

Our vision is of ‘One Essex’, where all citizens, communities and providers are working seamlessly and in true partnership to ensure that everyone – regardless of circumstances or who is paying – has access to the advice, information and support they need to:

- Live independently and fully, as part of a community
- Stay safe and healthy and recover quickly from illness
- Exercise maximum control over their own life and, where appropriate, the lives of their family members or others with whom they have significant relationships
- Sustain a family unit which supports disabled parents and avoids children being required to take on inappropriate caring roles
- Participate as active and equal citizens both economically and socially.
- Have the best possible quality of life irrespective of illness or disability
- Retain maximum dignity and respect

We will achieve this through establishing comprehensive and high quality services that:

- Focus on prevention, earlier intervention and engagement by citizens for improved health, independence and wellbeing
- Provide greater choice and a stronger voice for individuals and communities
- Reduce inequalities and improve access to all community services
- Increase support for people with long term needs.

The values, beliefs and assumptions underpinning this vision are:

- People who use services are best placed to know what they need.
- Choice, responsibility and creativity are essential parts of this

- A 'whole life' approach is essential – not a menu of care services
- The services people access should be experienced as a single system that is responding holistically to their situation
- Prevention and early intervention are the foundation stones of the approach
- Systems must be simple and transparent and cost effective to operate
- Customers should spend the minimum time possible in our systems to achieve their outcomes with proportionate risk based monitoring.

We will deliver this vision through a Target Operating Model that will:

- Deliver services in partnership with others, including Health
- Only retain services in house where there is a clear need and it is beneficial to do so
- Only contract out where it will clearly achieve benefits that can not be realised in any other way
- Ensure we develop plurality of delivery models, with the User Lead Organisations and other third sector partners being at the core of this approach