



BRAG Status Key	Awaiting/ Not Started	Risk of Non Delivery	In Progress	Completed
-----------------	-----------------------	----------------------	-------------	-----------

Adult Social Care Peer Challenge service change implementation plan




Business Change Office



Task No	Theme	Action required	Action Responsibility	Action Started On	BRAG Status	Current Actions	Interdependencies (if any)	Action Required by Date	Attached Documentation?
Implement Peer Challenge Recommendations									
0	Full implementation of Peer Challenge recommendations	Establish, verify, scope and Implement Peer Challenge led service improvements	ASCMT	Apr-16		Peer Challenge feedback received	See action plan detail	2017/18	
Action Plan Management									
1.1	Action Plan Development	Initial meeting with ASC CO	BCO	Sep-16		complete n/a		Sep-16	
1.2		Build into Action plan	BCO	Oct-16		complete n/a		Oct-16	
1.3		Action Plan management	BCO	Oct-16		Plan to go to PLT		2017/18	
Commisioned Services - Best Value and Sustainable									
Lead -									
2.1	Specific Commissioning Intentions	Modelling work on living wage has been completed and impact of this has been accounted for.	Commissioning	Nov-15		complete n/a		Nov-15	
2.2		Work ongoing to progress the areas for development within the current Market Position Statement into reality. Examples of this work include the development of Extra Care Housing/Supported Living environments such as the Lea Bank scheme and dedicated supported living provision for people with Mental Health conditions to allow "step down" from Acute Care settings.	Commissioning	Aug-15				2017/18	
2.3		Further work required to undertand market sufficiency and viability will revist MPS in 2017/18	Commissioning	n/a		n/a		2017/18	
2.4	Ensure Alignment between financial plans (including savings) and commissioning activity are sufficiently aligned	Ongoing ASC saving plans linked to base data for Assesement & Independence/Complex and Inclusion "Costed Packages of Care" (individual personal budgets plus individual residential/nursing placements) and current needs/cost client population profile.	BCO	Aug-16		Future FIT plan agreed at ASCMT		2017/18	
2.5		Ongoing RAS deveopment including re-calibration based on current needs/cost client population profile and modelled scenarios based on key demand factors.	BCO	Oct-16		Costed Packages of Care work for Quarter "as at" position in progress		Dec-16	
2.6		RAS development and Savings plan linked into Market Position Statement (MPS) refresh 201/18	Commissioning/BCO	n/a		n/a		2017/18	
2.7	Ensure timescales for implementation and measurements of sucess are clearly articulated	Revised Market Position Statement in 2017/18 to highlight direction of travel compared to previous MPS, based on comissioning's activity.	Commissioning	n/a		n/a		2017/18	
2.8	Proactive Market Shaping in regard to residential, nursing and community capacity	Develop exisiting commissioning data and intelligence systems through Gateway system being fully operational, collating trend and performance to ensure supply and capacity is fully utillised	Commissioning	Apr-16				2017/18	
2.9		Skill mix and Skills audit to ensure adequate business development and commercial accumen - following the peer challenge DMBC has robustly tested the market and recruited a new lead for Commissioning. The lead commissioner will bring significant knowledge of Social Impact Bonds (SIBs) and alternative methods of provision and care delivery and commercial accumen.	ASC CO	Jul-16		Lead Comissioner to start 01/11/2016		Nov-16	
2.10	Use of Social Value Act to deliver a co-produced, sustainable social care market with the community and voluntary sector	Using the commissioning hub we have redisgned an outcomes based commissioning framework for Voluntary Sector services/Services Level Agreements (SLA's) and contracts. Whilst delivering significant efficiencies, this will also contribute to the broader prevention offer and support local people to live independently for longer.	Commissioning	Apr-16		complete n/a		2016/17	
Assessment/Care Managemnt/Review function - Areas for further improvement and efficiency									
Lead -									
3.1	Panel Development	System improvements - Reduce Case Note types through ICT approved system change.	BCO/ICT	Aug-16		Issues paper going to BMG for ratification	BOXI output reports will need to be amended to allow the new functionality	Dec-16	
3.2		Procedures/Process - Standardise operational process and ensure procedures match the expected actions.	BCO	Aug-16		Panel workshops complete	Will impact on new Assesement and Support Plan development	Dec-16	
3.3		Panel Inputs/Outputs - Panel outputs developed to aid ongoing MoU work, hospital spend for the previous week or during a period, further context to MoU discharge numbers at ASCMT, Monitor the spend on Hospital Discharge/Step Down & track the use of the £1.62m CCG monies.	MIT/BCO	Aug-16		Future FIT plan agreed at ASCMT including MoU weekly monitoring and panel spend		Jan-17	
3.4		Recalibration to link to market position statement and commissioning approach	BCO/Commssioning	n/a				2017/18	

BRAG Status Key	Awaiting/ Not Started	Risk of Non Delivery	In Progress	Completed
-----------------	-----------------------	----------------------	-------------	-----------

Adult Social Care Peer Challenge service change implementation plan

Task No	Theme	Action required	Action Responsibility	Action Started On	BRAG Status	Current Actions	Interdependencies (if any)	Action Required by Date	Attached Documentation?
3.5	RAS development and re-calibration	Modelling of the impact of the current higher needs client population and the impact of improved prevention offer (including MDT's and more integrated working).	BCO/A&P	Oct-16			Will link to Voluntary Day Centre provision project	Dec-16	
3.6	Customer Journey Development	MASH Implementation	Adult MASH Development Group	Sep-16		2nd Adult MASH Development Group in November	Customer Journey Target Operating Model to be finalised	Apr-17	
3.7		Establish clear and robust Safeguarding pathways	SG HoS	Sep-16		Sits within Adults MASH plan as key objective		Dec-17	
3.8		Finalise remaining Team integration into "Customer Journey" Target Operating Model - Access To Care and Adults at Risk.	ASCMT	n/a				Nov-17	
3.9	MCP/Social Care interface development	Revised and updated CHC protocol and seen significant increase in CHC agreements and this is helping sustainability in the council.	WLD HoS	Oct-15		Ongoing CHC challenge and reinforcement through panel process	CCG financial position and CHC assessment timescales	Apr-16	
3.10		Section 117 - pilot for shared care and section 117 protocol development	WLD HoS	Oct-16				2017/18	
3.11		MCP - cabinet has determined formal position in regard to the MCP sss atchment, DMBC will establish a health & social care programme from Nov 2016 onwards	ASCMT	n/a				2017/18	


Hopital Discharge - Cost reductions to Adult Social care

Lead -									
4.1	D2a and Integrated Discharge Pathway development and full implementation	Health & Social Care plan to fully establish robust Discharge to Assess Pathway 3 protocol and provision.	Urgent and Emergency Care Board (SRG)	Oct-15		Sits wthin latest DTOC plan	SITREP issues and increases in Delayed Days link with this activity	Apr-16	
4.2		Indegrated Discharge Pathway fully established and in operation.	Urgent and Emergency Care Board (SRG)	Nov-15		Sits wthin latest DTOC plan	SITREP issues and increases in Delayed Days link with this activity	Apr-16	

Case Audit - Developments required

Lead -									
5.1	MASP (My Assessment and Support plan) development	Split Assessment part of the MASP from the Support Plan element.	BCO/BMG/ICT	Aug-16		AIS upgrade in November	links to panel function	Apr-17	
5.2		Narrative statements revised to facilitate allocation of resources on a asset based approach.	PSW	Dec-17			PSW recruitment	Jan-17	
5.3	Re-inforcement of new post CJR pathways	Action plan to address Red Quadrant Cultural Audit findings - ASC Target Operating model to further developed in tandem with cultural work with staff.	ASCMT/BCO	Nov-17				2017/18	
5.4		Development of the skill mix at Adults SPA including dedicated Mental health staff Public Health funded signposting intitiative.	A&P HoS	Oct-16				Dec-17	
5.5	Develop Risk Assessment tool (including clear rationale for decisions made)	New ASC assessment tool (MASP development) to provide clear rationale for decision making through an asset based approach.	PSW	Dec-17				Dec-17	
5.6		Mental Capacity assessment development.	SG HoS	Jul-16				Oct-16	
5.7	Lean work in regard to paperwork (contact to purchase order)	Panel Development (see 3.1 to 3.4) will take into account lean process development.	BCO/ICT/MIT	Aug-16		see 3.1 to 3.4		Jan-17	
5.8		New ASC Assessment tool to take into account lean process development and design (see 5.1 to 5.2)	BCO/ICT/MIT/PSW	Aug-16		see 5.1 to 5.2		Jan-17	
5.9		Authorisation approach - ensuring authorisation process takes into account the appropriate levels of professional responsibility, senior management expections of roles, data quality <u>in balance</u> with lean methodology, demand, timescales, staff resource and workloads.	ASCMT/ICT	Aug-15			Links to cultural audit work	Apr-17	
5.10		Ongoing development of Central Purchasing Team working practices to help reduce time from "Request for Service" to "First Provider Invoice Payment"	BCO/BOM/ Accountancy	Nov-16			links to Panel, MASP development and lean work	Apr-17	
5.11	Develop Asset based approach	The strategic director has decided to invest in a dedicated Principle Social Worker (PSW) and we are currently out to market for this post. Post holder will be responsible for a rolling programme of case file audits and intensive work with assessors to implement an asset approach through the new ASC assessemnt tool.	ASC SD	Jul-16				Dec-17	

Workforce Development

6.1	Leadership Development	June to Sept 2016 DMBC commissioned a detailed cultural audit across the division. 140 staff from various backgrounds and professions took part. Recommendations will be factored into a work force plan and ongoing programme of workforce engagement (see 5.3)	ASCMT/BCO	Jun-16		Red Quadrant Audit completed and feedback shared with TM's			

BRAG Status Key	Awaiting/ Not Started	Risk of Non Delivery	In Progress	Completed
-----------------	-----------------------	----------------------	-------------	-----------

Adult Social Care Peer Challenge service change implementation plan



Business Change Office

Task No	Theme	Action required	Action Responsibility	Action Started On	BRAG Status	Current Actions	Interdependencies (if any)	Action Required by Date	Attached Documentation?
6.2	Capacity managerment tools	Ogoing development of workforce capacity management tool linking staff activity to PSE data to produce an activity per available working day comparison for all Adult Services (availliable working day takes into account leave, sickness, training, other absence on a FTE basis)	BCO/ASCMT	Apr-16		Qtr 2 update under construction		Nov-17	
6.3	sickness absence management	Monitoring of Sickness/Absence policy implementation and usage through Adults Human Resources dataset	ASCMT/MIT/HR	Jan-16		Qtr 2 update under construction		Nov-17	