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Overview and Scrutiny

Healthier Communities Select Committee
Supplementary Agenda

Wednesday, 11 January 2023
7.00 pm,
Civic Suite
Lewisham Town Hall
London SE6 4RU

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This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed.

Part 1

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Healthier Communities Select Committee
Empowering Lewisham Programme

EMPOWERING
Lewisham

11th January 2023

The Diagnostic Indicated Potential Improvement In Resident Outcomes And £8.6m + In Annualised Financial Benefit

Key Findings
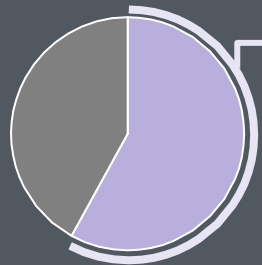
58% of the people we are supporting **aren't achieving the best outcome** for them

Over 1,600 people in formal care did **not receive an annual review** in 2020... more than half of residents we support

Just 9% of practitioner time is spent with residents... we spend 5x as much time completing paperwork

Areas of Focus

DECISION MAKING

28% of Lewisham residents could live more independently with:

1. Improved access to **MDT forums** & partnership working
2. More **time with residents** through reducing paperwork
3. Better access to **community services**

SERVICES & PROVIDERS

27% of Lewisham residents could live more independently with improved:

1. Access to **reablement**
2. Access to **progression** support for AWLD
3. Use of **Assistive Technology**
4. **Provider engagement** & support

CULTURE

Sustainable change will require a cultural shift across the organisation:

1. Empowering staff to design and implement changes
2. Ensuring staff feel valued when collaborating
3. Building confidence using data

DIGITAL

Digital support will be critical to the improvement process, ensuring:

1. Data is presented in an **accessible format**
2. We are able **to track the impact** of changes
3. **Datasets are up to date** and systems are used to their potential

This Work Led To Three Operational Workstreams, Supported By Enablers Of Digital, Finance, Change And Culture

Operational

Decision Making

Improving outcomes for residents through developing:
- More integral, collaborative partnership working
- Better links to the community sector
- Improved support through Assistive Tech
- Strength-based practice & creativity

Enablement

- Increasing the number of people who benefit from enablement
- Increasing the capacity of the service
- Increasing the effectiveness of those who benefit from enablement

AWLD Progression & Next Steps

Improving outcomes for adults with learning disabilities and helping them to live more independently in the community through:
- Setting up a progression team
- Supporting individuals to progress to more independent settings

Enablers

Change & Culture

- Building a sustainable way of approaching change for Lewisham, seconding LBL colleagues into the project team full-time, and supporting them with training and development
- Communication and engagement across the programme, including with residents
- Capitalising on opportunities to kick start wider cultural change

Digital Delivery

- Ensuring practitioners have the tools they need to do the job effectively
- Ensuring managers have the right dashboards, KPIs and governance to maintain grip on performance
- Including supporting the roll out of PowerBI as an improved tool for data visualisation

Finance

- Developing KPIs to monitor performance of the programme
- Measuring the financial impact of the programme
- Establishing the right trackers / dashboards and governance to maintain oversight of performance, including establishing a Finance working group

We Are Seeing Positive Outcomes For Residents As A Result Of These New Ways Of Working

Mrs. A is a 77 year old female who came to the PSDD having been identified by a Snr SW as a case that would benefit from the discussions. Prior to admission she was living in a Nursing home. Mrs A lacks capacity and struggles to eat, taking 1.5 hours to feed at hospital. Her husband is very supportive and expressed that he would be keen for this wife to return home.

The risks presented were the challenges in feeding, lack of capacity and a low grade pressure sore. Mrs A can hear and understand, however is unable to engage. Mr A is very supportive, spending the majority of the day on the ward and is currently feeding her in hospital.

The initial plan was for Mrs A to return to placement.

The PSDD discussed the strengths of Mrs A. Mrs A is able to hear and understand, sleeps through the night. She displays no challenging behaviour and has a supportive husband and son.

OT involvement to complete a functional assessment and to identify any equipment to support such as a pressure relieving mattress was recommended as well as a referral to District Nursing. In addition SALT was recommended to support Mrs A in feeding. The home library service (talking books) was suggested for Mrs A.

The PSDD recommended having a conversation with the husband to identity areas to support and ensure financial understanding. A referral to Carers Lewisham was suggested in addition to Sitting support.
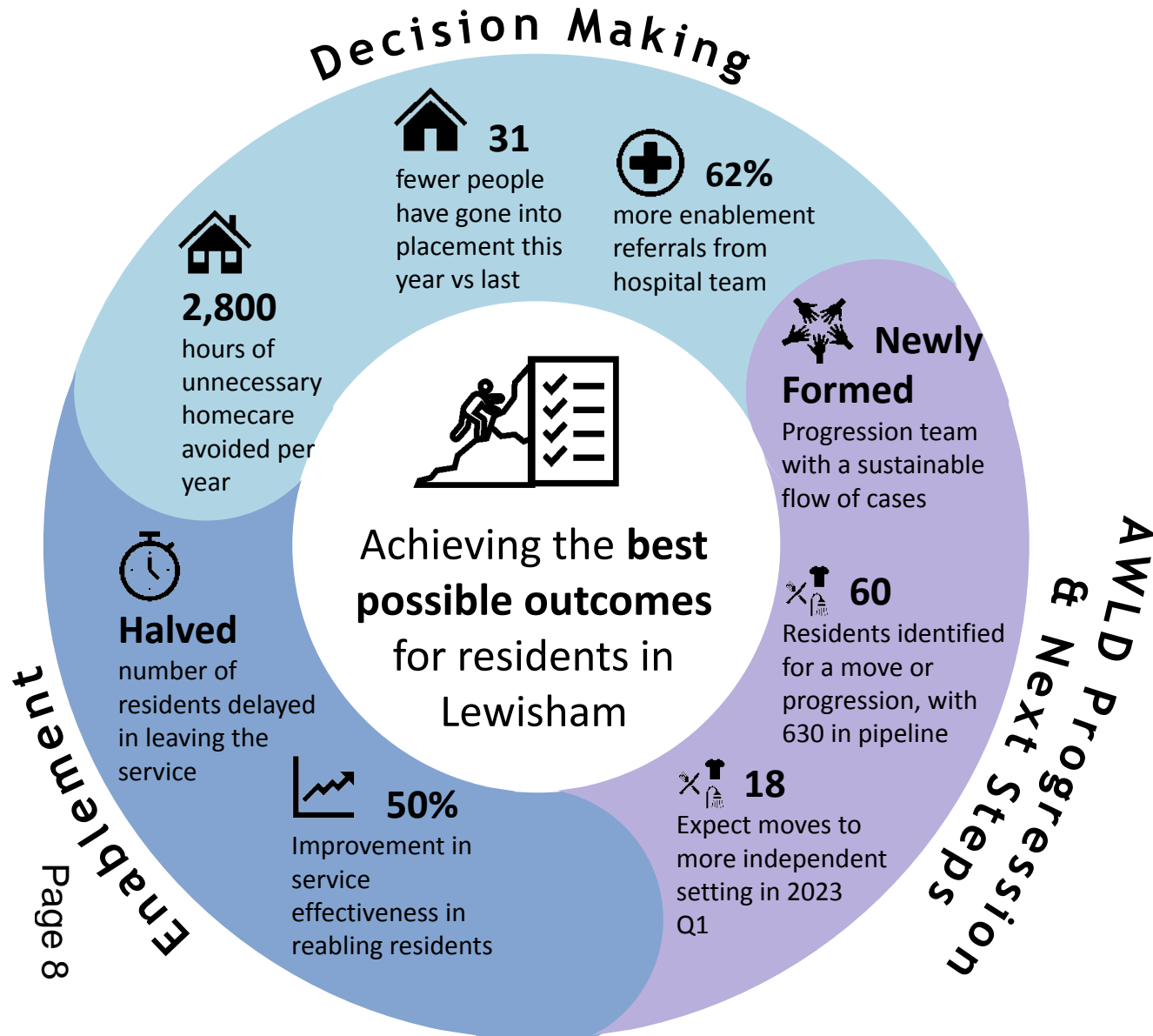
Mrs A was discharged home, with Mr A providing the majority of care. "Mrs A's welfare had improved considerably. Baring unexpected emergencies, we expect this situation to continue for the long term" – Mr A

Overall Benefits and Cash

Throughout the programme, the finance workstream has ensured that we are able to track the forecast programme benefit and cash delivery in FY and projections

Area	Annualised Savings from Operational Performance	TARGET Annualised Savings	Projected Cash Savings in FY 22/23
Homecare	£4.32m	£4.40m	£0.90m
Residential & Nursing	£2.81m	£1.13m	£0.43m
PANS	£0.75m (£3.1m**)	£3.10m	TBC
	£7.88m (£10.23m)	£8.63m	£1.33m (On track)

Graphs using Controcc data and shown up until 07/11/2022
**Due to delays to starting the PANS workstream, the current run rate is not at target, but we expect this to reach the full run rate in first half of 2023.

Through Empowering Lewisham programme, our teams have made a positive impact on resident outcomes and ways of working

Decision Making

31 fewer people have gone into placement this year vs last

62% more enablement referrals from hospital team

2,800 hours of unnecessary homecare avoided per year

Newly Formed Progression team with a sustainable flow of cases

Achieving the **best possible outcomes** for residents in Lewisham

Halved number of residents delayed in leaving the service

60 Residents identified for a move or progression, with 630 in pipeline

50% Improvement in service effectiveness in reabling residents

18 Expect moves to more independent setting in 2023 Q1

Enablement

AWLD Progression & Next Steps

Enablers

Digital Delivery

The ASC performance team is now using an **agile way of working** to support rapid development of new dashboards

The LBL team is now producing **dashboards** from complex datasets following the upskilling of them in **Power BI**

Change & Culture

A focus on a tailored **leadership development** had helped enable ASC to function better with service development

Using **staff engagement** methods, such as surveys and regular forums, we were able to **improve** the authority's **engagement with workers**

Finance

We have worked with Finance colleagues to build **visibility of our overall expenditure** and key drivers of cost changes

We have developed mechanisms for **tracking cost avoidances** to translate to operational performance into **bottom line cash delivery**

All enabling the delivery of **£8.6m** per year of financial benefit to the local authority

Example of the new Power BI dashboards

Purpose

At **each improvement cycle** any new PW3 starts will be reviewed to understand whether the case attended PSDD, and whether the PSDD recommendation was followed

① Placement New starts.
This shows all new placement starts across LBL for Older Adults from Acute teams. This graph shows which cases came to our Peer Supported Discharge Discussion (PSDD), and whether the PSDD recommendation was followed.
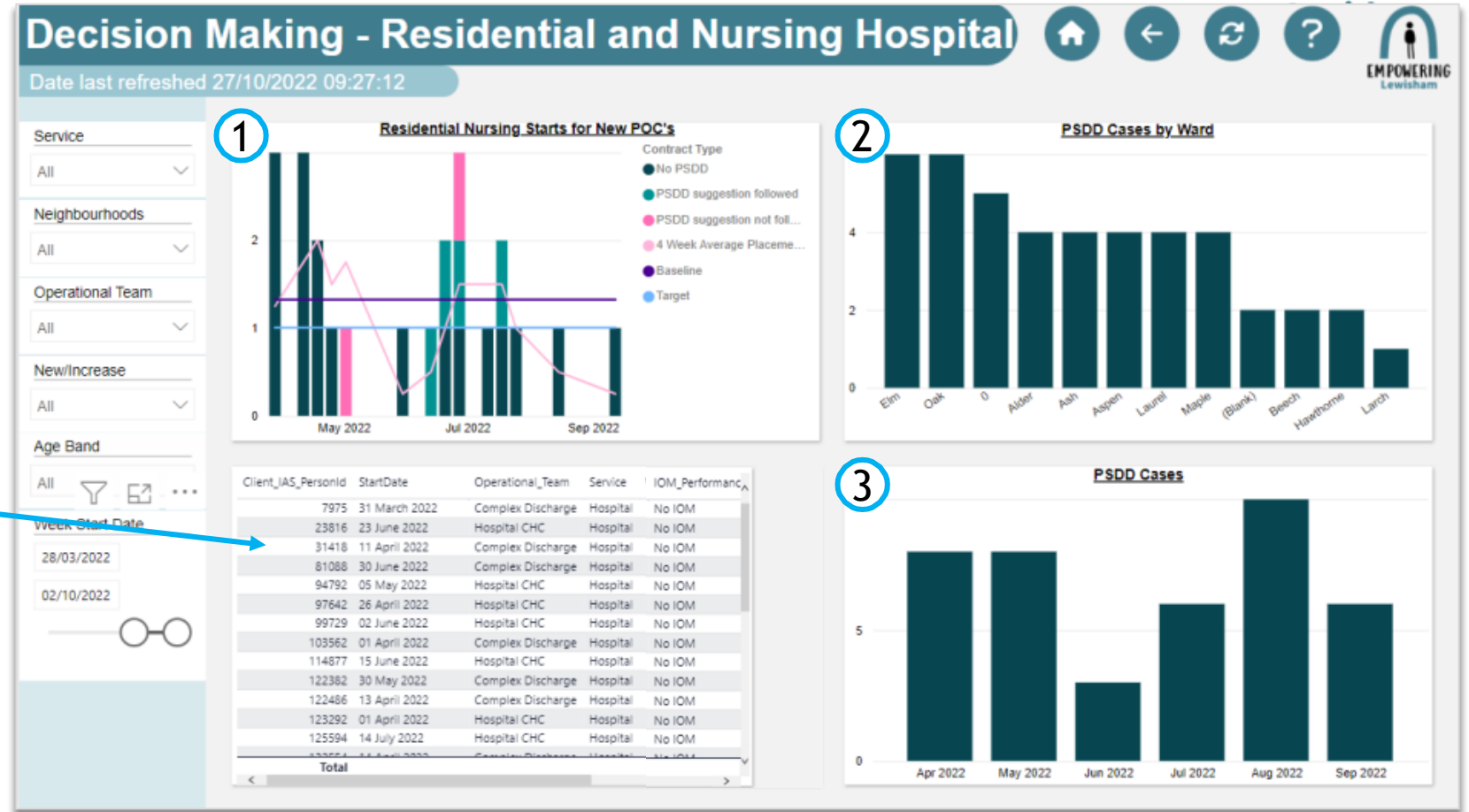
Clicking on a particular bar will bring up the associated LAS ID and information in the table below.

② This show the wards from which PSDD cases attend from.

③ This shows the number of cases that have been discussed by PSDD per month. This can be used to monitor the capacity and flow of cases.

Reviewing data in Improvement cycles provides and opportunity for increasing understanding and visibility to support team-wide learning and ongoing improvements

The teams that have been involved in designing and adopting the changes have give positive feedback

EMPOWERING Lewisham

Feedback from Teams

"Getting clear data through the Power BI Dashboards has been a game changer" – Head of Service Neighbourhoods

"In the time I've been here, I've really noticed the change and its great to see it is the same picture visually on a graph. I'm really glad to see these images as I've really noticed it." Snr D2A SW

"Massive change in practice to a more therapeutic approach to social care and thinking about alternative solutions. Keeping people independent is massive focus across the team" - Assistant Director of System Integration & Development LGT/LBL

"Wow, this Dashboard is absolutely fantastic. We've needed something like this for a long time. It's so clear. This is really helpful to us." - Head of Service, AWLD & Transitions

Skills Transfer

Upskilling the ASC BI Team
We have focused on building the BI teams capability in using Power BI to improve visibility of data

Data Use & Confidence
We have worked extensively with managers across ASC to improve their understanding of data, including Power BI training.

Empowering Frontline Staff
We have focused on developing our workforce's ability to interact better with system colleagues to improve outcomes

Continuous Improvement Mindset
The new governance and data has setup an ability to ensure that improvement is focused on the biggest issues
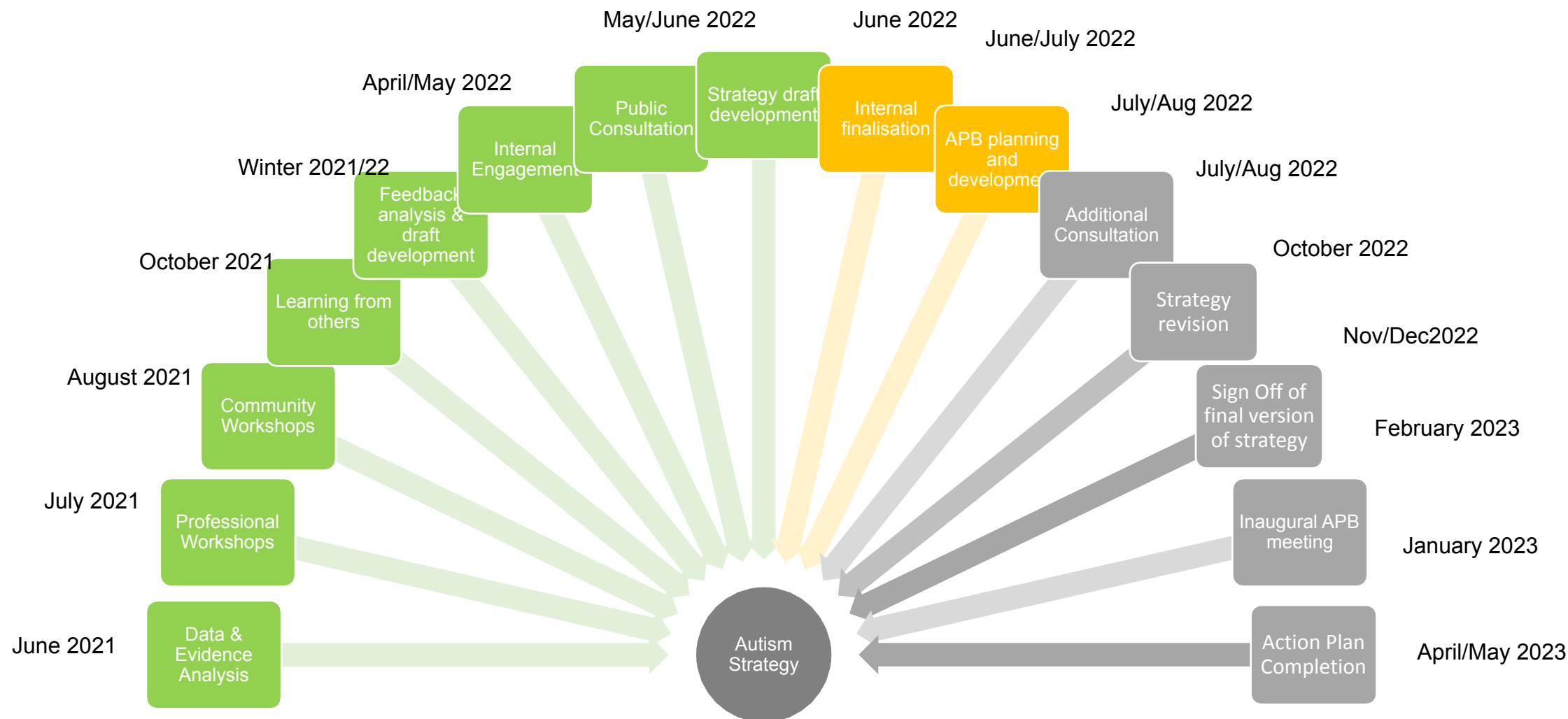
Lewisham All Age Autism Strategy

Healthier Communities Select Committee

January 2023

Strategy Development

June 2021 — Data & Evidence Analysis

July 2021 — Professional Workshops

August 2021 — Community Workshops

October 2021 — Learning from others

Winter 2021/22 — Feedback analysis & draft development

April/May 2022 — Internal Engagement

May/June 2022 — Public Consultation

May/June 2022 — Strategy draft development

June 2022 — Internal finalisation

June/July 2022 — APB planning and development

July/Aug 2022 — Additional Consultation

July/Aug 2022 — Strategy revision

October 2022 — Sign Off of final version of strategy

Nov/Dec 2022 — Inaugural APB meeting

February 2023 — Action Plan Completion

January 2023

April/May 2023

Autism Strategy

Priorities

- Improve understandings of autism within society

- Improving autistic children's and young people's access to education

- Improving diagnostic pathways and autism support services

- Tackling health and care inequalities for autistic people

- Supporting more autistic people into employment

- Reducing mental health admissions & supporting quality inpatient care

- Improving support within the criminal and youth justice systems

- Improving experiences of caring

Vision statements

Our vision is that Lewisham is an inclusive borough in which autistic people can lead fulfilling lives.

- I feel safe and welcomed in the community, including public services, schools and in my workplace.

- I have access to reliable information about autism; and have access to diagnostic services.

- I can ask for help whilst I am waiting for an autism assessment.

- My family, carers, and I are supported to understand autism and what it means for me

- I can learn in ways that work for me; my teachers understand how to support me.

- I am supported to make my own decisions about my future, my views are taken seriously no matter what sex, gender, ethnicity, sexuality or disability I have.

- I have access to services and therapies based on my needs. Health and service providers understand how to make reasonable adjustments so that I can access these services.

- My family and carer(s) receive the help they need to care for me and for themselves.

What will change as a result of the strategy?

- Increased access to reliable information about autism in the borough

- Professionals (health and social care, schools, potential employers, police) and community members will be offered training and awareness in the borough to increase understanding of autism

- Improved patient experience for people with Autism when attending health and care appointments

- Reduction in variation of young people's experience of school for people with autism

- Increased employment opportunities (including apprenticeships) for people who live in Lewisham

- An improved and more streamlined local offer to support both children and adults pre and post diagnosis of autism

- Reducing Health Inequalities (e.g. annual physical health checks, reasonable adjustments).

Our commitments in the first year

We will…

- Establish the Lewisham Autism Partnership Board

- Work collaboratively in establishing any plans and actions with other services and support across Lewisham to ensure that we work as part of a local care system and not in silos.

- Co-produce an action plan that has realistic timescales and that we put a system in place so that we are able to monitor the impact of these actions and share the progress publicly.

- Ensure that we have processes in place so that services and support across social care, schools, primary care and hospitals are improving the information they collect so that we are able to measure the impact on the strategy action plan