

Adult Social Care

TOM

The Target Operating Model

Realising our strategy
for Adult Social Care
in Leicestershire



Project Summary



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1.0

Introduction

In Leicestershire we aim to achieve the best outcomes for people who use our Adult Social Care services by making sure they receive the right support, at the right level, and at the right time. Maximising the independence of every Leicestershire resident should always be our desired outcome.

In August 2018 we undertook a diagnostic review of our service to understand how well we were achieving our strategic aims, and where we could improve outcomes for individuals whilst ensuring the service was as effective and efficient as it could be.

The review showed that the way we were working meant we had a way to go to achieve our ambition. Many service users weren't receiving reviews annually; half of the older adults that we reviewed in residential care could have been in more independent settings and in working age adults we could have been working towards more independent outcomes for people with learning disabilities and mental ill health.

Following the diagnostic review, we started work to really understand how to improve our services for the benefit of our residents. It was important to get this right, so we decided to make it a top priority by investing in the Target Operating Model (TOM) and bringing together a diverse team from throughout LCC with our partners in Newton Europe.

The core of the TOM approach is to keep our service user's independence at the heart of every decision.

At the end of the programme, I'm proud to say that we have designed a robust operating model to deliver our refreshed strategy, but continuing to focus on preventing, reducing, delaying and meeting the needs of individuals. We are now making the best use of the resources we have available to keep people independent, safe and well.

Some highlights of what we have achieved together include increasing reablement capacity by a third, moving over 40 working age adults out of residential settings into more independent settings and ensuring that 150 fewer older adults will be permanently placed in residential homes annually.

But it hasn't been an easy ride. The last 18 months have been a challenge as we've built a deeper understanding of our service, learnt things and worked through countless blockers that have come out in the process. And then on top of all the effort we were putting into implementing the TOM, the COVID 19 pandemic added complexity and uncertainty in a way none of us have ever experienced. Despite every challenge that has been thrown at us, we have remained committed to get the TOM up and running for our service users.

“The last 18 months have been a challenge as we’ve built a deeper understanding of our service, learnt things and worked through countless blockers that have come out in the process.”



During the TOM programme I have seen and heard about people going the extra mile, embracing change, transforming lives, or showing resilience during uncertainty. We have all learnt a great deal, both individually and together to best serve Leicestershire people. The hard work and effort you have put into making the TOM a success has helped create a more effective and sustainable service.

The COVID 19 pandemic was a true test of our work and it not only stood up to the challenge, it put us on the front foot to adapt and work through tremendous uncertainty. COVID 19 has thrown everything at us and with the same principles of the TOM; prioritising our service users, working across functions and services, making the best use of our data and maintaining constant clarity of our goals and processes; we have managed to maintain a safe service.

As the programme comes to an end, that does not mean the TOM is over. The TOM is now our new operating model; It is now the way we work every day and what we want to build on in the future. There is always room to improve and we are stronger now than ever to be able to build on our learning and develop further together as a service.

A handwritten signature in black ink, appearing to read 'Jon Wilson', written in a cursive style.

Jon Wilson
Director, Adults and Communities

2.0 Approach



Heather Pick
Assistant Director,
Adults and Communities

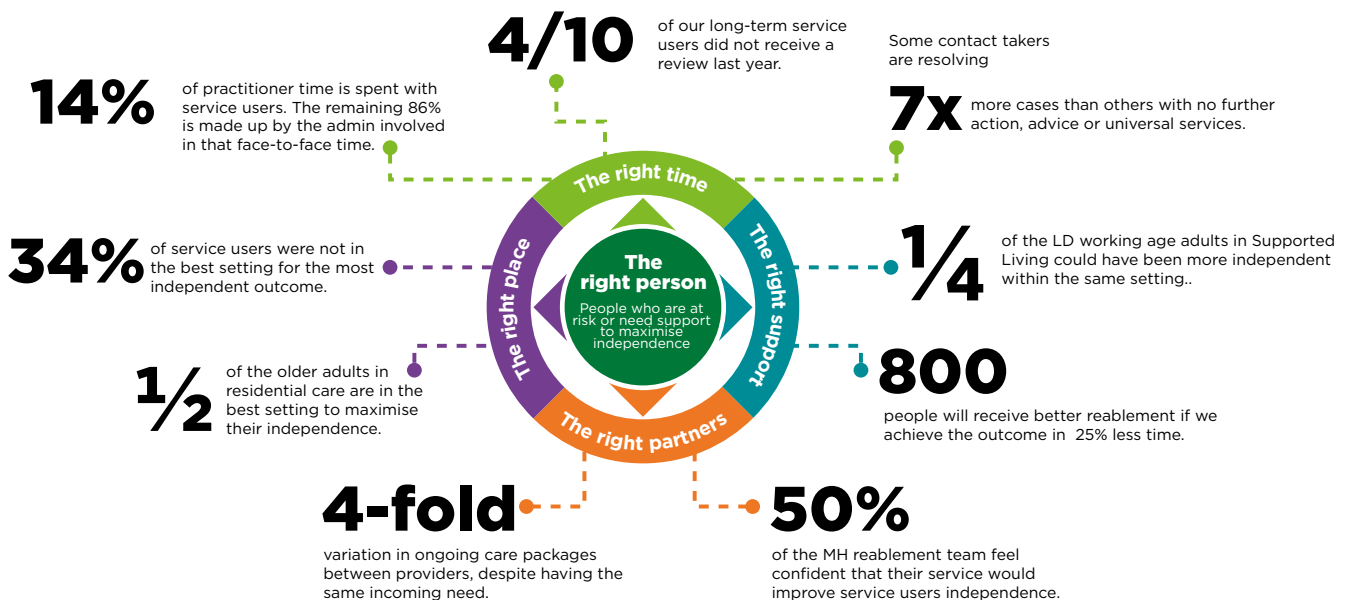
We have improved the service we provide for our service users through the hard work we have put into developing the TOM.

The TOM programme team was made up of colleagues from across the council including Business Intelligence, Finance, the Transformation Unit, Communications and Learning & Development, along with colleagues from Newton Europe and most importantly Design Leads directly out of our services. This diverse set of skills meant the TOM benefitted from detailed service expertise alongside advanced knowledge of our data and systems and project management capabilities, as well as the social care transformation expertise brought by our partners in Newton.

We worked together throughout the project to assess opportunities to improve, design and test our solutions and ultimately train our findings to staff in the care pathway. We've had to remain honest with ourselves and stay focussed on always doing the best for our service users.

I'm proud to say that the outcome; the Group Supervision Meetings, case recording, tableau tools and our team set up, which you have all been involved in creating, has had a significant impact on the performance of our service. Even with the additional challenge of COVID on top of it all we are working in a more structured way with our service user's independence at the heart of each process.

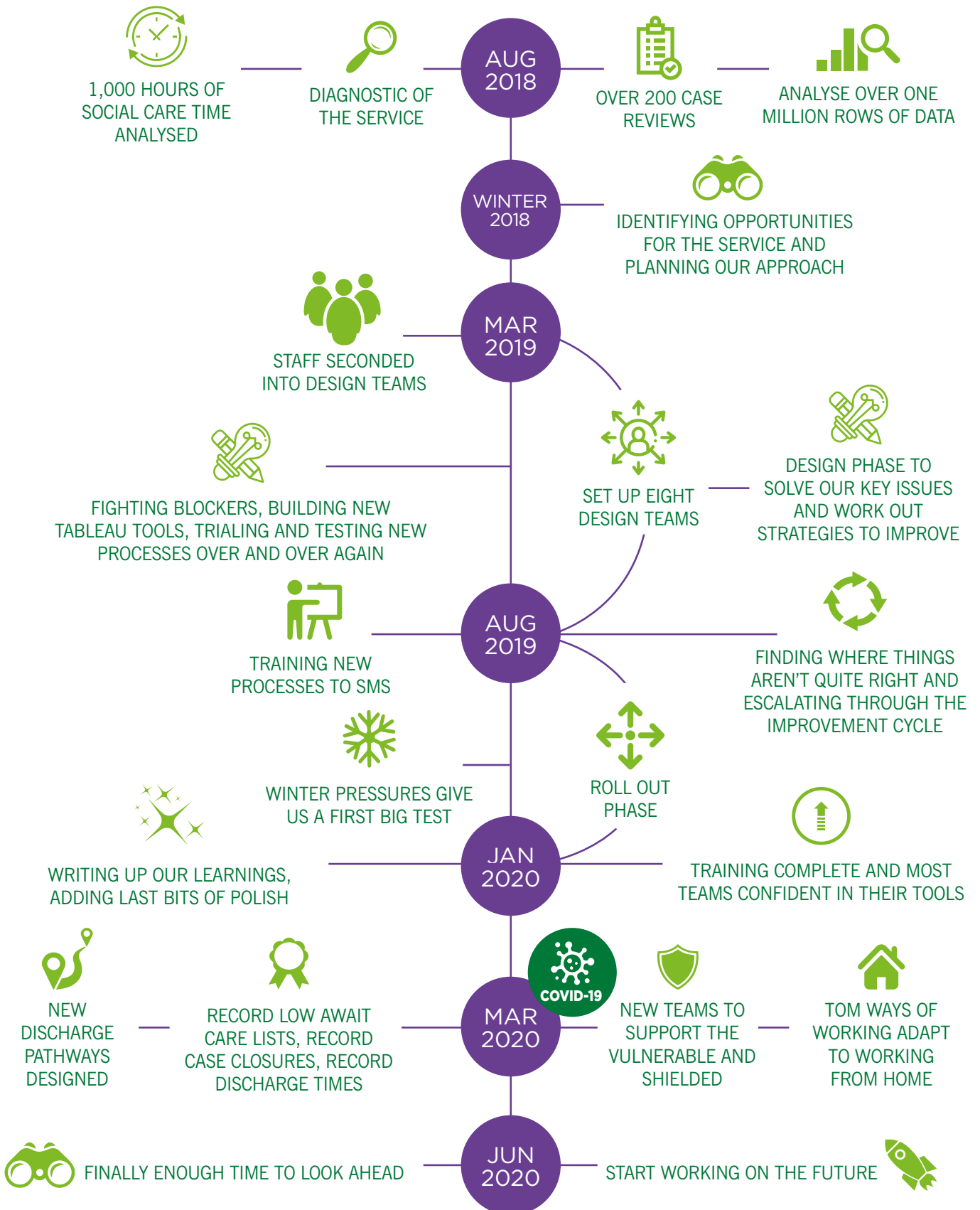
As the TOM projects have now been rolled out, we are all working to the new TOM and the team have gone back to their old roles. However, the TOM remains what we want to work to and improve on, this isn't an end, it's a solid foundation for us to keep building on!



“The interactions between Design Leads and Business Improvement Managers (BIMs), and the interface between sharing years’ of Social Care knowledge and experience and our skills incorporating data into every day discussions was a great way to move forward into improving outcomes for people.”

Sinead Cabezas-Hayes - Newton Consultant

A year (and a bit) of the TOM



3.0 What We Achieved



800
more service users
receiving HART
reablement care
each year with
better outcomes



150 fewer
permanent residential placements
a year if we keep on track

40+LD service users

moved from
residential
settings
to more
independent
settings with
over 110 to go



Our
waiting list
**has
halved**



Over half
of our Mental Health service users are
on track to achieve a recovery goal



Most service
users receive a
decision within
**two
weeks**

More than
1,000 fewer
inappropriate cases passed
from CSC to social care teams

4.0

What you said

“I feel much more equipped to tackle the mammoth task of a Service Manager with my new skill set and loved (almost) every minute of the TOM.”

TOM Design Lead

I have been working very closely with my team, service managers and heads of service in a very positive way, ensuring everyone is listened to and their feedback acted on. I believe it has made our team stronger.”

Lisa Quinn - HART Hinckley Design Team Manager

“I am thankful that we had already implemented TOM as this has assisted in being able to move staff to assist with other work streams.”

Sheila Bobe - OA Service Manager

“I’m enjoying getting to know lots of new colleagues. We are also creating a Team Support worker network to share and enhance our knowledge of the role and our responsibilities.”

Debbie, Team Support Worker - Melton

“ I learnt so much...the ability to stop, break a problem down, find solution by involving others, running meetings and workshops, thinking end-to-end rather than finding solutions which weren’t always thought out”

Kelly Wright - CSC Design Lead

“Seeing the positive outcomes for citizens and staff has been the most impactful thing for me.”

**Lynn Dannatt,
HART Design
Lead**

“I am more in tune with strategic goals/targets able to find the information easily due to Tableau”

Davica Cartwright, Service Manager

“A lot more people in Leicestershire, now and in the future, will have better and more independent outcomes. This has only been made possible by LCC staff challenging their ways of doing things.”

**Stephen Knight - Partner -
Newton Europe**

“I love the fact that service users aren’t waiting long before being allocated”

Sheila Bobe - OA Service Manager

“I learnt about the strengths of team members and potential areas for further development. What would I like to learn next? - How to be a better coach to further support the development of colleagues.”

Matt Williams, Business Intelligence A&C Business Partner

5.0

What Next?

Through everyone's hard work we are ensuring that adults in Leicestershire can expect better and more independent outcomes. While improving outcomes we are also achieving financial benefits through the TOM which means we can continue to provide the services we want

It's now up to all of us to continue the work of the TOM and to continue developing our services.

COVID-19 has made us re-assess our ways of working but the new operating model still stands. The end of the TOM programme of work means our design teams and most seconded staff are now completely back in their usual role but the responsibility for the success of the new operating model continues with us all.

Our new Adults and Communities strategy will further build on our ambitions to improve adult social care services in Leicestershire.

The draft strategy 'Delivering wellbeing and opportunity in Leicestershire' went out to public consultation in December 2019 but has been delayed going back to Cabinet, following the COVID-19 pandemic.

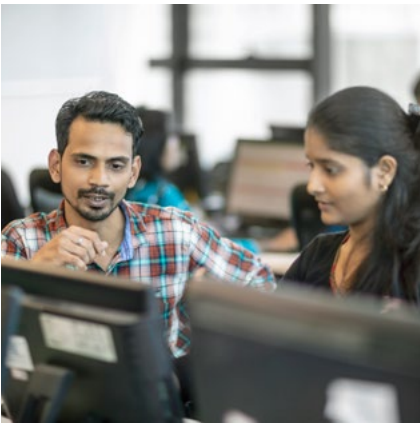
The strategy described our ambitions for the department between 2020 – 2025 and how we would achieve them, under the following themes;

- Our ambitions
- Our design principles
- Our strategic approach
- How we plan to achieve our ambitions
- Monitoring our performance

Enhancing and promoting wellbeing is at the core of our new strategy - encouraging independence and a personalised approach that builds on a person's strengths, and assets within their community, to enable them to take an active role in growing their sense of wellbeing.

There will always be room for improvement and opportunities to further change how we work to improve the new operating model. The improvement cycles, your GSMs and weekly HoS meetings are a way for you to continue to track issues and escalate them.

By working together, supporting each other and keeping to the principles of the new operating model, we will be able to continue to improve our Adult Social Care service for Leicestershire residents.



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**Leicestershire
County Council**