

Gloucestershire County Council Case Study

The aim of the review was to consider potential new delivery models specifically for the Telecare service to ensure preparedness for Digital switch-over and to promote the prevention agenda integral to new practice in Adult Social Care. Our work also aimed to make better use of existing Council expenditure on Equipment & Telecare, enabling the Council to achieve required financial efficiencies.

Solution

Working across the Health & Care system, particularly at the Health & Social Care Interface to redesign Intermediate Care services. Caja developed a new Target Operating Model and strategy aligned to the NHSEI Discharge to Assess Pathways but critically to new practice in Adult Social Care where the strengths based '3 Tier Model' was being implemented. The new model focussed on a Home First approach where most people will go home with some support and assessed for future support based on their strengths and available assets. The Caja team developed all the Activity, Demand, Capacity and Financial Modelling and additionally developed all the service specifications and supported contract negotiations with NHS and external care providers. This project was a critical component of system Transformation and will deliver £2.1m of savings by FY 23/24 for the County Council.

We also worked to review and drive operational improvements and efficiencies across the in-house Community Equipment Service. Using the Caja 3D approach we quickly baselined the performance of the service against the current demand and activity. We developed a service Transformation Plan that focussed on driving rapid improvements. Supporting the Council implement this plan and improve day-to-day management using operational key performance indicators the approach has rapidly delivered significant value in under 6 months including: Increased logistics utilisation by 20%, increased recovery of returned equipment by 13%, increased equipment collections by 14%. Improved performance is reducing procurement spend and expected to reduce spend by £755,000 in FY2021/22. In addition Caja have reviewed the Telecare/TEC offer county wide and are designing a new operating model that will ensure continuity of service through the digital switchover in 2025, alongside exploiting a wider range of technologies and data to support people living independently for longer.

Outcomes

Caja delivered a wide range of strategic, process and cultural changes that included:

- Transforming practice within and across the localities.
- Increased integrated working across professional groups to support individual clients
- Optimising 'flow' out of hospital and between services and organisations including discharge from hospital, aligned to national guidance and the Discharge to Assess model.
- Developing robust commissioning specifications for redesigned services and performance metrics to support service delivery and improved outcomes for people
- Ensuring systems provide the right performance and management information to support ongoing delivery, improvement and contract monitoring and performance.
- A model to transform delivery of TEC across Gloucestershire services and better engagement with suppliers of digital technologies.
- Initiation of 6 priority work-streams to drive Operational Improvement and financial sustainability.
- Ensuring systems to provide the right performance and management information to support ongoing delivery, improvement and contract monitoring and performance.
- Projected savings of £2.1m in Adult Social Care.
- Projected Y1 savings of £755k in the Community Equipment Service.
- Increased recovery of equipment no longer required by 14%
- Service achieving >90% recovery rate of equipment collected and reused.

Challenge

Gloucestershire County Council required an external partner to support them design and implement a new operating model for significant elements of their Tier 2, Intermediate Care Services. The aim was to design and deliver the optimal services that will maximise peoples' independence through providing high quality, short-term interventions or services that will help them remain at home, living independently for longer. Our work also aimed to make better use of existing Council expenditure on reablement and domiciliary care provision, enabling the Council to achieve required financial efficiencies, whilst also enhancing service delivery to meet wider Health and Social Care system needs, funded through reduced use of acute hospital services and the need for residential care.

As a key enabler to these services the Authority also required an external partner review the Community Equipment & Telecare Service to understand current performance and financial position and understand how these services could better support the local system.