

# Nottingham City Council

## Adult Social Care Transformation Programme

Strengths-based reviews project - lessons learned April 2022

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Nottingham

City Council

# Strengths Based Reviews – Lessons Learned Report

## Update to ASC Programme Board

To provide ASC Programme Board with the first lessons learned report for the Strengths based reviews Project:

Workshops were conducted with the project team to capture the lessons learned in project delivery to date. This report outlines the feedback from the lessons learned workshops:

- What did we set out to achieve? (slide 4)
- What has made us feel proud in project delivery to date? (slide 6)
- What have we achieved? (slide 8)
- What could we have done differently? (slide 9)
- As a result what do we agree to do next? (slide 11)

To confirm next steps

- Programme Board to endorse the next stage project plan (slide 12)
- The learning from this project to be shared across the projects within the transformation programme
- To continue to capture lessons learned each quarter and plan next steps accordingly



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**What Did We Set  
Out To Achieve?**

# 1. What Did We Set Out To Achieve?



- 01 Clear the Backlog**  
The initial scope was clear, there was a backlog of assessments within Duty and Hospital teams that required attention. The main aim of the project is to complete outstanding strengths-based reviews.
- 02 Achieve Outcomes**  
Using the strengths-based approach to review care and support to enable and maximise independence for citizens.
- 03 Care**  
Ensure that citizens have appropriate care and support as a result of the strengths-based reviews.
- 04 Financial Savings**  
As a result of improving citizen outcomes deliver financial savings for Nottingham City Council.
- 05 Feedback**  
To obtain and use regular citizen feedback throughout the process and at the end, to improve service provision.



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**What Has Made Us  
Feel Proud?**

## 2. What Has Made Us Feel Proud?

*"The ability to challenge ourselves. We bucked the trend with this work, not just doing things how we always did."*

*"We have been unwavering in our ethical and moral obligations to citizens."*

*"Good working relationships with the agencies, which leads to transparent conversations and the ability to fix problems quickly."*

*"Developing processes, capturing detailed pieces of work that can be shared with the wider workforce. This helps to challenge current processes."*

*"The commitment from the project team in doing the right thing."*

*"Good feedback from the agency workers on our expertise and that they enjoy working with Nottingham City council."*

*"Passion and pride in the job. Wanting to make a change for our citizens and feeling care/responsibility to the citizen."*

*"There's a positive impact being made, even at this early stage of the project."*

*"As Nottingham City Council staff are skilled in undertaking strength based reviews, there's more ability to define strength based practices"*



3

**Lessons Learned**

## 3a. What Have We Achieved?

Theme	What Have We Achieved?
<b>Project Delivery</b>	<ul style="list-style-type: none"> <li>• Sponsor had a clear vision of the project objectives and resources for the project from the outset.</li> <li>• Mobilised the project in a short space of time.</li> <li>• Training/Onboarding was flexible. People were open to changing how they worked.</li> <li>• The project team have gelled well together.</li> <li>• Direct Payments team and Seniors from other teams have contributed to the Transformation Programme.</li> <li>• Support across the programme has been good. We are challenging the ways of working and providing capacity releases for senior members of the team.</li> <li>• Waiting lists reduced.</li> </ul>
<b>Quality</b>	<ul style="list-style-type: none"> <li>• Quality assurance processes have been key since the outset, they've been well enforced by senior practitioners; the agency has challenged the quality assurance stage, but it has provided the programme with assurance that work is being completed to our own standards.</li> </ul>
<b>Performance Monitoring / Data</b>	<ul style="list-style-type: none"> <li>• Being in the office has been helpful, being able to engage with other members/practitioners and use their expertise to solve problems/queries.</li> <li>• The manual performance recording system in place has helped us to understand the impact of the data.</li> <li>• The small data analysis team has been able to help. There are some capacity issues, but it has been productive.</li> <li>• Reviewing each case has acted as an informal quality assurance stage, it helps to check where everything is at.</li> <li>• Checking in with team members about the status' after reviewing the manual data has enabled us to pick out themes with each of the practitioners.</li> </ul>
<b>Ways of Working</b>	<ul style="list-style-type: none"> <li>• The manual performance reporting process has reinforced senior practitioner quality assurance process and acted as a further audit of cases.</li> <li>• Knowledge sharing opportunities.</li> </ul>
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Capturing the initial process maps in detail to provide a clear understanding and opportunity to review and share with the wider service at a later stage.</li> <li>• Panel process, senior practitioners now being able to authorise "No Changes" outcome; this was quickly implemented.</li> </ul>
<b>Citizens</b>	<ul style="list-style-type: none"> <li>• Highlighted positive outcomes from the Social Care Reablement service provision.</li> </ul>



## 3b. What Could We Have Done Differently?

Theme	What Could We Have Done Differently?
<b>Project Delivery</b>	<ul style="list-style-type: none"> <li>• Having an automated report from the outset of the project.</li> <li>• At the Tender stage there could have been more in depth conversations on expectations, payment, quality control, supervision of worker cases loads and worker policy.</li> <li>• Have a clear plan outlined from the start of the project; have a “Planning” stage before “Delivery” stage, rather than going straight into delivery as this caused resourcing issues.</li> <li>• Consider the impact on resources to other teams, e.g Panel and Direct Payments team.</li> <li>• When we make process changes we could proactively make recommendations to roll these out to the wider Adult Social Care workforce.</li> </ul>
<b>Quality</b>	<ul style="list-style-type: none"> <li>• The manual performance recording process has highlighted that the Adult Social Care service would benefit from senior practitioners having capacity to routinely quality assure work.</li> <li>• Managing external quality expectations, such as the assumed levels of expertise from the outset.</li> </ul>
<b>Performance Monitoring / Data</b>	<ul style="list-style-type: none"> <li>• Improve the performance monitoring process, the manual processes have enabled the team to think of ways to improve.</li> <li>• Agency practitioners were completing reviews however not prioritising the full completion of cases. It would have been beneficial to set clear expectations on full case completion from the outset.</li> </ul>
<b>Ways of Working</b>	<ul style="list-style-type: none"> <li>• Have a business support resource attached to the project from the outset to help to manage capacity.</li> <li>• Liquid Logic can be a blocker, we may require dedicated support to use it more effectively.</li> <li>• Outline from the outset people’s working days/availability to make planning more manageable.</li> </ul>
<b>Processes</b>	<ul style="list-style-type: none"> <li>• Put processes in place prior to the the project delivery stage.</li> <li>• Review and streamline processes prior to project delivery, identifying opportunities to reduce inefficiencies.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Senior Practitioners had to do a lot of explanatory work with team managers about the work to be carried out; effective communications and guidance from a project perspective at Programme Board prior to project delivery starting.</li> <li>• The contract/plan could have been circulated to team members to ensure visibility and understanding for everyone.</li> <li>• Outline the roles and responsibilities clearly from the offset, at times there were conflicts in role expectation.</li> </ul>



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**Next Steps**

## 4a. As A Result What Do We Agree To Do Next?

Project Delivery



- **Impact Assessment on which services/teams we will have an impact on in terms of resources and time (conduct now and revisit in 6 months time).**
- **Better understanding of the cases that have resulted in an outcome of prevention.**
- **Is there anything we (Adult Social Care service) can do in the process to ensure we are focussing on the priority cases?**
- Make more effective use of Programme Board time, in seeking decisions on recommendations and to extend change initiatives across Adult Social Care.

Performance Monitoring / Data



- **Prioritise the need for accurate performance data as it is fundamental to project success. This will unlock senior practitioners time to add more value to the citizen experience.**
- **Have a dedicated resource from the Analysis & Insight team to support the project.**

Ways of Working



- Contract management to be scrutinised in more detail after learnings from experience on this programme.
- Have Liquid Logic support from the offset to use the tool more effectively.

Processes



- **Review and assess the current business processes and revise the processes to increase efficiency (e.g Pre Panel and Direct Payments).**
- Have a library of standardised templates and reports for the team to run.
- Improve the review form from a practitioner perspective.

Communication



- Engage and manage expectations with the Adult Social Care teams on the project objectives, plan and remit.
- Have roles and responsibilities clearly outlined from the offset.

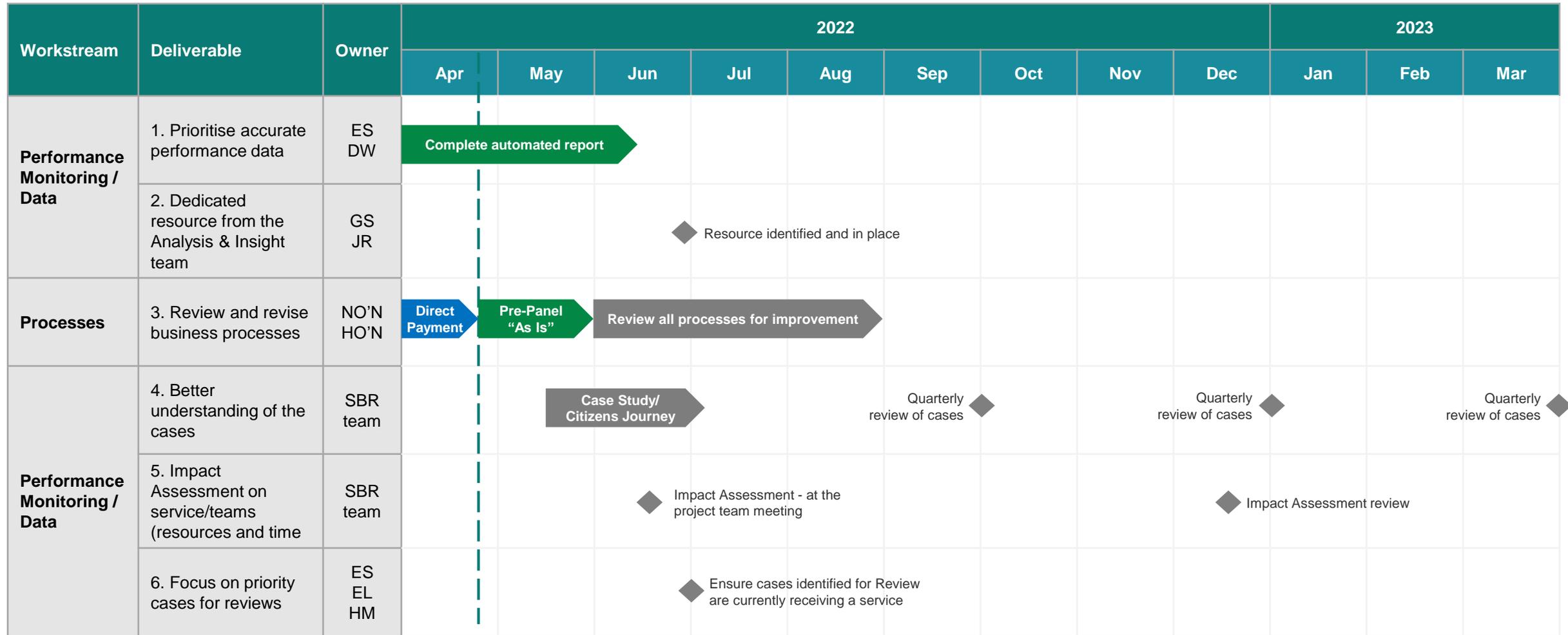
Quality



- Include business support for citizen feedback (prepaid processes) as this may result in more authentic feedback.
- Have a dedicated business support member on the project to help manage capacity.



# 4b. Project Plan



Not Started
  On track
  Not on track - recovery plan in place
  Not on track - recovery plan being developed
  Complete

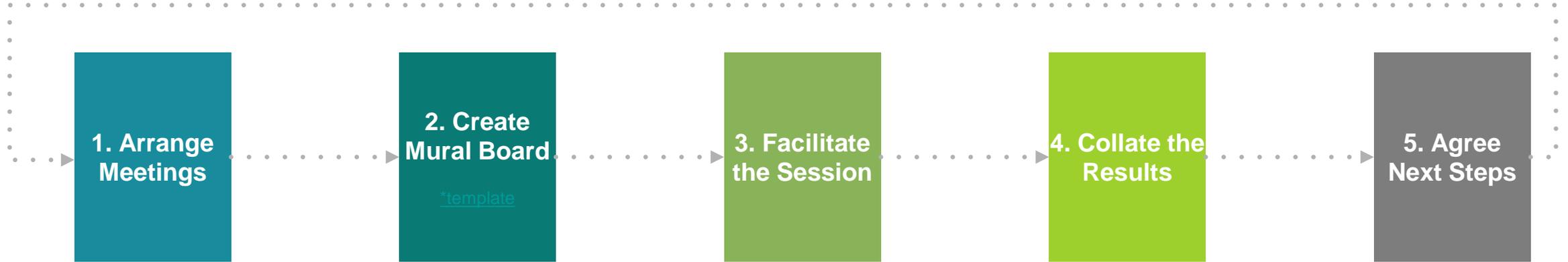


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**Lessons Learned  
Process**

# 5. Steps Taken – to be repeated each quarter

Repeat Quarterly



- Reach out to the Service Leads to agree who should be in attendance.
- Contact the Transformation Office to send out the invites.
- Reach out to Service Leads to gauge whether there are any particular areas they'd like the team to focus on.

- Create the Mural Board.
- Outline the sections to be covered:
  - Ice breaker
  - What did we set out to achieve?
  - What has made you feel proud?
  - What have we achieved?
  - What could we have done differently?
  - As a result what do we expect to do next?
- Assign timeframes for each section.

- Send out the link to the Mural Board 2 days in advance, to ensure participants have an account/access.
- Run through the agreed sections, using the timer functionality to keep the meeting running smoothly.
- Encourage the team to speak openly and together, while they fill in their sticky notes.
- Prompt participants to give more detail and explanations.

- When the session is over explain that the Mural Board is a live document.
- Distribute the link via email and ask for people to add any further thoughts.
- Add the feedback and thoughts into a formalised slide deck and distribute to participants when reviewed internally.
- Emphasise the next steps section.

- Arrange a time to follow up and agree a plan for the next steps.
- Apply the Lessons Learned to future workstreams, projects, engagements and programmes.
- Review the previous Lessons Learned outcomes against the next session to identify consistent pain points or improvements.

