

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.



2

**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?
Project Delivery	<ul style="list-style-type: none"> • Sponsor had a clear vision of the project objectives and resources for the project from the outset. • Mobilised the project in a short space of time. • Training/Onboarding was flexible. People were open to changing how they worked. • The project team have gelled well together. • Direct Payments team and Seniors from other teams have contributed to the Transformation Programme. • Support across the programme has been good. We are challenging the ways of working and providing capacity releases for senior members of the team. • Waiting lists reduced.
Quality	<ul style="list-style-type: none"> • 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.
Performance Monitoring / Data	<ul style="list-style-type: none"> • Being in the office has been helpful, being able to engage with other members/practitioners and use their expertise to solve problems/queries. • The manual performance recording system in place has helped us to understand the impact of the data. • The small data analysis team has been able to help. There are some capacity issues, but it has been productive. • Reviewing each case has acted as an informal quality assurance stage, it helps to check where everything is at. • 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.
Ways of Working	<ul style="list-style-type: none"> • The manual performance reporting process has reinforced senior practitioner quality assurance process and acted as a further audit of cases. • Knowledge sharing opportunities.
Processes	<ul style="list-style-type: none"> • 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. • Panel process, senior practitioners now being able to authorise "No Changes" outcome; this was quickly implemented.
Citizens	<ul style="list-style-type: none"> • Highlighted positive outcomes from the Social Care Reablement service provision.



3b. What Could We Have Done Differently?

Theme	What Could We Have Done Differently?
Project Delivery	<ul style="list-style-type: none"> • Having an automated report from the outset of the project. • 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. • 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. • Consider the impact on resources to other teams, e.g Panel and Direct Payments team. • When we make process changes we could proactively make recommendations to roll these out to the wider Adult Social Care workforce.
Quality	<ul style="list-style-type: none"> • 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. • Managing external quality expectations, such as the assumed levels of expertise from the outset.
Performance Monitoring / Data	<ul style="list-style-type: none"> • Improve the performance monitoring process, the manual processes have enabled the team to think of ways to improve. • 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.
Ways of Working	<ul style="list-style-type: none"> • Have a business support resource attached to the project from the outset to help to manage capacity. • Liquid Logic can be a blocker, we may require dedicated support to use it more effectively. • Outline from the outset people’s working days/availability to make planning more manageable.
Processes	<ul style="list-style-type: none"> • Put processes in place prior to the the project delivery stage. • Review and streamline processes prior to project delivery, identifying opportunities to reduce inefficiencies.
Communication	<ul style="list-style-type: none"> • 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. • The contract/plan could have been circulated to team members to ensure visibility and understanding for everyone. • Outline the roles and responsibilities clearly from the offset, at times there were conflicts in role expectation.



4

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.

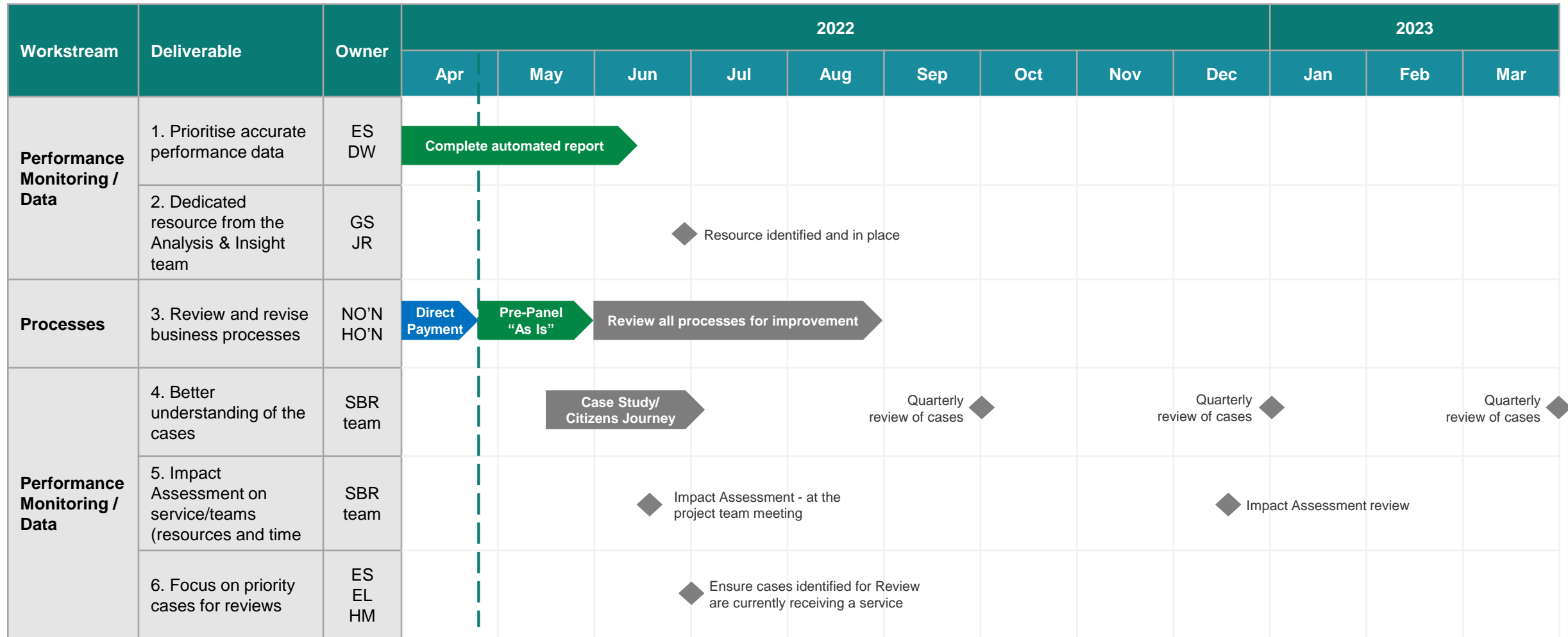
Quality



- 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

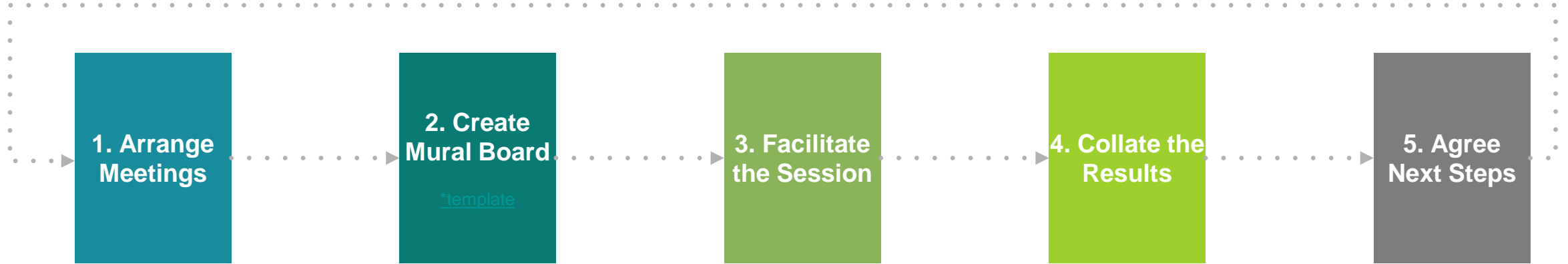


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**Lessons Learned
Process**

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.

