



ADULT SOCIAL CARE CASE STUDY

The Forward Thinking Programme

Newton has been working as the Royal Borough of Greenwich's strategic partner since 2019. The multi-phase approach is improving outcomes for the residents of Greenwich and achieving sustainable financial savings for the Council.

NEWTON



The Challenge

Greenwich's ambition is for residents to lead independent and fulfilling lives, and the Health and Adult Services department is passionate about building a culture of strengths-based practice and promoting independence. In 2019, we undertook workshops with **35 practitioners** across **12 disciplines**, reviewing over **160 cases** to understand if Greenwich's residents were achieving the best possible outcomes. The results of this were stark – half of the time, more could be done to support residents to achieve their best possible outcome. The most common reason for this was **variation in practice and decision-making between different practitioners and different teams** – a consistent approach, appropriate tools and support for the workforce was needed to achieve the high quality practice the Council aspired to provide.



“Forward Thinking has given me an awareness to further explore avenues and strategies to promote independence, as well as enabling the service users to be heard to voice their preferences and goals!”

Social Care Assessor



Approach



We focussed on three areas of work:

1. Increasing the effectiveness and capacity of the reablement service, which is a critical service for achieving independence.
2. Taking a consistent strengths-based approach to practice to achieve the best outcomes for residents.
3. Modernising the learning disability service and offering residents more opportunity for progression.

To design and deliver innovative new structures, processes and ways of working, that work for all staff and residents, we brought together a diverse team with different skills and experience. We drew on data expertise from Finance and Performance; commissioning expertise; service expertise from colleagues working on the frontline; and in some cases external providers and residents with lived experience. We also seconded some of Greenwich's social care staff into the change team on a full-time basis to ensure we had real frontline experience. Having this diverse team design and test new ways of working gave us the confidence that our solutions worked, and it built a wide-ranging team of champions, who could support their colleagues to adopt new ways of working.



“I love the clarity of this (strengths-based framework)! It’s very helpful to have such accessible principles to underpin the work, and I really like the ‘strength in’ language”

Dez Holmes, Research In Practice

“I have been so pleased to see us go through this Forward Thinking programme so that we can change our practice, and make sure the outcomes for our residents are the best that they can be, and so they can lead the most fulfilling lives possible. As a leadership team, we want you to know, you have our full support in this new way of working.”

Lead Member for Adult Social Care

Establishing a consistent strengths-based approach

Greenwich now celebrate what residents can do, by themselves and with their informal support networks. They ask residents what matters to them and what they want to achieve.

This has involved process and structural change as well as real cultural change across the service. As well as a new strengths-based framework, teams now have more support from their peers through strengths-based discussions in collaborative, multi-disciplinary Group Reviews. By sharing experience, decisions are more consistent and result in more independent outcomes.



Results

The Forward Thinking programme has, and continues to achieve, better outcomes for residents. It has also resulted in over **£8m in annualised savings**. Not only has this delivered for social care, but this work has been the catalyst for establishing the corporate approach to continuous improvement across the Borough.

THE IMPACT ON RESIDENTS

5000 hours

5000 hours of unnecessary homecare avoided per year

48%

48% reduction in length of stay on the reablement service

60 placements

60 placements avoided per year

Double

Doubled the number of service finishers bed

72%

72% more reablement referrals for residents as they leave hospital

536

536 new discoveries of community services since the digital tool "Florence" was introduced

New model

Developing a different day opportunities model which residents are now being consulted about

18

18 working aged adult residents moving to a more independent setting (with more being picked up all the time by the newly formed 'Progression' teams)

34%

34% more residents achieving their most independent outcome each week and improved consistency between teams

37%

37% fewer hours of homecare required per week as a result of more effective interventions

THE IMPACT ON STAFF

62%

62% of frontline staff agree that there is a clear vision and priorities

55%

55% more staff feel confident to measure change, and the number of staff who feel supported to change has tripled

70%

70% of staff now believe the leadership team are aligned on a shared vision and share the same top priorities for the organisation

72%

72% of staff now feel they have the skills required to successfully carry out their work to the required standards



More about Newton

We work in partnership with local government to reimagine public services, in a way that guarantees to improve outcomes and reduce cost. We stand by our ability to deliver measurable benefit and put 100% of our fees at risk against delivering agreed results.

To find out more or to speak to us about how we can help your organisation, please do get in touch.

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